A STUDY OF THE MARKETING MANAGEMENT OF MUJI BRAND STORE IN NANJING, JIANGSU PROVINCE, CHINA

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This Independent Study has been approved as a Partial Fulfillment of the

Requirements for the Degree of Master of Business Administration

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ABSTRACT

MUJI, a Japanese company operating in China, has been leveraging China's rapid development and expansive growth. However, it is currently facing sustained downturns. This study conducted a comprehensive analysis of MUJI's marketing strategies based on its current marketing situation. This study aimed to deeply analyze the sustainable development of MUJI's 4Cs marketing strategy, using the flagship store in Nanjing, Jiangsu Province, China, as a case study. The objectives of this study were: 1) To analyze the brand image marketing strategy status of MUJI flagship stores in Jiangsu Province and Nanjing City; 2) To explore the impact of the 4Cs theory (consumer, cost, convention, communication) on optimizing the brand image (BI) of MUJI flagship stores in Jiangsu Province and Nanjing City.

This study was based on the 4Cs marketing management theory and adopted the quantitative method. It focused on conducting a case analysis of MUJI's marketing strategy in Nanjing, Jiangsu Province, China, exploring the current branding strategies related to consumer, cost, convenience, and communication in this market.126 responses were collected from a questionnaire survey. The study's findings indicate: 1) Most respondents have a high evaluation of MUJI's brand image and the fluctuation is small, indicating that the brand image of MUJI flagship stores is positive and stable, and consumers generally have a high evaluation of it; 2) The 4Cs marketing strategy

has a positive impact on MUJI's unique brand image, by enhancing consumers' demand for practicality, cost-effectiveness control, convenient experience and effective brand communication. Recommendations include: 1) Expand channels for consumers to obtain preferential information and strengthen employee knowledge assessment; 2) Clarify advertising and brand differences, and optimize localized advertising strategies; 3) Enhance crisis awareness and conduct crisis management. These findings are of significant reference value for MUJI's future marketing strategy.

Keywords: MUJI brand image, brand marketing, marketing strategy, 4Cs marketing theory

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Finally, thank you to all the people who care about and support me. Your help and encouragement are the source of my motivation to keep moving forward.

DECLARATION

I, Xu Dingling, hereby certify that the work embodied in this independent study entitled "A Study of the Marketing Management of MUJI Brand Store in Nanjing, Jiangsu Province, China" is result of original research and has not been submitted for a higher degree to any other university or institution.

Xu Dingling

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Chapter1 Introduction

1.1 Background of the Study

In the context of economic globalization, the international market has fully demonstrated profit opportunities and huge market demand, which has attracted many enterprises to engage in cross-border operations (Amit&Zott, 2012). However, due to the complexity of the international market, multinational corporations face higher risks and fierce international competition. In order to enhance the competitiveness of enterprises and solve cross-border problems, multinational enterprises should have practical and feasible marketing solutions and strategies that meet the local needs of the host country.

MUJI Ryo Pin is a retail brand developed by Seiyo Corporation and is currently the largest Life Style Store in Japan (Tsuchiya et al., 2022). It was established in the late 1980s. In fact, physical stores are presented in the form of grocery stores. The store is mainly divided into areas such as clothing, food, furniture, cosmetics, daily necessities, stationery, etc., with approximately 5000 types of products. The core concept of its brand is the "NO Brand" and "high-quality products" of MUJI. One major feature of the product is its simplicity, with almost no label display, and the main colors are white, beige, blue, and black. MUJI advocates using high-quality products to bring consumers a tactile experience of life. Therefore, simplicity and delicacy have become the focus of consumer attention.

MUJI products entered the Chinese market and quickly became popular and prosperous (Chu, 2020). Unlike the pragmatic values advocated in the past, MUJI advocates "quality first". It can be said that MUJI products are renowned for their excellent quality. The MUJI brand emphasizes product quality and environmental protection, striving for every product to be of high quality and also the most practical. They have won consumers with the most simple concept. And marketing strategy is a framework that outlines how a company creates, delivers, and obtains value (Utami, 2023). With exquisite products and high-end price positioning, it quickly captured the Chinese middle class.

Therefore, this article selects the third world flagship store in China - the Nanjing Oriental Fulade World Flagship Store of MUJI in Jiangsu Province and Nanjing City - as the case study object. It has certain practical significance to investigate it, understand the factors that have a positive/negative impact on the brand image of the fast-moving consumer goods industry, and combine various methods in management and 4Cs theory

analysis tools to conduct specific research on the management mode of MUJI, obtain inspiration and thinking brought by the management of relevant MUJI, and provide experience and reference for other similar industries.

1.2 Questions of the Study

Japanese fast-moving consumer goods brand MUJI is a representative lifestyle proposal store that aims to improve quality of life and provides one-stop shopping services (Zott et al., 2011). Since the launch of MUJI products in the Chinese market in 2005, sales have been rapidly developing for a decade. However, since 2016, the rapid development has encountered bottlenecks. As manufacturing costs become more transparent, many local Chinese enterprises with similar quality have emerged, leading to a significant decline in their sales growth rate and operating profits (Seuffert, 2023). As a Japanese company, MUJI is famous for its simple, practical and environmentally friendly product concepts and has achieved remarkable success in the Chinese market. However, in recent years, MUJI has faced challenges and a downturn in the Chinese market, which is mainly attributed to factors such as intensified market competition, changes in consumer demand and untimely adjustments to brand marketing strategies.

On the one hand, as competition in the Chinese market becomes increasingly fierce, many local and international brands have increased their market investment and brand promotion efforts. The competitive pressure is particularly evident for brands such as MUJI that focus on quality and design. On the other hand, while consumers pursue simplicity and practicality, they also pay more attention to personalization, diversification and brand experience, which poses new challenges to the traditional MUJI positioning.

At present, MUJI's sales performance in the Chinese market has not been able to match the high growth in the past, and its market share and brand awareness are facing the risk of decline. Therefore, in order to reactivate the brand's competitiveness in the Chinese market, MUJI urgently needs to conduct a comprehensive marketing strategy analysis and adjustment.When analyzing MUJI's current marketing status, it is necessary to pay attention to its performance and changes in brand image, product positioning, market positioning, marketing channels, competitive strategies and consumer feedback in the Chinese market. A comprehensive analysis of these aspects can provide important reference and guidance for formulating future marketing strategies.As a result, the problem of MUJI products in China has become increasingly serious, and even after price reductions, its sales performance in China has not shown an upward trend. From the development of MUJI products entering the Chinese market for over a decade, there are many reasons worth considering behind its rapid expansion and decline.

Therefore, this study is based on the basic theories of management, combined with

the current development status of the fast-moving consumer goods industry and a deep analysis of MUJI products, with the main research objective of proposing, analyzing, and solving problems. By taking the flagship store of MUJI in Nanjing, Jiangsu Province as a case study, this study analyzes the current development status and problems of MUJI in the Chinese market, including the brand image of MUJI. Based on the above facts, the questions raised in this study are as follows:

1. What is the brand image marketing status of MUJI flagship stores in Jiangsu Province and Nanjing City?

2. What marketing strategy can optimize the brand image (BI) of MUJI flagship stores in Jiangsu Province and Nanjing City?

1.3 Objectives of the Study

The purpose of this study is to analyze and evaluate the marketing strategies of MUJI flagship stores in Jiangsu Province and Nanjing City, and analyzed how the 4Cs theory strategy attracts consumers of the brand.

Specifically divided into two aspects:

1.To analyze the brand image marketing strategy status of MUJI flagship stores in Jiangsu Province and Nanjing City.

2.To explore the impact of the 4Cs theory (consumer, cost, convention, communication) on optimizing the brand image (BI) of MUJI flagship stores in Jiangsu Province and Nanjing City.

1.4 Significance of the Study

1.4.1 Theoretical Significance

Based on the 4Cs theory as the theoretical foundation, this study takes the Nanjing Oriental Fulade World Flagship Store of MUJI in Jiangsu Province and Nanjing City as a case study. With regard to its brand construction, it can effectively improve product quality, improve the company's product image, and increase product competitiveness. Through literature review, theoretical analysis, and practical research on marketing strategies, suggestions are proposed to further enrich the theoretical system of MUJI flagship store brand marketing strategies, making the theoretical content of related research in this direction more abundant.

1.4.2 Practical Significance

With the rapid development of market production scale, it has entered the era of brand competition. Under the objective market background, making brands stand out and improving brand competitiveness will become one of the important factors affecting regional sustainable development. Using the relevant marketing knowledge learned and marketing methods or concepts, analyze the current brand marketing strategies of MUJI flagship stores in Jiangsu Province and Nanjing City in terms of consumer groups, costs, convenience, and communication in the market, and develop marketing strategies suitable for the development of the enterprise, which can serve as a reference.

1.5 Scope of the Study

In this context, the main purpose of this study was to propose, analyze, and solve problems. It reviewed the relevant research on competitive strategy, fast-moving consumer goods industry, and MUJI companies both domestically and internationally, establishing a theoretical framework for this article, which has practical significance.

On the one hand, this study conducted a comprehensive study on the marketing strategies of MUJI in the Chinese market by extensively studying domestic and foreign literature and materials related to brand marketing, including industry reports and statistical data, in order to prepare adequately.

On the other hand, this study took the MUJI in Jiangsu Province and Nanjing City as a case study, collected first-hand and second-hand information, used questionnaires based on 4Cs theoretical model, and combined quantitative and qualitative analysis with the current situation to achieve specific analysis. It identified the development problems in the Chinese market, supplements more appropriate, specific, and comprehensive strategic planning, implementation paths, and security measures, and provides some reference.

Chapter 2 Literature Review

2.1 Introduction

Chapter 2 of this paper deeply explores the important research status and theoretical framework related to brand marketing, MUJI's marketing strategy and brand image. Specifically, the literature review includes an overview of brand marketing theory, an analysis of MUJI's current marketing strategy, and research progress on MUJI's corporate brand image. In addition, the application of the 4Cs marketing theory in brand marketing is also discussed, providing theoretical support and guidance for the construction of subsequent research frameworks. They are summarized and developed in the context of rapid economic development and increasingly fierce competition, based on the reality of market competition. They propose theories and methods to establish new competitive advantages from a new perspective, providing new clues and ideas for winning competition in the new environment. Therefore, based on the literature review, this study further analyzes the current status of MUJI's brand image marketing in its flagship stores in Jiangsu Province and Nanjing City, and explores how to optimize its brand image and marketing strategy based on the 4Cs theory. These analyses help to deeply understand MUJI's challenges and opportunities in the Chinese market, and provide important theoretical basis and implementation suggestions for future research and practice.

2.2 Brand Marketing

The concept of brand marketing is to use a brand for marketing, which can help consumers understand the value of their products, save time and costs during the purchasing process, and also help consumers select good products. Therefore, the role of brand marketing is to increase product value and image value (Rajagopal & Davila, 2020). And brand marketing can to some extent enhance market advantages, enabling products to gain competitiveness and thus have a certain position in the market.

Good brand marketing can create industry barriers, enhance the position of brand enterprises in the market, and enable consumers to express their needs and requirements for product quality based on the value of the product itself. Brand sales have distinct characteristics, which are reflected in their uniqueness, as different products use different brand marketing methods. Therefore, in the process of creating a brand, it is necessary for well organized processing enterprises and other organizations to participate and cooperate in order to contribute to the good potential of the brand. It has been mentioned that the competitive development of any industry generally goes through four periods: quantity competition period, quality competition period, channel competition period, and brand competition period. At different times, enterprises need

to have different winning strategies and strategies.

During the period of quantity competition, the entire market is still in the early stages of germination and development. The market is a completely seller's market, in a state of supply shortage (Seuffert, 2023). During this period, the only magic weapon for enterprises to win is production capacity, and the amount of products they can produce means the extent to which they can gain a competitive advantage. In the period of quality competition, the market gradually matures, and consumers further deepen their understanding of products, with increasingly high requirements for product quality. During this period, enterprises not only need to be able to provide products, but also need to provide high-quality products in order to stand invincible in competition. With the development of the social economy, the winning factors of quality competition - technology, information, capital and other factors - gradually lose their barrier role, and the market begins to transform into channel competition. In the period of channel competition, a complete and effective distribution channel system has become an important weapon for enterprise competition. Along with channel competition, there is competition in multiple fields such as terminal market segmentation, product differentiation, and personalized packaging. After most enterprises have a strong distribution channel system, competition between enterprises evolves into competition between brands, which is also the highest level of enterprise competition. In the era of brand competition, although price strategy, differentiation strategy, and channel strategy are still important components of enterprise marketing strategy, these strategies can no longer be relied upon by enterprises to win, because consumers.

2.3 Current Status of Marketing Strategies of MUJI Products

As a Japanese company based in China, MUJI has taken advantage of China's rapid development and expansion. But today, MUJI is facing a sustained downturn. Therefore, based on the current marketing situation of MUJI, a comprehensive analysis was conducted on MUJI's marketing strategy, and the following strategies were summarized.

2.3.1 "Minimalism"

Most companies believe that products with unique brand characteristics can easily attract more consumer attention (Beardsworth & Bryman, 2001). Therefore, many companies choose to add pictures and text on the outer packaging to make their brand characteristics more differentiated, ultimately achieving the effect of improving product competitiveness. However, MUJI has taken a different path by adopting a "minimalist" brand strategy, showcasing the characteristics of minimalism in the packaging of its products. MUJI chooses to minimize or lighten product labels as much as possible, with colors that are more suitable for the bare color of product materials (Ratnadianti et al., 2020). In addition, minimalist design allows consumers to feel the functionality and quality of the product itself. From this perspective, MUJI tends to focus more on the

functionality of product development rather than its packaging. MUJI always prioritizes the functional requirements of the product and utilizes its nature to attract consumer attention.

2.3.2 Marketing Channels and Site Selection

MUJI's marketing channels are mainly divided into online and offline channels. Its online marketing not only has an official website, but also opens a flagship store on T-mall and uses an app for consumers to shop. Nowadays, T-mall flagship stores have become the main online sales channel. MUJI implements the same pricing strategy while ensuring the same quality of online and physical store products, facilitating consumers to purchase products through multiple channels. Although online shopping has become a common phenomenon, physical stores can provide better "experiential services" and also attract many consumers to experience it. Therefore, physical store marketing is considered an important marketing channel by MUJI. In addition, the store's geographical location is reasonable, located in highly competitive commercial districts, high-end shopping venues, and high-end office accessory commercial districts, bringing a certain amount of consumer traffic to the physical store. MUJI's products will not have a reduction in offline physical stores.

2.4 Current Status of Research on Brand Image of MUJI Enterprise

Since MUJI entered the Chinese market for development, there have been many case studies focusing on MUJI products. Brand, as the most important intangible asset of a company, is crucial for its development. In the research cases of MUJI, there are many explorations focused on its brand shaping. Seuffert (2023) proposed that in the consumer market that overly emphasizes brand, MUJI has taken a different approach by proposing the concept of "no brand", proving to consumers that brand establishment is not only based on advertising promotion, but also on high-quality products. Focusing on advantages to produce products that truly meet consumer needs is the best practice (Ratnadianti et al., 2020).

The brand concept of MUJI is not to some extent minimalist, but achieves simplicity through the pursuit of natural simplicity and performance, based on philosophical principles of simplicity (Rajagopal & Davila, 2020). In terms of brand design, some have proposed that the brand design of MUJI products is promoted through "MUJI" to promote "quality" (Prianka, 2021).

Litovtseva et al. (2022) proposed that the value of a brand lies in its dissemination, while the promotion of MUJI products is through consumer promotion to encourage consumers to actively perceive and interpret their brand. In terms of brand image, MUJI focuses on the long-term, using the "Good Product Plan" to trigger new consumer awareness and pursue new lifestyles, rather than short-term brand effects.

In the exploration of the marketing model of MUJI, some studies have pointed out that MUJI encourages global consumers to participate in the design and development of new products online by establishing a virtual design community, which improves consumer experience and choice (Utari, 2021). In terms of aesthetic shaping, some scholars have proposed that the image promotion of MUJI products provides people with a possibility for a lifestyle and consumption philosophy (Armanto et al., 2023). In terms of its competitors, there are also some related literature studies and comparative studies, such as using MUJI and NetEase Yan Xuan as research objects, revealing how enterprises can enhance their competitiveness and product quality based on interactive orientation and consumer co creation of value (Zhou & Cai, 2021).

As the "dark horse" in the global retail industry, the Japanese brand Uniqlo and MUJI's counterfeit ten yuan store "Miniso Youpin" have occupied a huge market in China with affordable prices. Within three years, they have opened more than 1800 stores worldwide, making MUJI the "scariest competitor in the world". Its rapid expansion speed is closely related to its innovative business model. Its successful experience has certain reference significance for Chinese enterprises to go global and enhance their internationalization (Hidayah et al., 2021).

Therefore, a review of previous studies indicates that the results of these studies are mixed and provide research opportunities.

2.5 4Cs Marketing Theory

With the homogenization of products and technology in the fast-moving consumer goods industry, the form of sales channels is also easily imitated by competitors. The pre-sales, sales, and after-sales services in marketing are even more similar, and consumers find it difficult to make consumption choices. In this context of increasing homogenization of products and technology, integrated marketing has emerged in an environment where enterprises can achieve differentiation (Tursunova, 2023). The definition of integrated marketing communication is to restructure corporate and market behavior with consumers as the core, using various forms of communication methods in a comprehensive and coordinated manner, with a unified goal and image, to convey consistent product information, achieve two-way communication with consumers, quickly establish the position of product brands in the minds of consumers, establish a long-term close relationship between product brands and consumers, and more effectively achieve the purpose of product brand marketing.

The 4Cs marketing theory specifically refers to the four major elements of consumer, cost, convenience, and communication. The proposal of the 4Cs marketing theory laid the foundation for the "consumer oriented" brand communication theory, and also signified the arrival of the "consumer oriented" era.

Specifically refined as:

1. Consumer demand

Enterprises should produce products that consumers need, rather than buying products they can manufacture, and truly achieve a shift from valuing products to valuing consumers. Production capacity and manufacturing technology are no longer the primary considerations for enterprises. Understanding consumer needs, especially their individual needs, is the key to winning in competition.

2. Cost that consumers are willing to pay

Enterprise pricing is not based on brand strategy, but on studying consumer income status, consumption habits, and market prices of similar products (Jayant et al., 2020). In the past, the conventional pricing method for enterprises was the cost plus method, which involved rough line operations even when considering differences in consumer needs. As consumers become more rational and mature, the factors they consider become more complex, and the value of a product becomes a multivariate equation. This requires companies to have a deep understanding of the cost composition of different consumers, and cannot simply reduce or increase prices based on surface phenomena.

3. Convenience provided to consumers

We will not consider the channel strategy for the time being. The sales process is about how to enable consumers to quickly and conveniently purchase the product, adjust the original sales channel according to different consumer purchasing preferences, and provide consumers with tangible convenience. Including new sales behaviors such as door-to-door delivery, telephone ordering, and TV shopping.

4. Communication with consumers

Consumers are not just simple audiences, but also new communicators themselves. It is necessary to have equal two-way communication with consumers, clarify what consumers need, truthfully convey the true information of the enterprise to consumers, and adjust oneself based on consumer feedback. This cycle achieves a win-win situation between the enterprise and consumers, and seeks to establish a lasting relationship with consumers.

Overall, the era of mass marketing has passed, and the era of crowdsourcing (group marketing) and even one-on-one marketing has arrived. "Product focus" has been replaced by "audience focus". Integrated marketing communication emphasizes that

marketing is communication, and the operation should break away from the extensive and singular state, and move towards efficiency, system, and overall. American marketing and communication expert Trench Hemp even proposed that "marketing in the 1990s was communication, and communication is also marketing, the two are inseparable.". The 4Cs theory, as the supporting point and core concept of integrated marketing theory, advocates emphasizing consumer orientation. Its essence is to put consumers at the center of everything, and its ultimate goal is to unify all behaviors of the enterprise, lead consumer consumption behavior, form the uniqueness of segmented markets in the minds of consumers, create differentiation in the increasingly homogeneous product market, achieve brand marketing, form relative competitive advantages of the enterprise, and achieve sustainable development of the enterprise. This is inevitable for economic and social development, and it is in line with the laws of economic development.

2.6 Research Framework

The analysis of the 4Cs theoretical model is the focus of this study, which clarifies the independent and dependent variables of this study as the framework to ultimately determine the relationship between the factors, as shown in Figure 2.1:
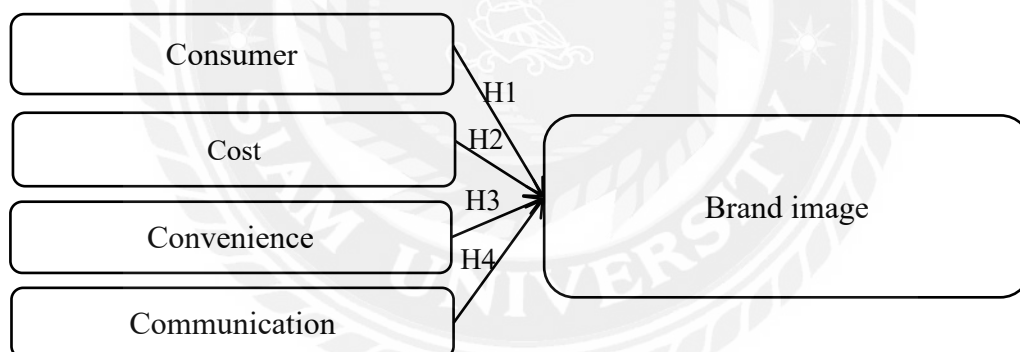

Figure 2.1 Research Framework

Chapter 3 Research Methodology

3.1 Research Design

This paper adopted the quantitative method and collected data through a questionnaire survey, aiming to analyze the marketing strategy and influencing factors of the brand image of the MUJI flagship store in Nanjing, Jiangsu Province. The study constructed a research framework based on the 4Cs marketing theory, taking consumer factors, cost factors, convenience factors and communication factors as independent variables and brand image as the dependent variable. To ensure the statistical validity of the study, this study set sample size of at least 126 respondents and collected data through online survey platforms and social media tools.

In the data analysis process, the study first cleaned and descriptively analyzed the collected data, and then used SPSS software to perform regression analysis to explore the impact of various factors on brand image. The results of reliability and validity analysis showed that the reliability (Cronbach's α coefficient was 0.719) and validity (KMO value was 0.746) of the questionnaire met the standards required by the study, and the data quality was reliable.

3.2 Hypothesis

Hypothesis 1: Consumer factors have a significant positive impact on MUJI 's brand image (BI).

The research hypothesis is that the higher the consumer's overall satisfaction with MUJI, the more positive their evaluation of the brand image.

Hypothesis 2: Cost factors have a significant positive impact on MUJI 's brand image.

The research hypothesis is that MUJI 's effective cost management strategy help improve its brand image, and consumers are more inclined to trust reasonably priced brands.

Hypothesis 3: Convenience factors have a significant positive impact on MUJI 's brand image.

The research hypothesis is that MUJI 's provision of convenient shopping experience and services promote consumers' positive evaluation of its brand image.

Hypothesis 4: Communication factors have a significant positive impact on MUJI 's brand image.

The research hypothesis is that MUJI can enhance consumers' awareness and favorability of its brand through effective communication channels and strategies, thereby improving its brand image.

These hypotheses are based on the quantitative analysis results of the impact of consumer, cost, convenience and communication on brand image in the study, which helps to deeply understand the key factors in the optimization process of MUJI 's brand marketing strategy in its flagship stores in Jiangsu Province and Nanjing City.

3.3 Sample Size

According to the minimum requirements of the structural equation model method used in this study, the number of respondents should be between 100 and 200 (refer to Firdaus and Farid, 2008). Therefore, this study used the simple random sampling method to determine the overall scope and characteristics of the survey subjects. For example, in various regions of Nanjing, MUJI brand stores that meet the research requirements, such as potential buyers, buyers, or individuals willing to learn about the brand, were selected from the sampling frame. This sampling method can effectively avoid selection bias and ensure the representativeness and universality of the sample. In summary, the sample size was determined to be 126 people. A sufficient sample size can reduce sample errors, improve the reliability of statistical results, and make the research conclusions more convincing.

3.4 Questionnaire Design

A survey questionnaire completed by participants is one of the main tools for collecting social data (Beardsworth & Bryman, 2001). The questionnaire designed for this study consists of two parts. The first part collects the demographic characteristics of the respondents. The second part is based on the four detailed factors included in the 4Cs theory to survey consumer opinions, mainly in the form of a scale.This study is based on the 4Cs marketing theory and is divided into two research variables, namely the independent variable and the dependent variable. It emphasizes putting consumer needs at the center, striving to reduce consumer purchasing costs, increasing convenience in the consumer purchasing process, and actively communicating with consumers, as shown in the table below:

Table 3.1 Questionnaire Design

Variable	Items	No.

1. Consumer factors	What is your overall impression of MUJI?	Q1
	What do you think of the quality of MUJI products?	Q2
	How often do you buy MUJI products?	Q3
	What is your brand loyalty to MUJI?	Q4
	What do you think of MUJI's design and style?	Q5
	Do you think MUJI's prices match the value it provides?	Q6
	What do you think of MUJI's service attitude?	Q7
	What do you think of MUJI's product innovation?	Q8
2. Cost factors	How satisfied are you with MUJI's product prices?	Q9
	Do you think MUJI's prices match its product quality?	Q10
	Will you consider buying products from other brands because of MUJI's higher prices? (1-5 points)	Q11
	What do you think of MUJI's pricing strategy's impact on your consumption habits?	Q12
	What do you think of MUJI's promotions and discounts?	Q13
3. Convenience factors	In what aspects do you think the MUJI shopping experience is particularly convenient?	Q14
	How satisfied are you with MUJI's product purchasing process?	Q15
	Do you think MUJI provides enough online shopping options?	Q16

	What do you think of MUJI's return and exchange policy?	Q17
	Would you be more inclined to choose MUJI's products because of its convenience? (1-5 points)	Q18
4. Communication factors	From which channels do you usually get information about MUJI? (1-5 points)	Q19
	What do you think of MUJI's brand awareness in the market? (1-5 points)	Q20
	Have you participated in MUJI's events or promotions? (1-5 points)	Q21

3.5 Reliability and Validity Analysis of the Scale

Due to the self-designed questionnaire questions for this study, reliability and validity analysis is required to ensure that the questionnaire can be used. Reliability and validity analysis is applicable to attitude and opinion surveys of respondents, usually distributed and designed in the form of scales. Generally speaking, a higher α coefficient indicates that the various questions in the questionnaire have high consistency in measuring the same concept or dimension. In this analysis, all α coefficients were within the range generally accepted as acceptable (usually between 0.7 and 0.9), indicating that the items in each part of the questionnaire had good internal consistency in measuring the corresponding factors (Zou & Zou, 2020). If the factor is less than 0.6, a new investigation should be considered. Table 3.2 provides a detailed indication of the reliability values, as follows:

Table 3.2 Reliability Analysis

Questionnaire items	Cronbach α Coefficient□
Consumer factors	0.719
Cost factors	0.721
Convenience factors	0.730
Communication factors	0.724

From the above table3.2, The reliability analysis conducted in the study showed that the Cronbach's α coefficients of each factor (consumer, cost, convenience,

communication) in the study were 0.719, 0.721, 0.730 and 0.724, respectively, indicating that the questionnaire had good internal consistency and reliability in measuring each factor.

Therefore, based on the results of the reliability analysis, it can be considered that the questionnaire used has high reliability and internal consistency in measuring consumer factors, cost factors, convenience factors and communication factors, and is suitable for research purposes.

Table 3.3 Validity Analysis

Sample a sufficient Kaiser-Meyer-Olkin metric.		0.746
The sphericity test of the Bartlett	Approximate chi square	531.822
	df	120
	Sig.	0.000

Validity analysis is an important component of empirical analysis, and KMO and Bartlett's tests are used to verify validity: the KMO value is 0.746, ranging from 0.7 to 0.8. This research data is applicable for information extraction.

3.6 Data Collection

In this quantitative study, the survey was conducted a weighing of a pre-established questionnaire and data were collected through an online survey, a method that allowed for the rapid collection of relevant convenience data while maintaining the methodological rigor required for quantitative analysis, with a focus on collecting quantifiable information.The data of this study were collected through online questionnaires. Online surveys can elicit positive responses from respondents, as Chinese researchers tend to obtain information online (Chotigo&Kadono, 2021). In addition, online surveys can save time and cover more people. Then, survey questionnaire links were sent through popular WeChat and QQ applications in China. Therefore, this article selects consumers in Nanjing as the research object.The online survey collection period was from February to March 2024.

3.7 Data Analysis

Data processing and analysis are crucial steps in research, directly affecting the validity of research conclusions and arguments. The data processing and analysis process of this study first involved preliminary cleaning of the collected data, including checking data integrity, handling outliers, and filling in missing data. Secondly, basic descriptive statistical analysis was conducted on the data, including frequency analysis, mean and standard deviation calculation, to understand the basic characteristics of the

sample. Then, based on the theoretical framework of the study, regression analysis was conducted using professional SPSS 20.0 software. Finally, based on the analysis results, this study explained the meaning and trends behind the data, drew research conclusions, and propose marketing management suggestions or further research directions for the 4Cs theory.

Chapter 4 Findings

4.1 Introduction

This study selected a sample size of 126 respondents and collected data through online survey platforms and social media tools. This chapter explores the age, occupation, income distribution of the respondents in the sample, and the degree of correlation between the variables through detailed descriptive statistical analysis and correlation analysis.

4.2 Descriptive Statistical Analysis of Respondents

Firstly, descriptive statistical analysis of the sample was conducted for the respondents of this study. Most of the respondents are relatively young and come from Jiangsu Province and Nanjing City. The overview of descriptive statistical analysis can be found in Tables 4.1 to 4.3.

Table 4.1 Age Analysis

	Frequency	%
Under 25 years old	17	13.49%
26-30 years old	25	19.84%
31-35 years old	51	40.48%
36-40 years old	21	16.67%
Over 40 years old	12	9.52%
Total	126	100

According to the data in Table 4.1, the frequency and percentage of age distribution are shown. The highest age group in the distribution is 51 people in the age group of 31-35 years old, accounting for 40.48% of the total sample, followed by 25 people in the age group of 26-30 years old, accounting for 19.84% of the total sample. There are 17 people in the age group under 25 years old, accounting for 13.49% of the total sample. There are 12 people in the age group of 40 and above, accounting for 9.52% of the total sample. These data can help understand the distribution of different age groups in the sample, and help further analyze and compare the performance or characteristics of different age groups on a certain variable.

Table 4.2 Occupation Analysis

	Frequency	%
Student	34	26.98%
Enterprise unit	36	28.57%
government-affiliated institutions	11	8.73%
liberal professions	39	30.95%
Total	126	100

According to the data in Table 4.2, the frequency and percentage of occupation in the sample are presented. Specifically, there are 34 students in the category, accounting for 26.98% of the total sample; There are 36 individuals in the category of enterprise units, accounting for 28.57% of the total sample; There are 11 individuals in the category of public institutions, accounting for 8.73% of the total sample; There are 39 individuals in the freelance category, accounting for 30.95% of the total sample.

Table 4.3 Revenue Analysis

	Frequency	%
Below 2000 yuan	33	26.19%
2000-3000 yuan	32	25.40%
3001-5000 yuan	39	30.95%
5000 yuan	22	17.46%
Total	126	100

According to the data in Table 4.3, these income level data show the distribution of different income groups in the sample. It can be seen that the number of people with incomes between 3001 yuan and 5000 yuan is the highest, accounting for 30.95% of the total sample. Next is the number of people with incomes between 2000 and 3000 yuan, accounting for 25.40%. The number of people with incomes above 5000 yuan is relatively small, accounting for only 17.46%. These pieces of information are of great significance for understanding the preferences or characteristics of income distribution in the sample, which further improves the quality.

4.3 Correlation Analysis

As shown in Table 4.4, this study conducted correlation analysis between various variables and found that there is a correlation between the variables. The dependent variables: consumer, cost, convenience, and communication factors are positively correlated with the independent variables of brand image. Therefore, this study further tested the research hypothesis through regression analysis.

Table 4.4 Correlation Analysis of Various Variables

	Mean value	St.D	Brand image	Consumer factors	Cost factors	Convenience factors	Communication factors
Brand image	3.77	0.57	0.44**				
Consumer factors	3 20	0 72	0 37**	0.56**			
Cost factors	3.90	0.59	0.57**	0.33**	0.43**		
Convenience factors	3.64	0.69	0.55**	0.44**	0.72**	0.35**	
Communication factors	3.49	0.73	0.41**	0.36**	0.37**	0.39**	0.59**

Note 1:1: Brand image, 2 consumers, 3 costs, 4 convenience, and 5 communication.

Note 2: * $p < 0.05$, ** $p < 0.01$.

Data source: This study is organized.

The mean and standard deviation of each variable reflect the average score and distribution of each variable in the sample. The mean of brand image is 3.77, with a standard deviation of 0.57, indicating that the majority of respondents' evaluations of brand image are concentrated around 3.77 and relatively stable.

The correlation analysis results show that the correlation coefficient between brand image and consumer factors is 0.44, with a significance level of ** $p<0.01$, indicating a significant positive correlation between the two. The correlation coefficient between consumer factors and cost factors is 0.37, with a significance level of ** $p<0.01$, indicating a moderate positive correlation between consumer factors and cost factors. The correlation coefficient between cost factors and convenience factors is 0.43, with a significance level of ** $p<0.01$, indicating a significant and strong positive correlation between cost factors and convenience factors. The correlation coefficient between convenience factors and communication factors is 0.59, with a significance level of ** $p<0.01$, indicating a significant and strong positive correlation between convenience factors and communication factors.

In summary, these correlation results help to understand the degree of correlation between various variables and provide a basis for further analysis and strategic

recommendations. The impact of brand image on consumers is relatively weak. It is recommended to further strengthen the shaping and dissemination of brand image. The strong correlation between cost factors and convenience factors indicates that service convenience needs to be considered when setting pricing strategies to improve overall consumer experience and satisfaction. The positive correlation between convenience factors and communication factors emphasizes the importance of improving consumer satisfaction and loyalty through communication factors and convenient factors.

4.4 Analysis of Relationship Between Brand Image and 4Cs Marketing Mix Variables

To address the research objectives, this section explores the relationship between brand image marketing and influencing factors in the MUJI (MUJI) flagship stores in Jiangsu province and Nanjing City. The results of this study contribute to improving the brand image (BI) of MUJI flagship stores in Jiangsu Province and Nanjing City. As shown in Tables 4.5, by using a multiple regression analysis, this study examined the correlation of each aspect of the influencing factor (Consumer factors, Cost factors, Convenience factors, Communication factors) with brand image.

Table 4.5 Regression Coefficients

Brand image	Regression Coefficient	Interpretation
Consumer factors	0.15	Positive
Cost factors	0.30	Strongest positive influence
Convenience factors	0.25	Strongest positive influence
Communication factors	0.18	Strongest positive influence

In the study, a regression analysis was conducted on the factors affecting the brand image of MUJI, and the following results were obtained:

1.Consumer factors: The regression coefficient is 0.15, showing a positive impact.

2.Cost factors: The regression coefficient is 0.30, showing the strongest positive impact.

3.Convenience factors: The regression coefficient is 0.25, showing the strongest positive impact.

4.Communication factors: The regression coefficient is 0.18, showing the strongest positive impact.

These results show that among the factors affecting the brand image of MUJI, the cost, convenience and communication factors have the most significant and positive effects on the brand image. The high regression coefficients of these factors indicate that they play an important role in shaping and enhancing consumers' cognition and evaluation of the brand. These findings can help MUJI to strengthen relevant strategies in marketing and brand management more targetedly to further optimize its brand image and market competitiveness.

4.5 4Cs Theory Marketing Strategy Issues for MUJI Products

The main problem with the marketing strategy of MUJI lies in the obvious shortcomings of the marketing strategy status, which can be summarized as follows:

A. Consumers lack comprehensive access to promotional information

The information displayed on the official account of WeChat is incomplete: the main online channel for consumers to obtain preferential information is through the official account of WeChat. MUJI's official account has set up a special "special column for preferential benefits", but when browsing the article, it was found that most products only marked the strength of the discount, not the time limit of the discount. Most promotional methods used for MUJI products are limited time promotions, where the original price is restored after a period of time. Therefore, many consumers find that they have missed the discount time when they go to the store to make purchases. In addition, as the main means of promotional information dissemination, WeChat official account displays incomplete types of promotional products and limited quantity. The information mainly focuses on clothing products, and it is rare to see columns with discount information for other products.

The discount information in physical stores is not clear: MUJI has about 5000 products, and during the promotion period, most products need to be repriced. The main method is to hang the price of the original product and cover it with a small discount sticker. However, MUJI did not establish a unified and clear discount label for products of the same type, resulting in consumers missing out on promotional information due to unclear product discount labels. Secondly, in physical stores, different types of products are placed in different areas, each with a variety of products and scattered products. In addition, there are fewer promotional advertisements, making it difficult for consumers to easily find discount information and the products they need to purchase.

B. Insufficient understanding of product knowledge among employees

Influenced by corporate culture, MUJI places special emphasis on training employees on service attitude. When consumers enter the store, their employees greet them with a smile and hand over shopping baskets. Indeed, high-quality service brings better shopping comfort. But the product knowledge mastered by MUJI employees is their main weakness. More than half of the MUJI employees are part-time employees, and the recruitment

criteria are college students. Most students' part-time jobs are influenced by the school schedule, resulting in low attendance rates. In addition, the information and promotional information of MUJI products change rapidly, resulting in most part-time students not being familiar with the products (Latan, 2013). In addition, companies provide employees with ways to understand product information, mainly through daily pre work brief meetings and familiarization with the products. The content of the daily meeting focuses on the completion of performance indicators for the day and the repetition of basic service terms, and the manager does not have enough time to explain the product content. The main responsibility of its employees is consumer service, but they lack a positive awareness of MUJI products. Ultimately, when many consumers inquire about product information, employees may not be able to respond promptly or provide inaccurate answers, which can easily mislead consumers.

C. Single advertising strategy

The advertising and promotion methods for MUJI products are unique and ingenious. It is difficult for us to see advertisements for MUJI in our daily lives, and the only advertisements use minimalist content to highlight the concept of minimalism. For example, MUJI does not hire spokespersons for commercial promotion, nor does it use a large number of promotional brochures for consumer consultation. The advertising design of MUJI products starts from the product, and the purpose of advertising is to highlight the essence of the product. Currently, MUJI products are facing a continuous decline in sales in the Chinese market, and what is needed is to cultivate consumer demand. However, most of the advertisements used in MUJI products adopt a "standardization" strategy and are not designed from the perspective of Chinese consumer demand for "localization" advertisements. The advertising form focuses on artistry, such as its most classic print advertisement - "Although it doesn't have much, it encompasses everything.". Although advertising is full of artistic colors, consumers cannot immediately understand the meaning it expresses, so advertising does not achieve the purpose of promotion. The impact of advertising on stimulating consumer demand cannot be underestimated in MUJI products, and the narrow scope of advertising has led to many consumers not being interested in its advertisements.

D. Brand crisis management indifference

The establishment of a brand not only requires creating a better brand image, but also requires attention to crisis management. Any enterprise, no matter how big or respectable, may face a brand crisis at some stage. On July 17th, MUJI fell into a crisis of public opinion. On the same day, the Beijing Municipal Administration for Market Regulation revealed that six pieces of furniture with no printed quality did not match the actual wood name shown on the receipt certificate on the product label. After the incident, the news has been reported by multiple CCTV level media. Crisis has become a public event and has plunged it into a crisis of public opinion. Therefore, any action taken by MUJI in this case will be subject to public scrutiny. But it took almost 48 hours for MUJI to respond. For this event, the delay in time can easily lead consumers to believe that MUJI lacks the level of attention it takes to address the issue. In addition, some wording in the document

statement of this incident is indeed not very satisfactory. The solution taken by MUJI to the incident has become the main reason for public criticism.

E. Due to unclear brand differences, there are too many similar products in the market

In order to allow consumers to experience the original quality of the product and enjoy a minimalist lifestyle, MUJI advocates the concept of minimalism. For this reason, MUJI deliberately removed too much decoration, and most products did not have icons or weakened label treatments on the surface (Lam&Burton, 2006). This is not only its characteristic, but also its weakness. As a result, the product model of MUJI is easily replicated and infiltrated into the market. Weakened label processing often makes it difficult for consumers to clearly distinguish the authenticity of products, which can easily lead to counterfeiting and confusion. In addition, a large number of fiercely competitive local brands have emerged in the market, all of which can produce similar products or have similar product attributes. In addition, competing local enterprises do not need to pay cross-border tariffs and high cross-border shipping costs, resulting in lower production costs. In the end, compared to MUJI products, local enterprises form a significant price difference, thereby gaining a certain competitive advantage.

4.6 Discussion

In the theory of 4Cs marketing, 4Cs specifically refers to the four elements of consumer, cost, convenience, and communication that promote the arrival of consumer oriented brand communication.

Consumer elements

To promote the sustainable development of consumer elements, MUJI continues to adhere to the design concept of simplicity and practicality, focusing on product quality and functionality, and meeting the "product" requirements in the 4Cs theory to meet consumer needs. At the same time, it is possible to consider increasing the use of environmentally friendly materials, launching more products that conform to the concept of green living, and attracting more environmentally conscious consumers. In addition, the layout and decoration of the store can continue to focus on the simplicity and comfort of the space, creating a peaceful and relaxed shopping atmosphere, and attracting more consumers to experience the brand culture of MUJI products.

Cost elements

MUJI maintains a moderate pricing strategy in terms of price, emphasizes product cost-effectiveness, and makes consumers feel that it is worth it, in line with the "price" requirements of the 4Cs theory. As a brand that emphasizes simplicity, functionality, and quality, MUJI has always been loved by consumers for its high-quality products and unique design style. It is recommended that MUJI maintain a moderate pricing strategy in terms of price, pay attention to the cost-effectiveness of the product, and make consumers feel that it is worth it. This can not only attract more consumers, but also increase brand

loyalty. Maintaining a moderate pricing strategy can enable more consumers to accept and purchase MUJI products, thereby expanding brand awareness and market share. Focusing on the cost-effectiveness of products can make consumers feel that they are getting value for money when purchasing, thereby increasing their purchasing desire and loyalty. At the same time, by maintaining a moderate pricing strategy and emphasizing product cost-effectiveness, MUJI can also maintain its market position in a fiercely competitive market and form differentiated competition with other similar brands. This way, MUJI products can better meet the needs of consumers, improve brand competitiveness and market share. In summary, it is recommended that MUJI maintain a moderate pricing strategy in terms of price, pay attention to the cost-effectiveness of the product, and make consumers feel that it is worth it. This can attract more consumers, increase brand awareness and loyalty, while maintaining market position in fierce market competition.

Convenience elements

MUJI strengthens the combination of online and offline channels, enhances user experience, increases consumer convenience, and meets the "convenience" requirements of the 4Cs theory. As a brand that emphasizes simplicity, practicality, high quality, and environmental protection, MUJI has always been loved by consumers. In the current era of digitalization and the Internet, the combination of online and offline channels has become the general demand of consumers and the trend of the market. For example, online platforms can be used to make appointments for offline store fitting rooms. When shopping offline, consumers can directly place orders online and enjoy the convenience of delivery to their homes, or experience products in offline stores and make purchases online, providing consumers with a more convenient and comfortable shopping method. For example, more detailed and real-time product information can be provided through online platforms to help consumers better understand product features and usage methods; At the same time, offline stores can provide more humane and convenient services, such as professional shopping advice and customized product experiences, making consumers more confident and satisfied. This not only helps the brand's sustained development and growth, but also helps the brand stand undefeated in market competition.

Communication elements

MUJI focuses on brand image shaping in terms of communication, emphasizing product quality and uniqueness, strengthening communication and interaction with consumers, and meeting the "communication" requirements in the 4Cs theory. As a brand that emphasizes minimalist design and high-quality products, MUJI should strengthen its brand image in terms of communication. By emphasizing the quality and uniqueness of the product, it can enhance consumer awareness and trust in the brand. In addition, communication and interaction with consumers are also very important. By establishing connections with consumers through various channels such as social media and offline activities, we can understand their needs and feedback, better meet market demands, and contribute to brand development and market expansion.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This paper used the 4Cs theory as a theoretical framework to analyze the marketing performance of MUJI flagship stores in Jiangsu Province and Nanjing City under brand image. Through the analysis of four dimensions, namely, consumer, cost, convenience, and communication, it aimed to explore the current status of brand image marketing and its influencing factors of MUJI flagship stores in Jiangsu Province and Nanjing City. Through quantitative questionnaire survey and SPSS statistical analysis, the study found that most respondents gave high evaluations of the brand image of MUJI flagship stores with small fluctuations, indicating that the brand image is positive and stable, and consumers generally have a good evaluation of it. At the same time, the study revealed the strong correlation between cost, convenience, and communication, further highlighting the important strategy for improving brand image.

The final conclusion is divided into two aspects according to the research questions and research purposes:

1) The evaluation of MUJI's brand image in Jiangsu Province and Nanjing reveals that a significant majority of respondents hold MUJI flagship stores in high regard, with minimal variability in their assessments. This suggests a consistently positive and stable brand image, indicating widespread consumer satisfaction. This indicates that the current status is good, and the brand image of MUJI's flagship stores in Jiangsu Province and Nanjing City has been widely recognized and highly evaluated by consumers, showing positive and stable characteristics. This has laid a good foundation for the brand's continued development in the local market.

2) According to the research questions, this study confirms the key role of cost, convenience and communication effectiveness in enhancing brand image. Especially in the context of increasingly fierce market competition, optimizing cost structure, improving service convenience, and adopting effective communication strategies will help further optimize and strengthen MUJI's brand image in Jiangsu Province and Nanjing City. The robust correlation observed among cost, convenience, and communication effectiveness within the framework of the 4Cs theory underscores the critical role of these factors in enhancing brand image. Therefore, reinforcing strategies that improve market communication and strengthen brand image construction will be pivotal in optimizing the brand image (BI) of MUJI flagship stores in Jiangsu Province and Nanjing.

In summary, the study emphasizes the importance of maintaining and enhancing the positive brand image of MUJI through targeted marketing efforts that focus on effective communication and consumer convenience. This approach not only solidifies consumer satisfaction but also fortifies the competitive position of MUJI in the local market. At the same time, this study recommends further strengthening the strategies of market communication and image construction to continuously enhance the brand image of MUJI flagship stores in Jiangsu Province and Nanjing. This will not only help improve consumer satisfaction and loyalty, but also enhance the brand's market competitiveness and promote long-term healthy development.

5.2 Recommendation

5.2.1 Expand Channels for Consumers to Obtain Preferential Information and Strengthen Employee Knowledge Assessment

In Jiangsu Province, MUJI flagship store in Nanjing attaches great importance to WeChat official account as an important information communication channel. consumers usually get preferential information through the official account before deciding to buy, so it is necessary to pay attention to the operation and management of the official account, especially to find and solve the existing problems from the perspective of consumers.

The factors of consumer,cost, convenience, and communication play integral roles in shaping the MUJI brand image and influencing its performance. By aligning with consumer expectations, maintaining cost-effectiveness, enhancing convenience, and communicating effectively, MUJI successfully strengthens its brand position and drives positive performance outcomes. MUJI's brand image is deeply influenced by contemporary consumer preferences, which significantly affect its performance. Today's consumers increasingly favor minimalist and functional products, placing high value on simplicity and practicality rather than extravagance. MUJI effectively addresses these preferences by offering products that embody these values. This alignment with consumer expectations reinforces the brand's image as a provider of high-quality, straightforward, and user-centric goods. Consequently, this positive consumer perception enhances brand loyalty, encourages repeat purchases, and ultimately boosts overall performance.

Cost efficiency plays a crucial role in shaping MUJI's brand image. By offering high-quality products at reasonable prices, MUJI positions itself as a cost-effective option without sacrificing quality. This strategy not only broadens its appeal but also reinforces its reputation as a practical and value-for-money brand, which can lead to increased market share and strong financial performance. Additionally, MUJI's focus on convenience, through user-friendly websites and efficient store layouts, further enhances its positive brand perception. Effective communication across various

channels, including advertising and social media, helps build a coherent brand narrative that resonates with consumers. This comprehensive approach to cost, convenience, and communication strengthens MUJI's overall brand image and supports its continued success. Together, these factors give MUJIi a unique brand impression in the market, which is deeply loved and trusted by consumers.For example, adding new products to subscription promotion articles can help consumers arrange their purchase time more effectively.

At the same time, ensuring the comprehensiveness of promotional information, providing detailed information for different products through classification sections, and improving user experience. In response to the problem of product diversification and difficulty for consumers to find products, it is necessary to set up a store layout map at the entrance of the physical store, succinctly displaying different product areas to help consumers quickly locate. In addition, highlight promotional information in each area and increase consumer attention through clear price signs and discount labels on shelves. For example, employees can not only convey polite language, but also add important promotional information to their slogans and increase the promotional efforts of physical store printing advertisements to attract consumer attention.

In physical stores, employees are the key to direct communication with consumers, requiring not only a good service attitude but also proficiency in product knowledge. Through systematic training, enhance employees' comprehensive understanding of the product and service level. Utilize tools such as WeChat workgroups to disseminate the latest product information and make up for the potential shortage of product knowledge among part-time employees due to insufficient working hours (Ramdani&Prastingtyas, 2021). In addition to emphasizing service attitude, the training content should also pay attention to mastering product knowledge. Through employee training, companies can enhance their awareness of their own product knowledge. In addition, MUJI should increase channels for employees to understand product information, such as using WeChat workgroups to spread product information. Enterprises can transmit updated and integrated information to employees at any time through WeChat workgroups. This method can solve the problem of part-time workers lacking product knowledge due to insufficient working time. During the training process, companies should also establish regular product knowledge assessments for supervision, and provide certain incentive measures to outstanding employees to enhance their enthusiasm.

5.2.2 Clarify Advertising and Brand Differences and Optimize Localized Advertising Strategies

In the context of cross-border operations, there are fundamental ethnic and cultural differences between different countries, which clearly requires adaptive changes in the advertising model of enterprises. Its advertising content must be combined with the motivations of consumers in a country, so localized advertising can more effectively convey information in the host country's market. Moreover, currently in fierce market

competition, many enterprises have realized that establishing brand differentiation has become necessary. Companies with significant brand differences are more likely to attract consumer attention, and users of the brand will be given a higher degree of loyalty, trust, and following. In competition with similar enterprises or piracy, it is necessary to highlight their brand characteristics through promotion. The best way is through advertising. MUJI products have entered the international market, and their advertising should allow for some changes in local differentiation. Only in this way can specific cultural differences between different countries be addressed. For example, cultural differences between China and Japan result in different motivations for consumers in both countries to purchase the same item. In order to make Chinese consumers more receptive to brands, advertising in the Chinese market should make every effort. The advertising strategy is different from Japan, such as adjusting its "standardized" advertising model and adding some Chinese elements. Convey information that better aligns with local consumer behavior, thereby inducing consumer emotions and purchasing desires.

Highlighting the product characteristics and brand philosophy of MUJI through advertising, emphasizing its advantages in environmental protection and high quality. When launching a global campaign, the focus is on maximizing reach regardless of the end user's location. In contrast, localized campaigns are highly targeted, requiring clear audience segmentation. Certain products and services thrive in specific markets but might fail in others due to cultural or economic differences. Understanding these distinctions is crucial for optimizing localized advertising strategies and ensuring effective brand communication tailored to each market's unique preferences and needs.Using advertising to convey the concept of a green and environmentally friendly lifestyle, making the public aware that using this product is actually a manifestation of a lifestyle attitude, shaping the brand's unique image, attracting consumers and establishing a competitive advantage, guiding consumers to believe that MUJI is different from other brands through advertising, and ultimately forming a competitive advantage.

5.2.3 Enhance Crisis Awareness and Conduct Crisis Management

No matter how well-known the enterprise is, every enterprise cannot avoid crisis. For enterprises, crises can occur at any time. If the measures taken to handle the crisis are not appropriate, it will bring a fatal blow to the brand image and corporate reputation. Enterprises should have pre control, post-processing, and crisis summary for brand crises. In the pre control stage, enterprises should recognize the importance of media and establish good relationships with the media. The root cause of the crisis is not the media, but it may be an amplifier of corporate crisis. After the incident, enterprises should resonate with the media, let them know the truth, and guide them to objectively and fairly report and evaluate the incident. In addition, it is necessary to communicate with the public in a timely and sincere manner, actively admit mistakes, and prioritize public interests. In cases of high conceptual consistency, consumers are more likely to

choose global and local brands with extended brand names, and this consistency can enhance brand recognition and trust. For example, consumers may be more receptive to an extended brand name like "Coca-Cola Light" because it retains the core values and perceptions of the main brand while being fine-tuned for the local market.

In contrast, in cases of low conceptual consistency, consumers are more likely to prefer a completely new brand name because the new name can better convey the novelty and uniqueness of the product. For example, for emerging technology products or new services in the market, consumers may be more likely to accept products with completely new brand names because this can highlight their innovativeness and characteristics that are different from competitors.

Research shows that brand managers need to carefully identify and measure relevant types of conceptual consistency before launching new products. This understanding can help them optimize global and local brand strategies to ensure that the choice of brand name matches the cultural context, consumer preferences, and competitive environment of the target market. Therefore, it is crucial to understand and leverage the impact of conceptual consistency when formulating brand strategies.Finally, the enterprise should conduct a comprehensive evaluation of the crisis management process and list the available and existing issues in this crisis management. Classify and synthesize the issues, and ultimately propose corrective measures. It is necessary to carefully summarize because the crisis will bring necessary lessons to the enterprise.

5.3 Further Research

Further research on consumer behavior, digital marketing optimization, competition analysis, sustainable development initiatives, marketing indicators, e-commerce strategies, localization, and consumer satisfaction will help MUJI flagship stores in Jiangsu Province and Nanjing City improve their marketing strategies and enhance their competitive advantage in the global market. By gaining a deeper understanding of these fields, flagship stores of MUJI in Jiangsu Province and Nanjing City can better align with consumer preferences, enhance online visibility, effectively differentiate themselves from competitors, enhance brand image through sustainable development efforts, measure marketing effectiveness, optimize digital retail experience, localize information dissemination to resonate with different cultural backgrounds, and continuously improve consumer satisfaction. These efforts will jointly promote the strategic growth and sustained success of MUJI flagship stores in Jiangsu Province and Nanjing City in the fiercely competitive retail market. At present, this study is limited to the influence of various factors such as one's own level, and is not yet mature. It can only analyze the role of marketing strategies based on the 4Cs theory. Brand communication and other practices still need to be carried out on a larger scale.

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Appendix

Survey questionnaire design

Hello!

The results of this survey will only be used for my master's thesis research and will not involve any commercial purposes. Please fill in truthfully based on your own actual situation and feelings. Thank you for your support and assistance!

Part 1: Personal Situation

1. May I ask your gender
A Male
B Female

2. May I ask your age
A Under 25 years old
B 26 to 30 years old
C 31 to 35 years old
D 36 to 40 years old
E Above 40

3. What is your profession?
A Student
B Enterprise Unit
C Public institution
D Freelance
E Other

4. What is your income?
A Below 2000 yuan
B 2000-3000 yuan
C 3001-5000 yuan
D Above 5000 yuan

5.Have you ever purchased products from a physical store of MUJI products?
A Yes
B No

6. Have you ever purchased MUJI products online in your daily life
A Often

B Occasionally
C I has never bought it before

7.Does the establishment of online stores for MUJI products bring convenience to your product purchases?
A Yes
B No

8.When purchasing fast-moving consumer goods, are you more inclined to choose the brand MUJI?
A Yes
B No
C Neutral

9. In what aspects do MUJI products attract you? [Multiple choice question]
A Brand has strong promotion and high visibility
B Major brand, food safety assured
C The food sold by C has a good taste and good quality
D Reasonable price
E I like the packaging style
F Full production of type of goods
G Humanized service attitude and approach
H Recommended by people around

10. Have you ever purchased products from the Nanjing Dongfang Fulade MUJI flagship store?
A Yes
B No

11. How do you and your family purchase products from the flagship store of Nanjing Dongfang Fulade MUJI Good Products
A Online purchase
B Physical store purchase
C does not purchase
D Can be used both online and offline

12. Factors that prompt you to purchase products from the Nanjing Oriental Fulade MUJI flagship store
A I has many activities
B Very satisfied with the quality of product
C It is close in distance
D Flagship store has a large inventory of products
E Other

13. What aspects do you usually learn about the Nanjing Oriental Fulade MUJI flagship store
A Mobile phone
B TV
C Network self media platform
D Introduction to family and friends

E Direct sales personnel promote
F Promotional materials
G Other

14. How often do you purchase products from the Nanjing Dongfang Fulade MUJI flagship store
A One week
B January
C It is greater than one month
D In general
E Other

Part 2: Analysis of 4Cs Theory Factors

Dear consumer, please carefully read these statements about variables and mark a "√" on the answer that best suits your thinking. Choose only one item for each question.

Answer options: 5 very satisfied, 4 satisfied, 3 average, 2 dissatisfied, 1 very dissatisfied.

1. Consumer factors	1	2	3	4	5
What is your overall impression of MUJI?	○	○	○	○	○
What do you think of the quality of MUJI products?	○	○	○	○	○
How often do you buy MUJI products?	○	○	○	○	○
What is your brand loyalty to MUJI?	○	○	○	○	○
What do you think of MUJI's design and style?	○	○	○	○	○
Do you think MUJI's prices match the value it provides?	○	○	○	○	○
What do you think of MUJI's service attitude?	○	○	○	○	○

	1	2	3	4	5
What do you think of MUJI's product innovation?					

2. Cost factors	1	2	3	4	5
How satisfied are you with MUJI's product prices?	○	○	○	○	○
Do you think MUJI's prices match its product quality?	○	○	○	○	○
Will you consider buying products from other brands because of MUJI's higher prices?	○	○	○	○	○
What do you think of MUJI's pricing strategy's impact on your consumption habits?	○	○	○	○	○
What do you think of MUJI's promotions and discounts?	○	○	○	○	○

3. Convenience factors	1	2	3	4	5
In what aspects do you think the MUJI shopping experience is particularly convenient?	○	○	○	○	○
How satisfied are you with MUJI's product purchasing process?	○	○	○	○	○
Do you think MUJI provides enough online shopping options?	○	○	○	○	○

	1	2	3	4	5
What do you think of MUJI's return and exchange policy?	○	○	○	○	○
Would you be more inclined to choose MUJI's products because of its convenience?	○	○	○	○	○

4. Communication factors	1	2	3	4	5
From which channels do you usually get information about MUJI?	○	○	○	○	○
What do you think of MUJI's brand awareness in the market?	○	○	○	○	○
Have you participated in MUJI's events or promotions?	○	○	○	○	○

Thank you for your answer!