

Analysis of Marketing Strategy of Catering Stores from the Perspective of Chain Operation——Take Jixiang Wonton Chain Store as an Example

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Abstract. With the popularity of the Internet and the development of information and communication technology, people's pace of life is gradually accelerating, which brings opportunities for the local fast food industry in China. The chain stores cannot face the fierce competition of the catering industry in their business circle only depending on the strength and resources of the enterprises they belong to. Therefore, according to the situation of Shenyang Institute of technology store of Jixiang wonton, this paper analyzes the problems existing in the marketing activities of the chain stores of Jixiang wonton by using Porter's five forces model and SWOT (Strengths, Weaknesses, Opportunities and Threats) model, and puts forward the marketing strategies suitable for the store to achieve purpose of increasing store turnover.

Introduction

With the continuous change of people's demand for food, the competition among the catering industry has gradually increased, which further promotes the transformation and upgrading of the catering industry. Chain store is the most popular way of catering business nowadays. According to the data of 2019 China Statistical Yearbook, the total number of outlets of Chinese chain catering enterprises increased from 25,634 in 2016 to 27,478 in 2017, up 7.19 percent year on year. In 2017, the turnover of catering industry above Designated Size (with annual main business income of more than 2 million yuan) was 531.2 billion yuan, an increase of 3.62 percent year on year, of which the turnover of chain catering industry increased by 6.14 percent year on year. Compared with the traditional small-scale operation, through the chain operation mode, catering enterprises can expand market share in a short time, reduce the cost of human training, and enhance the market competitiveness of enterprises. Although the chain stores of catering industry have a significant growth rate, the pure profit in the chain stores has not kept up with its growth rate. So it is very important to explore how to increase their own advantages through marketing strategies in the Internet era. Therefore, this paper mainly takes Jixiang wonton Shenyang Institute of technology store as an example, aiming to study the problems existing in the operation process of franchise stores, and put forward a suitable business strategy for the store.

Literature Review

Chain Operation

Chain operation is a business model which takes the tertiary industry as the core, the headquarters of the company realizes the management of the branch based on the in-depth management mode, provides the authorization of goods, trademarks, service technology, etc. according to the contract, realizes the operation, investment and management of the branch, and gains profits (Lin, 2019). Chain operation includes direct chain operation and franchise chain operation. With the development of Internet, chain operation has begun to penetrate into the primary industry, secondary industry and online. Liang (2018) proposed that chain operation is conducive to increasing customer stickiness and reducing the cost of human training. Li (2005) proposed that chain operation can improve the brand awareness and corporate image of enterprises, so as to expand market share. However, under the

strong impact of the expansion of foreign catering institutions in China, they still face great challenges (Yu, 2011). Usually the single store is well operated, but once regionalized; the problem begins to be exposed. The manufacturing process of Chinese food is complex and time-consuming, while the color and flavor of the food not only depend on the ingredients, but also test the cook's cooking skills, and the product quality is difficult to control (Yang and Wei, 2017).

Porter's Five Force Model

The Porter five forces model was put forward by Michael Porter in the early 1980s. He believes that there are five forces determining the scale and degree of competition in the industry, which affect the existing competitive strategies of enterprises. The five forces are respectively the threat of the existing competitors, the threat of new entrants, the threat of substitutes, the bargaining power of suppliers, and the bargaining power of buyers in the same industry. As shown in the figure below:

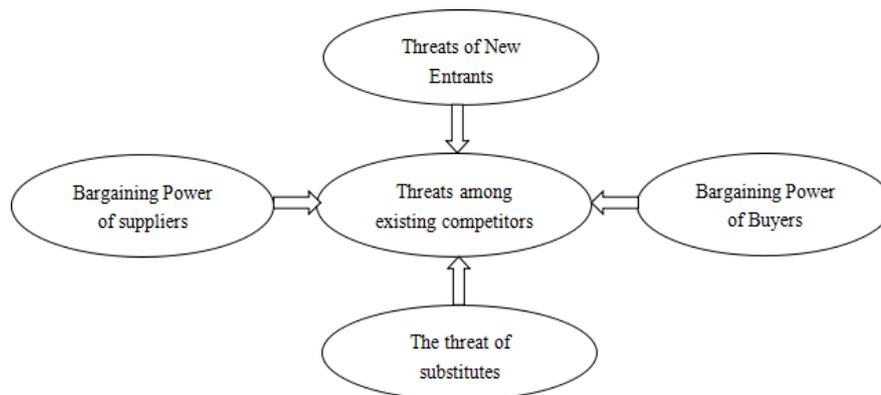


Fig. 1 Porter's five forces model

SWOT Model

Zeng (2008) believes that SWOT model analysis refers to the comprehensive and systematic investigation of enterprises, listing the advantages, disadvantages, external opportunities and threats of enterprises one by one through a list, and then making a comparative analysis, and finally drawing a decision-making conclusion favorable to the operation and development of enterprises. Through different element combinations, it can be divided into four different strategic combinations.

Marketing Strategy

Marketing strategy refers to a kind of business activity that uses the concept of marketing to identify the unmet needs and desires at present, estimate and determine the size of the needs, and determine the appropriate products, services and plans in order to serve the target market (Wang and Huang, 2011). American marketing expert Roma McCarthy first proposed the 4P marketing strategy - product, price, place and promotion. We can put any combination of the four strategies into a specific market to meet the needs of our customers.

Analysis of Marketing Environment of Jixiang Wonton Chain Store

Development Status of Jixiang Wonton Chain Store

Founded in 1999, the Jixiang wonton store is based in Shanghai and is open to the whole country. Jixiang wonton chain franchise project carries forward the business philosophy of "benefit sharing, risk sharing, brand building and continuous support" and uses the modern business model franchise to form a pattern of "small shops, Dalian lock", which is committed to building Jixiang wonton into a famous brand of Chinese fast food chain. The Jixiang wonton chain store in this paper was established in 2013, located near Shenyang Institute of Technology, is a well-known chaotic shop, with a good reputation and stable customer groups.

Industry Environment Analysis - Porter's Five Forces Model

From the perspective of existing competitors, Manbao wonton is the main competitor of auspicious wonton stew. The main products of Manbao wonton are mainly wonton. Its development mode is centralized production, distribution and chain operation. At present, Manbao wonton is only concentrated in the Northeast market, so we are committed to developing products that meet the tastes of the three northeastern provinces. At present, it has a store in Shenyang Institute of technology, which is better than Jixiang wonton Shenyang Institute of technology, and has a greater attraction for students in the school.

From the perspective of new entrants, Ruyi wonton is likely to seize market share. Ruyi food group was founded in 2006. It has three major brands of Ruyi wonton, Ruyi caifan and ice sugar hawthorn products, specializing in cold and fresh food manufacturing and chain operation. At present, Ruyi wonton's main business location is in the south, but if Ruyi Wonton wants to develop to the northeast, because its brand is more fresh than the existing brand in the northeast, its attraction to customers is greater.

From the perspective of the bargaining power of consumers, consumers are very sensitive to the price of catering stores, and price is an important means for stores to gain competitiveness. Because the Jixiang wonton Shenyang Institute of technology store studied in this paper belongs to the chain store, its main products are provided by the company, and a small part is developed, produced and sold by itself. The product pricing provided by the company is unified, so the sales price of its products is fixed, and there is no room for transfer in price. Their own production and sales of products are mainly rice, fried and so on. These products are currently in a saturated state in their business circle, and there is not much profit space.

From the perspective of suppliers' bargaining power, Jixiang wonton chain stores have weak bargaining power with suppliers. The ingredients of Jixiang wonton Shenyang Institute of technology store are mainly provided by the head office. The head office is its biggest supplier. The price of wonton is uniformly customized by the head office, and Jixiang wonton Shenyang Institute of technology store is in a passive position. For the products independently developed in Jixiang wonton store, the price of these products will not change in a period of time, so the profit of these products will also be affected by the bargaining power of the suppliers.

From the perspective of substitutes, Jixiang wonton stew chain mainly faces the alternatives of green food, vegetarianism and home cooking. As the development of catering industry is more and more perfect, the variety of food is also growing, which leads to more and more restaurants for consumers to choose. In particular, consumers pay more attention to healthy diet at present, and the emergence of some "light fat meals" has brought a certain impact on auspicious wonton chain stores.

SWOT Analysis of Jixiang Wonton Institute of Technology Store

From the point of strengths, Jixiang wonton Shenyang Institute of technology has two advantages. First, the existing food is recognized by consumers. As the store has been in operation for 6 years, our store has a good reputation in the business circle and a high degree of consumer identity. Second, the business location of Jixiang wonton Shenyang Institute of technology store is superior, which is located in the green Cambridge Park, and near the University (Shenyang Institute of Technology), with a large number of campus and college students as the foundation.

From the perspective of weaknesses, Jixiang wonton Shenyang Institute of technology has two disadvantages. First, the lack of staff and high mobility are the biggest problems of Jixiang wonton Shenyang Institute of technology. In the catering industry, the social identity of basic work is low, and the work is lack of technical content. Many practitioners hold the attitude of temporary work. As for Jixiang wonton restaurant, the actual survey found that the highest turnover rate of meal delivery staff in the restaurant, with an average working time of 2-3 months. Second, the ability of product renewal is poor. The head office is responsible for the research and development of wonton products. However, it is very difficult for wonton to innovate, and the original wonton products are less and less attractive to consumers.

From the perspective of opportunities, auspicious wonton stew chain store can seize the advantage of rapid Internet communication and expand brand awareness. Businesses can promote brand value through mobile social media such as microblog, wechat and shaky tone. Auspicious wonton stew chain stores can also use o2o platform to expand take out business and expand consumer groups. And through their own online marketing to drive their own offline consumption.

From a threat point of view, similar chain stores are increasing. At the same time, o2o catering platforms such as Popular Comments and Meituan, which also stimulates the entrepreneurial enthusiasm of self-employed operators, making more and more self-employed operators turn their attention to catering chain stores. At the same time, the intervention of o2o platform expands the selection radius of customers, reduces the consumption cost of customers, but intensifies the competition among the catering industry in the business circle, and compresses the profit space of stores.

To sum up, the store of Shenyang Institute of technology can adjust its own strategies according to its own advantages, disadvantages and external opportunities and challenges, so as to enhance its strengths and avoid weaknesses and increase its market share. Following is the SWOT analysis matrix of the shop of Shenyang Institute of Technology:

Table 1. SWOT analysis matrix of Jixiang wontang Shenyang Institute of Technology

	Strengths (S)	Weaknesses (W)
Opportunities (O)	<p>SO Strategy (Growth Strategy)</p> <p>Existing food is recognized by consumers</p> <p>Superior geographical position</p> <p>Make use of business district to expand take out business</p>	<p>WO Strategy (Turn-around Strategy)</p> <p>Clear target customers</p> <p>Enrich product categories and increase business income</p> <p>Improve the salary and treatment of employees and stimulate the enthusiasm of meal delivery</p>
Threats (T)	<p>ST Strategy (Diversified Business Strategy)</p> <p>Improve customer satisfaction of existing customers</p> <p>Develop new target customer groups</p>	<p>WT Strategy (Defensive Strategy)</p> <p>Industry entry threshold is low and competition is intensified</p> <p>Diversified customer selection range and increased substitutes</p>

Problems in Jixiang Wonton Shenyang Institute of Technology

Chain operation can share resources and reduce costs. In the process of chain operation, Jixiang wonton store should standardize the store design, employee image and service process, and form a unified standard to improve the brand image. At the same time, the market environment of chain stores is constantly changing. If the chain stores just copy the surface operation mode of the headquarters, many problems will be exposed in the actual business activities of the stores. As one of the chain stores of auspicious wonton stew, Shenyang Institute of technology has the following problems.

Low Standardization of Wonton Products

The taste of wonton is influenced by the ingredients, the heat and the chef's cooking skills. Wonton's ordering time and production time are slower than western fast food, and the product quality of different regions and different stores are also different. The main reason is that there is no unified production standard for auspicious wonton stew, and the quality of the products is not strictly controlled. Customers may have different feelings when tasting food in different chains of the same brand, which makes it difficult to form a brand effect.

Frequent Personnel Changes Increase Training Costs

There are four types of employees in Jixiang wonton Shenyang Institute of Technology: one is the kitchen staff; one is the fast food delivery staff; one is the front desk cashier; one is the service staff. For Jixiang wonton Shenyang Institute of technology, the turnover rate of meal delivery staff has been high. Frequent changes in personnel will lead to low performance of the store and reduce customer satisfaction. Due to the lack of exclusive contracts and the weak sense of belonging, the turnover rate of catering employees is high.

Marketing Strategy is not Systematic

First of all, the auspicious wonton stew shop is only a price temptation for consumers when the products are preferential, which cannot play a role in promoting the brand promotion, highlighting the purpose and theme of service marketing, and lacking the target customers of service marketing. Although many consumers go to auspicious wonton stew shop for consumption, some of them are actually running for the low price, which has no obvious effect on the brand of the enterprise. This also tells us that the service marketing activities should be connected with the service theme, otherwise it will not have a good effect.

Suggestions

Promote Product and Service Process Standardization

On the one hand, the standardization of enterprise operation and management includes the standardization of chain stores and franchise stores, the standardization of quality inspection system, and the standardization of products, services and management systems; on the other hand, the standardization of process, that is, the unified ordering, purchasing, storage, and formulation of unified product production and service procedures. At the same time, wonton restaurant should also study the variety and quality of products, so as to combine traditional cooking techniques with modern food industrial operation means, complete the transformation from traditional experience to scientific and standardized, and gradually get rid of the randomness of manual operation.

Carrying out Human-oriented Culture and Training Excellent Talents

Jixiang wonton chain store should promote the business model of chain store based on the concept of humanity, and set up a reasonable salary and welfare system. Enterprises can also set up incentive assessment mechanism to select outstanding talents and put them in the right positions. In this way, it can not only reduce the rate of employee turnover, select competent people for the enterprise, but also promote the growth of the overall benefits of the enterprise. For example, we can include the store sales and product mix strategy indicators into the store manager assessment criteria to help employees better achieve their work goals.

Implement Marketing Strategy and Improve Market Share

Product Strategy.

We can add some local products based on the company's standardized products. With the rapid development of catering industry, a single product can no longer meet the needs of consumers for food. While selling wonton, we can increase the demand of dumplings, capping rice, noodles and other products. For some products sold by our shop, we can also make different tastes according to different needs of customers, so as to improve the attractiveness to consumers.

Price Strategy.

We can adopt different pricing methods according to the source of food materials. The price of products provided by the company is customized by the company, so we will not consider it. For the products sold independently by our store, we can adopt the way of pricing and quantity discount in a specific period of time. On the one hand, it can attract more consumers to consume, on the other hand, it can increase the customer's favor and improve the customer's return rate.

Place Strategy.

We can expand channels by combining online and offline. Jixiang wonton stew Shenyang Institute of technology store can be equipped with a special delivery person in charge of this area in the school, so as to improve the delivery speed, attract more consumers, and achieve the purpose of improving business performance. In addition, lucky wonton Shenyang Institute of technology store can increase the store's exposure through lucky audience lottery during the weekend.

Promotion Strategy.

We can use a variety of sales promotion methods. In this paper, the sales promotion mode of the stores studied is relatively single, which only relies on personnel promotion and business promotion. Personnel promotion is generally the distribution of leaflets by the employees outside the store. Business promotion is the introduction of the dishes of the store to the customers when they consume, or the presentation of business cards in the takeout boxes. Our shop can also promote brand culture through network interaction, with low cost and high efficiency. Through online advertising and interaction, more consumers can learn about our products and word-of-mouth, so as to achieve the promotion effect.

Summary

Food and beverage industry is the most vital and closely related industry in the service industry. With the growing of the catering industry, the demand of consumers is also changing. Therefore, this paper takes Jixiang wonton Shenyang Institute of technology store as an example, through a comprehensive and scientific analysis of its external environment and SWOT model, develops a marketing strategy that matches the development of the store under study, and solves the problems in its production and operation activities. For a long time after these problems are solved, the chain will continue to develop in its business circle, and its business performance will show a significant growth trend, so as to gain competitiveness. Under the guidance of scientific theory, the marketing strategy of Jixiang wondun Shenyang Institute of technology will make our store develop rapidly.

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