



Marketing Dilemma and Countermeasures of Leisure Food Under Mobile Internet -- A Case Study of Three Squirrels in E-Commerce Enterprises

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Abstract

Driven by digitalization and consumption upgrades, consumers who are keen on mobile shopping continue to increase their demand for leisure food, which are becoming more personalized and diversified. The study selects three squirrels in e-commerce enterprises as the case study objects, comprehensively uses the qualitative analysis method based on Python and Nvivo, and the questionnaire survey method based on SPSS, etc., to analyze their marketing environment and current situation under the mobile Internet, and points out their marketing strategy problems and solutions. The countermeasures are expected to provide reference for the improvement of the marketing strategy of the three squirrels and the healthy development of the leisure food industry.

Keywords: *leisure food; mobile Internet; marketing strategy; three squirrels*

1. INTRODUCTION

China's economy is developing steadily, and infrastructure construction such as mobile Internet has been gradually improved. The convenience of shopping has also been greatly enhanced. Consumers are keen on mobile shopping. Under the consumption upgrade, consumers have strong and diversified demands and pursue high-quality products and services. However, the scale of China's leisure food industry has exceeded one trillion, and leisure food companies that have developed rapidly with the help of e-commerce dividends are facing development bottlenecks, such as product homogeneity and increasing customer acquisition costs. How to formulate a more effective marketing strategy has become an urgent practical problem for enterprises to solve. At the same time, there are few researches on the marketing theory of leisure food. Therefore, this study takes three squirrels as case objects, and adopts two methods: qualitative analysis of online review data based on Python and Nvivo and quantitative analysis of questionnaire data based on SPSS, to comprehensively study their marketing strategies. In theory, it can provide supplements for leisure food related marketing theories. In practice, the research based on the qualitative analysis of online review data and the multi-party verification of questionnaire data can provide a more realistic and

feasible reference for the optimization of the marketing strategies of the three squirrels and their peers, thereby promoting the healthy and healthy development of the leisure food industry.

2. LITERATURE REVIEW

Leisure food refers to the food that people eat during leisure and rest. In the core papers of Web of Science, 866 documents were retrieved in the past ten years with the subject word "leisure food", as shown in Figure 1. The analysis results show that the research on leisure food is in Public Environmental Occupational Health (124), Nutrition Dietetics (120), Hospitality Leisure Sport Tourism (99), there are relatively more literatures, while there are relatively few literatures in Economics (36), Business (33), Management (26) related research directions. On the whole, there are relatively few research literatures on the marketing strategies of leisure food, and most of them focus on food health and nutrition science.



Figure 1: 2012-2022 "leisure food" related literature research direction

The research is carried out from the strategic level, and the marketing strategy is the basis and basis of the marketing work. The ability to gain insight into and meet the needs of consumers determines the company's market share and profit level [1]. In 1960, McCarthy summarized the marketing mix strategy as: product, price, channel, promotion, namely the 4P theory. The emergence of concepts such as mobile marketing [2], big data precision marketing [3], omni-channel marketing, and green marketing [4] continues to enrich marketing. The research discusses the existing marketing strategies, which can provide theoretical reference for the optimization of the marketing strategies of the three squirrels.

3. RESEARCH DESIGN

The research takes three squirrels as the case study objects, makes a comprehensive judgment based on the collection of online comment data and questionnaire data, and analyzes the current situation, problems and countermeasures of their marketing strategies based on the coding results and questionnaire results.

3.1 Case introduction

Three Squirrels Co., Ltd. was founded by Zhang Liaoyuan in 2012, mainly selling nuts, meat, cakes, etc. It was successfully listed in 2019 and became the first company in the industry with sales exceeding 10 billion RMB. Committed to providing fresh, healthy and cost-effective food for the host, hoping to popularize nuts and healthy food to the public. In the future, centering on the positioning of "manufacturing own-brand multi-format retailer", it will transform into a digital supply chain platform enterprise.

3.2 Qualitative analysis based on Python and NVivo

Online reviews reflect more truthful and comprehensive information. Some scholars have studied the influence of online reviews on consumers' purchasing decisions from the perspective of online reviewers' ranking [5]. High-quality online review data can more truly reflect the current state of corporate marketing and has research value. Using the Python editor jupyter to crawl online comment data in the flagship store of Three Squirrels Tmall. The number of original reviews obtained for the daily nuts and meat gift packs are 699 and 799 respectively. After screening with high quality evaluation, a total of 1076 comments were obtained. With the help of NVivo11.0 software, word frequency analysis was performed on 1,076 comments of about 35,000 words, as shown in Figure 2. Overall, the three squirrels have a good reputation. Therefore, with the help of the 4P theory, the online review data coding is classified and summarized, and the coding focuses on the negative information in the reviews. As shown in Table 1 and Table 2, 180 reference points are finally obtained, and three main and secondary codes of products and services, promotion and pricing are summarized, as well as quality (quality problem), taste (poor taste), customer service (high service praise), Product matching (mismatched, personal preference), product packaging (scientific design, packaging is not environmentally friendly), price comparison (competitive product price comparison, channel price comparison), price change (sudden price reduction), advertising (publicity crisis) 8 sub-level codes. Since online reviews have few reviews on the channel dimension, no primary and secondary coding for channels is performed. After that, the coding was analyzed, and the marketing strategy problems faced by the three squirrels were summarized.



Figure 2: Word frequency graph of online comment data

Table 1: First-level coding result

Primary code	Frequency	Example of an online review
Quality issues	37	Nuts are poor, spoiled.

Poor taste	6	It's not delicious, the taste is very heavy and oily, the meat is sweet and a little salty, and it is nauseating to eat.
High praise for service	54	The service attitude of Shu is very good, it is worth it, and i will repurchase.
Mismatch	35	There is a discrepancy with the product written above, the fish pieces are replaced by pocket fish, and the five-spice beef is replaced by beef tendon.
Personal preference	19	Some are delicious, some don't.
Design science	3	I like the wet and dry separation packaging very much.
Packaging is not environmentally friendly	1	Small packaging is a bit wasteful.
Competitive price comparison	3	After comparing a few, i still think the three squirrels are the most affordable.
Channel comparison	4	I used to buy it in a physical store, but this time i chose to buy it online. Not only is it genuine, but the price is also affordable.
Sudden price drop	14	When i bought it, it was immediately reduced to 99 RMB from 109 RMB the next day.
Publicity crisis	4	Not so fond of its brand during that ad turmoil.

Table 2: Main secondary and sub secondary encoding results

Primary secondary code	Frequency	Sub-level coding	Frequency
Products and services	155	Quality	37
		Taste	6
		Customer service	54
		Product collocation	54
		Product packaging	4
Price	21	Parity	7
		Price fluctuation	14
Promotion	4	Advertising	4

3.3 Quantitative analysis based on SPSS

According to the second-hand data and qualitative analysis results, based on the perspective of 4P theory, the questionnaire was designed. The questionnaire scale adopts the Likert seven-point scale. The questionnaire is aimed at national consumers who are familiar with leisure food and uses a non-random sampling method for data collection. As shown in Table 3 and Table 4, in the preliminary test, 30 questionnaires were collected, and the reliability and validity of the questionnaires were high. Afterwards, 178 questionnaires were obtained from the formal survey, and 160 were valid questionnaires, with high reliability and validity. As shown in Table 5, followed by descriptive statistical analysis, mean and standard deviation analysis with the help of SPSS26.0

software to provide reference for the formulation of marketing strategies.

Table 3: Preliminary and formal questionnaire reliability analysis results

	Pre-test	Formal investigation
Cronbach's alpha	0.862	0.910
Number of items	14	14

Table 4: Preliminary and formal questionnaire validity analysis results

	Pre-test	Formal investigation
KMO	0.517	0.900
P	0.000	0.000

Table 5: Mean and Standard Deviation Analysis of Influencing Factors of Purchase Intention of Three Squirrels

Dimension	Factors	Mean	Standard deviation
Product	Product is safe.	5.71	1.358
	Product is unhealthy.	4.04	1.940
	Product is innovative.	4.91	1.416
	Product packaging is green.	4.95	1.321
	Product packaging is beautiful and personalized.	5.01	1.498
Price	The price is price-guaranteed and changes little on a regular basis.	5.11	1.372
	Pricing is a combined discount.	5.40	1.347
Place	You can go to the offline store to buy immediately.	5.04	1.506
	Product logistics is not fast. (delivery more than three days)	4.48	1.682
Promotion	Free trial packs when purchasing.	4.72	1.649
	Promotions are ongoing, such as 210 RMB off every day over 300 RMB.	4.93	1.509
	Promotions are regular, such as every monday over 300 minus 210 RMB.	4.88	1.460
	Advertising is fun and personalized.	4.99	1.308
	Customer service can recommend suitable products in a timely manner.	4.96	1.373

4. THE THREE SQUIRRELS EXISTING MARKETING STRATEGY PROBLEMS

4.1 Imperfect product system

As shown in Table 1, due to the strong reproducibility of leisure food and the shrewd and discerning consumers in the digital age, the three squirrels are facing the problems of product homogeneity, frequent food safety problems, unreasonable product mix, and excessive packaging that is not environmentally friendly. Among them, the product homogeneity is manifested in that the three squirrels have too many similar competing products, and the unique IP-based packaging design faces fierce competition for attention; the three squirrels have been complained by consumers because of product quality and safety issues, which is undoubtedly It touches the bottom line of consumers' food safety, and it is easy to affect product sales through negative word of mouth; the three squirrels sell different products randomly to increase the unit price, but because consumers have product preferences, and sometimes the mix is wrong, affecting customers' purchase Post-experience; there is excessive packaging in the product packaging of Three Squirrels, which is not in line with the carbon neutrality currently advocated by the state, and is not conducive to the sustainable and healthy development of the company.

4.2 Disordered prices and lack of advantages

As shown in Table 1, the three squirrel consumers conduct multi-channel price comparisons when purchasing products, and are more sensitive to frequent changes in the price of the same product. This highlights the price confusion and lack of edge that Three Squirrels have in their pricing. First of all, because the three squirrels have multi-category products with different product specifications, rich product portfolios, and various forms of price presentation; online and offline channels are developed at the same time, and retail prices are different due to different distribution channels; Reduced, the price is not the same; affected by a variety of factors, the three squirrel pricing confusion. Secondly, on Tmall, you can see that the unit price of its products is higher than that of other brands. Although there are more discounts under the effect of promotional activities, the price/performance ratio is average. Under the digital transformation of enterprises, when the price of Three Squirrels is high, consumers with high purchase intentions may be lost.

4.3 High online channel cost

As shown in Table 1, the three squirrels currently mainly sell through online channels. With the rising cost of online channels, they are facing greater operating pressure, which affects the growth of overall profits. According to the data analysis of the annual reports of the

three squirrels, in 2019, its platform service fees and promotion fees accounted for 29.23% of its sales expenses, and in 2021, it exceeded 60%. And compared with other peer companies, the cost of sales is higher. The sales channels of leisure food are mainly offline. Although the three squirrels have accelerated the layout of offline channels in recent years, due to the impact of the epidemic and poor store operations, the opening of stores has slowed down and many stores have closed. More than 200 stores were closed.

4.4 Promotion homogeneity is not standardized

As shown in Table 1, the three squirrels have been boycotted and criticized by many consumers because of their irregular use of text and picture elements for advertisement production and promotion. At the same time, there is a phenomenon of homogeneity in business promotion strategies, mainly limited time discounts, full discounts, buy more discounts, etc., which lack special appeal in peer comparison.

5. MARKETING STRATEGY ADVICE

5.1 Strengthen product innovation and quality control

As shown in Table 5, first of all, the three squirrels can continuously improve product innovation by combining product taste and consumer life cycle. Secondly, the three squirrels should take into account the innovation of green and environmental protection design, and show consumers a corporate image that actively undertakes social responsibilities; thirdly, they should use the company's digital capabilities to gain insight into consumer product needs, and continuously introduce and adjust product mixes that are suitable for consumers. Finally, the three squirrels should always pay attention to the prevention and control of product quality. With the help of big data public opinion analysis, they should always pay attention to consumer trends and give feedback in a timely manner.

5.2 Deepening homogeneous pricing and portfolio pricing

As shown in Table 5, on the one hand, the three squirrels should uniformly price their omni-channel products. Combining the characteristics of each channel, the price difference of products of the same specification should be kept within the acceptable range for consumers, and the price should be kept stable. On the other hand, the three squirrels should launch a variety of products with pricing to strengthen the price advantage, and stimulate consumers to buy through a product mix with a large number of categories and a seemingly more affordable price. At the same time, through the precipitation of data and with the help of big data analysis technology, the

pricing of the newly launched product portfolio is adjusted in real time. By gaining insight into consumers' preferred product mix and price acceptance level, we can launch more competitive product mix pricing to achieve a win-win situation that meets consumers' personalized customization needs and increases sales and profits.

5.3 Steadily promote the construction of all channels

As shown in Table 5, the three squirrels should pay more attention to the development of offline channels when optimizing their channel strategies, and realize the diversification of channels through the development of online and offline channels. In addition, blind expansion should be avoided, and big data should be used to assist store location selection. While paying attention to the number of stores, we should also pay attention to the quality and development potential of stores.

5.4 Personalized sales promotion

As shown in Table 5, first of all, in the daily sales and promotion festivals, we should formulate online special promotion methods, and launch a promotion model suitable for offline, so as to realize the coordination of online and offline channels; secondly, when the three squirrels pursue personalization and fashion trends, Advertising quality control and public opinion monitoring should be strengthened to ensure content creation within a legal scope. Furthermore, precision marketing should be carried out with the help of big data and other technologies, and the target group should be stimulated to purchase through the lowest cost, so as to achieve the effect of reducing cost and increasing efficiency. Finally, we should continue to improve the membership system, recommend preferential products to consumers in a timely manner, and increase the repurchase rate while maintaining consumer relationships.

6. CONCLUSION

As a leading e-commerce company in the leisure food industry, Three Squirrels needs to continuously deepen and promote the brand through perfect marketing strategies, thereby influencing consumers' purchasing decisions ^[6]. The study found that the three squirrels' marketing strategy problems mainly include imperfect product system, chaotic prices and lack of advantages, high cost of online channels, and non-standardized promotion. According to the results of qualitative and quantitative analysis, it is proposed to strengthen product innovation and quality prevention and control ^[7], deepen homogeneous pricing and combination pricing, steadily promote omni-channel construction, and adopt personalized sales promotion optimization suggestions.

Through this research, theoretically, it can provide theoretical supplement and support for the marketing

research of leisure food. In practice, it can provide a reference for the improvement of the marketing strategies of the three squirrels and peer companies, so as to make the industry healthy, healthy and sustainable.

At the same time, there are still some shortcomings in the research. For example, there are few studies on products and pricing under the enterprise omni-channel. Since the three squirrels are selling online and offline products, how to formulate corresponding products and pricing strategies in combination with different channels to meet the needs of different consumers still needs further discussion. In this regard, in the future, I hope to focus on the competition between channels and the cannibalization effect, to further study the process of the three squirrels' omni-channel construction, and to explore its development path and influence mechanism, so as to provide new ideas for the development of the industry.

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