



**A STUDY ON THE MARKETING STRATEGY OF MANNER
COFFEE COMPANY**

CHEN QI
6717195006

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2025**



**A STUDY ON THE MARKETING STRATEGY OF MANNER
COFFEE COMPANY**

CHEN QI

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

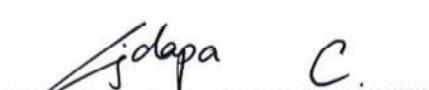
Advisor.....*Jidapa C.*
(Dr. Jidapa chollathanrattanapong)

Date:17...../.....Dec...../.....2025

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

Date.....7...../.....1...../.....2029.

Title: A Study on the Marketing Strategy of Manner Coffee Company
Researcher: CHEN QI
Degree: Master of Business Administration
Major: International Business Management

Advisor:

(Dr. Jidapa chollathanrattanapong)

.....17/.....Dec...../.....2025.....

ABSTRACT

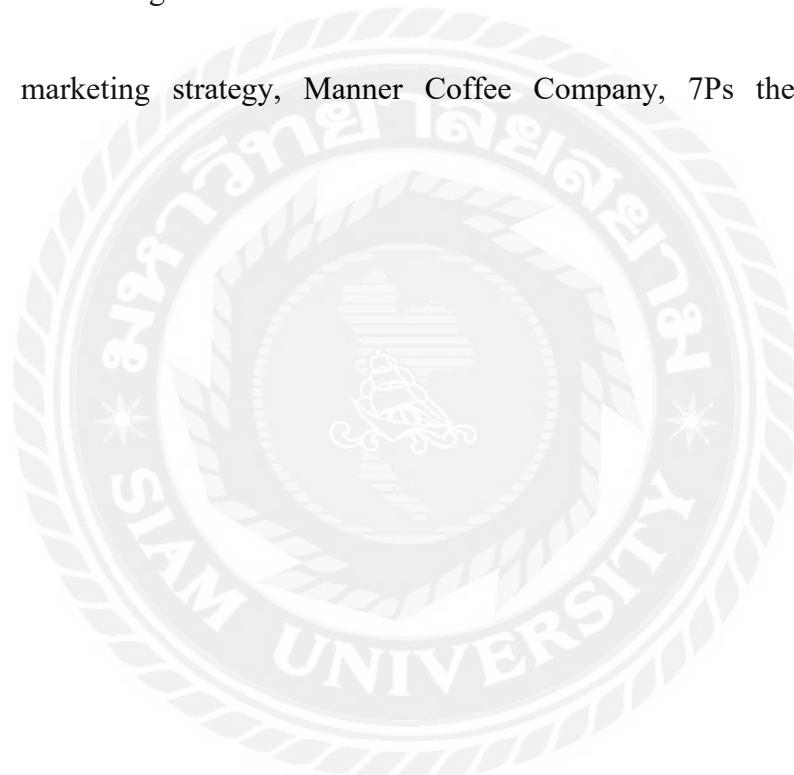
In recent years, the freshly ground coffee market in China has continued to grow rapidly, and competition has become increasingly fierce. Faced with the dual pressure of consumer upgrading and diversified demands, as well as international giants and local newcomers, Manner Coffee, a coffee chain enterprise, urgently needs to optimize its marketing strategy to consolidate its market position and achieve sustainable development. The purpose of this study was to: 1) To analyze the current marketing strategy status of Manner Coffee; 2) To propose targeted optimization suggestions to enhance its market competitiveness.

This study focused on the marketing strategy of Manner coffee, using the 7Ps marketing theory combined with the SWOT analysis model as the core analysis framework. The study used a documentary research method, integrating public information of enterprises, industry reports, insights from professional institutions, media reports, and relevant domestic and foreign literature. This study found that: 1) Current situation analysis based on the 7Ps theory: Manner Coffee Company provides high-quality, differentiated products and expands its brand by accurately matching prices and values to reject low price competition. It uses high-density urban cellular warfare channels to maintain store attractiveness, transforming professional value into experiential, participatory, and communicable social assets for promotion. It builds brand value assets based on people, focuses on creating tangible displays of atmosphere, and optimizes processes to combine digitization and humanization. 2) Based on the SWOT analysis, it is recommended to leverage the advantages of stable product quality, experienced baristas, and moderate product prices to seize the huge consumption potential of the coffee market, the trend of healthy beverage popularity

and the remaining space in online sales channels by utilizing a professional team to create high-quality coffee with high cost-effectiveness. Meanwhile, by strengthening the development of online channels, Manner Coffee Company can enhance the effectiveness of its marketing strategy and consolidate its market positioning.

Conclusion and optimization suggestions: In order to enhance the core competitiveness and long-term growth potential of Manner coffee in the fierce market competition, this study proposes the following optimization directions: 1) Expand online and offline sales channels by covering more living areas offline and promoting the in-depth development of online sales channels. 2) Strengthen employee training and optimize service processes by establishing a regular learning process for employees and a scoring mechanism.

Keywords: marketing strategy, Manner Coffee Company, 7Ps theory, SWOT analysis

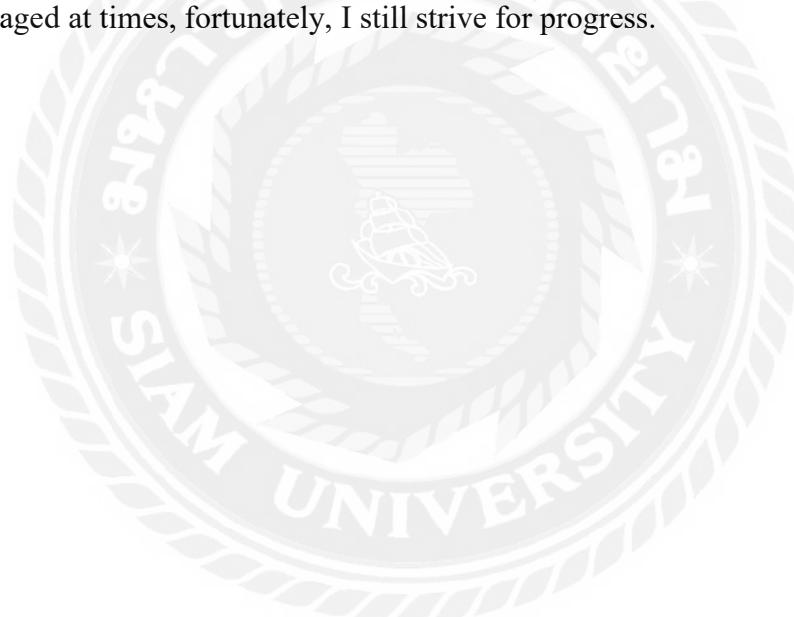


ACKNOWLEDGEMENT

At this point, my graduate career is coming to an end. I am filled with endless emotions and sighs as my student days quietly pass by. At the same time, I am grateful to the teachers and classmates who have helped and supported me on this journey.

Firstly, I would like to express my sincere gratitude to my supervisor for her attention and guidance during the writing of my paper, which enabled me to complete it on schedule. At the same time, I also want to thank every teacher who has taught us. It is their careful guidance that has enabled me to continuously learn and enrich my professional knowledge. Secondly, I would like to express my gratitude to my family for their support and encouragement during the writing of my paper, which helped me overcome the emotional downturn. Finally, I want to thank myself. Although I may feel discouraged at times, fortunately, I still strive for progress.

CHEN QI



DECLARATION

I, CHEN QI, hereby declare that this Independent Study entitled “A Study on the Marketing Strategy of Manner Coffee Company” is an original work and has never been submitted to any academic institution for a degree.

CHEN QI

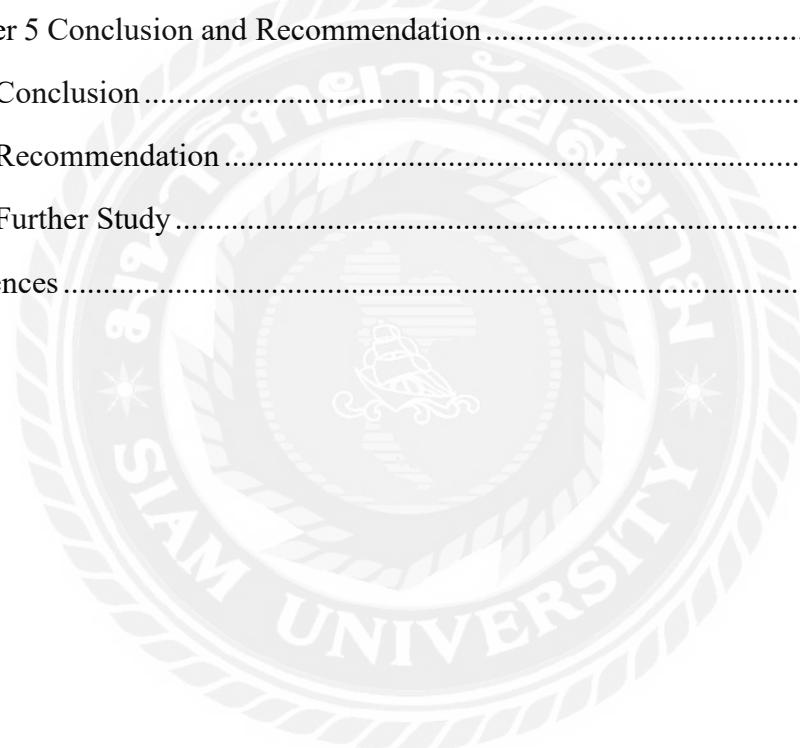
Nov 18, 2025



CONTENTS

ABSTRACT	I
ACKNOWLEDGEMENT	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 Questions of the Study	2
1.3 Objectives 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	4
1.6 Definitions of Key Terms	4
Chapter 2 Literature Review	6
2.1 Introduction	6
2.2 Marketing Strategy	6
2.3 Overview of 7Ps Marketing Theory	8
2.4 Overview of SWOT Analysis	11
2.5 Introduction to Manner Coffee Company	12
2.5.1 Overview of Manner Coffee Company	12
2.5.2 Development Trends of Manner Coffee Company	13
2.5.3 Dynamic Analysis of Manner Coffee Company	14
2.6 Conceptual Framework	15
Chapter 3 Research Methodology	16
3.1 Research Design	16
3.2 Data Collection	16

3.3 Data Analysis	17
Chapter 4 Findings and Discussion	18
4.1 Findings	18
4.1.1 Current Situation of the 7Ps of Manner Coffee Company	18
4.1.2 SWOT Analysis Results	21
4.2 Discussion	25
4.2.1 Research Results	25
4.2.2 Relationship between Research Results and Previous Studies	25
4.2.3 Unexpected Findings	26
Chapter 5 Conclusion and Recommendation	27
5.1 Conclusion	27
5.2 Recommendation	28
5.3 Further Study	30
References	32



LIST OF TABLES

Table 1. 1 Definitions of Key Terms	5
Table 2. 1 Layout and Area Characteristics of Manner Coffee's Core Stores in Shanghai	13
Table 4. 1 Per Capita Consumption Prices of Common Coffee Brands	22



LIST OF FIGURES

Figure 2. 1 Conceptual Framework 15



Chapter 1 Introduction

1.1 Background of the Study

With the accelerated upgrading of coffee consumption in China and the increasingly fierce market competition, the specialty coffee industry is facing unprecedented opportunities and profound challenges. In this context, retail enterprises must continuously optimize their marketing strategies to maintain competitiveness. As a pioneer of the "high-quality, affordable, and small shop" model, Manner Coffee has rapidly emerged as an important participant in China's emerging coffee chain industry. In today's dynamic business environment, marketing has gone beyond simple product promotion; It covers a comprehensive system that integrates market positioning, product innovation, brand narrative, channel collaboration, and customer experience management (Homburg et al., 2017).

In this context, Manner Coffee, as a representative of value driven boutique coffee chains, not only benefits from the explosive growth of urban coffee culture and the opportunities brought by digital consumer habits, but also faces the dual pressure of fierce competition from global giant Starbucks, domestic leading coffee brand Luckin Coffee, and emerging small group brands, as well as increasingly differentiated and fragmented consumer preferences. The trend of omnichannel integration in the industry has forced coffee chain enterprises to accelerate the layout of digital supply chains and precision marketing systems, while the inherent experiential value and community connections of physical coffee spaces are still indispensable (Vlachos et al., 2024). This transformation provides a technological driving force for Manner to expand its service scope and improve operational efficiency, but at the same time, it also puts higher demands on its organizational agility, talent retention, and resource allocation capabilities. The existing academic research on coffee chain marketing mainly focuses on large multinational corporations or pure digital models. There is a clear gap in systematic case studies of small store chain brands with integrated value, such as Manner Coffee, which highlights the academic value of this study. Manner's successful penetration and unique operational model in high tier cities provide a highly persuasive case for testing the applicability of modern marketing theory in the light asset catering and retail field. The practical experience has important reference value for exploring similar emerging brands in highly competitive markets.

This study integrates the 7Ps marketing mix framework and SWOT analysis method to construct a customized strategic diagnostic model suitable for light asset boutique coffee chains. It enriches the empirical application of the 7Ps theory in the

context of catering retail and uses SWOT analysis to examine Manner Coffee's core competitive dynamics in saturated markets. From the perspective of practical value, the research results will guide Manner in optimizing its core strategy, proposing specific improvement plans in expanding online and offline sales channels, employee training, and optimizing service processes. As drivers of urban lifestyle consumption and employment for small and micro enterprises, the sustainable growth of value oriented chain brands like Manner helps promote market diversity and cultural vitality. The insights of this study can provide reference for policy makers to support innovative small and medium-sized enterprises, and assist industry associations in establishing best practices for sustainable operation.

1.2 Questions of the Study

This study focuses on the core issues of Manner Coffee Company's marketing strategy, its current application status under the 7Ps theoretical framework, the guiding value of SWOT analysis for strategic optimization, and proposes optimization suggestions that emphasize both foresight and adaptability. The specific research questions are as follows:

- 1.What is the current marketing strategy of Manner Coffee based on the 7Ps marketing theory?
- 2.Based on SWOT analysis, what specific optimization suggestions can be proposed for Manner Coffee to enhance its market competitiveness in the future?

1.3 Objectives of the Study

This study focuses on Manner coffee, delving into its brand history, operational model, existing problems, market challenges, and solutions. By integrating the SWOT analysis framework with the 7Ps marketing theory, a marketing strategy optimization system suitable for the Manner coffee premium affordable chain model is constructed. This study focuses on analyzing the interactive relationship between internal resource endowment and external environmental characteristics of enterprises, and combines the core elements of modern marketing management theory to form actionable strategic improvement plans. The specific objectives are as follows:

- 1.To explore the current marketing strategy status of Manner Coffee based on the 7Ps Theory
- 2.Based on SWOT analysis, propose competitiveness improvement suggestions for Manner Coffee

1.4 Scope of the Study

This study focused on the strategic adjustments and market performance of Manner Coffee in the context of explosive growth in the Chinese freshly ground

coffee market, with the observation period from 2019 to 2024. This period covers three key milestones: firstly, the acceleration period of China's freshly ground coffee penetration rate from 15% to 40%, secondly, the mainstream process of the "small shop quick pickup" model born from the epidemic, and finally, the key transformation stage of the post epidemic era's premium coffee affordability revolution. Geographically, the research focused on the strategic layout of Manner Coffee in high tier cities, with a particular emphasis on analyzing the operational data and consumer behavior of its core city: Shanghai headquarters stores.

This study was strictly limited to the dimension of marketing strategy optimization, including the diagnosis of internal capability evaluation and external environment SWOT analysis, as well as the application of 7Ps from theory to product mix, price system, channel structure, promotional activities, personnel allocation, service process, and physical display.

This study collected data from corporate annual reports, industry monitoring by Meituan Catering Research Institute, third-party research on China's freshly ground coffee industry white papers, and relevant domestic and foreign documentary to ensure the comprehensiveness and observability of the analysis. The research boundary setting follows four principles: firstly, the time dimension does not trace back to the traditional boutique coffee shop operation mode before 2019; Secondly, the spatial dimension does not analyze potential markets in cities that have not yet entered; Thirdly, the theoretical dimension focuses on marketing management theory, without delving into financial modeling or baking technology research; Fourthly, the data dimension is mainly based on public data, and the cost of enterprise confidential supply chain has not been obtained.

1.5 Significance of the Study

In recent years, Manner Coffee has subverted the traditional chain logic with its "boutique coffee parity" small store model, and its innovative practice has attracted high attention in academia and business fields. This study constructs a multidimensional strategic diagnostic paradigm applicable to the light catering retail industry by integrating the SWOT analysis model with the 7Ps marketing theory framework. The research results provide reference for relevant academic research and other similar enterprises.

1.5.1 Theoretical Significance

The existing research on coffee marketing strategies in academia is relatively rich, mostly using relevant theories of marketing strategies to systematically analyze their marketing environment and strategies. However, the research objects mostly

focus on top domestic coffee companies such as Starbucks and Luckin Coffee, and there are relatively few research results on other small and medium-sized coffee chain brands. This study takes Manner Coffee Company as a case study and introduces marketing strategy theory to propose marketing strategy optimization suggestions that combine theory with practice. This helps enrich the relevant theories of marketing strategies in the freshly ground coffee industry and provide new case support for other scholars.

1.5.2 Practical Significance

In practice, the research results provide a basis for optimizing marketing strategies for Manner Coffee Company. 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 Definitions of Key Terms

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

Term	Definition
Marketing Strategy	Marketing strategy mainly refers to a series of targeted plans and methods developed by enterprises through market research and analysis in order to achieve marketing goals, which can help meet consumer needs, improve the visibility of the enterprise's products or services in the market, and thereby increase sales and profits.
Manner Coffee Company	As an innovator in China's local new retail coffee chain, Manner Coffee focuses on human capital and builds trust assets through transparent value reformation. That is, it places people (employees and customers) at the center, wins people's hearts through extreme "cost-effectiveness" and "transparency" operations, and transforms this people's support into the most valuable brand asset - trust. It resists price competition with a professional premium, breaks through scene boundaries through ecological spillover capabilities, and ultimately achieves a value transition from "cost-effectiveness competition" to "experience dominance" through a counterintuitive paradoxical

growth engine.

The 7Ps marketing theory is developed by Booms and Bitner on the basis of the traditional 4Ps marketing theory, adding three service-oriented P's to the traditional 4Ps theory, namely people, process, and tangible display. Compared with the traditional 4Ps marketing theory, the 7Ps marketing theory focuses more on service factors. The 7Ps theory mainly includes the following seven aspects: product, price, channel, promotion, person, process, and Physical evidence.

SWOT analysis is an important tool for analyzing a company's strategy. By analyzing the four elements of strengths, weaknesses, opportunities, and threats, it examines the main problems and potential opportunities in the company's operations and provides recommendations for its future development. The core of SWOT analysis method is to enable enterprises to comprehensively understand their strengths and weaknesses, opportunities and threats, and then formulate more reasonable strategic plans, maximize the use of their own resources in the current situation, and help enterprises discover their shortcomings in a timely manner to take corresponding improvement measures.

Table 1. 1 Definitions of Key Terms

Chapter 2 Literature Review

2.1 Introduction

This chapter systematically explains the core theoretical concepts involved in the research on the marketing strategy for Manner Coffee, briefly reviews the theoretical background of Manner Coffee Company, provides theoretical support for its development, and introduces the marketing strategy concept of Manner Coffee Company, 7Ps marketing theory, and SWOT analysis.

2.2 Marketing Strategy

Marketing strategy is a targeted and actionable action plan developed by enterprises to achieve marketing goals, based on factors such as market environment, competitive environment, and consumer demand, using various marketing methods and techniques (Sudirjo, 2023). Through effective marketing strategies, enterprises can better meet market demand, enhance their competitiveness, and achieve sustainable development.

Enterprises should analyze their strengths and weaknesses in market competition from different dimensions, optimize and comprehensively utilize controllable factors, form the best marketing mix, fully leverage competitive advantages, and achieve maximum economic and social benefits for the enterprise (Day and Wensley, 1988). The emergence of e-commerce has brought tremendous impact to traditional retail enterprises. In order to maintain their market competitiveness, these enterprises actively combine online and offline channels and strive to find multiple development paths. However, these traditional enterprises inevitably lag behind in management and technology (Wang and Ng , 2020). Paramesha et al.(2024) used Internet thinking, rely 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 according to the specific data in the database. This method aims to achieve precision marketing and further improve the informatization and intelligence level of sales work. From an international research perspective, Nakanishi and Wu (2006) proposed the new "Wheel of Retail" theory. On the basis of critical verification and analysis of the traditional "retail wheel" theory, this theory finds that the core feature of new entrants in the industry is no longer cost leadership strategy, but innovation that accompanies the development of the industry in any dimension. The new business model formed from this constitutes the iconic features of new entrants and guides retail enterprises to carry out differentiated innovation practices to the maximum extent possible.

To achieve high-quality service anchors, it is necessary to use a matching marketing mix model. Some scholars have summarized a commonality in their research on the top 100 successful brands worldwide. In the five elements of marketing mix: product, service, price, channel, and communication, a dominant anchor point and a secondary anchor point need to be established, while the other elements must reach the industry benchmark level. This framework not only covers traditional dimensions such as product, price, and channel, but also incorporates emerging elements such as experience, relationships, and social responsibility, providing a more comprehensive perspective for understanding retail service innovation.

Through in-depth analysis of existing literature, it is found that although many studies have focused on the successful experiences of digital practices in top enterprises, there is still a significant theoretical gap in exploring differentiated competitive strategies in regional markets. This phenomenon indicates that the academic community has not yet formed a systematic theoretical consensus on how small and medium-sized enterprises can achieve digital transformation and innovative development in specific regions. The development of China's local chain brand industry is relatively lagging behind, and its market competitiveness needs to be improved. Against the backdrop of the overall slowdown in China's economic growth, chain brands urgently need to explore new development paradigms in order to achieve scale development and maintain a competitive advantage in the market.

New media has diverse promotional methods, including video displays and live interactions, to meet the diverse needs of consumers. Enterprises should strictly control the content output through online channels to resonate with consumers and continuously improve customer loyalty (Wang, 2021). The importance of service in marketing was emphasized, and the establishment of a dynamic service system was emphasized to better target consumers (Vargo and Lusch, 2016). Focus on the customer's shopping experience. Goods are tangible, while services are intangible. Only good experiences can improve people's satisfaction, so it is necessary to strive to satisfy consumers' sense of experience (Chen, 2019). Therefore, this study aims to fill the theoretical gap and provide more targeted guidance for the practice of regional retail enterprises.

The research on marketing strategies by domestic and foreign scholars presents multidimensional and interdisciplinary characteristics. From the perspective of the evolution path of theoretical frameworks, the traditional marketing theory system is undergoing adaptive reconstruction and evolution in the new retail environment. The

"father of modern marketing" in the United States once commented on the emerging retail industry, saying: "High quality, affordable, small shop style, consumers can choose their own products. This new retail method not only meets the needs of consumers to purchase products, but also fully respects consumers' shopping intentions. Traditional retail enterprises should continue to strengthen cooperation with Tmall, JD, Meituan and other Internet platform enterprises, save costs and expand sales through resource sharing (Li et al., 2024).

By breaking through cognitive boundaries and reshaping interaction models, enterprises can expand their connection paths with customers, achieve omnichannel product information sharing, and upgrade consumer experience. At the middle level, retailers rely on Internet technology to integrate online and offline resources, innovate retail formats and optimize business processes, collect multi-dimensional data such as product demand, user portraits, warehousing and logistics in real time, and accurately predict the consumption behavior of front-end users; The backend supply chain system presents efficient and transparent features under the new retail paradigm, with information traceability throughout the entire process from production to sales. Driven by digital technology, it has basically achieved intelligent management. Foreign research mainly focuses on the strategic marketing school, emphasizing the adaptability of enterprise resources and capabilities in dynamic market environments. Representative achievements such as the strategic marketing framework include incorporating digital transformation as a core variable into the theoretical model construction (Varadarajan, 2010). Domestic scholars focus more on localized practical innovation, pointing out that when implementing differentiation strategies, enterprises need to cultivate adaptive organizational culture, accurately capture customer differentiation needs, provide personalized products or services, and effectively convey perceived information of added value to customers (Zhao, 2022).

2.3 Overview of 7Ps Marketing Theory

The 7Ps marketing theory belongs to a fundamental theoretical category in the field of contemporary service marketing, developed based on the 4Ps theory. Compared with the traditional 4P theory, it has added three service-oriented aspects (Akroush, 2011). Nowadays, with the continuous improvement of people's quality of life, there are also higher-level requirements for service enterprises. If enterprises hope to gain greater advantages in fierce market competition, they must optimize and improve their original marketing strategies based on the above points. This article will discuss from the following aspects:

Product: Product is the foundation of marketing. If the product is not done well, marketing cannot be discussed. Enterprises obtain profits by providing products and services, and consumer behavior is highly uncertain and unpredictable. They not only need products, but also have a significant impact on factors such as product quality and price. This requires enterprises to accurately grasp the psychological changes of consumers (Wang, 2024). In the process of enterprise operation, a brand or service that uses all its goods to meet consumer needs. Therefore, companies should continuously optimize and upgrade their products based on the specific needs of consumers in order to achieve their ultimate business goals (Liu and Zhao, 2022).

Price: Price is the cost required to purchase a certain item or service. For business operators, price is the source of profit; One of the most important issues in business operations is pricing. The price is too low, consumers are dissatisfied, and the enterprise lacks competitiveness. If a company's pricing is unreasonable, it can lead to a backlog of funds, financial strain, and even bankruptcy and closure. The expensive price has been recognized by consumers, but the profit of the enterprise has decreased, and the obtained profit may not necessarily keep the enterprise running normally. When a company is at a disadvantage in competition, it will inevitably have an impact on the pricing of its products. Therefore, enterprises need to analyze various aspects such as corporate positioning, product costs, operating conditions, competitors, and other external environments in order to formulate reasonable pricing (Arefieva et al., 2019).

Channel: Refers to the path through which goods or services are delivered from merchants to consumers, including all organizations involved in the transmission of products or services. Usually, production companies do not directly communicate with consumers, but distribute products through suppliers or distributors (Czinkota et al., 2021). Therefore, enterprises should reasonably choose distribution channels to organize the logistics of goods in order to achieve sales goals. In addition, with the development of the Internet, marketing has become more diversified. Enterprises should actively expand their sales channels, strive to integrate online, offline, and logistics channels, and organize the physical circulation of goods in the most effective way.

Promotion: It is an activity that persuades consumers to purchase products or provide services. To sell a product or service, it is necessary to use certain methods to stimulate customers and satisfy their needs, which can increase the probability of selling the product (Redjeki et al., 2021). When a company is at a disadvantage in competition, it will inevitably have an impact on the pricing of its products.

People: People refers to the party that delivers services and the party that receives services during the service process. A delivery service provider refers to a person who provides services to consumers during the operation of a business. In modern enterprises, the role of service providers is becoming increasingly important and can even affect customers' impressions of the company. Therefore, in addition to providing high-quality products, enterprises also need to find suitable service personnel and continuously strengthen the training and management of service personnel in order to provide consumers with higher quality services (Lepistö et al., 2024).

Process: Process refers to the entire process of receiving enterprise services from consumers. There are many uncontrollable factors in the service process, and the quality of the service process can directly affect consumer satisfaction. Enterprises should establish their own standardized service processes and mechanisms, and try to involve consumers in every aspect to improve their satisfaction (Kasiri et al., 2017).

Physical evidence: Physical evidence can effectively enhance consumers' perception of the company's brand and image, thereby promoting sales (Li and Mat, 2023). Physical evidence not only refers to products or services, but also includes the environment or scene in which the products or services are displayed. Even if the same product or service is placed in different environments or scenarios, consumers' perception of it will vary greatly. So, companies should stand more from the perspective of consumers and better present tangible displays.

Compared to the classic 4Ps marketing theory framework, the 7Ps marketing theory significantly expands the dimensions of attention. It not only goes beyond a single focus on the product itself, but also places the core on service elements, emphasizing deep insights into consumer details and shopping experiences. This theory tends to start from the buyer's perspective and meet consumer needs through refined and comprehensive service strategies. The theoretical core lies in service marketing, and the connotation of service covers both physical form and intangible value. With the increasing richness of marketing activities in both content and form, service marketing has gradually formed distinct characteristics, with the core goal of shaping consumers' initial cognition and effectively guiding their purchasing tendencies. The rapid development of digital technology has brought unprecedented opportunities for change to the marketing field. The application of technologies such as big data analysis, artificial intelligence, and machine learning empowers enterprises to more accurately understand customer behavior patterns, thereby achieving the goal of precision marketing (Adeniran et al., 2024). When the services provided can fully

meet or even exceed consumers' expectations, their willingness to purchase will be significantly strengthened, thereby driving the rapid improvement of corporate image and market share. Through continuous optimization of enterprise marketing management practices, consumers can more conveniently obtain high-quality services, and their brand association and recognition abilities will also be enhanced. The perceived quality during the purchasing process will achieve a qualitative leap. This has key value in enhancing 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.

When conducting specific analysis, the first step is to collect various information about the internal and external environment of the enterprise, and based on the collected information, identify the advantages and disadvantages, opportunities and threats that the enterprise possesses (Hanggraeni et al., 2019; Namugenyi et al., 2019); Secondly, based on the analysis results, formulate a strategic plan that is suitable for the enterprise, implement the strategic plan, and make timely adjustments according to the actual situation.

The SWOT analysis method is an important tool for analyzing a company's strategy. By analyzing the four elements of the company's strengths, weaknesses, opportunities, and threats, and using strengths and weaknesses as the horizontal axis and opportunities and threats as the vertical axis, a SWOT strategic matrix analysis is formed to examine the main problems and potential opportunities in the company's operations, and provide recommendations for the company's future development (Devi et al., 2022).

2.5 Introduction to Manner Coffee Company

2.5.1 Overview of Manner Coffee Company

Manner Coffee Company was established in Shanghai in 2015. It is a boutique chain coffee enterprise mainly engaged in the operation of freshly ground coffee products. Its main products include coffee, tea drinks, smoothies, juices, desserts, etc. It also provides coffee related products such as coffee machines, coffee cups, and hanging ear bags. Manner Coffee Company radiates throughout the country with Shanghai's local coffee culture as its center. The company adheres to the business philosophy of "making coffee a part of life" and always insists that coffee should be a cost-effective and healthy beverage that everyone can afford. With high cost-effectiveness and stable quality, Manner Coffee provides consumers with high-quality services, making coffee a popular beverage. From the opening of Manner Coffee's first store in 2015 to October 2018, a total of 7 stores were opened in Shanghai. The initial target audience was niche coffee enthusiasts with a unique pursuit of coffee quality, mainly consisting of counter and window stores. In 2019-2020, after obtaining capital investment, its expansion speed significantly increased, and it began to layout in first tier cities other than Shanghai, gradually settling in first tier and new first tier cities such as Beijing, Shenzhen, and Chengdu. The company launched an online ordering channel in February 2020 and also sold its independently roasted coffee beans, hanging ear coffee, and related peripheral products on Taobao Mall. At this stage, offline stores gradually transformed and expanded towards a mature single store model, and the layout of online e-commerce channels laid a certain foundation for subsequent large-scale expansion. At the same time, the types of stores are gradually becoming more diverse, including original small door stores of three to ten square meters, flagship stores of twenty to fifty square meters, coffee+baking stores of eighty to one hundred square meters, and coffee+light meals+baking stores of over 150 square meters. At present, the number of company stores has exceeded 1000, covering 54 cities in 23 provinces across the country, of which 70.22% are first tier cities and 21.14% are new first tier cities. At

the same time, the types of stores are gradually becoming more diverse, including original small door stores of three to ten square meters, flagship stores of twenty to fifty square meters, coffee+baking stores of eighty to one hundred square meters, and coffee+light meals+baking stores of over 150 square meters. The specific situation of each store is shown in Table 2.1. This mainly focuses on the core store layout and area characteristics of Manner Coffee in Shanghai.

Business district	Representative store address	Area (m ²)	Store type	Daily average sales volume (cups)
Jing'an Temple Business District	1728 Nanjing West Road	12	Mini flagship store	950+
huaihai road	No. 523 Huaihai Middle Road	8	Quick Pick up Window Store	820
Lujiazui Financial District	Yincheng Middle Road	15	Office Building Supporting Store	1100
Xintiandi	No. 15, Lane 181, Taicang Road	25	Light Food Compound Store	780
Xujiahui	No.1 Hongqiao Road, Ganghui Henglong B1	10	Subway shuttle store	700
Qiantan Taikoo Li	701 Yaoti Road, L1 Floor	18	Island Store in the Shopping Mall	860
university road	302 University Road	20	Community boutique	650

Table 2. 1 Layout and Area Characteristics of Manner Coffee's Core Stores in Shanghai

2.5.2 Development Trends of Manner Coffee Company

From the current situation of the industry, the future development trend indicates that Manner Coffee Company will focus on the dual track strategy of intelligent automation and scene breaking. On the one hand, the plan is to achieve a nationwide coverage rate of 30% for robotic arms in stores by 2025 to reconstruct the ceiling of human efficiency. On the other hand, Manner Coffee Company will develop a business model that combines "Japanese-style coffee night drinks" with "light

breakfasts", which involves a complex interplay of time and space. The Xintiandi Store in Shanghai will pilot to extend its business until 2 a.m., introduce brewed beer and special flavor at night, bake products at the same time, and match the "morning package" pricing of coffee, with a 30% discount over a single point. It is transforming from an efficiency inclusive to an urban lifestyle proponent. It is worth noting that Manner Coffee recently announced the development of an AI ordering prediction system in collaboration with Huawei Cloud, which can achieve a prediction error rate of less than 5% and reduce the loss of short-term raw materials such as fresh milk by 30%. This further confirms the ultimate direction of technology driven coffee democratization.

2.5.3 Dynamic Analysis of Manner Coffee Company

In recent years, Manner Coffee Company has shown significant market adaptability in the Chinese market as part of the new catering transformation wave. According to the 2024 White Paper on the Coffee Industry by Narrow Gate Restaurant, Manner Coffee has demonstrated market dominance with an average annual compound growth rate of 65% for its stores and a market share of 25% in Shanghai's core business district. Its Yunnan coffee bean direct procurement system has shortened the production to store cycle to 72 hours, and the loss rate has dropped to the industry's lowest 8%; On the digital level, the proportion of mini program orders is 62%, which reconstructs the consumption scene. The membership system has accumulated 12 million users with an ARPU value of 423 yuan/year. The 10 square meter micro store model and a 30% coverage rate of robotic arms are reducing the labor cost of a single cup by 33%, building the ultimate barrier to the popularization of premium coffee.

In the strategic adjustment, Manner Coffee implements a dual track strategy of "intelligent efficiency and scene deep cultivation": the front-end promotes the reconstruction of bar human efficiency with a 30% coverage rate of robotic arms, and the back-end establishes a "Yunnan blockchain coffee bean traceability+Huawei cloud AI ordering system" to achieve 98% visualization of the entire raw material chain; The establishment of a digital platform on the organizational side to manage 12 million member data assets, and the use of a joint environmental protection IP under the "Coffee Residue Recycling Plan" on the brand side to increase the proportion of young customers to 45%, are essentially a systematic revolution in the "personnel efficiency" and "service process" of the 7Ps theory, laying the strategic foundation for the "technology popularization" of the SWOT advantage matrix.

2.6 Conceptual Framework

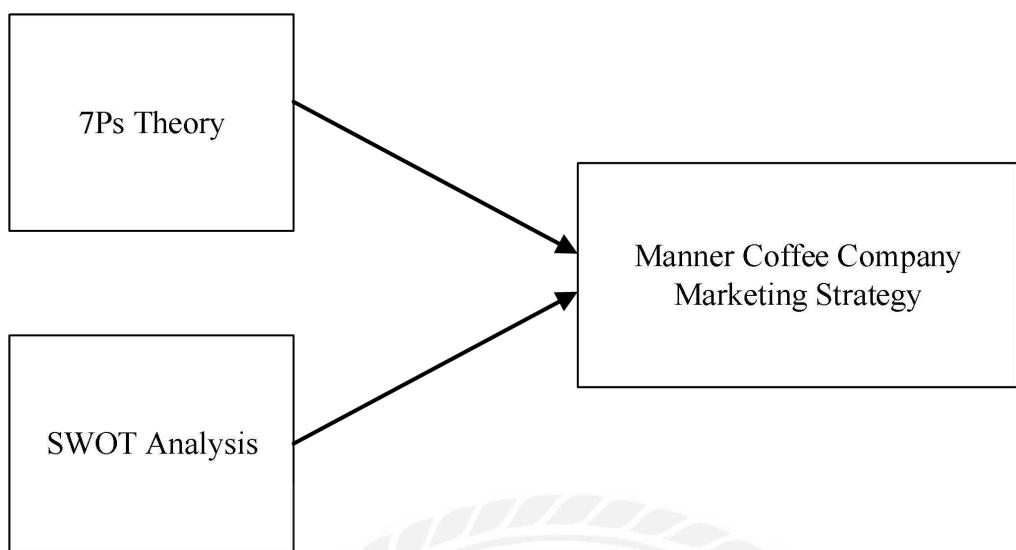
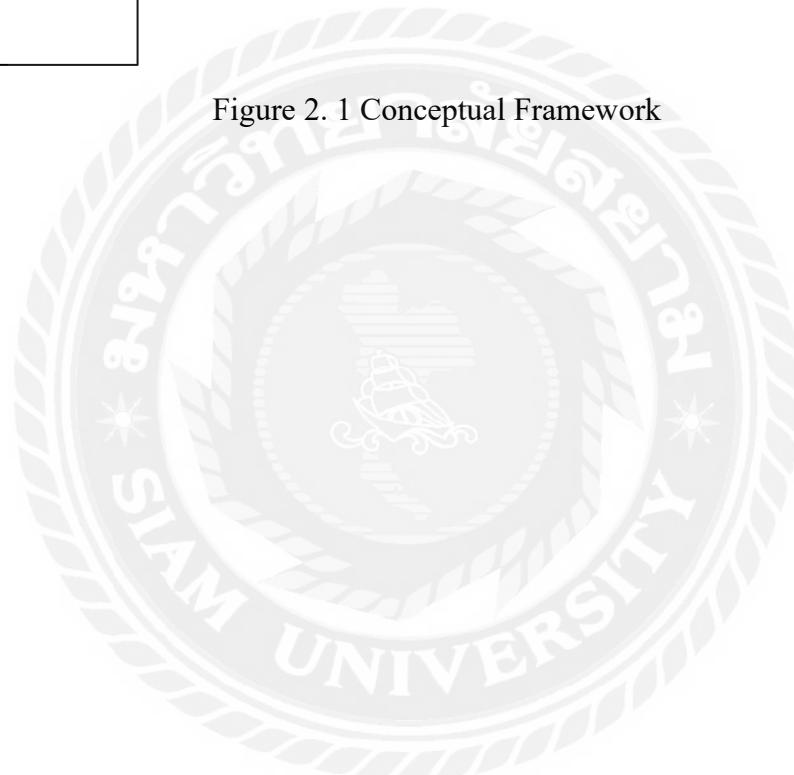


Figure 2. 1 Conceptual Framework



Chapter 3 Research Methodology

3.1 Research Design

This study adopted the documentary research method to systematically analyze the marketing strategy of Manner Coffee Company by comprehensively collecting, organizing, and summarizing relevant data. This research design was based on a new catering model and constructed a framework for SWOT analysis and the 7Ps theory analysis, aiming to reveal the optimization path of Manner Coffee Company's current marketing strategy. The overall framework is divided into three progressive stages: Firstly, the documentary review and analysis of industry trends in the new retail environment were conducted to establish a theoretical cognitive foundation. Secondly, the case study method was used to focus on the business data and market dynamics of Manner Coffee Company, as well as to form multidimensional empirical analysis materials by combining enterprise annual reports, industry white papers, and third-party research reports. Thirdly, adopting cross validation methods to combine theoretical models with empirical results ensures the scientific validity and practical guidance value of research conclusions. In the research process, this study focused on the innovative application of theoretical tools, combining traditional 7Ps theoretical elements with the characteristics of digital retail, constructing an analytical dimension that adapted to new retail scenarios, and using a dynamic SWOT matrix to reflect real-time changes in the internal and external environment of enterprises.

At the methodological level, this study relied on the 7Ps theoretical framework to conduct structural analysis of factors such as product strategy, personnel system, and channel layout. Through a tripartite comparison of enterprise public data, industry databases, and academic research results, the accuracy and completeness of the research data were ensured. This study paid special attention to the matching of spatiotemporal dimensions and limited the analysis scope to the key cycle of capital expansion to price wars in high tier cities from 2019 to 2024. This not only reflected the typical characteristics of new catering transformation, but also ensured the regional applicability of the research conclusions.

3.2 Data Collection

The data collection of this study mainly revolved around the construction of multidimensional and multi-level literature and public information to ensure the objectivity and systematicity of the analysis results. At the academic documentary 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.

In terms of corporate disclosure data, the system collected the text of Manner's official website ESG report, financing announcement and founder's public speech, and combined with its official WeChat official account and microblog account to release marketing activity data and user interaction records. Basic information such as the equity penetration chart of Qichacha and the patent database of Tianyancha were synchronized to verify the continuity of the company's development strategy.

3.3 Data Analysis

This study used documentary analysis to systematically investigate the marketing strategy of Manner Coffee Company based on the 7Ps theory, as well as the SWOT analysis tool, to construct a multidimensional analysis system. The data integration process relied on cross validation of literature to study open data in enterprises, and extracted core elements and content analysis through themes. At the application level of the 7Ps theory, it focused on the product, price, channel, promotion, people, processes and physical evidence. It identified the characteristics and performance differentiation, price strategy flexibility, and digital channel expansion of Manner Coffee Company.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Current Situation of the 7Ps of Manner Coffee Company

Product: The coffee beans selected by Manner Coffee Company are mainly produced in Yunnan. The coffee beans are strictly selected and roasted in its self built factories in Shanghai and Nantong, using moderate and deep roasting methods to ensure the aroma and taste of the coffee. Unlike other coffee brands that use fully automatic coffee machines, Manner Coffee uses semi-automatic coffee machines for production, which are made on-site by baristas. Semi automatic coffee machines have higher requirements for baristas, so the coffee they produce has a more mellow taste. In addition to traditional American and latte coffee drinks, a new limited edition SOE will be released every week. SOE stands for Single Origin Espresso, which refers to concentrated coffee from a single origin. Therefore, compared to coffee made from general blended coffee beans, SOE can better highlight the unique flavor of the production area, allowing consumers to experience the unique flavor of coffee from different production areas. Currently, Manner Coffee releases new products every two to three months, and most of the new products are limited edition. Limited edition products are generally sold only for a certain period of time, in response to the new season or festive atmosphere of that month. Such as launching Ice Rose Latte before Valentine's Day, Peach Ice Latte in summer, and Clever Latte in winter. Due to the fact that limited edition new products usually limit their sales time, they grasp the consumer psychology of "if you don't buy now, you won't be able to buy", thereby achieving the goal of stimulating consumers to make purchases. For some limited edition products that are deeply loved by consumers, Manner Coffee Company will periodically allow them to return to sales, which can increase repeat purchases from existing customers and attract new customers to try them out.

Price: A good coffee product not only needs to ensure its quality, but also requires a reasonable pricing strategy. Manner Coffee is a mid-range boutique coffee brand in the industry. Based on the competition situation and its own cost advantages, its products are priced uniformly, and all stores maintain consistent prices. The single cup price of Manner Coffee is basically between 15 yuan and 30 yuan, which is cost-effective compared to most well-known coffee brands. This is also in line with the company's business philosophy of "making coffee a part of life". Manner Coffee believes that coffee should be a beverage that is affordable and accessible to everyone, thus occupying a certain price advantage in the coffee market.

Channel: Manner Coffee adopts a pure direct sales model, and as of the end of 2024, its stores have covered 54 cities across the country, mainly concentrated in first tier cities. Among them, the stores in Shanghai are the most densely distributed, accounting for 45.55% of the total number of stores in the country. Manner Coffee's location in Shanghai is very flexible. In addition to shopping centers and office buildings where chain coffee often appears, Manner Coffee can also be seen in commercial spaces on the streets of Shanghai's communities and even in subway stations. However, in new first tier and lower tier cities, Manner Coffee tends to be located in commercial complexes and office buildings, and is often close to Starbucks coffee. Starbucks has a relatively mature experience in location selection in China. Manner Coffee is directly located near Starbucks, which saves the cost of location selection and can accurately target coffee enthusiasts to gain foot traffic. However, what sets Manner Coffee apart from Starbucks is its smaller store space and fewer seats, which avoids direct competition with Starbucks' "third space". Its small and refined decoration features, as well as the high cost-effectiveness of coffee, have formed significant differences from Starbucks. The customer buy and go approach not only saves rental costs, but also improves customer flow efficiency to reduce operational costs. Manner Coffee's current online sales channels mainly include WeChat mini programs, food delivery platforms, and e-commerce platforms. Mini programs can be ordered online through mobile phones and then picked up at the store, saving some waiting time and allowing you to taste freshly made coffee. Delivery on food delivery platforms may increase sales, but there is also a risk of poor experience. On e-commerce platforms such as Taobao and JD.com, they mainly sell finished coffee products such as hanging ear coffee, coffee beans, and bagged coffee.

Promotion: At present, Manner Coffee's daily promotion methods mainly include bringing your own cup to buy coffee and getting five yuan off, as well as giving away gifts when buying coffee. The company has launched an environmental protection concept, offering a five yuan discount for those who bring their own cups to the store for consumption. This promotional activity provides a reason for office workers who have nearby Manner coffee shops to make repeat purchases, cultivating their habit of "making coffee" every day. In addition, the promotion of reducing the price of a single cup of coffee by five yuan by bringing your own cup can attract new customers to try it out, and also add environmental protection concepts to the brand. This is unique to Manner Coffee Company and accurately hits the dual psychology of urban white-collar workers to have a sense of social responsibility and save money. In addition, the lowering of the consumption threshold reduces the cost of consumer

participation, which is beneficial for the brand to spread among the audience and attract more people to join the event. Buying a free gift of designated coffee is also one of the common promotion methods of Manner Coffee. For example, when purchasing a designated package in an applet, offline or takeaway platform, you can obtain various cups such as stainless steel straw cups, accompanying cups, or give away cosmetics, perfume samples, environmental protection bags, etc., which has certain appeal to consumers. In terms of online publicity, Manner Coffee mainly carries out publicity through WeChat official account, Weibo, Little Red Book and other major network platforms, pushing weekly SOE, new product launch and promotional activities.

People: Before officially starting work, baristas hired by Manner Coffee Company will attend a five week professional training program at the Shanghai headquarters. The training covers coffee related theoretical knowledge, standardized coffee making processes and practical operations, as well as in store training. After completing the training, baristas will undergo assessment and then return to their city stores to officially start working. The company will evaluate, assess, and promote baristas based on their performance in the store. Through unified professional training, baristas can provide stable quality products for brand stores. The main type of stores of Manner Coffee Company usually only have 1-2 staff members, responsible for the reception, service, coffee production, and store hygiene of the entire store. In situations with low foot traffic, store clerks can patiently introduce products to consumers who place orders. However, in situations with high foot traffic, the quality of service will significantly decrease. In order to quickly complete the accumulated workload, store clerks often neglect their attitude towards consumers, and the backlog of store orders can lead to longer waiting times for consumers to make products.

Physical evidence: Manner Coffee Company's store decoration is based on gray and white, with a simple and fashionable style. The main types of stores usually only have a small number of seats in the store, without relatively comfortable seating areas such as sofas. In terms of store decoration, a partial display area has been set up next to the ordering area, including coffee machines, grinders, coffee beans, dairy products and other raw materials. At the ordering area, hanging ear coffee and coffee beans, which can be directly sold, are also placed. Manner coffee related peripheral products are also displayed on the walls inside the store. In terms of brand identity, the store's signboard adopts a natural wood color background with white font for the brand English name, and the brand identity design on the coffee cup adopts a white background with black font for the brand English name and logo. The interior walls of

the store are gray in color, and white brand English name and logo signs are set up. The overall style of the brand identity is consistent with the store's simple and fashionable design style.

Process: Manner Coffee Company provides consumers with services including in store consultation, product introduction, on-site ordering, and coffee making. Consumers can choose to self order Manner coffee through the mobile mini program or place an order on-site upon arrival at the store. After the consumer arrives at the store, the staff provides services based on the consumer's ordering method, inquiring and recommending products to consumers who place orders on site. After the consumer selects the product, they place the order and make it. For consumers who place self-service orders, they are instructed to wait at the bar or seating area to make it. Throughout the entire process of consumers arriving at the store, for those who have packed and taken away their coffee, they will be called and the goods will be checked after the coffee is made. For consumers who enjoy coffee in the store, the staff should pay attention to their movements and clean the table in a timely manner when they leave the store to maintain cleanliness. If consumers have any questions, provide timely answers and communication, and take care of the emotions of consumers who have been waiting for a long time. However, in practical situations, due to the small number of store staff, it is difficult to take good care of the entire consumption process of consumers, which may lead to impatience or neglect of consumer emotions.

4.1.2 SWOT Analysis Results

Advantage Analysis

Experienced baristas: As the core personnel of a coffee shop, baristas play a crucial role in the level of coffee production and service in the store. In terms of hiring baristas, Manner Coffee Company tends to prefer experienced baristas, and compared to other coffee brands, Manner Coffee Company pays relatively high salary levels for baristas. The quality and taste stability of a cup of coffee largely depend on the level of the barista's production. An experienced barista can proficiently master various coffee brewing techniques to create a variety of premium coffees that meet customer needs.

Stable product quality: Manner Coffee Company has very strict requirements for the use of coffee raw materials. Firstly, all coffee beans are freshly roasted for less than 20 days, and the defect rate when selecting coffee beans is required to be below 3%. When making coffee, a 25g amount of coffee powder is also used to ensure its rich flavor. Secondly, dairy products are made from cold chain fresh milk with a short

shelf life, and the selection of high-quality dairy products provides a good foundation for making coffee with a delicate and smooth export feel. Finally, Manner Coffee Company uses semi-automatic coffee machines to manually extract coffee liquid, froth milk separately, and also provides latte art production. By providing standardized training and standardizing the coffee production process, we ensure that the coffee quality produced by each store is consistent and stable.

Moderate product price: Manner Coffee Company adheres to the business philosophy of providing cost-effective coffee and positions its product prices in the range of 15 to 30 yuan, aiming to meet the needs of different consumer groups. By reducing the store area to save rental costs, the traditional boutique coffee shop experience has been transformed into a convenient, buy and go "stall store" form, further improving operational efficiency and reducing the per capita consumption price to 21.96 yuan, allowing consumers to enjoy benefits. In addition, Manner Coffee Company actively advocates environmental protection concepts, encouraging consumers to reduce the use of disposable cups by offering a reduction of 5 yuan per cup by bringing their own cups. This not only reduces environmental pollution but also provides substantial discounts for consumers. The per capita consumption prices of common coffee brands in China are shown in Table 4.1.

Brand	Price
Lucky Coffee	8.81 yuan
Cotti Coffee	10.06 yuan
Luckin Coffee	16.49 yuan
NOWWA Coffee	17.04 yuan
Manner Coffee	21.96 yuan
COSTA Coffee	36.35 yuan
M stand	37.79 yuan
Starbucks	38.06 yuan

Table 4. 1 Per Capita Consumption Prices of Common Coffee Brands

According to Table 4.1, it can be seen that compared to other common coffee brands in China, Manner Coffee's price is at a moderate level and belongs to the category of high-quality coffee with high cost-effectiveness. Traditional retail coffee brands such as Starbucks and COSTA have a per capita consumption price of over 30 yuan. Manner Coffee's pricing avoids direct competition between big brands, and the price benchmark Luckin Coffee does not make people feel cheap, lowering the consumption threshold for premium coffee and satisfying users who want to drink high-quality coffee without spending too much.

Disadvantage Analysis

Insufficient store coverage: Currently, most of Manner Coffee Company's stores are located in first tier and new first tier cities, mainly near major commercial centers and office buildings with high foot traffic. According to the Narrow Gate Dining App, as of the end of 2024, approximately 55% of Manner Coffee's stores nationwide are located near office buildings, with major commercial center stores accounting for approximately 31%. In addition, since Manner Coffee Company was founded in Shanghai, it has opened stores in densely populated areas, especially in the core areas, adopting a high-density layout strategy. But in non core areas, the distribution of stores is relatively sparse, mainly choosing to open stores in shopping malls and large office parks. The coverage of stores outside the core area is insufficient to meet the needs of different consumer groups.

Most of the store areas are relatively small: From a national perspective, Manner Coffee Company currently has four different types of stores, ranging from three square meters to 150 square meters, but the majority of existing stores are small shops of around ten square meters. This means that when consumers mention the Manner coffee shop storefront, their first impression is that it is a small shop with few seats, and most consumers can only buy and leave immediately, unable to enjoy more space and service in the store.

Poor effectiveness of online marketing: In terms of the use of online marketing tools by Manner Coffee, taking the Weibo platform as an example, the official Weibo account of Manner Coffee only repeatedly introduces its promotional activities, which is dry and lacks interaction with fans. The Weibo account has only 32000 followers, which is a relatively small number of fans in the brand's fan base. In addition, Manner Coffee has also opened official WeChat official account, rednote and Tiktok short video account. Its WeChat official account has published 18 original articles in total; The rednote account has 62000 followers, with comments and likes ranging from tens to hundreds; A total of 112 works have been published on the Tiktok account. Except for two videos with more than 10000 likes, the forwarding and comments of other works are low. For Manner Coffee Company, it can explore more creative and attractive forms of content, such as short videos, live interactive broadcasts, topic challenges, etc., to stimulate consumers' enthusiasm for participation. At the same time, combined with big data analysis, accurately target consumer groups and develop personalized promotion strategies to improve publicity effectiveness. In addition, cooperation with social media platforms should be strengthened to leverage their traffic advantages and increase brand exposure. By organizing online activities,

initiating topic discussions, and other means, we can guide consumers to actively participate and create a good interactive atmosphere. This not only helps to enhance the brand image, but also effectively attracts potential consumers and promotes sales growth.

Chance Analysis

The coffee market has enormous consumption potential: Whether due to its refreshing functionality or social attributes, coffee has become a necessity in the daily lives of contemporary young people, and the coffee market has great potential for future consumption. With the continuous promotion and deepening of coffee culture, the coffee market continues to sink, and more and more consumers gradually understand and love coffee, and are willing to pay for high-quality and distinctive drinks. The consumer group is constantly expanding. Manner Coffee Company can take advantage of this opportunity to launch more creative, distinctive, and high-quality coffee drinks to meet the growing demands of different consumers. Providing better service while producing high-quality products, creating a comfortable environment and atmosphere for consumers, can also lead to more coffee consumption.

The trend of healthy drinks: Contemporary young people have a unique pursuit of a healthy lifestyle, so the demand for healthy drinks is also increasing. Manner Coffee Company can seize this opportunity to launch coffee drinks with higher quality and natural ingredients, while providing consumers with more options for low sugar and low-fat drinks to meet the demand for coffee among health conscious consumers.

There is still room for online sales channels: Manner Coffee Company has not yet established its own online delivery platform and can only deliver through third-party food delivery platforms, but cannot guarantee the quality of its food delivery. Therefore, Manner Coffee can expand its market share by establishing its own online sales channels, providing fast, convenient, and guaranteed delivery quality services to attract more consumers to purchase.

Threat Analysis

Intense market competition: Currently, the coffee market is fiercely competitive with strong competitors, such as Starbucks and Luckin Coffee, which have accumulated a large number of loyal fans in China. Manner Coffee Company faces certain difficulties in competing for more market share in this environment. In addition, the coffee market also has other brands with more price advantages, such as Cotti Coffee, Lucky Coffee, etc. As of the end of 2024, the number of stores of Cotti

Coffee in second tier and below cities has exceeded 60% of its total number of stores, while Lucky Coffee accounts for 80%, both of which have taken a considerable market share in the sinking market at lower prices.

There are many alternatives: In terms of coffee alternatives, the rise of milk tea brands has provided consumers with more beverage choices, especially for those who are not very interested in coffee or prefer sweet drinks. The diversity and relatively low price of milk tea have made it the first choice for many young consumer groups. At the same time, products such as instant coffee, freeze-dried coffee, coffee liquid, capsule coffee, and ready to drink coffee, due to their easy storage and portability, meet the demand for instant coffee products among fast-paced consumers.

4.2 Discussion

4.2.1 Research Results

This study analyzed the marketing strategy and success factors of Manner Coffee Company. This result indicates that the experienced baristas, stable product quality, and moderate product prices of Manner Coffee Company are the main factors contributing to its success. Through the analysis of the 7Ps theory, Manner Coffee Company has built a unique competitive barrier with high-quality as its core, through high investment product innovation, refined management, and differentiated product combinations.

SWOT analysis shows that Manner Coffee Company has significant advantages in the market and is showing a strong expansion trend. Examples include experienced baristas, stable product quality, and moderate product prices. However, there are also some unfavorable factors, such as insufficient store coverage, mostly small store areas, and poor online marketing effectiveness. In addition, opportunities come from the huge consumption potential of the coffee market, the trend of healthy drinks, and the remaining space for online sales channels. The threat comes from fierce market competition and numerous substitutes. The above results indicate that the marketing strategy of Manner Coffee Company is successful at present, but there are still many challenges to be addressed in future development, and the construction of strategic flexibility needs to break through traditional retail thinking.

4.2.2 Relationship between Research Results and Previous Studies

The results of this study are highly consistent with previous research findings in terms of core logic and strategic framework. Verified and clarified the advantages, disadvantages, and applicable boundaries of Manner Coffee Company through examples. The core strategy, product quality, and sustained effectiveness of moderate product prices have been strengthened, and discussions on the shortcomings of

insufficient store coverage and mostly small store areas have become more specific. The company can continue to enhance the people-oriented shopping experience and accelerate the pace of digital upgrading. The expansion of online and offline sales channels, as well as the strengthening of employee training and optimization of service processes, have also been confirmed.

At the same time, the current development strategy is based on the practice of previous industrial cooperation, which validates the strategic suggestions previously proposed, such as enriching brand value. Therefore, these two conclusions further deepen the previous conclusions and demonstrate the advantages and challenges in practical applications. The results indicate that the success of Manner Coffee Company has inherent stability, but its external expansion still needs to face the fierce competition in today's market.

4.2.3 Unexpected Findings

The research has yielded unexpected results in the process.

As a mini chain brand originating from a 2-square meter window store, Manner Coffee Company was able to achieve affordable boutique coffee under the pressure of Starbucks and Luckin Coffee. The most counterintuitive thing is that its ultimate small store model (sacrificing the third space) actually creates a stronger social communication effect. This is completely contrary to the traditional coffee retail logic of "immersive experience in large spaces". Manner Coffee Company achieves an average daily sales volume of 500+cups per store with 10-15 square meters of ultra mini window stores (without seats), with a repurchase rate of over 35%, subverting the traditional concept of "space is experience". When Luckin Coffee swept the market with a price war of 9.9 yuan, Manner insisted on a price range of 15-25 yuan, with an additional 5 yuan discount for self brought cups, resulting in an 18% increase in average order value against the trend. 72% of users believe that the 5 yuan discount on bringing your own cup is a sense of environmental ceremony, not just about saving money, and the price symbol is transformed into value recognition.

The irreplicable core of the Manner model lies in its ability to stitch together the efficiency logic of "anti humanity" (minimalist space, compressed processes) with the emotional delivery of "superhumanity" (barista temperature, environmental beliefs) into a symbiotic entity. Imitators often fall into a binary opposition - either sacrificing efficiency in pursuit of experience leads to cost loss, or sacrificing experience in pursuit of efficiency leads to value collapse.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study used the case of Manner Coffee Company to reveal that the success of its model depends on unique product value. Manner Coffee Company is steadily growing in the market through its strategy of "utilizing product innovation to create differentiation". Research shows that the success of Manner Coffee Company is mainly attributed to its professional team, which creates high-quality coffee with high cost-effectiveness.

Based on SWOT analysis and the 7Ps theory, it can be seen that Manner Coffee Company has developed distinctive drinks and light meals that are in line with health trends and local tastes while maintaining its core coffee advantages. It has also explored small store space optimization plans, improved service temperature and employee sense of belonging, and shaped a richer brand value, forming a differentiated service advantage and reflecting the company's strengths. However, the company has shortcomings in terms of small store area and store coverage, and needs to improve in strengthening the development of online channels. External environmental analysis shows that the coffee market has great consumption potential, and the increasingly prosperous coffee culture provides opportunities for innovative chain forms. However, factors such as fierce competition in the industry market and numerous substitutes bring continuous challenges.

At present, the insufficient layout of offline stores and online channels, as well as the need to improve personnel quality and service processes, constrain the sustainable growth of the brand. Research has shown that Manner Coffee Company should expand its offline store coverage area and choose to open stores around universities to meet the needs of students and faculty for coffee, learning, and leisure venues. At the same time, strengthening the operation of online platforms and cooperating with major e-commerce platforms can bring convenient shopping experiences to more consumers. In terms of training for employees, in addition to training in coffee business, training in service awareness is also essential. Manner Coffee Company should conduct a comprehensive review of its existing service processes, design and develop more practical service process standards, and ensure that all aspects of the service process meet consumer needs and expectations from a systemic perspective. When encountering problems raised by consumers, timely responses should be provided for resolution.

5.2 Recommendation

Based on SWOT analysis and 7Ps theory, this study proposes the following optimization suggestions for the marketing strategy of Manner Coffee Company under the new situation strategy:

Take advantage: 1) Strengthen the professional image of baristas, launch celebrity barista specials and interactive experiences, and transform human advantages into emotional connections. 2) Transparent quality management, utilizing visual content to display strict raw material standards and manual production processes, combined with "taste commitment" to establish trust. 3) Refactoring the perception of cost-effectiveness, meeting the demand through price comparison with competitors, environmental points rewards, and a dual line menu of "basic+light luxury", and adding a visual window for operation in the stall store to convey the value proposition of "refined materials and simple decoration". Ultimately, through the synergy of "professional skills + stable quality + reasonable pricing", the differentiated perception of "high-quality and affordable coffee" is strengthened, and it continues to occupy consumers' minds.

Make up for the shortfall by expanding online and offline sales channels: Firstly, Manner Coffee Company can choose to add stores around high-end communities in existing cities, around major universities, and even near tourist attractions. Before opening a new store, Manner Coffee Company should conduct sufficient market research and analysis, and comprehensively consider selecting a location with high foot traffic, close proximity to the target consumer group, and reasonable rental costs. The reason for choosing to layout around high-end communities with high occupancy rates is that most residents in such communities have certain economic strength, which is in line with Manner Coffee's target consumer group positioning. Opening stores around the community also facilitates residents to obtain coffee at any time. At the same time, coffee shops are also a social and leisure place, which is conducive to establishing closer connections between brands and community residents, and improving brand loyalty. Choosing to open a store near a tourist attraction can attract tourists from all over the country and even abroad. The environment of such stores should be decorated with a focus on local cultural characteristics, so that consumers can not only enjoy coffee, but also provide a place for tourists to rest and experience local cultural features. Choosing to open stores around universities can meet the needs of students and faculty for coffee, learning, and leisure places. Secondly, in the context of the rapid development of the domestic Internet, the development of the take away platform has completely changed the habits of consumers. Manner Coffee

Company can add combo packages to the takeaway platform menu for sale, providing a richer selection space to achieve the goal of increasing customer value and revenue. In terms of packaging for food delivery products, Manner Coffee Company design and produce beverage packaging, paper bags, etc. specifically for delivery on food delivery platforms, highlighting the differences between them and the packaging of products sold in offline stores, so that online consumers can also feel the brand's intention, while attracting some potential consumers with its unique packaging. In addition, deep cooperation can be established with Meituan and Ele.me food delivery platforms to reduce the minimum delivery price, or to participate in various activities such as double points, reduced shipping fees, blind box draws, etc. on platforms like Consumer Instant Delivery, which can provide consumers with benefits and improve their satisfaction and loyalty while meeting their needs. Due to the large consumer base, strong strength, and well-established operating mechanisms of e-commerce platforms, cooperation with major e-commerce platforms can bring convenient shopping experiences to more consumers. At present, Manner Coffee Company has opened stores on e-commerce platforms such as Taobao and JD.com, mainly selling finished coffee products such as hanging ear coffee, coffee beans, and bagged coffee. Manner Coffee Company should also continue to keep the products up-to-date on e-commerce platforms, ensure product quality, provide good after-sales service, and promote the in-depth development of online sales channels.

Seize the opportunity: 1) Deeply exploring the healthy beverage market, Manner Coffee Company developed a low sugar and low-fat series with plant-based milk (oats/almonds) as the core, adding natural functional ingredients (such as curcumin and prebiotics), and launching a "herbal special recipe" (spring jasmine cold extract, autumn osmanthus lingzhi latte) in combination with seasonal changes. 2) Manner Coffee Company also launched a "light body coffee package" a combination of low calorie coffee and high protein light food. Through a dedicated mini program page, Manner Coffee Company labels the carbohydrates and calorie values of each product to meet the "exquisite card control" needs of urban white-collar workers. 3) The delivery system of the mini-program is adopted, use patent thermostatic cup sleeve (three layers of thermal insulation material+cold insulation gel) and dynamic temperature control monitoring technology, promise to "deliver in 30 minutes with temperature error ≤ 3 °C", launch a "coffee subscription plan" for high-frequency customers (such as 30% discount+free cup lift for 3 cups per week), and reduce the performance cost through reservation based centralized distribution. 4) Systematically explore the sinking market, take advantage of the low-cost advantage of stall stores,

prioritize entering commercial districts and industrial parks in third - and fourth tier cities, and design a localized drainage combination of "1 yuan new person verification voucher+point exchange for city limited edition cup". The ultimate goal is to form a growth engine centered around a "scientific and healthy product matrix+controllable quality direct delivery network+precise penetration of cultural resonance", transforming market opportunities into sustained competitive advantages.

Response to threats: 1) Upgrade personnel training to differentiated service barriers, establish a tiered "barista star certification system", incorporate latte art skills, flavor interpretation, and customized service capabilities into graded assessments, and synchronously design the "10 Warm Service SOPs" - such as giving out hand warmers to customers on rainy days, providing mini tasting cups to alleviate waiting anxiety during peak queues, and automatically recommending low factor options for pregnant women. 2) Inject emotional warmth through standardized service touchpoints to compensate for the natural shortcomings of insufficient interaction in the stall store model. 3) Hedge the threat of alternatives by binding high-frequency scenarios, launch the "coffee+light food" combination fist, lock in the just needed scenarios such as breakfast rush, afternoon cruise, and synchronously develop portable derivatives such as coffee flavor spray, ear hanging coffee sticks, and penetrate into the scenarios that are difficult to cover by tea drinks such as office and travel. 4) By leveraging digital experiences to increase conversion costs, Manner Coffee Company developed a "Coffee Knowledge Challenge" mini program. Users can unlock production area stories, extraction principles, and other content by answering questions to obtain coupons, which not only enhances fun but also completes market education. At the same time, the "Flavor Wheel AR Interaction" has been expanded - by scanning the cup body can trigger a 3D tour of the coffee bean origin and flavor level animation, transforming consumer behavior into an immersive experience. Ultimately, by constructing a three-dimensional non price barrier through "warm service details+strongly bound product portfolio+gamified knowledge dissemination", an emotional survival path is opened up in the digital siege of brands such as Luckin.

5.3 Further Study

Firstly, future research may focus more on the deep integration of digital technology, such as exploring the quantitative impact of blockchain technology on the cost compression of the entire "raw bean traceability baking distribution" chain in the research of intelligent supply chain efficiency, and establishing a dynamic pricing model.

Secondly, consumers are one of the key factors for the long-term development of enterprises. In terms of deepening consumer behavior, the conversion rate threshold and repurchase stickiness of milk tea consumers can be studied for "healthy coffee packages" (such as coffee+dietary fiber).

Finally, future research should focus on stores in the same industry, adjust the sustainable development path of enterprises, take the "independent survival dilemma" of retail enterprises as a mirror, focus on the decoupling of Manner's core capabilities, regional adaptability evolution, and digital sovereignty control, construct a sustainable development capacity assessment and construction model for the coffee industry, and propose a systematic capacity building plan.



References

Arefieva, O. V., Miahkykh, I. M., & Shkoda, M. S. (2019). Diagnostics of external environment effects upon enterprise competitive positions in the context of its economic security. *Bulletin of the Kyiv National University of Technologies and Design. Series: Economic sciences*, 135(3), 8-17.

Akroush, M. (2011). The 7Ps classification of the services marketing mix revisited: an empirical assessment of their generalisability, applicability and effect on performance-evidence from Jordan's Services Organisations. *Jordan Journal of Business Administration*, 7(1), 116-147.

Adeniran, I. A., Efunniyi, C. P., Osundare, O. S., & Abhulimen, A. O. (2024). Transforming marketing strategies with data analytics: A study on customer behavior and personalization. *International Journal of Management & Entrepreneurship Research*, 6(8), 41-51.

Chen, L. (2019). Research on improving customer experience under the background of new retail. *Modern Business*, (01), 15-16.

Czinkota, M. R., Kotabe, M., Vrontis, D., & Shams, S. R. (2021). Distribution and supply chain management. In *Marketing management: Past, present and future* (pp. 499-552). Cham: Springer International Publishing.

Devi, W. S. G. R., Pringgandinie, D. R., Yulina, H., & Hadiansah, D. (2022). SWOT Analysis as a Competitive Strategy at Primkop Kartika Ardagusema Cimahi City, West Java, Indonesia. *International Journal of Science, Technology & Management*, 3(1), 134-143.

Day, G. S., & Wensley, R. (1988). Assessing advantage: a framework for diagnosing competitive superiority. *Journal of marketing*, 52(2), 1-20.

Homburg, C., Jozic, D., & Kuehnl, C. (2017). Customer experience management: toward implementing an evolving marketing concept. *Journal of the Academy of Marketing Science*, 45(3), 377-401.

Hanggraeni, D., Ślusarczyk, B., Sulung, L. A. K., & Subroto, A. (2019). The impact of internal, external and enterprise risk management on the performance of micro, small and medium enterprises. *Sustainability*, 11(7), 2172.

Kasiri, L. A., Cheng, K. T. G., Sambasivan, M., & Sidin, S. M. (2017). Integration of standardization and customization: Impact on service quality, customer satisfaction, and loyalty. *Journal of Retailing and Consumer Services*, 35, 91-97.

Liu, H., & Zhao, H. (2022). Upgrading models, evolutionary mechanisms and vertical cases of service-oriented manufacturing in SVC leading enterprises:

Product-development and service-innovation for industry 4.0. *Humanities and Social Sciences Communications*, 9(1), 1-24.

Lepistö, K., Saunila, M., & Ukko, J. (2024). Enhancing customer satisfaction, personnel satisfaction and company reputation with total quality management: combining traditional and new views. *Benchmarking: An International Journal*, 31(1), 75-97.

Li, B., Tao, J., Graziano, D., & Pironti, M. (2024). How the digital empowerment of mobile social platforms improves Chinese traditional retail enterprises' operational performance: from the knowledge management capabilities perspective. *Journal of Knowledge Management*, 28(8), 2306-2323.

Li, Y., & Mat, R. C. (2023). The Impact of Visual Image on Brand Communication: A Multi-Dimensional Interaction Model Analysis. *Journal of Logistics, Informatics and Service Science*, 10(4), 250-266.

Namugenyi, C., Nimmagadda, S. L., & Reiners, T. (2019). Design of a SWOT analysis model and its evaluation in diverse digital business ecosystem contexts. *Procedia Computer Science*, 159, 1145-1154.

Nakanishi, M., & Wu, X.D. (2006). Is the retail wheel really turning. *Business News Business Economic Review*, (01), 14-19.

Paramesha, M., Rane, N., & Rane, J. (2024). Big data analytics, artificial intelligence, machine learning, internet of things, and blockchain for enhanced business intelligence. *Artificial Intelligence, Machine Learning, Internet of Things, and Blockchain for Enhanced Business Intelligence* (June 6, 2024).

Redjeki, F., Fauzi, H., & Priadana, S. (2021). Implementation of appropriate marketing and sales strategies in improving company performance and profits. *International Journal of Science and Society*, 3(2), 31-38.

Sudirjo, F. (2023). Marketing strategy in improving product competitiveness in the global market. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 63-69.

Vlachos, I., Zisimopoulos, A., & Tsoulfas, G. T. (2024). Digitisation of franchising supply chain impact on franchisor performance: a longitudinal case study of a coffee retail chain. *International Journal of Physical Distribution & Logistics Management*, 54(9), 846-876.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of marketing Science*, 44, 5-23.

Varadarajan, R. (2010). Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. *Journal of the academy of marketing science*, 38(2), 119-140.

Wang, X., & Ng, C. T. (2020). New retail versus traditional retail in e-commerce: channel establishment, price competition, and consumer recognition. *Annals of Operations Research*, 291(1), 921-937.

Wang, C. (2024). Brand marketing strategy analysis of China's FMCG industry under the background of new retail. *China Market*, (5), 128-131.

Wang, C. L. (2021). New frontiers and future directions in interactive marketing: inaugural Editorial. *Journal of Research in Interactive Marketing*, 15(1), 1-9.

Zhao Yan. (2022). Digital transformation, strategic resource matching, and high-quality development of enterprises. *Finance and Accounting Monthly*, (20), 62-69.

