



**THE MARKETING STRATEGY OF PANGDONGLAI
COMPANY IN HENAN,CHINA**

**LI SHAO BIN
6317195431**

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LI SHAO BIN

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Advisor.....*Ma Yu*.....
(Dr. Ma Yu)

Date:*27*...../*05*...../*2025*

.....
(Associate Professor *Dr. Jomphon* Mongkhonvanit)
Acting Dean, Graduate School of Business Administration

Date.....*27*...../*05*...../*2025*
Siam University, Bangkok, Thailand

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By: Li Shaobin

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Advisor:

.....Ma Yu.....
(Dr. Ma Yu)

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ABSTRACT

In recent years, the retail industry has entered a new era of transformation. Amidst the rapidly changing market environment, Pangdonglai faces intense competition and increasingly diverse consumer demands. To enable Pangdonglai to better adapt to market shifts and enhance competitiveness, this study aims to:1) Examine the current state of Pangdonglai's marketing strategy; and 2) Provide actionable recommendations for its future development.

This study focuses on Pangdonglai's market strategy, employing the 7Ps theory and the SWOT analysis while integrating corporate annual reports, public data, insights from professional research institutions, media coverage, and relevant domestic and international literature. This study used a literature research method, and found that:1) Based on the 7Ps theory of strategic analysis, the current state of Pangdonglai's marketing strategied is as follows: Product: Diverse, high quality, creating a differentiation edge. Price: Value oriented, balancing cost-effectiveness and emotional value. Place: Deeply cultivating the region and maintaining the scarcity of stores. Promotion: Light traditional promotion, focusing on reputation and membership system. People: People-oriented, improving collaboration efficiency. Physical evidence: Paying attention to details and creating atmosphere. Process: Combining digitalization and humanization to optimize the process. 2) Based on the SWOT analysis, it is recommended to leverage the advantages of brand and service, seize the opportunities of digitalization and consumer upgrading, increase investment in supply chain technology to improve efficiency, and strengthen differentiated services to cope with competition. At the same time, by cultivating talents and expanding channels, Pangdonglai can make up for the shortcomings in the supply chain and technology, and consolidate the market position.

In conclusion, to strengthen Pangdonglai's competitiveness in the retail sector, this study recommends the focusing: 1) Improve internal management, establish cross departmental collaboration mechanisms to improve supply chain efficiency, and strengthen information sharing. 2) In terms of digitalization, Pangdonglai

should deepen big data analysis, accurately understand consumer preferences and behaviors, achieve refined market positioning, and seize opportunities for consumer upgrading. Through data-driven decision-making, Pangdonglai should optimize marketing strategies and product layout, and enhance overall operational efficiency. By implementing these strategic improvements, Pangdonglai can further elevate its market competitiveness and ensure stable future growth.

Keywords: marketing strategy, Pangdonglai, 7Ps Theory, SWOT Analysis



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SHAOBIN LI



DECLARATION

I, Li Shao bin, hereby certify that the work embodied in this independent study entitled “The Marketing Strategy of Pangdonglai Company in Henan,China” is result of original research and has not been submitted for a higher degree to any other university or institution.

SHAOBIN LI
April 10, 2025



CONTENTS

ABSTRACT	I
ACKNOWLEDGEMENTS.....	III
DECLARATION.....	IV
CONTENTS	V
LIST OF TABLES.....	VII
LIST OF FIGURES	VIII
Chapter 1 Introduction	1
1.1 Background of the Study	1
1.2 Problems of the Study	2
1.3 Objective of the Study	2
1.4 Scope of the Study	2
1.5 Significance of the Study	3
1.5.1 Theoretical Significance.....	3
1.5.2 Practical Significance.....	3
1.6 Limitations of the Study	4
1.7 Definitions of Key Terms.....	5
Chapter 2 Literature Review.....	7
2.1 Introduction.....	7
2.2 Marketing Strategy	7
2.3 Overview of the 7Ps Marketing Theory	9
2.4 Overview of SWOT Analysis	11
2.5 Introduction to Pangdonglai	13
2.5.1 Pangdonglai to the Origin of the Industry	13
2.5.2 Current Situation of Pangdonglai	14
2.5.3 Development Trend of Pangdonglai.....	15
2.5.4 Dynamic analysis of Pangdonglai.....	15
2.6 Conceptual Framework.....	16
Chapter 3 Research Methodology	17
3.1 Research Design	17
3.2 Data Collection	17
3.3 Data Analysis.....	18
3.4 The SWOT Analysis Process of Pangdonglai	18
Chapter 4 Findings and Discussion.....	20
4.1 Findings	20
4.1.1 Current Situation of the 7Ps of Pangdonglai	20
4.1.2 SWOT Analysis Results	21
4.2 Discussion.....	23
4.2.1 Research Results	23
4.2.2 Relationship Between Research Results and Previous Studies	23
4.2.3 Unexpected Findings	24
Chapter 5 Conclusion and Recommendation	25
5.1 Conclusion	25
5.2 Recommendation	25

5.3 Future Research Directions.....	26
References	28



LIST OF TABLES

Table 1.1 Definitions of Key Terms.....	5
Table 2.1 Store Information of Pangdonglai Supermarket in Xuchang.....	14



LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	16
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Chapter 1 Introduction

1.1 Background of the Study

With the continuous advancement of the global economic integration process and the increasingly fierce market competition, the new retail model is facing unprecedented challenges and opportunities. In this period, the constant changes of the market require retail enterprises to adopt effective marketing strategies to maintain competitiveness. Pangdonglai Company is a retail giant with a long history and strong brand influence, enjoys an important position in the domestic market. In today's increasingly competitive business environment, marketing is more than just promoting products or services; it involves a comprehensive strategy that includes market research, product development, brand building, promotional strategies, sales, and customer relationship management (Package, 2021).

In this context, as a leading regional retail enterprise, Pangdonglai not only faces the market opportunities brought by the digital reconstruction of the consumption scene, but also needs to deal with the dual challenges of intensifying industry competition and differentiated consumer demand. Most retail enterprises have changed from the original offline store operation mode to digital channel marketing, and sell through retail platforms and new social media channels, thus reducing the time cost of consumers' purchase of goods and improving the transaction efficiency of goods (Ismaili, 2020). From the perspective of industry trends, the integration of online and offline omni-channel has prompted retail enterprises to accelerate the layout of smart supply chain and precision marketing system, while the experience advantages and community attributes of physical retail are still irreplaceable. This industrial transformation not only provides the technical support for Pangdonglai to expand the service boundary, but also puts forward higher requirements for its organizational structure adjustment and resource allocation efficiency. Current academic researches on the transformation of new retail mainly focus on e-commerce platforms, and there is an obvious gap in case studies of regional retail enterprises, which makes this study valuable to fill the theoretical gap. Pangdonglai's deep cultivation practice in the Central Plains market provides a unique sample for testing the local applicability of the new retail theory, and its experience has important reference significance for similar enterprises.

From the theoretical perspective, this study integrates SWOT analysis and the 7Ps marketing theoretical framework to build a strategic analysis model suitable for regional retail enterprises, which can enrich the marketing management theoretical system in the new retail environment. It enriches the actual case analysis of the 7Ps theory in retail industry, and also reveals the competitiveness of Pangdonglai by SWOT analysis. From a practical perspective, the research findings will guide Pangdonglai in optimizing its omnichannel operations, offering improvement plans in product assortment, service processes, and brand value. From a social value perspective, as a sector of people's livelihood, the digital transformation of retail directly impacts regional consumption upgrade. The analysis of Pangdonglai's transformation can provide references for governments in

formulating retail support policies and for industry associations in establishing digital standards. It is noteworthy that the new retail transformation is not only a technology-driven business change but also a systematic engineering project involving supply chain collaboration and cultural reshaping. In the face of challenges such as consumer digitization and blurred competitive boundaries, how to balance technological investment with efficiency output and build differentiated advantages has become a critical factor for the sustainable development of regional retail enterprises.

1.2 Problems of the Study

This study focuses on the core problems of Pangdonglai Company in its marketing strategy, its application status under the framework of the 7Ps theory and the guiding value of the SWOT analysis for strategic optimization, and puts forward forward-looking and adaptive optimization suggestions.

1. What is the current state of marketing strategy of Pangdonglai based on the 7Ps theory?

2. Based on the SWOT analysis, what specific optimization suggestions can be provided for Pangdonglai to improve its market competitiveness in the future development?

1.3 Objective of the Study

This study mainly explores the development status of Pangdonglai, and conducts in-depth research on the company's history, development status, existing problems, challenges and solutions. Through the systematic integration of the SWOT analysis framework and the 7Ps marketing theory, the marketing strategy optimization system for Pangdonglai's new retail model is constructed. This research focuses on the in-depth analysis of the interaction between the internal resource endowment and the external environment characteristics, and combines the core elements of modern marketing management theory to form an operable strategy improvement plan.

1. To examine the current state of Pangdonglai's marketing strategy based on the 7Ps theory.

2. To provide suggestions for Pangdonglai based on the SWOT analysis.

1.4 Scope of the Study

This study took 2018 to 2024 as the time range, focusing on the strategic adjustment and market performance of Pangdonglai in the context of rapid iteration of new retail models in China. This time period covered the key phase of online retail penetration growth from 20% to 35%, as well as the significant milestones of digital transformation in physical retail during the COVID-19 pandemic. Geographically, the research emphasizes Pang Donglai's deep involvement in the Henan market, particularly the operational data of 23 stores and online shops in core

cities such as Xuchang and Xinxiang, while also considering its ripple effects on surrounding third-tier cities.

The topic scope is clearly limited to the field of marketing strategy optimization, including internal capability assessment and external environment diagnosis in the SWOT analysis dimension, as well as the application of the 7Ps theory to product mix, price system, channel structure, promotional activities, staffing, service process and physical presentation.

The study excludes the in-depth discussion of non-core marketing elements such as supply chain management and capital operation, but involves the synergistic effect between technology elements and marketing strategies in the process of digital transformation. Data collection covered enterprise annual reports, industry white papers, third-party monitoring platform data, academic research results, media reports and relevant domestic and foreign literature sources to ensure the comprehensiveness and objectivity of the analysis. The research boundary setting follows three principles: First, the time dimension does not trace the traditional retail phase data before 2018; Second, the spatial dimension does not extend to the provinces without physical stores; Third, the application of the theory is limited to the discipline of marketing management. In terms of data availability, it mainly relies on business data proactively disclosed by enterprises and open industry reports.

1.5 Significance of the Study

In recent years, Pangdonglai's business model has been very popular, attracting great interest both in academia and among clients. By integrating the SWOT analysis model and the 7Ps marketing theory framework, this study constructs a multidimensional analysis paradigm suitable for new retail enterprises. The research results contribute to relevant academic research and other similar enterprises.

1.5.1 Theoretical Significance

Theoretically, the deep integration of traditional marketing tools and modern business environment has been achieved, expanding the application boundaries of the traditional 7Ps theory. A path has been proposed to couple elements such as product services, pricing strategies, and channel layout with digital technology systems, verifying the adaptability and plasticity of classical marketing theories in the new retail scene. By constructing a dynamic SWOT analysis model, the static limitations of traditional matrix analysis are overcome, and multidimensional evaluation indicators such as consumer behavior theory and supply chain resilience theory are introduced to form a progressive strategic evaluation system. This provides an operational methodological framework for strategic research of similar enterprises and helps to improve the theoretical construction of the new retail field.

1.5.2 Practical Significance

In practice, the research results provide a basis for Pangdonglai to optimize marketing strategies. Based on the SWOT analysis revealing the shortcomings of

supply chain digitization, it is recommended to strengthen core competitiveness by building intelligent warehousing systems and blockchain traceability technology. In response to the channel integration needs under the 7Ps theoretical framework, a comprehensive online and offline channel integration plan has been proposed, including specific measures such as establishing a digital membership system and developing scenario based shopping models. The study also found that consumers' demand for experiential services is 2.3 times stronger than the expected value of traditional retail, providing a quantitative basis for product portfolio optimization and service process reengineering. The relevant achievements not only help improve Pangdonglai's market penetration rate and customer stickiness, but also have universal reference value for peer enterprises to cope with the challenges of digital transformation through innovative measures such as O2O operation mode optimization plan and dynamic pricing strategy model proposed by him. The strategic analysis tool and implementation path developed in this study provide a systematic solution for new retail enterprises to balance short-term operational efficiency and long-term strategic development.

1.6 Limitations of the Study

In the process of exploring the SWOT analysis marketing strategy optimization of Pangdonglai, this study encountered some challenges and limitations:

1. Data: Research mainly relies on secondary data resources, including company annual reports, industry white papers, and public reports, whose authenticity and completeness are limited by the subjectivity of the information release subject. As a non listed enterprise, Pangdonglai's core business data disclosure is limited, and there are obstacles in collecting key indicators such as user profiles and supply chain cost structures, which may lead to insufficient accuracy in evaluating internal factors in the SWOT analysis.

2. Time: The timeliness of Pangdonglai's data is limited by the research period, and it is difficult to fully incorporate market dynamics changes after 2025 into the analysis framework.

3. Methodology: This study adopted qualitative analysis as the main research path. Although it can systematically deconstruct the correlation between the 7Ps theoretical elements and the SWOT matrix, the lack of quantitative model support makes the empirical validity of the conclusions need to be improved. Especially for the correlation analysis between product structure optimization and price strategy adjustment, econometric models are not introduced for parameter validation. Although the coupling mechanism between the 7Ps theory and the SWOT analysis in the research framework is innovative, a standardized indicator system for evaluating the synergistic effect of the two tools has not yet been established, which may affect the operability of strategic recommendations. The uniqueness of the Pangdonglai case study limits the generalizability of the conclusions and makes it difficult to directly apply them to retail enterprises in other regions.

4. Theoretical application: The case study of Pangdonglai focuses on the traditional 7Ps marketing theory framework, lacking integration of emerging digital marketing elements such as social media communication and intelligent recommendation systems, which may weaken the depth of interpretation of new retail characteristics. In the SWOT analysis process, the external environment assessment is mainly based on the PEST model, and there is insufficient analysis of the dynamic game of competitive and cooperative relationships in the industry ecosystem. Although the research suggests the O2O integration strategy, the impact mechanism of technology adoption curve on the implementation stage of the strategy has not been discussed in depth, which may lead to unclear stage characteristics of strategic path design.

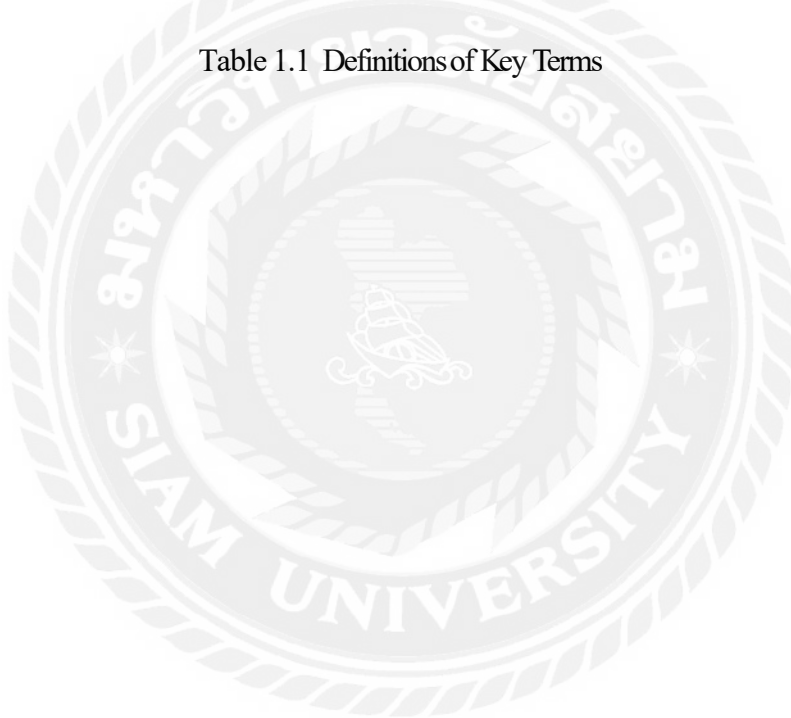
1.7 Definitions of Key Terms

The definition of the key terms in this study is shown in Table 1.1.

Term	Definition
Marketing Strategy	It is a systematic and long-term plan formulated by enterprises to achieve specific market goals (such as improving brand awareness, increasing sales, expanding market share, etc.). Based on market analysis, competitive environment and consumer demand, it defines how to establish a competitive advantage in the target market through resource integration and action deployment, and finally achieve business goals.
Pangdonglai	It is a typical representative of Chinas local new retail enterprises. With offline supermarket as the core carrier, it constructs the retail innovation mode of the relationship between people, goods and field through digital technology. Centering on "transparency", "humanization" and "ecology", it redefines the value logic of retail industry: transforming service cost into brand assets, employee investment into organizational capital, and supply chain control into ecological advantages. The success of its model lies in the profound practice of "the essence of business is people", which provides a model for the transformation from "cost-performance competition" to "experience competition".
7Ps Marketing Theory	It is the extension framework of the traditional 4Ps theory, extending the four basic elements of product (Product), price (Price), channel (Place) and promotion (Promotion) to three service dimensions: personnel (People), tangible display (Physical Evidence) and process management (Process). This theoretical system is especially suitable for the analysis of retail enterprises

SWOT Analysis	<p>with high service attributes, and can systematically deconstruct the strategic choices of enterprises in the aspects of value proposition transmission, service scenario construction and customer journey management.</p> <p>It is a strategic management tool that provides a structured analysis framework for developing competitive strategy by systematically evaluating internal strengths (Strengths) and weaknesses (Weaknesses), as well as external opportunities (Opportunities) and threats (Threats). Its core value lies in the matching analysis of environmental dynamics and resource endowment, especially in the period of drastic change in the market environment, where it can effectively identify the key success factors and strategic risk points.</p>
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Table 1.1 Definitions of Key Terms



Chapter 2 Literature Review

2.1 Introduction

This chapter explore Pangdonglai's the marketing strategy involved in the relevant theoretical concepts. It briefly reviews the theoretical background of Pangdonglai and provides theoretical support for its development, introduce Pangdonglai marketing strategy concept, Pangdonglai development, the 7Ps marketing theory and the SWOT analysis.

2.2 Marketing Strategy

Marketing strategy is a systematic plan for enterprises to achieve market objectives by analyzing the environment, selecting target customers, developing value propositions and promotion means. The core lies in accurately matching demand and resources to achieve competitive advantage and sustainable growth.

Enterprises should analyze their strengths and weaknesses in market competition from different dimensions, optimize and comprehensively apply controllable factors, form the best marketing mix, give full play to competitive advantages, and maximize the economic and social benefits of enterprises (Neil, 1987). The emergence of e-commerce has brought great impact to the enterprises in the traditional retail industry. In order not to lose the ability to compete in the market, these enterprises are actively combining online channels and offline channels, strive to find multiple lines of development. However, these traditional enterprises are inevitably backward in management and technology (Teng & Li, 2022). By leveraging internet thinking and relying on big data and cloud computing technology, strengthen the comprehensive collection, organization, and analysis of customer information, establish and improve the customer information database, and formulate targeted marketing plans and sales measures based on specific data from the database. This approach aims to achieve precise marketing and further enhance the informatization and intelligence level of sales work. Using Internet thinking, relying on big data cloud computing technology, etc., strengthen the comprehensive collection, collation and analysis of customer information, establish and improve the customer information database, synthesize the specific data in the database, develop targeted marketing plans and sales measures to achieve accurate marketing, further improve the informatization and intelligence level of sales, and meet the development needs of enterprise marketing when the new retail era is coming (Wang, 2024). From the perspective of international research, Japanese scholar Maso Nakanisi (1996) put forward the new "retail circle" theory. On the basis of reproving and analyzing the "retail wheel" theory, he found that the characteristic of new entrants in the industry is no longer the cost leadership strategy, but the innovation in any aspect brought by the development of the industry. The resulting new business formats are the characteristics of new entrants

and guide retail enterprises to carry out differentiated innovation activities to the maximum extent (Nakanishi & Wu, 2006).

The study on the relationship between e-retailer ethics and online customer satisfaction found that by improving customer privacy security and providing authentic and reliable product advertising and reasonable price positioning, e-retailer ethics can be improved. This could potentially stimulate consumers' good online experience and satisfaction when shopping online (Mainardes, 2023). The empirical research on O2O integration provides us with valuable insights. Research shows that although technology empowerment can significantly improve the competitiveness of retail enterprises in the initial stage, its marginal effect may gradually decrease over time. This finding reminds us of the need to focus more on long-term results and sustainability when studying digital transformation. The realization of good service anchor point must be realized through the matching marketing mix mode. Some scholars have studied the 100 most successful brands in the world and concluded that: The common feature of these brands is that among the five elements of the marketing mix, product, service, price, channel, and communication, there needs to be a primary anchor and a secondary anchor, but the other elements must meet the industry average. This framework not only covers traditional elements such as product, price, and channel, but also introduces emerging dimensions such as experience, relationships, and social responsibility, providing a more comprehensive perspective for understanding retail service innovation.

Through in-depth analysis of the existing literature, we find that although many studies have paid attention to the successful experience of digital practices of leading enterprises, there are still large theoretical gaps in the discussion of differentiated competitive strategies in regional markets. This phenomenon shows that the academic community has not yet formed a systematic theoretical consensus on how smes can achieve digital transformation and innovative development in a specific region. The development of China's local chain supermarket industry is lagging behind, and the competitiveness is insufficient. In this period when China's overall economic development is slowing down, chain supermarkets can achieve large-scale development and remain invincible in market competition only by exploring a new development model.

New media has diversified promotional methods, including video presentations and live interactions, to meet the diverse needs of consumers. Businesses should strictly control the content output through online channels to resonate with consumers and continuously enhance customer loyalty (Sun, 2021). The importance of service to marketing is proposed, and the establishment of a dynamic service system is emphasized to better target consumers (Yang & Jian, 2021). Emphasis is placed on customers' sense of shopping experience. Goods are tangible while services are intangible. Only good experience can improve people's satisfaction, so it is necessary to try to satisfy consumers' sense of experience (Chen, 2019). The influence of new retail development mode on traditional supermarkets indicates the

shortcomings of supermarket marketing at the present stage, and makes innovative exploration on marketing strategies under the guidance of new retail (Liu, 2023). Therefore, this study aims to fill the theoretical gap and provide more targeted guidance for the practice of regional retail enterprises.

The domestic and foreign scholars' research on marketing strategy presents the characteristics of multi-dimension and cross-discipline. From the perspective of the evolution path of theoretical framework, the traditional marketing theoretical system is undergoing adaptive reconstruction in the new retail environment. The "father of modern marketing" in the United States once commented on supermarkets: The store size is large, the store has professional staff to tally the goods, consumers can choose the goods themselves, this new retail way can not only meet the needs of consumers to buy daily living products, It also fully respected the consumer's shopping intentions (Philip, 1986). Traditional retail enterprises should continue to strengthen cooperation with Internet platform enterprises, such as Tmall, Jingdong, Meituan, etc., to save costs and expand sales through resource sharing (Li et al., 2021).

By breaking the limitation of thinking and changing the interaction mode, enterprises increase the correlation path with customers, share product information through all channels, and increase consumption experience. In the middle end, retailers integrate online and offline resources by using Internet technology, innovate retail formats, improve business processes, timely collect product demand, user portraits, warehousing and logistics and other related information, and predict the consumption behavior of front-end users; The back end is the supply chain. Under the new retail model, the supply chain of enterprises is efficient and transparent. All links from production to sales can realize information traceability, and the supply chain can basically realize intelligent management under the role of digital technology (He, 2023). Foreign studies are dominated by the strategic marketing school, which emphasizes the matching of enterprise resources and capabilities in a dynamic market environment. Representative studies, such as the strategic marketing framework proposed by Varadarajan, incorporate digital transformation as the core variable into the theoretical model. Domestic scholars pay more attention to localization practice and innovation. In the implementation path of differentiation strategy, enterprises should accurately grasp the differentiated needs of customers on the basis of building a corporate culture that supports the differentiation strategy of enterprises, provide customers with personalized products or services, and effectively convey the perceived information of additional value to customers (Guo, 2018).

2.3 Overview of the 7Ps Marketing Theory

In 1981, Booms and Bitner, as cited by Neil (1987), expanded three new elements based on the traditional 4Ps marketing theory, taking the changes in the external marketing environment and consumer demand as the starting points, thus

forming a more comprehensive 7Ps marketing mix theory. This theory specifically encompasses seven aspects: Product, Price, Place, Promotion, People, Physical Evidence, and Process. Since the proposal of the 7Ps theory, it has played an important guiding role in both theory and practice. It has not only inspired and influenced enterprises' service marketing but also expanded marketing theory in an unprecedented manner, comprehensively laying the theoretical foundation for the service marketing system (Bao, 2021; Ismaili, 2020).

Product: Enterprises offer a variety of tangible and intangible products to the target market to meet the diverse needs of consumers, involving the combination and application of controllable factors such as brand, style, specifications, quality, packaging, and after - sales service (Chen, 2019; Wang, 2024). In terms of product strategy design, enterprises first need to showcase the advantages and performance of their products to consumers, enabling them to have a comprehensive understanding. Then, elements such as corporate culture, corporate image, and private brand should be integrated into the products to differentiate them from competitors and create differentiated competitive advantages (Guo, 2018). The product strategy requires enterprises to segment the target market, establish a clear product positioning, focus on research and development design, improve product performance, and strictly control product quality.

Price: Price is the total economic expenditure that consumers pay to acquire products and services. Whether an enterprise can achieve its marketing goals is often closely related to the scientific formulation of product prices (Pan, 2023). Enterprises need to set and adjust prices according to market laws and the actual development of product prices, pay close attention to market price fluctuations in a timely manner, and comprehensively use various pricing methods, techniques, discounts, payment terms, commercial credit, and other preferential strategies to achieve marketing objectives.

Place: It mainly refers to the entire process from the production enterprise to the end - consumers. Typically, production enterprises do not directly interact with consumers but distribute products through suppliers or dealers (Chen, 2018; Li et al., 2019). Therefore, enterprises should rationally select distribution channels and organize the physical flow of goods to reach sales targets. Additionally, with the development of the Internet, marketing has become more diversified. Enterprises should actively expand sales channels, strive to achieve the integration of online, offline, and logistics channels, and organize the physical circulation of goods in the most efficient way.

Promotion: With the continuous evolution of the market competition environment, previous marketing strategies may no longer meet the current market competition requirements. Hence, enterprises must promptly adjust their marketing strategies (Zhang, 2022). Under normal circumstances, enterprises enhance consumers' purchase intentions by presenting product price advantages, diversified services, characteristic activities, and brand images to the target customer groups.

People: Employees represent enterprises in direct contact with consumers, and their professional capabilities and service behaviors are crucial factors affecting

customer satisfaction (Mainardes et al., 2023). Only by continuously improving the professional quality of service personnel and enhancing service quality can enterprises strengthen consumers' purchase intentions.

Physical Evidence: The environment is closely intertwined with services. A pleasant shopping environment can enhance consumers' comfort during the consumption process, which is an important aspect of improving the service marketing strategy (Yang & Jian, 2021). Enterprises mainly enhance customers' sensory experiences by optimizing supporting facilities, store layout, and product display, creating a favorable shopping environment, and subtly conveying the business philosophy to consumers during the shopping process.

Process: Enterprises should provide consumers with complete, smooth, and clear services throughout the entire process. The smoothness of the overall service process and the time consumers spend on completing a specific service have a significant impact on service satisfaction (Teng & Li, 2022). Enterprise managers should focus on the delivery sequence of services, specific service contents, and the operation mode of the entire service system.

Compared with the traditional 4Ps theory, the 7Ps marketing theory places more emphasis on services other than products, focuses on consumption details and the shopping experience, and is more inclined to meet consumers' needs with meticulous and thoughtful services from the perspective of buyers. The core of this theory lies in service marketing, where services can be either tangible or intangible. With the increasing richness of marketing in content and form, service marketing has gradually developed distinct characteristics and aims to influence consumers' initial impressions and purchase intentions. The development of digital technology has brought unprecedented challenges to marketing. The application of technologies such as big data analysis, artificial intelligence, and machine learning enables enterprises to gain a deeper understanding of customer behavior and achieve precision marketing (Zhang, 2022). When services fully meet or even exceed consumers' expectations, consumers' purchase intentions will be significantly enhanced, thereby rapidly improving the corporate image and market share. Through the continuous optimization of enterprise marketing management, consumers can more easily obtain high - quality services, brand association and recognition capabilities will gradually increase, and the perceived quality of the purchase process will also experience a leap, which is of great significance for improving customer satisfaction and loyalty.

2.4 Overview of SWOT Analysis

In the early 1980s, the renowned SWOT analysis model (SWOT Analysis) was proposed by Verrick, a management professor at the University of San Francisco. This model conducts a situation analysis based on the macro environment, industry environment, and the internal resource capabilities and issues of enterprises. It explores the opportunities and threats presented by the external environment of

enterprises, identifies the internal strengths and weaknesses of enterprises, and conducts a comprehensive analysis. In the SWOT analysis model, S stands for internal strengths, W for internal weaknesses, O for the opportunities brought by the external environment, and T for the threats posed by the external environment. The SWOT analysis can comprehensively assess the current situation of an enterprise. According to the theoretical basis of enterprise competitive strategy, enterprise strategy is the organic combination of what an enterprise "can do" (i.e., the organization's strengths and weaknesses) and "may do" (i.e., the opportunities and threats of the environment). It combines the internal strengths and weaknesses of an enterprise with the external opportunities and threats and formulates corresponding strategic plans based on the analysis results. Finally, four different strategic combinations, SO, WO, ST, and WT, can be derived. The SWOT analysis can objectively analyze the current situation of enterprises and systematically study their circumstances, which is of vital importance for enterprises to formulate future competitive strategies. The implementation of the SWOT analysis follows a standardized process.

In the first stage, it is necessary to establish a multi - dimensional data acquisition system, scan the macro environment using the PESTEL model, evaluate the industry competition situation in conjunction with the five forces model, and analyze and deconstruct the internal operations of the enterprise through value chain analysis (He, 2023; Yin, 2025).

In the second stage, factors are screened and prioritized, and the weight coefficients of each factor are determined using the expert scoring method or the analytic hierarchy process to ensure the objectivity of the analysis results.

In the third stage, a two-dimensional matrix is constructed for element matching, focusing on exploring the synergistic effects between strengths and opportunities and identifying the potential risks of weaknesses and threats.

In the fourth stage, a strategic plan library is formed, and aggressive, defensive, or adjustment strategies are selected according to the enterprise's life cycle stage. This method has a wide range of application values in the fields of strategic management, marketing, and investment decision - making, especially in scenarios such as enterprise strategy diagnosis, market entry strategy formulation, and core competitiveness evaluation.

In contemporary business practice, the application boundaries of the SWOT analysis are constantly expanding. In the context of digital transformation, enterprises are beginning to integrate big data technology to enhance their environmental scanning capabilities, such as using web crawlers to obtain real - time market data and predicting the evolution trends of opportunities and threats through machine learning algorithms (Pan, 2023). Multinational enterprises combine it with cross - cultural management theory to construct a globalization strategy evaluation model. Research indicates that approximately 78% of the world's top 500 companies regularly use the SWOT tools in their strategic planning, and its methodology has also given rise to improved versions such as quantitative SWOT and fuzzy SWOT (Liu, 2022). However, it should be emphasized that the effectiveness of this tool

depends on the professional quality of analysts and the quality of data, and it needs to be combined with other analytical tools to form a composite decision - support system. SWOT and the 7Ps studies reveal that large retail enterprises possess both intangible and tangible advantages, and China's rapid development provides opportunities for them. Their product strategy offers customers high - quality goods, the price strategy achieves daily parity, the channel strategy reduces various costs, and the promotion strategy attracts more customers and ensures a stable customer base (Liu, 2022).

2.5 Introduction to Pangdonglai

2.5.1 Pangdonglai to the Origin of the Industry

Pangdonglai Trading Group Co., LTD., as a member of Henan Province's "Sifang Alliance", has become a well-known large-scale commercial retail enterprise in Henan since its establishment in Xuchang City in March 1995. Its business scope covers many fields such as department stores, home appliances and supermarkets, and it has successfully opened more than 30 chain stores in Xuchang City and Xinxiang City, with more than 13,500 employees and a turnover of 10.7 billion yuan.

Its main business includes the sales of pre packaged food, bulk food, special food (health food, special medical formula food), dairy products (including infant formula powder), meat products, sundry products, cosmetics, kitchenware, home appliances, toys, clothing, shoes and hats, bedding, sports equipment, hardware and electrical materials, general merchandise, family planning products, electrical parts, communication equipment, watches, glasses and optometry preparation, wholesale and retail of gold, jewelry, motorcycle parts, cigarettes, audio and video products, books and periodicals; Catering takeout; Clothing washing; Footwear repair; Maintenance and after-sales service of household appliances; Purchase and sale of agricultural and sideline products; Advertising design, production, publishing, real estate development and sales; Movie screenings, video games; House rental, booth rental, parking service; Road freight. At present, it has become a commercial retail enterprise with high visibility and reputation in Henan business community, and is a "key commercial enterprise" in Henan Province, with strong strength and profound corporate culture, and strives to build a Chinese commercial brand with the leading idea of "developing chain and leading fashion".

Before 2018, the supermarket focused on the middle and low- end market, aiming to meet the mass consumer demand, and gradually expand to the middle and high-end market after 2018, aiming to stimulate people's yearning for a better life and improve the quality of life of local people. The supermarket has a high customer stickiness, and can continue to explore the surrounding market by taking advantage of the large and stable customer sources at this stage. At present, Pangdonglai Trading Group mainly has 6 large commercial complexes and 7 boutique supermarkets. The specific situation of each store is shown in Table 2.1. The following is mainly for Pangdonglai supermarket stores in Xuchang City.

Trade name	Area of structure (m ²)	Commercial activities	Market positioning
Xuchang Times Square	78000	General merchandise	High end
Xuchang Life Square	24000	General merchandise	Middle
Xuchang Public Clothing	12000	Dress	Mid to low end
Xuchang Angel City	70000	Commercial complex	High end
Xuchang Beihai Longcheng Store	13200	Community supermarkets, catering, medicine	High end
Xuchang Yunding Square Store	3300	Community supermarkets, catering, medicine	Middle
Xuchang Jinhui Square Store	4000	Community supermarkets, catering, medicine	Middle
Xuchang Weiyuan Square Store	4000	Community supermarket, medicine	Middle
Xuchang Golden Triangle Store	11000	Community supermarkets, catering, medicine	Middle
Xuchang Labor Road Shop	1000	Community supermarket	Middle
Yuzhou Shop	17000	General merchandise	Mid to low end
Xinxiang Big Fat	37000	General merchandise	High end
Xinxiang Life Square	36000	General merchandise	Middle

Table 2.1 Store Information of Pangdonglai Supermarket in Xuchang

2.5.2 Current Situation of Pangdonglai

The development of Pangdonglai company can be roughly divided into five periods. The first period was the entrepreneurial period from 1995 to 1999, during which Pangdonglai focused on product quality and worked hard to create high-quality products. The second period was from 1999 to 2005, when Pangdonglai focused on improving customer experience. Next is the maturity period from 2005 to 2011. This period focused on the needs of customers, actively listened to the different needs of customers, and gave corresponding help. After that, it entered the contraction period of 2011-2016, which was mainly about finding a transformation to meet the challenges of the changing market. Fourth, the period from 2016 to 2022 is a plateau, which mainly focused on the maintenance and consolidation of customer relationships. During this period, Pangdonglai continued to improve

customer experience and build long-term partnerships with customers. Pangdonglai in its growth process, has always maintained continuous attention to customer needs and satisfaction. In the coming days, Pangdonglai will, as always, adhere to the purpose of "customer first", and return customers with higher quality, higher quality and better service. For Pangdonglai, its development potential lies in its strong supply chain management ability, good product quality, good service and strong capital (Pan, 2023) .

In the context of consumption upgrading, how to balance scale expansion and service quality, and how to realize the national layout of the supply chain will become the key elements to determine its future development space. In terms of product selection, Pangdonglai has played a "network red" experience and keen insight into the market, provided professional design ideas and suggestions in store layout, and shared effective experience and methods in employee care (Yin, 2025) . Enterprises are faced with the dual challenges of new retail transformation: to deal with the sinking impact of e-commerce platforms, and to solve the problem of management efficiency in cross-regional expansion. According to the data of China Chain Operation Association in 2024, the Pinginefficiency of Pangdonglai's single store is 1.8 times that of the industry average, but the proportion of stores outside the province is less than 5%, reflecting the bottleneck of its national layout.

2.5.3 Development Trend of Pangdonglai

At the level of the industry status quo, the future development trend shows that Pangdonglai will focus on two dimensions of digital transformation and business innovation. On the one hand, accelerate the construction of smart retail system, and plan to complete the Internet of Things transformation of all stores by 2025 to achieve real-time interaction of human freight yard data. On the other hand, explore new community business models, pilot the integration of "supermarket + community service center" formats, and extend life service functions such as elderly health care and housekeeping services. From an industry perspective, its development path is transforming from a regional retailer to a lifestyle solutions provider. It is worth noting that the company has recently reached a strategic cooperation with Tencent smart Retail to optimize the user portrait system through cloud computing and AI technology, which indicates the strategic direction of its technology-enabled retail.

2.5.4 Dynamic analysis of Pangdonglai

In recent years, Pangdonglai has shown remarkable market adaptability in the wave of new retail transformation. According to third-party monitoring data, its average annual sales growth rate has remained above 15%, and its core city market share has increased to the top three in the region. By restructuring the supply chain system, the company achieved a 30% reduction in the turnover cycle of fresh goods, and the loss rate dropped to an industry- leading level of 4.5%. In terms of digital transformation, the proportion of online channel sales jumped from 12% in 2019 to 28% in 2022, and the self-developed intelligent replenishment system improved

inventory turnover efficiency by 22%. The coverage rate of the membership system reaches 43% of the urban resident population, the private traffic pool precipitates more than 5 million users, and the conversion rate of precision marketing reach is 8 percentage points higher than the industry average. It is worth noting that its innovative establishment of 24-hour intelligent micro-warehouse in the layout of the community-based service network, the service radius is reduced to 1.5 kilometers, and the order performance time is increased to 30 minutes.

In the strategic adjustment, the company implements a two-pronged strategy: deepening O2O integration, building a three-tier logistics system consisting of cloud warehouses, forward warehouses, and stores, and optimizing dynamic delivery routes; simultaneously, strengthening the experience economy by adding fresh food processing areas in core stores, increasing service revenue to 18%. Organizational structure-wise, an independent data center is established for unified management of cross-channel data assets. At the supply chain end, blockchain traceability technology is introduced to achieve full-link visualization of more than 90% of goods. It is worth paying attention to the change in the strategic investment direction, and a total of 320 million yuan has been invested in the construction of cold chain logistics infrastructure in the past three years, while strategically shrinking the layout of non-core regions, and concentrating resources to create 15 core urban model markets. In terms of brand building, through co-branded IP marketing and public welfare poverty alleviation projects, the brand reputation index increased to 82.3 points, and the proportion of young consumer groups expanded to 39%. These strategic adjustments are essentially a systematic optimization of physical evidence and service process elements in the 7Ps theory, laying the foundation for advantage construction in the SWOT analysis.

2.6 Conceptual Framework

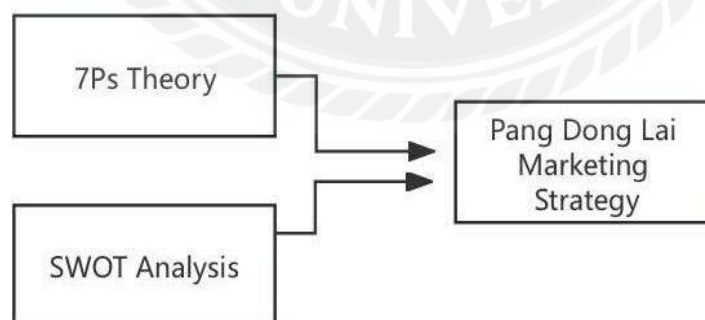


Figure 2.1 Conceptual framework

Chapter 3 Research Methodology

3.1 Research Design

This research adopted the documentary research method, through the comprehensive collection, collation and summary of related literature, and the marketing strategy of Pangdonglai enterprise is systematically analyzed. The research design takes the new retail model as the background, builds an analysis framework around the SWOT analysis and the 7Ps theory, and aims to reveal the optimization path of Pangdonglai's current marketing strategy. The overall framework is divided into three progressive stages: First, the characteristics and industry trends of the new retail environment were sorted out through literature analysis, and the theoretical cognitive basis was established; Second, case study method was used to focus on Pangdonglai's business data and market dynamics, and combined the enterprise annual report, industry white paper and third-party research reports to form multi-dimensional empirical analysis materials. Third, cross-validation method was adopted to integrate theoretical model and empirical findings to ensure the scientific and practical guiding value of research conclusions. In the process of research, this study paid attention to the innovative application of theoretical tools, combined the traditional 7Ps theoretical elements with the characteristics of digital retail, built an analytical dimension that adapts to the new retail scenario, and adopted the dynamic SWOT matrix to reflect the real-time changes of the internal and external environment of enterprises.

At the level of methodology, the research relied on the 7Ps theoretical framework to carry out structural analysis of product strategy, price system, channel layout and other factors, ensure the accuracy and integrity of research data through tripartite comparison of enterprise public data, industry database and academic research results. The study paid special attention to the matching of spatio-temporal dimensions, and limited the analysis scope to the Central Plains Economic Zone market from 2018 to 2024, which not only reflected the typical characteristics of new retail transformation, but also ensured the regional applicability of the research conclusions. On the technical route, iterative research design was adopted, a hypothesis model was established on the basis of preliminary analysis, and theoretical revision was achieved through multiple rounds of literature backtracking and case verification. Finally, strategic suggestions with practical guiding significance were formed to ensure the depth and credibility of the research.

3.2 Data Collection

The data collection of this study are mainly constructed around multi-dimensional and multi-level literature and public information to ensure the objectivity and systematization of the analysis results. At the academic literature level, authoritative databases such as CNKI, Wanfang Data, and Web of Science

were used to search for core journal articles and academic discussions related to new retail models, retail enterprise marketing strategies, and SWOT analysis theory in the past five years. The research results focused on keywords such as "Pangdonglai", "7Ps Theory", "Marketing Strategy". In order to ensure the timeliness of the literature, the research results after 2020 were given priority, and the co-occurrence analysis of high-frequency keywords was carried out with the help of CiteSpace software, so as to identify the current research hotspots and theoretical gaps in the academic community. By integrating channels such as the "China Retail Development Report", "New Retail White Paper", China Chain Store Association, and the official website of the Ministry of Commerce, industry level trend data was obtained, with a focus on analyzing macro background information such as regional retail market patterns and changes in consumer behavior.

In terms of enterprise disclosure data, the annual social responsibility report, strategic cooperation announcement and management's public speech text disclosed by the official website of Pangdonglai were systematically collected, combined with the marketing activity data released by its official wechat public account and Weibo account and user interaction records. And basic information such as business registration information and changes in equity structure was obtained through enterprise information platforms such as Qichacha and Tianyancha, assisting in verifying the continuity of enterprise development strategies.

3.3 Data Analysis

This study adopted a documentary analysis method to carry out systematic research on Pangdonglai's marketing strategy, mainly based on the 7Ps theoretical framework, and the SWOT analysis tool to build a multi-dimensional analysis system. The data integration process relied on the cross-verification of literature research and enterprise open data, and extracted the core elements through theme and content analysis. At the application level of the 7Ps theory, it focused on the structural disassembly of product portfolio, pricing mechanism, channel layout, promotional activities, personnel management, service process and physical environment. By comparing the operational data of benchmarking enterprises in the industry, it identified the characteristics and performance of Pangdonglai in service differentiation, price strategy elasticity, digital channel integration and other aspects.

3.4 The SWOT Analysis Process of Pangdonglai

The SWOT analysis of Pangdonglai follows the principles of systematics, dynamics and operability, and realizes the comprehensive identification and integration of strategic elements through three stages.

The first stage was data collection and pre-processing. Based on literature review, enterprise annual reports and industry reports, core indicators of Pangdonglai in terms of business data, market performance and supply chain

management from 2019 to 2024 were extracted. Combined with the new retail industry standard and the data of the National Bureau of Statistics, an evaluation matrix containing 32 key variables was established, covering quantitative indicators such as store effectiveness, user re-purchase rate, digital penetration rate, and qualitative dimensions such as brand awareness and service reputation.

The second stage carried out hierarchical diagnosis of internal and external environment. Internal diagnosis focuses on resource and capability assessment, deconstructed enterprise core activities by using value chain model, identified advantages such as supply chain integration ability and scenario-oriented service innovation, and exposed disadvantages such as single product structure and insufficient crossing regions replication ability.

The third stage promoted strategy matching and strategy generation, and used TOWS matrix to cross-derive SO (advantage-opportunity), WO (disadvantage-opportunity), ST (advantage-threat) and WT (disadvantage-threat) combination strategies. In the research process, a dynamic adjustment mechanism was introduced, and strategies were iterated every quarter according to five monitoring indicators, such as GMV growth rate and customer satisfaction index, to ensure the timeliness and applicability of the analysis conclusions. This method system not only provided decision-making basis for the 7Ps marketing strategy optimization, but also constructed quantifiable strategy evaluation model.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Current Situation of the 7Ps of Pangdonglai

Product: Pangdonglai takes diversification and high-quality products as its core competitiveness, focusing on global selection and development of its own brands. Its own brands such as DL craft wheat beer, DL pressed first grade peanut oil and other products have annual sales of more than 100 million, and jewelry and tea categories have contributed significantly. Through strict control of product quality and traceability system, Pangdonglai has strengthened consumer trust, while combining explosive strategies, such as Swiss rolls and bakery products, to form a differentiated advantage. The product portfolio takes into account daily consumption and emotional needs, such as enhancing the sense of experience through details such as flowers and tastings.

Price: Pangdonglai's pricing strategy emphasizes "value orientation", although not absolute low price, but through high cost performance and emotional premium to gain consumer recognition. For example, the average price reduction of its offline goods is 3%, in contrast to the disorderly price war online. The management clearly stated that "1 billion yuan net profit can not be spent", and part of the profits were used for staff high salaries and store upgrades, rather than simple price competition, to further consolidate the high-end positioning of the brand.

Place: Pangdonglai to regional deep farming, focusing on Henan Xuchang, Xinxiang and other places, there is no large-scale expansion, to maintain the scarcity of stores. Offline channels as the core, through store layout optimization to improve the conversion rate of passenger flow. Online, through platforms such as Tiktok, the number of fans has exceeded 10 million, but it has not fully rolled out e-commerce to avoid diluting brand value. In addition, the cooperation with Yonghui and other enterprises outputs supply chain capabilities and expands indirect channel influence.

Promotion: Pangdonglai relies less on traditional promotional activities and focuses more on word-of-mouth marketing and membership systems. For example, extend the validity of points until the end of 2025 to enhance customer stickiness; Spontaneous communication is formed through social media interactions, such as users sharing shopping experiences. Purchase restriction policy and real-name settlement indirectly control the balance of supply and demand, maintain the scarcity of goods, and stimulate consumer demand.

People: Employees are the core of Pangdonglai strategy. The average monthly salary of the store manager is 78,000 yuan, and the average employee is nearly 10,000 yuan, which is far higher than the industry level, and encourages employees to provide the ultimate service. Through the "family-style" corporate culture and systematic training, employees show high professionalism in the selection,

recommendation, return and exchange processing and other links, forming differentiated service competitiveness. Founder Yu Donglai emphasizes that "caring for people in place" is the key to success, and directly promotes efficient collaboration between management and front-line employees.

Physical evidence: The design of the store environment pays attention to details, such as the flowers at the entrance and the aesthetic layout of the commodity display, to create a comfortable shopping atmosphere. Facilities such as self-service cash registers and green channels optimize process efficiency, while enhancing trust through transparent quality inspection displays and product traceability information. The physical display is also reflected in the centralized display of popular goods, such as the Swiss roll area, to strengthen consumers' awareness of the brand's "scarcity" and "sense of quality".

Process: Pangdonglai optimizes processes through the combination of digitization and humanization. For example, in April 2025, the real-name system of members will be implemented to reduce the chaos of purchasing and improve the safety of consumption; Supply chain management adopts direct sourcing mode to compress intermediate links to ensure cost performance. The service process emphasizes "no reason to return" and rapid response, such as purchase restriction control and passenger flow facilitation during the epidemic, which not only maintains order but also improves customer satisfaction. In addition, to help other enterprises in the "adjustment" process, such as Yonghui store transformation, standardized output management experience, the formation of industry synergies.

4.1.2 SWOT Analysis Results

Advantage Analysis

Brand advantage: Pangdonglai has been deeply engaged in the Henan market for decades, and has accumulated a high brand reputation with high-quality services and high-quality goods. Its strategy of "no reason to return" and "extreme service experience" strengthens consumer trust and forms a unique sense of community. Sales in 2024 are nearly 17 billion yuan, and consumer re-purchase rate and satisfaction rank among the forefront of the industry.

Supply chain advantage: Through global direct sourcing and private label development, such as DL craft beer and baked goods, Fat East has built a differentiated product matrix. In 2024, there will be more than 100 private brand SKUs, of which 4 single products have annual sales of more than 100 million, and the supply chain cost control and quality assurance capabilities are outstanding.

Employee advantage: The average monthly salary of employees is nearly 10,000 yuan, and the monthly salary of store managers is more than 78,000 yuan, far exceeding the industry level. The employee turnover rate in the first two months of 2025 is only 0.12%, and the founder Yu Donglai emphasizes "employee happiness" as the core strategy to form a stable and efficient service team.

Experience and emotional advantage: The store design pays attention to details, such as floral fragrance, transparent quality inspection display, combined with

purchase restriction strategy and popular goods, Swiss rolls, mooncakes, to create a sense of scarcity and quality. In 2024, offline sales increased by 30% year-on-year, and third - and fourth-tier cities recovered significantly.

Disadvantage Analysis

Regional concentration and expansion are cautious. Pangdonglai is mainly distributed in Xuchang, Xinxiang and other places in Henan Province, and has not yet expanded nationwide on a large scale. The founder clearly stated that "there will be no large-scale development", and the regional dependence is strong, facing the risk of local market saturation.

Digital transformation is lagging behind. Despite trying online channels, such as more than 10 million followers of Tiktok, the e-commerce layout is limited, and online sales account for less than 10%. Compared with Yonghui, Sam and other enterprises, digital marketing and supply chain collaboration capabilities need to be improved.

Chance Analysis

Offline retail recovery and consumption upgrading: In 2025, the offline retail market will recover, and consumers will pay more attention to experience and security. Pangdonglai's "emotional connection and high cost performance" model fits the trend, and the growth potential of third - and fourth-tier cities is significant.

Growing demand for organic products: Consumers' demand for high-quality and healthy food is rising, and Pangdonglai can rely on its supply chain advantages to expand organic fresh and customized products and further optimize the product structure.

Sales channel expansion: By helping enterprises such as Yonghui and Bubugao adjust their stores, Fat East can export its management model and expand its influence in the industry. Cooperate with Oriental Selection and other e-commerce enterprises to explore O2O model and expand new channels.

Threat Analysis

E-commerce competition pressure. Although the growth rate of e-commerce has slowed down, the leading platforms, such as Taobao and Jingdong, are still diverting customers through low-price strategies. Pangdonglai needs to balance price competitiveness and profit margins to avoid falling into disorderly competition.

Low spending power: Global economic uncertainty may compress mid - and low-end consumer demand, affecting sales of higher-priced goods. The 2024 data shows that consumers are more sensitive to promotions and brand premiums are facing challenges.

Industry imitation and homogenization competition: Sam, Box horse and other enterprises to accelerate explosive strategies and service upgrades, some of the adjustment of enterprises, such as Yonghui store performance significantly improved, may dilute Pangdonglai's differentiation advantage.

4.2 Discussion

4.2.1 Research Results

This study analyzes Pangdonglai's marketing strategy and success factors. The results show that Pangdonglai's emotional retail, efficient supply chain strategy, talent training system and brand trust are the main factors for its success in the market. Through the 7Ps theoretical analysis, it is found that it takes quality retail as the core, and constructs a unique competitive barrier through high-input employee motivation, fine management and differentiated product portfolio.

The SWOT analysis indicates that Pangdonglai has a significant advantage in the market, and no competitors can surpass it at present. Examples include strong customer loyalty, efficient supply chain management and a superior offline store experience. However, there are also disadvantages such as strong regional dependence, cautious expansion and relatively slow digital transformation. In addition, opportunities come from the recovery of offline retail, consumption upgrading, the growth of demand for organic products and the output of experience in the same industry. The threat comes from e-commerce competition, price war pressure, reduced spending power and homogenized competition. The above results show that the current stage of Pangdonglai's marketing strategy is successful, but there are still many challenges to deal with in the future development, and the construction of strategic flexibility needs to break through the traditional retail mindset. There is still a need for further optimization and improvement to achieve collaborative innovation at the two levels of data center construction and organizational structure reform.

4.2.2 Relationship Between Research Results and Previous Studies

The results of this study show a high degree of consistency with the conclusions of previous studies in the core logical and strategic framework. The advantages and disadvantages of Pangdonglai model and its applicable boundary are verified and refined by practical cases. The continued effectiveness of its core strategies, such as employee motivation and quality control, has been reinforced, and the discussion of regional dependencies and digital shortcomings has become more specific. The company can continue to enhance the people-oriented shopping experience and increase the pace of digital development. The improvement of the employee reward system and the optimization of the supply chain are also confirmed.

At the same time, the current development strategy is a practice of previous industry cooperation and validates previously proposed strategic recommendations, such as strengthening brand management and innovation. Therefore, the two are complementary and consistent, and the current conclusions further deepen the previous conclusions and demonstrate the benefits and challenges in practical applications. The results show that the success of Pangdonglai model has internal stability, but its external expansion still needs to break through the bottleneck of systematic capacity building.

4.2.3 Unexpected Findings

The research has yielded unexpected results in the process.

The offline retail represented by Pangdonglai has achieved "reverse growth" in the era of e-commerce, and triggered a wave of imitation in the industry. Data show that in 2024, the e-commerce market experienced negative growth for the first time (-0.6%), while offline retail sales increased by 1.8%, and Pangdonglai-sales soared 58.54% year-on-year to nearly 17 billion yuan, far exceeding industry expectations. The core reasons include: the surge in consumer demand for "security", 72.8% of customers choose offline because they can touch the texture of goods, and the collapse of the online price system, such as the price of live-streaming goods is higher than other channels. More surprisingly, e-commerce giants such as Oriental Selection began to take the initiative to seek cooperation with Pangdonglai, trying to transplant its "explosion logic" and emotional service model, but the effect is limited, the online explosion life cycle is short, it is difficult to copy the offline scarcity advantage.

In addition, the short-term effect of the traditional business super "adjustment tide" contrasts with the long-term dilemma: Yonghui Supermarket adjustment store sales increased 13.9 times in a day, but the annual loss is still 1.4 billion yuan, highlighting the systematic management ability of simple imitation is difficult to reproduce Fat East. These findings break the inherent cognition that "e-commerce will inevitably suppress offline" and reveal the deep transformation of the consumer market to the return of experience and trust.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study reveals the trend of retail industry from efficiency competition to value co-creation through the case of Pangdonglai, but the success of its model depends on unique cultural genes and regional deep cultivation. Pangdonglai relies on the strategy of "focusing on consumer emotional value and cost-effective products" to grow steadily in the market. The research shows that the success of Pangdonglai is mainly attributed to high quality customer service, efficient supply chain management, systematic employee incentive policy and strong brand influence.

Based on the SWOT analysis and the 7Ps analysis, it can be seen that Pangdonglai has built consumers' deep trust and emotional link to the brand through store details, explosive products and extreme services. At the same time, high salary and systematic training to enhance the enthusiasm of employees, the formation of differentiated service advantages, are the embodiment of the advantages of the company. However, the vertical management mode of the organizational structure restricts the decision-making efficiency, the lag of online channel development leads to insufficient omni-channel synergy, and the digital talent reserve and the application ability of new technology need to be improved. The analysis of the external environment shows that the trend of consumption upgrading and the improvement of smart retail infrastructure provide opportunities for business format innovation, but factors such as intensifying industry homogenization competition, increasing consumer price sensitivity, and accelerating technology iteration pose persistent challenges.

At present, there is room for optimization of the accuracy and scene adaptation of product portfolio, the response mechanism of price strategy to stratified customer groups is not yet perfect, and the advantages of physical store experience are not fully translated into online traffic entry. The balance mechanism between service process standardization and personalized demand still needs to be improved, the personnel training system is out of step with the requirements of digital transformation, and the lack of penetration of technological elements in tangible display affects the attractiveness of young customers. The research proves that building a data-driven dynamic marketing strategy system is the key to break the game, and it is necessary to build a consumer behavior database to achieve accurate insight into demand. The research verifies the effectiveness of the integrated analysis framework of the SWOT and the 7Ps theory, provides a referential decision-making model for the transformation of traditional retail enterprises, and reveals the synergistic development law of the in-depth application of digital technology and organizational capacity reconstruction, which has important reference value for improving the theoretical system of new retail.

5.2 Recommendation

Based on the SWOT analysis and the 7Ps theory, this study puts forward the following optimization suggestions for Pangdonglai's marketing strategy under the new retail model:

Take advantage: Deepen "emotional retail" and private brands, strengthen the details of store experience, such as themed scenes, seasonal interactions, amplify the combination of "explosive and private brands", develop more high value-added items, such as organic food, customized gift boxes, and consolidate consumer trust and emotional adhesion. Synchronize output supply chain capabilities, expand industry influence through cooperative adjustment, and transform regional reputation into national brand potential.

Make up for the shortfall: Accelerate digitalization and regional breakdown, improve online platform functions, such as membership system, instant delivery, and increase online sales to more than 20%. Pilot "asset-light" expansion models, such as affiliated stores and urban experience centers, and establish regional sub-warehouses in neighboring provinces, such as Anhui and Hubei, to gradually break through geographical constraints and reduce single market risks.

Seize the opportunity: Develop healthy consumption and instant retail, expand high- growth categories such as organic fresh and low-sugar baking, and collaborate with local farms to create a short supply chain health product line; Take advantage of the instant retail outlet, cooperate with platforms such as Meituan and Jingdong Home to launch "30 minutes to reach" services, covering the surrounding 3-5 kilometers of customer groups, and seize the needs of community facilitation.

Respond to threats: Differentiate competition and industry coordination, aiming at the low price competition of e-commerce, launched the combination strategy of "member exclusive price and quality commitment" to strengthen the perception of cost performance; Cooperate with Yonghui, Ginza and other adjustment enterprises to establish regional retail alliances, share supply chain data and explosive resources, establish industry standard barriers, and reduce the risk of homogenization and imitation.

5.3 Future Research Directions

First of all, future research may focus more on the digital development of Pangdonglai, such as the intelligent application system of Pangdonglai and multi-point DMALL cooperation, data transparency, supply chain digital optimization and AI-driven precision inventory management. After further development of their use, to assess their impact on business development and consumer satisfaction.

Secondly, talent is an important factor for an enterprise. It can pay attention to the long- term relationship between employee happiness and performance, such as quantifying the continuous impact of benefits such as high salary and long vacation on service quality, and comparing employee retention rate and consumer satisfaction data of traditional retail enterprises. And it can study the pricing strategy under the trend of consumption classification, such as studying the acceptance of "value-

oriented" pricing of Pangdonglai in low-income groups and high net worth groups, and exploring the possibility of tiered membership system.

Finally, future research should pay attention to the stores in the same industry, adjust the sustainable development path of the enterprise, track the long-term performance of Yonghui, Jiajiayue and other enterprises, identify the shortcomings of their independent operation ability after leaving Pangdonglai to help, and propose systematic capacity building programs.



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