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A Service marketing exploration of pet store

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Master in Applied Management

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ISCTE-IUL

February 2024



BUSINESS
SCHOOL

Department of Marketing, Operations and General
Management

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Abstract

This study focuses on “A pet store” in China, set against the backdrop of the country's booming pet economy. Driven by factors such as economic growth and demographic changes, and accelerated by the pandemic, the pet economy in China has reached a significant scale. This growth has led to an increase in the number of pets, pet owners, and consequently, pet-related businesses. However, the pet industry faces challenges. The low barriers to entry have resulted in a surge of offline pet stores, leading to market homogenization, inconsistent service levels, outdated business models, and a lack of distinctive competitive advantages. Additionally, the pandemic has shifted pet owner consumption patterns, especially in pet food purchasing, which is increasingly moving online, impacting traditional pet stores. This research utilizes service marketing theory to analyze A pet store. It employs literature reviews and surveys to assess consumer demand and includes a detailed analysis using PEST, Porter's Five Forces, and SWOT tools. Based on the findings, several strategies are proposed for A pet store, including diversifying product types and portfolios, implementing varied pricing strategies, optimizing online channels, enhancing promotion methods, improving employee quality and welfare, streamlining service processes, and refining the store environment and staff image. These strategies aim to enhance the store's service level and core competitiveness, ensuring its survival and growth. This study aids improving A pet store's service marketing system and provides insights that could be beneficial to other pet stores in the industry, making it a valuable contribution to the field.

Key words: pet store; Service marketing; Marketing mix strategy

JEL Classification: M31, L81

Resumo

Este estudo debruça-se sobre a “A pet store”, tendo como pano de fundo a economia de animais de estimação em expansão no país. Impulsionada por fatores como crescimento económico e mudanças demográficas, e acelerada pela pandemia, a economia de animais de estimação na China atingiu uma escala significativa. Esse crescimento levou a um aumento no número de animais de estimação, donos e, conseqüentemente, negócios relacionados com animais de estimação. No entanto, a indústria enfrenta desafios. As baixas barreiras à entrada resultaram num aumento de lojas de animais offline, levando à homogeneização do mercado, níveis de serviço inconsistentes, modelos de negócios desatualizados e falta de vantagens competitivas distintas. Além disso, a pandemia mudou os padrões de consumo dos donos de animais de estimação, especialmente na compra de alimentos para animais de estimação, que está cada vez mais a mover-se para online, impactando as lojas tradicionais de animais de estimação. Esta investigação utiliza a teoria do marketing de serviços para analisar “A pet store”. Usa a revisão de literatura e questionários para estimar a procura do consumidor, e inclui uma análise detalhada usando as ferramentas PEST, Cinco Forças de Porter, e SWOT. Com base nos resultados, várias estratégias são propostas para uma loja de animais de estimação, incluindo diversificar tipos de produtos e portfólios, implementar estratégias de preços variadas, otimizar canais on-line, aprimorar métodos de promoção, melhorar a qualidade e o bem-estar dos funcionários, agilizar os processos de atendimento e refinar o ambiente da loja e a imagem da equipe. Essas estratégias visam aumentar o nível de serviço e a competitividade da loja, garantindo a sua sobrevivência e crescimento. Este estudo não só ajuda a melhorar o sistema de marketing de serviços de uma loja de animais de estimação, mas também fornece insights que podem ser benéficos para outras lojas de animais de estimação no setor, tornando-se uma contribuição valiosa para a área.

Palavras-Chave: lojas de animais de estimação; Marketing de serviços; Estratégia

de marketing

JEL Classification: M31, L81

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1. Introduction

1.1. research background

The rise of pet ownership in China reflects a significant shift in societal values and economic patterns. As the population structure evolves, with a growing number of single, DINK (Double Income, No Kids), and elderly individuals, pets are increasingly seen as vital companions for emotional support. This trend has notably fueled the expansion of the pet industry, transforming pet ownership into a daily necessity for many. The economic boom in China has also elevated consumer standards, leading to more diverse and sophisticated demands in pet care. This change has not only enhanced the bond between pets and their owners but has also driven substantial growth in the pet market, propelling it to reach a scale of billions.

The 2021 China Pet Industry White Work reveals astonishing figures: over 112 million cats and dogs (excluding other pet types), an 11% increase from the previous year, and more than 80 million pet owners, up by 8%. The pet consumption market is valued at over 249 billion yuan. The pandemic has accelerated the rise of online pet-related activities. Pet owners frequently share videos of their pets, garnering significant online traffic. Some pets have become online celebrities, generating commercial value for their owners. This phenomenon has cultivated a broader customer base for the pet industry, diversifying pet-related needs and underscoring the rapid growth of China's pet sector. Given the country's aging population and increasing number of singles, the pet economy's potential seems limitless. In the first half of 2021 alone, over 600,000 new businesses related to pets were registered, highlighting the "pet economy's" popularity and the influx of capital into this market.

Traditional pet stores, vital to the pet consumer market, are facing challenges. While pet food remains the primary revenue source, the rise of online store has shifted consumption patterns, especially during the pandemic. This shift poses a significant challenge to offline pet stores, which suffer from low entry barriers, rapid growth, and homogeneity, leading to unstable customer loyalty and high turnover. Offline stores, embodying product, service, and emotional management, must innovate to compete. Service quality is increasingly crucial, and traditional marketing strategies are no longer adequate. Pet store operators must rethink their approaches, integrating product and service marketing and enhancing aspects like service products, pricing, channels, communication, display, processes, and personnel management. The goal is to establish differentiated services, foster customer loyalty, reduce churn, add value, and improve satisfaction and competitiveness for sustainable growth.

This work examines "A Pet Store" as a case study. By analyzing the 7Ps of service marketing (product, price, place, promotion, people, process, physical evidence), it delves into the store's current business model, marketing status, and service delivery. Considering

the prevailing market conditions, a customer-centric, service-oriented marketing strategy is proposed for "A Pet Store." This strategy aims to enhance the store's value, ensuring its sustainable growth and success in a dynamic and competitive market.

1.2. Research significance

1.2.1. Theoretical significance

Through the search of a large number of literature materials for the keyword search of "service marketing", it is found that although the marketing strategy research in this area is relatively rich and has been combined with multi-industry and multi-disciplinary research. However, there are few studies on marketing strategies related to pet stores in the pet industry as research objects. Only a few articles on pet food companies and pet chain stores involve 4P marketing strategies. At present, none of the literature related to the pet industry that can be found involves service marketing strategies. There are both shaped product display and intangible care, beauty, diagnosis and treatment services, in marketing will be different from the traditional 4P marketing. The different customer groups also determine the heterogeneity of service marketing strategies with other industries, and it is impossible to directly copy the service marketing experience of other industries. Based on this, the specific theoretical significance of this work has the following points:

First, this work takes the service marketing theory as the theoretical support of A pet store research, first of all, enrich the cross-industry research of 7Ps marketing theory system. The research on A pet store service marketing strategy helps verify the applicability of marketing theory system in the pet industry, and fills the research gap in the service marketing strategy system of the pet industry. At the same time, expand the industry diversity in the field of service marketing and fill the shortcomings of existing research fields.

Second, through the study of A pet store, this work summarizes the service marketing strategy framework of A pet store, which has certain significance for enriching and improving the relevant theories of pet-related enterprises and industrial marketing, and also has certain reference value and significance for the research of other marketing aspects of pet store.

1.2.2. Practical significance

With the diversification, refinement and scientific pet raising trend becoming more prevalent, pet consumption categories are also increasing, and online and offline channels are gradually improving. Staple food purchases have been highly online, and the impact of the Internet on offline sales channels is particularly deadly. The consumption penetration rate of pet products is also much higher than that of service consumption. Offline pet physical stores are facing

huge competitive pressure, and the homogenization of offline pet stores is becoming increasingly serious, the business model is single, the customer flow of pet stores is difficult to control, the customer conversion cost is low, the loyalty is not high, and the pet stores open fast and close fast. Effective service marketing strategies can help enterprises increase the probability of success, improve the survival and development ability of enterprises, and shape the unique competitive advantage of enterprises.

A Pet store was established at the end of 2019. After more than two years of stable development, it has invested a lot of capital costs and equipment this year to add pet diagnosis and treatment service items to the original business items, transforming the original traditional pet store model into the "pet store + diagnosis and treatment" model. However, the current operation effect of pet diagnosis and treatment service items is not ideal and the customer rate is low. Can only maintain the daily balance of payments, can not achieve investment income, is facing a huge investment pressure dilemma. Therefore, this study investigates and analyzes the satisfaction level of pet store service marketing from the seven elements of service marketing, explores the shortcomings of pet Store A at present, and makes improvements and adjustments to its service marketing strategy, which can accurately improve the overall service quality of the enterprise and help pet Store A turn the corner under this crisis. The addition of diagnostic services can convert potential customers, increase market share and generate revenue. At the same time, the research and analysis of A service marketing strategy also has certain decision-making and reference significance for future pet stores in marketing management, which is conducive to the development of the pet industry.

This work is organized into six chapters, outlined as follows:

Introduction: This chapter lays the foundation of the study, outlining its background, significance, research content, methodology, and technical approaches. It sets the stage for the detailed analysis that follows.

Theoretical Framework: Here, the work explores the theoretical underpinnings of service marketing. It reviews both domestic and international literature on service marketing and pet-related studies, providing a comprehensive theoretical basis for the research.

Market Analysis of 'A Pet Store': This section delves into the marketing environment of 'A Pet Store.' Utilizing frameworks such as PEST analysis, Porter's Five Forces model, and SWOT analysis, the store's position and potential strategies are thoroughly examined. The chapter concludes with a SWOT matrix analysis, leading to the selection of an optimal business strategy.

Current State of 'A Pet Store': This chapter offers an in-depth look at 'A Pet Store,' analyzing its current status across the 7Ps dimensions. It involves a detailed investigation and data collection on factors like consumer demand, preferences, purchasing motivations,

and the impact of service marketing on buying decisions. The consumer satisfaction with the store's services is measured using a Likert scale, followed by a thorough analysis using relevant tools. The chapter aims to identify and analyze the store's existing issues.

Strategy Recommendations: Based on the issues and consumer demand characteristics identified in the previous chapter, this section proposes tailored service marketing mix strategies for 'A Pet Store.' These suggestions aim to address the store's shortcomings and align its operations with customer expectations and market trends.

Conclusion and Future Directions: The final chapter summarizes the study's findings and contributions, reflecting on the insights gained. It also outlines the potential future research directions that can stem from this study, emphasizing the continuous evolution and growth prospects in the field of service marketing for pet stores.

By providing a comprehensive analysis and strategic recommendations, this work aims to contribute valuable insights to the burgeoning field of pet store service marketing, offering a blend of academic rigor and practical applicability.

2. Literature review

2.1. Service connotation and characteristics

The study of services as a distinct area within marketing commenced in the 1960s. It was during this era that the American Marketing Association (AMA) initially conceptualized services as "an action, benefit, or satisfaction offered for sale, either on its own or as part of a product" (Brown et al., 1994). Despite the lack of a universally agreed-upon definition, a consensus exists on certain key attributes that characterize services. These include intangibility, inseparability, variability, and perishability. These attributes set service marketing apart from product marketing.

2.1.1. Definition and characteristics of service marketing

In the realm of business, the distinction between products and services is not always clear-cut. In practice, most enterprises offer a blend of both, each possessing distinct characteristics that necessitate different marketing strategies and theoretical frameworks. Service marketing, as explored in this work, is defined as a suite of activities conducted by businesses in their marketing efforts (Gronroos, 1990). These activities are designed to fully comprehend and satisfy consumer needs. This definition underscores the proactive and consumer-centric approach characteristic of service marketing.

Service marketing, when compared to traditional product marketing, has several unique features. One of the most prominent is intangibility, services cannot be seen, touched, or measured in the same way as physical products. This intangibility often leads consumers to judge the quality and effectiveness of a service based on tangible cues, such as the appearance and behavior of personnel or the physical environment in which the service is delivered. Another key aspect is consumer involvement. In service delivery, consumers are often actively engaged in the process, blurring the lines between provider and recipient (Wind, 2006). This direct interaction necessitates excellent interpersonal skills and customer handling by service personnel, as they become an integral part of the consumer experience.

Additionally, controlling the quality of a service is more challenging than for tangible products, due to the variability introduced by human participation. Efficiency and timeliness are critical, as delays or shortcomings in service delivery can significantly impact customer satisfaction. Unlike physical products, services cannot be stored, which presents unique challenges for distribution and scalability.

2.1.2. Service marketing 7Ps portfolio theory

In the 1960s, under the background of marketing environment with the goal of meeting market demand, single consumer demand and mass production of enterprises, scholars put forward the 4PS marketing theory from the perspective of enterprises (Wilkie & Moore, 2003). 4PS mainly focuses on the promotion of products, which provides quite favorable tools for the development of enterprises. 4PS is still a very effective guiding theory. Then, with the continuous development of enterprises and times, influenced by factors such as external and internal environment and the difference of market environment, the research on marketing theory in the academic circle is also constantly improving and expanding. 4PS marketing theory later gave birth to a series of marketing theories in different times. For example :7Ps, 4C, 4R, 4D, 4S, 4V, 4I and other marketing theories with different characteristics, different essence and different focus. In the market competition and the emergence of the Internet, the transmission speed is accelerated, and the traditional 4P theory is challenged by new things. The 4PS marketing theory began to shift to the 4CS marketing mix, which was oriented towards the needs of the buyer. With the advent of the Internet era, the 4CS marketing theory has evolved on the basis of which relationship marketing is the core and customer loyalty 4RS marketing theory is established. Its biggest feature is competition-oriented, while taking into account the interaction and win-win situation between consumers and enterprises. The 4D marketing theory is produced in the context of the current mobile Internet era, and the essence of 4D marketing is communication with demand as the core.

The 7Ps marketing theory was developed on the basis of the traditional 4Ps theory by adding three service elements: personnel, service process and tangible display (Bitner & Booms, 1981). 7Ps service marketing pays more attention to the influence of people in the marketing process than the traditional 4P, 7Ps focuses more on the persuasion of customers, it integrates the research of enterprises, service personnel and consumers, emphasizes the importance of the marketing process, and considers the waiting cost and other factors of consumers when purchasing. 7Ps makes up for the deficiency that 4PS is only put forward from the perspective of enterprises and ignores the needs of consumers. In the early stage, due to various factors such as social conditions, the traditional 4PS marketing strategy has been able to fully cope with the market, but with the progress of The Times, new products continue to be added, and market brands are diversified. When consumers do not understand the brand, the new 7Ps theory is very important. Consumers will make trust purchase based on the service attitude of service personnel, and evaluate the service through factors such as material environment and service timeliness. The overall service level will affect consumers' perception and thus affect consumers' decision on secondary consumption. In the whole activity, 7Ps service marketing reveals the importance of "3 Ps", enterprise employees, tangible display, service process has become a part of the customer's intuitive feeling of enterprise service, and will have an impact on the quality of service and

corporate image. Through communication and interaction, employees understand consumers' feelings in this process, and through this feeling, timely improve services to meet consumers' expectations. Therefore, 7Ps service marketing is more suitable for modern marketing.

Based on the emphasis of different marketing theories as well as the "product + service" attribute of A Pet store. This work believes that the development of A pet store is not only closely related to the products sold, but also has an inextricable relationship with pet owners, suppliers and service personnel. Therefore, this work believes that the theoretical basis of 7Ps marketing is more in line with the research object of this work.

2.1.3. Service marketing related research review

With the vigorous development of China's service economy, service has become the key to core competitiveness in both the primary and secondary industries and the tertiary industries. Service marketing, characterized by interdisciplinary and innovative, is attracting many scholars. By combing the evolution and focus shift of service marketing, this work learns that service marketing has roughly undergone the following developments:

Table 2.1 Service marketing developments

In the 1960s	Service definition	Definitions of services, differences between services and goods
In the 1970s	Service marketing concept	Service marketing framework, service marketing integration
In the 1980s	Service quality measurement	Service quality measurement manages service quality
In the 1990s	Service production	Service production, factors, design
Early 21st century	Service value	Perceive service value, customer value, orientation
21st century to present	Customer knowledge, service leading logic	Customer complaint, customer engagement, customer experience

Source: Author

In this study, a comprehensive review of service marketing literature was conducted, drawing inspiration from the work of Hua Li (2012). Hua Li 's approach utilized the CiteSpace literature analysis tool to examine the progression and key themes in service marketing research in China. This work extends that approach by searching for publications specifically focused on "service marketing," identifying relevant subject words and keywords. The analysis includes a frequency count of these keywords, which, along with an examination of the development of service marketing over time, helps categorize the literature into distinct areas: theoretical developments in service marketing, service quality, marketing strategies for services, and the concept of service value.

Development of service marketing related theories:

Service marketing, a concept originating in the United States, has evolved significantly since its inception. Rathmell (1966) first introduced the concept, setting the foundation for a field that would later see substantial contributions from various scholars. Booms and Bitner, in 1981, expanded on this by proposing the influential 7Ps combination theory, a fundamental framework in service marketing. Further contributing to the field, Fisk (1993), delineated the development of service marketing into three distinct stages and outlined six future trajectories for its evolution.

China's engagement with service marketing started somewhat later, primarily in the 1990s, a period marked by an increasing interest in and adoption of these concepts, reflecting the country's evolving service economy (Sachs & Woo, 2001). Early Chinese research predominantly focused on introducing service marketing concepts and emphasizing their critical importance to businesses. Andersson et al. (2018), highlighted the need for a paradigm shift in marketing concepts, especially for foreign service enterprises operating in China, to enhance marketing effectiveness. Following this, Wang et al. (2004) emphasized the importance of understanding service marketing's unique characteristics for the growth of China's tertiary sector. They advocated learning from international successes to develop strategies tailored to China's context.

Homburg et al. (2002) stressed that service is a crucial differentiator in competitive markets. They argued for a customer-centric approach in service marketing, emphasizing the significance of time management and comprehensive service quality control.

What is more, Baron et al. (2013) proposed a comprehensive theory of service marketing, reflecting the field's developments and market advancements. This theory focused on refining and innovating the service marketing operation system, considering aspects like corporate culture, business strategies, and human resource strategies. These scholarly works collectively underscore the vital significance of service marketing in the business world. They highlight how understanding service marketing's characteristics and market evolution can profoundly impact enterprise success, providing a robust framework for businesses to excel in a service-oriented economy.

Service quality:

The concept of service quality and its impact on customer satisfaction has been a focal point in service marketing research. Finnish scholar Christian Grönroos (1982), pioneered this field by introducing the idea that service quality is perceived through the gap between customer expectations and their actual service experiences. This gap analysis considers various factors like individual needs, brand image, word-of-mouth, and marketing communication.

Building on Grönroos' work, Parasuraman et al. (1985) developed the customer quality gap model. This model suggests that the larger the discrepancy between what customers expect and what they perceive, the lower the service quality. To enhance service quality, they recommended addressing four key gaps. This led to the 1988 introduction of the SERVQUAL model, which includes reliability, assurance, tangibles, empathy, and responsiveness as measurement dimensions for service quality.

More recent research by Abbas (2020) has applied the service quality gap model to various industries. Their studies aim to measure and understand the service quality gaps within specific sectors, offering recommendations to bridge these gaps and improve overall service quality. These studies collectively underline the critical importance of service quality in achieving customer satisfaction and its pivotal role in successful service marketing strategies.

(3) service marketing mix strategy:

The existing literature on service marketing mix strategies encompasses a variety of perspectives, emphasizing different aspects of the interaction between service providers and consumers. Kranzbühler et al. (2017) focused on the importance of interactive communication in service encounters, dissecting it from three angles. This interactive aspect is crucial in shaping customer experiences and perceptions of service quality.

Jeong & Oh (1998) highlighted the necessity of setting time standards within service processes, emphasizing efficiency and timeliness as key factors in customer satisfaction. This perspective underscores the operational aspect of service delivery, where time management plays a pivotal role. Seth et al. (2005) brought attention to the impact of product richness on consumer preferences and overall service quality. Their research suggests that the diversity and quality of products offered can significantly influence customer choices and perceptions of a brand. Delving into the realm of service marketing strategies, Salem Khalifa (2004) argued that customer loyalty could be cultivated through value-added services and thoughtful service strategies. This approach highlights the importance of going beyond basic service offerings to create lasting customer relationships. Boksberger & Melsen (2011), discussed the critical role of tangible displays in service marketing, suggesting that physical representations of services can greatly enhance perceived value. Ismail (2011) extended this idea to the visual experiences in service marketing, illustrating how they can influence customer satisfaction and loyalty. Weerawardena (2003) emphasized the growing importance of service marketing innovation in achieving competitive differentiation. Das et al. (2021) pointed out that the pandemic has shifted the dynamics of marketing channels in the service industry, necessitating a transformation in service marketing structures. These studies typically involve in-depth analysis of specific businesses, utilizing methods like surveys to identify challenges and opportunities in the market. Based on these analyses, tailored recommendations are proposed to enhance market competitiveness, focusing on

rectifying existing issues and capitalizing on market conditions. This body of research underscores the importance of contextual and industry-specific approaches in implementing effective service marketing strategies.

(4) Service value:

Service value mainly includes three stages of value creation, value delivery and value enhancement for consumers (Grönroos, 2011). Price value creation can be improved through tangible display and internal marketing of employees within enterprises, and differentiated services can be provided to customers. For example, it is mentioned in the literature review above that tangible display is an important tool to embody the value of service marketing. Value delivery mainly perceives the value of services through consumers' perceived services, customer satisfaction, service quality and purchase intention. Only by continuously improving the service value, can we get more active purchase behavior.

2.1.4. Pet industry related marketing strategy

China's pet industry, a relatively recent development compared to its global counterparts, has witnessed a rapid growth in recent years, marking the rise of the "pet economy." However, academic research in this area remains limited and in its nascent stages, with a need for deeper and more sophisticated methodologies.

Liu (2023) identified pets as an emerging industry with vast market potential, offering fresh perspectives on pet marketing strategies. Rubio (2022) highlighted the challenges facing China's pet market, such as disorganized competition, weak service consciousness, and a lack of standardization, all of which hinder the industry's healthy growth. In the realm of pet food, studies have largely concentrated on brand strategies, marketing channels, and the 4P marketing model.

Cheng Shuaijun (2014) delved into the consumer behavior of pet dog food purchasers in Chengdu, analyzing product functionality, quality, and word-of-mouth communication. The study suggested that differentiated product development could better cater to the diverse needs of pet owners. Hu Batra & Keller (2016) shifted the focus to pet stores, integrating their new media marketing strategies and proposing innovative approaches in this domain. In contrast, the research on pet hospitals is sparse, with Meng (2018) being a notable exception. Meng utilized the SERVQUAL service quality model to measure and analyze service quality in pet hospitals, offering targeted strategies for service optimization.

These studies collectively underscore the emerging status and diverse challenges of China's pet industry. They highlight the need for strategic marketing approaches, from brand building and new media strategies to service quality enhancement, to navigate and capitalize on the burgeoning pet economy.

2.2. Research conclusion

Through the analysis of a large number of relevant literature on service marketing, it is found that, affected by various factors of social development, foreign research on service marketing started earlier, while domestic research started later. Therefore, the two have different research emphases at macro and micro levels, as well as different research objects, research content themes, research frameworks, etc. At present, most domestic scholars on service marketing mainly cross-study the relationship between service quality, customer satisfaction, customer relationship management, customer value, consumer purchase behavior intention and other aspects, as well as service marketing strategy integration to put forward rectification suggestions for enterprises. Research on service marketing is also combined with multiple industries. However, when reviewing the literature on pet industry, there are few pet-related studies, most of which only focus on the current situation and development prospects of pet market. Relatively speaking, there are only a few research literatures on pet food brands, marketing channels, pet market business models and other related aspects. At present, there are no studies on the application of service marketing to the pet industry. Only a few pet chain stores use 4P marketing strategies in their marketing strategies, and there is a lack of empirical support. Therefore, by combing relevant literature and referring to service strategy studies of other industries, this work takes pet store A as the object and researches on service marketing 7Ps theory as the basis to solve the shortcomings of pet store research strategies. Secondly, it can verify the applicability of 7Ps marketing theory system in the pet industry and expand the industry diversity of service marketing field at the same time. It is of certain significance to fill the deficiency of the existing research field and enrich and improve the relevant theories of pet-related enterprises and industrial marketing.

3. Research method

This research work delves into the realm of service marketing, applying the 7Ps marketing theory to dissect and understand the service marketing dynamics of "A Pet Store". Employing a combination of interviews, questionnaires, and other data collection methods, this study leverages SPSS software to process the gathered data, ensuring both reliability and validity in its analysis. The objective is to craft a viable service marketing strategy tailored to the specific needs and context of "A Pet Store," guided by empirical data and analytical insights.

3.1. Literature research method

The author mainly consulted, summarized, analyzed and sorted out domestic and foreign literatures, works, works and journals related to this work, combined with pet store industry data, market analysis and other materials, to help the author clarify the research ideas, build the basic theoretical research framework of this work, and learned from the research methods of previous researchers. At the same time, it provides theoretical support for the follow-up design of the questionnaire survey and research conclusions and suggestions.

3.2. Case analysis

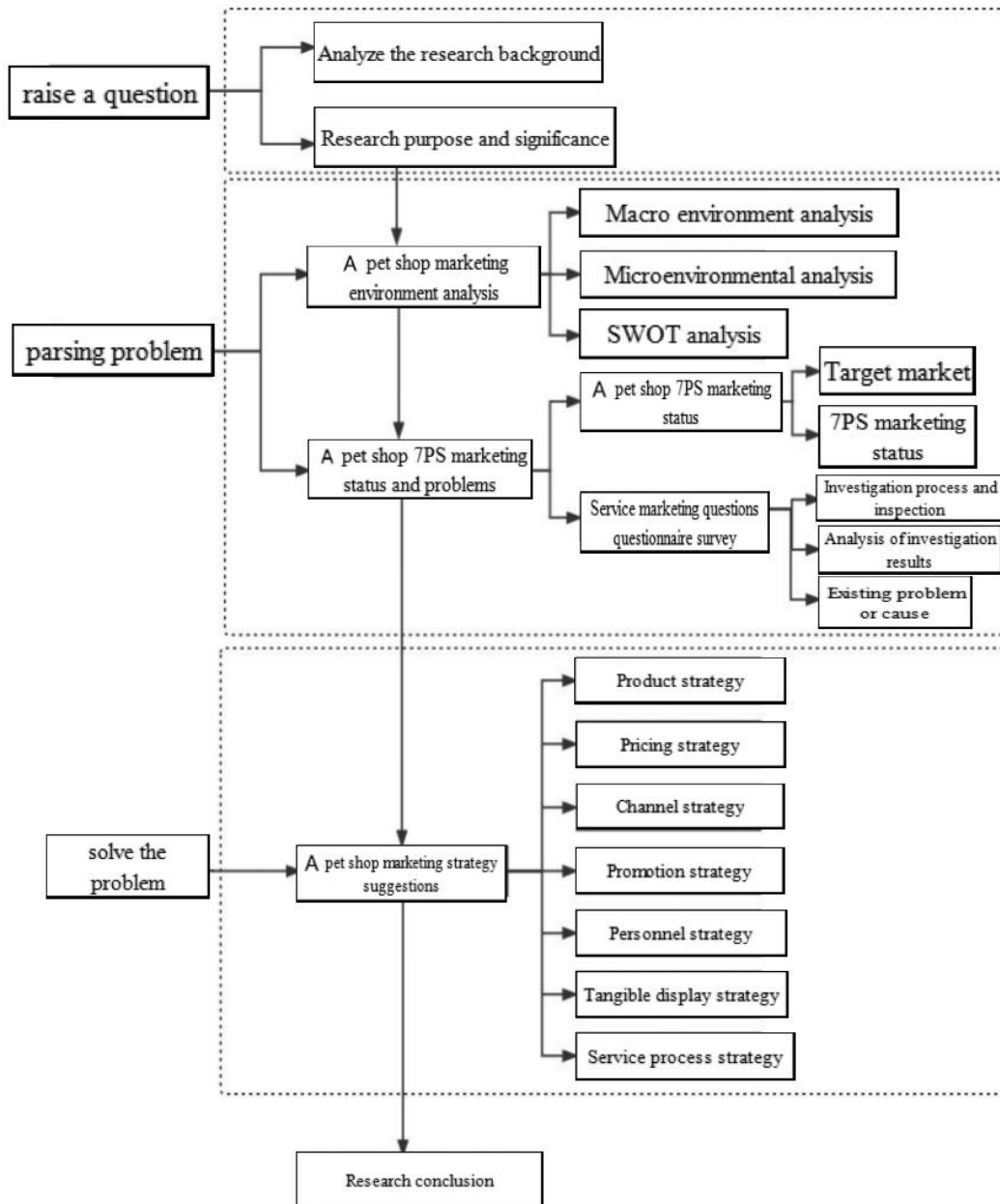
Case analysis is a commonly used method for MBA majors. It mainly focuses on the problems in actual enterprises as research objects, and conducts A series of analysis on enterprises through PEST, Porter's Five Forces Model, SWOT and other analysis methods, so as to solve problems for enterprises. This work takes A as research object, and conducts in-depth research on the marketing status quo and market environment of A. And according to the current marketing environment to put forward effective decision-making suggestions to solve the problem.

3.3. Questionnaire survey and statistical analysis

The questionnaire survey in this work is mainly based on seven dimensions of 7Ps and uses Likert scale to conduct questionnaire survey on consumers, which is mainly used to understand the current overall service marketing level of pet store A. SPSS tool is used to analyze the results according to the data collected from the questionnaire. It includes descriptive statistical analysis, consumer demand characteristics analysis, marketing degree of consumer purchase decision and sample reliability and validity detection. And according to the results of the investigation combined with case analysis, put forward targeted marketing

suggestions.

Figure 3.1 Technology roadmap



4. A pet store environment analysis

4.1. Macro environment analysis

With the continuous release of relevant national policies and normative documents on pet raising, it has boosted the normative development of the pet industry. The further improvement of residents' income, the upgrading of consumption levels and the needs of emotional sustenance promote the diversified development of pets. In general, driven by policy-driven, economic driven, demographic driven, technology-driven and other driving factors, the pet industry has brought huge development space. At present, pet companies are already in a fierce competition environment, and the entry barrier of the pet industry is low, which also determines a situation where competitors continue to enter, and the pet industry is also constantly integrating. Therefore, in such a hot competition environment, it is necessary to gain insight into the relevant business development direction and risk opportunities by grasping the current situation and development trend of the pet industry, using the PEST analysis, originally developed by Aguilar (1967).

4.1.1. Analysis of political and legal environment

From the ban notice issued by the Ministry of Health in 1980, to the introduction of pet management regulations in recent years, from the beginning of the blanket ban to the current optimization management to the protection of pet safety and other relevant regulations, it can be seen that the pet policy has been liberalized from the beginning and now gradually standardized and improved. Due to the late development of China's pet industry, the relevant laws and regulations are incomplete, the pet market also frequently "toxic cat food", "toxic dog food", "week cat", "star dog", "pet blind box" and other incidents, pet consumers can not protect their rights and interests through the relevant laws and regulations, the cost of rights protection is high and there is no door for rights protection and other incidents occur frequently, the state in order to supervise and regulate the pet-related industry, A series of laws and regulations have been introduced, such as pet food management methods for pet feed, health regulations, and business conditions. In terms of pet diagnosis and treatment, relevant regulations such as veterinary drug registration, licensed veterinarians, and management measures for animal diagnosis and treatment institutions have been introduced. And has repeatedly rectified pet enterprises, strict supervision of pet food enterprises, standardized the healthy and orderly development of domestic enterprises, while increasing the threshold for foreign access, imports tend to be strict in favor of domestic production, by the end of 2022, the Ministry of Agriculture and Rural Affairs, the General Administration of Market Supervision deployed pet diagnosis and treatment order special rectification action. In

the future, with the improvement of industry norms, pet food is safer, pet feeding food and service quality is guaranteed, and the pet industry will enter a more standardized and healthy development stage.

Table 4.1 Regulations on pet food and diagnosis and treatment institutions in China

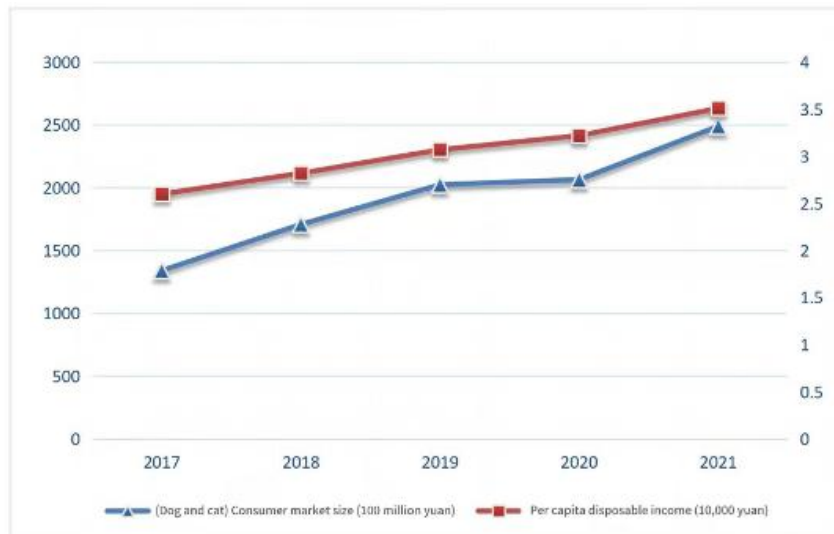
Related document	Content
Veterinary Drugs Administration Ordinance (2004)	Relevant regulations and standards have been formulated from the aspects of research, production, management, import and export, and use of veterinary drugs. As well as supervision and management regulations and legal responsibilities to explain.
Administrative Measures for Animal Diagnosis and Treatment Institutions (Draft) (2007)	The corresponding system of pet diagnosis and treatment licensing system, animal diagnosis and treatment institutions with conditions, diagnosis and treatment activities management, punishment and so on
Announcement No. 20 of the Ministry of Agriculture and Rural Affairs of the People's Republic of China (2018)	<ol style="list-style-type: none"> 1. Pet Feed Management Measures 2. License Conditions for Pet Feed Manufacturers 3. Pet Feed Hygiene Regulations 4. "Pet compound Feed production license by the material requirements" and other normative documents
Notice of Special Rectification Action on Pet Diagnosis and Treatment Order (2022)	Special rectification actions were carried out to standardize the order of pet diagnosis and treatment in 20 cities with more than 200 animal diagnosis and treatment institutions. Standardize the management of licensing and filing, strengthen the supervision of diagnosis and treatment

Source: Ministry of Agriculture and Rural Affairs of the People's Republic of China

4.1.2. Economic environment analysis

According to the National Bureau of Statistics, China's GDP in 2021 has exceeded 11.4 billion yuan, and the national per capita disposable income in 2017-2021 is also on the rise. In 2021, the national per capita disposable income is about 35,100 yuan, and the disposable income of urban residents in Yunnan Province is about 40,900 yuan. The pet raising population is mainly concentrated in the first, second and third tier cities, and this part of the population has higher income. At present, the economic income of our country has satisfied the economic conditions for the rapid development of pet market. This also promotes the popularization of pet raising, with the large-scale increase of pet raising groups, China's pet industry will usher in greater development opportunities. In the past five years, the scale of China's pet market has also expanded year by year, showing an upward trend. In 2021, the scale of China's pet market (only cats and dogs) has reached 249 billion yuan, an increase of 20.6% compared to last year.

Figure 4.1 From 2017 to 2021, China (dog and cat consumption market size) and per capita disposable income



(State Statistics Bureau, 2021)

Moreover, according to the white work Pet owner Portrait in 2021, pet owners are mainly concentrated in highly educated and high-income groups, with more than 63% of them having a bachelor's degree. In terms of pet owners' income, the proportion of 4000-9999 yuan is as high as 46.4%, and the proportion of 10,000-14,999 yuan is 17.5%. More than 15,000 people accounted for 17.4%, this part of consumers have strong economic ability, they have the economic ability to pay attention to the scientific feeding and healthy feeding of pets, and consumer demand is more diversified.

4.1.3. Analysis of social and cultural environment

With the development of social and cultural environment, the function of pets has also changed from the original home care to the carrier of filling emotional needs. In recent years, China's population structure has changed, and the proportion of single, Dink and aging people has increased year by year, and the number is especially large. According to statistics, by 2021, the population of people over 60 years old in China will exceed 260 million, accounting for 18.9%, and there will be more and more elderly and empty-nesters. At present, the single population will exceed 260 million, and the number of Dink is also rising year by year. In the context of the rise of the domestic single economy, Dink economy and silver economy, The need for pets as an emotional bond has become increasingly strong, and more and more families have a need for pets. Pets began to personify the role of children in the family. In the past two years, the impact of the epidemic has accelerated the expansion of the "cloud sucking pet" population, and cultivated the interests of Generation Z. Secondly, with the explosion of new media and live delivery, pet cats and dogs have turned into "tens of

millions of network red", pet owners cash in on pet traffic, and some pet incarnations as "live masters" have become master broadcasts, and pets have begun to bring commercial value to some pet owners, which undoubtedly cultivates more potential users for the pet industry, and the demand for pets is more diversified.

Second, people's consumption needs begin to diversify. With the scientific and refined pet raising concepts of the post-1995 generation, pet owners pay more and more attention to the health of pets. There is a great correlation between pet raising mode and parenting mode, and pets become emotional companions as furry children. Began to pay attention to the taste of pet food, raw material ratio, function and other factors, pet food, snacks, pet toilet, pet insurance, pet photography, pet amusement park demand also followed.

Third, with the further upgrading of the lifestyle of Internet store, pet owners have more diversified store channels under the rapid development of the Internet, which improves the convenience of pet store. Nowadays, online pet food purchase has become one of the most important store channels for pets. With the continuous expansion of online store, the rapid development of the pet industry will be accelerated.

4.1.4. Technical environment analysis

Compared with developed countries, China's pet industry started late, many technologies are relatively backward, but at present, many technologies in our country have tended to mature. Patents applied by China's pet industry have also shown a rapid growth trend in recent years, according to the pet industry Blue Book data in 2019, 2020 and 2021, the number of patents applied by China's pet industry is 8078, 9389 and 4174, respectively. New technologies in the pet industry are constantly emerging, and the trend of pet food refinement, online medical treatment, and intelligent equipment is gradually emerging on the pet industry track. Domestic pet manufacturers and brand owners use new technologies to maximize pet health. Pet food has also begun to be born from the original leftover food to pet food, pet dry food, pet wet food, pet snacks, natural food, functional food, intestinal promotion, calcium, tear glands, brightening fur and other functional food have been developed, and is still in constant fine production, technology continues to mature. Secondly, online payment and online store technology also greatly improve the consumption of the pet industry. Online consumption not only has abundant products, but also has favorable prices and high transparency, which greatly improves the customer experience of service marketing. Live video technology is also very mature, cloud pet, cloud cat has become a part of the current young people's lives, the use of Internet live technology to create a new marketing method of the pet industry, in summary, all the technologies are promoting the pet industry to develop in the direction of high quality.

4.2. Analysis of Porter's five forces model

Porter's Five Forces model (Porter, 1979) is a favorable tool for enterprises to analyze the competitive situation and formulate relevant strategies. It mainly analyzes the basic competitive situation of an enterprise and can be used to determine the competitive advantage of an enterprise in the industry. According to Porter's point of view, the five forces can effectively analyze the current competitive environment of the enterprise.

4.2.1. Competitor analysis

In comparison to major cities like Beijing, Shanghai, and Shenzhen, Guangzhou's pet market exhibits unique characteristics. A survey on Dianping reveals a total of 667 pet stores in Guangzhou, indicating a vibrant market. A Pet Store, offering a range of services including product sales, grooming, medical treatment, and boarding, faces competition from four main categories: (1) comprehensive service pet stores or pet hospitals, (2) local small pet stores, (3) large commercial supermarkets, and (4) e-commerce platforms.

(1) Comprehensive Service Pet Stores or Pet Hospitals:

These establishments are further divided into two groups. The first consists of large national chain brands known for their high brand recognition. The second group includes significant pet stores or hospitals within Guangzhou. Notable names in this category include Pet Club, Kaka Pet, Cool Pet Alliance, and Oriental Animal Hospital. These entities offer a similar range of services as A Pet Store, thus representing a substantial competitive threat. They provide integrated services encompassing pet food, accommodation, and healthcare. Recent concerns over pet food quality have heightened consumer awareness and loyalty towards established brands, as they often symbolize quality assurance. These chain stores benefit from economies of scale in procurement, reducing costs and fostering strong supplier relationships. With comprehensive product offerings and seasoned management practices, they possess a competitive edge in both pricing and service quality.

Local Small Pet Stores:

These stores serve a smaller, more localized customer base, typically within a three-kilometer radius. They offer personalized services but may lack the diversity and scale of larger competitors.

Large Commercial Supermarkets:

These supermarkets cater to a broad customer base and stock a variety of pet products. While they offer convenience, their pet-specific services and expertise might be limited compared to specialized pet stores.

E-commerce Platforms:

Online platforms present a significant competitive force, offering convenience, variety, and often competitive pricing. They are increasingly preferred by consumers for pet product purchases.

For this analysis, the focus will be on two primary competitors in Guangzhou: Pet Club and Oriental Animal Hospital. These establishments, with their well-established brand identities and comprehensive service offerings, represent the significant competition A Pet Store faces in Guangzhou’s dynamic pet market.

Table 4.2 Competitor comparison

Related competitor	Competitor analysis
Pet Club	<ol style="list-style-type: none"> 1. the national large-scale chain brand, Guangzhou's first pet store with the city pet swimming pool, pet clothing, food, housing and transportation full-service large service store. Guangzhou alone has 16 branches, brand awareness is high, Meituan ranks first. 2. With perfect service supporting measures and management experience, high quality staff, elegant environment, luxury, uniform decoration style, recognizable. 3. Complete product range, rich brand, can meet the diversified needs of consumers. There are 20 brands of cat food and 16 brands of dog food sold on Meituan Takeaway alone. Cat food prices as low as 9.9 yuan /500g to 410 yuan /1kg. It can meet the needs of low, medium and high-end consumer groups, in addition, the club also sells other exotic pets, pet snack making, pet photography and other activities in the store. 3. Wide channel layout, 16 branches in Guangzhou, online layout of Meituan, Douyin group purchase and Meituan takeout. The business of Meituan group purchase is mainly the group purchase activities of pet bathing, and Meituan takeout is the main food, snacks, health products, clothes, diapers, exotic pet products and other products that can be distributed. 4. Diversified promotional activities, involving new media such as Xiaored Book, Douyin, and wechat public accounts. In terms of activities, there are cute pet New Year goods Festival, warm winter special exhibition, etc., and there are public welfare pet search, master search for baby, baby search for master and other activities.
Oriental Animal Hospital	<ol style="list-style-type: none"> 1. Guangzhou local enterprises, Guangzhou City 16 branches, high brand awareness. 2. Oriental Pet Hospital mainly takes pet medical treatment and surgery as its main business, so the layout of food products is general, and cat and dog food has Guaneng, Noble, Royal, Aikena and other brands. The products available for group purchase on Meituan include sterilization, vaccines, physical examination, deworming, bathing, beauty and other related items. 3. Channel layout: Meituan, Meituan takeout 4. Promotion methods: Douyin self-media, Little Red book

Source: Author

Table 4.3 Comparison of the prices of some products and services of Pet Club and Oriental Hospital

brand	product	specification	Price (Yuan)
Pet Club	Aikena Yu fish cat food	1.8KG	275.5
		0.1-5KG	40
	Dog full body wash	5-10KG	48
		25-30KG	88
	Cat full body wash	1-5KG	86
5-10KG		328	
Oriental Animal Hospital	Love Fu crow Kennah ocean fish cat food	1.8KG	227.04
	Functional dog bath	6KG	29.9
	Fine dog bath	6-10KG	48
	Cat full body wash	1-5KG	90

Source: Author

(2) local small pet stores

This kind of pet store is mainly in the pet store in the community and the surrounding small pet store, which only sells products

There are also pet stores that focus on washing, care and beauty, and sell products as A supplement. At present, pet medical service providers need to have certain qualifications and professional veterinarians to operate. Therefore, the service content of small pet stores is not competitive enough compared with pet stores A, but the proximity can bring better service convenience to customers in the community. Avoid transportation problems for pets. Secondly, it relies on the advantages of low price of service products, relatively familiar with the customers in the surrounding community, and good service level can generate good customer loyalty with customers and reduce the loss rate of customers. This kind of pet store can meet the daily consumption needs of pet owners.

(3) large commercial supermarkets

Large supermarkets are one of the purchase channels for pet staple food and snacks. This kind of supermarket has large business volume, many and wide purchase channels, and low purchase cost. Compared with the offline pet store, it has certain price advantages, more complete and rich product types, and strong brand selection, which can meet the consumption needs of different consumers. The disadvantage is that the business workers do not have a clear understanding of the function of pet food.

(4) e-commerce platforms.

E-commerce platforms mainly include Taobao, Tmall, Jingdong, Pinduoduo, Tiktok and

other online purchase platforms. Pet food products, as one of the most important profit sources of offline pet stores, are a category with the highest penetration rate of consumer purchases. However, under the rapid development of the Internet, pet owners' food purchase channels are more diversified, which improves the convenience of pet owners' storeing. Nowadays, online pet food purchase has become one of the most important store channels for pets. Affected by the epidemic in the past 20 years, pet owners' consumption habits have changed from offline to online. Staple food, snacks, supplies and other products have been highly purchased online, which has lower operating costs, more complete product categories and lower prices than offline. The market concentration of online sales channels is higher and the coverage of customer groups is wider, which can bring a larger revenue scale. This is an incomparable advantage of offline pet stores, and it is the main competitor of the pet store products category. However, online e-commerce platforms have the disadvantage of long timeliness compared with offline physical stores.

Through the relevant competitor analysis, A pet store is facing huge competitive pressure. If A cannot improve its original service level, fully understand the needs of consumers and meet these needs, the market share of A's pet store will not be further improved, and it may even face the risk of closure. If A pet store wants to improve its core competitiveness, it should first manage product quality as well as possible, avoid similar incidents such as "three no" products or even "poison cat food", and improve its service level at the same time. Make full use of Xiaohongshu, Douyin and other social media to vigorously promote, followed by more popularization and publicity of pet scientific feeding, fine feeding and other related knowledge, and tap the existing high-level needs of pet owners. At the same time, we pay attention to cultivating pet owners' consumption habits and paying attention to service experience. Improve customer satisfaction through better and more professional pet service projects, increase the stickiness between the store and customers, and establish a better image of the pet store.

4.2.2. Substitute analysis

A pet store is an offline store that provides products and services, and its substitutes are competitors engaged in pet stores and online storestores. Internal and external factors such as the competitiveness of product and service prices, service satisfaction, overall service quality, tangible display, service attitude, consumers' conversion costs, etc. all influence consumers to turn to other stores in the same industry at any time. In terms of business content, the substitutes of A pet store mainly include pet physical stores and pet hospitals. Among them, pet physical stores include specialty stores specializing in pet food, snacks, clothes and other related supplies, as well as community pet stores providing pet care and

beauty services. In pet physical stores, chain physical stores are the most threatening alternative to A pet store due to their high brand awareness, complete product categories, richer service items and high quality, wide channel publicity, and many pet bloggers for their platform publicity. The impact of alternative threat of pet hospitals can not be underestimated. Most pet hospitals have great advantages in equipment and technology, and their operation model has been quite mature. The replacement of pet hospitals and A pet store mainly focuses on diagnosis and treatment services. As the medical service items such as physical examination, blood test and virus examination of A pet store were only established this year, the development of the enterprise will be threatened by various factors such as fewer customers, reputation of service and professional technology. From the perspective of business form, Taobao, Tmall, Jingdong and other online stores are the biggest substitutes for the tangible product management of A pet store. Such competitor products have the advantages of rich variety, low price and wide audience coverage, and are the biggest substitutes at present.

At present, with the development of society and the transformation of people's consumption upgrading, pet categories have already developed a diversified demand, and the demand for pet lizards, pet rabbits, alpacas and other diversified pet breeds will also increase. Therefore, A pet stores should also be prepared for the emergence of this alternative threat in order to comply with the trend of the pet market.

4.2.3. Supplier bargaining power analysis

Suppliers of A pet store include pet staple food, snacks, toys, daily necessities and pet medicine, equipment suppliers of these two aspects, at present, China's pet industry upstream enterprises have explosive growth, a large number of products, rich categories, but serious homogenization, which also determines the supplier's bargaining power is not strong. However, in line with the original intention of providing customers with high quality and high service, A pet store strictly controls the selection of products and chooses brand suppliers with trustworthy quality. Moreover, due to the small business scope, it also determines that the product demand of A pet store is not large, because such suppliers have certain bargaining power.

4.2.4. Analysis of potential entrants

At present, with generation Z as the main force to drive the rapid development of the "pet economy", the pet industry has witnessed explosive growth, and this 100-billion-level market is a lucrative industry with good development prospects in the eyes of outsiders. With the

increase in the number of pets, whether it is the community or the core business circle, we can see the increase of many pet stores, but because the laws and regulations of the pet industry in China are not perfect, and the supervision department is not complete, the entry barrier of the entire industry is still relatively low. If the opening of pet stores only involves pet products, it only needs some financial support to open. Store location, contact product suppliers supply. Related to pet grooming projects need to special pet school training for about three months. In general, the opening of a pet store does not require much professional technical knowledge, and there are not too many qualifications. Therefore, there are almost no barriers to entry in the pet industry, which also forms anyone can be a potential competitor, and the threat of potential entrants to A pet store is difficult to predict.

4.2.5. Analysis of buyers' bargaining power

A pet store is often faced with retail customers, the purchasing power of products is relatively small, and the demand level of consumers continues to increase. Consumers tend to pay more attention to product quality and service satisfaction, and those who pursue high quality are not very sensitive to price. However, there are many pet business stores around Pet Store A, including VK Light Luxury Pet Life Store, Oriental Animal Hospital, Star Pet Utopia, Pet Meet Pet Life Store and other pet stores, which have formed a strong competitive situation around them. Pet owners have a wide range of choices and low switching costs, which gives consumers strong bargaining power. Moreover, for small and medium-sized pet stores such as A, many products do not have the display of large chain brand pet stores, and the decoration style is relatively simple and simple, which often leads to relatively high price sensitivity of consumers and strong bargaining power.

5. A pet store service marketing status and problem analysis

5.1. A Pet store

"A Pet Store," founded in October 2019, is situated in a residential neighborhood of Guangzhou, a bustling metropolis in Guangdong Province. It operates as a traditional brick-and-mortar pet enterprise, offering an array of services including pet medical treatment, image design, product sales, live sales, and foster care, catering primarily to pet enthusiasts and owners in Guangzhou.

The store's motto, "Peace of Mind Service, Assured Medical Treatment, Forever Friends," reflects its commitment to connecting hearts and sharing love through dedicated service. As a new entrant in the market, "A Pet Store" initially faced the challenge of building a customer base, leading to a modest beginning with a two-story facility encompassing approximately 150 square meters. Over two years, "A Pet Store" achieved steady progress in the general pet consumption service sector, gradually expanding its operational scale. In December 2021, the store received legal approval to operate as a pet hospital, which allowed it to expand its operational area to 312 square meters and diversify its services further. This expansion included the addition of five new staff members, positioning the store as a small to medium-sized enterprise offering integrated pet and medical services. The store's vaccine, consumable, and medicinal supply chain involves long-term collaborations with key upstream partners such as Guangzhou Pet Kang Pet Drugs Co., Ltd., Guangzhou Runhe Supply Chain Management Co., Ltd., and Guangdong Tianchu Biotechnology Co., Ltd. Its live pet sales are predominantly from in-house breeding, while pet food and supplies are sourced from notable suppliers including Zhuanghui Pet (Guangdong) Co., Ltd., and Penny Six Plus One Pet Technology Co., Ltd.

Despite these advancements, "A Pet Store" has faced challenges in significantly boosting its market share and profits. From 2020 to 2021, the profits were 187,652 yuan and 203,279 yuan, respectively, indicating a modest upward trend but without substantial growth. This stagnation, partly attributable to the economic impact of the pandemic, underscores the need for more effective market penetration strategies. In 2021, "A Pet Store" ambitiously expanded its services to include a new medical department, encompassing animal diagnostics, surgery, general inspections, harmless treatments, physical examinations, vaccinations, and veterinary drug management. This expansion, however, strained the existing customer capacity system, creating a financial imbalance. The key challenge for "A Pet Store" now is to effectively channel its existing customer base towards these new services while simultaneously attracting new clients to further increase market share. Developing innovative marketing strategies that can navigate these changes smoothly and enhance revenue generation is crucial for the store's sustainability and growth. To address these

challenges, "A Pet Store" needs to explore various marketing avenues. This includes enhancing its digital presence on platforms like WeChat, Douyin (TikTok), and other popular social media channels to reach a wider audience. Additionally, leveraging local community events, collaborations with other businesses, and targeted promotions can help in attracting new customers. The store could also benefit from personalized services, loyalty programs, and referral incentives to retain existing clients and encourage word-of-mouth referrals.

In summary, "A Pet Store" in Guangzhou, with its expanded services and operational scale, stands at a pivotal point. To thrive in the competitive pet market, it must adopt a multifaceted marketing approach that balances its traditional strengths with innovative strategies to attract and retain customers.

Company business

The service business of A Pet Store mainly includes the following:

(1) Retail of pet food and daily miscellaneous products with the trend of refined pet raising, pet staple foods are also gradually refined. The food operated by A pet store ranges from traditional dry pet food to wet pet food, functional food for pet health, pet snacks, cans, dried meat, cat litter, pet smart toilet, washing and care supplies. Pet food, snacks, daily necessities retail is an important part of the income of offline physical stores, and the sale of goods than pet care, beauty than the shorter time, sales profit is more considerable. Although there are customers in the store every day to buy, but with the development of online shopping, online pet products, the advantages of a wide variety of cheap prices, the offline physical pet store sales have been greatly impacted. The purchase volume and purchase frequency have also been greatly reduced. In this fierce competitive environment, A pet store needs to strengthen marketing and expand marketing channels to increase revenue.

(2) Pet washing and care

Pet care projects are the basis of pet stores and the most indispensable business. Pet cats and dogs sebaceous gland secretions will produce a bad smell, long time do not bathe cats and dogs will emit foul smell, to bathe the dog is mainly to keep the dog's skin clean and hygiene, help pets physical and mental health. The frequency of pet bathing is about once every two weeks in winter, about 7-10 days in summer, and the cost of washing is also charged according to the size of pet cats and dogs and different projects. Excellent washing and care can leave a good impression on customers, which is not only the basis for consumers to make other consumption items in the pet store, but also the adhesive to cultivate customers' subsequent consumption and loyalty to the store.

(3) Pet grooming

Pet grooming does not belong to the daily basic business of pet owners, and the audience is mainly those dog pet owners who design pet shapes in order to pursue image and attract attention. The target customers of such service projects have a high level of

consumption. As the popularity of new media and live delivery brings commercial value to some pets, this part of the commercial value will continue to expand in the future, so in order to attract fans' attention, pet beauty projects are expected to increase in the future demand. Pet grooming requires the pet store owner to design the corresponding shape after professional skills training, which requires the pet store image artist to have a hard professional skills and aesthetic standards. Therefore, if you can design a pet owner satisfaction, aesthetic standards online shape is able to bring a good reputation to the pet store, and is an important part of cultivating pet owners' subsequent consumption.

(4) Pet foster care

The business volume of pet foster care is relatively uncertain and seasonal. Relatively speaking, the National Day, Mid-Autumn Festival, Spring Festival and other holidays are the peak season of foster care, and people living alone cannot take care of pet cats and dogs on temporary business trips. Therefore, the business volume of pet boarding fluctuates greatly, but the work is easy, the time cost is small and the profit is high. However, there are also some problems and risks in pet foster care service, such as the distrust of pet foster care consumers to pet stores, disputes over health problems of foster pets, and subsequent foster care costs. There are also pet owners who abandon their pets for personal reasons, place their pets in pet stores for a few days, and directly throw their pets to the pet stores after paying for them.

(5) Sales of live pets

The sale of live pets is the most lucrative project in the pet industry, its profits are extremely high, and the time is very short, basically selling a live animal can obtain profits as high as 100%-300%. However, high profits are accompanied by high risks, follow-up problems are complex, various negative news on the Internet such as "week cat, week dog" and "dyeing cat and dog", and there is no shortage of businesses to make dirty money to cheat consumers. Pet owners find it difficult to judge the quality of live pets, and the pet live trading market is chaotic, reducing consumers' trust in the pet industry. At the same time, the logistics and transportation of live trading is also a major pain point at present, and the transportation of "pet blind box" also occurs from time to time.

(6) Pet medical treatment

Pet medical services mainly include foster animal diagnosis and treatment, pet surgery, pet general examination items, animal harmless treatment, pet physical examination, pet vaccine, sterilization, surgery, veterinary drug sales, drug retail, veterinary equipment sales and other services. The profits of pet medical vaccines and physical examination are also extremely high. It is also a key link for the store's profit generation and survival.

5.2. A pet store service marketing status

5.2.1. A Target market for pet stores

In Guangzhou, a city with a dynamic pet market, the consumer demographics for pet-related products and services are characterized by high education levels, youthfulness, and considerable spending power. The primary customer base for "A Pet Store" comprises individuals born in the 1990s and later, reflecting a younger generation leading the trend in pet ownership.

The target market for "A Pet Store" encompasses a diverse range of needs, including pet products, services, and medical care. The store caters to these demands by segmenting its services into three distinct tiers based on service content and consumer spending levels.

Low-End Segment (Below 300 Yuan):

This segment primarily addresses basic pet needs, with consumers typically purchasing pet food and routine care products. The frequency of utilizing services like grooming, bathing, and medical consultations is relatively low in this group. These customers form a secondary target market for the store, focusing on essential and cost-effective pet care solutions.

Mid-Range Segment (300-900 Yuan):

The mid-range consumers represent the most significant market for "A Pet Store." This group seeks a balance between quality and cost-effectiveness, emphasizing the healthy and scientific upbringing of pets. Regular services consumed by this segment include pet grooming, hair and nail maintenance, and holiday boarding. They also occasionally opt for standard and affordable medical treatments. This consumer group's emphasis on both quality and value makes them central to the store's target market.

High-End Segment (Above 900 Yuan):

The high-end segment constitutes the primary target market for "A Pet Store." These pet owners possess strong purchasing power and a preference for quality and branded products, often opting for imported pet foods. Their service usage, including regular grooming, de-fleaing, and comprehensive care, occurs at a higher frequency. Additionally, they consistently utilize medical services such as vaccinations and health check-ups, making them highly valuable customers, often regarded as super VIPs of the store.

In conclusion, "A Pet Store" in Guangzhou tailors its offerings to cater to a diverse customer base, from those seeking basic pet care to those demanding high-end services and products. By understanding and addressing the varied needs and preferences of these segments, the store positions itself to effectively serve and expand its presence in Guangzhou's thriving pet market.

5.2.2. Product strategy status

"A Pet Store," like many community-based pet stores, offers a range of products and services catering to the comprehensive needs of pet owners, encompassing essentials like food, shelter, grooming, and medical care. The store's product lineup includes everyday items such as cat and dog food, pet snacks, cat litter, pet toys, kennels, and deworming medications.

However, "A Pet Store" faces certain limitations in its product offerings. Unlike larger chain stores, it does not feature a wide range of brands, particularly in pet food and snacks. The available snack options are somewhat limited, typically including canned mixtures, pet sausages, cat strips, and common freeze-dried snacks. The service range includes standard options like grooming, care, and medical diagnosis and treatment.

One of the key challenges for "A Pet Store" is the narrow scope of its product categories and brands, which hampers its ability to offer a comprehensive, multi-channel product range. Currently, the store stocks brands like Liangbei, Florence, Bean Bear, Bao Bang, and Naughty. However, as pet owners become increasingly aware of scientific and precision feeding, there is a growing demand for diverse and specialized products. This includes a shift from traditional dry pet food to wet food varieties and functional foods that support health aspects like calcium supplementation, digestive health, and fur quality. Additionally, there is an emerging market for customized pet food, a segment "A Pet Store" has not yet explored.

In terms of services, "A Pet Store" has expanded beyond basic washing and grooming to include diagnostic and treatment services for pets. To enhance its competitive edge, the store is also focusing on providing various value-added and differentiated services to its customers. These efforts aim to meet the evolving needs of pet owners and position "A Pet Store" as a comprehensive, one-stop solution for pet care in the community.

5.2.3. Price strategy status

A pet store was not particularly large at the beginning of its establishment, belonging to the community pet store. At the beginning of its establishment, the main price is close to the people's route, so in the beginning of pet cat food and dog food and other products mainly choose the price close to the people, cheap and inexpensive low-end products, supplemented by high-end products. The pricing of products in the product category is based on the market guidance price of the product supplier. The pricing of service products, including pet care and beauty products, is calculated according to the cost of labor, water, electricity, rent, equipment, etc. On the basis of the original cost, a certain floating profit is added. On the basis of the pricing in the surrounding market, the interests of both pet stores

and pet owners are taken into account, and the price is flexible within the acceptable range.

5.2.4. Channel strategy status

Although with the change of consumer consumption structure, sales channels have also begun to become diversified, from the traditional offline store sales channels to offline + online sales model, online sales channels are derived from Meituan, Taobao, Douyin, small red book, live broadcast and other ways. However, the current sales channels of A pet store are still relatively simple, mainly including the following three types of sales channels: offline store sales, Meituan platform sales, wechat circle of friends sales.

The first type of offline store sales is mainly through pet owners to offline stores for consumption, our store owners or staff through some new product promotions, product quality, discount promotion activities, points exchange and other ways to attract pet owners, and consumption. This consumption pattern is mainly aimed at pet owners around the community who are regular customers of A pet store, have had one or more consumption experiences of A pet store, and have A certain degree of trust in A pet store.

The second type of online Meituan platform sales, mainly through the Meituan platform as an intermediary, A pet store settled. Through some vouchers, ultra-low basic care packages for new people and some other group purchase preferential packages to attract customers to consume, Meituan platform sales channels mainly rely on price concessions, cost-effective, comprehensive scores, user praise and other aspects to attract new customers. At the same time, however, bad reviews from customers need to be handled carefully.

The third type is advertising through wechat circle of friends, which is mainly aimed at old customers and is mainly used to promote some promotional activities and live sales.

5.2.5. Current situation of promotion strategy

In terms of promotion, A pet store will mainly offer certain discounts on some new products to the store. At the same time, it will also carry out bundled promotions on pet products and services such as pet washing and grooming products from time to time. For example, for a pet washing and care, a certain brand of cat food or dog food can be discounted several times. Or enter the store to consume how many times pet care is free to send certain pet products and other promotional activities. At the same time, we will carry out a points system for each member, and the corresponding amount of pet owners will be converted into points every time they enter the store. When the points reach 1,000, they can enjoy certain discounts. At the same time, we will also hold some promotional activities on "618", "National

Day", "Double 11" and "anniversary", and enjoy certain discounts and other promotional methods.

5.2.6. Current situation of personnel strategy

The enterprise organization structure of A pet store is relatively simple. Since the pet hospital department has just opened at the end of this year, the original two staff members have been increased to five, and one general person is responsible for the overall planning of A pet store. The staffing of pet products, pet care, and beauty services is extremely streamlined, with only one professional beauty technician. Customers avoid a long waiting time by making an appointment in advance, but it is inevitable that they will have to wait for a period of time when they do not make an appointment in advance. In this case, the staff of care and beauty are tense. The other three pet veterinarians are mainly responsible for the pet hospital's pet diagnosis and treatment, vaccines and other related work. From the current operating situation, the medical business has been newly opened and the accumulation of customers is relatively small, and the current personnel are still surplus. Only because there is no phone reservation, I have to wait in line for some time after arriving at the store.

5.2.7. Service process policy status

The service process of A pet store mainly includes three aspects:

One is to consult the appointment process in advance. In this process, A pet store strictly requires polite expressions for pet owners, active understanding of service needs, careful answers to pet owners' questions, attention to pet owners' needs, and active registration and reservation information.

The second is the customer into the store consumption process, the process is our most important process, in the product homogenization of serious today, we need to do is as far as possible service differentiation, details to make customers satisfied. In this link, we ask the staff to use polite words, smile all the time, and patiently understand the needs of pet owners when they enter the store. First, communicate with customers about the price to avoid conflicts afterwards. And in the pet washing, beauty process to maintain a positive enthusiasm to pet owners to promote some scientific feeding, pet hair care and other related knowledge, with the most professional skills for customers to complete every need. If there are relevant precautions to be careful and patient to inform the customer. The third is to avoid after-sales complaints. When the project is completed, it is necessary to ask the customer if there is anything that needs to be served, and if there is a place where the customer is dissatisfied, it will be remedied in time. If it is the customer of the United States Group to

conduct a bad review, you need to call the customer to apologize and patiently ask the reasons for dissatisfaction, while giving the pet owner a free service remedy for the same project.

5.2.8. Tangible presentation of strategy status

The tangible display part of A pet store mainly includes two parts: offline store physical environment and online virtual environment. The physical environment part is relatively intuitive, which is mainly reflected in the physical decoration style of A pet store, the product furnishings in the store, the grooming and appearance of the pet store staff and the service attitude. As the beauty care and product stores of A pet store are opened in the pet diagnosis and treatment section, the decoration style of A pet care and beauty is too simple, mainly white, and there is no too symbolic store sign. The layout of the first floor mainly includes the pet product display area washing and care area and beauty drying area, and there is no separation in the same space. The second floor is mainly used for storing live pets and the daily residence of employees in such a store-residence integration environment, which is slightly crowded, which seriously affects the overall beauty of the store and even reduces the brand favorability. The pet medical treatment department is newly opened this year, so the overall decoration style is still simple and clean, and there is a front desk and iconic indicators, and the space is wide, in line with the standards of pet hospitals.

The online virtual environment mainly refers to the product service interface of the online Meituan, and the package content of each type of product is clearly designed and the applicable pet type is explained, so that customers can place orders easily and quickly.

5.3. Questionnaire analysis of A pet store marketing strategy

5.3.1. Purpose of questionnaire survey

The purpose of this work is mainly to take A pet store as the research object, to find out the problems in the service marketing strategy of A pet store and analyze it, and finally to propose an effective service marketing strategy for A pet store. Therefore, the purpose of the questionnaire survey in this work is to explore the existing problems in the service marketing strategy of pet store A, and to understand the characteristics of consumer demand and consumption preference of pet store A through the questionnaire, so as to provide an effective basis for optimizing the service marketing strategy suggestions of pet Store A.

5.3.2. Questionnaire design idea

Table 5.1 Questionnaire design

Purpose of investigation	Investigational content
Sample basic information	Sample characteristics
Consumer behavior	Buying behavior, buying motivation, consumer preference
Purchase decision impact	7Ps The extent to which seven factors influence pet owners' purchasing decisions
7Ps satisfaction survey	Customer satisfaction with the 7 Ps of A Pet store service marketing strategy

Source: Author

The survey object of this work is mainly the customers who enter the A pet store. The logical basis and content of the questionnaire design mainly come from the understanding of the service characteristics and the status quo of service marketing strategy of A pet store and the reference of relevant literature on service marketing, and the questionnaire design of this work is carried out, as shown in the table. The questionnaire consists of four parts.

The first part is to collect the basic personal information of pet owners, including age, gender, income, pet type, education level, occupation, etc. This part of the information collection is to describe the characteristics of the sample. It is mainly used to understand the user portraits of A pet store, and to analyze whether there are differences in purchasing behaviors, motivations and preferences among different ages, genders and incomes, so as to provide decision-making basis for formulating service marketing strategies in this work.

The second part: consumer demand, preferences and behavior habits are the basic starting point for the development of marketing strategies, only fully understand consumer needs, in order to meet the needs of consumers to develop the corresponding marketing activities. Therefore, the second part is mainly to design the purchase behavior, purchase motivation and consumer preference.

The third part is to investigate the impact of 7 factors in the 7Ps combination strategy on the buyer's purchase decision (second purchase intention). There are 10 items in this part, and five options are set: no impact at all, small impact, average impact, large impact and very large impact. Through questionnaire survey, we can understand the influence of each index on consumers' purchase decision-making process, so as to show that the deficiencies and deficiencies in the survey results of the seven factors in the subsequent service marketing strategy will have different degrees of influence on consumers' purchase decisions, and it is very necessary to improve customers' satisfaction in the seven Ps.

Part IV: Taking the satisfaction of service marketing mix as the starting point, the questionnaire about customer satisfaction of APet Store is designed and investigated

according to the 7Ps theory of service marketing. The questionnaire combines the actual service marketing situation of A pet store with seven factors such as products, prices, channels and promotions of 7Ps. 24 adjustment and research indexes were determined. It is mainly aimed at the satisfaction preference survey of pet owners in the process of service marketing, so as to explore the problems of the service marketing mix strategy of A Pet store, and help A Pet store to make more perfect decision-making suggestions. This part of the questionnaire mainly adopts Likert's five-point measurement scale to investigate the satisfaction of A pet store's service marketing. Five options are set from very dissatisfied to very satisfied, and are assigned a score of 1-5. The details are shown in the table:

Table 5.2 Customer evaluation score status description

Satisfaction	Corresponding score	State description
Far from satisfied	1	Customers have a poor sense of the service experience of the store, and will not visit twice, complain, and counter propaganda
Dissatisfy	2	Customers have a certain gap between the service provided by the store and the psychological expectation, and complain
Normal	3	The shop provides services to meet the minimum requirements of customers, without fault
Satisfaction	4	The customer's recognition of the service provided by the store exceeded the psychological expectation
Quite satisfied	5	Customers are very surprised by the service provided by the store, second visits, positive word-of-mouth

Source: Author

Product Dimension (A Pet Store): Inspired by Woodside, Trappey (1992), Zeithaml et al. (1988), and William (2000), this dimension includes five key metrics: product quality, product variety, flexibility to customer needs, service level stability, and after-sales service.

Price Dimension: Following insights from Smith & Park (1992), three price-related items are identified: transparent service charges, competitive pricing, and standardized service pricing.

Channel Dimension: MCGoldrick & Collins (2007) and Ratchford et al. (2022) influence the setting of three channel metrics: diversity of purchase channels, convenience of purchase channels, and favorable geographical location.

Promotion Dimension: Based on Yoo et al. (2000) work, three promotional aspects are focused on: modes of promotion, intensity of promotion, and reach of promotional information.

Personnel Dimension (A Pet Store): Drawing from Zeithaml et al. (1988), van Dolen et al. (2002), Delcourt et al. (2015), and Wirtz & Jerger (2016), four personnel indicators are set:

staff warmth, professional competence, personnel stability, and clear customer communication.

Service Process Dimension: Influenced by Zeithaml et al. (1988) and Bauer et al. (2006), this dimension covers three aspects: interaction in the service process, overall service process quality, and efficiency and timeliness of services.

Physical Evidence Dimension (A Pet Store): Informed by Zeithaml et al. (1988), Dolen et al. (2002), this dimension includes three indices: quality of internal environment, clarity and rationality in product display, and staff appearance and attire.

5.3.3. Collection and processing of questionnaires

This questionnaire is mainly distributed to customers who enter A pet store. As the online questionnaire was questioned by consumers about whether to obtain account information through the link in the early stage, considering the unsafe factors of consumers, they resisted the questionnaire, and the effect of the online questionnaire was poor, so the questionnaire was changed to offline work and distributed and collected in A pet store. The survey was collected from November to mid-December 2023. A total of 250 questionnaires were distributed to pet store consumers, among which 218 useful questionnaires were received after some incomplete questionnaires were erased. Data were labeled and entered using EXCEL tables. The data were analyzed and sorted by Excel and SPSS tools as effective evidence for this research.

5.4. Statistical data analysis of A pet store questionnaire

5.4.1. Questionnaire reliability test

In order to test the reliability and stability of the sample size of A pet store satisfaction questionnaire, it is necessary to conduct reliability analysis. The α coefficient is mainly analyzed. According to the opinions of most scholars, generally, if the α coefficient is greater than 0.9, it indicates that the reliability of the questionnaire is very high and the scale is very ideal. If the α coefficient is greater than 0.8 and less than 0.9, it indicates that the reliability is high and the scale is ideal. Between 0.7 and 0.8 indicates that the reliability is acceptable, between 0.6 and 0.7 indicates that the reliability is average, and it should be revised. The reliability between 0.5 and 0.6 indicates that the reliability is not ideal, and it is necessary to add questions and revise them. If the reliability of the questionnaire is extremely low and unavailable below 0.5, it is necessary to consider rearranging the questionnaire. After the 218 data collected were counted, the author used SPSS software to measure the α series of the questionnaire.

Table 5.3 Results of questionnaire reliability test

Dimensionality	item	Cronbach's α	Standardize Cronbach's α coefficient
Product	A1	0.79	0.93
	A2		
	A3		
	A4		
	A5		
Price	A6	0.777	0.778
	A7		
	A8		
Channel	A9	0.737	0.739
	A10		
	A11		
Sales promotion	A12	0.814	0.815
	A13		
	A14		
Personnel	A15	0.866	0.866
	A16		
	A17		
	A18		
Service process	A19	0.783	0.782
	A20		
	A21		
Physical display	A22	0.729	0.731
	A23		
	A24		
Total schedule	A1-A24	0.875	0.876

According to the measurement results of SPSS, the Cronbach's α coefficient of this sample size is 0.875, and the reliability between 0.8 and 0.9 is high. The reliability of the questionnaire is good, and the survey data is true and reliable as a whole. Cronbach's α coefficient of each dimension is greater than 0.7, indicating good consistency of measurement.

5.4.2. Validity analysis

Validity test is mainly used to verify whether the data collected in this questionnaire survey is independent, and the degree of agreement between the actual measurement results of the measurement tool and the expected measurement targets. The KMO value is used to judge whether the questionnaire has validity. The larger the KMO value, the higher the validity, and the limit is 0.6. When KMO is less than 0.6, the sample validity is not good. If the KMO value is between 0.6-0.7, the validity is acceptable; if the KMO value is between 0.7-0.8, the validity is good. A KMO value greater than 0.8 indicates high validity. If the significance level of Bartlett sphericity is lower than 0.05, it indicates that there may be a certain correlation

between the original variables. As can be seen from Table 4.4, the KOM value of this sample size is 0.860, and the significance level is 0.000. Therefore, it can be considered that the validity of this data is good, and Bartlett's sphericity test P is less than 0.05, indicating that the correlation between variables is high and there are common factors, which is suitable for factor analysis.

Table 5.4 KMO test and Bartlett test

KMO test and Bartlett test		
		0.846
KMO value	Approximate chi-square	1983.172
Bartlett sphericity test	df	276
	sig.	0.000

This work carried out factor analysis on 24 measurement indicators, and the analysis results were shown in the table below. It can be seen that the load values of seven factors in the rotation component matrix were all greater than 0.5, indicating strong factor attributes. In general, the questionnaire was reasonable and the internal structure of the questionnaire was in line with expectations.

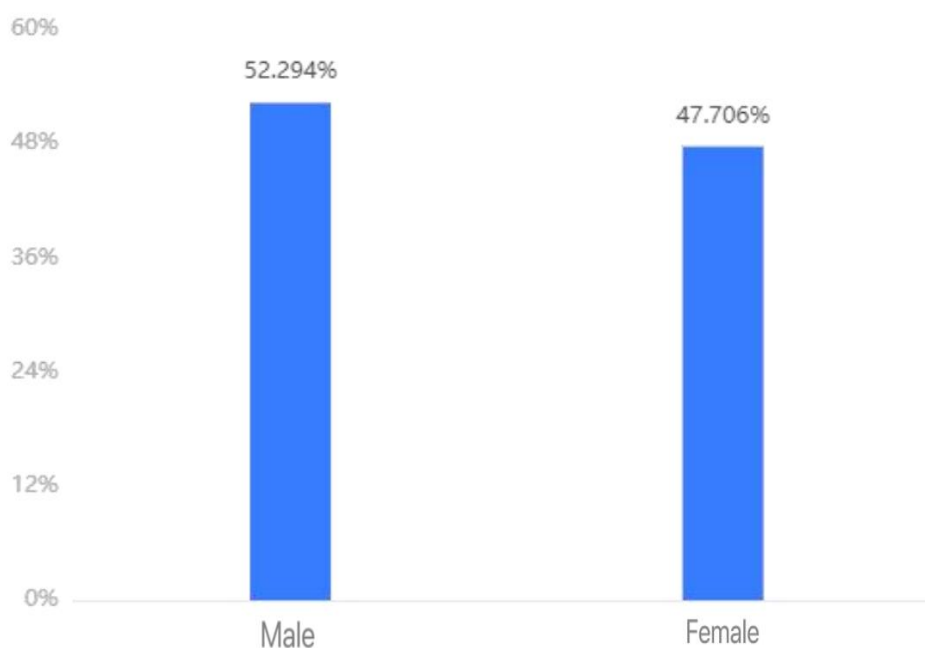
Table 5.5 Load factor analysis

item	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
A1	0.693						
A2	0.675						
A3	0.728						
A4	0.702						
A5	0.738						
A6		0.704					
A7		0.801					
A8		0.83					
A9			0.786				
A10			0.745				
A11			0.743				
A12				0.791			
A13				0.804			
A14				0.861			
A15					0.764		
A16					0.829		
A17					0.864		
A18					0.821		
A19						0.674	
A20						0.779	
A21						0.841	
A22							0.761
A23							0.781
A24							0.769
eigenvalue	6.332	2.309	1.861	1.786	1.613	1.263	1.093
Percentage of variance	26.382	9.623	7.754	7.44	6.721	5.263	4.556
Cumulative	26.382	36.005	43.759	51.199	57.92	63.183	67.739

5.4.3. Descriptive statistical analysis

Gender: In terms of gender, the proportion of men and women is roughly equal, with 114 male respondents, accounting for 52.3%, and 104 female respondents, accounting for 47.7%. This is consistent with the proportion of gender in pet raising in China. It can be seen that there is not much difference in preference between the sexes when it comes to pet preference.

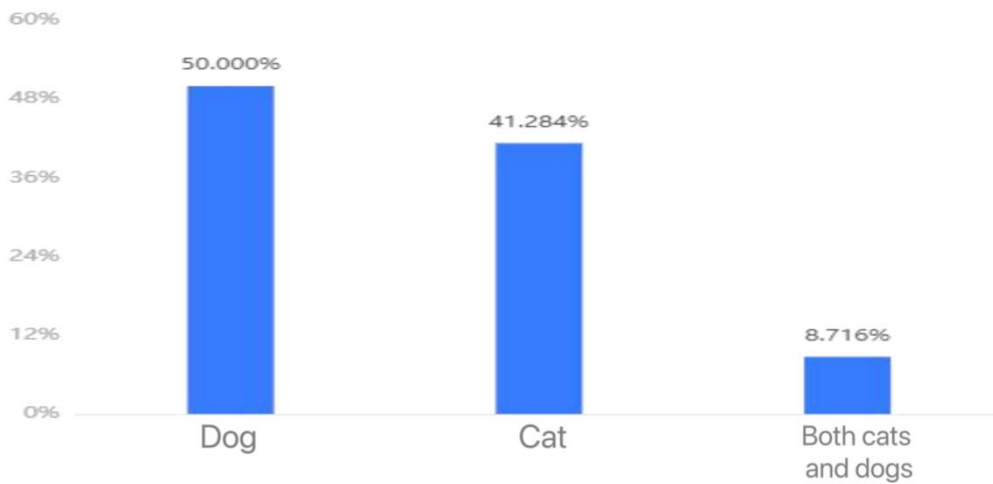
Figure 5.1 Gender ratio



Source: Author

Pet raising: In terms of pet raising, the frequency of cat raising is 90 people, accounting for about 41.28%. The frequency of dog ownership was 109 people, accounting for 50%. There is a certain difference in the proportion of cats and dogs, and the number of dogs is slightly more than the number of cats, which is mainly due to the difference in the size of cats and dogs, and the survey time. Cats and small dogs will reduce the frequency of going to the pet store to wash and care when the season is warm due to their small size, and medium and large dogs will not be convenient for pet owners to bathe at home because of their large size, so pet dogs will visit the pet store more, and most of the needs of small cats and dog pet owners for pet stores are to buy staple foods, cat litter, hair cream, inspection, vaccines, etc. The double frequency of cats and dogs was 19, accounting for 8.72%.

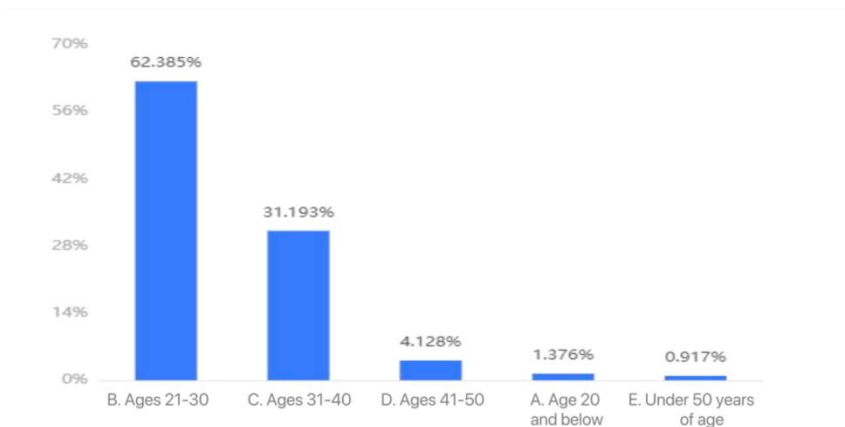
Figure 5.2 Composition of pet proportions



Source: Author

Age distribution: The number of pet owners aged 20 and below is small, only 3 people, accounting for 1.38%. This is related to the fact that these young people are in school, do not have a fixed income, and the school environment is limited, and do not have the conditions to keep pets. The number of people aged 21-30 is the largest, and they are the main group of pet rearing, accounting for 136 people, accounting for 62.39%; the number of people aged 31-40 ranks the second, accounting for 31.19%, accounting for 68 people. The distribution of people in this survey is in line with the characteristics of the age distribution of pet rearing people, and this part of people has stable income and certain consumption power. Pet 41-50 years old, the number of 9 people, accounting for 4.13%. The number of people over 50 years old was 2, accounting for 0.92%. This part of the population has higher income, superior capital reserves and their children go to school, so keeping pets can solve loneliness.

Figure 5.3 Age percentage



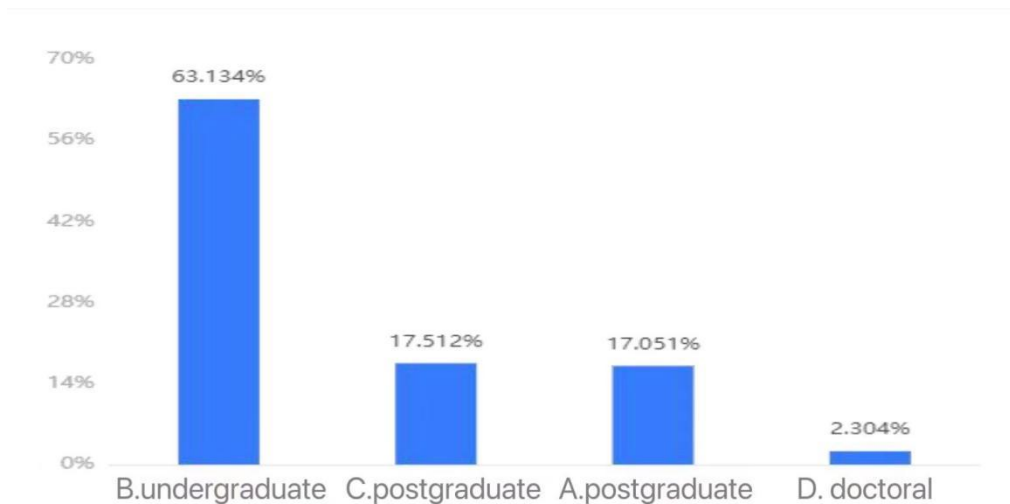
Source: Author

Education level: In terms of education level, the number of respondents with bachelor's degree accounts for more than half, 137 people, accounting for 63.1% of the respondents; the number of respondents with master's degree is 38 people, accounting for 17.5%; the

number of respondents with bachelor's degree or less is 37 people, accounting for 17.1%. There are only 5 people with a doctor's degree or above, accounting for 2.3%. According to the proportion of this degree, the pet nursing population has the characteristics of high education, and this part of the population works as a whole

Good environment, a stable source of income, high consumption power, pay attention to a certain quality of life.

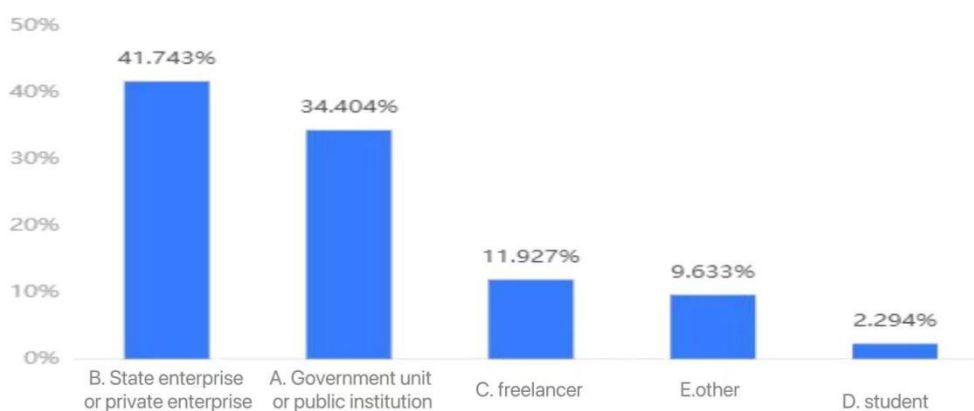
Figure 5.4 Distribution of educational qualifications



Source: Author

Occupation type: In terms of occupation type, the number of government and public institutions is 75, accounting for 34.4%; the number of state-owned or private enterprises is 91, accounting for 41.74%; the number of students is 5, accounting for 2.29%; the number of self-employed professionals is 26, accounting for 11.93%; and the number of other personnel is 21. The proportion is 9.63%.

Figure 5.5 Nature of work

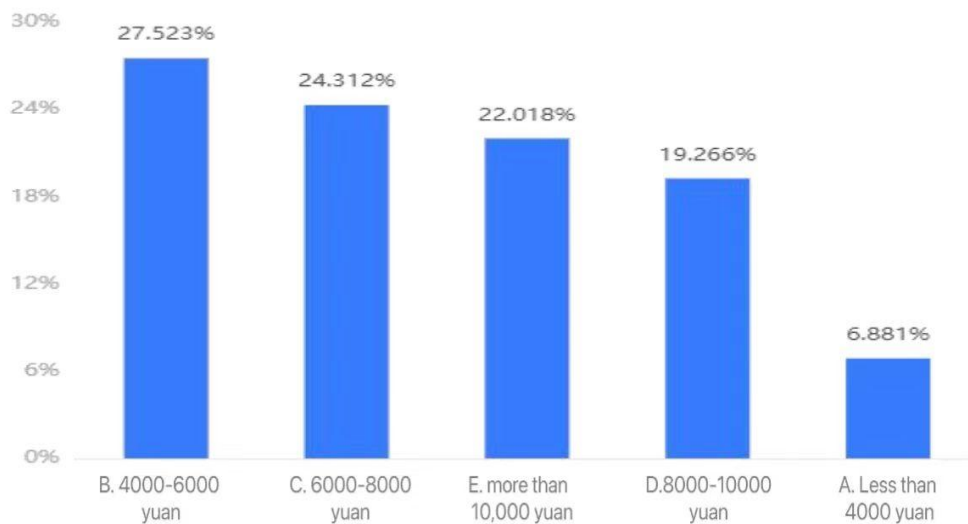


Source: Author

Income category: In terms of income, the monthly after-tax income of 4000-6000 yuan accounts for the largest number of people, with a frequency of 60 people, accounting for

27.52%; 53 people with 6000-8000 yuan, accounting for 24.312%; 42 people with 8000-10000 yuan, accounting for 19.27%. The number of people with 10,000 yuan is 48, accounting for 22.02%, and the number of people with 4,000 yuan is 15, accounting for 6.88%. It can be seen that the proportion of high-income pet owners is higher.

Figure 5.6 Income distribution of pet owners



Source: Author

5.4.4. Analysis of consumer consumption characteristics

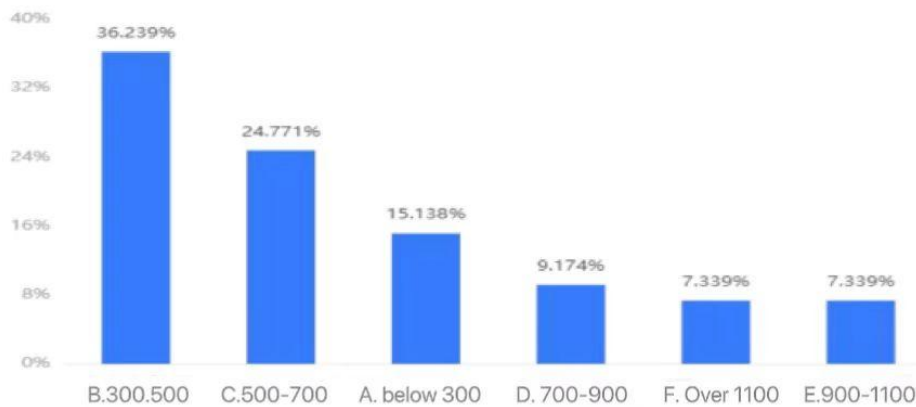
(1) Consumer demand

1. Monthly consumption amount

In the survey of the average monthly consumption amount for pets, the number of people who spend 300-500 yuan per month is the largest.

There were 79 people, accounting for 36.24%, 33 people with less than 300 yuan, accounting for 15.14%, and 54 people with 500-700 yuan, accounting for 24.77%. The number of 700-900 people is 16, accounting for 9.17%, and the number of more than 1100 yuan is 16, accounting for 7.34%. Generally speaking, the average monthly cost is less than the general pet cats and dogs, such pet food snacks and other aspects of consumption is less, so the monthly consumption is less, and the larger amount is generally common in medium and large pet dogs.

Figure 5.7 Distribution of pet spending



Source: Author

2.Consumer category analysis

Table 5.6 Distribution of consumer goods in A pet stores

Multiple choice item	count	Percentage of response rate	Percentage of penetration	X ²	P
(Pet food, snacks, etc.)	117	24.2	53.4		
(Pet Treatment)	143	29.6	65.3		
(Pet care, grooming)	158	32.7	72.1	163.118	0.000***
(Live pet Trade)	8	1.7	3.7		
(Pet Boarding)	57	11.8	26		
total	483	100	220.548		

Source: Author

The consumption categories of customers in A Pet store are shown in Table 4.6. From the distribution of major consumption items of consumers in A Pet store, pet owners' consumption items in A pet store are pet washing and grooming, pet diagnosis and treatment, pet food and snacks, while pet foster care and live pet sales are not frequent. Pet staple food, as the daily demand of pets, is the main source of profit for pet stores to achieve revenue, and the purchase penetration rate should be much higher than that of other items. However, this survey found that the consumption penetration rate of pet food and snacks was far lower than that of pet washing and care items and pet diagnosis and treatment items, and the decrease of offline purchase of pet food greatly reduced the profits of pet stores. The survival and development of pet stores are threatened.

2) Consumer preference

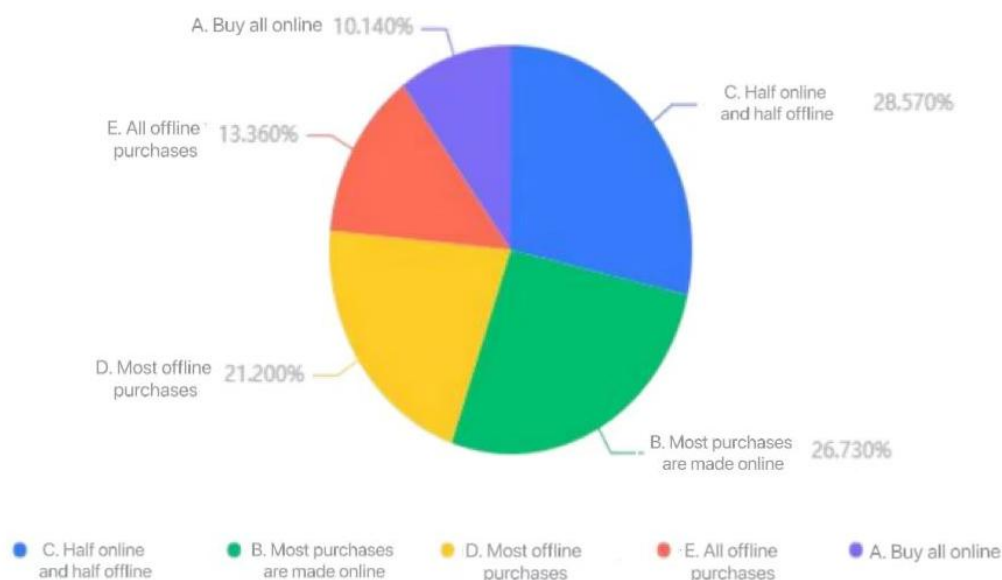
1. Purchase channel preference analysis

As shown in Figure below, it can be seen that among the consumers who come to A pet

store for consumption, only 13.36% of the pet food purchase channels are offline, 21.2% are mostly offline, and 28.57% are both online and offline. More than half of the customers who consume in pet stores buy online, which shows that online purchasing power is stronger and consumers prefer online purchase channels, while the proportion of people who buy offline is divided by competitors such as surrounding supermarkets, pet hospitals and pet stores, and fewer customers buy pet food in A pet stores. The author used SPSSPRO to cross-analyze gender, age, income, monthly pet spending and purchase channels, and found that people aged 21-30 were more inclined to buy pet food mostly online and all online. People with monthly pet consumption of less than 300 yuan and between 300 and 500 yuan are more inclined to most online purchases and all online purchases. Among most online purchases, the proportion of 300-500 people is 52.5%, and the proportion of all online purchases below 300 yuan is 50%. People who spend more than 1100 yuan per month prefer all offline purchases, and 37.9% of the offline purchases. Online offline buying preferences with pet owners monthly in

The amount of money spent on pets is related to higher consumption costs and more service items than online and offline. Online is mostly the main consumption channel for pets to buy staple food, and people who spend more indicate that in addition to meeting the basic growth of pets, they also pay attention to pet health and image management, and are willing to consume more items for pet services, which is the key group of A pet store.

Figure 5.8 Distribution of pet food purchase channels



Source: Author

Information acquisition channel preference analysis

Table 5.7 Distribution of consumer access to information

Multiple choice item	count	Percentage of response rate	Percentage of penetration	X ²	P
(Recommended by celebrities)	65	14	29.7		
(Recommended by pet doctor)	126	27.2	57.5		
(Recommended by shop assistant)	84	18.1	38.4	22.013	0.000***
(Blogger assessment)	88	19	40.2		
(Recommended by friends)	101	21.8	46.1		
total	464	100	211.872		

Source: Author

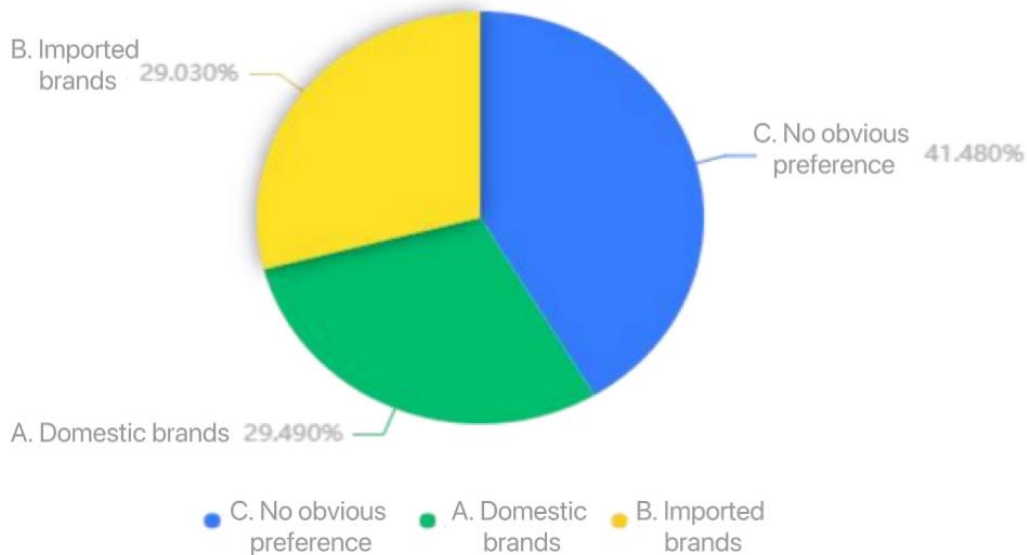
The distribution of channels for consumers to obtain information about pet raising in A Pet Store is shown in Table 4.7. From the distribution of major consumption items of consumers in A Pet Store, the top three channels for consumers to obtain information about pet raising are recommended by pet doctors, recommended by netizens and friends, and evaluated by bloggers. This index indicates that pet owners are more likely to trust professional skills and pet experience in obtaining information.

3. Brand preference analysis

In the brand preference of consumers, as shown in Figure 4.9, 29.03% prefer imported brands, 20.49% prefer domestic brands, and 41.48% have no obvious preference. It can be seen that there is no significant difference in the overall brand preference, showing a trend of uniform distribution. The author used SPSSPRO software to conduct cross-analysis of gender, age, monthly expenditure and brand preference, and found that in the cross-analysis of gender and brand, women preferred imported brands more than men, and in the cross-analysis of age and brand preference, people aged 21-30 preferred imported brands, accounting for 71.4%. In the cross analysis of pet monthly spending and brand preference, it was found that the group below 300 yuan and between 300 and 500 yuan preferred domestic brands, the proportion of domestic brands above 300 yuan was 31.2%, and the proportion of domestic brands between 300 and 500 yuan was 46.9%. This is mainly caused by the late start of China's pet industry, the early pet market supervision mechanism is not strict, the online frequency of some domestic enterprises "poison cat food, poison dog food" events, leading to mistrust of domestic brands, despite the rise of domestic goods in recent years, but this is related to consumers for many years that imported brands have good quality consumption habits. On the one hand, the family conditions of 21-30 years old are relatively good, on the other hand, the consumption habits of pursuing brands from childhood and the

concept of pet health and scientific feeding are related, resulting in certain differences in brand preferences between different genders and different ages.

Figure 5.9 Distribution of consumer brand preferences



Source: Author

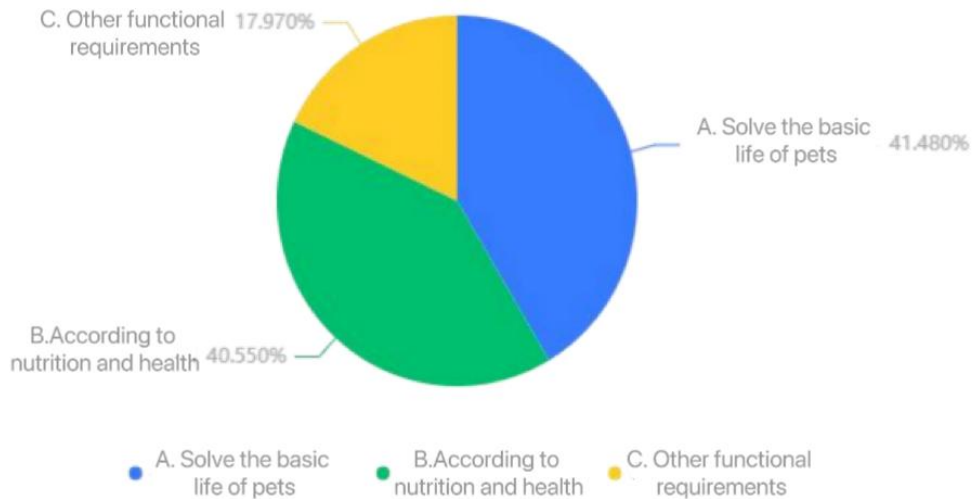
(3) Consumer purchase motivation

1. Pet food purchase motivation

As can be seen in Figure 4.10, 90 people choose to solve the basic growth needs of pets, accounting for 41.48% of the surveyed population, and 88 people choose the option based on nutrition and health care, accounting for 40.55%. 39 people chose other functional requirements, accounting for 17.97%. Through the survey of pet raising starting point, it can be found that those who choose to solve the basic growth needs of pets will not spend too much on pet raising. They think that part of them may only buy daily necessities to meet the growth needs of pets, while the frequency of high-cost projects such as pet treatment, bathing and beauty is very low. Consumers who choose nutrition and health options and other functional needs are more willing to spend money on pet care, often involving some calcium supplements, tear glands, hair brightening nutrients and some functional staple foods or prescription foods, while pet treatment, bathing and other service items will also have a higher frequency. The author used SPSSPRO software to cross-analyze the gender, age, monthly expenditure and motivation for purchasing pet food, and found that there were obvious differences in the options for solving the basic growth needs of pets with a monthly expenditure of less than 300 yuan, between 300-500 yuan and more than 700 yuan. Under 300 yuan and between 300-500 yuan, the proportion of choosing to solve the basic growth needs of pets was 33.7% and 28.3%, respectively, and pet owners who spent more than 700 yuan chose to match pet health and other functional needs. In terms of age, there are also obvious preferences between 21-30 years old and 41-50 years old. Between 21-30 years old,

more people choose pet nutrition and health matching, accounting for 41.6%; between 41-50 years old, more people choose to meet the basic growth requirements of pets, accounting for 55.6%. This shows that the consumption of the younger generation of pet owners needs to be more diversified and pay more attention to pet health and scientific feeding.

Figure 5.10 Distribution of consumer motivation to buy



Source: Author

2. Consider buying pet food

Table 5.8 The distribution of factors that consumers consider when buying pet food

Multiple choice item	count	Percentage of response rate	Percentage of penetration	X ²	P
(Brand awareness)	74	15.4	33.8		
(Cost-effective)	125	26	57.1		
(Formula Science)	87	18.1	39.7	21.027	0.000***
(Great discount)	115	23.9	525		
(Many recommended)	80	16.6	36.5		
total	481	100	219.635		

Source: Author

The distribution of factors considered by customers of A pet store when purchasing pet food is shown in the table above. From the table, it can be seen that the three factors that consumers mainly consider in purchasing pet food are cost-effective, highly preferential and scientific formula. This indicates that most people prefer cost-effective products when purchasing pet products, and the strength of preferential treatment is a consideration in purchasing pet food. This indicates that merchants' profit concession will stimulate consumers' purchase behavior, such as the annual Double Eleven and Double Twelve preferential activities that prompt many consumers to impulsively purchase. Formula science

shows that the vast majority of consumers pay attention to the health of pets.

3. Consumer pet store consumption considerations

The distribution of consideration factors for pet store customers in pet store consumption is shown in the table below. It can be seen from the table that service price, service attitude and store reputation are the three factors most valued by consumers. Service price means reasonable charge, no hidden charge and clear and transparent price. For example, some hot pot store group purchase sets use word games, and consumer attention will be hot pot set in the bottom of the pot invisible charges recorded to the corner of the consumer does not pay attention to see, resulting in consumers to the store after consumption, the clerk told also need to pay the bottom of the pot. Secondly, service attitude is the second consideration factor of consumers, which shows that with the development of the market environment, the era of product and price is the king has passed, and people upgrade their consumption and enjoy the psychology of respect and service. Word of mouth represents after-sales evaluation. In the Internet era, consumers will take greater risks when they consume service products for the first time based on the informability and uncertainty of the service. Therefore, consumers' first sense of trust in a store comes from the recommendation of friends around them or the evaluation or rating of Meituan. Therefore, for service-oriented enterprises, oral propaganda is more important.

Table 5.9 Distribution of consumer pet store consumption considerations

Multiple choice item	count	Percentage of response rate	Percentage of penetration	X ²	P
(Service attitude)	134	25.3	61.2		
(Service price)	161	30.4	73.5		
(Pet shop formal level)	67	12.7	30.6	73.221	0.000***
(Convenience)	57	10.8	26		
(Word of mouth)	110	20.8	50.2		
total	529	100	241.553		

Source: Author

5.4.5. Analysis of the influence of service marketing 7Ps on consumers' purchasing decisions

This work finds out the deficiencies in the service marketing strategy of pet Store A through questionnaires, but it cannot clearly understand the impact of seven possible deficiencies such as products, prices and channels on consumers. For an enterprise, the rectification and implementation of marketing strategy is bound to invest a lot of manpower, material resources and financial resources. Is the rectification of marketing strategy necessary and

meaningful? Based on this, a total of 10 questions are set in this part to investigate whether seven factors of 7Ps, such as product quality, brand, price and channel, will have an impact on consumers' purchase decisions. Through the analysis of the influence of 7 factors on consumers' purchase decisions, the necessity of improving customer satisfaction in 7 Ps and the rationality of marketing strategy rectification are proved. Through the questionnaire survey, the impact of 7 influencing factors of 7Ps on the purchasing decision of the respondents is shown in the following table:

Table 5.10 7PS Survey of the degree of influence on the purchase decision

Product impact degree					
	Have no effect at all	Less influence	Average impact	Great influence	Very big impact
Product quality	4.11%	8.70%	20.50%	43.80%	22.80%
Brand, reputation	8.20%	15.00%	23.70%	41.60%	11.40%
Degree of price influence					
Price	4.60%	11.90%	30.10%	35.60%	17.80%
Promotional impact					
Promotion effort	7.80%	13.20%	36.10%	32.90%	10%
Channel influence degree					
Purchase channel	8.20%	17.40%	27.40%	35.20%	11.90%
Personnel influence degree					
Service staff attitude	5.50%	10.50%	22.80%	44.30%	16.90%
Professionalism of personnel	7.30%	8.70%	27.90%	38.40%	17.80%
Service process impact degree					
Service process	9.60%	15.10%	42.50%	26.40%	6.40%
Service efficiency	5.50%	9.60%	30.10%	41.60%	13.20%
Tangible demonstration of impact					
In-store physical display	9.10%	19.60%	37.40%	30.20%	3.70%

Source: Author

It can be seen from this survey data that consumers have indicated that seven aspects such as product quality, brand, reputation, price, purchase channels, promotion efforts, service staff attitude and professionalism, service process, efficiency and in-store tangible display will more or less have an impact on their purchase decisions.

(1) Products: There are 96 people, 43.8% of the proportion that product quality has a great impact on the purchase decision, 50 people, 22.8% of the proportion that product

quality has a great impact on the purchase decision. 91 people (41.6%) believe that brand and word of mouth have a great influence on purchasing decisions, and 25 people (11.4%) say that they have a great influence. It can be seen that product quality, brand, word of mouth and other product factors can affect consumers' purchasing decisions to a large extent, and the degree of influence of product quality is mainly affected by consumers' income, consumption habits, behavior and other factors. However, overall product quality, brand and word of mouth are still important, and they are important factors that cannot be ignored in the operation process of enterprise managers. In order to analyze the purchasing decision characteristics of different groups, the author used SPSSPRO analysis tool to cross-analyze the influence degree of purchasing decision corresponding to gender, age, income, pet monthly expenditure and product quality, word of mouth and brand, and found that there were obvious differences between genders in the options that product quality had no influence on purchasing decision. Men accounted for 66.7% and women accounted for 33.3%, almost twice as many as women. Among the options that product quality has a great influence on purchase decision, men accounted for 38% and women accounted for 62%, indicating that women are more affected by product quality factors than men in the process of purchase decision. However, in the cross-analysis of product brand and word of mouth, it is found that the proportion of word of mouth and brand on the degree of influence of women's purchasing decisions is still more than that of men, accounting for 13% of the choices of product brand and word of mouth on the degree of influence of product brand and word of mouth on the purchase decision accounted for only 2.9% of the choices of female group. In the proportion of people who spend more than 1100 yuan a month, there is a significant difference. 37.5% of people who spend more than 1100 yuan believe that product brand and word of mouth have a great impact on the purchase decision.

(2) In terms of price, among the 78 respondents, 35.6% said that price has a great impact on their purchase decisions, while 39 respondents, 17.8% of the total respondents, said that the impact is very great, which is mainly related to consumers' personal income level and consumption power. People with high income level are less sensitive to price than those with high income level. Low income level is price sensitive, which affects customers' purchasing decisions to a large extent. The author used SPSSPRO analysis tool to cross-analyze the influence of gender, age, income and monthly pet expenditure on consumers' purchase decisions and found that there was no significant difference between gender and age, while there was a significant difference between groups that spent less than 500 yuan per month and those that spent more than 700 yuan per month. The proportion of the group below 300 yuan that the price has a great or very great impact on the purchase decision is 81.8%. The proportion of the 300-500 yuan group that the price has a large or very large impact on the purchase decision is 53.8%, while the proportion of the 700 yuan group that the price has a

large or very large impact on the purchase decision is only about 35%. It can be seen that the consumer groups between 300 yuan and 300-500 yuan are price-sensitive pet consumers, and this part of the customer is more concerned about the price, so the needs of this part of the group should be taken into account when making marketing decisions.

(3) In terms of the promotion intensity, 72 people, accounting for 32.9% of the total respondents, said that the impact of the promotion intensity on the purchase decision is very great, and 22 people, accounting for 10% of the respondents, said that the promotion intensity and the profit of merchants stimulate the purchase behavior of some consumers. The author used the SPSSPRO analysis tool to cross-analyze the impact of gender, age, income, monthly pet spending and the "promotion intensity" on consumers' purchasing decisions. It was found that different genders and promotion intensity also had a great difference on consumers' purchasing decisions. 41.3% of the female group believe that the intensity of promotion has a greater impact on consumers' purchase decisions, and 25.2% of the male group believe that the intensity of promotion has a greater impact on consumers' purchase decisions. In terms of income, the level of income below 4000 yuan ranges from 4000-6000 yuan. There is no significant difference in the impact of promotion between 8000 and 10000, but there is a difference with the income of more than 10000 yuan. For the income of more than 10000 yuan, the impact of promotion intensity on the purchase decision generally accounts for 47.9%, and the impact is larger, accounting for 18%. In other income groups, the degree of promotion has a greater impact on consumers' purchasing decisions, accounting for about 40%.

(4) In terms of convenience of purchasing channels, in this survey, 77 people, accounting for 35.2% of the respondents, said that the convenience of purchasing channels has a great impact on consumers' purchasing decisions, while 26 people, accounting for 11.9% of the respondents, said that the impact is very great. The convenience of purchasing channels has different degrees of influence on the purchasing decisions of different consumer groups. The author used the SPSSPRO analysis tool to cross-analyze gender, age, income, monthly pet spending and the influence of "channel convenience" on consumers' purchase decisions when conducting pet consumption services. It is found that people aged 21-30,30-40 and 40-50 have a different impact on the purchase decision. 37.2% of people aged 21-30 and 33.8% of people aged 31-40 think that "convenience of purchase channel" has a greater impact on your purchase decision. Only about 10 percent said that channel convenience had a small impact on purchasing decisions, compared to 33.3 percent of the 41-50 group. In terms of gender, 42.3% of the female group think convenience has a greater impact on purchasing decisions, while only 28.7% of the male group think it has a greater impact. In terms of influence, 21.7% of the male group and 12.5% of the female group think it has a greater impact on purchasing decisions, indicating that the degree of influence of channel

convenience is greater for men than for women.

(5) In terms of personnel, 97 people, accounting for 44.3% of the respondents, said that the attitude of service personnel had a great impact on consumers' purchase decisions, and 37 people, accounting for 16.9% of the respondents, said that the impact was very great. Moreover, among all the factors, the attitude of service staff has the greatest influence on the purchase decision, which is enough to show that consumers hope to be respected in the process of consumption. In terms of personnel expertise, 38.4% of respondents think that personnel expertise has a greater impact on purchasing decisions, and 17.8% think that it has a great impact. Unlike shaped products, in service products, the professionalism of service personnel largely replaces the quality of the service, and the ineffability of the service determines that consumers need to bear certain risks when they consume. Once the professionalism of service personnel is not up to standard, consumers will have a negative reputation on the service, which will not only affect their secondary consumption decisions, but also affect their second consumption decisions. It also affects the consumption decisions of surrounding groups. It shows that people have occupied an absolute importance in the whole marketing process, with the social development and the upgrading of consumption level, consumers are no longer simple quality requirements when making purchase decisions. The intangibility of service quality is more reflected by the practitioners in the buyers

Importance in purchasing decisions. Through cross-sectional analysis, there is no significant difference in the degree of influence of different characteristics such as gender, age and income.

(6) In the service process, 58 people, accounting for 26.5% of the respondents, believe that the service process will have a great impact on the purchase decision, while only 14 people, accounting for 6.4%, believe that the service process will have a great impact on the purchase decision. Generally speaking, the complexity and complexity of the service process will cause consumers' patience and resentment. The consumption of consumers' time cost will have an impact on a small part of consumers, while the efficiency of service has 91 people, accounting for 41.2% of the respondents, who think that efficiency will have a great impact on purchasing decisions, and 29 people, 13.2%, who think that it has a great impact. The author used SPSSPRO analysis tool to cross-analyze the impact of gender, age, income, monthly pet expenditure and "service process" and "service efficiency" on consumers' purchase decisions. It was found that different genders had different impacts on service efficiency on consumers' purchase decisions. More than 51% of women believe that service efficiency has a greater impact on their purchase decisions, while only 33% of men believe that service efficiency has a greater impact on their purchase decisions.

(7) In terms of tangible display, 66 people, accounting for 30.1% of the respondents, said that in-store tangible display would have a great impact on their purchase decisions, while

only 8 people, accounting for 3.7%, thought that it would have a great impact on their purchase decisions. In general, tangible display is not an important factor affecting consumers' purchase decisions, but from the percentage we can also see that tangible display can not be ignored, especially for service enterprises, the decoration of the store and other tangible display to some extent to consumers reveal the overall service level of the store. The author used the SPSSPRO analysis tool to cross-analyze gender, age, income, monthly spending on pets and the impact of "tangible display" on consumers' purchase decisions. There was no significant difference.

Through the above questionnaire survey, it is concluded that A pet store should not only ensure product quality and brand, but also ensure the sensitivity of different income groups to prices. At the same time, it should ensure the purchase channels of promotion efforts, personnel participation, service process, physical display in the store and other aspects to reduce the impact on consumers' purchase decisions.

5.4.6. Service Marketing 7Ps satisfaction survey results

Table 5.11 A Pet store Satisfaction Survey

Product satisfaction					
satisfaction	Far from satisfied	dissatisfy	normal	satisfaction	Very satisfied
	1	2	3	4	5
Product quality	0%	0.92%	25.69%	56.88%	16.51%
Product category	0%	10.09%	60.55%	25.69%	3.67%
Flexible adjustment of customer needs	0%	1.37%	26.61%	47.71%	24.31%
Stability of service level	0%	1.38%	28.90%	53.67%	16.06%
After-sales service	0.46%	5.05%	37.16%	41.28%	16.06%
Price satisfaction					
Service charges are clear and transparent	0	4.13%	52.29%	34.40%	9.17%
The charging price level is reasonable	1.84%	7.34%	34.40%	43.12%	13.30%
Service pricing standard	0.46%	5.96%	37.16%	41.28%	15.14%
Channel satisfaction					
Diversity of purchasing channels	0.46%	14.68%	50.92%	23.39%	10.55%
The convenience of purchasing channels	0.46%	11.47%	49.08%	28.44%	10.55%
Good location	0%	2.75%	17.43%	56.42%	23.39%

Promotion satisfaction					
Promotion method	0.46%	6.42%	50.92%	35.32%	6.88%
Promotion effort	0.92%	5.51%	34.40%	40.83%	18.35%
Promotional information coverage	1.38%	10.55%	46.33%	33.49%	8.26%
Personnel satisfaction					
Staff treat customers warmly	0%	0.917%	25.23%	49.54%	24.31%
Personnel stability	0%	1.84%	29.82%	45.87%	22.48%
Professionalism of personnel	0.46%	0.92%	29.36%	44.25%	22.02%
Service staff have a clear understanding of customer needs	0%	2.29%	33.03%	44.95%	19.73%
Service process satisfaction					
Service process interaction	0.00%	2.29%	29.82%	46.79%	21.10%
Service process	0.46%	1.38%	32.57%	41.74%	23.85%
Service efficiency, timeliness	0.00%	8.72%	62.39%	21.10%	7.80%
Visible satisfaction					
In-store environment	0.46%	0.46%	42.20%	41.28%	15.60%
Merchandise display, display methods	0.46%	1.84%	30.73%	40.83%	26.15%
Employee dress	0.00%	0.92%	16.06%	61.927%	21.10%

Source: Author

It can be seen from the satisfaction statistics of this questionnaire that different consumer groups will have different satisfaction degrees for the same thing, although most of the satisfaction ratios of the seven dimensions of service marketing mix in this survey are satisfied with A pet store. However, there are also different proportions of people who say that they are not satisfied. What A pet store needs to do is how to adjust the marketing strategy and improve the marketing strategy, so as to improve the satisfaction of these customers and turn them into favorable purchases of A pet store.

5.5. A pet store marketing strategy problems and causes analysis

This year, A Pet Store added new pet medical service projects on the original basis, expanded the business area on the original basis, introduced A large number of new equipment, and the pressure of investment cost soared. In the current and fierce market environment, the conversion cost of customers is low, so pet Store A wants to improve the overall customer satisfaction and customer experience, and create loyalty with customers. The original business project customers will be maximized to A's new service projects, so as to achieve income generation. Through the analysis and statistics of the satisfaction of seven aspects of 7Ps, this work can clearly excavate the shortcomings of A pet store in these seven

aspects, and put forward relevant decision-making suggestions.

5.5.1. Product strategy

(1) Product strategy problem analysis

Through statistical analysis, the following table is obtained, the satisfaction result of A pet store customer group in terms of products.

Table 5.12 Score of various indicators in the product dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Product	1	Product quality	3.89	3.72
	2	Variety of products	3.23	
	3	Flexible adjustment according to customer needs	3.95	
	4	Stability of service level	3.84	
	5	After-sales service	3.67	

Source: Author

A total of five levels of satisfaction indicators were set from very dissatisfied to very satisfied, with a score of 1-5. As can be seen from the above table, the overall score of the five indicators of the product dimension is 3.72. As a community pet store established in a small area for 19 years, A Pet Store has unique advantages in terms of customer source and convenience. Although A Pet Store has added medical service items on the original basis, A Pet Store has also added medical service items. Fully create the pet medical, food, housing, travel one-stop service, greatly improve the diversity of services and customer convenience, the survey shows that the total body satisfaction is not bad. However, in the satisfaction survey, 0.92% said they were not satisfied with the product quality, 25.69% said they were general, 10% said they were not satisfied with the product type, up to 60% said the product type was general, 5.05% said they were not satisfied with the after-sales service, 37% said they were general. The two indexes of product category (3.23 points) and after-sales service (3.67 points) are also lower than the overall average of 3.72 points, and the satisfaction of these two items is too low, which reduces the satisfaction of product indicators.

(2) Problem cause analysis

A Pet Store has a relatively good score in product quality, which is mainly due to the fact that A Pet Store has been established for more than two years. It maintains consistency in cooperation with quality product suppliers, does not easily change suppliers, and is rigorous in product control. Usually, the new brand supplier will be evaluated in various aspects, the online product negative news survey, the Tmall Taobao flagship store negative evaluation survey and product price and other preferential conditions will be considered before

determining whether to supply the brand product. Secondly, A pet store will regularly check whether the product is expired, air leakage and other problems. In terms of service products, A Pet Store has been in charge of bath and beauty care, beauty treatment and other projects, and has received professional training and does not regularly learn, so the service level is relatively stable, and A pet store belongs to the community type pet store, first of all, it can flexibly adjust the pet pick-up and delivery according to the needs of customers. Secondly, although there are some fixed items of cleaning packages, they can also be flexibly changed according to consumer needs. Because the diagnosis and treatment type project has just been added, the customer rate is not high, and it is still in the early stage of publicity, so it provides the best quality service in terms of service, and the overall customer experience is good.

Single product category layout: The reason for the low product category and after-sales service satisfaction of A pet store is mainly due to the single product category layout of A Pet store. Due to the nature of A pet store as a community pet store, the business scale of the community pet store was small at the beginning, and the diversity of product categories and brands was affected by many aspects such as business regulation, inventory capital pressure, and storage capacity. At present, although daily necessities such as staple food, snack food, cat litter, pet clothing, cat kennel and dog kennel are involved in product types, the number of brands in each series sold in the store is small, the types of pet snacks are not rich, most of them are recommended by suppliers, generally speaking, the product type is single, the brand is single, and when introducing new products, Due to the frequent incidents of toxic cat food and toxic dog food online, A pet store also presents great concerns. Once the quality factors of new products cannot be controlled or improper storage in the store leads to moldy and spoiled products being sold from A pet store, causing some irreversible damage to pets, then the impact on the reputation of A pet Store is extremely bad. In addition, considering the taste of new products, sources of food ingredients, price concessions and other factors, A pet store rarely adds new product types. For safety reasons, it only buys from the suppliers with long-term cooperation, so consumers rarely can choose more kinds of product brands in A pet store.

Second, due to the diversification of consumer demand, with the mature development of the pet industry and the deepening of the trend of refined pet raising, pet consumption categories are increasingly rich, and different pet owners' pet raising concepts have derived a variety of market segments. The functional needs of staple food are diversified, and there are different classifications of natural food, organic food and imported high-end food. In addition, the pet industry has low entry barriers, diversified product brands, and different consumers have different brand preferences. Therefore, under the constraints of various factors, consumer groups have less choice in product types and brands in A pet store, resulting in low

satisfaction with product types.

Third, A pet store does not set up after-sales phone, the store does not have a sign of after-sales channel, and A pet store does not regularly visit customers. Although A pet store will regularly check the products, it cannot intuitively feel the product quality due to the tightness of the packaging, and it is affected by the manufacturer's quality control. Occasionally, some consumers buy unsatisfied products, some pet owners social phobia, online after-sales may defend their rights, but offline face to face worry and argue with store assistants and finally choose to suffer losses and silence, in the range of customers can tolerate consumers choose silence, but ultimately bring bad experience to consumers, affecting the second purchase decision.

5.5.2. Pricing strategy

(1) Price strategy analysis

Through statistical analysis, the following table is obtained, the satisfaction result of A pet store customer group in terms of price.

Table 5.13 Scores of various indicators in the price dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Price	6	Service charges are clear and transparent	3.84	3.67
	7	The price level is reasonable compared with other purchase channels	3.67	
	8	Service pricing standard	3.49	

Source: Author

As can be seen from the above table, the overall score of the three indexes of the price dimension is 3.67. The satisfaction scores of the three indexes are, in order from high to low, clear and transparent service charges (3.84 points), reasonable price level compared with other purchased channels (3.67 points), and service pricing standard (3.49 points). The service pricing standard is lower than the average, indicating that there are certain deficiencies in the service pricing standard. In terms of the percentage of satisfaction with the three price indicators, compared with other purchase channels, 7.34% of satisfaction with the reasonable level of charge price accounted for the dissatisfaction, and 34.4% of satisfaction in general; 5.96% of satisfaction with service pricing standard accounted for the dissatisfaction, and 37.16% of satisfaction in general. Therefore, this part of the price satisfaction has a certain room for improvement.

(2) Problem cause analysis

Compared with other purchase channels, the satisfaction of the item of reasonable price level is relatively low. The reason is that online store extremely popular at present. After many pet owners buy pet food offline, if the product quality, taste and brand are trustworthy, they will turn to online consumption one by one. Therefore, under the impact of online store, commodity price satisfaction will be reduced. Secondly, this has something to do with consumers' desire for good quality and low price. Most consumers want to buy the best quality products at the lowest price. In addition, A pet store, as an offline physical store, has large operating expenses and cost costs, including rent, water and electricity, etc., so the price is relatively high.

Secondly, considering the payback period and basic profit of the store, the pricing of the items of washing and beauty services is based on the cost plus pricing method of rent, water and electricity, manpower and materials, so the price level will fluctuate under the influence of the rent level and water and electricity level in the location. However, A pet store does not have a thorough understanding of the pricing and supply and demand of the surrounding market, and consumers are vulnerable to various low-price advertisements. In the era of big data, products are often pushed to customers accurately. On major we-media platforms, merchants often engage in false low-price strategies to attract consumers to the store. Under the influence of promotional advertisements playing word games, even if there is no real understanding of whether the price of the merchant is really as advertised, the subconscious will use the low price as the price benchmark for consumers to consume similar services, which leads to a certain gap between the level of charges and consumer expectations. And in the level of charges, the store has developed a certain membership system, the first member of 500, enjoy a discount of 10%, the first charge of 1000 yuan, enjoy a discount of 8.5%, the first charge of 2000 enjoy a discount of 20%, the store, but also enjoy other home delivery, pet pick-up and other services, The different discounts enjoyed in terms of membership and membership level gap will also reflect the satisfaction level of A pet store's charges.

In terms of care and treatment fees, A pet store has differentiated pricing in accordance with the size standard for dog bathing and grooming, generally 40 yuan for small dogs under 5 kg, 80-100 yuan for grooming costs, and 45-70 yuan for medium-sized dogs between 5-20 kg. The cost of grooming is between 100-140 yuan, the cost of bathing a large dog between 20-35 kg is between 80-150 yuan, the cost of grooming is between 160-300 yuan, the giant dog on 35 kg is 150-200 yuan, the cost of grooming is 280 yuan, and the cost of foster care is also different according to the size. The price of other single services, including medicinal bath, knot opening, nail clipping, and abdominal under hair trimming, also varies in different ranges, but the pricing standard for cats is not priced according to weight, and directly ranges from 80 to 120 yuan. What is the standard basis for charges with variable prices? How much float? There are differences in the perception of the price of the service between consumers

and the store, which will make consumers feel that the pricing standard of A pet store is not clear enough, and it is easy for customers to have the illusion that the charges of A pet store are confused or even high, and they are not worth the money. Moreover, customers who enter the store for the first time are more likely to have the illusion that the cat is smaller. On the contrary, the cost of bathing is almost double that of small dogs of the same size, because cats are more sensitive, and cats are more delicate in their washing, and they are more likely to scratch or bite staff than dogs during the washing process, even though staff members have become accustomed to not telling customers about scratches during the washing process. These risks also take into account the cost of washing and care, and are affected by the degree of discount of membership cards, so consumers will have low satisfaction with the standard charge.

5.5.3. Channel strategy

(1) Analysis of channel strategy

Through statistical analysis, the following table is obtained, the satisfaction result of A pet store customer group in terms of channels.

Table 5.14 Scores of various indicators in the channel dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Channel	9	The diversity of purchasing channels	3.29	3.55
	10	The convenience of purchasing channels	3.37	
	11	Good location	4.0	

Source: Author

It can be seen from the above table that the overall score of the three indicators of the channel dimension is 3.55. Among the average satisfaction values of the three indicators, we can see that the satisfaction of the indicator of good geographical location is the highest, while the satisfaction of the diversity of purchasing channels (mean 3.29) and the convenience of purchasing channels (mean 3.37) is relatively low. It indicates that the diversity and convenience of purchasing channels will be insufficient.

(2) Problem cause analysis

The high satisfaction of offline purchase channels is related to the fact that A pet store is set up in the community, with the geographical advantage of a single day, which greatly reduces the difficulty of pet owners to take their pets out, followed by the convenience of time. However, the layout of purchasing channels is relatively simple, and the insufficient layout of purchasing channels leads to the inability to meet the preferences of different consumers.

In the offline purchase channels, A pet store currently has only one store, and the online purchase channel only enters Meituan group purchase and supports telephone purchase. In addition, Meituan, as a purchase channel, has a small number of customers entering the store through Meituan in the early stage, which has been interrupted in the middle, and the items listed on Meituan only include washing and care packages, and the medical inspection packages have not been launched yet. Pet staples, snacks, leash, and daily supplies are not listed on Meituan takeout, while Pet Club and Oriental Pet Hospital support the delivery of pet supplies, and other platforms such as Douyin and XiaoHongbook are not involved in A pet store. On the one hand, the incompleteness of online channel products brings great inconvenience to those who want to know whether A pet store has the products or projects they need through online channels. On the other hand, through the analysis of consumer consumption characteristics, we can understand that pet diagnosis and treatment is the second largest service for consumers to consume at pet stores, and pet diagnosis and treatment department is a new business project. However, different consumers cannot know the specific items of A pet store's diagnosis and treatment department through online, and whether they can meet their needs, which brings certain inconvenience

Benefit. In terms of the diversity of purchase channels, different consumers have different channel preferences. According to the above analysis of consumer characteristics, people aged 21-30 are more inclined to buy pet food mostly online and all online. With the trend of younger pet owners, the channel preference of new media such as Tiktok and B station is increasing. In addition, there are some social terrorism groups among pet owners, who are more inclined to online channels than offline purchasing channels. Among pet owners, the post-90s and post-95s are the main force of pet raising. Therefore, this also determines the diversity of channels and convenience of purchase channels in A pet store.

5.5.4. Promotional strategy

(1) Analysis of promotion strategies

Through statistical analysis, the following table is obtained, the satisfaction result of A pet store customer group in promotion.

Table 5.15 Scores of various indicators in the promotion dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Sales promotion	12	Promotion method	3.42	3.6
	13	Promotion effort	3.7	
	14	Promotional information coverage	3.67	

Source: Author

As can be seen from the above table, the overall score of the three indicators in the promotion dimension is 3.6. From the average value of the satisfaction of the three indicators, we can see that the satisfaction of the overall promotion aspect is lower than that of the product aspect. The average value of the promotion method is only 3.42 points, the average value of the promotion information coverage is 3.67 points, and the overall satisfaction of the promotion strategy is low.

(2) Problem cause analysis

One of the main reasons for the low satisfaction of promotion strategy is that the promotion method is simple and the form is old-fashioned. In terms of online promotion, in order to attract new consumers to increase the sales of the United States group purchase, A pet store has set up ultra-low-cost one-dollar care activities, and now the promotion activities include voucher activities and pet bathing + shaving + toenail clipping package super discount activities. Offline promotion activities are promoted by traditional member discounts, points exchange, promotional short letters, offline in-store notifications, anniversary celebrations, and 20% off all over the Double Eleven. However, most of these marketing methods are used repeatedly, homogenization has been quite serious and no new ideas at all, and the current promotional methods displayed in the store have been unable to attract consumers' interest and impulse consumption desire.

Secondly, it is caused by insufficient promotion and insufficient coverage of promotion. General A pet store promotion is mostly limited to top up 1000 to send 200, members enjoy 8-9% discount, the promotion of this promotion group is limited to those consumers who top up membership cards, and non-membership cards can not enjoy this promotional power, promotion coverage is not all consumers. In the holiday promotion activities, A pet store will select some product categories and service items for discount activities, but such activities cannot cover all products and items in the store, so there may be a certain degree of satisfaction deviation due to the lack of promotion of the products that consumers want to buy. At the same time, the promotion is not attractive enough. Unable to arouse too much interest of consumers, A pet store is unable to attract more consumers for in-store consumption when carrying out promotional activities due to the single and imperfect publicity channels.

A pet Store also has relatively simple publicity channels, lack of self-media marketing talents, and imperfect online purchase channels, which cannot fully publicize and improve the exposure of A pet store, so the target customer groups covered are limited. In the way of offline promotion, A pet store mainly uses elevator advertising, promotional SMS sending, discount card banner pasting and so on. Most of the current consumer groups are mobile phone bow, in addition to these promotional methods can not arouse consumer interest, the biggest reason is that consumers focus on mobile phones are likely to be unable to pay attention to these relevant information inside the community, the location of the A pet store is

not the only place in the community to enter and exit, so most of the time the overall effect of promotional activities is not ideal. The online publicity channels have no layout, the current extremely popular self-media Tiktok, XiaoHongshu, Bilibili, Weibo and other self-media software, light Tiktok daily active users more than 800 million people, many businesses have layout Tiktok and other self-media to gain customers or increase product exposure. However, A pet stores have not been involved in the publicity of Tiktok, XiaoHongshu, Bilibili and other channels. On the one hand, A pet stores do not have personnel specializing in the implementation of marketing planning programs, and on the other hand, the marketing cost of finding a professional team to plan the publicity of Tiktok and other channels is high, and A pet stores are extremely tight in funds. And it is not possible to ensure that the publicity and purchase methods of self-media channels such as Tiktok are really effective and rapid drainage. A Pet Store also wanted to invest money to record some videos related to cute pets and operate its own Tiktok account. However, due to the lack of professional shooting effect, the publicity channels and online purchase channels of Tiktok and other self-media methods have been stagnant, and consumers cannot get the relevant information of A pet store from the frequently used software such as Tiktok and XiaoHongshu. A pet Store did not fully utilize and convert online purchase channels and publicity channels, and the lack of customer acquisition ability and imperfect channels of publicity channels and online purchase channels greatly reduced the exposure of A pet store and lost many potential consumers virtually.

5.5.5. Personnel strategy aspect

(1) Personnel problem analysis

Through statistical analysis, the following table is obtained, the satisfaction result of A pet store customer group in terms of personnel.

Table 5.16 Scores of various indicators in the pet store personnel dimension

Dimensionality	Question number	index	Mean value	Dimensional total score
Personnel	15	Service staff always treat customers warmly	3.97	3.89
	16	Personnel stability	3.89	
	17	Professionalism of personnel	3.894	
	18	Service staff clearly and	3.82	

Source: Author

As can be seen from the above table, the overall score of the four indicators of the personnel dimension is 3.89, and the satisfaction of the four indicators is relatively satisfactory, which fully proves that the staff of A Pet store have been fully recognized by

customers in terms of service attitude, professionalism, stability, communication degree, etc. A Pet Store is a community pet store, and the owner lives and works in the community. Can establish a good relationship with the customer group of the community, and in the busy time for customers to provide free home delivery and pet pick-up services, and the owner of the service attitude is good, always warm reception customers, this positive attitude to convey a message of goodwill to customers, make people feel comfortable. And it also does a good job in clearly and accurately understanding customer needs, which shows that it has a certain depth of communication with customers. Due to the differences of everyone's aesthetic and needs, A pet store will carefully communicate with consumers when facing consumers, and will only carry out pet beauty and modeling services when fully understanding consumer needs. To improve consumer satisfaction. In the daily life, the most common lack of communication leading to low satisfaction is the barber store industry, even to the appearance of various negative posts in the small red book, and A pet store needs to avoid this negative impact, which is essential in the depth of communication. In this personnel satisfaction survey, A Pet Store has been fully recognized by customers in terms of personnel, but there are still a small number of people on the stability of professional, service staff clearly and accurately understand the customer needs of the unsatisfactory options selected.

(2) Problem cause analysis

The main reasons for the dissatisfaction in the aspect of personnel are the imperfect staffing, the effort to minimize the cost, the aesthetic difference, the lack of deep communication and other factors. With the development of pet stores, more and more people will send their pets to the store and leave them as soon as possible. Pet stores will provide pet services according to customers' advance instructions, but this process often lacks on-site communication due to unexpected factors in the service process, leading to some consumer perception bias. A pet store after professional training, learning the bath groomer is a person, and in the bath, beauty long-term owner is responsible for, in the event of an emergency can not be in the store when there is no professional bath, beauty care division to replace, can only hire part-time groomer, different groomer professional degree, aesthetic standards will bring customers a sense of difference experience. If you configure two baths and groomers, it will greatly increase the operating costs of the pet store. Secondly, if the current bathing and grooming business is configured with two employees, the utilization rate of employees is not high and profits cannot be maximized.

5.5.6. Service strategy aspect

(1) Analysis of service process problems

Through statistical analysis, the following table is obtained, the satisfaction result of A pet

store customer group in the service process.

Table 5.17 Score of various indicators in the service process dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Service process	19	In-store environment	3.86	3.65
	20	Merchandise display, display clear and reasonable	3.87	
	21	Employee dress	3.23	

Source: Author

It can be seen from the above table that the overall score of the three indicators of the service process dimension is 3.65, and the average of the interactive index of service process is 3.86. It indicates that A Pet Store actively explains to customers some knowledge related to pet raising in the service process, including how to correctly and scientifically feed, precautions for bathing, how to keep pet fur shiny and supple, etc. The customer has a good impression on A Pet Store. Through the popularization of these knowledge, the relationship with customers is closer. It is appropriate to talk with customers through pet-related knowledge. A Pet Store is also straightforward and simple in service process design, which fundamentally improves consumers' experience in the service process. However, the average in terms of efficiency and timeliness of services is too low, which reduces the overall satisfaction of the service process.

(2) Problem cause analysis

The main reason for the low efficiency and timeliness in the service process is that it takes a long time from washing to drying in the process of cat and dog washing and grooming. Although the appointment information of Meituan suggests that you should make an appointment two hours in advance in order to avoid peak consumption hours, most customers in many communities usually only have time in a fixed period due to daily work and other factors. This inevitably leads to the peak consumption period in the store, and most people in the community enter the store directly without making an appointment in advance. When they meet the front queue, consumers need to wait for a longer time, and this waiting period will consume consumers' patience and perceived satisfaction, so they hope to make up for it in other aspects.

5.5.7. Tangible display of strategic aspects

(1) Analysis of visible display problems

Through statistical analysis, the following table is obtained, the satisfaction result of A pet

store customer group in tangible display.

Table 5.18 Scores of various indicators in the tangible display dimension of pet stores

Dimensionality	Question number	index	Mean value	Dimensional total score
Physical display	22	In-store environment	3.71	3.88
	23	Merchandise display, display clear and reasonable	3.9	
	24	Employee dress	4.03	

Source: Author

As can be seen from the above table, the overall score of the three indicators of tangible display dimension is 3.88, the mean value of the internal environment of the store is 3.71, the mean value of product display and display mode is 3.9, and the average value of staff dress is 4.03. It shows that the tangible display can be recognized by consumers, and the intangible service can be perceived in the tangible display. Moreover, A pet Store has the advantages of geographical environment, which provides great convenience for customers to travel with their pets. However, in A pet store, 42% of the people expressed average satisfaction with the interior decoration of the store, and 30% of the people showed average satisfaction with the way of product display and establishment. This group of people still has great room for improvement in the tangible satisfaction of A pet store.

(2) Problem cause analysis

The main reasons for the general satisfaction of some people with tangible display are as follows: First, A Pet Store was founded to save investment costs and simple decoration. The distribution of functional areas in the bathing, beauty and food areas is not obvious, and the functional areas in the Medical service department of A Pet store are dispersed to the entrance of the community due to the impact of the original area, resulting in a certain dispersion of each functional area, which is insufficient in aesthetics to a certain extent. According to the survey in the previous chapter on whether shaped display will have an impact on consumers' purchasing decisions, a part of people said that their tangible display has a greater impact on purchasing decisions, which indicates that aesthetic taste is also a factor that cannot be ignored to improve consumers' satisfaction in the whole service process. Especially for service enterprises, the non-storage and non-display characteristics of service items, and tangible displays such as in-store decoration reveal to consumers the overall service level of the store to some extent. With the increasing competition, high-end chain pet stores are also entering the Kunming market one after another, and such pet stores have high investment costs in publicity channels, and consumer groups have invisible browsing of

the interior decoration and in-store environment of other pet stores. Under this comparison factor, A pet store does not have an advantage in tangible display. Therefore, it is easy to reduce the satisfaction of tangible display for consumers.

5.6. SWOT analysis

5.6.1. Strengths analysis

After more than two years of experience accumulation, A pet store has accumulated a certain number of customers, and has maintained a good cooperative relationship with local dealers, and has a certain quality assurance in product selection. Therefore, a certain number of customers have been accumulated for the follow-up pet treatment of A pet store.

Secondly, A pet store is located in the community, which has certain geographical advantages. Pets have always had the pain point of difficult travel, and pets are prohibited from riding on public transport, so pet owners will first consider the convenience of transportation when they take their pets out for washing and grooming, and the community has its own pet crowd, and the community pet store has a certain efficiency advantage. With the passage of time, the pet store has a good relationship with the residents of the community.

Most of the services provided by ordinary community pet stores are only pet products, food pet care, beauty and other routine items, but through the development of A pet store has added pet trading, pet foster care, pet medical and health services on the original basis. A pet store has been able to fully meet the community pet owners pet eating, clothing, housing, use, medical treatment and other aspects, so A pet store service items are more complete. It basically covers all aspects of pets' daily life and meets the needs of consumers. In terms of service, it can provide customers with diversified and differentiated demand services. At present, pet store A can meet the diversified needs of different types of pets for goods and various services to the maximum extent, such as door-to-door delivery of goods, picking up pets to the store for washing and care, foster care, etc., and the distribution cost is low.

5.6.2. Weakness analysis

Brand Influence and Management:

Firstly, "A Pet Store," as a local non-chain establishment, struggles with brand recognition and influence. Unlike high-profile chain pet stores, it lacks a distinct brand identity. This issue is compounded by its management style, which does not yet reach the sophistication seen in larger chains. Additionally, the store's interior design, which opts for simplicity, falls short in creating a memorable and distinctive ambiance compared to the more

elaborate and recognizable decor of upscale chain stores.

Product Diversification and Space Limitations:

Although "A Pet Store" offers a comprehensive range of services, from pet trading and food supplies to grooming, healthcare, and diagnostic services, it faces challenges in product diversification. The pet industry has evolved to offer an increasingly diverse array of products, yet the store's selection, especially in pet food and supplies, is somewhat limited. This lack of variety can be attributed to space constraints, which restrict the display and stocking of a wider range of items. Such limitations hinder the store's ability to cater to the varied preferences of its customer base.

Marketing Strategies and Online Presence:

The marketing approach of "A Pet Store" is another area of concern. Currently, it relies heavily on traditional, offline marketing tactics, such as in-store promotions, events, discounts, and loyalty programs. However, with consumer behavior shifting increasingly towards online platforms, especially in the wake of the pandemic, this approach is no longer sufficient. The store's online presence is limited to basic platforms like WeChat and group-buying services on Meituan, primarily focusing on basic promotions and pet trading information. This lack of a robust digital marketing strategy, particularly on popular social media and short-video platforms like Douyin (TikTok) and XiaoHongshu (Little Red Book), significantly limits its visibility and engagement with a broader audience. Consequently, this inadequate digital outreach has a direct impact on the store's sales and customer visit frequency. To remain competitive and relevant in today's market, "A Pet Store" must diversify and strengthen its marketing efforts, embracing more dynamic and interactive online platforms to enhance brand exposure and customer engagement.

5.6.3. Opportunity analysis

With the structural changes of China's population, the proportion of single, Dink and aging people is increasing year by year, which makes the demand for pets even greater, and pets as emotional sustenance needs accelerate the expansion of the economic scale of the pet industry. It can be said that pet raising has become the daily demand of this group of people. Second, China's rapid economic development, the level of consumption has been improved by quality, the change of consumption structure, people's consumption demand is increasingly rich, which further enhances the emotions of pets and people, driven by the dual factors of "economic + demographic structure", China's pet economic market has been a scale of 100 billion. In 2021, China's pet consumption market will reach 249 billion yuan. The number of pets in China (only including cats and dogs, excluding other types of pets) has reached more than 112 million, an increase of about 11% compared to last year, and the

number of people who keep pets (cats and dogs) is also as high as more than 80 million people, affected by the epidemic, the "cloud pet" crowd is expanding, new media and live streaming with goods are hot. Pet cats and dogs have turned into "tens of millions of network red", "live talent", pets as the emotional sustenance of pet owners at the same time can also bring some pet owners business value, which undoubtedly for the pet industry to cultivate more potential users, pet needs more diversified, with the future of China's aging and single trend deepening, China's pet economy also contains great potential for development.

5.6.4. Threat analysis

As pet consumers become younger, intelligent and refined feeding is popular among young pet owners, and a large number of scientific and technological smart pet products are constantly catering to the needs of young pet owners. Secondly, pet economy, as a new consumption vent, has produced a series of needs that are more and more diversified, differentiated and personalized. The traditional pet service market has been greatly affected.

(2) The pet industry is not standardized, and the supervision and management links are weak

Although the development of China's pet industry has gradually changed from the development period to the mature period, but the entire pet industry in accordance with the old non-standard, food supplies and medical treatment, in the country are not perfect, lack of supervision and management, many "poison cat food", "poison dog food", "week cat", "week dog" and other phenomena are still the same, consumers are unable to protect their rights. It is because of China's current weak supervision of pet food, no perfect handling mechanism has been established after the emergence of pet food problems, high cost of consumer rights protection, and no supervision and product quality inspection have been strengthened from the level of legislation and law enforcement. Generally speaking, compared with developed countries, China has a large gap in terms of industry standards refinement and breadth. At present, China has not issued more clear guiding suggestions, policies or regulations to regulate pet services. The lack of system standards leads to the uneven service level of enterprises in the industry, service projects and content, which not only affects the health of pets, but also the long-term failure to create a safe, assured and guaranteed pet environment for the majority of pet owners will make consumers lose confidence and trust in China's pet industry, and the development of the pet industry will also face a huge threat.

(3) The early investment cost is increasing

With the rise of the pet economy, capital has laid out the pet industry one after another. At present, the pet food market accounts for half of the total pet consumption. The competition in online consumption channels is more intense than offline ones, which makes

the sales of offline products more strongly affected. Followed by the rise of large and small capitals and chain pet stores of various scale systems, the traditional "way of survival and management" of many pet stores has been unable to withstand the fierce market competition. Moreover, due to the impact of the novel coronavirus epidemic, the number of offline pet store consumers has decreased, and more customers have shifted to online purchases. Therefore, how pet stores capture accurate customers, improve customer re-purchase ability, reduce customer loss in stores, and establish store reputation have become the key to industry competition.

A pet store in the early investment is relatively small, but with the development and growth of pet stores, as well as the traditional model of old, homogenization, A pet store in the second half of this year to increase investment costs, expand pet medical equipment and services, to create a "pet + diagnosis and treatment" model. It has invested a lot of time, material resources, capital and other costs on the original basis to expand, the investment cost is large, there is not enough capital advantage. At present, it barely maintains the daily balance of payments and is threatened by competitors around Pet Store A. Pet Store A cannot increase its market share, increase its store revenue, and reduce potential threats and risks.

Table 5.19 SWOT Analysis Matrix

<p>Internal environment</p> <p>External environment</p>	<p>S-advantage</p> <ol style="list-style-type: none"> 1. Accumulation of certain customer resources; 2. Stable supplier relationship, product quality and quantity; 3. Advantages of diversified products and services, can provide differentiated and diversified services; 4. Geographical advantage, to provide customers with convenient conditions, low distribution costs. 	<p>W- Disadvantage</p> <ol style="list-style-type: none"> 1. Lack of chain brand awareness; 2. The decoration is simple, limited by the site, the product brand coverage is low, and the number of goods can be displayed is small. 3. Single marketing methods and weak network marketing links.
<p>O- Opportunity</p> <ol style="list-style-type: none"> 1. Driven by policy, economic, social and technical factors, the pet industry has developed rapidly. 2. With the development of China's urbanization process, the penetration rate of pet raising in urban households has increased. 3. Affected by the epidemic, the entire pet industry has cultivated more new potential consumers. 	<p>SO strategy</p> <p>Give full play to unique advantages, take advantage of the current opportunities, seize the current development prospects and opportunities in the pet market, strengthen and expand brand awareness and differentiated services, continue to increase market share, and maintain sustainable business.</p>	<p>WO strategy</p> <p>Overcome disadvantages, improve the popularity of ZL Pet store, take advantage of opportunities to strengthen its own marketing, make full use of social media for marketing, strengthen service awareness, and cultivate independent marketing capabilities.</p>
<p>T-Threat</p> <ol style="list-style-type: none"> 1. Traditional pet services have been impacted by competition from similar companies. 2. The pet industry is not standardized, and the supervision and management links are weak. 3. High input cost 	<p>ST strategy</p> <p>Make use of advantages, avoid threats, carry out promotional activities, attract community consumers, actively create online marketing, increase differentiated services to enhance customer loyalty, and improve the competitiveness of ZL pet store.</p>	<p>WT strategy</p> <p>Reduce disadvantages and avoid threats With the help of Internet technology and social media marketing, marketing integration through multiple channels and ways to increase the popularity of pet stores and differentiated services. Increase customer acquisition and purchase frequency</p>

Source: Author

Through SWOT matrix analysis, the advantages and opportunities of A pet store are obvious, but at the same time, it is also full of disadvantages and threats. From the current SWOT matrix analysis, the current pet store A is mainly based on the strategy of SO+WO, giving full play to its unique advantages, taking advantage of the current opportunities, seizing the current development prospects and opportunities of the pet market, strengthening and expanding brand awareness and differentiated services, continuing to increase market share, and maintaining sustainable operation. The sub-A pet store should seize the opportunity of the pet market economy, overcome its disadvantages, strengthen its own marketing, make full use of social media for marketing, strengthen service awareness, cultivate independent marketing ability, use the current popular short videos such as Tiktok and XiaoHongshu for marketing, and constantly improve the shortcomings to improve the reputation of A pet store and occupy the market.

6. A Pet store service marketing mix strategy improvement

At present, the number of pet stores has exploded, and the competition among pet stores has become increasingly fierce, whether it is to improve the competitiveness of the original business projects of A pet store or to divert customers for new pet medical projects to ensure the long-term survival and development of A pet store. It is necessary to continuously improve the service quality to increase consumers' goodwill and satisfaction towards A pet store, establish A good relationship with customers through high-quality service level, and enhance the competitiveness of A pet store while generating revenue. Through a series of previous research and investigation, this work puts forward a series of marketing strategy suggestions for the existing problems.

6.1. Product strategy implementation

A pet Store products are composed of tangible products and intangible products. Consumers' satisfaction with the reasonable price and charge of tangible products, product quality, product type, brand and service staff's attitude will affect their expectations of service products. Therefore, improving consumers' satisfaction with products is a key step for A Pet Store. With the diversification of pet demand and different consumer preferences, product types and brands have been difficult to meet the purchase needs of young consumers.

6.1.1. Full category + multi-brand "rich product variety

1. Enrich product types from product segmentation

With the concept of scientific feeding and precise feeding, the types of pet consumer goods and services are constantly diversified and enriched, and the needs of customers are gradually diversified. In this work, 40.55% of consumers buy pet food based on nutrition and health, 17.97% buy pet food based on other functional needs. In addition, in the cross-analysis with age, the younger generation of pet owners have more refined requirements for functional staple foods and functional snacks based on the consideration of refined pet rearing and balanced nutrition and health of pet products. Secondly, product types and brands also affect consumers' purchase decisions to a certain extent, and based on this, A pet store's rich product categories have become inevitable.

In view of the large number of such customers based on nutrition and health, we have added food health products, daily nutrition cream, vitamin tablets, trace elements, hair cream, hair tablets, probiotics for regulating the stomach and intestines, calcium tablets and tear stain tablets for relieving diseases, fish oil and seaweed powder for brightening hair and other

products. Other customers with functional needs add different product series such as swollen dry food, baked dry food, wind dry food, wet food, prescription food and functional food to the main food according to the category preference results of the pet industry white work survey, and functional food such as improving immune strength, vision, restraining obesity, controlling blood sugar and blood pressure. Secondly, according to the age and weight of the pet, the demand element will be different, for this feature, A pet store needs to add a special food series for puppies, kittens, and adult dogs and cats.

2. Product brand diversity

According to the previous survey, different groups and different genders have different brand preferences. 29.03% of the interviewees prefer imported brands, while 20.49% prefer domestic brands. Therefore, A Pet store has arranged some domestic brands with high cost performance and good product quality in brand layout. At the same time, foreign brands should also lay out different brands for consumers to choose.

Different pets have different tolerance to different brands of food, and the taste of different raw materials is different, which leads to the result that "one thousand" dogs like "one thousand" brand food. Therefore, it is necessary to ensure the diversity of product brands to choose from, but at the same time, we must ensure product quality while introducing new brands. Once there is an incident like "poison cat food" and "poison dog food", it will be a disaster for A pet store. In this work, according to consumers' different consumption power, brand preference and different performance of pet raising motivation, pet food brands are distributed according to a certain proportion of low, medium and high-end to meet the needs of different levels of consumption power. In view of the fact that the original brands of A pet store, Zhongbaobang and Liangbei, belong to low-end food. Therefore, based on the survey results of the TOP20 brand usage rates in the pet industry white work and the overlap of the food brand layout of the pet store ranked first in the Meituan score, Selected: Aikena, desire, Newton, Bona Tianchun, Royal, Maffudi, Crown, Bille, Douchai, Alfei and Bati and other low-end, mid-end and high-end product brands as a reference for brand diversity layout, while in order to reduce financial pressure A pet store can cooperate with Kunming multi-channel suppliers. The supply and distribution methods of timely delivery, half-day delivery, next-day delivery, etc., are carried out to ensure the diversified demands of customers' product types and needs. In terms of live pet sales, the cost of high-end and rare live pet sales is high, so A pet stores can find high-quality cattery or dog kennels to cooperate with in order to meet the purchase needs of some consumers.

6.1.2. Enrich product portfolio

The rich product portfolio can not only meet the needs and preferences of different pet

owners, but also improve the business performance of the store. In order to meet the pet staple food from the traditional dry food gradually wet food, functional food refinement, intelligent pet utensils and other trends and consumer demand diversification, in the product mix, due to the same series of product manufacturers, ingredients are different, whether pets love to eat, whether tolerance is unknown, in order to avoid unnecessary spending on consumers, can be launched formal + trial package combination. In order to enrich different product portfolios of Apet store, the added product portfolios may include but not be limited to product combinations of different functions of the same series of products, pet functional food + pet snack product combinations of different series of products, pet food + pet washing and care, live sale + pet staple food, washing and care service + single service and other product combinations. The product mix is more favorable. As pet owners pay more attention to pet health and are more willing to pay for healthy food, the rich product portfolio strategy will further promote product sales and create more profit space. In terms of product portfolio planning, A pet store can adapt different product portfolios according to the characteristics of pet types, pet raising focuses, pet raising groups of different ages, incomes, consumption levels and other characteristics.

6.1.3. Strengthen value-added services

With the fierce competition in the pet industry, in order to reflect differentiated services to improve market share and customer loyalty. In the face of different consumers, pet stores usually provide some value-added services to service providers. In order to win the favor and dependence of new and old customers, it is essential to add some value-added products outside the scope of products or services consumed by consumers. For pet owners who come into the store to wash and care, some individual services will be provided for free, and scientific feeding methods will be provided to consumers according to the breed and health status of their pets. At the same time, when some people buy products, they provide door-to-door delivery services, pet washing and pick-up services, free items on pet birthdays, purchase products, buy formal clothes and send experience packages, and give samples of different functional foods. By strengthening these value-added services, consumers can generate the perception of value for money and promote consumers' secondary consumption.

6.1.4. After-sales service guarantee

A Pet Store wants to build a lasting relationship with consumers, so after-sales service guarantee is essential. At present, the online purchase channel of A Pet store is arranged by

Meituan group purchase, and consumers consume in the store through online purchase. Therefore, the service staff's words and actions, the professionalism of the service, the asymmetry of information, the difference in demand, the degree of communication and other factors will cause the adverse experience of consumers. At present, A pet store Meituan sales volume is very small, the score is not high, Meituan after-sales comments and publicity word-of-mouth is no different, consumers with poor experience are easy to make bad comments on the service, for A pet store with very few comments on Meituan, the negative impact of word-of-mouth is extremely bad. Therefore, we need to fundamentally try our best to ensure that the consumer experience is good, and for the customers who cause poor experience, we need to make up for consumers at a deeper level to show our apologies. For some special customers, we must do free home delivery, free pet pickup and other services, for customers who buy products in the store need to conduct after-sales visits should be timely return visit pet conditions. For consumers who buy pet snacks, functional food and other food at home, but their pets do not taste good, resulting in a waste of money for consumers, A pet store can provide consumers with low-price in-store consignment services. Finally, A pet store needs to establish a special after-sales service hotline to provide channel protection for consumers' follow-up after-sales.

6.2. Pricing strategy implementation

When pricing products, A pet store needs to give priority to cost issues, including rent, water and electricity, labor, materials, equipment loss, publicity and other costs. Secondly, it is necessary to consider the stage and target demand of the enterprise and the prices of competitors in the surrounding market. At present, A pet store adopts the supplier guidance pricing method in the price of tangible products, and adopts the cost plus pricing method for intangible products. From the perspective of enterprises, enterprises want to maximize profits and ignore the consumer psychology that consumers want to buy the highest quality products at the lowest price. Therefore, when implementing the pricing strategy, we should not only consider the enterprise itself, but also consider the competition in the surrounding market, but also consider the customer's sensitivity to price and the long-term impact of customer's emotional response on the company. The pricing strategy needs to be considered from multiple aspects and perspectives.

6.2.1. Competition-oriented pricing

Table 6.1 Competitor cleaning price comparison

A pet store bath beauty	ChongLeHui Shower beauty
Dogs under 5KG: bath 40 yuan, grooming 80-100 yuan	Dogs under 5KG: bath 40 yuan, grooming 125 yuan
5-20KG: Bath 45-70 yuan, beauty 100-140yuan	5-10KG: 48 yuan for a bath
20-35KG: 80-150 yuan for bathing	25-35KG: 88 yuan for bath
Over 35KG: Bath 150-200yuan	35-40KG: 99 yuan for bath
Cats: 80-120 yuan for a bath	Cat bath: 1-5KG 86 yuan 5-10KG,98 yuan

Data source: author Meituan query collation

Through the analysis of competitors and the comparison of bath and beauty prices with Pet Store, the author learned that the price of A pet store is not divided into such a subdivision first, but through the overall price comparison, the pricing of bath items in A Pet store is obviously higher. Compared with A Pet Store, Pet Store has a high brand awareness, perfect service supporting measures and management experience. The staff quality is high, the environment is elegant, the decoration style is unified, and there are advantages of recognition. Pet has a better brand premium, but from the comparison of prices, A Pet store bath and beauty has no advantage over competitors, and the price has an impact on consumers' purchase decisions to a large extent. Therefore, it is suggested that A Pet Store adopt the competition-oriented pricing method to adjust the current price downward. To ensure A pet store's competitive position in the industry.

6.2.2. Bundle pricing strategy

In the product strategy has mentioned that with the young generation of pet owners pet refinement and health attention, consumer demand has become diversified, there is a demand for the market, there is a market profit, so a variety of functional food, snacks, calcium supplements, weight loss and other products exploded growth, a wide range of categories. In terms of products, A pet store needs to enrich the product portfolio to meet the different needs of consumers, and the product is the carrier of price, the two are inseparable. Therefore, in terms of pricing strategy, products with different functions can be bundled and priced, as well as different series of products, pet food + care and beauty, pet live trading + staple food products or services + members, etc., so as to promote the sales of other products of A pet store and improve the store performance. At the same time, through the preferential strategy of bundle pricing of tangible products + services, on the one hand, it can reduce the impact of online store offline physical stores, and on the other hand, it can drive the sales volume of all categories and all service items of A pet store.

6.2.3. Differential pricing strategy

Implement differential pricing based on A Pet Store's existing business and products. In the follow-up development, A pet store can conduct differential pricing according to whether door-to-door delivery service is required, and differentiated pricing can be carried out according to the difficulty of consumers' modeling requirements and the difficulty of pets' cleaning in washing and care services. Because some pets are not cleaned for a long time or unexpected circumstances lead to a lot of labor costs in the cleaning process, water and electricity costs can be differentiated according to special circumstances.

Secondly, A pet store should adopt a low price strategy through the newly established medical service and a product with high consumption frequency to attract new users and increase user traffic, and carry out effective transformation through subsequent secondary consumption services. Products and services should be classified into medium, low and high levels according to different needs of consumers, so that different users can choose. For low-end consumption display combination preferential prices, as well as coupons and other ways, new users can also enjoy two free services through wechat circle of friends collection praise, small red book channels and other sharing methods after completing their first consumption. Middle and high-end consumers will set up preferential solutions for the combination of washing and care + medical packages from time to time, and enjoy high-quality after-sales service, such as pet pick-up and drop-in service. Finally, A Pet store implements a membership level system for new and old customers, and different levels of members have different standard amounts for the first charge and enjoy different discounts. Finally, on the basis of differentiated pricing, cancel the 5-20 kg medium-sized dog bath cost 45-70 yuan, 20-35 kg large dog bath cost between 80-150 yuan floating pricing, A pet store and other pet store group purchase information are in a certain weight range of the price is fixed, There is no unity for this floating standard, so A pet store cancels the price of the offline floating range, so that consumers are more clear.

6.3. Channel strategy implementation

6.3.1. Diversify online purchase channels

A pet store is now in the online purchase channel layout, only entered the Meituan group purchase and support telephone purchase, the current items on the Meituan shelf only include washing and care packages, while some medical inspection packages, pet staple food, snacks, lead rope, daily supplies are not on the Meituan takeout, in addition to A pet store regular customers will directly telephone purchase. However, for other potential consumers, they need to add the function of pet supplies delivery. The post-90s and post-95s are the main groups of pet owners, and the convenience of Meituan takeout also greatly improves their dependence on Meituan takeout. Therefore, for such users, in addition to

Meituan group purchase washing and care packages and some medical inspection packages, It is also necessary to put pet staple foods, snacks, lead ropes, and daily necessities on the shelves of Meituantakeout, support the takeout function, and provide consumers with convenience to buy. Secondly, the purchase channels of popular self-media platforms such as Tiktok and XiaoHongshu and the construction of livestreaming platforms have been arranged. At present, Tiktok, Xiaohongshu and livestreaming have become mainstream storeplatforms. While conducting publicity through these online channels, product purchase functions can be provided, so that the purchase channels can cover a wider audience and increase the market share. The construction of the live broadcast platform is mainly used for the output of live broadcast service content, advertising placement and live broadcast product output, etc. In the aspect of live broadcast service, the problem of pet owners not having time to come to the store can be solved. Consumers can send their pets to the store during working hours for communication and then leave, and employees of A pet store will send the link to pet owners through the live broadcast platform. Pet owners can watch the cleaning and modeling process of their pets in real time and clearly through the live broadcast. If they are not satisfied and need to strengthen, they can communicate with the service staff through text feedback. Through the live broadcast, they can urge the service quality of the service staff and exchange relevant nursing knowledge. Through deep communication, we can clearly understand the needs of pet owners and avoid dissatisfaction caused by inadequate drainage. In the process of washing and care, we can also implant products of A pet store through communication with consumers, such as main food, functional food, snacks, toys and other products to guide pets in the process of washing and care. The live streaming service can also give people who foster pets a real-time view of pet feeding and pet health. Live broadcast content can also include special live broadcast of pet products and pet medical treatment, through the popularization of some pet hair color, intestinal health, pathology, deworming, and vaccines at the same time, live broadcast of products.

6.3.2. Offline multi-channel cooperation

Due to the diversification of consumer demand, two-way cooperation can be carried out with familiar cattery and dog kennels in offline channels. At present, most cattery and dog kennel businesses in the market have a single content, and pet bathing, beauty, care, medical and other branch businesses have not been involved. For cattery and kennel operators can promote A pet store and some free small projects to customers who are living consumers in cattery and kennel. Second, if there are customers with high requirements for living pet purchase breeds and heterogeneity, A pet store can cooperate with cattery and kennel to form a win-win situation. It is to cooperate with non-competitive channels such as pet

insurance and outdoor pet parks.

6.4. Promotion strategy implementation

6.4.1. Switch promotion model

Under the impact of new media, the marketing effect of traditional offline promotion methods has also been greatly weakened, and the coverage of promotional groups is insufficient. However, the use of new media and other technologies to carry out promotional activities has greater coverage and better efficiency. Make use of the customer traffic of popular self-media platforms such as Douyin and XiaoHongshu, register official accounts on these platforms, and promote A pet store through pictures, videos and other ways, so as to let more customers know, understand and consume its products and services.

6.4.2. Online + offline promotional channels to promote diversification

The current publicity channel of A pet store only involves offline elevator advertising, and according to the behavioral characteristics analysis of the new generation of pet raising main force, the use of mobile phones has occupied most of the time every day, people rely on mobile phones and have no sense of security when leaving mobile phones. And with the popularity of self-media Tiktok, XiaoHongshu, Bilibili, and Weibo, consumers, whether waiting for elevators or on the subway, mostly brush a variety of short videos and browse a variety of self-media software can not pay attention to elevator advertising, which can be seen that the exposure of elevator publicity channels is far from enough. Therefore, in terms of online promotion channels, we-media software such as wechat, Tiktok platform, XiaoHongshu, Weibo and Bilibili have become indispensable publicity channels. A Pet store needs to publicize its selling points on Douyin, XiaoHongshu and Bilibili software through video, graphic, live broadcast and other means, so as to improve the coverage of potential consumers and enhance the popularity of A Pet store. Under the popularity of "We Media", pet bloggers have also emerged one after another. Pet owners share their pets' daily life on "we media". There are also pet content focusing on the plot, which attracts countless fans by the funny and honest appearance of pets. A pet store can also cooperate with such cute pet bloggers in Kunming to promote and attract consumers to buy. In addition to elevator advertising, offline publicity channels can also cooperate with the surrounding residential property, so that the property can advertise, A pet store provides free sterilization of the surrounding wildcats and the like, and free health files for the pets of the surrounding community. Regular pathological examination of pets, vaccines and other methods are provided to pet owners in the surrounding community, and regular popularization of pet

raising knowledge is provided to them. Through the above methods, A pet store can enhance its popularity, build a good corporate image and cultivate potential customers.

6.4.3. Diversification of promotion methods

In addition to the traditional member price, points exchange holiday discounts and other promotional methods, A pet store can also promote products, prices, channels and other aspects. Products are promoted through different product portfolios, different series of products, different functional grains, buy formal packages to send trial packages and other ways to promote products. In terms of price, in addition to different price discounts from time to time, different series of products, pet food + care and beauty, pet live trade + staple food products or services + members are bundled and priced for promotion. Through a variety of promotion methods, consumers will not lose interest in the same way of promotion. At the same time, diversified promotion methods and different preferential intensity promotion methods make consumers not easily miss the opportunity of pulling wool, which stimulates consumers to buy and improves business performance.

Secondly, make full use of the survey results of the most popular access to pet related information pet doctor recommendation, friends and friends recommendation, blogger evaluation of these three channels. The evaluation of pet doctors and bloggers represents professional skills, while netizens and friends represent pet raising experience and word-of-mouth publicity. Three veterinarians from A Pet store regularly explain pet raising knowledge and popularize pet raising knowledge through XiaoHongshu, Douyin and other self-media, as well as live streaming and other online consultations to solve problems for some pet owners. To gain consumer trust. Netizens and friends recommend to maintain good reputation, through the United States group five-star praise gift pet food trial pack or small package to maintain the United States group evaluation, through the user circle of friends praise, small red book tweets and other ways to promote word-of-mouth.

6.4.4. Create A pet store's own pet number

Affected by the epidemic and the popularity of new media, mass consumers have invested more time and energy in various mobile phone apps. Consumers' demand for and attention to pet content has also been increasing, which has accelerated the expansion of the "cloud pet sucking" crowd. Pet owners have posted videos of their pets' daily routines and plot content to the Internet, attracting a pile of fan traffic. The post-90s and post-95s are the main audience groups of cute pet content, taking Tiktok as an example: the number of videos about cats and dogs recording daily and plot content is super tens of millions, and the

playback volume is as high as hundreds of billions.

Pet cats and dogs have become "tens of millions of network red", pet owners use pet traffic to cash in, and even more pets have incarnated "live master" to become the owner of the cargo broadcast, in the field of short video and live broadcast, do not lose the human main broadcast, among which these pet masters are millions of fans of the pet KOL, these pet IP are live with goods, to obtain commercial income. The Blue Ocean market based on pet economy and new patterns and varieties are also endless, creating exclusive A pet store Tiktok and XiaoHongshu self-media live accounts, and recording them with some story-oriented pet reaction creative VLOG. And through pet anthropomorphic sharing, from the perspective of scientific pet keeping, the daily care of pets, disease problems, fur care and other contents are created. Through interesting "people + pets" content to attract and stimulate consumers, you can get a good effect for the store publicity, and in the follow-up irregular implantation of A pet store products and services, increase the online exposure and promotion rate of products. It can not only bring business value to A pet store, but also improve corporate brand awareness and market share.

6.5. Personnel strategy implementation

According to the theory of service profit chain, the loyalty of consumers determines whether and how much profits can be brought to the enterprise, and the loyalty of consumers to the enterprise is accumulated through the service content, form and customer satisfaction in the process of the enterprise. And the satisfaction of employees determines the satisfaction of consumers. Customer value approach points out that service-oriented enterprises can improve the total value of services by improving services and enhancing corporate image. The service is completed by internal employees, so the personnel factor is particularly critical. The implementation of personnel strategy affects the level of service and determines the loyalty and satisfaction of consumers.

6.5.1. Improve the comprehensive quality of employees

As a service-oriented enterprise, employees are the bridge connecting customers and enterprises, and the attitude and behavior of service personnel are the decisive factors for service differentiation. In addition, the words and deeds of employees and their professionalism represent enterprises and determine the success or failure of service marketing. The service process and content of employees have a great impact on consumer satisfaction and loyalty. Therefore, it is particularly important to improve the comprehensive quality of employees, which is usually reflected in the service consciousness of employees,

professional quality and ability. Only through regular professional training to enhance the awareness, ability and quality of service personnel. Through etiquette, speech, professional skills, communication skills training can help employees to standardize the service, to ensure the quality of service. In short, only after the staff's service awareness and ability are improved, can they bring a good sense of experience to customers.

6.5.2. Improve the welfare guarantee mechanism

For service-oriented enterprises, the personnel factor is very important, and it plays a key role in the satisfaction of the whole service process of consumers. Only by improving the welfare guarantee mechanism of employees can the enthusiasm of employees be stimulated and the satisfaction and loyalty of internal employees be improved. Therefore, tangible welfare guarantee treatment and intangible protection mechanism are needed. First of all, it is necessary to create a relatively relaxed working environment for employees, respect and empower employees, establish a more flexible working system, and develop career development space for employees to enhance their corporate identity and loyalty. At the same time, effective performance measures are essential. Especially in the process of bathing, nursing, grooming and other services for pets in pet stores, pets are prone to scratch or bite staff because of their sensitivity, timidity and unsafe environment, which has a certain risk factor and will produce negative emotions in the long run. Therefore, effective performance measures should be taken to ensure employees' enthusiasm and enthusiasm.

6.6. Service process policy implementation

The service process is mainly manifested in the process of consumers obtaining services, which can only be realized through certain procedures and related activities. A good process is conducive to improving the quality of services and creating a good experience for customers. A Pet Store's service process is simple and clear. And pay attention to the interaction with pet owners throughout the service process, create a relaxed and pleasant atmosphere, usually around the pet owners pet topics to talk, according to the experience of the washing and care staff to inform the pet some potential problems that can be seen by the naked eye, how to solve and this kind of breed of pets in the maintenance process, how to feed the relevant knowledge of health science. Of course, it is also necessary to improve the timeliness of the service process to avoid consumers spending too much time in the entire service process.

6.6.1. Improve the timeliness of the service process

At present, in the service process of A Pet store, some customers are not satisfied with the service efficiency and timeliness in the service process, which is mainly caused by the failure to make an appointment in advance and the unavoidable queuing of employees during the peak consumption period in the store. When encountering queues, consumers need to wait for a longer period of time, which will consume consumers' patience and perceived satisfaction, so it is necessary to improve the timeliness of services. In order to ensure the timeliness of service, first of all, through the system to check the online booking customers, combined with the store consumption through SMS or phone to inform the store consumption peak, in order to reduce the customer waiting time is too long can be off-peak service. Secondly, for non-advance booking and non-online regular customers, in order to improve their satisfaction, the service staff can communicate with the pet owners about the service needs and service items in advance, and keep the pets in the store to provide the pet owners with the pet pick-up service free of charge after the subsequent cleaning and treatment of the pets.

6.6.2. Focus on service process interaction

Affected by the novel coronavirus epidemic, pet owners' consumption patterns have also changed. Currently, the main purchase channels for major pet products are e-commerce platforms, which occupy a large market share. Offline pet store food purchase channels have been greatly impacted, but pet treatment, care and beauty service items must be offline, through the interaction of offline service process, in-store care, beauticians, medical staff through their own professional knowledge and experience to inform pets of some potential problems. And popularize the relevant scientific feeding knowledge, pet daily care, disease related knowledge, as well as how to solve and the precautions in the maintenance process of this breed of pets. This kind of interaction creates a good sense of experience for customers, enables consumers to enjoy face-to-face communication services that online purchase cannot bring, and enhances consumers' trust in the service staff of the pet store.

6.7. Tangible display strategy implementation

A pet stores are mostly service items, and the intangibility of service determines that consumers cannot perceive products through touch and smell when purchasing service products. Tangible displays such as in-store decoration, personnel wearing, surrounding environment and tangible goods become the judgment basis for consumers' consumption decisions. Compared with A pet store, A pet store occupies a superior geographical

environment, but the store decoration is too simple and rustic, and the current staff in the store are also casual clothes without a unified staff work clothes, so the following improvements are needed.

6.7.1. Service personnel image building

In the whole marketing process, consumers and service personnel are in direct contact, service personnel's dress, a word and a line represent the image of the enterprise itself, and through the service personnel to perceive the overall service quality of the enterprise. Therefore, the improvement of the image of service personnel can shape the corporate image, improve customer satisfaction, and also gain customer goodwill and trust in the service, so as to enhance competitiveness. In terms of personnel image, A Pet Store has not developed a uniform dress before, but only requires dressing appropriately and conveniently. Now A Pet Store has expanded its business scope, contacted more and more customers, and expanded the number of employees, so the employee image also needs to be changed. In terms of employee dress, the service personnel of pet products sales, care and beauty projects should customize the employee clothing in the shape of a pet to enhance the overall external image, followed by the basic employee spirit. The customer service attitude should be warm and thoughtful, so that customers enter the store with a smile and friendly service etiquette, and warmly and actively understand the needs of customers. The medical staff in the diagnosis and treatment department wear white coats to create a professional image and solve customers' problems in a timely manner.

6.7.2. Service environmental material optimization

A pet store has always maintained a simple and rustic decoration style, there is no too much decoration in the store, and the regional layout is relatively vague. However, the decoration is the first impression of consumers entering the store, which can affect the favorable impression of consumers. More importantly, the decoration of the pet store should also make the pets feel comfortable in the environment and will not be too excited. Therefore, in the spatial division and layout, it is necessary to distinguish four functional areas according to the movement of pet supplies sales, pet washing and beauty, pet foster care, and pet medical treatment. In the pet products sales area, it is necessary to increase the original shelves and ensure that the shelves are arranged in an orderly manner, the shelf goods are displayed in accordance with a unified series of different brands, and the packaging color of the products is placed according to the shallow to the deep with a certain aesthetic appearance, and the price is clear and regularly clean the shelf dust. In the lighting design, it is necessary to select

the appropriate lighting brightness according to the design aesthetics to ensure that these products look more textured and refined. The washing and care area, beauty area, and diagnosis and treatment area also need to maintain sufficient light brightness so that the smooth operation of the service project is not affected by light, and at the same time, it is necessary to avoid the light intake of pets' eyes to stimulate pets' agitation or overreaction, and the occurrence of scratching and biting staff. Pet boarding area needs to maintain a relatively quiet environment, sound insulation effect is good to avoid causing trouble to the residents of the community, but also to maintain good ventilation to avoid the smell of pet boarding area.

7. Conclusions

7.1. Main conclusions

China's pet economy is accelerating the expansion, the consumption structure of pets is increasingly diversified, in recent years, with the hot development of Tiktok, small red book and other network live broadcast, pets are also of great commercial value, and the new play of pet anchors began to rise. The diversified development of pet demand has also divided the pet track more and more carefully. The development of pet economy can foresee the future market will be more intense. How can community pet stores survive and develop in the fierce competition market? How to strengthen core competitiveness and improve market share? How to formulate effective service marketing strategies to meet the diversified needs of consumers and achieve income generation? By combining the characteristics of "product + service" of pet stores and based on the 7ps theory, this work makes an in-depth analysis of the operating status and market environment of A pet store, adopts the method of case analysis and questionnaire survey to investigate A pet store, and finds out the problems. And on the basis of fully understanding the needs of consumers to formulate the corresponding service marketing strategy improvement proposals. The main conclusions of this work are as follows:

1. It is confirmed that the seven factors of 7Ps of service marketing will have different degrees of influence on consumers' purchase decisions, among which the influence of personnel is particularly obvious. Moreover, the influence degree of each factor of 7Ps on purchase decisions is different in terms of age, sex, pet monthly expenditure and other factors. The necessity of enterprise service marketing rectification is proved by the impact of 7P on consumers' purchasing decision. Moreover, the current marketing mix strategy of A Pet store has problems in product types, after-sales service, pricing standards, diversity of purchase channels, convenience of purchase channels, promotion methods, service efficiency, timeliness and other aspects.

2. Based on consumer demand analysis, put forward corresponding marketing strategy suggestions from seven aspects of service marketing, such as product, price, channel, etc., to ensure the overall service level of A Pet store. First of all, people are the key factor. Z Pet store needs to improve the overall comprehensive quality and professional skills of employees, shape the overall image of employees and the corporate image, stimulate the enthusiasm of employees by improving welfare security, and enhance the identification of employees with the enterprise by strengthening the construction of corporate culture. Second, strengthen the control of products, prices, channels and promotion links. In terms of products, it is necessary to increase product types, enrich product portfolios, and provide differentiated products and services to meet the consumption needs of different consumers. In terms of

price strategy, we should implement bundled price strategy and differentiated pricing strategy according to consumers' consumption characteristics, consumption demand and consumption ability, and make full use of self-media such as Douyin and XiaoHongshu

Promotion channels and purchase channels, offline multi-channel cooperation, conversion of promotion models, diversified promotion methods. Finally, it is necessary to pay attention to the tangible display of A pet store to increase consumers' trust. Through key word search, the author is the first to combine the theory of pet store and service marketing. Therefore, this study can provide certain references for future researchers and the formulation of service marketing strategies for other pet stores.

7.2. Limitations and future research

The purpose of this study is to put forward suggestions on the shortcomings of A pet store's service marketing strategy, hoping to improve the market competitiveness. Although the main contents of the research have been analyzed and suggestions for improvement have been drawn, there are few researches on marketing strategies related to the pet industry, so there is not much reference. Service marketing 7Ps has no sales in pet stores. Therefore, the questionnaire is designed based on other authors' research on service marketing strategies in other industries and the characteristics of pet stores. Finally, the sample data of this survey did not cover all consumers, which has certain limitations. In addition, the questionnaire was filled out with certain rewards, which may have a certain impact on the conclusion of this survey and may cause some data distortion of the survey results. Future studies should try to overcome these limitations.

However, through the research and analysis of the pet store and the exploration of the pet industry, the author now believes that the development momentum of the pet industry in China is still the same, and the proportion of pet raising still has great room to rise. The current generation of pet raising people pursue more diversification, and it can be said that many people have already raised pets as children. More time, effort, and cost will be invested in the pet. In the past two years, with the popularity of new media, the output of pet contents has also begun to diversify, the marketing value and popularity trend of pet content, as well as the rise of pet anchors have greatly contributed to the commercialization of pets, and I believe that the pet industry will become a rookie in many industries in the future.

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Appendix: Interview questionnaire in English

A pet shop business service satisfaction questionnaire survey

Hello! In order to improve the overall service quality of our store, give customers better service. Our store is special to provide you with A pet shop business service satisfaction questionnaire survey. It is mainly used to understand your overall satisfaction with the service of our shop. I hope you can spare your precious time to answer it and provide valuable suggestions for the reform of our shop. My heartfelt thanks for this!

A. Basic personal information

1. Your gender:

A. Male B. female

2. Which pets do you keep?

A. Cats B. Dogs C. Both cats and dogs

3. Your age:

A.20 years old and younger B.21-30 years old C.31-40 years old D.41-50 years old E.50 years old and older

4. Your level of education:

A. Bachelor's degree or less B. Bachelor's degree C. Master's degree D. Doctor's degree or above

5. Your type of occupation:

A. Government, public institution B. State-owned or private enterprise C. freelancer D. student E. Other

6. Your monthly income:

A. Less than 4000 yuan B.4000-6000 yuan C.6000-8000 yuan D.8000-10000 yuan
E. More than 10000 yuan

Class B information

1. The average amount of money spent on all pet expenses per month unit: yuan (including clothing, food, housing, medical treatment and other aspects)

A. Below 300 B. 300-500 C. 500-700 D.700-900E900-1100 F.1100 and above

2. What services do you often consume when you go to the pet store? (Choose a maximum of three)

A. Pet food B. Pet treatment c. Pet washing and grooming D. Pet foster care E. Live pet Trade

3. Through what channels do you know about buying pet products and feeding information (maximum three choices)?

A. Recommendations by celebrities and Internet celebrities B. Recommendations by pet doctors C. Recommendations by shop assistants D. Reviews by bloggers E. Netizens' comments

4. The usual cage food, supplies purchase channels?

A. Buy all online B. Buy most online C. Buy half online and half offline D. Most online purchases E. All online purchases

5. Which brand do you prefer when buying pet food and supplies?

A. Domestic brands B. Imported brands C. No obvious preference

6. Which of the following is my starting point for a pet purchase?

A) To address the pet's basic growth needs B) to match nutrition and health C) to other functional needs

7. Which of the following factors do I consider when buying pet food? (maximum of three)

A. Brand awareness B. Cost-effective C. Formula science D. Offer strong E. Many people recommend

8. Which of the following options will influence your choice of pet store? (Maximum three choices)

A. Service attitude B. Price C. Formality of the pet store D. Convenience E. Word of mouth (after sale to do well)

C. Impact survey:

This part of information is mainly used to investigate whether 7PS factors have an impact on consumers' purchase decisions

Question Number	Question item	No effect at all	Less influence	Average impact	Great influence	Very big impact
1	The extent to which "product quality" influences your purchasing decision					
2	The extent to which "product brand, word of mouth" influences your purchase decision					
3	The extent to which "product price" influences your purchasing decision					
4	The extent to which "promotional intensity"					

	influences your purchasing decision					
5	The extent to which "convenience of purchasing channels" influences your purchasing decision					
6	The extent to which "service person attitude" influences your purchasing decision					
7	The extent to which "service staff professionalism" influences your purchasing decision					
8	The extent to which the "service process" influences your purchasing decision					
9	The extent to which "service efficiency" influences your purchasing decision					
10	The extent to which "in-store tangible display" influences your purchasing decision					

Category D information (Scale question) A Pet store business service satisfaction questionnaire

Question No.	Item (s)	Far from satisfied	dissatisfy	normal	satisfaction	Very satisfied
1	Are you satisfied with the product quality of Pet Shop A					
2	Are you satisfied with the product range of Pet store A					
3	A The service content of the pet shop can be flexibly					

	adjusted according to customer needs					
4	A Whether the stability of the service level of the pet store is satisfactory					
5	A Whether the pet store's after-sales service is satisfactory					
6	A Is it satisfied with the clarity and transparency of pet shop cleaning and treatment service charges					
7	Compared with other purchase channels, pet shop A charges reasonable prices					
8	A Is the pet shop's pricing standard for cleaning and treatment services satisfactory					
9	A Whether you are satisfied with the variety of pet store purchase channels					
10	A Whether the pet store is satisfied with the convenience of the purchase channel					
11	A Whether the pet store location is satisfactory					
12	A Whether the pet store promotion is satisfactory					
13	A Whether the pet store is satisfied with the promotional efforts					
14	A Whether the coverage of the promotional information of the pet shop is satisfactory					
15	A Pet shop service staff always					

	treat customers warmly					
16	A Whether the pet shop service staff stability is satisfactory					
17	A Whether the service staff at the pet shop are satisfied with their professionalism					
18	A Pet store service staff have a clear and accurate understanding of customer needs					
19	A Whether the pet store service process interaction is satisfactory					
20	A Whether you are satisfied with the smooth service flow of the pet store					
21	A Is the pet store satisfied with its service efficiency and timeliness					
22	A Is the interior decoration environment of the pet shop satisfactory					
23	A Is the pet store satisfied with clear and reasonable product display and display					
24	A Whether the pet store employee is dressed satisfactorily					