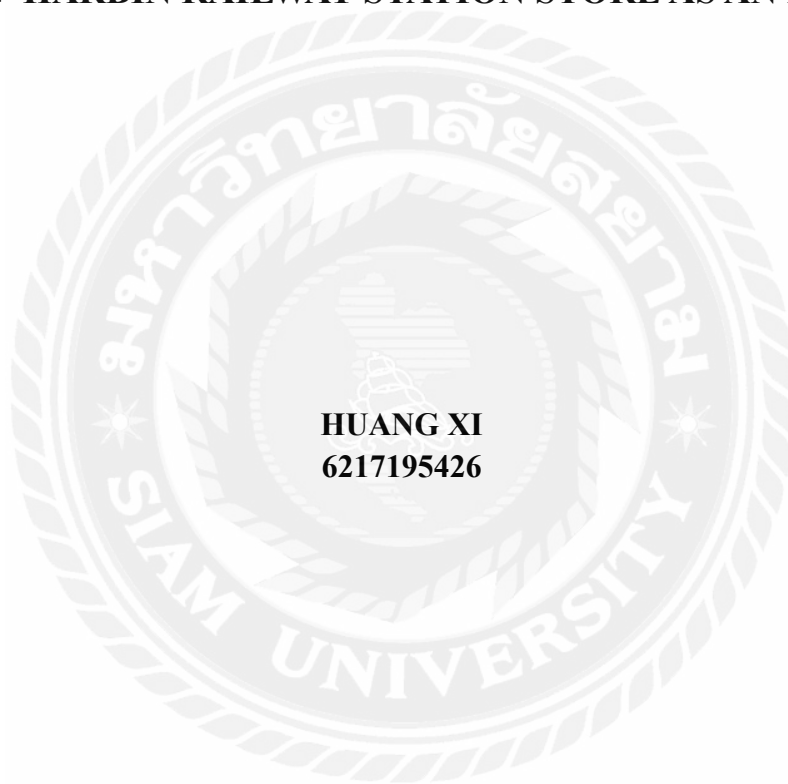




**STUDY ON THE MARKETING STRATEGIC OF KFC
--TAKING HARBIN RAILWAY STATION STORE AS AN EXAMPLE**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR
THE DEGREE OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2023**



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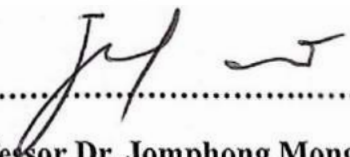
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This Independent Study has been approved as a Partial Fulfillment of the Requirement of International
Master of Business Administration in International Business Management

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ABSTRACT

Title: Study on the Marketing Strategic of KFC--Taking Harbin Railway Station Store as an Example

By: Huang Xi

Degree: Master of Business Administration

Major: International Business Management

Advisor:

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.....12.1.....10.1.....2023.....

The purpose of this research is to examine the marketing strategies of KFC stores at Harbin Train Station in Heilongjiang, China in a competitive fast-food market. The two objectives of this study are: 1) To analyze the current situation of KFC stores in Harbin Railway Station under the current market environment. 2) To explore the problems that may arise from each element of the 4P (product, price, place, promotion) in the KFC store at Harbin Railway Station.

In this study, with 4P marketing strategy as the theoretical basis and using qualitative research methods, first-hand interview data were collected through an in-depth interview survey of 20 consumers of KFC stores in Harbin Railway Station. Text analysis, including data coding analysis and deductive data analysis, was conducted using NVivo 11.0 to explore the research questions.

This study comprehensively analyses the market positioning, product strategy, price strategy, promotion strategy, and place strategy of this Harbin Railway Station KFC store. The results of the study can be summarized as follows: 1) In the current market environment, Harbin Railway Station KFC store has a superior geographic location, located in the traffic hub, attracting a large number of passing travelers and travelers, the target consumer groups are mainly young groups, and its marketing approach has a certain impact on the consumer's perception and behavior. 2) Harbin Railway Station KFC stores have some problems in terms of 4P elements. For example: unstable product quality and taste; relatively high product price positioning; limited coverage of takeaway and delivery services; and relatively few promotional activities in stores. This study also puts forward relevant recommendations in response to these results, which are of practical significance for enhancing KFC's competitiveness in the Chinese market, and also for the development and exploitation of similar catering enterprises.

Keywords: 4P Marketing Strategy, Fast-food, KFC

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Finally, I would like to thank all the faculty and staff of Siam University for their contribution to the growth and development of my students. Your unwavering support and encouragement have always been a source of inspiration and motivation for me.



Declaration

I, Huang Xi, hereby certify that the work embodied in this independent study entitled “*Study on the Marketing Strategic of KFC--Taking Harbin Railway Station Store as an Example*” is the result of original research and has not been submitted for a higher degree to any other university or institution.

Huang Xi



Huang Xi

1/9/2023

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1. Introduction

1.1 Background of Research

China's modern fast-food development started relatively late, but, with the rapid development of the economy, China's fast-food industry also continues to grow. At present, China's fast-food industry as a whole belongs to the growth period, and some cities have entered the golden period, with the scale of the whole industry gradually expanding and the overall competitiveness improving. Against the backdrop of 7.8% year-on-year GDP growth in the 1990s, China's fast-food industry has grown at an annual rate of 20%, making it a pillar of the catering industry's sustained development and a new point of economic growth (Chen, 2013). Currently, the catering industry also plays an increasingly important role in social and economic life and has become a hot industry with the highest growth rate and the fastest development speed in China's consumer demand market (Wang, 2014). China, as a market complex with great consumption capacity and consumption potential, attracts many multinational catering companies to invest and operate (Ka, 2020). The increase in the number of multinational companies has touched the world in the past few years. Some of the leading large companies have expanded their offerings in many countries and have become huge in terms of size and economy. However, China, as a country with a long history, diverse cultures, many ethnic groups, and a vast landmass, Lu (2002) analyses that the Chinese market is indeed more special, complex and challenging compared to other markets around the world.

With the improvement of Chinese people's material living standard, the catering industry has become more and more developed, especially the participation of foreign catering. Catering has become a very important industry in China. There is a Chinese saying that food is the most important thing for the people. Although the number of food and beverage per capita in China is still far lower than that of developed western countries, its development is surprisingly fast. KFC is one of the most popular fast-food chains in the world. With operations in over 145 countries and territories, KFC has become a global brand synonymous with American fast food. As of 31 December 2021, *Yum! Brands* had a total of 26,934 KFC shops and achieved system sales revenue of US\$31.37 billion for the year. Of these, 26% of KFC shops are in China. KFC

has opened a chain of restaurants in China that is remarkable for its size and speed of development (Sun, 2011) The rapid development of KFC has been a major factor in the development of China's fast-food industry. The rapid development of KFC has brought great impact and influence on Chinese food culture and social culture. KFC food from the nutritional point of view of the Chinese people's health is not too much beneficial to promote, but it is unknowingly changing the Chinese people's dietary concepts, but also to the Chinese market business strategy to bring about a greater change (Ka, 2020).With the improvement of the material living standards of the Chinese people, the catering industry has become more and more developed, especially the participation of foreign catering, which puts Chinese food and catering in a better development trend. Catering has become a very important industry in China. There is a Chinese saying: food is the first necessity of the people. Although the number of restaurants per capita in China is still far lower than that of western developed countries, the rapid development is surprising.

How did KFC achieve great success in China? Doole and Lowe (2008) argue that marketing strategies should be developed by treating the whole world as a unique market. This means coming up with a standard product or service everywhere and developing the same marketing mix for each country. It will offer standardized products, prices and promotions and use common distribution channels in all markets. KFC's success is attributed to its effective marketing strategies which have enabled KFC to penetrate different markets and cater for different consumer preferences. Harbin Railway Station, as a transport hub, has a high footfall and is able to attract a large number of travelers, both locals and tourists. Understanding how KFC adapts its marketing strategies to meet the needs of specific customer segments can provide valuable insights to academic researchers and industry practitioners. It is strategically important to help them gain insights into the effective marketing strategies employed by multinational companies such as KFC.

1.2 Problem of Research

At this stage, KFC has a huge scale and potential in China's consumer market. KFC has also maintained a high level in product innovation and brand marketing, however, there are

still problems such as competition with industry and form competition. KFC adopts several global marketing strategies to meet its target market, sell its products, increase its market share, and brand value. However, less is being discussed about its global marketing strategies especially in relation to a particular country. Based on the 4P theory, this study explores how KFC implements an effective marketing strategy in Harbin Train Station, China. The research questions include:

1) The current market environment in the Harbin railway station KFC stores?

2) 4P (product, price, place, promotion) in each element in the Harbin Railway Station KFC stores may appear what problems?

1.3 Objectives of Research

The specific purposes of this study as following:

1) To analyze the current situation of KFC stores in Harbin Railway Station under the current market environment.

2) To explore the problems that may arise from each element of the 4P (product, price, place, promotion) in the KFC store at Harbin Railway Station.

1.4 Significance of Research

This study has important theoretical and practical significance. From the theoretical point of view, this study fills the gap regarding the marketing strategies of international fast food chain enterprises in the Chinese market. With the accelerating process of globalization, international fast food chain enterprises are rapidly rising in the Chinese market. However, due to factors such as regional differences and cultural differences, these enterprises need to develop marketing strategies that are adapted to local market demands. By investigating and analyzing the KFC stores in Harbin Train Station, this study finds a better model that is more suitable for the development of fast-food chain enterprises in China, which provides a reference for international fast food chain enterprises to formulate adapted marketing strategies, and thus promotes the better development of China's catering industry.

From a practical point of view, this study is of great significance in guiding the competitiveness of KFC and other international fast food chain enterprises in the Chinese

market (Monika & Morven, 2005). Harbin Railway Station, as an important transportation hub, has high potential in terms of passenger flow and consumption capacity. By studying KFC's marketing strategy in this area, it can provide effective suggestions on market positioning, product pricing and promotional strategies, to better satisfy consumer needs and enhance brand influence.

1.5 Contribution of the Study

This study provides an in-depth examination of KFC's marketing strategy in the Chinese market, with a focus on the specific location of Harbin Railway Station. Through market research and analysis of KFC stores in Harbin Railway Station, this study provides detailed information on consumer behavior and preferences in the area. It provides a valuable reference for KFC to develop an effective marketing strategy in the Chinese market. This is not only important for the development of KFC in the Harbin Railway Station area, but also provides value for other fast-food brands to find marketing strategies suitable for their development in the Chinese market. The research contributions of this study are:

- 1) Get first-hand detailed qualitative data on the marketing strategies of KFC stores in Harbin Train Station.
- 2) To provide lessons and references for other catering companies to develop their corporate marketing strategies.
- 3) To provide valuable insights for academia and the catering industry and to promote the industry.

2. Literature Review

2.1 4p Marketing Theory

4P marketing theory emerged in the United States in the 1960s, when the American market economy was highly developed, and the essence of various management disciplines collided with each other. 4P marketing theory emerged with the introduction of marketing mix theory. Khan (2014) coined the term "marketing mix" in his inaugural address to the American Marketing Association (Marketing mix). This term, its meaning is that market demand is more or less in a certain degree by the so-called "marketing variables" or "marketing elements" of the impact, in order to seek a certain market response, the enterprise to these elements to In order to seek a certain market response, the enterprise has to make an effective combination of these elements to satisfy the market demand and obtain the maximum profit.

Jerome McCarthy in 1960 in its Basic Marketing book for the first time in the enterprise's marketing elements attributed to the combination of four basic strategies, that is, the famous "4Ps" theory: Product, Price, Place, Promotion, because the four words of the English word are P, plus Strategy, so referred to as "4Ps", as shown in Figure 2.1. As a guide to the market sales of the 4Ps marketing theory, favored by entrepreneurs, and thus be Entrepreneurs to the stage of history, and widely used in the marketplace (Jonathan, 2008).



Figure 2.1 Schematic Diagram of 4P Marketing Theory

The 4P theory has been recognized as an important analytical framework when exploring marketing strategies in the fast-food industry. This theory provides a powerful tool for

explaining the core elements of product marketing and is important for understanding the marketing strategies of KFC and the fast-food industry.

2.2 KFC's Market Positioning and Product Strategy

KFC is known for its unique market positioning and diversified product strategy. The core of the fast-food business is the product. Research shows that KFC's market positioning focuses mainly on providing delicious fried chicken and products associated with it, emphasizing the uniqueness of its brand and distinctive flavors (Ismail, 2019). KFC is committed to continuous innovation and adapting to local market needs. KFC not only offers traditional fried chicken, but also introduces specialty products such as wraps, wings and different types of burgers for different markets and cultural tastes. This diversified product strategy enables KFC to appeal to a wider group of consumers, catering for a variety of taste preferences and increasing KFC's market penetration (Luo, 2018).

2.3 KFC's Price Strategy and Competition

KFC has shown a high degree of flexibility in its pricing strategy. The study states that KFC has adopted diverse pricing strategies to suit different markets and consumer needs (Ali, 2020). In the highly competitive fast-food market, KFC not only offers a diverse selection of set menus of different sizes, but also introduces an affordable product mix to attract consumers with limited budgets. In addition, KFC is constantly launching promotions and coupons to attract more consumers (Ismail, 2019). This price differentiation strategy helps KFC to remain competitive in the highly competitive fast-food market while maintaining the high quality of its products (Zhang, 2018).

2.4 KFC's Promotional Strategy and Branding

KFC's promotional strategy is one of the key factors in its marketing success and plays a key role in brand building. Research has found that KFC increases brand awareness and appeal in a variety of ways (Harris, 2017). KFC not only increases brand awareness through traditional media advertising such as television and radio, but also actively utilizes social media and digital marketing channels to engage with consumers in order to promote its products and appeal to the younger generation of consumers (Ali, 2020). In addition to traditional advertising

campaigns, interaction on social media platforms in addition, KFC has increased its brand awareness and influence through co-marketing with partners such as sporting events, films and cultural events (Harris, 2017).

2.5 KFC's Place Strategy and Consumer Experience

Place strategy is critical to the success of the fast-food business and KFC is no exception. KFC is very careful in choosing its shop locations. Research has found that KFC usually chooses shop locations in transport hubs, shopping centers and densely populated areas to ensure that its products are easily found and accessed (Han, 2019). In addition, KFC has continued to aggressively develop takeaway and delivery services to adapt and meet the needs of modern consumers and to make its products more conveniently available to consumers (Zhang, 2018). KFC also focuses on providing fast service and a good consumer experience to ensure that customers enjoy high-quality food and beverage services both in-store and at takeaway (Luo, 2018).

The successful application of KFC's product differentiation, pricing strategy, promotional campaigns and channel strategy has enabled it to maintain a strong market position globally and continue to appeal to a wide range of consumers. These findings from the literature highlight the importance of the 4P theory in explaining and optimizing marketing strategies in the fast-food business.

3. Research Methodology

3.1 Research Introduction

Qualitative research emerged independently in Europe and the U.S., possessing the potential to construct theories. The rootedness theory proposed by Anselm Strauss and Barney Glaser in 1967, due to its "grafting of the seemingly contradictory research paradigms of positivism and hermeneutics", dedicated to bridging the gap between theoretical and empirical research, greatly expanding the vitality of qualitative research in theory construction (Welch et al., 2013), and in the last decade, "qualitative research methods" have encompassed a more diverse range of topics (Huang & Wang, 2022), and a new generation of scholars has been adopting the theory of rootedness in their research as the theory has evolved (Schreiber & Stern, 2001) Wu and Li (2020) published an article "The History and Logic of Rooted Theory" in Sociological Research. The main objective of this study explores the marketing strategies of KFC and due to its exploratory nature, qualitative research was chosen as the research methodology for this study.

3.2 Population and Sampling

Interview subjects were selected for this study based on the research objectives. The target samples of this study were customers who had consumed KFC in Harbin Railway Station stores. Since qualitative research focuses on in-depth understanding of individual experiences and perspectives, it is more appropriate for this study to use the target sampling method, in which a representative portion of the sample is selected for the survey and interviews. This study consulted with people who met the sample criteria at offline KFC stores to help complete the interviews. Through these three strategies, a total of 20 customers who had made purchases at the Harbin Railway Station KFC store were recruited. After selecting the interviewees, this study immediately chose to conduct face-to-face interviews offline at the KFC store and presented the interviewees with a copy of the informed consent form, which each interviewee signed after signing the consent form to audio-record the interviews. The interviews were recorded after each respondent signed the consent form. In the end, in-depth interviews were conducted with the respondents to understand their perspectives, experiences, and opinions,

and to obtain detailed and rich primary data.

3.3 Research Design

In this study, an interview framework was established based on the purpose of the study. Based on the number of interviewees required by the interview method and the concept of theoretical saturation, this study conducted face-to-face interviews with 20 interviewees, asked follow-up questions based on the interviewees' answers, and used the "Xunfei Hear" APP to record and translate the interviews, so as to obtain more specific, detailed, and comprehensive information, and to gain an in-depth understanding of the marketing strategies of KFC's most representative and influential train station stores in the Harbin area. The interviews were recorded and translated using the "Xunfei Hear" APP to obtain more specific, detailed, and comprehensive information, to understand the marketing strategy of the most representative and influential KFC stores in Harbin, and to analyze them in combination with the 4p theory, and to draw conclusions about KFC's marketing strategy.

In the design of the interview outline of this study, according to the interview plan, the first question screening was carried out, asking whether the interviewed eating out often choose KFC? Is there some understanding of the marketing activities of the KFC brand in Harbin Train Station? According to the information collected in the interview to assess the sample, does not meet the sample needs of the sample to terminate the interview. For those that meet the sample, follow up with some basic information and in-depth interview questions to guide the respondents to think about and answer their views and opinions on KFC products, prices, promotion, and place until the respondents are unable to answer, such as "I don't know", "That's it", and are unable to provide more information. When the respondents were unable to provide more information, the interviews were concluded. The interview outline for this study was divided into two parts (Appendix II).

The first part was basic information. Respondents were asked to fill in basic demographic information as well as other relevant information such as gender, age, education, occupation, income, and reasons for choosing to dine at KFC to improve the respondents' comprehension and trust.

The second part is the in-depth interview questions for the exploration of KFC's marketing strategy for the 4p marketing theory. The interview outline was designed from the four dimensions of product, price, promotion and channel respectively, and a total of 20 questions were designed, the following questions designed in the interview outline.

1. Products

- 1) Do you know what is the main product that KFC sells in Harbin train station stores? What do you think are its characteristics and advantages?
- 2) Have you seen what special products KFC has launched in Harbin Railway Station store? Do these products meet your tastes and preferences?
- 3) What are your views on the quality of products and services launched by KFC at Harbin Railway Station?

Food flavor:

Product price:

Quick service:

- 4) Do you think the specialty products launched by KFC in Harbin Railway Station stores have competitive advantages?

2. Price

- 1) Do you think the prices of KFC's products in Harbin Railway Station stores are reasonable?
- 2) How much are you willing to pay for KFC's products in Harbin Railway Station stores?
- 3) What are your opinions about the prices of products (such as meals and drinks) offered by KFC in Harbin Railway Station stores?
- 4) What is your opinion on the pricing strategy of KFC's shop at Harbin Railway Station?

3. Place

1) What are your views on the store location and distribution strategy of KFC's store at Harbin Railway Station? Do you feel that this location appeals to you?

2) What is your opinion of the retailer partner chosen for the product sales and brand promotion launched by KFC in Harbin Railway Station store?

3) Have you ever used the delivery service launched by KFC at Harbin Railway Station store? What were the reasons for your choice? What was your experience and feeling? Would you like to choose this service again in the future?

4) Have you used KFC's electronic ordering service at Harbin Railway Station? What is the reason for your choice? What was your experience and feeling? Are you willing to choose this service again in the future?

4. Promotion

1) Do you know how KFC conducts advertising and promotional activities in Harbin Railway Station stores?

2) What is your opinion about the product coupons and value packages offered by KFC in Harbin Railway Station store? Does it attract you to dine there?

3) Have you seen KFC's product advertisements in traditional media and social media at Harbin Railway Station? How did these promotions affect your purchasing decision?

4) What do you think of the promotional strategies adopted by KFC at the Harbin Railway Station store?

5. Strategy

1) What are your opinions on the marketing strategies and promotions launched by KFC at Harbin Railway Station?

Product price:

Product promotion:

Location strategy:

2) What do you think are the competitive advantages of the KFC store at Harbin Railway Station?

3) Have you ever visited a KFC store at Harbin Railway Station after 23:00? Why?

6. Others

1) Could you suggest a suggestion for Harbin Railway Station KFC store?

3.4 Data Collection & Analysis

3.4.1 Data Collection

The KFC store at Harbin Train Station in Heilongjiang Province, China, to provide first-hand material to support this study by examining its business model, environmental decoration, service concept, product development, promotion methods, and pricing strategies through interviews with the interviewees. To maximize the efficiency of the interviews and ensure that the interviews are relevant to the research questions. This study provides feedback at the end of each respondent's interview and evaluates and improves the interview methodology to provide authentic and reliable interview results. At the end of the formal interviews, a total of 14.68 hours of audio recordings were collected, totaling 146,648 words. There were 10 male interviewers and 10 female respondents. The age of the participants ranged from 16 to 55 years old. The data from the sample was coded and analyzed for this study, and data saturation was reached when the 12th respondent made a comment; no new core categories were formed during the coding process, and the entire sample was essentially saturated with data. This study provides an overview of the demographics of the respondents based on the structure of the sample data collected. Table 3.1 presents the basic demographics of the respondents.

Tags	Gender	Age	Education Level	Occupation	Incomes	Dining out/week	Amount of meals out/week
A1	Male	16	Junior High School	Students	Under ¥3,000	2	Under ¥500
A2	Male	17	Junior High School	Students	Under ¥3,000	3	Under ¥500

A3	Male	22	Undergraduate	Students	Under ¥3,000	2	¥800
A4	Female	28	Undergraduate	Career Staff	¥5,000	5	¥1,500
A5	Male	27	Master	Corporate Staff	¥15,000	3	¥1,500
A6	Male	21	Undergraduate	Students	Under ¥3,000	2	¥800
A7	Female	24	Undergraduate	Career Staff	¥6,000	2	¥800
A8	Female	27	Master	Career Staff	¥6,000	3	¥1,500
A9	Male	41	Undergraduate	Company Managers	¥20,000	3	¥3,000
A10	Male	40	Master	Career Staff	¥6,000	4	¥1,200
A11	Female	20	Undergraduate	Students	Under ¥3,000	4	¥800
A12	Male	29	Master	Career Staff	¥6,500	5	¥1,500
A13	Male	36	PhD	Professional & Technical Staff	¥8,500	3	¥1,200
A14	Female	23	Undergraduate	Students	Under ¥3,000	2	Under ¥500
A15	Female	24	Undergraduate	Corporate Staff	¥8,000	2	Under ¥500
A16	Female	29	Undergraduate	Career Staff	¥6,000	1	Under ¥500
A17	Male	28	Undergraduate	Career Staff	¥8,500	3	¥1,500
A18	Female	55	Undergraduate	Retirement	¥3,500	2	Under ¥500
A19	Female	36	Undergraduate	Corporate Staff	¥5,500	6	¥1,500
A20	Female	42	PhD	Company Managers	¥22,000	3	¥2,000

Table3.1 Respondents' Demographic Characteristics

3.4.2 Data Analysis

The data for this study was collected and analyzed mainly through the transcripts of consumer interviews with the KFC store at Harbin Railway Station in Heilongjiang Province. The interviews for this study were conducted on a one-to-one basis, with the longest interview lasting more than an hour, and the shortest interview lasting only 32 minutes. Table 3.2 analyses the statistical information of the respondents. With 50% males and 50% females, 15% aged 20 years and below, 55% aged 21-30 years, 15% aged 31-40 years, 10% aged 41-50 years, and 5% aged 50 years and above, the respondents were generally in the 21-30 age group. The education level of the respondents is more than 50% with undergraduate degree, among which 10% are Junior High School, 60% with undergraduate degree, 20% with master degree, and 10% with PHD degree. Career Staff accounted for 35% of the respondents, the largest proportion, students accounted for the remaining 30%, the second largest proportion, Corporate Staff accounted for 15%, followed by Company Managers accounted for 10%, Professional & Technical Staff and Retirees accounted for a smaller proportion. The average monthly salary of the respondents is mostly in the range of ¥ 3,001- ¥ 6,000, accounting for 35%, the smallest proportion of the average monthly salary is Over ¥ 9,001, accounting for 15%.

Projects	Options	Number of times (N=20)	Frequency
Gender	Male	10	50%
	Female	10	50%
Age	Under 20	3	15%
	21-30	11	55%
	31-40	3	15%
	41-50	2	10%
	Over 50	1	5%
Education Level	Junior High School	2	10%
	Undergraduate	12	60%
	Master	4	20%

	PhD	2	10%
Occupation	Students	6	30%
	Career Staff	7	35%
	Corporate Staff	3	15%
	Professional & Technical Staff	1	5%
	Company Managers	2	10%
	Retirees	1	5%
	Incomes	Under ¥ 3,000	6
¥ 3,001- ¥ 6,000		7	35%
¥ 6,001- ¥ 9,000		4	20%
Over ¥ 9,001		3	15%

Table3.2 Frequency Analysis of Interviewees' Statistical Information

From the structure of the sample data, it can be understood that the respondents in this study were evenly split between men and women, and are mainly young consumers between the ages of 21 and 30 years old; in terms of occupation, in addition to Career Staff, there are mostly Students and Corporate Staff; the distribution of average monthly income is mainly in the range of ¥3,001-¥6,000; and the education level is mainly in the form of a bachelor's degree. In addition, Table 3.3 also analyses the frequency of eating out per week and the average monthly disposable amount of money for eating out. Weekly dining out frequency to 2-3 times, accounting for 70%, followed by 4-5 times, accounting for 20%, 0-1 times and 6 times and above as much, accounting for 5%, the respondents average monthly disposable amount of dining out is mainly distributed in the ¥ 1,001 - ¥ 2,000, accounting for 45%, followed by Under ¥ 500, ¥ 501 - ¥ 1,000, accounting for 30%, 20%, the average monthly disposable amount of dining out respectively, and ¥ 1,000, accounting for 18%, the average monthly disposable amount of dining out. 18%, the average monthly disposable dining out amount of ¥ 2,001-¥ 3,000 accounted for the smallest proportion of 5%.

Projects	Options	Number of times (N=20)	Frequency
Dining out/week	0-1	1	5%
	2-3	14	70%
	4-5	4	20%
	6 times and more	1	5%
Amount of meals out/week	Under ¥ 500	6	30%
	¥ 501- ¥ 1,000	4	20%
	¥ 1,001- ¥ 2,000	9	45%
	¥ 2,001- ¥ 3,000	1	5%

Table 3.3 Interviewees' Behavioral Characteristics

This study followed the procedure of thematic analysis in the research process, whereby the verbatim transcripts of the interviews were meticulously read before data analysis was carried out, followed by combing the codes and constructing the themes through an inductive approach, and finally determining the final themes through a deductive approach. The initial examination of the acquired data was referred to as initial coding, whereby the acquired data were coded according to theoretical logic, followed by conceptualization of the raw data and further categorization of the extracted concepts. After initial coding, the words conceptualized by the respondents were abstracted into 4 categories (Table 3.4).

NO.	Category	Conceptualization	Examples of source material
1	Product Strategy	New Product Launch. Product Innovation. Product Quality. Product Enrichment.	A6: "Sometimes multiple new products are launched at once." A9: "Sometimes we will launch products that meet our local people's tastes. Previously, there was a new product "Chummy Grilled Wings" which incorporates the local Chinese style." A10: "The products are very many and high quality, such as: New Orleans baked chicken thighs, seaweed shrimp, spicy chicken thighs, spicy chicken wings, French fries, bone-in, spicy

			beef rolls and other such staple products with high market share."
		Products are Relatively Affordable.	A6: "The product is relatively affordable because there are more students, residents and office workers, and tourists in the neighborhoods, with a medium level of spending power. The average per capita consumption for breakfast is about less than CNY 20, and the average per capita consumption for lunch and dinner is around CNY 32."
2	Price Strategy	Exclusive Discount Coupons are Available.	A12: "Discounts are very strong, and KFC Harbin Railway Station stores are actively promoting cooperation with electronic payment platforms. In the past two years, discount offers are now available at Meituan, Dianping and Alipay."
3	Promotion Strategy	Product Mix Sales. Holiday Sales. Full-price Promotions.	A13: "Children's Day will be sold as a combination of parent-child packages for adults and children, plus small gifts purchased in a single shop; Christmas Day and New Year's Day will be sold as festive packages with a combination of family buckets and tart boxes plus small gifts purchased in a single shop. However, it basically consists of staple food, catering and beverages." A15: "There will be full-price promotions on some holidays, e.g., half-price for the second cup, bank card points redemption, free coke with purchase, etc."
4	Place Strategy	Diversification of Propaganda. Multiple Modes of Diversion.	A18: "Many times we can see KFC staff in nearby shopping areas and railway stations distributing leaflets and giving out some coupons to the crowd as a way to attract us to spend money." A20: "There are many ways to promote new products, first of all the posters are very well done. Sometimes to promote a new product, the shop will also make a new product display wall, community banners, giant window stickers and other offline promotions, in addition to this it

will also promote online on WeChat and Jitterbug, and constantly launch new products with regional characteristics, such as the oil strips and soya bean milk, the chicken and mushroom set, the corn soup set, and the rice and breakfast products."

Table 3.4 Example of Initial Coding

In the analysis process of this study, NVivo 11.0 software was used for thematic coding and the data were categorized. During the coding process, it is not difficult to find that KFC Harbin Railway Station stores use a lot of strategies in the four areas of Product, Price, Promotion and Place, as interviewee A10 said "The products are very many and high quality, such as: New Orleans barbecue chicken thighs, seaweed prawns, spicy chicken thighs, spicy chicken wings, French fries, bones and meat, Spicy Beef Tacos and other such staple products that have a high market share." Respondent A6 said "The products are relatively affordable because there are more students, residents and office workers, and tourists in the neighborhoods with a medium level of spending power. The average per capita consumption for breakfast is about less than ¥20, and for lunch and dinner it is around ¥32." Interviewee A15 said in terms of product promotion that "there will be full-price promotions on some holidays, such as: half-price for the second cup, bank card points redemption, free coke with purchase, etc." Respondent A22 said in terms of Place Strategy "There are many ways to promote new products, first of all the posters are very well done. Sometimes to promote a new product, the shop will also make new product display wall, community banners, giant window stickers, etc. offline, in addition to this it will also promote online on WeChat and Jitterbug, and constantly launch new products with regional characteristics, such as the oil strips and soya bean milk, chicken and mushroom set meal, corn soup set meal, and rice and breakfast products."

After completing the initial coding, this study then proceeded to axial coding, clustering the basic categories based on the initial coding, and refining the main categories based on the logical connections between the basic categories, and a total of four main categories were summarized in this study (Table 3.5).

NO.	Main Categories	Counterparts
1	Product	Specialty food and beverages, quality food and beverages.
2	Price	Discount activities, products at affordable prices, coupons.
3	Promotion	Strong holiday promotions, high frequency of full price.
4	Place	Online and offline sales channels and distribution strategies, wide sales coverage, shop sales and takeaway delivery.

Table3.5 Example of Axial Coding

In this study, in axial coding, it was found that axial coding mainly involves four main categories which are product, price, promotion and channel. And the main category is the most important and central concept or theme in the study. Therefore, in this study, the main category is defined as the KFC marketing strategy, and the corresponding category refers to the sub-concepts or sub-themes that are associated with and echo the main category. When analyzing this study, it is easy to find that the corresponding category includes market positioning, product strategy, price strategy and promotion strategy. By further refining and categorizing these sub-concepts, it is possible to gain a more comprehensive and in-depth understanding of the marketing strategies adopted by KFC in Harbin Railway Station Store.

4. Finding and Conclusion

At present, with the process of world economic integration and the continuous collision and fusion of Chinese and Western food cultures, many foreign fast foods are popular in China. This study takes the famous 4p marketing theory as the theoretical basis, combines the KFC store in Harbin Railway Station with this theoretical basis, and explores the market positioning and target consumer groups of KFC in Harbin Railway Station, as well as how the target consumers influence the marketing strategies and tactics adopted by KFC in this area.

KFC has a stable and mature standardized management system as well as innovative marketing strategies and hardware resources compared to other fast-food brands. This study conducted qualitative interviews with consumers in KFC stores at Harbin Railway Station. The findings of this study are shown below:

1) In the current market environment, the target consumer group of KFC stores in Harbin Railway Station is mainly the young community, and its marketing methods have a certain impact on consumer perception and behavior.

Harbin Railway Station KFC store has an advantageous location in the traffic hub, attracting a large number of passers-by and travelers. Harbin Railway Station KFC stores provide convenient and affordable meals for busy travelers, and their target consumer groups mainly include Career Staff, students, and Corporate Staff, mainly aged between 21 and 30 years old, with education mainly based on bachelor's degree, and these young consumers said they preferred convenient and fast meals when waiting for the train. These young consumers said that they preferred to choose convenient and fast food when waiting for the train, so they would prefer KFC.

Harbin Railway Station KFC stores use a series of marketing tools, focuses on providing high quality fast food, fast service, and a clean and comfortable dining environment. The stores offer a diverse range of fried chicken products to cater to different customer tastes. In the interview process, it was found that Harbin Railway Station KFC stores through the purchasing power, tastes, preferences and other characteristics of the consumer groups in the business district, design and launch different products with different packages of promotional strategies,

which not only meets the needs of different consumers, but also improves the customer unit price, while increasing sales, to the economic ability of different consumer groups to bring a different purchasing experience, and to improve the brand's goodwill and loyalty. In addition to this marketing tool, some respondents said Harbin train station KFC stores launched new products can be seen on TV, bus stops, trains, and other places to see the ads, and the publicity form is varied. Sometimes you can see in the park to see the Harbin Railway Station KFC store staff to pull large banners, sometimes you can see creative stickers in the window of the bus station, and sometimes you can see the store in the main dining area wall of the physical display of these advertisements sometimes attract them to consume. Advertising in the catering industry marketing has a great charm, Harbin train station KFC stores of this marketing means can let consumers intuitively receive new product activity information, but also shaped the value of the brand. At present, many catering enterprises use the most "Internet +" marketing means, some interviewees said that Harbin Railway Station KFC stores will also use a variety of social media software, the launch of preferential activities, such as Alipay 8% discount, UnionPay card points redemption and other marketing activities.

2) 4P elements will be some problems in Harbin train station KFC stores

Factors such as product quality and innovation, pricing, promotion, place and service speed of KFC stores at Harbin Railway Station also have a great impact on consumers' decision-making process. During the interview process, it was found that there are some differences in the target consumer groups in terms of gender, age, income, and education level. Consumers who are in the student group indicated that they are price sensitive and affordable KFC products are attractive to them. Some consumers indicated that high quality, innovative and special KFC food can motivate them to consume again. After analyzing the primary data, although KFC has a complete series of innovative marketing strategies, there are still some gaps in consumer recognition and some differences in consumer satisfaction and loyalty.

The Harbin Train Station KFC store has great potential in the market environment, and some issues were identified during the interviews in terms of the 4P elements. In terms of product, although the shop offers a variety of products, some customers reported inconsistent

product quality and taste, which may require improvements in kitchen operations and the supply chain of ingredients. In terms of price, the shop's price positioning is relatively higher than that of its competitors, which may limit some consumers' willingness to buy, and the price strategy needs to be adjusted to meet the needs of different consumer groups. In terms of places, despite the stores' favorable location, the coverage of takeaway and delivery services is limited, and there is a need to expand the range of takeaway and delivery services to further increase sales. In terms of promotions, the stores have relatively few promotional activities and brand awareness and appeal can be increased through more promotional activities and marketing strategies.

Based on the results of the interviews, the marketing strategies used by KFC stores in Harbin Railway Station mainly include product launches, product promotion, advertising, and so on. Through the study of the marketing model, product analysis, and sales strategy, it is not difficult to find that the marketing strategy of KFC stores in Harbin Railway Station matches the demand, and these strategies have brought certain preferences and behaviors for the influence of consumers in Harbin Railway Station stores, which provides a reliable support role for the development of KFC enterprises in Harbin Railway Station stores. These findings can be used as a basis for future marketing measures to attract more customers and improve customer satisfaction in similar environments, which is of practical significance for enhancing KFC's competitiveness in the Chinese market and has certain implications for the development and pioneering of similar food and beverage enterprises.

5. Recommendations

5.1 Product Strategy Recommendations

According to the results of consumer interviews, KFC in the product marketing strategy of consumer recognition is more common, in the taste of the right degree, KFC's localized product design is less, and KFC's target consumer groups for the young community, this group of consumers for the appearance of a relatively high degree of attention to the consumers, love of beauty, but also like to enjoy the food, KFC's deep-fried food has obviously become the first to avoid the meal, health is the main theme of the future, as consumers pay more and more attention to dietary health and nutritional awareness will gradually be eliminated by consumers. The main theme of the study is that as consumers become more and more aware of healthy eating and nutritional combinations, the deep-fried cooking method of Western fast food will gradually be eliminated by consumers (Chen, 2013). This study suggests that the concept of healthy eating should be incorporated into the design of meals, and localized meals should be introduced in accordance with local consumers' tastes, with relatively diversified meal types. This is also more in line with future consumer trends. When launching localized meals, it is recommended that the energy and nutritional value of the meal be labeled, so that consumers can clearly understand the nutritional intake of the meal and the distribution of energy and can enjoy the meal with peace of mind.

5.2 Price Strategy Recommendations

Providing favorable prices is still the most important factor for consumers in choosing KFC for their meals, and in the interview results, it is easy to find that KFC exclusive discount coupons have a high degree of attraction for consumers to purchase meals. This study suggests that while attracting customers with discounts such as coupons, the restaurant must also recommend a product that increases the unit price for the attracted customers. The price positioning and promotional range of the product should be appropriate. Too large a range is not conducive to the increase in unit price, while too small a range will affect the enthusiasm of customers to dine in the restaurant. In some special holidays can be appropriate to launch special prices, the root of the launch of a specific coupon, and there are occasional promotional

activities for consumers to choose from, but also can be appropriate to launch the student discount, with more affordable prices to get the favor of the student body. In addition to this, you can also take psychological pricing strategy. In view of the psychological factors, most of the products are priced using the method of tail number, retaining the zero, according to the psychological activities of the human being, most consumers will have the idea that the price is very cost-effective, so that they will have a sense of affordability of the price set (Wang, 2018). For example, the original flavored chicken with sucking fingers is priced at ¥7.5, which gives consumers a psychological feeling of affordability.

5.3 Promotion Strategy Recommendations

It is very important to hold a new product mobilization meeting before the launch of a new product. Only if every manager and employee understand the flavors and prices of the new products, and the selling points and discounts, can they skillfully introduce the new products to their customers and be successful. Recommended sales products are also the most effective way to increase the unit price. In this study, Harbin Railway Station KFC stores will use many media advertisements, such as TV advertisements, print advertisements, media advertisements and so on. Among them, the most important one is the TV publicity, KFC's TV advertisement is based on the psychology of Chinese people focusing on family and reunion, with an ordinary family as the background, so that consumers can see the story of their own life in the advertisement. In addition to this, Harbin Railway Station KFC stores are also heavily advertised at bus stops, railway stations, and communities with high foot traffic. This study suggests that based on the above publicity and promotion methods, KFC stores can also organize a series of charity activities, such as "Give Love, Give Nutrition", establish the KFC Aurora Fund, hold a series of public activities such as basketball challenge matches, etc., to establish an excellent public image and build up a trusting relationship with the general public (Wang, 2018), and at the same time, continuously launch coupon gifts, which will promote the sales of products.

5.4 Place Strategy Recommendations

Harbin train station KFC stores sales channels are mainly offline shop sales, in addition

to takeaway delivery. Takeaway delivery is to provide convenience for consumers who are inconvenient to come to the shop, and mainly focuses on online ordering. This study suggests that the online sales channel can be used for telephone ordering in addition to online ordering, and shops can dedicate a telephone receptionist for this channel. At the same time, it is also recommended that shops and distributors and manufacturers with channel resources, to establish a good relationship, relying on their channels, to complete the distribution of products, to cooperate in the distribution, to improve the timeliness of logistics and distribution and service quality.

This study has its own limitations, including the in-depth understanding of the Harbin Railway Station KFC stores and the selection of the sample size and sample range in the interview process, the quality of the respondents to fill out the questionnaire, etc., may lead to the results of this Harbin Railway Station KFC stores marketing strategy research, subsequent scholars can refer to this study of the Harbin Railway Station KFC stores existing marketing strategy research for more in-depth research, to understand the impact of the marketing strategy on consumer loyalty, satisfaction and other aspects.

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Appendix I: Informed Consent Form for Interview

Dear Sir/Madam:

I am a master's student from Siam University, and I would like to invite you to participate in this research study to investigate how KFC implements effective marketing strategies at its Harbin Train Station store. Before you give your consent, I will provide you with the following information: the methodology and length of the study, reasonably foreseeable risks, possible discomforts and benefits, and any potentially useful alternatives. This information will help you understand why you may or may not want to participate in the study.

All your personal information will be withheld from the public during this interview. The personal information you provide will be anonymized, kept strictly confidential, and used only by the researchers of this study. Interviews will be recorded using audio recording equipment. If you have any questions about this study, need to file a complaint, have been injured because of your participation in this study or have any concerns about this study and your rights as a research participant, to discuss questions about the research study, to file a complaint or concern, or to obtain information or provide feedback, please tell me.

Your participation in this study should be completely voluntary and you will not be penalized or have your interests harmed by refusing to participate or deciding to stop participating. By signing this document, you are indicating that the contents of this study, including the information above, have been communicated to you verbally and that you are voluntarily agreeing to participate in this study. If you agree to participate in this study, you will receive a signed copy of this document for your records. By signing this document, you are saying that you understand all the information about this study and this interview, that your questions have been answered, and that you voluntarily agree to participate in this interview.

Participant's Name

Participant's Signature

Date

Appendix II: Interview Protocol

Filter questions:

1. Do you often choose KFC to eat out?

- Yes
- No

2. Do you have some knowledge about the marketing activities of KFC brand in Harbin Railway Station?

- Yes
- No

I. Basic Information

Dates:		Time:		Point:	
Respondent:	Gender:	Age:	Education:	Occupation:	Income:
1. What are your reasons for choosing KFC?		1) Good environment		2) Good location	
		3) Appropriate price		4) Diversified food	
		5) Convenience		6) Other	
2. How many times a week do you eat out on average?		1) 0-1times		2) 2-3times	
		3) 4-5times		4) 6 times and above	
3. How much money do you have at your disposal to eat out each month?		1) Less than ¥ 500		2) ¥ 501-¥ 1000	
		3) ¥ 1001-¥ 2000		4) ¥ 2001-¥ 3000	
		5) ¥ 3000 and above			

II. Interview Themes

1. Products

1) Do you know what is the main product that KFC sells in Harbin train station stores? What do you think are its characteristics and advantages?

2) Have you seen what special products KFC has launched in Harbin Railway Station store?

Do these products meet your tastes and preferences?

3) What are your views on the quality of products and services launched by KFC at Harbin Railway Station?

Food flavor:

Product price:

Quick service:

4) Do you think the specialty products launched by KFC in Harbin Railway Station stores have competitive advantages?

2. Price

1) Do you think the prices of KFC's products in Harbin Railway Station stores are reasonable?

2) How much are you willing to pay for KFC's products in Harbin Railway Station stores?

3) What are your opinions about the prices of products (such as meals and drinks) offered by KFC in Harbin Railway Station stores?

4) What is your opinion on the pricing strategy of KFC's shop at Harbin Railway Station?

3. Place

1) What are your views on the store location and distribution strategy of KFC's store at Harbin Railway Station? Do you feel that this location appeals to you?

2) What is your opinion of the retailer partner chosen for the product sales and brand promotion launched by KFC in Harbin Railway Station store?

3) Have you ever used the delivery service launched by KFC at Harbin Railway Station store? What were the reasons for your choice? What was your experience and feeling? Would you like to choose this service again in the future?

4) Have you used KFC's electronic ordering service at Harbin Railway Station? What is the

reason for your choice? What was your experience and feeling? Are you willing to choose this service again in the future?

4. Promotion

1) Do you know how KFC conducts advertising and promotional activities in Harbin Railway Station stores?

2) What is your opinion about the product coupons and value packages offered by KFC in Harbin Railway Station store? Does it attract you to dine there?

3) Have you seen KFC's product advertisements in traditional media and social media at Harbin Railway Station? How did these promotions affect your purchasing decision?

4) What do you think of the promotional strategies adopted by KFC at the Harbin Railway Station store?

5. Strategy

1) What are your opinions on the marketing strategies and promotions launched by KFC at Harbin Railway Station?

Product price:

Product promotion:

Location strategy:

2) What do you think are the competitive advantages of the KFC store at Harbin Railway Station?

3) Have you ever visited a KFC store at Harbin Railway Station after 23:00? Why?

6. Others

1) Could you suggest a suggestion for Harbin Railway Station KFC store?