
The Impact of Service Marketing Strategy on Brand Success: A Study on Service Marketing Strategy of Haidilao Hot Pot

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Abstract

Purpose: *The Chinese catering industry has been growing in recent years, and as the value of service marketing has progressively come to light, more and more businesses are beginning to see it as an essential component of their competitive strategies. In order to demonstrate that Haidilao's service marketing strategy has some applicability in the contemporary catering industry, this paper employs a variety of methods, including the fieldwork method and literature research. It then combines pertinent contents to provide guidance for the development of service marketing strategy of catering enterprises. Haidilao Hot Pot is a representative enterprise that has achieved great success in service marketing strategy.*

Methodology: *This study used a fieldwork method, then analysed by using STP analysis.*

Results: *It was found that Haidilao Hot Pot implemented a novel and detailed service marketing strategy, which has made Haidilao successful in today's fierce catering competition.*

Conclusion: *The service marketing of Haidilao Hot Pot must continuously develop to improve its service methods and levels. It should be adjusted in a timely manner in conjunction with the current changes in the consumer market to avoid turning its advantages into disadvantages, adhere to the original intention of the enterprise, improve the quality of products and services, and expand marketing.*

Keywords: *Haidilao Hot Pot, Marketing strategy, Service marketing*

1.0 Introduction

The proportion of Chinese citizens who consume food and beverages is increasing as their living standards rise. In addition, there are an increasing number of different catering businesses and the catering industry has experienced unprecedented growth, making this an advantageous time for catering businesses. The competition between catering businesses is likewise particularly strong in this highly competitive market climate (Li jingjing,2012). The greatest in the business frequently incorporate more attentive components into their products or services to attract customers and surpass their competitors in the face of major uniformity of commodities. Every institution and

sector in society now places a high priority on service.

When Haidilao was established in Jianyang City, Sichuan Province, in 1994, it had a sizable membership and workforce. By 2023, it had opened more than 1,400 outlets globally (Lan jun,2022). In order to give customers a satisfying eating experience, Haidilao integrates the qualities of hot pot from around the world, operates ethically, regards the consistency and safety of food quality as a prerequisite, always starts with the customer experience, and creatively offers customers pleasant and personalized dining services in a comfortable dining environment. Haidilao might be seen as an example of a successful service marketing case. Therefore, the analysis and research on the marketing of Haidilao restaurant can not only identify the issues and potential marketing risks in the new situation through theoretical research and fieldwork at Haidilao restaurant, assisting them in determining the root of the issues and determining the best course of action to take, but can also provide examples for the restaurant enterprises to learn from through experience summaries and results displays for the restaurant industry(Lv zhuhu,2023).

2.0 Literature review

2.1 The Development of Haidilao Hot Pot

Sichuan Haidilao Hot Pot Catering Service Co., Ltd., also known as "Haidilao Hot Pot," was established in Jianyang, Sichuan, China, in 1994. It is a direct-run hot pot restaurant chain that specializes in Sichuan-style hot pot while incorporating regional elements. In terms of dish quality, HaidilaoHot Pot has consistently abided by the material selection tenet of "pollution-free and one-off" and has gained the confidence of customers in food safety (Song ziye, 2018). Service-wise, Haidilao Hot Pot always upholds the corporate motto "service first, customer first" and offers clients thoughtful dining services to create a welcoming dining environment and enable customers to have a distinctive consumption experience. In order to treat each employee fairly and foster a positive work environment, Haidilao Hot Pot uses a highly humanized management model (Liang xiao,2022). Its workers are primarily young individuals from isolated rural regions of society, and the majority of them come highly recommended by friends and family. Haidilao's founder, Daniel Zhang, proposed "changing fate with both hands" in this context. The company has three corporate goals in total: the first is to foster an environment that is fair and just, and the second is to make the value of "changing fate with both hands" a reality at Haidilao Hot Pot. Opening Haidilao Hot Pot to the entire world is the third objective (Huang tieying, 2011). People are born to seek justice, especially those with difficult lives, and Haidilao Hot Pot has made an environment where, as long as you are prepared to put in the necessary effort and face hardships, you may make a good environment to achieve your ambitions. Each employee's enthusiasm will be sparked, their potential will be realized, and they will play at their highest level with the most initiative in this environment. At the same time, Haidilao Hot Pot, which employs a lot of passionate people, is also growing at the

fastest rate. Corporate culture should adapt quickly to the magnitude of the firm and the ongoing evolution of society. The original business is entirely run by people and does not use standardized systems or processes. Managers with a strong personal subjective color will surely appear in many significant choices and daily administration of the firm (Jin dongmei, 2012). The original novel service, which is frequently referred to as a "perverted" service, will unavoidably become a standard service over time and lose its innovative status.

Therefore, it is especially important to alter the aspects of the founding corporate culture that are incompatible with the business's current stage of development. Customers are the foundation of Haidilao's business, according to Daniel Zhang, the company's creator. The key to Haidilao's success is its brand positioning, which enables many working people and regular people to experience first-class food and service. Haidilao Hot Pot has played another trump card: service, embracing diversified business strategies and service differentiation. It is already challenging to innovate in terms of dishes and prices, which are all in competition with other businesses. Customers are treated with respect at Haidilao Hot Pot when they are dining by satisfying their individualized needs while also meeting their fundamental consumption needs. Become a devoted Haidilao Hot Pot consumer (Zhu xueqin, 2015) .

With 91 restaurants that are directly operated, Haidilao Hot Pot Catering has grown from a modest shop to a nationwide chain catering business that has locations in 24 large and medium-sized cities, including Beijing, Shanghai, Xi'an, Zhengzhou, Tianjin, and Kunming. almost 20,000 workers (Zheng xiaoyue,2012). In order to expand his business and introduce this delicacy to new markets like Singapore, the US, and others, he also built a store abroad. The staff of Haidilao Hot Pot's excitement, which is also a result of the company's corporate culture of "Change your destiny with your hands," is responsible for making the aforementioned a reality. Even though the service is fully advertised, Haidilao Hot Pot Catering has a complete logistics and distribution system for "large-scale procurement, mechanization of production, standardization of warehousing, and modernization of distribution" to guarantee the authenticity of the source of the dishes, exquisite processing, safe storage, and prompt delivery. After more than 20 years of growth and consistent innovation, Haidilao Hot Pot has established a solid reputation among customers thanks to its distinctive dishes and first-rate service (Ni yunhua, 2015). Currently, Haidilao Hot Pot operates more than 1,400 locations worldwide, including those in Singapore, the United States, and other international countries. Its income is expected to surpass 30 billion yuan in 2022. Become the country's first \$10 billion brand in the catering sector.

2.2 Service marketing

Service marketing is a set of actions made by businesses within the marketing process to be as close as possible to satisfy customer needs. Since the 1980s of the 20th century,

service has been more and more popular as a component of the marketing mix. The rise of manufacturing specialization has encouraged the growth in product and service intensity, and these two factors are the primary drivers of the service's significance; The seller's market has changed into a buyer's market as the planned economic system has been replaced by the market economic system. Consumers' demand is gradually rising along with their own income levels and purchasing power, which are both steadily improving (Tian chuanliu, 2018) . Because of this, businesses must have a deeper understanding of service marketing. There are numerous international studies on service marketing. Chen zhuping (1993) suggested in his "Catering Marketing Strategy and Cases" that in the constantly standardized market economy, service marketing has become an essential tool for rivalry in the catering business, with only heavy competition remaining. We cannot fix the issues facing China's catering sector without first starting with people. In order to maintain a consistent customer base, Vaughn (2001) of the United States noted in his book "Hotel Marketing" that hotel catering marketing should be built on individuals and offer consumers personalized services. However, compared to other nations that have formed a "fast food country" as a characteristic and developed distinctive marketing strategies, China started its involvement in the catering industry later than other nations due to the influence of history, economic development, and other factors (Chen xinlong, 2022).China's catering business expanded quickly after 1978, and the effects of the 2008 financial crisis led to The modern catering sector has been under a lot of strain due to the major slowdown in development and the quick changes in the market. As a result, many catering businesses have gone out of business or made the decision to alter their careers. In this setting, Sichuan, China's Haidilao Hot Pot stands out and has earned a mythical status in the hot pot world. In order to succeed in today's harsh catering competition, Haidilao Hot Pot implemented a novel service marketing strategy and used a distinct approach in the demanding modern catering sector. The growth of the catering sector has been a significant source of direction.

3.0 Methodology

3.1 STP analysis

Target marketing theory, or STP theory, put forth by Philip Kotler, highlighted that target marketing typically involves three steps, the so-called target marketing (segmentation, selection, positioning). In the midst of fierce market competition, enterprises should instead choose a particular market segment as their target market in order to create a relative competitive advantage in this target market. Three phases are necessary for target marketing.

3.1.1 Market Segmentation

According to the products and marketing mix that consumers demand, segment a market into a number of distinct buyer groups and characterize each group's characteristics. Market segmentation is a technique of market classification in which marketers, using data from market research, split the market for a product into various consumer groups based on variations in consumer wants, aspirations, purchasing patterns, and habits (Zhao yongsheng,2020). A market segment is a group of consumers with similar demand tendencies, and each consumer group is a market segment. As a result, you can use "personalized goods" to satisfy "personalized market demand." Businesses can use a variety of factors to segment their target markets, including geography, population, psychology, behavior, and so on (Xu chenglin,2016).

3.1.2 Select the target market

Choose one or more market segments to enter; once the firm has completed market segmentation, it will decide which market segment to select and offer products and services in accordance with its resources (Su yun,2021). Companies must take into account two factors when analyzing a range of various market categories. Businesses must first determine whether the current market segment is appealing to them, taking into account factors like size, growth, profitability, economies of scale, risk, etc. The second thing businesses should think about is if their market segment investments align with their objectives and available resources. The target market is often chosen using the three approaches below: The undifferentiated market strategy is the first. Undifferentiated market strategy is when businesses use the entire market as their target market, focusing only on the similarities in consumer demand rather than the differences, and using a single product, a single price, and a single marketing technique to draw in as many customers as possible, like Coca-Cola. The benefit of this strategy is that the product is singular, making it simple to ensure quality, allowing for mass production and lower production and sales costs. Differentiated market strategies are the second. A differentiated market strategy divides the overall market into a number of submarkets, creates unique goods for each submarket, and develops unique marketing plans to address the demands of each submarket. This strategy has the benefit of being able to accommodate a range of consumer needs, which helps the business increase sales, gain market share, and enhance its reputation. Due to product and promotion approach differentiation, which increases management complexity and raises manufacturing and sales expenses, it has drawbacks. A concentrated market approach is the third. In the segmented market, the focused market strategy involves choosing one or a small number of market segments as the target market and implementing specialized manufacturing and sales. Utilizing a centralized market strategy can concentrate beneficial factors, which is helpful for increasing the marketability of items, cutting costs, and increasing the appeal of businesses and their offerings (Wu haowen,2021). However, because of its narrow target market and one product variety, it faces higher operational risks. Businesses may find it difficult to react quickly if consumer requirements and tastes in the target market change.

3.1.3 Market Positioning

Identify and convey to the market the main characteristics and advantages of the product. According to Philip S. Kotler, positioning is the process of creating a company's products and brand so that it can have a distinct place in the minds of target customers. A market-focused value proposition that succinctly describes why the target market will purchase the product is the end result of positioning. Market positioning, or the position of the product in customers' eyes in relation to rival products, is the way people describe a product based on some key qualities (Tan xinzheng,2012). by the author of positioning theory According to Reese Trout, positioning starts with the product but does not focus on the actual product; rather, positioning refers to the psychology of the potential customer's behavior to establish the proper position of the product in the lead's head. Therefore, positioning is a strategy for vying for consumers' attention. Trout contends that people learn to evaluate items using the mental "ladder" in order to function in this overabundant society. In other words, shoppers will create a mental "ladder" for each category and then, based on their own interpretation, place the brands within that category on each rung of the ladder.

As a result, creating a brand for a business involves using marketing techniques to occupy the top layer of the "ladder" in the human brain. To alter a category once it has established itself as a "ladder" in the minds of customers is extremely challenging. According to positioning theory, one should try to build a new "ladder" in the customer's mind and then position their brand on the bottom rung of that ladder. From the definition and theory of positioning, it is clear that the fundamental principle of market positioning theory is to stand out from the competition and behave differently. Differentiation and positioning are somewhat interchangeable concepts. A company's brand can only be considered powerful if it stands out from competitors' brands and effectively conveys this distinction to customers, helping to increase sales of every product that bears the brand.

3.2 Service marketing strategy analysis

3.2.1 Segmentation

Segmentation is the process of breaking down the entire market into groups with comparable demands and traits. The target market can be divided into the following three groups based on the Haidilao Hot Pot service marketing characteristics: social experience seekers, quality and innovation oriented, and health and environmental conscious.

a) Individuals who like hot pot meals with friends, family, or coworkers are known as social experience seekers. They value the social aspects of hot pot and want to enjoy their meal. By building large, comfortable dining areas, offering quiet spaces and long

tables appropriate for group meals, Haidilao Hot Pot may create a dining atmosphere that is conducive to socializing. To stimulate contact and involvement among clients and to heighten the fun of social experiences, they can provide interactive activities like DIY condiments, games, and celebration services. Haidilao Hot Pot can boost consumer involvement and a sense of belonging by interacting with customers on social media channels, holding contests, publishing user images, and sharing user evaluations.

b) People who are focused on quality and innovation seek out premium products and creative menu items. They have high standards for the ingredients used in hot pots, the creativity of the meals, and the level of culinary sophistication. In order to give top-notch food and satisfy consumer demand for ingredient quality, Haidilao Hot Pot might choose vendors who offer premium, fresh ingredients. Incorporating novel flavors and ingenuity, they can create one-of-a-kind food combinations, seasoning pairings, and cooking techniques to give clients remarkable culinary experiences (Tang yan,2021). Customers' interest and engagement can be raised by showcasing culinary methods and dish innovations through live cooking demos and the presentation of specialized dishes.

c) The environment and health People that prioritize sustainable environmental practices and a healthy diet are said to be conscious. They want to enjoy hot pot while keeping their health and being ecologically conscious, yet they are concerned about the nutritional content of food and its effects on the environment. In order to satisfy the desire for balanced nutrition among health-conscious people, Haidilao Hot Pot can provide healthy dining options, encouraging selections such as vegetable hot pot, low-sodium, and low-oil dishes. By explaining the sourcing, production procedures, and safety precautions to customers, they may concentrate on the traceability and safety of the food, increasing the customers' faith in the product. In addition to encouraging water and energy conservation measures, addressing food waste reduction and resource recycling, and improving consumers' environmental knowledge and affiliation with Haidilao Hot Pot, environmentally friendly utensils and packaging materials can be utilized.

Haidilao Hot Pot can more accurately position their offerings, better understand the needs and preferences of various segments, and deliver experiences and services that live up to their expectations by segmenting the target market into groups such as social experience seekers, quality and innovation oriented, and health and environmental conscious individuals. In the fiercely competitive food and beverage sector, such a market segmentation strategy aids Haidilao Hot Pot in creating a distinctive brand identity and competitive edge, drawing in more target customers and realizing continuous business success (Hu zhiquan,2017).

3.2.2 Positioning

The process of choosing one or more target market categories and figuring out how a company places itself within those segments is known as positioning. Differentiation

positioning is a tactic that distinguishes a good or service from rivals to satisfy certain target market needs. Differentiation positioning assists a company in creating a distinctive brand identity, capturing the interest of the target market, and retaining their loyalty (Liu qing,2014). The following methods are used by Haidilao Hot Pot to carry out its differentiation positioning strategy:

a) Delivering a distinctive customer experience: Haidilao Hot Pot is famous for its distinctive customer experience and strengthens and extends this advantage. It provides high-quality service, such as friendly hospitality, individualized attention, and prompt service, making sure that patrons have a pleasurable eating experience.

b) Innovation and high-quality products are continually emphasized at Haidilao Hot Pot. Its ingredients are always fresh and of the highest caliber. Haidilao Hot Pot works closely with its suppliers, chooses premium products, and upholds great cooking practices to guarantee that its clients enjoy their hot pot meals. In addition, Haidilao Hot Pot frequently debuts new meals and flavors to satiate clients' cravings for novelty and freshness (Wu yajun,2015).

c) Creating social and interactive platforms: By setting up a social and interactive platform, Haidilao Hot Pot encourages engagement and conversation among diners, giving them additional social experiences. To increase diners' enjoyment and participation, for instance, interactive games, themed events, and celebratory services might be set up.

d) Highlighting health and environmental concern: As part of its differentiated positioning, Hai Di Lao incorporates health and environmental consciousness. Haidilao Hot Pot stresses its care for customer health and the environment by providing options of healthy products, additive-free spices, and ecologically friendly packaging and utensils, targeting the target market that values health and environmental conscience.

e) Personalized customization services are offered by Haidilao Hot Pot to cater to the unique requirements of various clients. For instance, it provides clients with a distinctive hot pot experience based on their taste and preferences by offering options for individualized condiments and ingredients.

In order to stand out from the competition in the intensely competitive food and beverage business and win over the target audience's awareness and loyalty, Haidilao Hot Pot uses a differentiation positioning strategy (Liu boliang,2022). Haidilao Hot Pot creates a distinctive brand image and draws in particular target markets by offering distinctive customer experiences, emphasizing product quality and innovation, establishing social and interactive platforms, highlighting health and environmental consciousness, and providing tailored customization services.

Differentiation positioning approach is a realistic and efficient option based on the

service marketing traits of Haidilao Hot Pot. By differentiating itself from rivals, establishing social and interactive platforms, emphasizing product quality and innovation, highlighting health and environmental consciousness, and providing individualized customization services, Haidilao Hot Pot can stand out in the cutthroat food and beverage market, win the target market's recognition and loyalty, and attract customers' attention. This promotes growth and competitive advantage in addition to increasing client loyalty and word-of-mouth advertising.

3.2.3 Pricing

Establishing prices for goods or services is the process of pricing. The corporation uses the following pricing techniques in accordance with the market competition and service marketing characteristics of Haidilao Hot Pot:

a) Value-based pricing: The price of Haidilao's services is determined by the excellent value they provide (Zhu jiao,2022). Haidilao Hot Pot positions itself in a way that communicates high added value to customers by developing a strong brand identity and reputation and offering outstanding customer service. Customers are prepared to pay more for the unique hot pot experience and service.

b) Differentiated pricing: In order to reflect the unique characteristics of its services and goods, Haidilao Hot Pot uses differentiated pricing. For instance, it provides hot pot bundles at various pricing points that depend on the kind, quantity, and caliber of the components used. In order to meet the needs of a variety of customers, Haidilao Hot Pot also provides special customisation services, such as private rooms and personalized menus, at various pricing ranges.

c) Bundle pricing: By creating unique meal bundles and combos, Haidilao Hot Pot attracts more clients and boosts sales (Yang wei,2020). Haidilao Hot Pot can satisfy the requirements of diverse client segments and offer additional options and flexibility by combining various components and side dishes and delivering package choices with variable specifications and costs.

d) Time-based pricing: Based on various time frames, Haidilao Hot Pot develops several pricing schemes (Yuan caiyun,2022). For instance, it provides special prices or discounts outside of peak times to draw in more clients. In contrast, it uses peak pricing techniques at busy times to increase sales.

e) Geographical pricing: Based on market rivalry and regional consumption levels, Haidilao Hot Pot creates several pricing strategies. Prices are raised in high-consumption areas to reflect the residents' disposable income and purchasing power (Wang xueke,2021). To draw in more clients in locations with medium to low levels of consumption, relatively lower price positioning is used.

f) Promotion and discount strategies: Haidilao Hot Pot boosts sales and encourages consumption by offering promotions and discounts. To draw in more customers, it frequently introduces special packages, birthday benefits, group purchase discounts, etc. Additionally, membership schemes, point redemption, and other strategies improve client loyalty and promote repeat business.

Haidilao Hot Pot uses a variety of pricing techniques, including value-based pricing, differentiated pricing, bundle pricing, time-based pricing, geographic pricing, and promotion and discount strategies, depending on the peculiarities of its service marketing and the competition in the market (Li xinyi,2021). It is also crucial to take into account elements like expenses and earnings, the competitive environment, consumer wants and preferences, market positioning and brand image, as well as feedback and evaluation, when developing pricing plans. Haidilao Hot Pot implements pricing plans that are appropriate for its unique qualities and market demands by carefully taking into account these variables, thereby reaching its profitability and sales growth targets (Shen yuan,2019).

4.0 Results and discussion

The services provided by the catering sector are a crucial and important marketing instrument in the development of China's market economy (Li fang,2023). If you want to differentiate your catering company from the competition, you must excel in service marketing. Haidilao Hot Pot has a considerable competitive advantage in the field of service marketing. Fundamental services can be seen as the foundation of all catering industries (Fu yapping,2023). On the other hand, despite Haidilo Hot Pot having firmly established the foundation of service and building high-rise buildings over time, there are still a lot of restaurants that do not pay attention to basic services. It takes a lot of time and labor to operate, whether it be for electronic services, dish quality, retail environment maintenance, or cautious employee management, market control, and analysis. But no matter how tall a restaurant is, if it cannot simply offer these basic services, it will inevitably tumble (Lai wenyang,2012). With the aid of a scientific perspective on development, continuous improvement, and development, Haidilao Hot Pot was able to identify its own market positioning and target market. As a result, it has flourished in the current environment of fierce competition. The expansion of the nation's hot pot catering industry is a valuable source of data. Second, Haidilao Hot Pot enterprises personify the corporate culture of the organization since "customer-oriented" is ingrained in their own DNA. Since it is a corporate culture, not all businesses can employ it. Customers and catering enterprises must be closely connected; if they lose their customers' satisfaction and trust, they will undoubtedly be unable to build a presence (Zhao minmin, 2015).

5.0 Conclusion and recommendations

Many catering companies today still do not have a thorough structure in place for

hiring and educating new employees, which results in a lack of understanding of the service industry. Customers are a critical wind vane for firms to change their strategy since these defects will eventually be felt by every customer. Customers are the group that can most clearly experience the passion of the personnel. However, it costs a lot of money, time, and rearranged labor deployment to complete the staff training at Haidilao Hot Pot. Since many small- and medium-sized enterprises find it difficult to do this, mindlessly imitating the Haidilao Hot Pot firms' business model is not a prudent course of action. Plan employee training in line with the development of your company's operations, but make sure that each employee has a thorough understanding of the importance of customers. In order to motivate employees, the completion of this component as well as specific rewards and punishments may be taken into account during later employee evaluations (Ren Xueyin, 2004). We thoroughly analyze the micro and macro environments of Haidilao Hot Pot enterprises, suppliers, marketing intermediaries, competitors, markets, the general public, as well as the Chinese population, economic environment, natural environment, technical environment, political and legal environment, and social and cultural environment in order to fully understand the marketing environment faced by Haidilao Hot Pot. Ultimately, it is determined that Haidilao Hot Pot's service marketing must evolve in order to improve the manner, method, and level of service, combined with the changes in the current consumer market, make prompt adjustments, avoid letting their advantages become criticism, adhere to the enterprise's original intention, improve the quality of products and services, and expand marketing. The service at Haidilao Hot Pot is rated higher by Chinese people than it is by people worldwide. Additionally, it is thought that the optimization strategy for Haidilao's product offers can advance service marketing in the catering industry by acting as a theoretical point of reference for enterprises.

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