



**THE INFLUENCING FACTORS OF THE COMPETITIVE
STRATEGY OF PANG DONG LAI COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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STRATEGY OF PANG DONG LAI COMPANY**

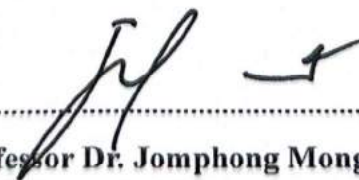
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement
Of an International Master of Business Administration

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Title: The Influencing Factors of the Competitive Strategy of Pang Dong Lai Company

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ABSTRACT

Pang Dong Lai Company is implementing a cost leadership, differentiation, and focus strategy to enhance its competitiveness in the growing retail industry in China, despite potential limitations due to its large scale and business scope. This paper aimed to study the influencing factors of the competitive strategy of Pang Dong Lai company.

The objectives of the study were: 1) To examine whether the cost leadership strategy affects the competitive strategy of Pang Dong Lai Company; 2) To examine whether the differentiation strategy affects the competitive strategy of Pang Dong Lai Company; and 3) To examine whether the focus strategy affects the competitive strategy of Pang Dong Lai Company.

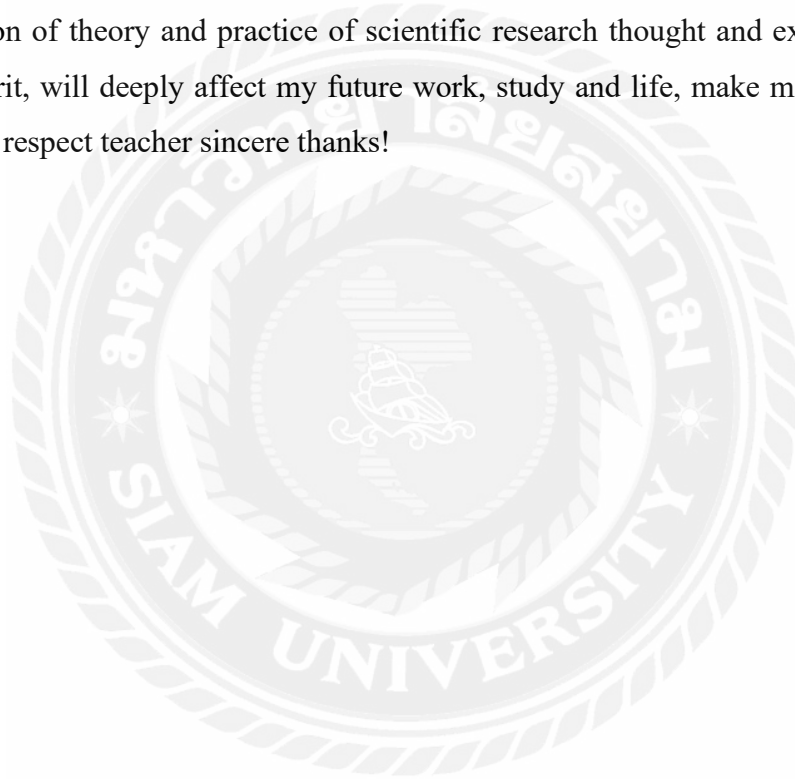
This study adopted the quantitative research method. In this study, a total of 420 electronic questionnaires were distributed, and 346 valid questionnaires were returned with a return rate of 82.38%. The population was employees of Pang Dong Lai Company. Based on the competitive strategy theory, this paper found that: 1) The cost leadership strategy has a positive effect on the competitive strategy of Pang Dong Lai Company; 2) The differentiation strategy has a positive effect on the competitive strategy of Pang Dong Lai Company; and 3) The focus strategy has a positive effect on the competitive strategy of Pang Dong Lai Company. For recommendations, the competitive strategy of Pang Dong Lai Company should focus on the following aspects: 1) Optimization of the cost leadership strategy; 2) Improvement of the differentiation strategy; and 3) Refinement of the focus strategy.

Keywords: competitive strategy, cost leadership strategy, differentiation strategy, focus strategy

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On the occasion of the completion of my master's thesis, I would like to extend my high respect and deep thanks to my teachers who have guided me, the leaders who care for me, those who care about me and all the people who have helped me in the process of studying for my master's degree.

This thesis is successfully completed under the careful guidance and kind care of the supervisor. Teacher profound knowledge contain rigorous doing scholarly research attitude, seeking truth from facts of scientific research style, confident work enthusiasm, the combination of theory and practice of scientific research thought and explore the innovative spirit, will deeply affect my future work, study and life, make me lifelong benefit, in this respect teacher sincere thanks!



DECLARATION

I, Li Yang, hereby certify that the work embodied in this independent study entitled “The Influencing Factors of the Competitive Strategy of Pang Dong Lai Company” result of original research and has not been submitted for a higher degree to any other university or institution.



Li Yang

Li Yang
Jan 1, 2024

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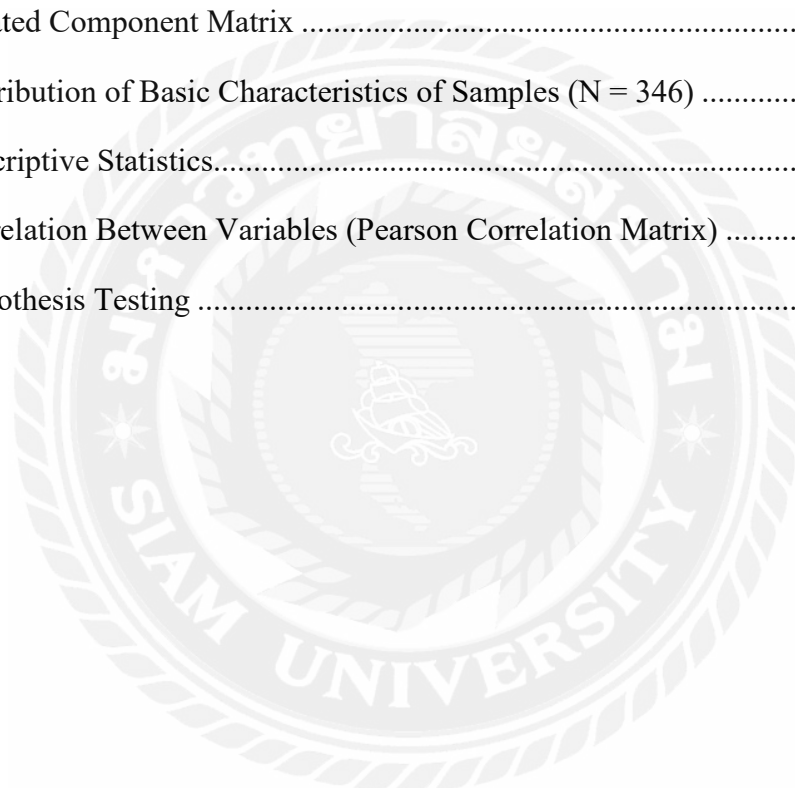


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Chapter 1 Introduction

1.1 Research Background

The population continues to grow, the economy continues to grow steadily, the consumer base is large, market demand is vast, consumers' living standards and incomes are increasing year by year, and consumption is constantly upgrading. Various industries have been able to develop as a result of economic growth, among which the retail industry is also developing very rapidly. As an important part of the service industry, retailing plays an important role as a bridge between production and sales and is an important industry for the daily lives of Chinese residents. Therefore, the retail industry is one of the main driving forces accelerating the stable and healthy development of China's national economy. However, as the retail industry and other related industries are highly mature, the threshold of entry is relatively low and tends to be homogenized, especially in recent years. With the rise of internet applications and the advancement of information technology (Li et al., 2020), the rapid growth of Internet e-commerce, exemplified by online shopping, presents significant competition and challenges for traditional retail businesses in the industry.

Although the traditional retail industry faces various unfavorable factors in the context of the prevalence of e-commerce, it still has its unique and irreplaceable advantages. Firstly, traditional retailing has established brands that can easily exert brand effects. Consumers are familiar with and accustomed to using some commodity brands, forming the habit of shopping in shopping malls. However, e-commerce has too many product categories, so it is difficult to establish an impressive brand. Secondly, brick-and-mortar stores can give consumers a sense of security, and face-to-face communication between employees and consumers is easy to build trust, while e-commerce transactions are prone to online fraud. In addition, in terms of buying experience, although e-commerce supports returns, the time cost is too high. Consumers can get the experience of the product in traditional retail enterprises, especially for complex and expensive products or products that need to be combined with services (Dong & Teo, 2019). Only traditional retail stores can make customers understand the real product for a rich sensory experience. Finally, traditional retail has a certain social function; shopping with friends and family in traditional retail stores is a common way of leisure and entertainment. In summary, it can be foreseen that traditional brick-and-mortar retailing will still occupy the mainstream position of China's consumption channels in the next few years and beyond.

Pang Dong Lai Company is a set of specialized department stores, electrical appliances, and supermarkets in one of the local traditional retail enterprises. On the one hand, e-commerce relies on the Internet and the network shopping platform. Pang Dong Lai Company does not have a low-cost, a wide range of formats, the ability to withstand risks, the convenience of strong transformation ability, and many other advantages, which makes consumers have to not leave their homes to buy a variety of

cost-effective This has made consumers able to buy a variety of goods without leaving their homes, which is cost-effective, and not choose to go shopping at Pang Dong Lai Company, which has not only deeply changed the shopping habits of consumers but also undoubtedly the survival and development of Pang Dong Lai Company, which has brought a huge challenge. On the other hand, traditional retail giants such as Wal-Mart, Carrefour, Yonghui Supermarket, China Resources Vanguard, and so on have plowed deep into the sinking market, which has made Pang Dong Lai's market share decline sharply (Mkrttchian & Vertakova, 2019).

In the digital economy, shifts in consumer behavior and the retail landscape have resulted in intense market competition. Pang Dong Lai company faces competition from three main sources: traditional brick-and-mortar retailers, conventional e-commerce firms, and the emerging new retail sector that combines online platforms with physical stores. So Pang Dong Lai's cost advantage becomes a disadvantage, and market competitiveness becomes weaker (Geada, 2020). As an enterprise with a long history of development, Pang Dong Lai Company has formed its own set of long-term solidified business models, but in the development of enterprises to a certain scale, its model has produced a relative lag, resulting in the current company in the market where the competition advantage is not obvious and even into a disadvantage. In the fierce market competition, timely adjustments to the strategy to tap the competitive advantage of the enterprise have become an inevitable choice, and a scientific and reasonable competitive strategy is of great significance to the future development of the enterprise. Under the background of the change in the retail industry, we analyze the competitive strategy of Pang Dong Lai company and find out the problems of Pang Dong Lai company in competition to construct the competitive strategy of Pang Dong Lai company, formulate the corresponding implementation plan, put forward safeguard measures for the implementation of the strategy, ensure the effective application of the strategy, and realize the sustainable development of the enterprise (Voevodina, 2020).

1.2 Research Problems

As China's economy is booming, the retail industry is growing rapidly. However, the fierce competition among industries, especially the impact of the rapid development of e-commerce, has put the development of traditional retail enterprises in the retail industry under tremendous pressure. Therefore, enhancing the competitiveness of enterprises and implementing effective competitive strategies have become the top priorities for traditional retail enterprises to focus on. Pang Dong Lai Company implements its competitive strategy mainly in three aspects: cost leadership strategy, differentiation strategy, and focus strategy. The cost leadership strategy of the Pang Dong Lai company requires the company to have more market share or other competitive advantages. In the face of the development of the retail industry, the strategy of differentiation, starting with the price level, should be an in-depth study of strategic influencing factors, including the value of the product, product image, and

other ways of innovation (Voevodina, 2020). Pang Dong Lai company should follow the changes of the times to meet the upgraded needs of consumers, which is the key to the future competition of Pang Dong Lai company. Pang Dong Lai Company is a comprehensive retail enterprise. After more than twenty years of development, the enterprise scale and business scope have been relatively large. If we adopt the focus strategy, we need to give up the existing competitive advantages and focus on one or a few segments of the market, which is not conducive to the development of Pang Dong Lai Company. Therefore, the following questions are raised:

(1) Does the cost leadership strategy affect the competitive strategy of Pang Dong Lai Company?

(2) Does the differentiation strategy affect the competitive strategy of the Pang Dong Lai Company?

(3) Does the focus strategy affect the competitive strategy of the Pang Dong Lai Company?

1.3 Research Objectives

The implementation of a competitive strategy by the Pang Dong Lai company is the best choice to realize long-term sustainable development. The implementation of Pang Dong Lai's competitive strategy should be based on the enterprise's existing resource conditions, and it should be combined with the development of the internal and external environment. From the analysis of the existing resources of Pang Dong Lai Company, the implementation of a competitive strategy needs to focus on three aspects: cost leadership strategy, differentiation strategy, and focus strategy. Pang Dong Lai Company chose to implement a competitive strategy combined with local consumer preferences to investigate and analyze consumer demand, and finally, combined with their strengths, continue to innovate business methods to guide consumer desire and meet consumer demand, thus improving consumer satisfaction, attracting more consumers, and expanding their competitive advantage. Therefore, combined with the above analysis, the purpose of this study is:

(1) To examine whether the cost leadership strategy affects the competitive strategy of Pang Dong Lai Company.

(2) To examine whether the differentiation strategy affects the competitive strategy of Pang Dong Lai Company.

(3) To examine whether the focus strategy affects the competitive strategy of Pang Dong Lai Company.

1.4 Research Scope

The study covered 13 business outlets operated by Pang Dong Lai, with a focus on the company's employees. Its objective is to examine the factors that impact the company's competitive strategy, particularly cost leadership, differentiation, and focus strategies. The research aims to offer practical management recommendations and decision-making support. The study is scheduled to be conducted from December 2023 to March 2024, spanning four months. The research methodology will include a two-part questionnaire, one collecting basic information from the survey sample and the other evaluating cost leadership, differentiation, and focus strategies.

1.5 Research Significance

In the service industry of Shandong Province, human resource costs, materials, face of continuous changes in the retail industry and the increasingly fierce competition in the background, timely adjustments to the enterprise's competitive strategy will help enterprises seize the opportunities and meet the challenges. The competitive strategy of Pang Dong Lai company is chosen as the research subject, which tries to develop a suitable competitive strategy for Pang Dong Lai company to maintain its competitive advantage in the industry in the face of rising offline operating costs, the competition of online retailing for the retail market, and the upgrading of the consumers' demand structure under the situation of new retailing and the change of opportunities. On the other hand, the study of the competitive strategy of Pang Dong Lai Company is carried out to form certain optimization suggestions for its competitive strategy and, at the same time, to provide a reference for the competitive strategies of other enterprises. On the whole, this research has important theoretical significance (Mkrttchian & Vertakova, 2019; Voevodina, 2020).

Pang Dong Lai company has lagged in the formulation of competitive strategy, and there are great difficulties in the formulation of competitive strategy nowadays. Combined with the actual situation of the enterprise, optimization, and improvement countermeasures aimed to improve the overall development level of Pang Dong Lai Company, solve the current development problems, and lay the foundation for the later realization of sustainable development. Through systematic research, the discovery of the development of Pang Dong Lai is based on an analysis of further research. Secondly, theoretical research should ultimately play a role at the practical level, which is also an important work to test the scientific nature of the theory (Geada, 2020).

1.6 Definition of Key Terms

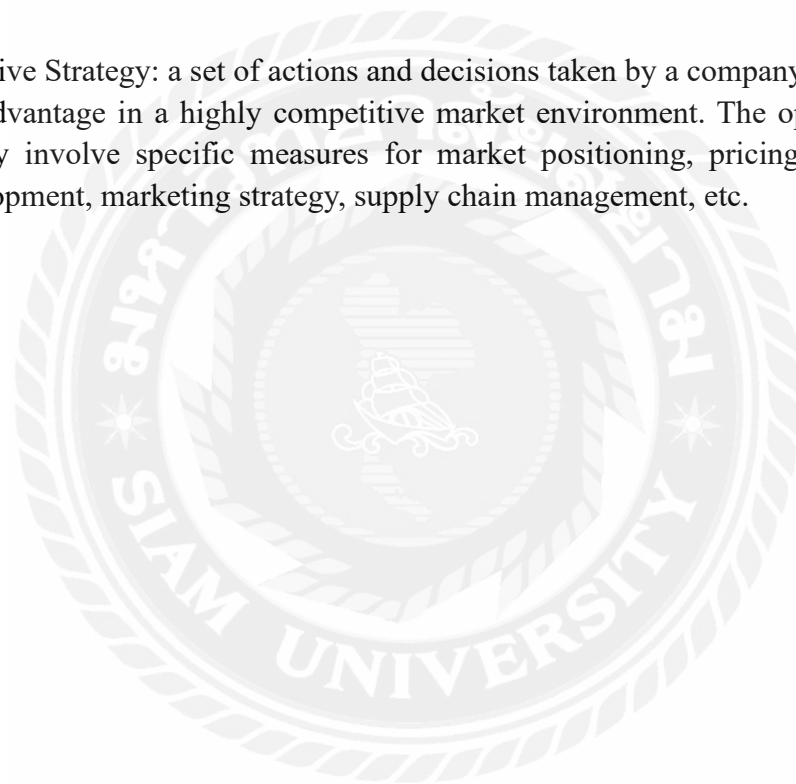
Cost Leadership Strategy: focuses on the cost-effective delivery of products or services to gain a competitive advantage in the marketplace. Operational definitions

may include reducing production costs, improving efficiency, using cheaper raw materials, or adopting cost-saving production methods.

Differentiation Strategy: focuses on giving uniqueness or added value to a product or service to make it stand out in the market. Operational definitions may include product innovation, branding, providing superior customer service, or customizing products for specific market segments.

Focus Strategy: when a company concentrates its resources on specific market segments or product areas to meet the needs of those segments or product areas. Operational definitions may include narrow market positioning, in-depth understanding of the needs of specific consumer segments, and customization of products or services to meet their needs.

Competitive Strategy: a set of actions and decisions taken by a company to gain a competitive advantage in a highly competitive market environment. The operational definition may involve specific measures for market positioning, pricing strategy, product development, marketing strategy, supply chain management, etc.



Chapter 2 Literature Review

2.1 Literature Review

2.1.1 Strategic Management

In the mid-1960s, the concept of strategy was introduced in the field of enterprise, which initially formed the theoretical framework for the study of strategic management of enterprises, and this period was also the foundation period of the study of enterprise strategy. Subsequently, more and more scholars joined in the study of this discipline. By the 1980s, there were a hundred controversies in the study of enterprise strategic management, and academics were formed due to viewpoints. There are three types of mainstream schools of thought: the resource allocation school, the target strategy school, and the industrial organization strategy (Godet, 2022). The resource allocation school advocates that the core of enterprise strategy formulation is rational planning and allocation of resources, combined with external environmental factors. The viewpoint of the target strategy school is that corporate strategy is mainly the process of determining and implementing the long-term goals and objectives of the enterprise. The viewpoint advocated by the industrial organization school is that the key to enterprise strategy is to clarify the relative competitive advantage of the enterprise. Michael Porter put forward the famous "Porter's Five Forces" analytical model to analyze the five forces that determine the strength of the enterprise in competition and, based on this, put forward three basic types of enterprise competitive strategy, namely, cost leadership strategy, differentiation strategy, and focus strategy. During the research transition period, the core of the research is centered on how to find a competitive advantage on this issue, which will be maintained and expanded (Sax & Andersen, 2020). The research scholars changed their way of thinking through the study of the enterprise's ability to cope with changes in the environmental background to a single internal resource and disadvantage analysis or external environment analysis based on the enterprise's ability and strategy. The integration of multiple theories has also improved the practical guiding role of enterprise strategic management theory (Hitt, 2021).

2.1.2 Competitive Strategy Theory

(1) Definition of Competitive Strategy Theory

Competitive Strategy Theory is a framework for companies to develop and implement long-term plans to gain a competitive advantage and ensure sustained growth in a changing market environment. It involves an in-depth analysis of the industry's competitive environment and the use of Porter's Five Forces model to assess the impact on the firm of the forces between suppliers, buyers, potential competitors,

substitutes, and existing competitors. In addition, the resource-based theory emphasizes the critical role of resources and capabilities within the firm for competitive advantage, while the innovation theory stresses the importance of innovation in terms of products, services, and business models (Johnsen, 2020). By developing a cost leadership or differentiation strategy, firms can differentiate themselves in the marketplace by reducing costs or providing unique value. In practice, market segmentation and positioning, as well as competitive intelligence and analysis, are also key, helping firms to understand consumer needs, competitor movements, and market trends so that they can develop flexible strategies to meet challenges. Ultimately, by applying these theories and approaches together, companies can respond effectively to market competition and achieve long-term success and sustained growth. The theory of competitive strategy was explicitly proposed by Michael Porter, the father of competitive strategy, in his classic book, *Competitive Strategy*. According to the theory, there are three basic types of competitive strategies: cost leadership strategy, differentiation strategy, and focus strategy (Hitt, 2021; Johnsen, 2020).

(2) Cost Leadership Strategy

Cost leadership strategy is the strategy of expanding market share by low price, i.e., a company needs to reduce its own production cost and operation cost so that its total cost is lower than that of its competitors so that it can get a low price advantage of its products, expand its market share in competition, and use upgrading of production technology and improvement of efficiency, etc. to get a price advantage of its products. The theory can analyze the cost of the retail industry and reduce the total cost by reducing the production cost, selling cost, and management cost of the company to gain a competitive advantage in the industry (Kachaner et al., 2021). A cost leadership strategy is a competitive strategy in which firms gain a competitive advantage by achieving lower production or operating costs within the same industry. The core of this strategy lies in improving production efficiency, optimizing the supply chain, and reducing manufacturing costs so that the firm can offer products or services at lower prices, attract more consumers, and expand its market share. The cost leadership strategy requires firms to continuously optimize and innovate their internal operating processes to reduce costs and to establish good relationships with suppliers to obtain more favorable purchasing conditions. At the same time, through economies of scale, technological innovation, and process optimization, an enterprise can achieve higher production efficiency, thereby further reducing unit costs and consolidating its leading position in the market (Gorrell, 2018).

(2) Differentiation Strategy

Firms offer differentiated service offerings, products, brand image, etc., and add value to this difference. A differentiation strategy requires firms to be distinctive and gain recognition from customers so that they can expand their market share and gain more profits. A differentiation strategy prevents other potential competitors from

entering the field and reduces customer sensitivity. The theory applies to analyzing the innovation of retail businesses in terms of products and services to gain a competitive advantage by promoting distinctive products and value-added services (Gao & Hafsi, 2018). A cost leadership strategy is a competitive strategy in which firms gain a competitive advantage by achieving lower production or operating costs within their industry. The core of this strategy lies in improving production efficiency, optimizing the supply chain, and reducing manufacturing costs so that the enterprise can offer products or services at lower prices, attract more consumers, and expand its market share. The cost leadership strategy requires firms to continuously optimize and innovate their internal operating processes to reduce costs and to establish good relationships with suppliers to obtain more favorable purchasing conditions. At the same time, through economies of scale, technological innovation, and process optimization, enterprises can achieve higher production efficiency, thus further reducing unit costs and consolidating their leading position in the market (Liu & Cheng, 2018).

(3) Focus Strategy

An enterprise's goal is to concentrate on a specific customer group and products and services. In retail development, it is necessary to choose the appropriate competitive strategy according to its development needs to obtain a leading edge and market share. A focus strategy is a competitive strategy in which a firm achieves higher specialization and market influence by focusing on a specific market, product line, or business area (Sung, 2013). The core of this strategy lies in its widely diversified scope of operations, and it chooses instead to concentrate its resources and efforts on developing its core competitive advantage in a specific field or market. A focus strategy helps an enterprise to utilize its resources more efficiently, reduce production costs, increase productivity, and provide consumers with higher-quality products or services by gaining a deeper understanding of the needs of a particular market. In addition, a focus strategy can enable a firm to build a stronger brand image and reputation, particularly in its field, and increase its market share and profit level. However, there are certain risks associated with the implementation of a focus strategy, such as the risk of market changes and the risk of increased competition in the industry, so firms need to pay close attention to market dynamics and flexibly adjust their strategies during the implementation process to ensure sustained competitive advantage and growth (Foley, 2001).

2.2 Research Relevant

"Strategy" means "the strategy of war.". And "competition" has existed long before "strategy" appeared; since the emergence of life, there has been competition (Oliver, 2019). The introduction of the concept of strategy in the field of modern enterprises first appeared in the 1960s, when scholars proposed "a definition of business strategy: business strategy is a strategic decision made by the enterprise in order to adapt to the

influence of external environmental factors. Strategic management measures should be applied in all aspects of the enterprise's business activities and infiltrate into every procedure of business activities (Meyer & Estrin, 2019). The strategic management measures should be applied comprehensively to the enterprise's business activities and permeate every program of business activities. Enterprises should analyze the five competitive forces affecting them, namely: existing competitors in the same industry, potential entrants, the threat of substitutes, the bargaining power of suppliers, and the bargaining power of purchasers. On this basis, they should establish the competitive strategy of the enterprise and put forward the three basic types of the enterprise's competitive strategy, which are total cost leadership, differentiation, and concentration strategy. The core competitiveness of an enterprise manifests itself as the ability to gain a long-term competitive advantage by organically integrating the enterprise's resources and configurations through efficient management means and creating products or technologies that are unique to the enterprise and difficult for competitors to replicate (Gilad, 2011).

The four-factor approach in marketing proposes a five-factor theory of strategy, which analyzes corporate strategy by looking at it from the different perspectives of planning, scheming, style, positioning, and conception. The formation of corporate strategy is a process by which a company changes by adapting to changes in the external environment. Whether firms capitalize on their economic comparative advantage and converge on such strategies driven by the state system (Voorhees et al., 2015). The reason for the difference between these findings and the analysis of the competitiveness literature is the difference in the indicators used to measure corporate strategy. Regardless of the macro-indicators used, the loss of information related to micro-variables leads to a potentially more pronounced convergence effect. Research in the European mobile industry suggests that different competitive strategies evolve over time and that pioneers benefit to some extent from applying a variety of strategies in the initial stages of market development. However, over time, the relative position of the pioneer in terms of quality, price, and operating costs declines (Garbarino & Johnson, 1999).

The development of the retail industry is a cyclical development trend. Like a spinning wheel, new entrants in the retail industry tend to use cost-leading strategies to capture the market, and with the gradual increase in the cost of the development of the enterprise, they will eventually lose the market, leaving room for the development of new retail formats (Sternquist & Jin, 2018). New entrants in the retail industry are no longer characterized by cost leadership strategies but by any aspect of innovation brought about by the development of the industry, resulting in new formats that lead retailers to maximize their differentiated and innovative activities. The retail industry has seen a dramatic shift in customer expectations of convenience, choice, and speed of delivery as customer spending rapidly shifts to online commerce and away from brick-and-mortar stores (Gush, 2020). This shift to customer-centric delivery affects the entire retail supply chain, which needs to be redesigned to ensure that companies gain

maximum operational efficiencies while providing a superior customer experience. The impact of co-production on market segmentation and channel member profitability in a competitive retail environment. The results indicate that manufacturers who introduce co-production expand their market reach to the benefit of all channel members (E. A., 2016).

After sorting through the literature, it is recognized that scholars have conducted in-depth research on the theory of competitive strategy, comprehensively analyzed the channels and paths of implementation, and introduced the basic models and methods of corporate competitive strategy research. As far as the competitive strategy itself is concerned, the formulation of the strategy should be based on a comprehensive analysis of the external environment, internal resources and disadvantages, and other factors, which is of strong guiding significance for the study of the enterprise's competitive strategy. However, the actual research on specific industries, especially retail enterprises, fails to keep abreast of the times, and there is still a big lack of comprehensive summarization of the traditional retail enterprises in the formulation of competitive strategy.

2.3 Conceptual Framework

The conceptual framework of this study includes the cost leadership strategy, differentiation strategy, and focus strategy as factors influencing the competitive strategy of Pang Dong Lai Company. The independent variables are cost leadership strategy, differentiation strategy, and focus strategy, while the dependent variable is competitive strategy. The model framework is shown in Figure 2.2.

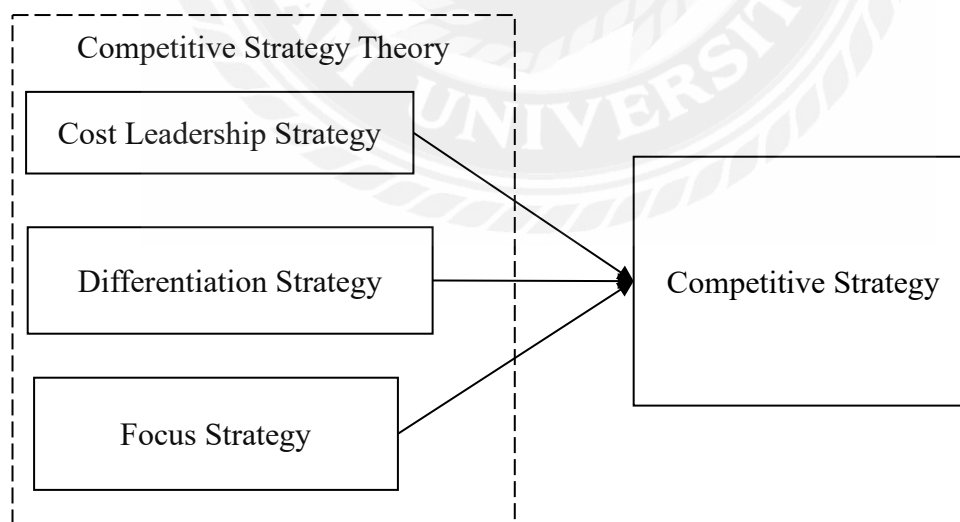


Figure 2.2 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This study focused on the influencing factors of the competitive strategy of Pang Dong Lai Company. Combined with competitive strategy theory, the independent variables in the research model were identified as a cost leadership strategy, differentiation strategy, and focus strategy, and the dependent variable was competitive strategy. During the study process, the questionnaire was created by applying the classical scale, and hypotheses were developed based on the relationship between the variables being studied. The research population and sample size were established based on the goal, and the data collection was conducted via mail. Before examining the relationship connecting variables and doing hypothesis testing, reliability and validity were assessed. Its reliability was assessed using Cronbach's alpha. The Kaiser-Meyer-Olkin Sampling Adequacy Measure (KMO) was used to assess validity. Bartlett's Test of Sphericity was also graded. This study used a survey to obtain data. The sample data was collected using a Likert 5-point scale.

3.2 Research Design

This study adopted the quantitative research method. The study concentrated on the factors that influence Pang Dong Lai's competitive strategy. According to competitive strategy theory, the three most essential components influencing Pang Dong Lai's competitive strategy are cost leadership, differentiation, and focus strategy. The design of the questionnaire scale was based on relevant research and theories. Determine the measurement question items for each variable. Each item was measured using a five-point Likert scale.

The measurement items were designed using a literature review and classical scales. Six items were used to assess the execution and status of the cost leadership plan. The differentiation strategy is comprised of six components to assess the measures and applications of the strategy. Focus strategy comprises six items to assess the implementation and approach of focus strategy, whereas competitive strategy consists of four things to assess the application and implementation state of competitive strategy. Competitive strategy is comprised of four questions that assess the application and implementation of the competitive strategy. See Table 3.1.

Table 3.1 The Measurement Items

Measurement Item	NO.
Cost Leadership Strategy	
Among the competitive strategies of Pang Dong Lai company, to what extent do you think the cost leadership strategy affects competition in the market?	Q1
How much progress do you think Pang Dong Lai company has made in implementing its cost leadership strategy?	Q2
How important do you think the cost leadership strategy is to Pang Dong Lai company's long-term performance and profitability?	Q3
In the industry in which Pang Dong Lai company competes, to what extent do you think the cost leadership strategy is advantageous relative to other competitive strategies?	Q4
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its cost leadership strategy?	Q5
How important do you think the improvements that Pang Dong Lai company should take in implementing its cost leadership strategy are?	Q6
Differentiation Strategy	
How do you think the adoption of differentiation strategy by Pang Dong Lai company has affected competition in the market?	Q7
How much progress do you think Pang Dong Lai company has made in implementing its differentiation strategy?	Q8
How important do you think the differentiation strategy is for Pang Dong Lai company's long-term performance and profitability?	Q9
In the industry competition of Pang Dong Lai company, what do you think is the degree of advantage of the differentiation strategy over other competitive strategies?	Q10
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its differentiation strategy?	Q11
How important do you think the improvement measures that Pang Dong Lai company should take in implementing its differentiation strategy are?	Q12
Focus Strategy	
What is your opinion on the extent to which Pang Dong Lai company has adopted a focus strategy to compete in the market?	Q13
How would you rate Pang Dong Lai company's progress in implementing its focus strategy over the past year?	Q14
How important do you think the focus strategy is for Pang Dong Lai company's long-term performance and profitability?	Q15
In the competitive industry in which Pang Dong Lai company operates, to what extent do you think the focus strategy is advantageous over other competitive strategies?	Q16
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its focus strategy?	Q17

Measurement Item	NO.
How important do you think the improvement measures that Pang Dong Lai company should take in implementing its focus strategy are?	Q18
Competitive Strategy	
How would you rate the extent to which the competitive strategies currently employed by Pang Dong Lai company have affected its position in the market?	Q19
How would you rate the effectiveness of the competitive strategies implemented by Pang Dong Lai company?	Q20
How reasonable do you think Pang Dong Lai company is in formulating and implementing its competitive strategies?	Q21
How do you think the potential of the company's competitive strategy is for Pang Dong Lai company?	Q22

Each variable was studied and grouped in accordance with the literature and variable operational definitions. The measurement question items for each variable will serve as indications and content for the specific collection of variable data. Once prepared, the questionnaire will be delivered in accordance with the requirements. During data collection, the data will be evaluated based on the questionnaire's time response status. Invalid surveys will be deleted, while valid questionnaires will be arranged to establish the groundwork for future data analysis.

3.3 Hypothesis

The independent variables in this study are cost leadership strategy, differentiation strategy, and focus strategy. The dependent variable is a competitive strategy, and the model is constructed based on the analysis and the relationship between the variables. The relationship between variables is set through hypotheses. Combined with the above analysis, the hypothetical model of the influencing factors of the competitive strategy of Pang Dong Lai Company is constructed, and the interrelationships among the variables are confirmed. See figure3.1. Therefore, hypotheses are formulated:

H1: The cost leadership strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.

H2: The differentiation strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.

H3: The focus strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.

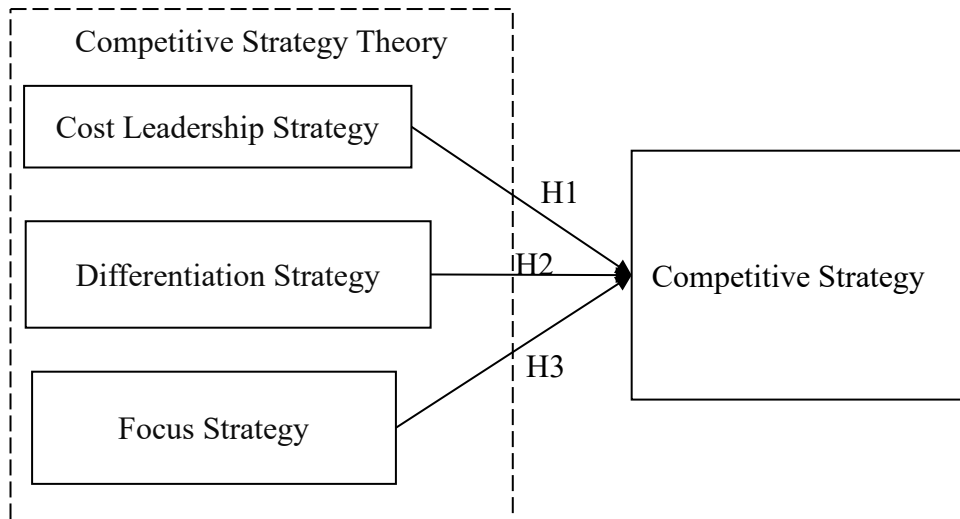


Figure 3.1 Hypotheses

3.4 Population and Sampling

The scope of this research is the employees of Pang Dong Lai Company. Other places are not included in the scope of the research. Employees should understand the competitive strategy of Pang Dong Lai Company and be able to give an objective evaluation of the competitive strategy of Pang Dong Lai Company. The research period is from December 2023 to March 2024, totaling 4 months. It is important to ensure that the sample is fully representative of the company so that more representative and reliable findings can be obtained. Therefore, random sampling was used to select the sample, and the sample size was calculated. The sample size for this sample survey was calculated to be 399.89.

$$n = \frac{(z)^2(\pi)(1 - \pi)(N)}{(z)^2(\pi)(1 - \pi) + (N)(e)^2}$$

Calculated by the sample formula, collect data values for the quartile of the standard normal distribution; for the confidence level, generally take the value of 95%. The sample size is 399.89, and Yamane's reliability is 95% ($f = \pm 5\%$) with various errors; the sample size is 420. Therefore, this study requires the sample mean and the overall mean at the 95% confidence level is not more than 0.5.

3.5 Data Collection

The data collection for this survey was done mainly through the personnel office of Pang Dong Lai Company, which was given a list of the employees of the organization. Based on this list, the employees were numbered to ensure that everyone had an equal chance of being selected. Using a random number generator, a certain number of

employees were randomly selected from the list to form the study sample. Based on the sample drawn, the study contacted the selected employees through email. The employees were informed about the purpose and importance of the study and the contribution of their participation in it. The study provided each employee with clear survey instructions and a confidentiality statement to ensure that the privacy of the participants was protected. Incentives were provided to increase participation, such as a commitment to participate in feedback on the results of the study. Ensure that questionnaires or interviews are designed to be clear and concise to minimize the burden on participants. The period of the study was from December 2023 to March 2024. A total of 420 electronic questionnaires were distributed, and 346 valid questionnaires were returned, with a return rate of 82.38%.

3.6 Data Analysis

3.6.1 Reliability

The collected data was structured and filtered. The missing values in the research data were removed, and the variables assigned to the study were put into SPSS for analysis. By using Cronbach's alpha coefficient to analyze the reliability and validity of the data in this study, we can determine whether the original intent and objective of the questionnaires can be carried out through the inquiries contained in the survey questionnaire in order to reflect the validity of this paper's research and, additionally, whether the findings and conclusions are reliable. The questionnaire reliability analysis is primarily used to determine whether the questionnaire questions employed in this study are stable and reliable, regardless of whether the data is valid or not. The value of Cronbach's alpha coefficient may indicate whether or not dependability exists. When the obtained coefficient is greater than 0.8, the questionnaire's reliability improves; when the obtained coefficient is between 0.6 and 0.8, the questionnaire's reliability is generally acceptable; and when the obtained coefficient is less than 0.6, the questionnaire's reliability fails to meet the standard. The study used Cronbach's alpha to assess the reliability of each topic on the questionnaire.

Cronbach's alpha coefficients for cost leadership, differentiation, focus, and competitive strategies are 0.900, 0.905, 0.889, and 0.838, respectively. This paper's questionnaire has a high reliability score (0.8–0.9), allowing for additional analysis of its validity. This implies that the questionnaire for this survey study is quite reliable, as seen in Table 3.2.

Table 3.2 Variate Reliability Test

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.779	0.875	0.900
Q2	0.725	0.883	
Q3	0.712	0.885	
Q4	0.748	0.880	
Q5	0.713	0.885	
Q6	0.700	0.887	
Q7	0.827	0.874	0.905
Q8	0.729	0.890	
Q9	0.710	0.892	
Q10	0.738	0.891	
Q11	0.734	0.891	
Q12	0.734	0.889	
Q13	0.724	0.868	0.889
Q14	0.699	0.870	
Q15	0.698	0.870	
Q16	0.712	0.868	
Q17	0.710	0.868	
Q18	0.710	0.870	
Q19	0.662	0.798	0.838
Q20	0.676	0.795	
Q21	0.710	0.777	
Q22	0.640	0.808	

3.6.2 Validity

Reliability analysis is an inquiry into the stability of a scale. A validity study is necessary to verify whether the scale's items are capable of responding appropriately to the real circumstances of the factor under consideration. Validity analysis methods include questioning and validated factor analysis. The reliability of the analysis was tested using SPSS software. A reliability study is undertaken to verify the scale's durability. Generally, two markers are used to measure questionnaire validity: KMO and Bartlett's Test of Sphericity. KMOs vary from 0 to 1. The greater the KMO value, the stronger the association between the parameters, making the original variables better suited for factor analysis, and vice versa. The KMO criterion requires a value greater than 0.7 for factor analysis to work.

The topic's validity was evaluated, and the data volume analysis revealed that the survey had good validity. The validity is assessed using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO); the KMO value is 0.927, which is greater than

0.7, and the Sig. value of Bartlett's Test of Sphericity is less than 0.000, showing significance.

Table 3.3 KMO and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.927
Bartlett's Test of Sphericity	Approx. Chi-Square	3618.226
	df	153
	Sig.	0.000

The gathered and associated data were calculated using the Maximum Variance Method, which revealed that a total of three common components were recovered, which corresponds to the three variables designed for the questionnaire. Meanwhile, the calculation results show that the three components explain 67.021% of the dependent variable, which is greater than 50% and passes the conditions (refer to Table 3.4). The Rotated Component Matrix calculation results reveal that each factor has strong question-item differentiation validity (see Table 3.5).

Table 3.4 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	% of Variance	Cumulative %
1	7.142	39.676	39.676	39.676	39.676
2	3.053	16.960	56.636	16.960	56.636
3	1.869	10.384	67.021	10.384	67.021
4	0.582	3.231	70.252		
5	0.519	2.882	73.134		
6	0.493	2.737	75.871		
7	0.462	2.565	78.436		
8	0.447	2.485	80.922		
9	0.435	2.419	83.340		
10	0.420	2.332	85.673		
11	0.411	2.281	87.954		
12	0.393	2.183	90.136		
13	0.366	2.033	92.170		
14	0.347	1.928	94.098		
15	0.320	1.776	95.874		
16	0.270	1.499	97.373		
17	0.247	1.370	98.744		
18	0.226	1.256	100.000		

The factorization results must be realistic and statistically significant for each element. Rotation of the factor loading matrix highlights the relationships between the initially mentioned variables and the factors, as each variable has a stronger impact on exactly one common factor and a smaller weight on the other common factors. Furthermore, the factors were rotated to better categorize each of the previously set variables. The maximum differences approach was used to rotate the formation matrix to ensure that there is no autocorrelation in the area of matter obtained through each variable, and the maximum eigenvalue has been identified. Table 3.5 reveals that three components were retrieved, with each variable having a high loading on one common factor and low loadings on the others, indicating differentiated validity.

Table 3.5 Rotated Component Matrix

	1	2	3
Q1	0.066	0.851	0.116
Q2	0.092	0.811	0.095
Q3	0.078	0.777	0.181
Q4	0.089	0.792	0.232
Q5	0.115	0.769	0.211
Q6	0.079	0.772	0.169
Q7	0.873	0.092	0.158
Q8	0.792	0.088	0.175
Q9	0.761	0.097	0.230
Q10	0.796	0.105	0.174
Q11	0.800	0.070	0.180
Q12	0.787	0.080	0.202
Q13	0.254	0.303	0.715
Q14	0.161	0.201	0.757
Q15	0.205	0.169	0.750
Q16	0.167	0.177	0.774
Q17	0.239	0.118	0.765
Q18	0.169	0.135	0.783

Chapter 4 Findings

4.1 Introduction

In the current study, data were collected via an online survey, with 346 valid responses received. The data were examined for validity and reliability. The data gathered was deemed genuine and authentic, and it could be evaluated using correlation and descriptive statistical techniques. The relevant data from this investigation were subjected to descriptive statistics and correlational analysis. The study sought to clarify the correlations between the variables. The theories are investigated using correlation analysis.

4.2 Description of Statistical Variables

Table 4.1 Distribution of Basic Characteristics of Samples (N = 346)

Item	Options	Frequency	Percent%
Gender	Male	173	50.0
	Female	173	50.0
Age	Under 30	108	31.2
	30-50	118	34.1
	Over50	120	34.7
Education	High school and below	92	26.6
	Bachelor's degree	90	26.0
	Master degree	75	21.7
	Higher than the Master's degree	89	25.7
Position	Operation	105	30.3
	Lecturer/instructor	108	31.2
	Other	133	38.4
Tenure	Less than 1 year	77	22.3
	1-2 years	56	16.2
	3-5 years	89	25.7
	6-7 years	61	17.6
	More than 7 years	63	18.2
Total		346	100.0

The survey includes 346 valid questionnaires completed by service industry faculty and workers. The study's sample consisted of 173 males (50%) and 173 females, according to the data compiled and evaluated for the survey's gender factor. The results of the age survey reflect a very even distribution of ages. In the education survey, the sample's educational level is quite evenly dispersed. The sample distribution in the job and work experience survey is almost identical to the real situation. As shown in Table

4.1, The sample as a whole met the statistical standards. The descriptive statistics for the complete sample may provide a more understandable picture of the subject population as a whole. The standard deviation technique and variation from the mean are frequently two useful indications of descriptive statistics for an entire sample. The deviation from the mean indicates the data's relative variety over the entire sample, whereas the mean represents the sample's focus on a certain concept or underlying condition. The minor differences between each question item signal that the exam was completed fairly equitably. According to the findings, the mean statistical value for each variable ranged from 3.41 to 3.94. This demonstrates that the judgment of each question item is rather consistent.

Table 4.2 Descriptive Statistics

Items	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Kurtosis Statistic
Q1	1	5	3.59	1.100	-0.512	-0.451
Q2	1	5	3.62	1.171	-0.552	-0.459
Q3	1	5	3.44	1.070	-0.426	-0.485
Q4	1	5	3.62	1.269	-0.459	-0.931
Q5	1	5	3.41	1.162	-0.489	-0.430
Q6	1	5	3.46	1.172	-0.561	-0.431
Q7	1	5	3.50	1.130	-0.358	-0.822
Q8	1	5	3.56	0.997	-0.291	-0.201
Q9	1	5	3.65	1.081	-0.274	-1.139
Q10	1	5	3.78	1.322	-0.649	-0.788
Q11	1	5	3.64	0.926	-0.067	-0.678
Q12	1	5	3.87	1.213	-0.585	-0.863
Q13	1	5	3.94	0.884	-0.564	-0.225
Q14	1	5	3.65	1.081	-0.856	0.323
Q15	1	5	3.90	1.022	-0.833	0.458
Q16	1	5	3.94	1.040	-0.631	-0.546
Q17	1	5	3.81	1.029	-0.590	-0.256
Q18	1	5	3.49	1.214	-0.418	-0.734
Q19	1	5	3.61	1.096	-0.442	-0.529
Q20	1	5	3.61	1.244	-0.686	-0.463
Q21	1	5	3.69	1.111	-0.445	-0.593
Q22	1	5	3.85	1.044	-0.648	-0.435

Skewness defines the symmetry of a data distribution. A standard distribution has a skewness of zero. If the skewness is greater than zero, the data is positively skewed, with the long tail on the right side; if it is less than zero, the data is negatively skewed, with the long tail on the left. Kurtosis describes how closely the data follows the mean and how sharp or flat the distribution is. A high kurtosis value exceeds zero, indicating

a steeper, more noticeable peak than in a normal distribution, and vice versa. The study generated descriptive statistics, including mean, skewness, and kurtosis. According to the study's descriptive statistics findings, the mean statistic, skewness statistic, and kurtosis statistic all match. The research data meets the normal distribution and is suitable for correlation analysis.

4.3 Results of the Study

Correlational analysis provides a quantitative method for detecting whether there is an interdependence between those participating in the research. If the correlation analysis reveals that the inquiry's components have a dependent connection, the direction and strength of the link between the parameters might be employed as indications. Correlation analysis is a typical technique for determining the strength of a link between variables and factors. Pearson's coefficient is commonly employed to assess the relationship between those variables; a number more than zero suggests a correlation that is favorable, a ratio less than zero indicates a negative association, and a numerical value close to one indicates a stronger connection.

In study findings, the abbreviation r is commonly used to denote the correlation coefficient. In Table 4.3, the one based on the Pearson correlation coefficient of $r \leq 0.3$ indicates no linear relationship between the variables. A correlation score of $0.3 < r \leq 0.5$ indicates modest linear correlation, $0.5 < r \leq 0.8$ indicates significant linear correlation, and $0.8 < r \leq 1$ indicates the more they imply substantial linear connection. According to the correlation analysis, the values of the correlation coefficients between cost leadership strategy, differentiation strategy, focus strategy, and competitive strategy range from 0.254 to 0.534. Table 4.3 shows that both factors have a substantial positive correlation ($p < 0.01$).

Table 4.3 Correlation Between Variables (Pearson Correlation Matrix)

	Cost Leadership Strategy	Differentiation Strategy	Focus Strategy	Competitive Strategy
Cost Leadership Strategy	1			
Differentiation Strategy	.254**	1		
Focus Strategy	.437**	.472**	1	
Competitive Strategy	.258**	.515**	.534**	1

NOTE: *. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

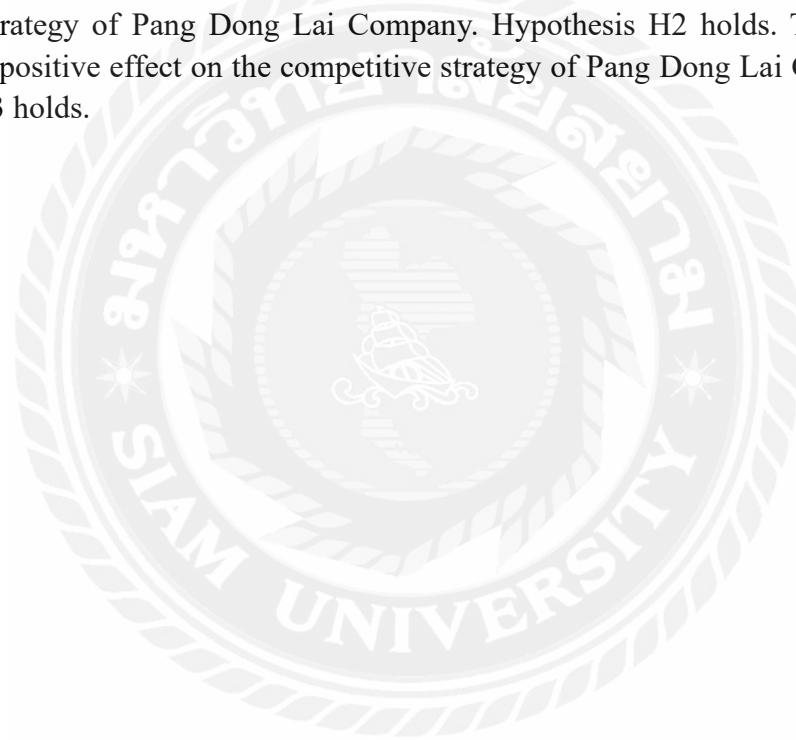
The Pearson correlation coefficient between cost leadership strategy and

competitive strategy is 0.258 and $P < 0.01$, indicating that there is a correlation between cost leadership strategy and competitive strategy, and it is a general correlation.

The Pearson correlation coefficient between differentiation strategy and competitive strategy is 0.515 and $P < 0.01$, indicating that there is a correlation between differentiation strategy and competitive strategy and that it is a general correlation.

The Pearson correlation coefficient between focus strategy and competitive strategy is 0.534 and $P < 0.01$, indicating that there is a correlation between focus strategy and competitive strategy and that it is a general correlation.

Therefore, according to the results of the data analysis, the cost leadership strategy has a positive effect on the competitive strategy of Pang Dong Lai Company. Hypothesis H1 holds. The differentiation strategy has a positive effect on the competitive strategy of Pang Dong Lai Company. Hypothesis H2 holds. The focus strategy has a positive effect on the competitive strategy of Pang Dong Lai Company. Hypothesis H3 holds.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study is based on competitive strategy theory, study on the influencing factors of the competitive strategy of Pang Dong Lai company. The study collected data by distributing questionnaires, 420 electronic questionnaires were distributed and 346 valid questionnaires were recovered, with a recovery rate of 82.38%. and the relationships and hypotheses between the variables were analyzed by SPSS.

5.1.1 The Cost Leadership Strategy Has a Positive Effect on the Competitive Strategy of Pang Dong Lai Company

The Pearson correlation coefficient between cost leadership strategy and competitive strategy is 0.258, and $P < 0.01$, indicating that there is a correlation between cost leadership strategy and competitive strategy, and it is a general correlation. Pearson's correlation coefficient is a statistical measure of the strength and direction of the linear relationship between two continuous variables. It takes values between -1 and 1, with 0 indicating no linear relationship, 1 indicating a perfect positive correlation, and -1 indicating a perfect negative correlation. In this case, the Pearson correlation coefficient is 0.258, which means there is a positive correlation between cost leadership strategy and competitive strategy. That means that when the cost leadership strategy increases, the competitive strategy also increases. However, the correlation coefficient of 0.258 indicates that this correlation is not very strong but slight. That is, although there is a correlation between these two variables, their relationship is not very strong. In addition, $P < 0.01$ indicates that this correlation is statistically significant, i.e., in general, the study can be confident that this correlation is not caused by random factors. That suggests that even if the correlation is not very strong, it is unlikely to be a chance occurrence. This result indicates a general correlation between cost leadership strategy and competitive strategy.

5.1.2 The Differentiation Strategy Has a Positive Effect on the Competitive Strategy of Pang Dong Lai Company

The Pearson correlation coefficient between differentiation strategy and competitive strategy is 0.515, and $P < 0.01$, indicating that there is a correlation between differentiation strategy and competitive strategy, and it is a general correlation. This Pearson correlation coefficient of 0.515 indicates a strong positive correlation between differentiation strategy and competitive strategy. Specifically, when the differentiation strategy increases, the other competitive strategy increases, and vice versa. The relatively high strength of this correlation indicates that the relationship between these two variables is relatively close. $P < 0.01$ indicated that this correlation is statistically

significant. It is unlikely that this correlation is due to random factors. It is a genuine connection. Therefore, this result strongly supports the existence of a general correlation between differentiation strategy and competitive strategy. This result indicates a general positive correlation between differentiation strategy and competitive strategy, which implies that when a firm adopts a differentiation strategy, it is likely to influence the formulation and execution of its competitive strategy and vice versa.

5.1.3 The Focus Strategy Has a Positive Effect on the Competitive Strategy of Pang Dong Lai Company

The Pearson correlation coefficient between focus strategy and competitive strategy is 0.534, and $P < 0.01$, indicating that there is a correlation between focus strategy and competitive strategy, and it is a general correlation. This Pearson correlation coefficient of 0.534 indicates a strong positive correlation between focused strategy and competitive strategy. Specifically, when the focusing strategy increases, the competitive strategy increases, and vice versa. The relatively high strength of this correlation indicates that the relationship between these two variables is relatively strong. $P < 0.01$ indicates that this correlation is statistically significant. It is unlikely that this correlation is caused by random factors. Therefore, this result strongly supports the existence of a general correlation between focused strategy and competitive strategy. This result indicates a general positive correlation between focused strategy and competitive strategy, which means that when a firm adopts a focus strategy, it is likely to influence the formulation and execution of its competitive strategy and vice versa.

Table 5.1 Hypothesis Testing

NO.	Hypothesis	Result
H1	The cost leadership strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.	Established
H2	The differentiation strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.	Established
H3	The focus strategy has a positive effect on the competitive strategy of Pang Dong Lai Company.	Established

5.2 Recommendation

5.2.1 Optimization of the Cost Leadership Strategy

In response to the cost leadership strategy, Pang Dong Lai company can take several measures to optimize its cost structure and improve its competitiveness. First, the company can focus on improving production efficiency. By optimizing the production process, introducing advanced production technology and automated equipment, and optimizing the allocation of human resources, Pang Dong Lai company

can reduce production costs and thus improve overall production efficiency. Secondly, Pang Dong Lai company can actively optimize the procurement cost. It establishes long-term and stable cooperative relationships with suppliers and obtains more competitive prices through centralized procurement and negotiation. Meanwhile, optimize the procurement process and supply chain management to reduce costs. In addition, saving energy and resources is a way to reduce costs. The company can implement energy-saving and emission-reduction measures to reduce energy consumption, as well as optimize the utilization of raw materials and reduce waste and loss, to reduce production costs and achieve sustainable development. In addition, Pang Dong Lai company can also reduce production costs through product design optimization. Design more cost-effective products, consider using cheaper materials, or simplify the production process to reduce production costs while ensuring product quality and performance. Finally, it is also very important to establish a sound cost control mechanism and budget management system. By formulating a clear cost control strategy, strictly controlling all expenses, and conducting regular cost analysis and evaluation, Pang Dong Lai company can effectively control production costs and ensure that it maintains a competitive edge in terms of costs. To summarize, through the above series of measures, Pang Dong Lai company can effectively implement the cost leadership strategy, reduce production costs, and improve competitiveness, to achieve greater success in the market.

5.2.2 Improvement of the Differentiation Strategy

In response to the differentiation strategy, Pang Dong Lai company should take multi-faceted measures to highlight the differences between its products and competitors to win consumers' favor and market share. Firstly, the company can design unique products that are different from those in the market through continuous product innovation and research and development. These products can be differentiated from competitors through function, design, and quality to attract consumers' attention. Secondly, Pang Dong Lai company should continuously improve the quality and performance of its products to ensure the products are competitive enough based on differentiated features. Through the introduction of advanced production technology and a quality management system, the quality of products should be improved continuously to increase customer satisfaction and loyalty. In addition, for different customer groups, Pang Dong Lai company can provide customized products and services. Through an in-depth understanding of customers' needs and preferences, it can tailor-make products to meet their individual needs, thus enhancing its relationship with customers and increasing its market share. In addition, brand marketing strategy is also a key component. The company can highlight the uniqueness and value of its products through differentiated brand positioning and marketing activities so that consumers can recognize the differences between its products and competitors, and enhance its brand influence and market competitiveness. Finally, Pang Dong Lai company should establish an after-sales service system to provide customers with a full range of after-

sales support and services. Timely and efficient after-sales service enhances customers' trust, satisfaction, loyalty, and spreading effect. To sum up, through product innovation, quality improvement, customized service, brand marketing quality after-sales service, and other aspects of measures, Pang Dong Lai company can effectively implement the differentiation strategy, differentiate its products from its competitors, win the recognition of consumers and market share, and achieve sustained growth and development.

5.2.3 Refinement of the Focus Strategy

In response to the focus strategy, Pang Dong Lai company should take measures to focus resources, optimize management, and improve efficiency to achieve overall competitive advantage and long-term growth. Firstly, the company can utilization of resources through core business concentration. That means focusing the attention on its core business areas and reducing investment in non-core businesses, thus realizing centralized and refined management of resources. Second, establishing a unified management system is the key to focus strategy. By establishing a unified management process, decision-making mechanism, and execution standards, the company can realize the sharing and flow of resources and information, reduce management costs and risks, and improve decision-making efficiency and execution results. In addition, the establishment of a centralized procurement platform is also an important initiative of the focus strategy. By establishing a centralized procurement platform, the Company can achieve centralized management and negotiation of procurement to obtain more competitive procurement prices and optimize supply chain management, thereby reducing procurement costs and improving supply chain efficiency. In addition, the company should promote the sharing and exchange of internal resources and knowledge to avoid duplication of investment and duplication of efforts and to improve the efficiency and innovation of the company. Establish a cross-departmental teamwork mechanism to strengthen collaboration and communication between departments and promote the overall development of the enterprise. Through the optimization and standardization of operational processes, reduce operational costs and improve operational efficiency and flexibility. At the same time, establish a comprehensive talent training and management system to cultivate a team of talents with the ability to execute the focus strategy and provide manpower support for the centralized development of the enterprise. In summary, through the above series of measures, Pang Dong Lai company can effectively implement the focus strategy, realize the centralized management and optimal allocation of resources, improve the overall operational efficiency and competitiveness of the enterprise, and promote the sustainable development of the enterprise.

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Appendix Questionnaire

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

Part I :

1. Gender Male Female
2. Age under 30 30-50 over50
3. Education High school and below Master degree Bachelor degree
 Others
4. Position Operation Lecturer/instructor Others
5. Tenure in current position (year)
- less than 1 year 1-2 years 3-5 years 6-7 years more than 7 years

Part II: Please judge to what extent you agree with the following statement, please choose the most appropriate option, and mark the corresponding number "√". The questionnaire used Likert scale, ranging from 1 to 5 in which 1 indicates strongly disagree (or strongly disagree), 2 indicates relatively disagree (or relatively disagree), 3 indicates neutral, 4 indicates relatively agree (or relatively agree), and 5 indicates strongly agree (or strongly agree)

Measuring item	1	2	3	4	5
Cost Leadership Strategy					
Among the competitive strategies of Pang Dong Lai company, to what extent do you think the cost leadership strategy affects competition in the market?					
How much progress do you think Pang Dong Lai company has made in implementing its cost leadership strategy?					

How important do you think the cost leadership strategy is to Pang Dong Lai company's long-term performance and profitability?					
In the industry in which Pang Dong Lai company competes, to what extent do you think the cost leadership strategy is advantageous relative to other competitive strategies?					
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its cost leadership strategy?					
How important do you think the improvements that Pang Dong Lai company should take in implementing its cost leadership strategy are?					
Differentiation Strategy					
How do you think the adoption of differentiation strategy by Pang Dong Lai company has affected competition in the market?					
How much progress do you think Pang Dong Lai company has made in implementing its differentiation strategy?					
How important do you think the differentiation strategy is for Pang Dong Lai company's long-term performance and profitability?					
In the industry competition of Pang Dong Lai company, what do you think is the degree of advantage of the differentiation strategy over other competitive strategies?					
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its differentiation strategy?					
How important do you think the improvement measures that Pang Dong Lai company should take in implementing its differentiation strategy are?					
Focus Strategy					
What is your opinion on the extent to which Pang Dong Lai company has adopted a focus strategy to compete in the market?					
How would you rate Pang Dong Lai company's progress in implementing its focus strategy over the past year?					
How important do you think the focus strategy is for Pang Dong Lai company's long-term performance and profitability?					
In the competitive industry in which Pang Dong Lai company operates, to what extent do you think the focus strategy is advantageous over other competitive strategies?					
How serious do you think the main challenges and obstacles are for Pang Dong Lai company in implementing its focus strategy?					
How important do you think the improvement measures that Pang Dong Lai company should take in implementing its focus strategy are?					
Competitive Strategy					

How would you rate the extent to which the competitive strategies currently employed by Pang Dong Lai company have affected its position in the market?					
How would you rate the effectiveness of the competitive strategies implemented by Pang Dong Lai company?					
How reasonable do you think Pang Dong Lai company is in formulating and implementing its competitive strategies?					
How do you think the potential of the company's competitive strategy is for Pang Dong Lai company?					

