



**STUDY ON THE MARKETING STRATEGY OF ANMUXI
YOGURT MARKET**



WANG XINYU

6217195020

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2023**



**STUDY ON THE MARKETING STRATEGY OF ANMUXI
YOGURT MARKET**

WANG XINYU

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

Advisor:.....
(Assoc. Prof. Dr. Qiu Chao)

Date:14...../.....11...../.....2023

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business Administration

Date:.....01...../.....02...../.....2024
Siam University, Bangkok, Thailand

Title: Study on the Marketing Strategy of Anmuxi Yogurt Market WANG
By: XINYU
Degree: Master of Business Administration
Major: International Business Management

Advisor: *Chen Qiu*
(Assoc. Prof. Dr. Qiu Chao)

..... *14* / *11* / *2023*

Abstract

The Chinese yogurt market has entered a stage of refined competition, and the changes in consumer basic demands are driving the upgrading of the yogurt category. The increasingly fierce competition in the yogurt market has significantly impacted Anmuxi, and marketing strategies have become the main influencing factor for Anmuxi's further development and growth. The research objectives of this paper were twofold: 1) To analyze the marketing status of Anmuxi yogurt and 2) To analyze the factors that influence the marketing strategy of Anmuxi yogurt.

The research object of this paper is the Anmuxi yogurt product of Yili Company, based on the 4P theory. This paper adopts a qualitative research method to review the 4P marketing theory, prepare an interview outline, and conduct face-to-face interviews with 35 employees in the marketing department of Yili Company.

Through investigation and analysis, this paper found that: 1) The current marketing situation of Anmuxi is characterized by severe product homogenization, high pricing, reliance on offline channels, and excessive promotion. 2) The taste and price of yogurt products have become the main factors consumers choose to purchase, and the product and price are essential factors that affect Anmuxi's marketing strategy.

Keywords: Anmuxi yogurt, 4P's, Marketing Strategy.

Acknowledgement

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



Declaration

I, Wang Xinyu, hereby certify that the work embodied in this independent study entitled Study on the Marketing Strategy of Anmuxi Yogurt Market result of original research and has not been submitted for a higher degree to any other university or institution.

.....WANG XINYU.....

(Wang Xinyu)

Nov 8, 2023



CONTENTS

Abstract.....	I
Acknowledgement	II
Declaration.....	III
CONTENTS.....	IV
Chapter 1 Introduction	1
1.1 Research Background.....	1
1.2 Research Problems	2
1.3 Objective of the study	2
1.4 Scope of the study	3
1.5 Research Significance	3
Chapter 2 Literature Review	5
2.1 Introduction	5
2.2 Definition of relevant concepts	5
2.2.1 Definition of room-temperature yogurt	5
2.2.2 Definition of Marketing.....	5
2.2.3 Marketing of Dairy Products Enterprises	6
2.3 Theory of Reviews	7
2.3.1 4P Marketing Theory.....	7
2.3.1.1 Product strategy	9
2.3.1.2 Pricing strategies.....	9
2.3.1.3 Place strategy	10
2.3.1.4 Promotional strategy	10
2.3.2 SWOT analysis	10
2.4 Theoretical framework	12
Chapter 3 Research Methodology.....	14
3.1 Research Methodology.....	14
3.2 Sampling.....	14
3.3 Research Design.....	14
3.4 Data Collection.....	15
3.5 Data Analysis	16
Chapter 4 Finding and Conclusion	17
4.1 Product analysis.....	17
4.2 Price analysis.....	18

4.3 Place analysis	19
4.4 Promotion analysis	20
4.5 SWOT analysis.....	21
4.6 Conclusion.....	23
4.6.1 Marketing status of Anmuxi yogurt.....	24
4.6.1.1 Product status	24
4.6.1.2 Price status	24
4.6.1.3 Place status.....	24
4.6.1.4 Promotion status.....	25
4.6.2 factors that influence the marketing strategy of Anmuxi yogurt...	26
Chapter 5 Recommendation.....	27
5.1 Shaping brand connotation.....	27
5.2 Improve product pricing.....	27
5.3 Expand emerging channels.....	27
5.4 Moderate promotion.....	28
References.....	29
Appendix.....	32

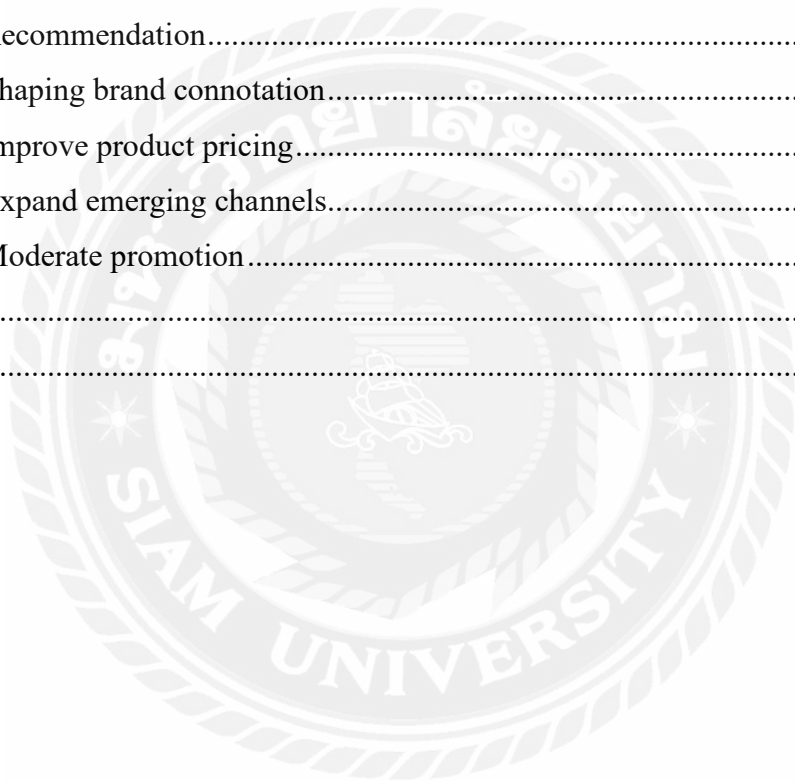


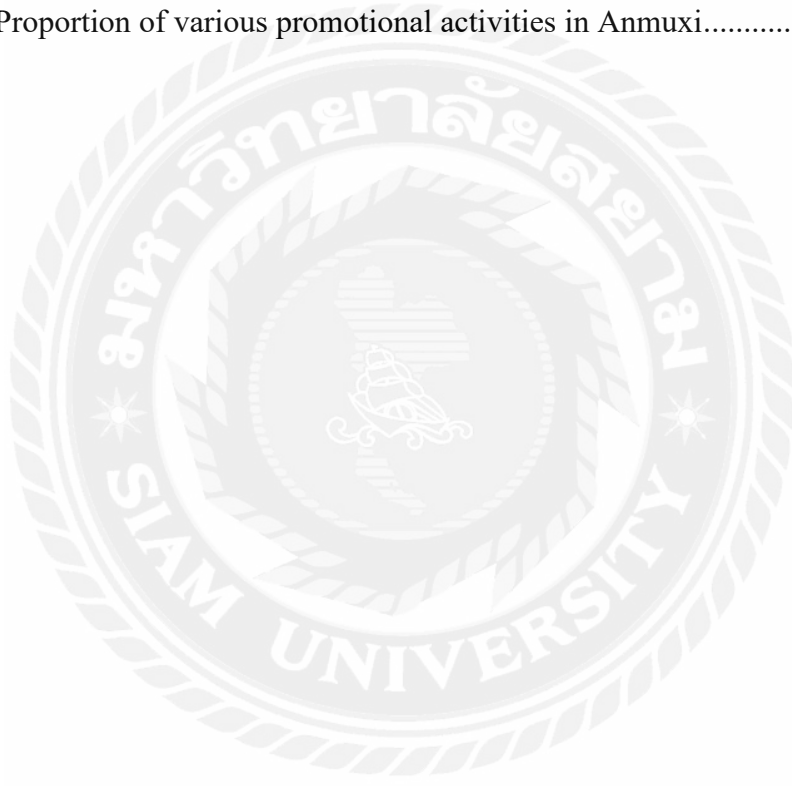
TABLE CONTENTS

Table 2. 1 SWOT Matrix	12
Table 3. 1 Sampling size	14
Table 3. 2 Interview outline	15
Table 4. 1 SWOT analysis of Anmuxi.....	23
Table 4. 2 Anmuxi’s SWOT combination strategy	23
Table 4. 3 Terminal retail price comparison of Chunzhen & Anmuxi	24
Table 4. 4 Nielsen’s numerical market spread rate of YL and MN.....	25



FIGURE CONTENTS

Figure 2. 1 Theoretical framework	13
Figure 4. 1 Flavor test analysis of Anmuxi.....	17
Figure 4. 2 Series design comparison of Anmuxi.....	18
Figure 4. 3 Price analysis of Anmuxi.....	19
Figure 4. 4 Market outlet of Anmuxi	20
Figure 4. 5 Promotion analysis of Anmuxi.....	21
Figure 4. 6 Proportion of various promotional activities in Anmuxi.....	22



Chapter 1 Introduction

1.1 Research Background

After 44 years of reform and opening up, China's economic development has achieved remarkable results, and the living standards of the people have greatly improved. From 1978 to 2022, the domestic GDP increased from 367.9 billion yuan to 121020 billion yuan. From 2015 to 2022, the national GDP increased by 56.68% from 68599.3 billion yuan, with an annual growth rate of 5.5% to 6.0%. China's economic development has become stable. From 1978 to 2022, the consumption level of residents increased from 184 yuan to 250002 yuan. From 2014 to 2022, the consumption level index of rural residents increased from 1574.6 to 2060.2, with the consumption level index increasing from 1050.4 to 1474.4, with a growth rate of 40.37%. The living standards of residents have achieved a giant leap. The consumption gap between urban and rural residents has gradually narrowed, and consumers' requirements for quality of life have generally increased, including nutrition and health. The increasing demand for delicious food has also given Chinese brand food enterprises unprecedented development opportunities, achieving many excellent brand food enterprises (Yang, Chen, & Chen, 2022).

Against the backdrop of rapid economic development in China, Chinese dairy enterprises have also achieved significant growth. From the perspective of dairy product sales, from 1980 to 2018, China's sales increased from 1.367 million tons to 39.43 million tons, fully meeting the people's demand for healthy milk consumption. From the perspective of the number of enterprises, from 1978 to 2020, the number of registered dairy manufacturing enterprises increased from 2 to 11552. In the past five years, there were 2683 new enterprises, of which 398 are still operating. From this, in recent years, although the competition in the dairy industry has heated up, the concentration of the sector has become stable. A competition pattern has been formed in the fierce market competition, with front-line dairy enterprises led by Mengniu and Yili, second-line dairy enterprises represented by Guangming, Sanyuan, Huishan, and nearly 400 small local dairy enterprises of all sizes. According to the annual reports of various listed companies and industry research institute data disclosure, in 2022, the market share of Mengniu Group and Yili Group, two dairy companies, exceeded 60%, and their annual sales exceeded 150 billion yuan. Moreover, the two companies still maintain a double-digit growth model, driving the entire industry's growth and promoting the high-speed and healthy development of China's dairy industry (Maitiniyazi, & Canavari, 2021).

Room-temperature yogurt has emerged as an emerging subcategory in the dairy industry in recent years. Through production process and technological innovation and upgrading, while maintaining the advantages of better nutrition and better taste of low-temperature yogurt, storage, and transportation have been optimized, greatly expanding the sales area and consumer base of yogurt products, becoming a vivid case in the

history of supply reform in the dairy industry. In 2013, Anmuxi, Chunzhen, and Moslion emerged one after another, and their market share continued to increase in the following years. As of 2022, the market size of room-temperature yogurt exploded from 3.1 billion yuan to 30.8 billion yuan. It can be said that the emergence of room-temperature yogurt has considerably rewritten the original market pattern, pushing the yogurt category to more blank groups, allowing people who were unable to taste or were not suitable for drinking room-temperature pure milk and low-temperature yogurt in the past to enjoy room temperature yogurt, while significantly expanding market share. At the same time as the market is experiencing explosive growth, the market share of room-temperature yogurt is firmly occupied by a few top-tier brands, with Anmuxi, Chunzhen, and Moslion settling nearly 90% of the market (Zhang, Guan, & Jin, 2022).

1.2 Research Problems

The Chinese yogurt market has entered a stage of refined competition, and the changes in consumer basic demands are driving the upgrading of the yogurt category. Although Anmuxi holds first place in the Chinese room-temperature yogurt market with the strong background of Yili Company, the gap with competitors is not significant, and other yogurt brands are also catching up and seizing market share. The increasingly fierce competition in the yogurt market has had a substantial impact on Anmuxi, and marketing strategies have become the main influencing factor for Anmuxi's further development and growth.

Scholars are increasingly researching marketing strategies. Based on the existing social and economic environment, they have conducted a detailed analysis of various elements in marketing, pointed out many problems, and proposed many targeted improvement measures. This provides a lot of reference for the future development of the dairy industry and the research direction of future scholars and has vital practical significance. The marketing theory is vibrant, the dairy industry's growth is mature, and the market consumption is standardized. However, there is very little research on marketing for dairy products. Most of the study is mainly based on the development strategy of enterprises, which has a guiding effect on the development of the domestic dairy industry in a general direction. However, there needs to be more research on series or individual products (Imam, Zadeh, & Dubey, 2011).

1.3 Objective of the study

The academic community has also conducted extensive research on the marketing of dairy products, taking into account factors such as the concept and future development of dairy health, consumer behavior habits, consumer psychology, income and profit distribution. The research field is broad and provides valuable reference for

subsequent research. In contrast, although China's research combines the development of the current era, there is a lack of independent theoretical innovation. Most previous theories have been extended as the research foundation, lacking native theories. In the future, theoretical development needs to combine the characteristics of the Chinese dairy industry and propose a marketing theoretical system with Chinese characteristics (Rajendran, & Mohanty, 2004). So this paper has two research purposes:

1. To analyze the marketing status of Anmuxi yogurt.
2. To analyze the factors that influence the marketing strategy of Anmuxi yogurt.

1.4 Scope of the study

This paper takes Anmuxi yogurt as an example, combines the development background of the dairy industry, draws on relevant marketing theories to analyze the current marketing situation and marketing strategies of Anmuxi, and provides improvement suggestions for future marketing strategies of Anmuxi. The author has read 50 academic articles related to marketing strategies and determined that this study is based on the 4P marketing strategy theory to analyze the current marketing situation of Anmuxi. In September 2023, 35 employees from the marketing department of Yili Company were interviewed. This paper explores the current marketing situation of Anmuxi from four aspects: Product, Price, Place, and Promotion, and then analyzes the influencing factors of Anmuxi's marketing.

1.5 Research Significance

This paper explores the current development trends of the dairy industry and summarizes the successful experiences of enterprises and brands through research on Anmuxi's marketing activities. At the same time, based on the current development environment of China's food and fast-moving consumer goods industries, this paper will analyze and fully draw on the successful experience of Anmuxi to help other dairy companies in China adjust and update their marketing strategies and help the Chinese dairy industry develop and grow. At the same time, this paper aims to identify the problems in Anmuxi's product marketing strategies in recent years by reviewing Anmuxi's marketing strategies and proposing feasible solutions to help Anmuxi's products proliferate and help Anmuxi win (Dudukalova, Tkach, & Nechitaylov, 2020).

As a typical fast-moving consumer product, room-temperature yogurt needs more apparent advantages in production quality and brand influence. To retain consumers, it is necessary to focus on marketing work. In the new era of rapid economic development, traditional marketing methods are no longer able to adapt well to the current economic development trend. Therefore, it is necessary for enterprises to continuously research and develop reasonable marketing models and increase the company's brand value and

profit space by enhancing the company's marketing strategy, technological innovation, and keeping up with the times. To provide an essential theoretical basis for Yili Company and even domestic and foreign dairy companies to optimize further and enhance their marketing strategies (Bi, Qiu, & Huang, 2020).



Chapter 2 Literature Review

2.1 Introduction

This chapter elaborates on the definition of room-temperature yogurt and the definition of marketing and summarizes the views of the former in research related to marketing strategies. The detailed introduction of the 4P marketing theory provides a theoretical basis for analyzing the current situation of Anmuxi's marketing strategy in the following text.

2.2 Definition of relevant concepts

2.2.1 Definition of room-temperature yogurt

In the 1980s, China's yogurt began an accurate modernization process. With the continuous deepening of reform and opening up, domestic and foreign enterprises continued to deepen cooperation and connections, and the technological process of yogurt achieved substantial breakthroughs. Yogurt has a delicate taste and unique flavor, retaining the nutritional advantages of milk and adding lactic acid bacteria through secondary processing to make the taste more diverse, catering more to modern consumers' pursuit of food nutrition and health. From the perspectives of processing and storage requirements, yogurt can be divided into two categories: room-temperature yogurt and low-temperature yogurt (Lopes, Mota, Sousa, Gomes, Delgado, & Saraiva, 2019).

After fermentation, the average temperature yogurt must be subject to "pasteurization heat treatment," that is, ultra-high heat instantaneous disinfection method. To destroy the bacteria and buds in the raw milk, it must be sterilized for 5-7 seconds at a high temperature of about 150 ° C to disinfect and sterilize harmful substances to meet the commercial sterile production conditions. Although it kills harmful bacteria, it also destroys healthy nutrients such as whey protein and vitamins in raw milk and also kills lactic acid bacteria. Normal-temperature yogurt does not contain active lactic acid bacteria, so it is usually sold under average temperatures and in natural environments, and the shelf life is also quite long, usually three to six months (Wang, 2012).

2.2.2 Definition of Marketing

The theory of marketing, on the one hand, solves fundamental and conceptual market problems, forming the entire market logical framework and system based on conclusions, and on the other hand, serves as a bridge and communication with other professional fields. Marketing is the process in which an enterprise creates service and product value for customers, establishes long-term stable relationships, and obtains certain benefits in return from the customer consumption process. The core is to develop

specific values for customers. The marketing approach first involves surveying the target market, clarifying the needs of the target customers, analyzing the advantages and disadvantages of the market competition environment, conducting in-depth research on marketing information, and ultimately determining the scope of the target market. In marketing implementation, enterprises should start from the actual needs of consumers and develop reasonable prices, channels, and promotion strategies for products or services based on market demand. Based on this theory, various business activities should be organized and arranged to obtain consumer satisfaction by selling goods and services, ultimately achieving the marketing process of enterprise business goals (Baines, Fill, & Rosengren, 2017). Marketing has the following characteristics:

1. Essentially, it is a market economy activity. Build a theoretical system for marketing by studying the purpose, context, form, and process of the event.

2. The activity subject is the production and operation subject. The main body of the activity is the enterprise or its marketing department.

3. The purpose is to pursue profits. Enterprises engaged in product production, sales, and services will inevitably try to reduce costs as much as possible to increase their profit returns. It is necessary to integrate available resources to achieve marginal benefits, and marketing plays a leading role in this process, running through the entire enterprise activity.

2.2.3 Marketing of Dairy Products Enterprises

Böhme analyzed and discussed the marketing model of Australian dairy companies based on their current business situation. She believed that if consumers want to dispel their doubts about product safety, they must use scientific and effective marketing strategies to increase their trust in the brand and unlimited repurchases. On the other hand, the convenience of product sales channels has gradually attracted consumers' attention (Böhme, 2021).

Dekker analyzed the relevant factors in the marketing mix strategy in "Research on Dairy Product Marketing Strategy of Siping Junlebao Dairy Co., Ltd.". He pointed out many problems in Junlebao's marketing, such as insufficient novelty in product packaging and harmful brand effects. She believes that for the fast-moving consumer goods market, product packaging is the primary tool to attract consumers. According to data from the National Bureau of Statistics of China, in recent years, several dairy companies in China have seen a year-on-year increase in their primary business revenue. Although the overall sales performance of the industry is excellent, the situation could be more optimistic if profit and revenue are taken as the starting point. It is easy to find that with the improvement of consumer food safety awareness and the lack of confidence in the dairy industry, consumer behavior tends to be rational. At the same time, the shortage of milk sources, the rise in raw material prices, the increase in labor costs, the severe homogenization of products, and the profitability of enterprises have

also hindered the development of most dairy product enterprises in China (Dekker, Koenders, & Bruins, 2019).

Liu conducted a thorough analysis of the environmental advantages, opportunities, disadvantages, and threats of Wandashan liquid milk products through SWOT analysis. The company's brand positioning is "Didi Jingcai, Rest assured Good Milk," based on industry development trends and consumer audience characteristics, the product is positioned in the mid to low-end market. The marketing strategy of Wandashan liquid milk has been optimized and designed (Liu, Hu, Xu, Ding, & Zhu, 2020).

2.3 Theory of Reviews

2.3.1 4P Marketing Theory

In 1960, American scholar Jerome McCarthy refined 4P into four elements: product, price channel, and promotion. In 1964, American marketing expert Bowden first proposed the 4P theory in "Basic Marketing," which combines Product, Price, Place, and Promotion organically. This further embodies the marketing mix theory and establishes the theoretical framework for management marketing; it has milestone research significance (Wood, 2008).

Product is an item or service created with operational functions to meet market consumption needs, primarily for use and consumption. As the first step for manufacturers and operators to participate in marketing, product strategy is the most important in the marketing process. The function and appearance of the product are the main factors that attract consumers to purchase, among which the part is the most important (Goi, 2009).

In terms of products, with the development of the economy, the improvement of consumer attitudes and consumption levels, and the increasing emphasis on product appearance, product packaging plays an increasingly important role in marketing. Among them, Jianting, & Feng discussed product packaging. In recent years, the function of product packaging as a means of protecting and accommodating products has become increasingly weak, and the sales function under beautiful packaging has become increasingly prominent (Jianting, & Feng, 2012).

Price refers to in the process of selling products in the market, the product's value and the relationship between supply and demand determine the cost of the product, which affects demand, sales volume, and profit growth. Reasonable product pricing should refer to market positioning, brand effect, consumer group, etc. The formulation of a pricing strategy should consider two factors: first, the high or low price penetration strategy of the enterprise's market, and second, the corresponding pricing plan should

be formulated based on specific product types and marketing environments, such as discount, psychology, geography, and other pricing strategies (Pels, & Saren, 2006).

Ferrell proposed three views: firstly, the price level should be based on the product's value, and enterprises can formulate scientific price plans by utilizing consumer psychology. Secondly, do an excellent job in price guidance. Enterprises should increase the promotion of product sales points, penetrate product and brand value, and make customers feel the weight of money or value for money. Thirdly, enterprises should grasp the relationship between price and marketing, enhance product competitiveness through discount discounts, increase pressure appropriately when supply exceeds demand, raise prices, and make consumers recognize the product's value (Ferrell, Hartline, & Hochstein, 2021).

Place can be divided into direct channels and indirect channels. Direct channels refer to enterprises bypassing intermediary links and selling products directly to consumers through phone calls, self-built stores, or platforms. Indirect channels refer to intermediaries as a medium for the sale of goods, and the sales terminals are also consumers. This sales method is currently the primary marketing channel for goods, which can accelerate the circulation of goods more quickly. The choice of sales channels will significantly affect consumers' purchasing tendencies (Dominici, 2009).

Munch proposed that there are currently three problems in China's marketing channels. The first is that the concept needs to be updated; traditional marketing channels excessively focus on promotion, and the professional management level of marketing channels needs to be higher. Secondly, there is a single marketing channel. Thirdly, there needs to be more synergy in marketing channels, which divides the development of online and offline channels. To solve these three problems, she believes enterprises should innovate marketing channel management concepts, increase employees' attention to professional channel management, and apply new management concepts to practical management. At the same time, it is also necessary to actively improve marketing channels. To cope with the changing market and the diversity of consumer demand, enterprises should establish a consumer-centered channel management system to consolidate interests (Munch, Schmit, & Severson, 2021).

Promotion is exchanging information between enterprises and users to attract consumers to purchase products through various means of information communication. The purpose of promotion is to utilize consumers' curiosity and herd mentality to increase their desire to buy products. Promotion can bring benefits to consumers and enhance their preference for the brand. Advertising, promotion, and public promotion are all promotional methods. Economic principles indicate that people will respond to incentives. High-quality promotional strategies can stimulate consumers' potential purchasing desire, accelerate product quantity sales, and achieve ultimate monetization. Therefore, promotion is an incentive measure for producers or businesses to purchase products from consumers (Constantinides, 2006).

Kothari compared the effectiveness of specific discount and gift promotions. Through empirical analysis, they found that discount and gift promotions are only sometimes effective in promoting individual consumer consumption, and the promotion power of products with different values also varies. Regarding discount and gift promotion, the effect of gift promotion is better, so enterprises can prioritize gift promotion (Kothari, 2004).

2.3.1.1 Product strategy

Cross believes that in individual product packaging, the design of packaging shape, container, decoration, and form can highlight product characteristics, functions, and company culture, achieve product value-added, and increase prices. For some fragile and perishable products, reasonable packaging can reduce damage costs, shorten the cycle of products reaching consumers, and expand sales channels. Regarding product packaging combination strategies, there are currently five common packaging strategies in the market. The first is gift packaging, which means giving away some cards, coupons, or series of toys when selling products, which can attract some people with a collection hobby to consume. The second is packaging reuse. One type is glass bottles, which are recycled for reuse. The other type is some packaging boxes consumers use as storage boxes for reuse. Packaging reuse not only achieves resource recycling but also promotes the product again. The third is to update the packaging, and the same product will upgrade the old packaging to create new consumption and attraction points (Cross, 2021).

2.3.1.2 Pricing strategies

Fifield believes that price wars are a typical business behavior, and he divides price wars into two categories: active and passive. In active price wars, it is often the strategy adopted by industry leaders to eliminate similar enterprises and achieve a monopoly as soon as possible. These large enterprises have substantial capital, and adopting a low-priced approach will not reduce product quality. In a passive price war, some small and unprepared enterprises cannot win the battle at low prices. They either face bankruptcy due to a sharp cost increase or seek respite by reducing product quality. The outcome of these two types of enterprises is to be eliminated from the market. To survive in this environment, enterprises must seek breakthroughs in other aspects by achieving technological or model innovation. Ultimately, it drives the transformation and development of the entire industry. So, whether in the early stages of enterprise development or maturity, they are accompanied by some price wars. Enterprises should seize opportunities and innovate or eliminate them in the change process (Fifield, 2012).

2.3.1.3 Place strategy

Iruthayasamy concluded through research on the marketing of Weiwei Group's liquid milk that different products have different promotion effects at varying levels of channels. She advocates that in channel construction, not only should economic benefits be pursued, but also customer needs should be emphasized to provide higher value to customers. She proposed the business model of using new sales channels such as direct stores and online marketing as distributors. She believes that new sales channels can not only save costs for enterprises but also directly receive feedback from consumers to improve products (Iruthayasamy, 2021).

2.3.1.4 Promotional strategy

Boyle conducted a study on the form of advertising promotion. Advertising is the most direct and rapid means of promoting goods, with a wide range of social aspects. With the development of technology, the forms of advertising have become increasingly diverse, and online media advertising is now more frequently used. Enterprises use advertising content to convey information to consumers quickly, promote brand culture, and enhance brand influence. Therefore, enterprises should innovate unique advertising concepts and content in the fierce market environment to encourage long-term development (Boyle, 2004).

2.3.2 SWOT analysis

The SWOT analysis theory is based on analyzing internal and external environments and competitive conditions, systematically analyzing the advantages and disadvantages of the enterprise itself, as well as the opportunities and threats outside the company, and obtaining corresponding conclusions from it. The SWOT analysis theory is based on the internal and external environment and competitive conditions to conduct a comprehensive, systematic, and accurate study of a company's strengths, weaknesses, external opportunities, and threats. Based on the research results, corresponding development strategies, plans, and countermeasures can be formulated. This method can fully utilize the company's existing advantages, avoid disadvantages, and use existing opportunities to avoid external market threats (Helms, & Nixon, 2010).

SWOT analysis helps companies form a balanced, structured evaluation system and analysis system, which combines the internal competitiveness of the company with the competitive environment of external industries for analysis. Compared with other analysis methods, SWOT analysis has significant systematic and structured characteristics. Firstly, in terms of systematicity, the SWOT analysis method evaluates the strengths and weaknesses of the enterprise and the opportunities and threats of the external environment in which the company operates and theoretically emphasizes a systematic analysis method. In terms of structure, the SWOT analysis method is manifested as constructing a SWOT structural matrix and assigning different analytical meanings to each matrix region (Valentin, 2001).

The SWOT matrix can form four combinations, namely SO, WO, ST, and WT. The SO strategy is to combine its internal advantages with market opportunities, and the two are thoroughly linked to work together to achieve effectiveness. The ST strategy is to fully utilize the internal benefits of the enterprise and overcome external threats. The wo strategy is to cater to external opportunities and transform the company's weaknesses into strengths as much as possible. The WT strategy aims to achieve defensive goals by reducing internal defects while striving to overcome external threats (Wang, 2007).

Strength refers to the internal factors of an organizational structure, which refers to the ability of a company to surpass its competitors or the unique things that can enhance its competitiveness. The competitive advantage can be in the following aspects: 1) Technical skill advantage: unique production technology, low-cost production methods, leading innovation ability, muscular technical strength, perfect quality control system, rich marketing experience, excellent customer service, and excellent large-scale procurement skills. 2) Tangible asset advantages: advanced production lines, modern workshops and equipment, abundant natural resource storage, attractive real estate locations, sufficient funds, and complete information. 3) Intangible asset advantages: excellent brand image, good commercial credit, and a proactive corporate culture. 4) Human resource advantages: Key areas with expertise, proactive employees, strong organizational learning abilities, and rich experience. 5) Organizational system advantages: high-quality control system, comprehensive information management system, loyal customer base, and strong financing ability. 6) Competitive advantage: Short product development cycle, strong dealer network, good partnership with suppliers, sensitive response to market environment changes, and leadership position in market share (Suh, 2014).

Weakness, also an internal factor in an organization, refers to something that a company lacks or does poorly or a condition that puts the company at a disadvantage. Factors that may lead to internal weaknesses include: 1) a lack of competitive skills and technologies. 2) Lack of competitive tangible assets, intangible assets, human resources, and organizational assets. 3) The competitiveness in critical areas needs to improve (Sabbaghi, & Vaidyanathan, 2004).

Opportunity is an external factor in an organization, while market opportunities are a significant factor that affects a company's strategy. Company managers should identify every opportunity, evaluate its growth and profit prospects, and select the best opportunities that match the company's financial and organizational resources and have the most significant potential to gain a competitive advantage. Potential development opportunities may be: 1) the expansion trend of customer base or product segmentation market. 2) Transfer skills and technology to new products and businesses, serving a more extensive customer base. 3) Forward or backward integration. 4) Lower barriers to market entry. 5) Gain the ability to acquire and merge competitors. 6) The market

demand is growing strongly and can expand rapidly. 7) There is an opportunity to expand to other geographical regions and expand market share (Leigh, 2009).

Threats are also external factors to an organization. In the external environment of a company, there are always certain factors that pose a threat to the company's profitability and market position. Company managers should promptly identify threats that threaten the future interests of the company, make evaluations, and take corresponding strategic actions to offset or mitigate their impact. The external threat to the company may be: 1) the emergence of powerful new competitors who will enter the market. 2) Substitutes seize the company's sales revenue. 3) The growth rate of the primary product market has decreased. 4) Adverse changes in exchange rates and foreign trade policies. 5) Adverse changes in demographic characteristics and social consumption patterns. 6) Improved negotiation ability of customers or suppliers. 7) Market demand has decreased. 8) Vulnerable to economic downturns and business cycles (Benzaghta, Elwalda, Mousa, Erkan, & Rahman, 2021).

External Factors Internal factors	Strength	Weakness
Opportunity	SO Growth Strategy	WO Twisting Strategy
Threat	ST diversified business strategies	WT defensive strategy

Table 2. 1 SWOT Matrix

2.4 Theoretical framework

This paper mainly analyzes the current marketing strategy of the company Anmuxi from four aspects: product strategy, price strategy, promotion strategy, and channel strategy, and summarizes the existing problems. In response to the current issues, a SWOT matrix analysis is conducted on the company and industry, and corresponding optimization measures are outlined based on the marketing 4P's strategy (Baker, 2017).

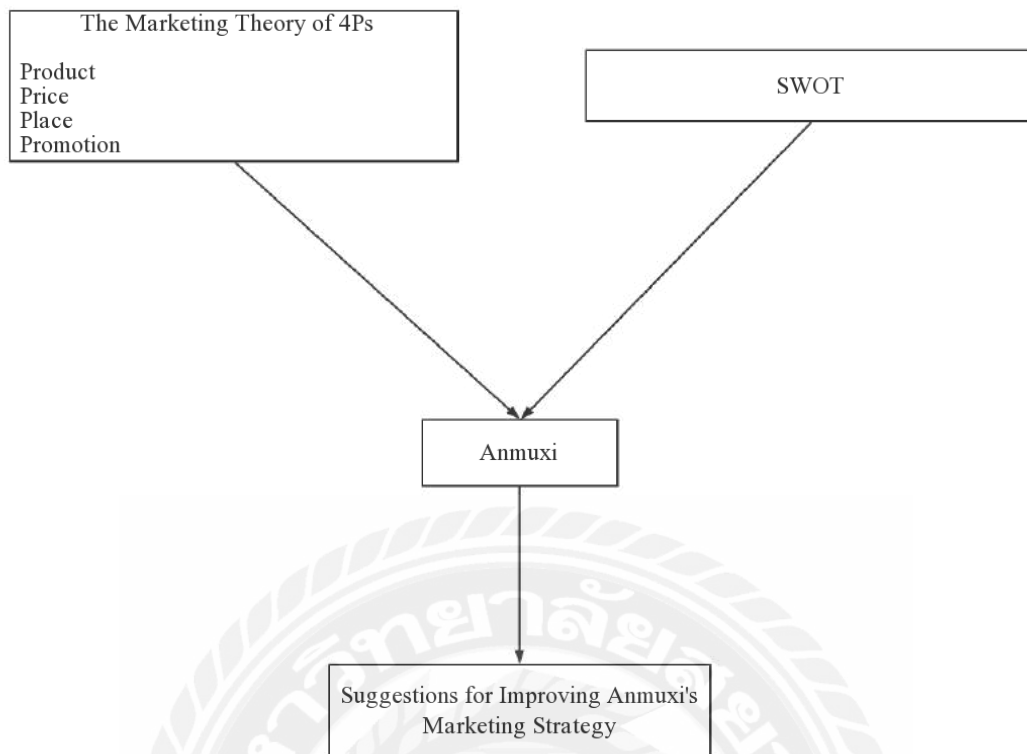


Figure 2. 1 Theoretical framework

Chapter 3 Research Methodology

3.1 Research Methodology

This paper adopts a qualitative research method to elaborate on the 4P marketing strategy theory and write an interview outline based on the four points of Product, Price, Place, and Promotion in the 4P theory and SWOT analysis. To gain a specific and accurate understanding of the characteristics of Anmuxi's marketing and sales volume, this paper conducted interviews with employees in Yili's marketing department to acquire more data. Based on market implementation, the current situation of Anmuxi's marketing strategy was analyzed. Analyzed the current marketing strategy of Anmuxi and explored the influencing factors of Anmuxi's marketing strategy (Kothari, 2004).

3.2 Sampling

The interviewees of this interview are employees of the marketing department of Yili. The sample structure of this study is 4 males and 31 females; 33 people drink Anmuxi yogurt daily, and 2 people do not drink Anmuxi yogurt daily. To better understand Anmuxi's marketing situation, 35 interviewees in this interview have all participated in Anmuxi's marketing strategy development.

sample characteristics	option	Number of people
gender	males	4
	females	31
Do you drink Anmuxi yogurt in daily life	drinking	33
	Not drinking	2
Have you participated in the development of Anmuxi's marketing strategy	have	35
	not have	0

Table 3. 1 Sampling size

3.3 Research Design

To comprehensively and objectively understand the current status of Anmuxi's marketing strategy and analyze the influencing factors of Anmuxi's marketing strategy. The outline of this interview is based on the 4P marketing theory, and questions are designed from four elements: product, price, channel, and promotion. In terms of products, through interviews with employees in the marketing department, this paper learned about the current situation of Anmuxi's products, providing a basis for analyzing whether the product impacts Anmuxi's marketing strategy. In terms of price,

through interviews with employees in the marketing department, this paper learned about the current price situation of Anmuxi, providing a basis for analyzing whether price impacts Anmuxi's marketing strategy. In terms of Place, through interviews with employees in the marketing department, this paper learned about the current situation of Place in Anmuxi, providing a basis for analyzing whether Place impacts Anmuxi's marketing strategy. In terms of promotion, through interviews with employees in the marketing department, this paper learned about the current situation of Anmuxi's promotion, providing a basis for analyzing whether promotion impacts Anmuxi's marketing strategy (Shang, 2023).

4P Theory	Question
Product	1. What do you think of the taste and texture of Anmuxi? What is the difference compared to competitors? 2. What do you think of Anmuxi's packaging design? What is the difference compared to competitors? 3. Do you think the current product strategy needs improvement? Do you have any suggestions?
Price	4. What do you think of Anmuxi's pricing? 5. Does Anmuxi have an advantage in comparing the prices of competitors? 6. Do you think the current pricing strategy needs improvement? Do you have any suggestions?
Place	7. What are the main marketing channels for Anmuxi at present? 8. Is Anmuxi's market share ahead of competitors? 9. Do you think the current place strategy needs improvement? Do you have any suggestions?
Promotion	10. What are the main promotional forms of Anmuxi currently? 11. Which form of promotion do you think is the most effective? 12. Do you think the current promotion strategy needs improvement? Do you have any suggestions?

Table 3. 2 Interview outline

3.4 Data Collection

On June 4-8, 2023, with the help of HR from Yili Company and without affecting the regular operation of Yili Company, an interview survey was conducted in the form of direct interviews, with each interviewee's interview time controlled within 30 minutes. To ensure the universality and validity of the interview results, 35 people were interviewed, and three factors were included in the sample structure: the interviewees' gender, whether they drink Anmuxi yogurt daily, and whether they have participated in Anmuxi marketing strategy development.

3.5 Data Analysis

Organize the interview content and organize the interview recordings or notes into text format to ensure the completeness and accuracy of the content. Analyze and summarize the interview results, identify commonalities, differences, and other patterns, and explore the current marketing situation of Anmuxi and the influencing factors of Anmuxi's marketing strategy.



Chapter 4 Finding and Conclusion

4.1 Product analysis

In terms of product taste, 87.5% of respondents believe that the original sweetness of Anmuxi milk is moderate, 52% of respondents believe that Anmuxi milk has a medium taste, and up to 34% of respondents still believe that milk has a strong flavor; 14% of the respondents believe that the taste is slightly thin, and the difference is not significant. From the overall proportion, the respondents still believe that the Anmuxi taste is relatively thick. Overall, regarding taste, Anmuxi gave the respondents a feeling that the concentration and flavor tended to be biased in addition to the appropriate sweetness.

From the packaging design perspective, the respondents' essential opinions on the packaging design style of Tetra Prisma are relatively balanced. Regarding the design style of the new packaging PET bottle, it can be seen that 68% of the respondents still highly agree that this design style is relatively affluent, which fully proves that Anmuxi's packaging upgrade based on the traditional packaging of Tetra Prisma is a wise move.

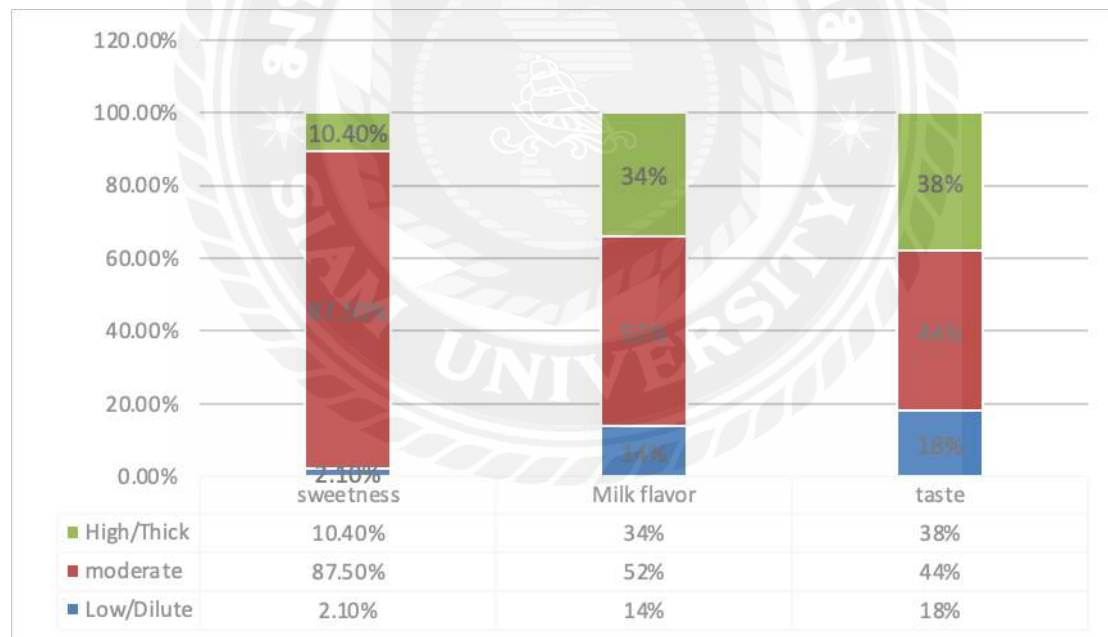


Figure 4. 1 Flavor test analysis of Anmuxi

Anmuxi products do not have a distinctive product positioning or culture proposition. Anmuxi's consumer group is mainly young people who pursue fashion, and the prominent feature of this group is that they are quickly interested in things full of freshness and fun. However, the single taste of Anmuxi yogurt for a long time cannot create differentiated associations among consumers, so when consumers choose room-

temperature yogurt, the Anmuxi brand loses its advantage in terms of uniqueness. Meanwhile, although room-temperature yogurt has high nutritional value, Anmuxi needs more explanation and guidance for consumers regarding nutritional value when promoting it. This also leads to insufficient penetration of groups with increased nutritional needs, such as middle-aged and older adults.

From the packaging design perspective, the respondents' essential opinions on the packaging design style of Tetra Prisma are relatively balanced. Regarding the design style of the new packaging PET bottle, it can be seen that 68% of the respondents still highly agree that this design style is relatively affluent, which fully proves that Anmuxi's packaging upgrade based on the traditional packaging of Tetra Prisma is a wise move.

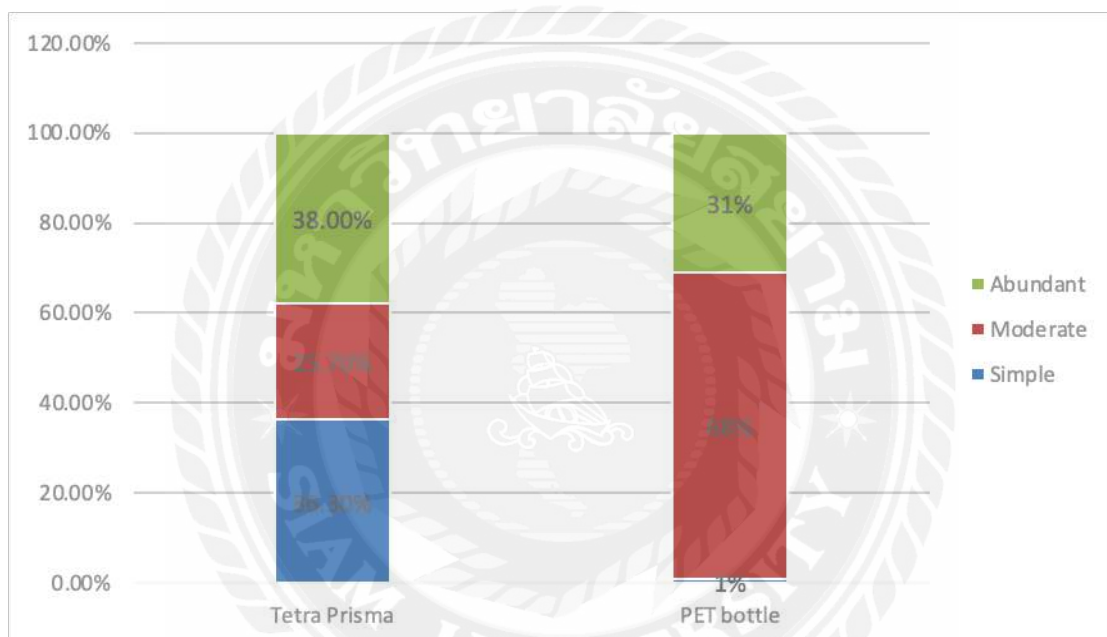


Figure 4. 2Series design comparison of Anmuxi

4.2 Price analysis

The retail price of Anmuxi is considered moderate by 43.4% of respondents, while 55.9% believe that the terminal retail price is relatively high. The author believes that this is consistent with Anmuxi's product production costs, product positioning, and maintaining a high-end image.

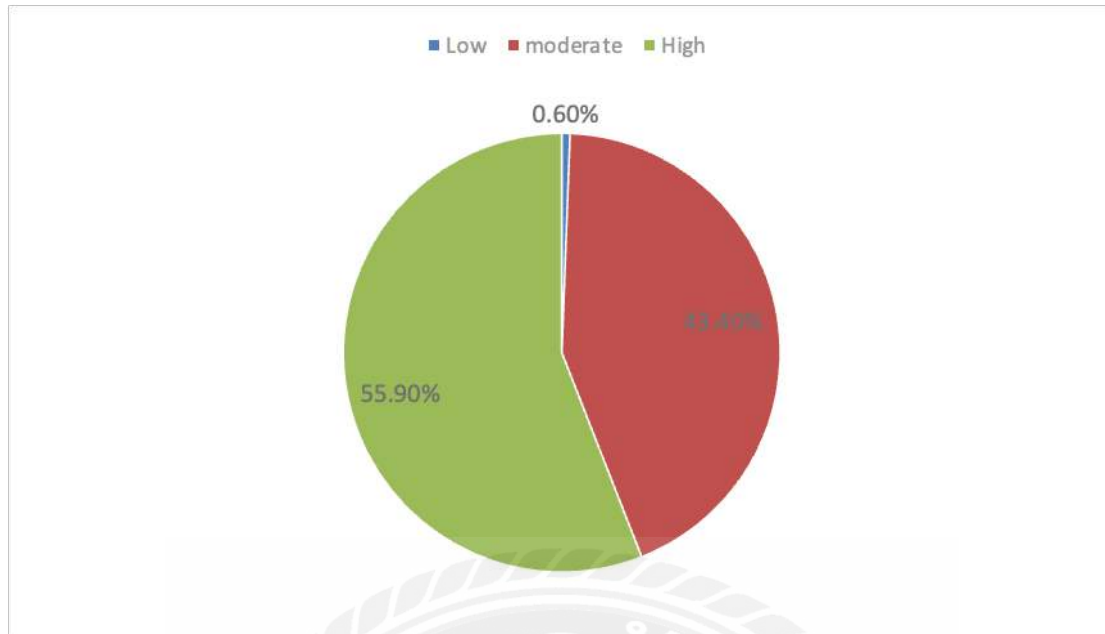


Figure 4. 3 Price analysis of Anmuxi

According to the data released by the Industrial Research Institute and the author's research data, from 2018 to 2022, the average unit price of yogurt increased by 13.5% annually over the four years, with 7% -9% coming from the introduction and popularization of high-end room temperature yogurt, which has increased the overall average price of yogurt. Consumers view yogurt as a product with special nutrition, and the price elasticity of demand is relatively high. They are less concerned about the product's specific characteristics, while the taste, taste, and price seem more vital to them. Suppose Anmuxi yogurt is priced at a high-end 5-8 yuan price. In that case, it will inevitably be difficult for products such as essential white milk, fancy milk, and milk drinks to become regular consumer products.

4.3 Place analysis

Through interviews, it was found that Anmuxi's sales channels cover large, medium, and small supermarkets and traditional terminal channels. The old Tetra Pak diamond series and the new PET series are fully covered in the chain supermarket channel. As the size of terminal stores decreases, product coverage decreases. At present, PET is in the period of new product cultivation. It is necessary to focus on researching the sales channels of PET high-end room-temperature yogurt and strengthen its marketing to achieve terminal visibility.

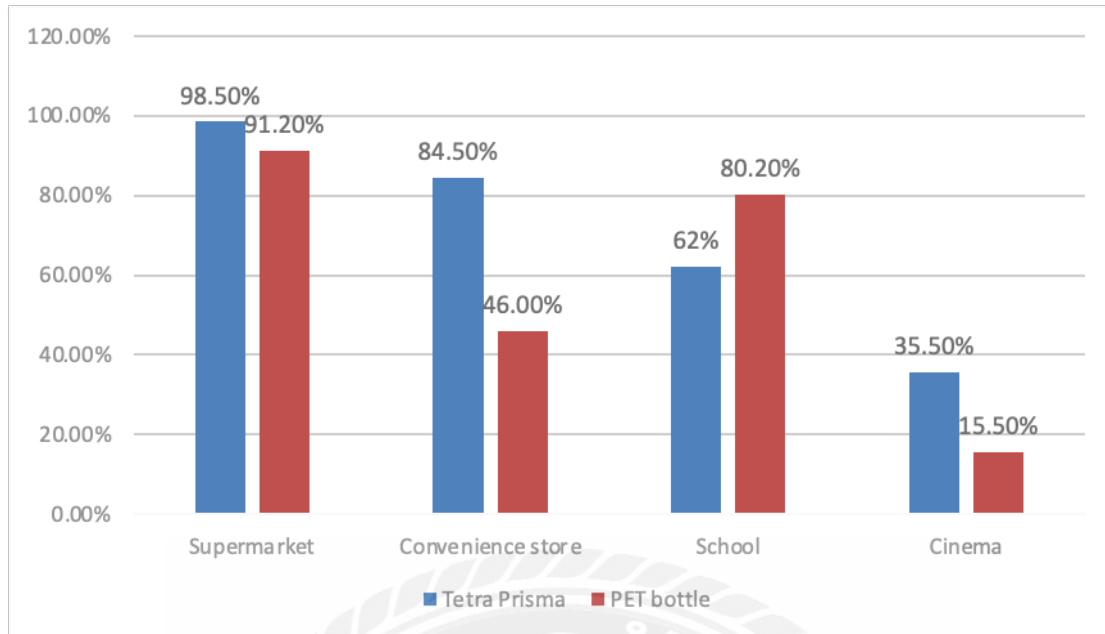


Figure 4. 4 Market outlet of Anmuxi

The current channel supply king of Yili Company is divided into department stores, large chain shopping malls, chain convenience systems, and various chain stores. From the perspective of channel layout, almost all offline physical stores have been involved. After COVID-19 broke out, the sales scene changed rapidly, although the company gradually focused on and entered the field of new online retail platforms. The categories it entered were all normal temperature commodity brands. The capacity of offline physical stores has shown a continuous downward trend. Yili Company still relies on offline physical stores to generate sales, which is undoubtedly unable to achieve the goal of breaking through sales growth.

4.4 Promotion analysis

Among the conventional promotion methods of Anmuxi, 47.1% of respondents believe that the most effective marketing method is price promotion, followed by the influence of promoters' promotion and product display. Price reduction is considered the most effective price promotion method by researchers, who believe placing products on a stack display is more attractive to consumers than putting them on a shelf display.

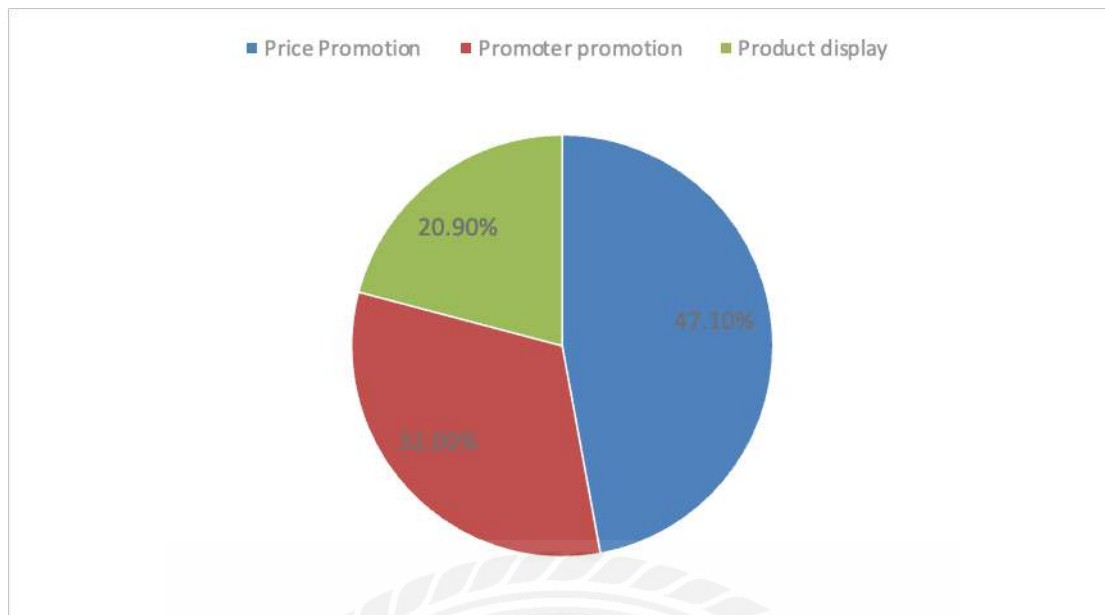


Figure 4. 5 Promotion analysis of Anmuxi

The vigorous promotion efforts in terminal retail will lead to a small gross profit space and a decrease in profitability for channel distributors and retailers, resulting in their unwillingness to distribute Anmuxi. Over time, this will form a vicious cycle, leading to decreased market share, reduced opportunities to meet consumers, and poor consumer stickiness. Once again, this vicious cycle will widen the gap with competitors.

The technology in the dairy industry is constantly developing while introducing high-quality cows, the production level of raw milk is continually improving, and information exchange is becoming smoother with the development of science and technology. Dairy brands are emerging one after another, and the competition in the dairy market is becoming increasingly fierce. And the dairy product consumption market is a typical buyer's market, where consumers have absolute choice over brands and products. From the analysis of consumer preferences, consumer preferences have shown a diversified trend, evolving from a thousand people to a thousand people and a thousand faces pattern. However, high-quality products are widely available, making things cheap and beautiful. Product differentiation and homogenization between brands have led to various brands using low-priced strategies to gain market share, resulting in low costs for customers to change brands and making it difficult to establish brand loyalty. As a leading dairy company, Yili is inevitably under dual market pressure from prices and local brands.

4.5 SWOT analysis

Anmuxi's strengths are the following points: relying on Yili Company's deep cultivation in the dairy industry for many years and strong brand endorsement, after years of development, Yili has already completed the global industrial chain layout with

its factories in multiple regions around the world, and has also completed the design of upstream milk source suppliers. Yili is the only one that controls Tianshan, Xinjiang. The three major gold milk source bases in Inner Mongolia, Hulunbuir and Xilingol, have their dairy enterprises with their farms. After years of technological development, Yili's production workshop has completed automated production. Yili Company has abundant funds on its books, and Standard&Poor's rating of Yili Company is AAA.

Anmuxi's Weaknesses have the following points: Anmuxi was launched in December 2013, and although two new flavors were launched on average every year from 2017 to 2019, it has been slow to gain market recognition, and sales have been sluggish. Due to internal cost control and frequent price promotions, Anmuxi's profitability could be better. Due to the continuous growth of online shopping, offline sales are gradually decreasing, leading to dealer returns and a decrease in terminal stores.

Anmuxi's opportunities have the following points: the emergence of room-temperature yogurt has considerably rewritten the original market pattern, and the rapid growth of room-temperature yogurt in recent years has expanded market share. The rapid growth of Pinduoduo has led major fast-moving consumer goods companies to pay attention to the rural market. Currently, the rural market for room-temperature yogurt has yet to be fully developed. With the abundant financial support of Yili Company, Anmuxi has seized a sharp advantage in the rural market share.

Anmuxi's threats are mainly due to fierce competition among competitors and low promotional prices for small brands. Anmuxi and its competitors are also relatively similar in terms of CIF, supply price, and terminal retail price. According to sales data of room temperature yogurt, the CIF, retail price, and promotional price of various brands of room temperature yogurt are very close. This situation is an inevitable result of price wars between competitors.

Yili is already in a leading position in the dairy industry and has developed rich products and operational capabilities with obvious self-advantages over the past 20 years of operation. However, within the dairy industry, how to widen the gap between Yili and its competitors, Mengniu, in disadvantaged areas and products will be the primary factor in Yili's future strategic development. Therefore, the primary marketing strategy Anmuxi yogurt pure screening products should adopt is the SO combination strategy. Under the high growth trend of room temperature yogurt, the brand power is more vital than that of competitors, and the market share is more significant, expanding production and sales and widening the gap with competitors.

Strength	Weaknesses
1. Global Industrial Chain Layout 2. Upstream milk source supplier layout 3. Multiple production lines and sales channels 4. Construction system of excellent talent echelon 5. Abundant funds and multi-channel financing 6. Establishment of a digital marketing platform	1. Slow development process for multiple flavors 2. Internal cost control investment 3. Poor price profitability 4. Frequent changes in channel distributors 5. Low online sales 6. Reduction in terminal market share
Opportunities	Threats
1. The dairy industry is thriving 2. High growth of room-temperature yogurt category 3. Fast product iteration 4. Large Market Potential in Villages and Towns	1. Rising milk source prices 2. Intense promotion of main competitors 3. Low Promotion Price for Small Brands

Table 4. 1 SWOT analysis of Anmuxi

SO strategy	WO strategy
Under the high growth trend of room temperature yogurt, the brand power is stronger than that of competitors and the market share is large. Production and sales are expanding.	Our own product form is single, and the packaging is not innovative enough. This paper aim to complement our own shortcomings with our competitors and stabilize the market fundamentals.
ST strategy	WT strategy
Focusing on resource investment and eliminating small brands with poor brand strength and relatively poor product quality.	Dealing with the price promotion of main competitors, promoting all products in all channels and throughout the entire time period.

Table 4. 2 Anmuxi's SWOT combination strategy

4.6 Conclusion

This paper analyzes Anmuxi's marketing strategy based on the 4P theory from four aspects: product, price, place, and promotion. It is found that the taste and price of yogurt products become the main factors that consumers choose to purchase, and product and price are essential elements that affect Anmuxi's marketing strategy.

4.6.1 Marketing status of Anmuxi yogurt

4.6.1.1 Product status

At the initial stage of listing, the brand positioning of AMUSH is a high-end yogurt product without adding pigment, essence, or preservatives. The product strictly selects high-quality dairy sources from farms and imports Greek bacterial strains for fermentation, making the taste of Anmuxi yogurt simple and pure. The core audience is young women with a particular economic foundation. The product concept is designed to meet the increasingly diverse consumer experience, and Anmuxi aims to provide consumers with higher quality products and continuously upgraded product experiences. In the early stages of its launch, Anmuxi used Tetra Pak Diamond packaging. With the continuous improvement of production technology, innovation and breakthroughs were made in packaging design, upgrading from the original Tetra Pak Diamond and introducing PET bottle packaging.

4.6.1.2 Price status

A Room-temperature yogurt, as a high-end yogurt product with both food and gift attributes, ensures the profit margin of the company, distributors, and retailers in terms of pricing strategy, enhances the purchasing enthusiasm of distributors, and provides significant price reduction space for promotional activities during holidays. The terminal retail prices of Anmuxi and Competitor Chunzhen are shown in the table below. Although both adopt the same pricing strategy, the Anmuxi price is still slightly higher than the Chunzhen price system regarding terminal retail pricing, whether the initial launch of Tetra Prisma packaging products or subsequent PET bottle packaging products.

Chunzhen	Terminal retail price (yuan/liter)	Anmuxi	Terminal retail price (yuan/liter)
Tetra Prisma	23.1	Tetra Prisma	24.1
PET bottle	32.1	PET bottle	34.4
Average price	27.6	Average price	29.2

Table 4. 3 Terminal retail price comparison of Chunzhen & Anmuxi

4.6.1.3 Place status

In recent years, consumers' concepts and behaviors have changed, and they are seeking a more convenient modern life, with a growing demand for convenience. Pay more attention to time - young consumers have a faster pace of life and are sensitive to time. Therefore, it is essential to make the product convenient for customers. Based on Nielsen's numerical market penetration rate, Yili and Mengniu have 99% coverage. In addition, Mengniu's performance in numerical market penetration rate is still weaker

than Yili's. This data reflects that it could be more decisive in customer purchasing convenience, especially in convenience stores and traditional channels where comfort is vital.

Place	YL	MN
Hypermarket	99	99
Supermarket	98	97
Convenience store	90	86
Traditional channels	69	61

Table 4. 4 Nielsen's numerical market spread rate of YL and MN

Source: China Industrial Development Institute (CIDI)

<https://cidi.sufe.edu.cn/>

4.6.1.4 Promotion status

For the promotion of end consumers, the marketing strategy factors in common marketing strategies can be classified into six elements: people, goods, market, push, pull, and promotion. The specific types of activities can be classified into six categories: price promotion, buy-give advertising, trial drink distribution, display and display, event promotion, and product promotion. In consumer promotions, taking Anmuxi as an example, the highest proportion of activity types are still price promotions and buy-away advertisements. According to analysis, the short-term effect of direct price reduction promotions is significantly more potent than that of product giveaways. However, in the long run, the frequency and duration of direct price reduction promotions will make consumers believe that the value of this product is the price after the price reduction promotion, which is very unfavorable for the product's future development.

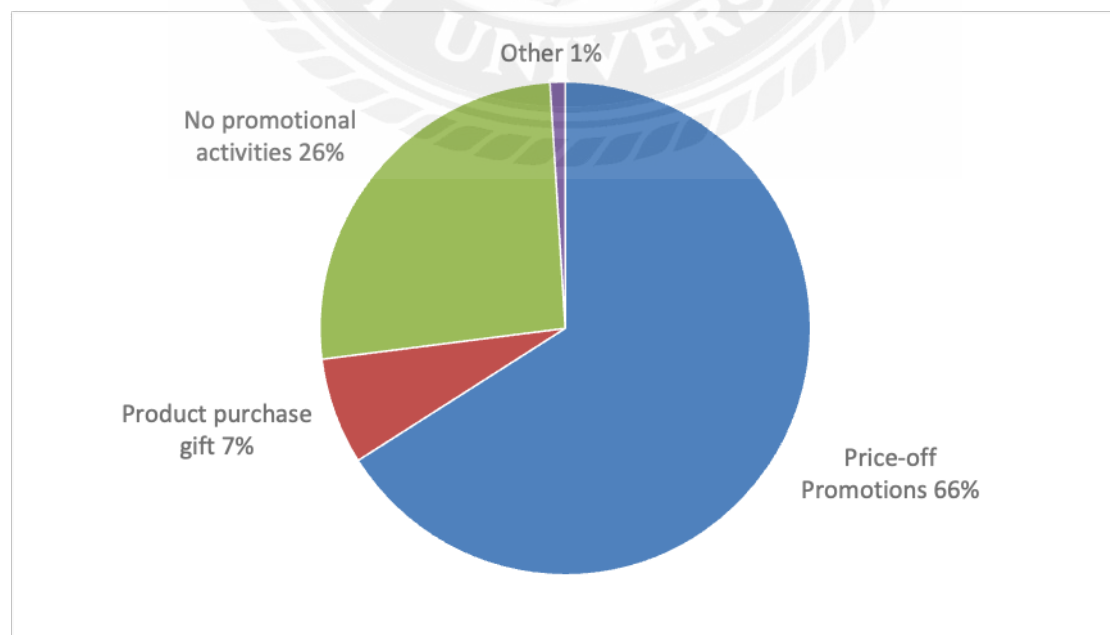


Figure 4. 6 Proportion of various promotional activities in Anmuxi

4.6.2 factors that influence the marketing strategy of Anmuxi yogurt

Through the analysis of survey data, residents' consumption concepts are changing with the consumption upgrade. The taste and price of yogurt products have become the main factors consumers choose to purchase, and products and prices are important factors that affect Anmuxi's marketing strategy. Moreover, Chinese consumers are highly dependent on brands, and the inherent impression of traditional brands such as well-known Chinese companies Yili and Mengniu is deeply ingrained in consumers' hearts. To maintain Anmuxi's leading position in room temperature yogurt, Anmuxi needs to focus on highlighting the nutritional components, product quality, and other aspects that consumers are most concerned about and spread them through the channels where consumers often obtain information to attract consumers' attention, thereby effectively saving costs for the enterprise and achieving a leading marketing strategy.

The serious homogenization of room-temperature yogurt products remains the biggest obstacle to Anmuxi's sales growth. Consumers have low recognition of room temperature yogurt brands placed on supermarket shelves, often choosing which brand has high exposure and likes which endorser. Therefore, Anmuxi must make consumers recognize brand differentiation and embark on a development path different from competitors. Secondly, there is the issue of insufficient production capacity, especially during the popularity of sponsored variety shows, which cannot guarantee terminal supply well, resulting in disappointing consumers during the sales boom period. This requires the matching of Anmuxi's online activities with offline sales. Once again, the long research and development cycle has led to the missed prime time for the increase in room temperature yogurt, and the lack of sense of taste change among market consumers requires a more comprehensive investigation of consumers. Finally, the latest fashion elements can be combined in product packaging to attract more young consumers (Han, Chen, Wu, & Pérez-Escamilla, 2022).

Due to China's relatively uneven economic and social development, young consumers in big cities have higher incomes and more substantial purchasing power. Therefore, in the early stages of the launch of Anmuxi products, big city markets contributed the majority of sales, as confirmed by past sales data of room temperature yogurt. However, due to the driving effect of big cities on the offline market and the promotion of marketing strategies by various dairy companies to deeply cultivate small markets, the number of people drinking room-temperature yogurt is gradually expanding, and consumption trends have formed in small markets. In terms of pricing strategy, due to Anmuxi's adoption of a skimming pricing strategy to create a high-end brand of room-temperature yogurt, how to make consumers in small cities accept a premium of nearly 60% higher than traditional yogurt has become the biggest problem in terms of pricing. In this regard, Anmuxi's marketing department should thoroughly investigate consumer demand and develop a pricing strategy that matches Anmuxi's products in consumers' minds (Zhao, Freeman, Guo, & Li, 2023).

Chapter 5 Recommendation

5.1 Shaping brand connotation

Connotative meaning is the soul of a brand, which explains the core concept that brand designers hope to output to the public and the subjectivity of customers in identifying product uniqueness. To establish a differentiated brand image, Yili Group should combine the brand connotation of Anmuxi and export its brand value proposition to consumers. The term 'hard work' can be used as the core of a brand because, on the one hand, 'hard work' enables Anmuxi to maintain high-end quality, and also through unremitting efforts, Anmuxi continues to launch new products, gradually gaining consumer recognition, becoming the leading brand of room temperature yogurt in China today. On the other hand, the ultimate consumer group of yogurt is young people, with the theme of "striving" to convey a positive energy, positive and upward, and also in line with the vitality and longing for the future life state of young people. Designing slogans, linking products with slogans, and creating a positive product image can resonate with consumers and subtly establish a progressive idea in their hearts, thereby increasing their preference for the brand (Morgan, Whitler, Feng, & Chari, 2019).

5.2 Improve product pricing

Due to the severe homogenization of products and the impact of price promotions, it isn't easy to recover the prices of Yili's Anmuxi products, which have been on the market for many years. Therefore, this product can be used as a price strategy product to refine costs, increase price promotion efforts, continue to lower the price system of competitive products, consume marketing expenses and resources, and thus buy time to develop new products. After the price of old products drops, it will increase the penetration ability of the product, playing a supportive role in laying out goods through channels and expanding the market share of towns and villages. Implement strict price protection strategies for new products, enhance their investment in the brand to enhance competitiveness, and maintain high-end prices in terminal retail without breaking the cost. New and old products complement each other, continuing the entire brand value chain and lifecycle (Pronko, Kolesnik, & Samborska, 2020).

5.3 Expand emerging channels

In addition to strategic improvements to existing channels, with the continuous development of society, emerging sales channels are also emerging one after another. Seizing the sales opportunities of emerging media and transforming them into product share growth is also an effective method for expanding the Anmuxi channel. Seize the opportunity period of national development of small towns and poverty alleviation, and rapidly strengthen investment in town and village markets. Establish a unique town village communication development platform, an internet town village B2B platform,

and directly establish rural sales point connections. At the same time, this paper will set up a town-village partnership system to solve the problem of product distribution in the town-village system, quickly achieve direct control of the town-village market, and establish a sales advantage of Anmuxi products in the town-village market (Nozari, Szmelter-Jarosz, & Ghahremani-Nahr, 2021).

5.4 Moderate promotion

Brands have a unified retail price for their products, representing their positioning in the market. In recent years, the market competition has been fierce, and to seize market share, brands have joined the price war. Promotional prices and strong buying incentives are the norm in terminal retail. Consumers have become accustomed to promotions from the beginning, and the promotional prices of various brands have also approached product costs for a time. The competition among multiple brands is intense, with no minimum but lower prices. The brand believes that low prices are the key to attracting consumers in the context of product homogenization, and Anmuxi yogurt must be protected. In order to seize market share, they have also joined a price war, with almost all mid to low-end products being promoted (Mowlem, 2005).

Long-term pursuit of low prices to attract consumers can achieve sales in a short period, but in the long run, it will cause profit losses that enterprises cannot afford. Therefore, it is necessary to adjust pricing strategies based on changes in market demand, formulate reasonable pricing strategies, promote moderately, and cultivate consumer brand loyalty. Different products must adopt different promotion strategies in other channels and conduct an in-depth analysis of consumer psychology. Currently, products are differentiated into high-end, medium, and low-end products, and the retail terminal system has made positioning distinctions (Huang, 2019).

References

- Baker, M. J. (2017). *Marketing strategy and management*. Bloomsbury Publishing.
- Baines, P., Fill, C., & Rosengren, S. (2017). *Marketing*. Oxford University Press.
- Benzaghta, M. A., Elwalda, A., Mousa, M. M., Erkan, I., & Rahman, M. (2021). SWOT analysis applications: An integrative literature review. *Journal of Global Business Insights*, 6(1), 55-73.
- Bi, K., Qiu, T., & Huang, Y. (2020). A deep learning method for yogurt preferences prediction using sensory attributes. *Processes*, 8(5), 518.
- Boyle, G. E. (2004). The economic efficiency of Irish dairy marketing co-operatives. *Agribusiness: An International Journal*, 20(2), 143-153.
- Böhme, M. (2021). 'Milk from the purest place on earth': examining Chinese investments in the Australian dairy sector. *Agriculture and Human Values*, 38(1), 327-338.
- Constantinides, E. (2006). The marketing mix revisited: towards the 21st century marketing. *Journal of marketing management*, 22(3-4), 407-438.
- Cross, N. (2021). *Engineering design methods: Strategies for product design*. John Wiley & Sons.
- Dekker, P. J., Koenders, D., & Bruins, M. J. (2019). Study on dairy product marketing strategy of Siping Junlebao Dairy Co., Ltd. *Nutrients*, 11(3), 55-61.
- Dominici, G. (2009). From marketing mix to e-marketing mix: a literature overview and classification. *International Journal of Business and Management*, 4(9), 17-24.
- Dudukalova, G. N., Tkach, A. V., & Nechitaylov, A. S. (2020). The development of the dairy market in Russia. *Complex Systems: Innovation and Sustainability in the Digital Age: Volume, 1(5)*, 437-447.
- Ferrell, O. C., Hartline, M., & Hochstein, B. W. (2021). *Marketing strategy*. Cengage Learning.
- Fifield, P. (2012). *Marketing strategy*. Routledge.
- Goi, C. L. (2009). A review of marketing mix: 4Ps or more. *International Journal of Marketing Studies*, 1(1), 2-15.
- Han, S., Chen, H., Wu, Y., & Pérez-Escamilla, R. (2022). Content analysis of breast milk substitutes marketing on Chinese e-commerce platforms. *Maternal & Child Nutrition*, 18(2), 13-17.
- Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis—where are we now? A review of academic research from the last decade. *Journal of Strategy and Management*, 3(3), 215-251.
- Huang, L. (2019). Research on mobile marketing strategy based on SICAS model—A case study of Yili group. *American Journal of Industrial and Business Management*, 9(4), 1059-1075.

- Imam, A., Zadeh, M. N., & Dubey, L. R. (2011). Dairy marketing strategies in the context of globalization: Issues and challenges. *International Journal of Trade, Economics and Finance*, 2(2), 138-139.
- Iruthayasamy, L. (2021). *Understanding business strategy*. Springer Singapore.
- Jianting, R., & Feng, G. (2012). Marketing mix analysis for Goethe institute based on 4P and 4C theory. *Journal of International Studies, Prince of Songkla University*, 2(1), 55-64.
- Kothari, C. R. (2004). *Research methodology*. Routledge.
- Leigh, D. (2009). SWOT analysis. *Handbook of Improving Performance in the Workplace: Volumes*, 1(3), 115-140.
- Liu, X. Y., Hu, Q., Xu, F., Ding, S. Y., & Zhu, K. (2020). Characterization of bacillus cereus in dairy products in China. *Toxins*, 12(7), 45-47.
- Lopes, R. P., Mota, M. J., Sousa, S., Gomes, A. M., Delgadillo, I., & Saraiva, J. A. (2019). Combined effect of pressure and temperature for yogurt production. *Food Research International*, 12(2), 222-229.
- Maitiniyazi, S., & Canavari, M. (2021). Understanding Chinese consumers' safety perceptions of dairy products: A qualitative study. *British Food Journal*, 12(5), 1837-1852.
- Munch, D. M., Schmit, T. M., & Severson, R. M. (2021). Assessing the value of cooperative membership: A case of dairy marketing in the United States. *Journal of Co-operative Organization and Management*, 9(1), 100129.
- Mowlem, A. (2005). Marketing goat dairy produce in the UK. *Small Ruminant Research*, 60(1), 207-213.
- Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2019). Research in marketing strategy. *Journal of the Academy of Marketing Science*, 47(9), 4-29.
- Nozari, H., Szmelter-Jarosz, A., & Ghahremani-Nahr, J. (2021). The ideas of sustainable and green marketing based on the internet of everything—The case of the dairy industry. *Future Internet*, 13(10), 266-269.
- Pels, J., & Saren, M. (2006). The 4Ps of relational marketing, perspectives, perceptions, paradoxes and paradigms: Learnings from organizational theory and the strategy literature. *Journal of Relationship Marketing*, 4(3), 59-84.
- Pronko, L., Kolesnik, T., & Samborska, O. (2020). Ukraine dairy market: State and prospects of development. *European Journal of Sustainable Development*, 9(1), 243-243.
- Rajendran, K., & Mohanty, S. (2004). Dairy co-operatives and milk marketing in India: constraints and opportunities. *Journal of Food Distribution Research*, 35(8), 34-41.
- Rajasekar, D., & Verma, R. (2013). *Research methodology*. Archers & Elevators Publishing House.

- Roopa, S., & Rani, M. S. (2012). Questionnaire designing for a survey. *Journal of Indian Orthodontic Society*, 46(4), 273-277.
- Sabbaghi, A., & Vaidyanathan, G. (2004). SWOT analysis and theory of constraint in information technology projects. *Information Systems Education Journal*, 2(23), 1-19.
- Shang, Z. (2023). Analysis of Luckin coffee marketing strategy based on the 4P theory. *Highlights in Business, Economics and Management*, 13(2), 106-112.
- Suh, J. (2014). Theory and reality of integrated rice–duck farming in Asian development countries: A systematic review and SWOT analysis. *Agricultural Systems*, 12(5), 74-81.
- Valentin, E. K. (2001). SWOT analysis from a resource-based view. *Journal of marketing theory and practice*, 9(2), 54-69.
- Wang, K. (2012). Financial analysis of Yili company. *International Journal Economics and Finance*, 2(4), 15-17.
- Wang, K. C. (2007, July). A process view of SWOT analysis. In *Proceedings of the 51st Annual Meeting of the ISSS-2007*. Japan.
- Wood, M. (2008). Applying commercial marketing theory to social marketing: A tale of 4Ps (and a B). *Social Marketing Quarterly*, 14(1), 76-85.
- Yang, C. C., Chen, Y. S., & Chen, J. (2022). The impact of the COVID-19 pandemic on food consumption behavior: based on the perspective of accounting data of chinese food enterprises and economic theory. *Nutrients*, 14(6), 12-16.
- Zhang, Y., Guan, L., & Jin, S. (2022). Trust and consumer confidence in the safety of dairy products in China. *British Food Journal*, 12(11), 3644-3665.
- Zhao, J., Freeman, B., Guo, R., & Li, M. (2023). Formula milk brands marketing on Chinese social media Weibo—a content analysis. *Digital Health*, 9(4), 20-25.

Appendix

Interview Topic:

Study on the Marketing Strategy of Anmuxi Yogurt Market

Purpose:

Conducted interviews with employees in Yili's marketing department to acquire more data. Based on market implementation, the current situation of Anmuxi's marketing strategy was analyzed. Analyzed the current marketing strategy of Anmuxi and explored the influencing factors of Anmuxi's marketing strategy.

Object:

Yili's marketing department employees

Method:

Face-to-face interview

Basic information

Gender: male female

Do you drink Anmuxi yogurt in daily life?

A. Drinking B. Not drinking

Have you participated in the development of Anmuxi's marketing strategy?

A. Have B. Not have

Question:

1. What do you think of the taste and texture of Anmuxi? What is the difference compared to competitors?
2. What do you think of Anmuxi's packaging design? What is the difference compared to competitors?
3. Do you think the current product strategy needs improvement? Do you have any suggestions?
4. What do you think of Anmuxi's pricing?
5. Does Anmuxi have an advantage in comparing the prices of competitors?
6. Do you think the current pricing strategy needs improvement? Do you have any suggestions?
7. What are the main marketing channels for Anmuxi at present?
8. Is Anmuxi's market share ahead of competitors?
9. Do you think the current place strategy needs improvement? Do you have any suggestions?

10. What are the main promotional forms of Anmuxi currently?
11. Which form of promotion do you think is the most effective?
12. Do you think the current promotion strategy needs improvement? Do you have any suggestions?

