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## **Commercial Development Plan of the Live Streaming of V V Yoga**

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MSc in Business Administration

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April, 2025

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## **Resumo**

Com o rápido desenvolvimento da tecnologia 5G, a V V Yoga, uma marca offline fundada em 2016, pretende transferir o seu negócio principal para a transmissão ao vivo online. No entanto, durante o processo de transição, devido a problemas na estratégia de marketing de transmissões ao vivo, a taxa de conversão de novos utilizadores e a taxa de recompra de antigos utilizadores têm sido baixas, o que tem impactado o crescimento da receita das transmissões.

O objetivo deste projeto é elaborar um Plano de Desenvolvimento Comercial para a transmissão ao vivo de V V Yoga. Para abordar essa questão, este projeto foca-se no V V Yoga e aplica métodos de análise qualitativa, como revisão de literatura, análise PESTE e análise SWOT, além de métodos quantitativos como questionários e entrevistas, para analisar de forma abrangente as características dos utilizadores de transmissão ao vivo do V V Yoga. Com base nessa análise, foram propostas estratégias comerciais e campanhas de marketing para atender às necessidades dos diferentes grupos de utilizadores.

Assim, serão formuladas ações de marketing com base no modelo 4P, melhorando os planos de transmissão ao vivo do V V Yoga nas áreas de produto, preço, praça e promoção. O objetivo é aumentar a taxa de conversão de novos utilizadores e a taxa de recompra dos utilizadores existentes por meio de estratégias de retenção de clientes, estratégias de vendas e grupos de marketing, impulsionando assim a receita da transmissão ao vivo.

**Palavras-Chave:** Plano comercial, transmissão ao vivo, vendas

**JEL Classification:** M31, L81

## **Abstract**

Against the backdrop of rapid advancements in 5G technology, the offline brand V V Yoga, established in 2016, plans to shift its core business to online live streaming. However, during this transformation process, the inadequacy of its live streaming Commercial Development Plan has led to a low conversion rate of new users and a poor repurchase rate among existing users, thus negatively impacting the growth of live streaming revenue.

The objective of this thesis is to design a systematic commercial Development Plan to the Live Streaming of V V Yoga, to address this issue, this thesis focuses on V V Yoga and applies qualitative analysis methods such as literature review, PESTE analysis, and SWOT analysis, as well as quantitative methods like surveys and in-depth interviews to comprehensively analyze the characteristics of V V Yoga's live streaming users. Based on this analysis, Commercial strategies and marketing campaigns were developed to meet the needs of different user groups.

The objective of this thesis is to formulate marketing actions based on the 4P model by improving V V Yoga's live streaming plans in the areas of product, price, place, and promotion. The aim is to increase the conversion rate of new users and the repurchase rate of existing users, thereby boosting live streaming revenue.

**Keywords:** Commercial plan, live streaming, sales

**JEL Classification:** M31, L81

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## **Glossary**

AI : Artificial Intelligence

AR : Augmented Reality

BMI : Body Mass Index

CAGR : Compound Annual Growth Rate

COVID : Coronavirus Disease

ESOP : Employee Stock Ownership Plan

GDP : Gross Domestic Product

GMV : Gross Merchandise Volume

IBM : International Business Machines

KOL : Key Opinion Leader

KPI : Key Performance Indicator

MCN : Multi place Network

RMB : Renminbi (Chinese currency, often referred to as CNY : Chinese Yuan)

ROI : Return on Investment

STP : Segmentation, Targeting, Positioning

SPSS : Statistical Package for the Social Sciences

VIP : Very Important Person

VR : Virtual Reality

## 1. Introduction

With the rapid development of 5G technology, online live streaming has become an important market trend in the digital economy, profoundly changing consumer shopping behaviors and brand development models. Compared to traditional offline sales, live-streaming e-commerce offers real-time interaction, an immersive shopping experience, and effectively boosts user engagement, thereby enhancing brand influence and sales conversion rates. Against this backdrop, V V Yoga, a brand founded in 2016, initially focused on offline yoga courses and related product sales. Today, it is actively transforming and shifting its business focus to online live-streaming platforms to adapt to market changes and seek new growth opportunities.

However, in this transformation process, V V Yoga faces a series of challenges. For example, due to the lack of a systematic business development plan, the conversion rate of new users has been unsatisfactory, and the retention rate of existing users remains low, affecting the brand's revenue growth. Particularly in the highly competitive live-streaming market, how to improve the live-streaming business model, enhance customer lifetime value (CLV), and increase user loyalty have become urgent issues for V V Yoga to address. Therefore, developing a scientific and effective business development plan is crucial to enhancing the brand's market competitiveness and improving the profitability of the live-streaming business.

The core objective of this study is to develop a systematic business development plan for V V Yoga's live-streaming business, Improving aspects such as market positioning and sales strategies, improving new user conversion rates, and increasing the repurchase rates of existing users, ultimately driving the sustained growth of the live-streaming business.

This research combines a literature review, qualitative analysis, and quantitative analysis to deeply study the behavior patterns and preferences of V V Yoga's live-streaming users. Based on market data and user feedback, a precise business development plan targeting both new and existing users will be developed.

Through this study, V V Yoga will obtain an actionable business development plan to improve its business model, enhance live-streaming sales conversion rates, increase user stickiness, and ensure the sustainable growth of the V V brand in the live-streaming sector.

The structure of this thesis is as follows:

Chapter 1 introduces the background and objectives of the project.

Chapter 2 provides a literature review, offering the theoretical foundation for the study.

Chapter 3 explains the study methods employed.

Chapter 4 presents the data analysis, Commercial Development Plan, and implementation.

Chapter 5 concludes the thesis.

## 2. Literature Review

### 2.1. The 4P Theory

The 4P marketing theory, also known as the marketing mix, was proposed by American marketing scholar McCarthy (1960) and includes four core elements: product, price, promotion, and place. This theory provides a systematic framework for companies to develop marketing actions and is widely applied across industries.

Figure 2.1 The 4P Model



Source: McCarthy (1960)

The following is a detailed review of the 4P theory in the literature.

1.Product: In the 4P theory, product refers to the core offering a company provides to the market, which can be either tangible goods or intangible services. Levitt (1980) noted that products consist of core products and additional features, such as branding, design, and after-sales services, which together form the perceived value for consumers. With the increasing diversification and personalization of market demand, companies need to continuously innovate and improve their product offerings to differentiate themselves from competitors. Product plans are critical in the yoga live streaming industry, where not only high-quality teaching content is needed, but also personalized courses to attract users from different market segments.

2.Price: Price is a key element in the marketing mix, as it not only impacts a company's profitability but also directly determines the product's market positioning. Nagle and Holden

(2002) argued that companies should develop pricing plans based on market conditions, competitive environments, and consumers' willingness to pay. In the context of online education platforms, particularly in the yoga live streaming industry, pricing plans need to be flexible, balancing the needs of price-sensitive users while offering premium services for high-end clients to cater to different user levels.

3.Promotion: Promotion refers to the process through which companies communicate product information to their target audience through various Places. Belch and Belch (2003) emphasized that promotional activities are not limited to traditional advertising but also include public relations, sales promotions, and social media marketing. In the yoga live streaming sector, promotional plans include collaboration with influencers and key opinion leaders, engaging with users through interactive live streams to increase user participation and loyalty. The digital transformation has made promotional activities in yoga live streaming more diverse and interactive.

4.Place: Place involves how companies deliver their products or services to end consumers. Rosenbloom (2013) noted that traditional distribution Places are increasingly being replaced by online platforms and digital Places. Yoga live streaming platforms, such as Douyin and Keep, leverage online Places to expand their audience effectively, enabling consumers to participate in yoga classes at any time and place, significantly enhancing user convenience.

The 4P marketing theory is a foundational concept in the field of marketing. Since its inception, this theory has become one of the most frequently discussed topics in both academic study and practical marketing management. Mada (2024) noted that the 4P theory was developed in the early stages of marketing and was particularly suited to markets dominated by physical products and traditional communication Places.

#### 1.Application and Development of the 4P Theory

In subsequent study, many scholars have validated the effectiveness of the 4P theory in modern markets. Afandi and Parhusip (2023) found that the 4P marketing mix has a significant positive impact on customer satisfaction, with product, price, and promotion plans having a particularly strong influence on consumer loyalty. However, they pointed out that price increases tend to weaken customer loyalty, whereas an increase in promotional activities helps maintain and even boost loyalty. Sutedjo (2019) suggested that price, product and promotion have a significant impact on consumers' willingness to buy, especially promotion can stimulate buying desire and enhance brand awareness. At the same time, Ulandari (2023) suggested that the 4P Model is highly effective in increasing product sales, highlighting its broad applicability in improving corporate marketing efficiency.

Additionally, study by Ardilla et al. (2023) supported the positive role of the 4P marketing mix in improving sales performance. By improving product, price, place, and promotion,

companies can significantly enhance their market performance. Machrizan (2024) emphasized that product, price, place, and promotion have a critical impact on consumer purchasing decisions, further validating the central position of the 4P Model in marketing.

## 2. Applicability of the 4P Theory in Different Business Sizes

The 4P theory is not only applicable to large enterprises but also shows strong adaptability in small and micro businesses. Amalia and Nugroho (2024) found that the 4P marketing mix has a positive and significant impact on consumer purchasing decisions for small businesses, especially with adjustments in product and promotion plans helping businesses gain a competitive edge. In study on the Chinese market, Zhou (2024) conducted an in-depth analysis of the localized application of the 4P Model, suggesting that companies can effectively meet the diverse needs of consumers by lowering costs through bulk purchasing, building extensive Place networks, and conducting effective promotions on social media and short-video platforms. Combining live streaming with limited-time promotions can further enhance consumer engagement and drive sales growth.

## 3. Application of the 4P Theory in New Media and E-Commerce Live Streaming

With the development of new media, the marketing environment and consumer demand have changed significantly. When formulating marketing actions, companies must flexibly adjust the 4P mix to adapt to these changes. Sun (2023) noted that as consumer demand for high-quality products increases, companies must continuously improve their product plans and make adjustments to price, place, and promotion to meet the evolving market demands. Zhao (2024) emphasized that with the rapid development of e-commerce live streaming in China, consumers are increasingly focused on price advantages during live streams, which not only drives product sales but also provides an important opportunity for brand promotion.

In the realm of e-commerce live streaming, the promotion plan within the 4P theory is particularly critical. Syamsiyah and Nirawati (2024) found that promotional activities such as flash sales and cashback on the Shopee platform in the Philippines effectively stimulated impulsive purchases, further proving the practical value of the 4P theory in digital marketing. Especially in the fields of yoga and fitness, the integration of live streaming and sports has opened new avenues for brand promotion, enhancing user engagement and satisfaction.

The 4P marketing theory continues to have broad applicability in today's digital environment. When developing marketing actions, companies across various industries can draw on the 4P model and flexibly apply product, price, place, and promotion to effectively respond to modern market changes and the diversity of consumer demands. Particularly in the marketing of yoga brands, by combining new media tools and live streaming promotions, businesses can significantly increase brand awareness, customer loyalty, and sales performance, thereby achieving long-term growth.

## **2.2. STP Theory**

STP theory, which refers to Segmentation, Targeting, and Positioning, is a key component of modern marketing theory. George (2021) emphasize that in a complex market, companies need to utilize precise segmentation and positioning strategies to meet the needs of specific consumer groups. STP theory provides strategic guidance for executing marketing activities.

1. Segmentation: Segmentation is the first step in STP theory. By dividing the market into several groups, companies can better meet the diverse needs of different consumers. Wind and Bell (2007) noted that market segmentation helps companies improve product relevance and customer satisfaction. In the yoga live streaming industry, market segmentation can be done based on factors such as users' age, gender, and fitness goals, allowing companies to precisely target potential customers.

2. Targeting: Kotler and Armstrong (2014) suggested that selecting a target market is essential for resource allocation and marketing activities. By accurately selecting target markets, companies can improve marketing efficiency and reduce waste.

3. Positioning: Ries and Trout (1986) proposed that positioning refers to the psychological space a company occupies in the minds of its target market. Through differentiated positioning, companies can distinguish themselves from competitors and gain consumer preference.

## **2.3. The Benefits of Yoga**

Yoga, an ancient practice that integrates body and mind, has garnered extensive study and attention in recent years. Numerous studies have confirmed its benefits for both physical and mental health. Kamalipour (2013) stated that the core of yoga lies in spiritual cultivation, aiming to achieve purification through the integration of body and mind. She argued that yoga is not merely a physical exercise but also a method of enhancing one's spiritual well-being. Moreover, Campbell and Moore (2004) found that when combined with mindfulness meditation, yoga is particularly effective in alleviating mood swings and significantly improving symptoms of depression and anxiety. As the global pandemic comes to an end, people's demand for holistic well-being has further intensified.

Khuzema et al. (2020) demonstrated in their study on Parkinson's disease patients that the physical postures practiced in yoga can have significant therapeutic intervention effects for treating Parkinson's disease. Additionally, study by Bernotienė et al. (2020) indicated that yoga not only helps prevent cardiovascular diseases but also mitigates the negative impact of stress on health by regulating stress responses, particularly in reducing stress among young women.



Furthermore, Li (2023), in his study of yoga culture in China, highlighted that although yoga originated abroad, it has evolved with distinctive local characteristics through its integration with Chinese culture.

These findings suggest that in the post-pandemic era, yoga, by combining physical and mental practices, not only has remarkable effects on promoting mental health and treating certain chronic diseases, but it also holds broad potential for reducing stress and enhancing overall well-being. Additionally, the diverse forms of yoga practice across different cultural contexts highlight its potential for further development.

#### **2.4. The Current Trends on Yoga Brands Marketing**

With the rapid development of mobile internet and new media, live streaming marketing actions have gradually become an essential tool for promoting brand growth across various industries, including the yoga sector.

**Live Streaming Marketing Actions:** Bao and Jiang (2017) suggested that, compared to traditional media, live streaming offers higher interactivity and authenticity, significantly improving consumer experience and brand awareness. Additionally, Wang (2022) pointed out that live streaming marketing integrates video, audio, and images to engage in real-time communication with consumers, enhancing brand influence and promoting sales.

Giri and Pandey (2013) noted that social media platforms and online communities (such as Facebook, YouTube, and Twitter) are essential Places for promoting and marketing yoga. These platforms not only rapidly disseminate yoga-related information but also provide spaces for interaction and sharing among yoga enthusiasts, enhancing the sense of community and user loyalty for yoga brands. Auliasari et al. (2024) suggested that yoga studios should establish websites that include brand contact information, course details, and promotional information, alongside online store functionality, to increase consumer engagement, improve access to yoga instructors and information, and make it easier for consumers to purchase yoga products and courses.

Furthermore, yoga brand marketing should leverage relationship marketing. Giri and Pandey (2016) emphasized that companies should understand customer behavior and build strong connections between the brand and customers to attract potential clients and retain the loyalty of existing ones. Kawari (2018), in his study of yoga marketing actions in India, argued that building relationships between brands and customers, fostering brand awareness, and promoting yoga culture are key to increasing consumer demand and brand recognition. In line with current marketing trends, Sun (2021) highlighted that through short video content, live stream interactions, and the use of artificial intelligence, companies can achieve rapid brand dissemination and sales growth. This concept of "integrating brand and

sales" is becoming increasingly important in modern yoga brand marketing, effectively helping brands convert traffic into commercial value.

In conclusion, yoga brand live streaming marketing should fully utilize new media resources, integrating brand communication with customer relationship management to enhance brand awareness and market competitiveness. By flexibly utilizing live streaming platforms and social networks, brands can not only enhance consumer interaction but also promote brand loyalty, leading to market expansion and profit growth.

## **2.5. Integration of Sports and Live Streaming**

The integration of sports and live streaming has become a study focus in both academia and industry in recent years. Stragier et al. (2016) pointed out that the significance of sports topics in academic fields is increasingly recognized, and live streaming technology offers new ways to deliver fitness workouts and classes. Liu et al. (2022) analyzed that online live-streamed fitness courses provide users with multiple options, enriching their value experience while reducing their offline fitness expenses.

Guo et al. (2022) examined the relationship between live streaming and users' online and offline participation in fitness activities, discussing the feasibility of offering workout classes and the importance of user experience. Bentlage et al. (2020) highlighted that mainstream digital media, such as smartphones, digital technologies, and live streaming, have played a significant role in content creation for sports live streaming, particularly in the fields of yoga and fitness, forming a new communication medium.

Key Opinion Leaders (KOLs) on social media also play a critical role in disseminating sports live streaming content. Youngsang et al. (2011) found that KOLs significantly influence the consumption decisions of others, particularly in selecting sports live streaming classes, where their recommendations serve as a powerful driver. Nyenhuis et al. (2020) further emphasized that yoga and fitness influencers use live streaming to showcase their healthy lifestyles, encouraging viewers to engage in fitness activities, thereby raising public awareness of health and well-being.

Study also indicates that the quality of live streaming content and users' perceived value directly impact their satisfaction and willingness to continue using the platform. Guo et al. (2024) demonstrated that user experience in sports live streaming is critical, with high-quality content fostering user engagement and showing a positive correlation with online social behavior. Livingston et al. (2024) noted that sports live streaming platforms, by creating interactive communities, can effectively enhance user enthusiasm and participation.

## **2.6. Live Streaming and Consumer Behavior**

In studies on live streaming and consumer behavior, Ratchford (2001) found that the higher the consumer loyalty, the longer they tend to spend on live streaming platforms, which also increases their purchase intention. Silalahi et al. (2024) explored the effects of interactivity, trust, and loyalty on consumers' purchasing tendencies during live streams. Kim et al. (2022) emphasized the close relationship between fan behavior and purchasing decisions in live streaming, noting that the more loyal fans are to Key Opinion Leaders (KOLs), the more willing they are to spend more time on live streaming platforms or make purchases.

Trust is regarded as a key factor influencing consumer behavior on live streaming platforms. Parker et al. (2021) suggested that the trust viewers place in the products and the host during live streams directly impacts their purchasing decisions, and this trust relationship can also encourage repeat purchases. When consumers trust the products recommended by the host, they are more likely to make a purchase and even recommend these products to friends and family. Srivastav et al. (2021) noted that live streaming platforms strengthen social connections among users through various interactive features (such as live chats and fan pages), which enhances platform loyalty and user engagement. In recent years, especially in China, live shopping has experienced rapid growth, with the market size expected to reach 4.9 trillion yuan by 2023.

In conclusion, the interaction between live streaming and consumer behavior has become a critical topic in the fields of marketing and sports management. By improving the interactivity of live streaming content and fostering consumer trust in the host and products, businesses can effectively leverage live streaming platforms to promote sales and brand awareness. In fields such as yoga and fitness, live streaming has become an essential bridge for interaction between brands and consumers.

## **2.7. Customer acquisition and retention**

Customer acquisition and retention are central to corporate marketing management, directly influencing market expansion and profitability. CLV reflects the long-term contribution of customers and serves as a guiding principle for businesses in formulating scientifically grounded marketing strategies (Kotler, 1974). Relationship marketing emphasises the establishment of long-term relationships to enhance customer loyalty and promote sustainable business growth (Morgan, 1994). Customer loyalty, as a key indicator of customer retention, is shaped by cognitive, emotional, and behavioural factors, playing a vital role in maximising customer lifetime value (Madzik et al., 2021).

### **2.7.1. Customer Lifetime Value (CLV)**

Kotler (1974) proposed that Customer Lifetime Value (CLV) refers to the present value of the expected future profits generated from customer transactions over a specific period. Furthermore, Kotler emphasized that companies should evaluate customer contributions from a long-term perspective rather than focusing solely on the profit from individual transactions. Heinz (2003) further argued that CLV is not only a tool for measuring customer value but also a central strategy for achieving long-term profitability, playing a pivotal role in decisions related to customer acquisition and retention. Furthermore, Dachyar (2019), through an analysis of e-commerce data, found that service convenience, response speed, and fulfilment reliability are key factors in enhancing customer retention. This underscores the critical role of improving customer experience in improving CLV.

Kumar (2010) proposed that CLV refers to the ability of customers to generate future profits for the company. Furthermore, firms must focus on enhancing customer satisfaction and loyalty to drive long-term value growth, rather than merely targeting short-term sales objectives. Dandis et al. (2022) highlighted that word-of-mouth is a low-cost and effective pathway to enhancing CLV. Key dimensions for measuring customer behavioural loyalty include repeat purchase intention, willingness to pay a premium, and proactive word-of-mouth recommendations. Research shows that brand reputation indirectly impacts CLV through customer satisfaction, especially in industries reliant on user stickiness, such as the internet sector, where improving brand reputation contributes to stronger customer loyalty and, in turn, higher CLV. Therefore, improving brand trust and customer experience has become an effective strategy for enhancing CLV during the customer retention process.

### **2.7.2. Relationship marketing**

Relationship marketing theory originated in the 1980s, with its core focus on enhancing a company's competitive advantage through the establishment of long-term, stable customer relationships. Morgan (1994) proposed that relationship marketing encompasses all marketing activities aimed at building, developing, and maintaining customer relationships, with customer segmentation strategies playing a crucial role in the processes of customer acquisition and retention. Businesses should adopt a data-driven approach (such as user behaviour analysis and CLV assessment) to precisely identify high-value customer segments, and develop differentiated relationship maintenance strategies based on the different stages of the customer lifecycle, in order to improve customer loyalty and satisfaction.

In relationship marketing practice, Aka et al. (2016) demonstrated that businesses can enhance customer satisfaction and foster customer loyalty by building trust, strengthening commitment, maintaining continuous and effective communication, and providing high-quality services. This conclusion suggests that, during the customer acquisition phase, increasing brand credibility and customer interaction can improve conversion rates. In the customer retention phase, businesses must focus on continuous value creation and effective communication strategies to maintain customer relationships and reduce churn rates.

### **2.7.3. Customer loyalty**

The formation of customer loyalty is a dynamic, progressive process. Mascarenhas et al. (2006) proposed that customer loyalty can be viewed as a hierarchical structure, evolving from the lowest level of random awareness to the highest level of loyalty within a brand community. The loyalty ladder serves not only as an effective classification tool but also as a means to monitor the development of customer loyalty and assess the return on marketing investments. Madzik et al. (2021) pointed out that customer satisfaction is a prerequisite for cultivating loyalty, playing a crucial role in the long-term development of customer loyalty. Therefore, businesses should measure both customer satisfaction and loyalty simultaneously to assess the risk of customer churn and the likelihood of customers switching to competitors.

Customer loyalty is influenced by various factors. Churchill (1982) found that product quality, price, service quality, brand image, promotion, and sales channels all play significant roles in the development of customer loyalty. Building loyalty is a long-term process, gradually developed during the customer's experience with products and services, and it becomes a core aspect of loyalty marketing. Differentiation strategies help enhance customer satisfaction and loyalty, thereby promoting continuous consumption. Kotler et al. (2022) suggested that customers form psychological expectations during their consumption journey and seek emotional fulfilment through product experiences. Furthermore, Shi et al. (2021) highlighted that emotional experiences not only influence customer purchase decisions but also enhance consumption satisfaction and experience, strengthening customer loyalty and encouraging repeat purchases. Pansari and Kumar (2017) also emphasized that meeting emotional needs can improve customer satisfaction and experience, thereby enhancing loyalty and driving repeat purchases.

### **3. Methodology**

#### **3.1. Study Objectives**

The objective of this project is to design a Commercial Development Plan the Live Streaming of V V Yoga

#### **3.2. Study Methods**

To achieve the aforementioned goals, this thesis employed a literature review, external analysis (using PESTEL analysis, industry analysis, competitor analysis, Porter's Five Forces analysis, and consumer analysis), as well as an internal analysis of the company. Additionally, a questionnaire survey was conducted to collect and analyze new users' overall perceptions and feedback on V V Yoga's brand across the four dimensions of Product, Price, Place, and Promotion (i.e., the 4P model). The data was then analyzed using the 4P model to identify the brand's marketing strengths and weaknesses. This process aimed to explore effective marketing actions that could enhance the conversion efficiency of new users, thereby helping V V Yoga increase its market influence.

The specific study methods employed are as follows:

##### **1. Literature Review**

The literature review method involves consulting relevant academic papers, industry reports, and books to provide a theoretical foundation for the study. This thesis systematically reviews the latest study on STP theory, 4P theory, and live streaming marketing to ensure that the Commercial Development Plan is supported by solid theoretical backing. The literature review not only provides background information for analyzing V V Yoga's Commercial Development Plan but also offers practical references for proposing solutions.

##### **2. In-depth Interview Methodology:**

The interviews for this study were conducted from June to July 2024, involving in-depth discussions with the supervisors, store managers, and the founder of V V Yoga. Each interview lasted between 0.5 to 2.5 hours, guided by the 4P theory and SWOT analysis tools. These interviews comprehensively documented the current state of the company, analyzed key issues, and proposed solutions from various perspectives.

Through interviews with the supervisors, store managers, and the founder of VV Yoga, critical data on the company's current operations were collected at various times and locations. This includes key insights into product structure and innovation needs, pricing strategies and market feedback, the integration of distribution channels, the effectiveness of

social media promotions, the design and evaluation of promotional activities, the efficacy of the membership program, and user loyalty management. These findings provide a deeper understanding of VV Yoga's operational status across the four dimensions of the 4P framework—Product, Price, Place, and Promotion—and potential areas for optimization. The detailed interview process is outlined in the table 3.1 below:

Table 3.1 Detailed Interviewee Information

Interview Topic	Interviewee Position	Interview Questions	Interview Location, Time, and Method
Product: Core products and services of VV Yoga, user feedback, and potential improvements	Founder	The founder is very familiar with the product structure and development history of VV Yoga, and can provide valuable insights into the existing products and services, including user feedback and potential areas where innovation may be needed.	Location: Company meeting room; Time: June 5, 2024, 10:00-11:30 AM; Interview format: Face-to-face discussion
Product: Market demand for yoga courses and course innovation	Store Manager	The current products lack innovation and fail to fully meet the evolving market demands, such as personalized or digitalized yoga programs. How can the store manager design diversified products and course innovations?	Location: Store meeting room; Time: June 10, 2024, 2:00-3:30 PM; Interview format: Q&A interview
Price: Pricing strategy, promotional activities, and market feedback	Founder	The current pricing model may not effectively address the diverse needs of different customer segments. The interview aims to identify how to optimize the pricing strategy to improve user conversion rates and retention.	Location: Company meeting room; Time: June 15, 2024, 4:00-5:00 PM; Interview format: One-on-one interview
Place: Integration of online and offline business operations, platform selection	Supervisor	There is insufficient synergy between online and offline operations, which may result in inconsistent user experiences. The marketing director will provide insights on how to improve channel integration and explore ways to enhance the customer journey across platforms. Existing social media and live-streaming promotions have not fully capitalized on their potential to expand the audience base. The interview will explore gaps in promotional strategies and discuss how to improve user engagement and increase brand visibility.	Location: Company meeting room; Time: June 20, 2024, 9:00-10:30 AM; Interview format: In-depth discussion
Place: Social media and live-streaming platform promotions	Supervisor		Location: Store meeting room; Time: June 25, 2024, 3:00-4:00 PM; Interview format: Q&A interview
Promotion: Design and evaluation of promotional campaigns	Supervisor	Current promotional activities may not effectively drive user acquisition or loyalty. The interview will delve into how to optimize the current promotional strategies to enhance the impact of marketing campaigns.	Location: Store meeting room; Time: July 1, 2024, 11:00 AM-12:00 PM; Interview format: Q&A discussion
Promotion: Membership programs and user loyalty plans	Store Manager	The membership program may not sufficiently incentivize long-term user retention. The interview will focus on how personalized membership plans can better engage users and increase repeat purchase rates.	Location: Store meeting room; Time: July 5, 2024, 1:00-2:30 PM; Interview format: Face-to-face interview

Source: Author (2025)

Extracting key information from the interview summary plays a crucial role in assisting VV Yoga with internal analysis and the development of Improvement plan.

### 3. Questionnaire Survey and Design

This thesis uses the 4P marketing model as the theoretical foundation to systematically evaluate the performance of the V V Yoga brand in live streaming marketing practices. The study subjects are users who entered the V V Yoga live streaming room through the WeChat live streaming platform and paid 0.1 yuan to join the fan group, hereinafter referred to as "new users." The main objective of this thesis is to collect and analyze these new users' comprehensive perception and feedback on the four dimensions of V V Yoga's marketing (product, price, place, and promotion) through a questionnaire, and then conduct quantitative analysis using the 4P model. This analysis aims to identify the strengths and weaknesses of brand marketing, exploring effective actions to improve the conversion efficiency of new users and help V V Yoga enhance its market influence.

During the questionnaire design phase, this thesis incorporated V V Yoga live streaming platform's backend data and relevant industry market data. Based on the 4P marketing model, the questionnaire dimensions were constructed, covering key factors such as users' perceptions of product quality, price satisfaction, live streaming platform experience, and promotional appeal. The survey period was from June 20 to June 30, 2024. The questionnaire was created on the Wenjuanxing platform and distributed to 500 private WeChat users of V V Yoga. To increase participation rates, respondents who completed the "V V Yoga Brand Consumer Characteristics Survey" were offered three yoga sleep meditation sessions as an incentive. A total of 220 questionnaires were distributed, with 200 valid responses collected, resulting in a valid response rate of 93.9%.

The questionnaire design, based on the 4P model, covers a comprehensive assessment and feedback from users on V V Yoga's brand, involving four core dimensions: product quality, price perception, place experience, and promotional activities. Each dimension includes two questions, totaling eight questions. Dimension A (Product) includes Q1 and Q2; Dimension B (Price) includes Q3 and Q4; Dimension C (Place) includes Q5 and Q6; and Dimension D (Promotion) includes Q7 and Q8. Through this study, plan recommendations and data references were provided to V V Yoga to navigate the competitive market environment.

Table 3.2 uses a five-point Likert scale, where (1) represents "very dissatisfied," (2) represents "dissatisfied," (3) represents "neutral," (4) represents "satisfied," and (5) represents "very satisfied." This structured design ensures the quantification of user attitudes, providing clear and actionable data for subsequent study. In addition, the study leveraged V V Yoga's private user resources to distribute the questionnaire, ensuring the scientific and representative nature of the data.



Table 3.2. V V Yoga Brand Consumer Characteristics Survey Based on the 4P Model

---

**Dear Sir/Madam,**

Thank you for participating in this survey about the V V Yoga brand. This questionnaire aims to understand your experience and perceptions of V V Yoga in terms of product, price, place, and promotion, to provide suggestions for the brand's improvement. Your responses will provide valuable data for our study. All information will be kept confidential and used only for academic purposes.

Please fill out the questionnaire based on your actual experience and feelings. It is expected to take 5-10 minutes. Thank you for your cooperation!

**Product**

Q1) Are you satisfied with the variety of products offered in the V V Yoga live streaming room to meet your needs?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

Q2) How do you evaluate the professionalism and practicality of V V Yoga course content?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

**Price**

Q3) Are you satisfied with the pricing of products or courses offered in the V V Yoga live streaming room?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

Q4) Does the pricing of V V Yoga's courses or products meet your value expectations?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

**Place**

Q5) How would you rate your experience purchasing V V Yoga products or courses through the Douyin live streaming room?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

Q6) How would you rate the user interface design and ease of use of the V V Yoga live streaming platform?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

**Promotion**

Q7) Are you satisfied with the frequency and intensity of V V Yoga's live streaming promotional activities (e.g., flash sales, coupons)?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

Q8) Do you think V V Yoga's promotional activities attract you to participate and purchase products or courses?

· Very dissatisfied (1) · Dissatisfied (2) · Neutral (3) · Satisfied (4) · Very satisfied (5)

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Source: Author (2025)

## **4. Commercial Development Plan**

### **4.1. Executive Summary**

This Commercial Development Plan aims to improve the conversion rate of new users and the repurchase rate of existing users on the yoga live-streaming platform, thereby increasing the overall revenue of the live-streaming sessions. To achieve this objective, the thesis employs a literature review, external analysis using tools such as PESTEL analysis and industry analysis, and an internal company analysis. Additionally, a user survey was conducted to collect feedback and needs, further supporting the study conclusions.

The analysis identified several issues, including low new user conversion rates, insufficient repurchase rates among existing users, and underdeveloped marketing actions for the live-streaming platform. At the same time, the study uncovered potential opportunities, such as utilizing personalized live-stream content and targeted promotional activities to attract new users, as well as improving products and pricing plans to increase repurchase rates among existing users.

To address these issues and capitalize on the identified opportunities, the following recommendations are proposed: improve live-stream product content, enhance interactivity and user experience, design targeted promotional plans for different user groups, set reasonable pricing to attract more potential users, and improve the live-stream platform and environment to improve the viewing experience. Furthermore, the thesis delves into user behavior segmentation to develop more personalized marketing actions.

Lastly, a detailed budget plan of CNY: 637,800 (approximately EUR: 81,142) is presented to support the implementation of the proposed marketing actions, ensuring the feasibility and financial viability of the overall plan.

### **4.2. External Situation Analysis**

#### **4.2.1. PESTE Analysis**

##### **4.2.1.1. Political and Legal Context**

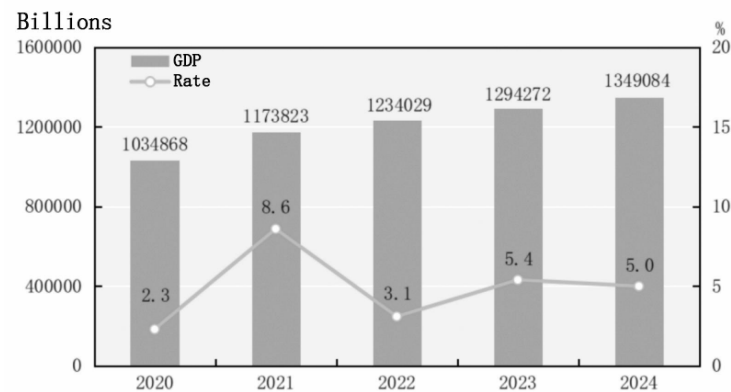
As the demand for diverse and differentiated types of physical activities increases, the rapid development of industries such as yoga and fitness has led to the introduction and implementation of relevant laws and regulations. These policies provide a better regulatory environment for the growth of the yoga industry. In line with principles of scientific and systematic development, China has established a sustainable development indicator system for nationwide intelligent health exercises, which includes the introduction of the "Healthy China 2030" Plan and the "National Fitness Plan (2021-2025)." These initiatives have

effectively stimulated public enthusiasm for participation in national fitness activities. With the improvement of public health awareness and the government's vision of building a healthy and strong nation, the fitness industry—originating from India, specifically yoga—has experienced faster dissemination and promotion. This allows more individuals to gain a comprehensive understanding of yoga, aligning with national policies to improve the mental and physical well-being of the population, while also driving the growth of the yoga industry.

4.2.1.2. Economic Context

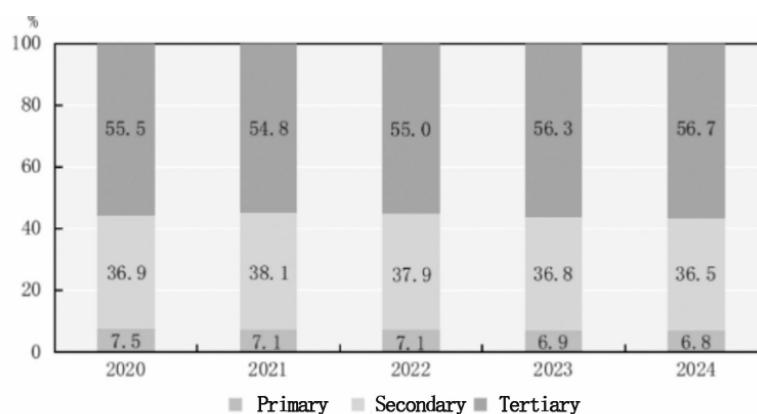
On February 28, 2025, the National Bureau of Statistics released the China 2024 Economic Performance Report, indicating sustained development of the national economy. According to preliminary estimates, the annual gross domestic product (GDP) reached RMB 134.9084 trillion, reflecting a year-on-year growth of 5.0%. Sectoral analysis revealed that the value-added output of the primary industry (encompassing agriculture, forestry, and fisheries) amounted to RMB 9.1414 trillion, marking a 3.5% increase compared to the previous year. The secondary industry (including manufacturing and construction) achieved a value-added output of RMB 49.2087 trillion, up by 5.3%, while the tertiary industry (predominantly services) recorded a value-added output of RMB 76.5583 trillion, growing by 5.0%(see the Figure 4.1). In terms of GDP composition, the primary, secondary, and tertiary industries accounted for 6.8%, 36.5%, and 56.7% of GDP, respectively, with the service sector continuing to dominate China's economic structure.(see the Figure 4.2).

Figure 4.1 Evolution of the Chinese GDP and Rate(2020-2024)



Source: National Bureau of Statistics (2025)

Figure 4. 2 Value added of tertiary industries as a share of GDP(2020-2024)



Source: National Bureau of Statistics (2025)

Final consumption expenditure contributed 2.2 percentage points to GDP growth, capital formation added 1.3 percentage points, and net exports of goods and services contributed 1.5 percentage points. Quarterly data revealed a “V-shaped” recovery trajectory, with year-on-year GDP growth rates of 5.3% in the first quarter, 4.7% in the second quarter, 4.6% in the third quarter, and a rebound to 5.4% in the fourth quarter. This pattern underscores how effective macroeconomic policy interventions stabilized economic fluctuations.

Key per capita indicators further underscore the developmental achievements. The annual per capita gross domestic product (GDP) reached RMB 95,749, marking a 5.1% increase, while the gross national income (GNI) totaled RMB 133.9672 trillion. Notably, the overall labor productivity surged to RMB 173,898 per worker, representing a 4.9% increase from 2023, indicating enhanced production efficiency driven by efforts in industrial upgrading. These metrics collectively reflect China’s progress in transitioning toward high-quality development, despite persistent challenges in structural reforms and global economic headwinds (National Bureau of Statistics, 2025).

In 2024, China’s total retail sales of consumer goods reached RMB 48.3345 trillion, reflecting a year-on-year increase of 3.5%. By business location, retail sales in urban areas amounted to RMB 41.7813 trillion, up by 3.4%, while rural areas recorded retail sales of RMB 6.5531 trillion, growing by 4.3%. By consumption category, retail sales of goods totaled RMB 42.7165 trillion, rising by 3.2%, whereas revenue from catering services climbed to RMB 5.618 trillion, marking a 5.3% growth. Additionally, retail sales of services expanded by 6.2% compared to the previous year.

In 2025, China’s economic growth, purchasing power, and unemployment rates are showing different trends. According to forecasts from the World Bank and the International Monetary Fund (IMF), China’s GDP growth rate is expected to reach around 4.6%. Despite challenges such as a sluggish global economy and supply chain disruptions, China has

maintained growth momentum through strong domestic demand and government stimulus policies (Source: World Bank, [worldbank.org](http://worldbank.org)).

Regarding purchasing power, China continues to hold a high global ranking, leveraging its position as the world's second-largest economy. Although inflation and real estate regulation present some pressures, the recovery in the consumer market, coupled with the vitality of small and medium-sized enterprises (SMEs) and the rapid development of the digital economy, have helped support purchasing power. According to data from The Economist, China remains a global leader in purchasing power parity (PPP), reflecting robust consumer capacity (Source: The Economist, [economist.com](http://economist.com)).

In terms of unemployment, while the official unemployment rate remains around 5%, the pressures of industrial transformation and upgrading have impacted traditional industries. Meanwhile, the growth of high-tech and service sectors is providing new job opportunities, particularly in areas such as big data, artificial intelligence, and clean energy, which are expected to create a substantial number of new jobs (Source: IMF, [imf.org](http://imf.org)).

In the coming years, China's economic growth is anticipated to gradually slow. Experts predict that China's GDP growth rate will stay at around 4% in 2025, potentially declining to around 3% by 2025 and 2026. This trend is mainly influenced by structural factors such as population aging and a slowdown in fixed investment. However, consumption will continue to be the primary driver of economic growth (Source: IMF, [imf.org](http://imf.org)).

As for purchasing power, China is expected to maintain relatively strong purchasing power, though rising debt levels pose a major challenge for the future. The IMF projects that by 2026, China's government debt will rise to 133% of GDP, placing pressure on fiscal policy and limiting the government's ability to stimulate the economy through fiscal means (Source: IMF, [imf.org](http://imf.org)).

On the employment front, although the unemployment rate is expected to remain relatively stable, traditional industries face challenges due to industrial restructuring and automation. At the same time, the rapid development of high-tech industries and the service sector is likely to create new job opportunities, offsetting some of the job losses (Source: Bank of Finland Institute for Emerging Economies (BOFIT)).

In summary, since 2020, China's household income has remained relatively stable with slight growth, while enthusiasm for fitness activities and online consumption has been steadily increasing. This aligns with the government's "Healthy China" initiative, and as a result, there is growing interest in health-related industries, including the yoga industry. In 2025, China's economic growth is expected to be around 4.5%, with strong purchasing power globally. Despite debt pressures and industrial restructuring, the rapid development of high-tech and service sectors will offer new employment opportunities, with unemployment

expected to remain around 5%. Consumption will continue to be the primary driver of economic growth, contributing to the rapid development of the live-streaming industry.

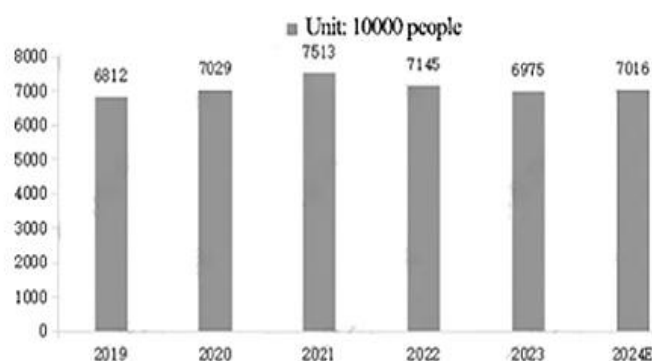
#### 4.2.1.3. Socio-Cultural Context

The socio-cultural environment generally represents the basic conditions and established customs and behavioral habits of a region, such as education levels, religious beliefs, and consumption patterns. With an increasing number of modern individuals in China receiving higher education, the number of college graduates in China is expected to reach 12.22 million in 2025. These graduates, with their strong sense of freedom and inclusiveness, are more likely to embrace yoga as a healthy lifestyle that promotes both physical and mental well-being, or as a lifestyle that carries certain religious connotations. Particularly in first- and second-tier cities in China, such as Guangdong, Beijing, Shanghai, Zhejiang, and Jiangsu—cities known for their inclusivity—yoga has become increasingly popular. As the pandemic recedes, people's fitness habits have gradually shifted from offline to online, leading to a decline in the number of paid offline gym memberships.

According to the "China Fitness Market Survey and Development Trend Study Report (2024-2029)" published by the China Business Industry Study Institute, as of December 2023, the total number of fitness members nationwide was 69.75 million, representing a year-on-year decrease of 2.38% from 2022. Analysts from the China Business Industry Study Institute predict that the number of fitness members in China will recover to 70.16 million in 2024.(Figure 4.3)

Overall, although the economy has not fully recovered and disposable income remains tight, people's focus on their health continues to rise. Enthusiasm for participating in yoga and fitness activities is increasing, and the willingness to pay for online fitness programs is growing, which is highly beneficial for the development of the yoga industry.

Figure 4.2 Offline Paid Fitness Membership Data in China (2019-2024)



#### 4.2.1.4. Technological Context

From a technological perspective, the development of 5G enhances video quality, data transmission, and platform functionality for fitness live streaming, greatly improving user experience in terms of sensory engagement, interactivity, and emotional connection. By integrating with LoT technology, traditional equipment can be connected to 4G modules, enabling live collection of personal data such as BMI, height, weight, facial recognition, and baseline measurements.

With information on users' basic health conditions and exercise preferences, suitable exercise plans can be created, and users can be guided to choose appropriate fitness activities. This allows the design of live streaming content, including the duration and frequency of sessions, tailored to individual differences while also offering guidance on daily nutrition and medical health education. The platform monitors users' exercise data and evaluates the suitability of live streaming content, making adjustments as needed to create a positive feedback loop. Additionally, the platform provides timely reminders before each session and records feedback on the user's performance, such as form accuracy and duration, after each session. Users can then view these results on their mobile devices, with the data available for real-time analysis.

Technological advancements have increasingly permeated all aspects of life, and a well-implemented technology innovation can often help companies improve their business performance.

#### 4.2.1.5. Environmental Context

##### (1) Impact of Global Green and Sustainable Development Trends

As global climate change becomes increasingly severe, governments, international organizations, and businesses worldwide are prioritizing sustainable development as a long-term plan focus. Consumers' environmental awareness has significantly increased, particularly among younger generations, who are more inclined to choose brands that emphasize environmental protection and sustainability. Green consumption on a global scale is gradually influencing the development trajectory of various industries, especially in the health and fitness sectors, where the combination of environmental consciousness and health has become a core concern for consumers.

##### (2) Pressure from Climate Change and Natural Resource Depletion

Global climate change has brought numerous environmental issues, including the increase in extreme weather events, overconsumption of natural resources, and damage to ecosystems. These challenges have prompted governments and businesses around the world to take action to reduce dependence on natural resources and promote low-carbon, energy-efficient, and environmentally friendly development models.

#### (3) Increasingly Stringent Government and International Environmental Regulations

Governments and international organizations across the globe continue to introduce new environmental regulations and policies to combat climate change, reduce pollution, and promote the development of a green economy. For example, the European Union's "Green Deal" imposes strict environmental standards on businesses, while China is advancing efforts to reduce carbon emissions under the "dual carbon goals." These policies introduce new compliance requirements for business operations.

#### (4) Consumers' Growing Demand for Health and Environmental Sustainability

Health and environmental protection are two dominant consumption trends in today's society. An increasing number of consumers seek to improve their physical and mental well-being through activities like yoga, while also expecting brands to respond to the call for environmental protection. This trend is particularly evident among groups that pursue healthy lifestyles, as they are concerned not only with their personal health but also with the health of the planet. Therefore, the integration of health and environmental values has become essential for businesses seeking to win over this segment of consumers.

This thesis applies PESTE analysis to assess the macro environment that V V Yoga faces, concluding that the current external macro environment is favorable for the development of the yoga industry. This is evidenced not only by the government's support for the health industry, the continuous improvement of China's economic growth, and stable household income, but also by the national focus on building a "Healthy China." These factors direct public attention toward health-related consumption, giving the yoga industry immense growth potential. Additionally, advancements in information and communication technology provide strong commercial support for business operations, creating a favorable macro environment for the V V Yoga brand.

### **4.2.2. Industry Analysis**

#### **1. Market Size and Growth**

##### **(1) Global Market Size:**

According to a report by Allied Market Research (2020), the global yoga market, valued at approximately \$37.5 billion in 2019, is expected to grow significantly, reaching \$66.2 billion



by 2027 with a compound annual growth rate (CAGR) of 9.6%. The report further projects the Asia-Pacific region is predicted to experience the fastest growth at 10.8%, while North America is expected to continue leading the global market.

#### (2)Regional Differences:

The North American market is relatively mature, with strong consumer purchasing power and high demand for yoga classes and related products (such as yoga apparel and mats). In Asia, especially in China and India, the increasing awareness of health is driving the rapid rise in yoga's popularity, revealing significant market potential.

## 2. Industry Trends

During the COVID-19 pandemic, the demand for online yoga classes and virtual yoga studios saw a significant increase. This growth trend reflects the urgent need for fitness during home isolation, prompting many yoga instructors and platforms to adopt innovative solutions by utilizing video recordings and livestreaming tools to reach a wider audience. Alhuwail and Alhuwail (2020) note that the pandemic accelerated the development of telemedicine and online fitness programs, offering users more flexible exercise options. Additionally, meditation and breath control practices in yoga were found to have positive effects on reducing anxiety and depression symptoms. Hofmann and Gómez (2023) suggest that yoga not only contributes to improved mental health but has also become an essential component of mind-body therapy. There is a significant correlation between yoga and the alleviation of anxiety and depressive symptoms, highlighting yoga's potential as an effective psychological intervention. These findings indicate that yoga is not only a form of physical exercise but also a vital tool for promoting mental well-being.

Overall, the yoga industry is still in a phase of rapid development, with broad market prospects. However, to stand out in a competitive environment, industry participants must continuously innovate and improve in areas such as digital transformation, brand building, market education, and cultural adaptation.

### 4.2.3. Competitor Analysis

When analyzing V V Yoga's competitors, considering both the online and offline competition environment, This thesis can divide its competitors into two categories: online yoga influencers (direct competitors), and offline physical yoga studios (indirect competitors). By conducting a detailed analysis of these competitors in terms of their products, skills, management, and financial status, V V Yoga can identify market threats and opportunities.

#### 1. Direct Competitors: Yoga Live stream Influencers (Online)

#### (1)Key Competitors:

The yoga influencer "Yoga Teacher JJ" currently has 13.974 million followers and boasts 16 years of yoga experience, along with extensive live streaming experience. JJ is the General Manager of JJ YOGA Yoga Technology Company and specializes in content such as shoulder and neck therapy, slimming, body shaping, and full-body energy flow.

Additionally, there are several other yoga influencers under the same MCN (Multi-Place Network) with follower counts ranging from hundreds of thousands to millions. These influencers use short videos and live streaming to attract a large fanbase, becoming a dominant force in the online fitness industry.

#### (2)Products and Skills:

**Products:** The JJ team offers online yoga live streaming courses and related products (yoga apparel, yoga mats, etc.). Their courses are promoted based on the personal brand of JJ and range from beginner to advanced yoga poses. They also offer specialized content such as shoulder and neck therapy and mind-body enhancement.

**Skills:** These influencers are skilled at using short videos and live streaming to engage with their audience, integrating e-commerce into their livestreams by embedding products into the sessions. They precisely meet audience needs and have a high user conversion rate. With extensive experience in online operations, yoga livestream influencers effectively use live streaming shopping carts to drive transactions directly.

#### (3)Management:

Most successful yoga influencers have a well-established team, and JJ's team is no exception. It includes experts in content creation, Commercial Development Planning, video production, and fan engagement. By refining management processes, they continuously enhance fan participation and loyalty while using data feedback to improve content.

#### (4)Financial Status:

Through live streaming sales, JJ 's team achieves monthly GMV (Gross Merchandise Volume) in the millions or even tens of millions. Their annual special discount live streaming events also generate substantial revenue.

### 2. Indirect Competitors: Yoga Studios (Physical Locations)

#### (1)Key Competitors:

The small but popular "M Boutique Yoga Studio" is located 800 meters from V V Yoga. It was founded by three well-known yoga instructors. Despite its small size, the studio has accumulated over 4,000 active students due to its solid reputation, precise marketing actions, and low operational costs.

#### (2)Products and Skills:

**Products:** M Yoga Studio offers in-person yoga classes and high-end private sessions. They have also launched online courses and workshops focused on improving yoga poses, with a particular emphasis on advanced yoga training and body sculpting. Furthermore, M Yoga Studio has started to develop its own online live streaming offerings, creating indirect competition for V V Yoga.

**Skills:** The founders and lead instructors at M Yoga Studio have many years of teaching experience and a good reputation within the industry. By offering customized services to high-end clients, the studio attracts customers who are willing to pay premium prices for personalized private instruction.

**(3)Management:**

The yoga studio is co-managed by the three founders, with relatively low operating costs, particularly in terms of staffing and rental expenses. The studio's marketing relies heavily on the strong reputations and teaching skills of the three experienced instructors, creating a stable customer base.

**(4)Financial Status:**

The annual revenue of M Yoga Studio is estimated to be between 5 million and 8 million yuan. Their diversified business model includes online and offline courses, private coaching, yoga posture improvement training, and online workshops, providing a broad range of income streams. Additionally, the studio's low rental and staffing costs significantly enhance its profitability.

#### **4.2.4. Porter's Five Forces Analysis**

Porter's Five Forces analysis helps yoga live streaming companies fully understand the competitive landscape of the market, identify key competitive advantages and risk points, and thereby improve plan layout, enhance competitiveness, and increase market share.

Figure 4.3 Porter's Five Forces Model



Source: Porter (1979)

### 1. Competitive Rivalry

The yoga live streaming industry has a low barrier to entry, attracting numerous yoga influencers and MCN companies, which has led to increasingly intense competition. Well-known brands and chain yoga studios occupy a significant position in the market. These brands often have highly qualified instructors and mature marketing actions, attracting a large number of mid- to high-end consumers. Additionally, live streaming courses and services within the industry are highly homogeneous, giving consumers more options and making it difficult for brands to achieve differentiation, thus intensifying market competition. Overall, this aspect will face a high-risk market environment.

### 2. Threat of New Entrants

Due to the low entry barriers, making it relatively easy to start a yoga business, Small studios and personal entrepreneurship are common, leading to fierce market competition. Experienced yoga practitioners and large platforms can quickly attract consumers through various Places such as live streaming, apps, etc., intensifying market competition. New entrants can flexibly choose platforms like live streaming, apps, and short videos, allowing them to quickly accumulate traffic and a user base, especially among young consumers who value online interaction. The use of diverse Places enables new entrants to rapidly expand market share, further intensifying industry competition. Particularly, large platforms leverage their technological advantages, user data, and brand influence to quickly erode the market share of existing companies. Although the threat level of potential new entrants in this industry is high, it has not reached an uncontrollable risk state. Therefore, the threat of new entrants is assessed as medium risk.

### 3. Threat of Substitution

The threat of substitutes lies in other forms of exercise, such as fitness and dance, which can yield quick results and attract a large number of young users, making them potential alternatives to yoga. Furthermore, young consumers are increasingly preferring more dynamic forms of exercise, posing a significant challenge to the yoga market. Thus, the threat is assessed as medium risk.

### 4. Bargaining Power of Buyers

In the yoga live streaming industry, the bargaining power of buyers has gradually increased due to the growth in the number of consumers and the diversity of market choices. As yoga platforms and services in the market are highly homogeneous, consumers have more choices and can freely switch between different providers, making it difficult for companies to maintain price advantages through differentiation. The high level of information

transparency further strengthens consumers' bargaining power, as they can easily compare prices and service quality across platforms to choose the most cost-effective option.

Moreover, the low switching costs in the yoga live streaming industry enable consumers to quickly change platforms with almost no constraints, which increases buyers' bargaining power. To cope with this threat, companies must adopt differentiated plans, providing personalized services and enhancing user experience to increase brand loyalty and reduce buyers' bargaining pressure.

#### 5. Bargaining Power of Suppliers

The bargaining power of suppliers in the yoga industry mainly depends on teaching resources. The professionalism and personal charisma of yoga instructors directly determine the brand's competitiveness and user retention rate. Additionally, the quality of course content significantly influences the brand's bargaining power and market performance. High-quality teaching results contribute to enhancing the brand's competitive advantage in the market, so this factor is assessed as low risk.

Overall, the bargaining power of buyers is assessed as medium risk. Although consumer choice has increased, companies still have room to maintain competitiveness through innovation and differentiation, keeping the risk under control.

### 4.2.5. User Analysis

In the yoga live streaming industry, users' behavior and needs are influenced by several factors, including demographic characteristics, psychological motivations, consumption habits, and the external market environment. To gain an in-depth understanding of this market, this thesis provides a comprehensive and systematic analysis of users in the yoga live streaming industry, focusing on four aspects: demographic characteristics, user behavior, motivations and needs, and factors affecting user decisions.

#### 1. Demographic Characteristics Analysis

##### (1) Age and Gender Characteristics

In the live-streaming industry, the primary consumer group ranges between 25 and 55 years old, encompassing young professionals, middle-aged white-collar workers, and some middle- to high-income housewives. In their study, Martín et al. (2023) analyzed the usage patterns of fitness applications. This demographic has shown a consistent increase in spending within the health and fitness sectors, particularly driven by the rise of digital fitness solutions. In regions impacted by the COVID-19 pandemic, fitness apps and virtual fitness platforms have been widely embraced to maintain a healthy lifestyle. The fitness app market

is projected to generate approximately \$13 billion in revenue by 2025, reflecting a 134% increase from 2020, underscoring the growing consumer demand in this sector.

## (2) Geographical Characteristics

Consumers of live-streamed yoga classes are primarily concentrated in urban areas, particularly in economically developed first- and second-tier cities. Residents in these cities demonstrate higher demand for health-related consumption, particularly excelling in fitness and lifestyle improvements. According to China News (2024), fitness consumption in urban areas is becoming increasingly diverse, with online fitness gaining popularity. Through internet technology, residents can participate in fitness activities anytime and anywhere. The widespread adoption of mobile technology has made low-cost online yoga courses highly attractive to a large number of consumers. Additionally, the National Development and Reform Commission (NDRC, 2021) noted that residents in third- and fourth-tier cities are more price-sensitive, with their spending focused on cost-effective basic fitness courses that deliver noticeable results.

## (3) Occupation and Income Levels

The consumer group for yoga live-streaming is primarily composed of middle- to high-income individuals, including white-collar professionals, managerial staff, and freelancers. This demographic often focuses on using yoga as a means to reduce stress, maintain physical and mental well-being, and balance their busy work and personal lives. According to the market report by Future Market Insights (2024), people aged 30 to 50 make up a significant portion of the yoga market, particularly those in critical stages of their professional careers who frequently turn to yoga to cope with work pressure and maintain their health.

## 2. User Behavior Analysis

### (1) Consumption Frequency

There are significant differences in the frequency of consumer engagement on yoga live-streaming platforms. High-frequency users typically consider yoga an integral part of their daily lives, regularly participating in live classes and often subscribing to long-term membership services. These users have a higher demand for professional guidance and personalized services, aiming to achieve long-term health management and body shaping through consistent practice. Cachero-Martínez and Vázquez-Casielles (2018) indicate that high-frequency users' engagement is often associated with greater brand loyalty and sustained financial commitment, particularly in the areas of health management and personalized services. In contrast, low-frequency users usually participate sporadically, driven by short-term needs such as stress relief or temporary physical discomfort. They are more inclined to opt for free classes or short-term promotional offers, with lower overall engagement. Research suggests that low-frequency users have relatively weak loyalty, and

platforms need to use promotional campaigns and personalized recommendations to gradually increase their participation and enhance user retention.

## (2) Consumption Content

The consumption in the yoga live-streaming industry extends beyond the classes themselves, encompassing a variety of fitness-related products and services. Consumer behavior typically includes purchasing complementary goods such as yoga mats, yoga apparel, fitness equipment, and nutritional supplements. These products enrich the overall user experience and have become one of the key revenue sources for platforms. As the online fitness market expands, user demand for complementary fitness products has gradually increased, particularly in areas like live-streaming yoga. Zhou et al. (2022) point out that tipping has become a significant way for users to support yoga hosts and instructors, with consumers expressing their admiration and trust through tipping functions, which provide considerable income for both the platform and the hosts.

## 3. Motivations and Needs Analysis

### (1) Health and Beauty Needs

Most consumers' primary motivation for choosing yoga livestreams stems from their pursuit of health and beauty. In modern society, especially among busy urban residents, the desire to improve physical well-being through exercise has become increasingly common. Yoga, as a holistic practice, effectively corrects posture and shapes the body, making it particularly popular among female consumers. Tellhed et al. (2019) find that urban residents, especially women, are placing greater emphasis on enhancing their health and aesthetic appeal through activities like yoga. This exercise not only helps improve physical fitness but also boosts self-image by enhancing posture and reducing stress. Additionally, the beauty benefits of yoga, especially in alleviating edema and enhancing charm, align with modern consumers' high expectations for their outward appearance.

### (2) Psychological and Emotional Needs

Further supporting these findings, a study referenced by NYU Langone Health underscores the effectiveness of yoga, particularly its breathing techniques, in treating generalized anxiety disorder. The study published in NYU Langone Health(2020) noted that individuals who engaged in yoga practices exhibited significant reductions in anxiety and mood-related symptoms compared to control groups that did not participate in such practices. These findings suggest that yoga's meditative and breath-control components not only alleviate immediate symptoms of anxiety but also provide a sustainable way to improve overall mental health.

Together, these studies affirm the value of yoga as a low-cost, accessible intervention for mental health management, particularly for individuals seeking non-pharmaceutical methods to address anxiety and emotional distress.

#### 4.Factors Influencing User Decisions

##### (1) Influence of Hosts and Coaches

In yoga live streaming, the roles of hosts and instructors are crucial. Their expertise, personal charm, and ability to interact with the audience directly influence consumer choices and engagement levels. Well-known yoga instructors or those with authoritative certifications often attract more loyal users, who show a strong reliance on the instructors' professional background and teaching quality. Consumers tend to prefer coaches with extensive experience, professional credentials, and good reputations for long-term class subscriptions. Joo and Yang (2023) point out that yoga hosts can effectively enhance user involvement through personalized interactions and real-time feedback, thereby increasing user loyalty to the platform and encouraging users to express support for the hosts through tipping. These factors make the performance of hosts and instructors one of the key determinants of the success of livestream yoga platforms.

##### (2) Content Quality and Diversity

High-quality and innovative live-stream content is a key factor in attracting and retaining users. Consumers not only require professional guidance on yoga techniques but also expect courses to address their specific needs, such as weight loss, body shaping, and alleviating physical pain. A study in the *Journal of Physical Activity and Health*(2023) indicates that users exhibit higher engagement and loyalty toward yoga courses that effectively target their health concerns. For instance, courses focused on weight loss, posture improvement, or relieving specific discomforts tend to attract more users and increase long-term subscription rates on the platform.

Moreover, the platform needs to continuously introduce new course content to maintain user interest and cater to their diverse needs. The report published in *International Journal of Wellness and Spa Management*(2023) highlights that offering a variety of yoga courses, such as prenatal yoga, senior yoga, and office yoga, with different difficulty levels and tailored for various target groups, helps to improve user retention. Continuous updates of course offerings not only keep existing users engaged but also attract potential users from different age groups and with varying needs.

##### (3) Interactivity and Experience

The interactivity of yoga livestreams is crucial for enhancing user engagement. Unlike traditional recorded classes, real-time interaction in livestreams enables users to communicate directly with instructors, receiving immediate feedback and personalized



guidance. Joo and Yang (2023) note that this interactive format significantly boosts users' sense of involvement and the practicality of the courses, helping them correct movements and improve practice effectiveness. Additionally, features like instant Q&A, tipping, and raffles further enhance user enthusiasm and platform loyalty. Hu et al. (2017) emphasize that these interactive elements not only increase engagement but also strengthen the bond between users and the platform through emotional connections and instant rewards, ultimately encouraging repeat purchases.

In conclusion, through a systematic analysis of users in the yoga live streaming industry, we can conclude that user demand and behavior are primarily driven by factors such as health, beauty, and psychological relaxation. Additionally, the key influences on their purchasing decisions include the professionalism of the hosts, the diversity of content quality, and the interactive experience during the live streaming process. Yoga live streaming platforms should tailor their offerings based on these user characteristics, providing diverse and personalized content and services to enhance user engagement and loyalty, ultimately improving market competitiveness and achieving sustainable growth.

#### **4.3. Internal Situation Analysis**

The internal analysis includes the company's Characteristics, issues, organizational structure, mission/vision/values, strengths, and customer analysis.

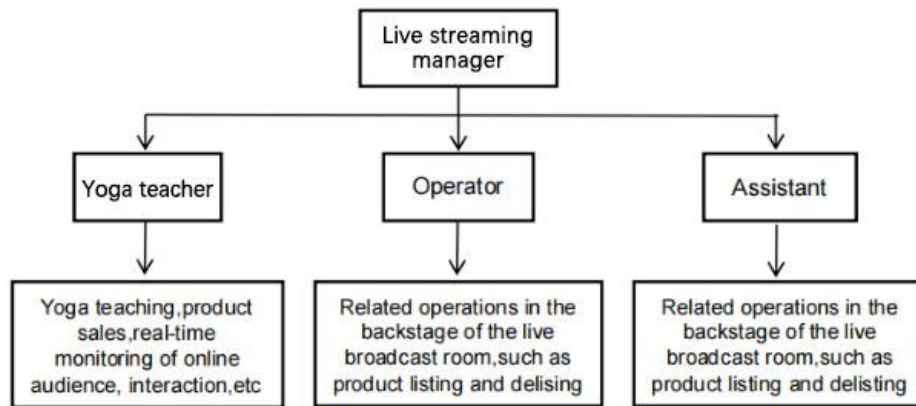
##### **4.3.1. Company Characteristics**

The "V V Yoga" brand was established in 2016 in Shanghai, China, promoting yoga as a holistic lifestyle for physical, mental, and spiritual health. The brand's mission is to help women who aspire to improve their quality of life become healthier and more beautiful. V V Yoga boasts a strong teaching staff and has developed multiple directly-operated chain stores.

However, with the advent of the 5G era, the V V brand seeks to find growth opportunities in live streaming marketing within the new media environment. As a result, V V Yoga is transitioning from offline to online live streaming, and its future Commercial Development Plan will shift from 100% offline business to a combined model of 80% online and 20% offline business. The online business will primarily be conducted on live streaming platforms such as Douyin and WeChat Places, with the content focused on yoga instruction to attract and grow the fanbase.

### 4.3.2. The organizational structure of the V V Yoga live streaming platform

Figure 4.4 Organizational Structure



Source: Author (2025)

As shown in Figure 4.5, the organizational structure of the V V Yoga live streaming platform is divided according to live streaming operations, with the core being managed by the Live Streaming Manager, who oversees the entire live streaming process.

Under the Live Streaming Manager, there are three main roles: Yoga teacher Host, Operator, and Assistant. The Yoga teacher Host is responsible for yoga instruction, product sales, and real-time monitoring and interaction with online users, ensuring the professionalism of the content and the engagement of the audience. The Operator primarily manages the backend operations of the live stream, such as managing product listings and ensuring the smooth display and sale of products during the broadcast. The Assistant performs similar duties to the Operator, assisting with backend operations to ensure the smooth running of live streaming activities.

This clear hierarchical structure and division of responsibilities ensure the orderly execution of live content, backend management, and real-time operations.

### 4.3.3. Mission, Vision, and Values

**Mission:** To promote physical and mental health through yoga, helping users improve their quality of life and sense of well-being.

**Vision:** To create a spiritual haven for yoga enthusiasts, making yoga a harmonious bridge connecting oneself, others, and nature.

**Values:** To pursue harmony, promote health, advocate for self-acceptance, and continuously drive personal growth and improvement.

#### **4.3.4. Issues with V V Yoga**

Through semi-structured in-depth interviews with the founder, store manager, and supervisor of V V Yoga, several issues were identified in the company's current operations and its transition to live-stream. These issues have resulted in live-stream revenues falling short of expectations, largely due to low conversion rates for new customers and poor retention of existing ones. The main issues are analyzed as follows:

##### **1. Lack of Innovation in Online Content, Resulting in Poor Customer Retention (Product)**

At present, V V Yoga's online course offerings are relatively homogeneous, lacking personalized adjustments based on varying customer needs and feedback. Compared to competitors, there is a notable shortage of innovation in course design, failing to introduce products with clear differentiation and unique appeal. The slow pace of content updates has led to a decline in loyalty among existing customers, which negatively impacts repurchase rates. High-end CBD clients, in particular, tend to have higher expectations and are more likely to leave when confronted with overly similar courses.

##### **2. Price Positioning Misaligned with Perceived Value of Online Services (Price)**

V V Yoga is positioned as a high-end brand, but after shifting to an online model, there is a perceived disconnect between its premium pricing and the value of its online offerings. Customers may feel that the online live-stream courses lack the immersive, face-to-face experience of in-person sessions, yet the prices have not been adjusted accordingly. This price sensitivity has become a barrier to repurchase and conversion, especially for new customers who might be deterred by the high price, resulting in greater difficulty in converting them.

##### **3. Lack of Organic Synergy Between Online and Offline Business (Place)**

Although V V Yoga employs a model where 80% of its services are online and 20% are offline, the synergy between the two places has not been fully realized. Online customers have not been effectively guided to offline stores to enjoy value-added services, and vice versa. The personalized and enhanced experiences of offline courses have not been adequately highlighted in promoting online offerings. As a result, users have lower dependency and expectations for online courses, further reducing repurchase rates and brand loyalty.

##### **4. Insufficient Promotion and Marketing Efforts (Promotion)**

V V Yoga's online marketing efforts lack a systematic approach and fail to accurately address customer pain points, leading to a low conversion rate for new users. Furthermore, the brand's promotion efforts and customer engagement are insufficient. Promotional

activities lack variety and appeal, particularly in terms of offering attractive first-time user experiences or incentivizing repeat purchases. There is a lack of effective promotional plans aimed at boosting customer loyalty and retention.

#### **4.3.5. Company Strengths**

Over the course of a one-month semi-structured in-depth interview, it became evident that the company's primary challenges are centered around product offerings and promotional actions. Additionally, the interviews also revealed V V Yoga's unique strengths within its industry and region, which provide valuable support for addressing these challenges and improving the company's actions. The key strengths are analyzed as follows:

1. International Faculty: V V Yoga boasts a team of experienced international yoga instructors, providing a distinct competitive advantage. This attracts high-end clients, particularly those seeking international, high-quality instruction.

2. Premium Facilities and Equipment: The brand operates in high-end CBD areas with spacious facilities, luxurious decor, and advanced equipment, which significantly enhances the customer experience and reinforces the brand's image.

3. Online-Offline Integration Model: With online live-streaming and courses accounting for 80% of its business, V V Yoga effectively reaches a wide audience. Its offline presence complements this by offering personalized experiences and value-added services, increasing customer loyalty.

4. Digital Transformation and Data-Driven Approach: V V Yoga emphasizes data analytics to precisely understand customer needs, continually improving the integration of online and offline services, which enhances service quality and brand awareness.

5. Flexible and Innovative Business Model: V V Yoga's online-focused, offline-supported approach positions the brand with strong market competitiveness and innovative edge in the 5G era.

#### **4.3.6. Customer analysis**

This section includes the analysis of both new and existing customers.

##### **4.3.6.1. New Customer Analysis**

Analysis of customers who entered the V V Yoga live streaming room through the WeChat live streaming platform and paid to join the fan group .

## 1. Reliability Analysis of New Customer Data

The data collected from new customers through the questionnaire was subjected to reliability analysis to ensure the data's reliability and accuracy, thus providing a solid foundation for subsequent study. To ensure the stability and reliability of the questionnaire design, IBM SPSS 26 was used to conduct the reliability analysis, employing Cronbach's Alpha, a widely accepted measure of reliability. Typically, an Alpha coefficient greater than 0.8 indicates acceptable reliability, while a value greater than 0.9 suggests excellent reliability. For the four dimensions and eight questions of the 4P model, Table 4.1 shows the specific analysis results, with the Cronbach's Alpha values for each dimension: Product (A) at 0.836, Price (B) at 0.886, Place (C) at 0.899, and Promotion (D) at 0.878. The overall scale's Cronbach's Alpha value is 0.956, all of which are above 0.8, indicating good reliability for the questionnaire.

Table 4.1 Reliability Statistics

Dimension	Question	CITC	Cronbach's alpha
A Product	Q1	0.854	0.886
	Q2	0.866	
B Price	Q3	0.698	0.836
	Q4	0.805	
C Place	Q5	0.869	0.899
	Q6	0.875	
D Promotion	Q7	0.880	0.878
	Q8	0.832	
Overall Scale			0.956

Source: Author (2025)

## 2. New Customer Data Analysis (Based on 4P)

This thesis analyzes the survey results of V V Yoga's live streaming platform by integrating the 4P model across the dimensions of product, price, place, and promotion. The analysis is as follows:

### (1) Product Dimension:

In the 4P model, the product dimension is one of the core elements, directly determining the value of the brand's offered products or services and significantly influencing consumer purchase decisions. The product includes not only physical goods but also services and additional value experiences. For the V V Yoga brand, the product dimension is particularly important as it reflects customers' expectations of the live-streamed course content and the actual experience they receive.

Table 4.2 Product Dimension Survey Statistics (5 being the highest)

Dimension	Average Score
Q1: Are you satisfied with the variety of products offered in the V V Yoga live streaming room to meet your needs?	3.33
Q1: Are you satisfied with the variety of products offered in the V V Yoga live streaming room to meet your needs?	3.385
Overall	3.358

Source: Author (2025)

According to the survey results, as shown in Table 4.2, the satisfaction score for the variety of products offered in the V V Yoga live streaming room (Q1) was the lowest at 3.33. This suggests that most consumers believe the variety of products is insufficient. For instance, certain niche markets (such as courses and products aimed at pregnant women, the elderly, and beginners) may not be fully covered.

The score for the professionalism and practicality of V V Yoga course content (Q2) was 3.385, indicating some level of recognition, though overall satisfaction was slightly lower. Given that yoga is a highly specialized practice, customers have a high demand for professional guidance and practical techniques. Therefore, V V Yoga may need to further improve its teaching methods and course structure.

Currently, the overall satisfaction score for the product dimension is 3.358, which is the lowest among the four dimensions. This indicates that V V Yoga still has several shortcomings in terms of product variety, professionalism, and practicality.

#### (2) Price Dimension:

The price dimension is another crucial component of the 4P model, serving as one of the key factors influencing consumer purchase decisions. It directly relates to brand positioning, market competitiveness, and consumer perception. Price reflects not only the product's value but also the brand's market positioning and plan.

Table 4.3 Price Dimension Survey Statistics (5 being the highest)

Dimension	Average Score
Q3:Are you satisfied with the pricing of the products/courses offered in the V V Yoga live streaming room?	3.6
Q4:Does the pricing of V V Yoga's courses or products meet your value expectations?	3.485
Overall	3.543

Source: Author (2025)

According to the survey results, as shown in Table 4.3, consumer satisfaction with the pricing of products/courses in the V V Yoga live streaming room (Q3) scored 3.6, the highest among the four dimensions. This suggests that most consumers find V V Yoga's pricing plan reasonable, meeting their expectations and needs. However, the price-value match (Q4) scored 3.485, indicating that customers' value expectations for V V Yoga's products and services are slightly lower. The perception of product value plays a key role in purchase decisions; if consumers believe the price paid aligns with the content and quality of the courses, their loyalty and repeat purchase intentions will increase significantly; otherwise, the opposite will occur.

The overall score for the price dimension in V V Yoga's live-stream marketing is 3.543, making it the best-performing aspect among the four dimensions. However, the slightly lower perception of product value indicates that without addressing these factors, V V Yoga may struggle to enhance customer satisfaction and strengthen brand loyalty in a highly competitive market.

### (3) Place Dimension:

In the 4P marketing model, the place dimension primarily focuses on how a brand effectively delivers its products or services to consumers, including sales Places, distribution Places, and the overall consumer experience during the purchasing process. An effective place plan can not only influence consumer purchase decisions but also directly enhance brand influence and market competitiveness.

Table 4.4 Place Dimension Survey Statistics (5 being the highest)

Dimension	Average Score
Q5:How would you rate your experience purchasing V V Yoga products or courses through the WeChat live streaming room?	3.405
Q6:How would you rate the customer interface design and ease of use of the V V Yoga live streaming platform?	3.395
Overall	3.4

Source: Author (2025)

According to the survey results, as shown in Table 4.4, consumers' rating of their purchasing experience for V V Yoga products or courses through the WeChat live streaming room (Q5) was 3.405, suggesting that some consumers felt the shopping experience did not fully meet their expectations. Additionally, consumers rated the customer interface design and ease of use of the WeChat live streaming platform (Q6) at 3.395, which is close to the average, indicating that some customers encountered difficulties when using the platform, and overall ease of use needs further improvement.

The overall score for the place dimension in V V Yoga's live-stream marketing is 3.4, highlighting the need for improvements in Place design and customer experience. A

suboptimal performance in this dimension negatively impacts the online purchasing process and live-stream interaction experience, which can reduce consumer engagement and weaken the brand's market competitiveness.

#### (4) Promotion Dimension:

In the 4P marketing model, the promotion dimension focuses on how a brand effectively communicates with consumers through various promotional tools to stimulate their purchasing desire. Promotion includes not only advertising, discounts, and special offers but also interactions between the brand and consumers, as well as the overall Commercial Development Plan.

Table 4.5 Promotion Dimension Survey Statistics (5 being the highest)

Dimension	Average Score
Q7:Are you satisfied with the frequency and intensity of V V Yoga's live streaming promotional activities (e.g., flash sales, coupons)?	3.41
Q8:Do you think V V Yoga's promotional activities attract you to participate and purchase products or courses?	3.365
Overall	3.388

Source: Author (2025)

According to the survey results, as shown in Table 4.5, consumers rated the frequency and intensity of V V Yoga's live streaming promotional activities (e.g., flash sales, coupons) (Q7) at 3.41, a relatively high score, indicating that consumers are generally satisfied with the frequency and discount intensity of promotional activities. However, some consumers still expect more attractive promotional tools. Additionally, the score for whether V V Yoga's promotional activities attract consumers to purchase products or courses (Q8) was 3.365, slightly lower, showing that there are limitations in the promotion dimension's ability to drive actual purchasing behavior.

The overall score for the promotion dimension in V V Yoga's live-stream marketing is 3.388, showing that promotional efforts have had some effect but still leave room for improvement. For example, V V Yoga's promotional activities lack personalization and interactivity, reducing their appeal to consumers and making it harder to drive sales conversion, which in turn affects the brand's influence and user loyalty.

the analysis of the 4P model's dimensions reveals varying performances in V V Yoga's new user Commercial Development Plan. The product dimension scored the lowest, reflecting deficiencies in product variety, professionalism, and practicality. The promotion dimension also shows a moderate performance, indicating that while promotions have some impact, their lack of personalization and interactivity limits their attractiveness and sales conversion potential. The price dimension performed the best, although consumers'



perceived value of the products remains a limiting factor in improving brand loyalty. The place dimension shows an average performance, highlighting the urgent need to improve the online purchasing process and live-stream interaction experience. V V Yoga will need to make targeted improvements in these dimensions to remain competitive in the market.

#### 4.3.6.2. Analysis of Existing Customers

This section is based on the 4P model, using data from existing customers (those with previous purchasing behavior) in the V V Yoga brand's live streaming room as the respondent. A total of 198 respondents were initially collected, but 98 respondents with purchase amounts below 10 RMB and purchase frequency of only once were removed. The remaining 100 respondents of data, consisting of customers with purchases above 10 RMB and more than one purchase, were selected for analysis. Based on their characteristics, these customers were categorized, and corresponding marketing actions were developed.

##### 1. Characteristics Analysis of Existing Customers

This subsection analyzes the characteristics of 100 respondents, including gender, age, region, product type, product price, promotional activities, consumption behavior, and Place distribution, the following is analysed:

##### (1) Gender:

Table 4.6 Gender Distribution

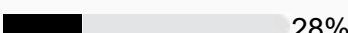
Option	Total	Percentage (%)
male	35	 35%
female	65	 65%

Source: Author (2025)

Regarding gender, as shown in Table 4.6, 65% of the respondents are female, while 35% are male, indicating that the proportion of female respondents is higher than that of males. The results suggest that the primary consumers of V V Yoga's products are still predominantly female. However, there is potential for growth in male consumer demand in this area, though females remain the main driving force behind V V Yoga's consumption base.

##### (2) Age:

Table 4.7 Age Distribution

Option	Total	Percentage (%)
20-29	30	 30%
30-39	28	 28%

40-49	19	<div><div></div></div> 19%
50+	23	<div><div></div></div> 23%

Source: Author (2025)

Regarding age, as shown in Table 4.7, 30% of the respondents are aged 20-29, 28% are aged 30-39, 19% are aged 40-49, and 23% are aged 50 and above. The results indicate that V V Yoga's live-streaming services hold significant appeal for the younger demographic under 40, successfully meeting their needs. However, for the age group over 40, the data suggests that the current live-stream content and promotional plans may not effectively attract or engage this segment of customers. Further improvement plans should focus on addressing the needs of the middle-aged and senior groups by offering more appropriate content and targeted marketing activities to enhance overall user engagement. In summary, while V V Yoga live-streaming performs well with younger audiences, it lacks sufficient appeal to older customers, requiring improvements in content and marketing actions to increase their participation.

### (3) Region:

Table 4.8 Regional Distribution

Option	Total	Percentage (%)
Shanxi, Yunnan, Guangxi, Shaanxi	16	<div><div></div></div> 16%
Jiangsu, Zhejiang, Anhui	21	<div><div></div></div> 21%
Fujian, Jiangxi, Hubei	19	<div><div></div></div> 19%
Sichuan, Guizhou, Hebei, Henan	20	<div><div></div></div> 20%
Shanghai, Beijing, Guangdong	24	<div><div></div></div> 24%

Source: Author (2025)

Regarding geographical regions, as shown in Table 4.8, respondents from first-tier cities such as Shanghai, Beijing, and Guangdong account for 24%, while users from less developed areas like Shanxi, Yunnan, and Guangxi represent only 16%. The results indicate that within V V Yoga's existing customer base, consumers in first-tier cities demonstrate a higher acceptance of yoga and possess stronger purchasing power. On the other hand, the market potential in less developed regions remains largely untapped, with a relatively smaller customer base.

### (4) Product Type:

Table 4.9 Product Type Distribution

Option	Total	Percentage (%)
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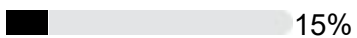
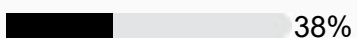
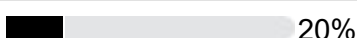
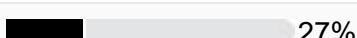
Yoga Courses	16	 16%
Yoga Apparel	13	 13%
Books	17	 17%
Yoga Accessories	35	 35%
Health Food	19	 19%

Source: Author (2025)

Regarding product types, as shown in Table 4.9, yoga accessories account for 35%, yoga courses for 16%, books for 17%, and yoga apparel for 13%. The results indicate that within V V Yoga's current customer base, there is a strong demand for practical tools, which presents a key growth area for V V Yoga in the future. However, the core yoga courses seem to attract relatively less interest from existing customers, which may be due to content homogeneity or insufficient targeting. Additionally, there is room for growth in demand for supplementary products such as books and yoga apparel among the current customers.

#### (5) Price per Order:

Table 4.10 Price per Order Distribution

Option	Total	Percentage (%)
10-100 RMB	15	 15%
101-300 RMB	38	 38%
301-600 RMB	20	 20%
600+ RMB	27	 27%

Source: Author (2025)

Regarding price per order, as shown in Table 4.10, the middle to high price ranges (101-300 RMB and above 600 RMB) account for 38% and 27%, respectively. This suggests that within V V Yoga's existing customer base, a significant portion of clients have a high level of recognition for the courses and services offered by V V Yoga, demonstrating a willingness to invest more in high-quality content and premium services over the long term. This has contributed to increased customer loyalty and brand reliance. However, the proportion of users in the low price range (10-100 RMB) is only 15%, indicating that V V Yoga's promotional activities and rewards for existing customers may not be sufficiently attractive, with a lack of pricing flexibility. Additionally, if existing users do not consistently experience fresh content or value-added services, they may become resistant to the higher pricing. Therefore, V V Yoga should consider introducing more frequent discounts or membership perks for its loyal customers to enhance their sense of reward and increase engagement.

(6) Promotional Activities:

Table 4.11 Promotional Activity Distribution

Option	Total	Percentage (%)
Points and Membership System	8	<div><div></div></div> 8%
Discounts and Offers	58	<div><div></div></div> 58%
Free Gifts and Benefits	32	<div><div></div></div> 32%
Limited-Time Promotions	2	<div><div></div></div> 2%

Source: Author (2025)

Regarding promotional activities, as shown in Table 4.11, discounts and offers account for 58%, indicating that this is currently the most effective method for attracting V V Yoga’s existing customers and significantly enhancing their engagement. However, the points and membership system accounts for only 8%, suggesting that its incentive effect on existing customers is not particularly strong. Gifts and benefits make up 32%, demonstrating that this method has considerable appeal for V V Yoga’s current customers, though it could be further improved to enhance long-term customer retention. Flash sales, at only 2%, show limited effectiveness, possibly due to the lack of immediate purchase urgency in yoga live-streams or insufficient promotional intensity.

(7)Consumption Behavior:

Table 4.12 Consumption Behavior Distribution

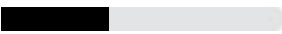
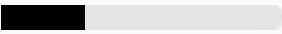
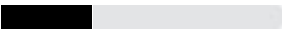
Option	Total	Percentage (%)
First Purchase	55	<div><div></div></div> 55%
Repurchase	45	<div><div></div></div> 45%

Source: Author (2025)

Regarding consumer behavior, as shown in Table 4.12, first-time purchases account for 55%, while repeat purchases only account for 45%. This indicates that V V Yoga is successful in attracting new users through its market promotion and customer engagement plans. However, the relatively lower percentage of repeat purchases suggests that there is still significant untapped potential. It also reflects that existing customers may not perceive sufficient value after their initial purchase, or that V V Yoga lacks effective follow-up marketing actions to encourage repeat purchases.

(8)Place:

Table 4.13 Distribution of Places

Option	Total	Percentage (%)
Live Streaming	38	 38%
Website	30	 30%
WeChat Community	32	 32%

Source: Author (2025)

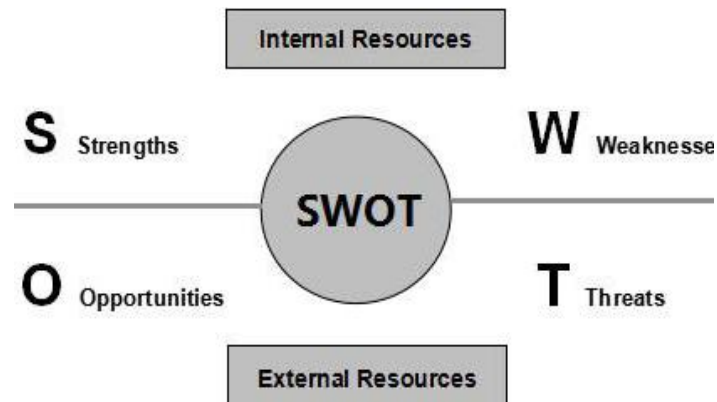
Regarding the distribution places, as shown in Table 4.13, live streaming accounts for 38%, the website for 30%, and WeChat groups for 32%. This suggests that, among V V Yoga's existing customers, live streaming is the primary sales place, offering immediate interaction and real-time instruction, which meets users' needs for convenience and flexibility. The website enhances customer trust and strengthens the relationship between V V Yoga and its existing customers. Meanwhile, the WeChat groups leverage social media's real-time communication features, fostering a sense of community and increasing customer retention and loyalty.

In summary, female and younger customers dominate the platform, while middle-aged and older customers, as well as consumers from less developed regions, show lower engagement, presenting growth opportunities. Demand for yoga accessories is high, but the appeal of core courses and complementary products remains weak, necessitating an increase in product diversity. Higher-priced offerings attract existing customers, but the lack of promotional flexibility in lower price ranges calls for improved loyalty programs. Discounts and free gifts have proven effective, but the membership system and limited-time promotions need further refinement. First-time purchases are high, while repurchase rates are low, indicating a need to enhance customer experience and encourage repeat purchases. Although live streaming is the primary Place, diversifying across all Places will be crucial to improving customer experience and strengthening brand loyalty.

#### 4.4. SWOT Analysis

SWOT analysis is based on both the internal environment of the company and the external competitive environment. It provides a basis for decision-making and is often used to formulate company development plans and competitive analysis. As shown in the Figure 4.6:

Figure 4.5 SWOT Analysis Diagram



Source: Weihrich (1982)

The internal and external competitive environment analysis for V V Yoga is as follows:

### **Strengths**

- Professional coaching team
- Live streaming technical support
- High-end equipment
- Promotion of health and wellness concepts
- Integration of online and offline services

### **Weaknesses**

- Limited interaction during live streams
- High operational costs
- Insufficient market promotion
- Low customer loyalty

### **Opportunities**

- Growing health awareness
- Technological advancements
- Rise of social media
- Potential for cross-border market expansion
- Government vision to build a healthy and strong nation
- Government policies to stimulate public enthusiasm for participation in national fitness activities
- Purchase power of Chinese people
- Favorable Chinese economic context

## **Threats**

- Intense market competition
- Pressure from price competition
- Rapidly changing customer demands
- Dependence on platforms

### **4.5. Objectives of this plan**

It follows the Commercial Development Plan objectives:

1. Increase New User Conversion Rate in the live streaming
2. Increase Repeat Purchases from Existing Users
3. Boost live streaming Revenue

### **4.6. Commercial Strategy: Marketing, Sales and Business Development**

#### **4.6.1. Segmentation, Targeting, and Positioning**

The STP theory—Segmentation, Targeting, and Positioning—provides a clear framework for developing effective marketing actions. In the context of yoga live streaming marketing, applying the STP theory helps to accurately segment user groups and communicate brand value through appropriate plans. The following explains how the STP theory is applied in V V Yoga's market analysis and Commercial Development Plan.

#### **1. Segmentation**

The yoga live streaming market can be segmented across multiple dimensions to meet the needs of different user groups. The objective is to accurately target various segmented market user groups and provide differentiated products and services, thereby enhancing user engagement and loyalty. The specific content is as follows:

##### **(1) Demographic Segmentation**

**Age:** Users are segmented by age groups, such as 21-30, 31-40, 41-50, and 50+. Different age groups have distinct yoga course needs: younger users may prefer high-energy, intensive classes, while older users tend to favor calming, health-oriented yoga.

**Gender:** While women are the primary audience for yoga, male yoga enthusiasts are on the rise. Gender-specific content can be offered, such as strength-focused yoga for men and stress-relief and body-sculpting yoga for women.

Occupation: Users from different occupational backgrounds have varying yoga needs. Office workers may prefer short, efficient classes, while freelancers and homemakers might favor longer, more flexible courses.

#### (2) Geographic Segmentation

Users in first- and second-tier cities generally have higher health awareness and purchasing power, making them ideal candidates for high-end, customized courses or VIP services. Conversely, users in third- and fourth-tier cities are more cost-conscious, and offering affordable, value-for-money courses and packages would appeal to this segment.

#### (3) Psychographic Segmentation

Users' personality traits are another important factor for segmentation. Those who enjoy challenges may prefer advanced yoga, while users seeking inner peace may lean towards meditation-focused courses.

#### (4) Behavioral Segmentation

Viewing Frequency: Segment users by how often they watch livestreams. High-frequency users require more frequent content updates and customized services, while low-frequency users may need attractive beginner courses or special events to engage them.

Purchase Behavior: Users can be segmented by their purchasing behavior, such as those who only watch free content, those who occasionally purchase courses, and frequent buyers. Frequent purchasers may be interested in VIP services, while new users may rely more on promotions to boost engagement.

Therefore, by segmenting based on the above dimensions and offering customized content and services, V V Yoga can effectively attract different user groups, meet their diverse needs, and in turn enhance the user experience, strengthen the platform's com.

## **2. Targeting**

The target market for live-streamed yoga includes a variety of user groups, such as urban professionals, health and wellness enthusiasts, fitness aficionados, and homemakers. Each of these groups has distinct needs and preferences, which can be addressed through differentiated content and services to precisely meet their expectations. Below is an analysis of the needs of the primary target user groups:

#### (1). Urban Professionals

Needs: Limited time, high work pressure; preference for convenient and efficient health management; favor courses that provide rapid stress relief and relaxation.

#### (2). Health and Wellness Enthusiasts

Needs: Focus on long-term health management and mind-body balance; seek scientifically effective fitness methods; prefer yoga practices that are integrated with overall wellness and health routines.



(3). Fitness Aficionados

Needs: Preference for high-intensity, challenging workouts; their interest in yoga is centered on physical conditioning and body sculpting; enjoy exploring innovative training methods.

(4). Homemakers

Needs: Flexible schedules but with family responsibilities, requiring workouts that can be balanced with household chores and childcare; focus on health and wellness, with an interest in activities that can involve family members, especially children.

By clearly defining its target markets, V V Yoga can effectively address the specific needs of various segments, offering tailored content and services to increase market share and competitive advantage.

### **3. Positioning**

Through clear market positioning, V V Yoga's livestreams can establish a distinct brand image in users' minds. The positioning of V V Yoga's livestreams is as follows:

(1)Functional Positioning:

Position the yoga live streaming platform as a functional service for physical and mental health, offering classes such as sleep aid, stress relief, and body sculpting yoga.

(2)Emotional Positioning:

Emphasize the emotional and psychological benefits of yoga, crafting a brand image around a "peaceful mind and harmonious body," to attract users seeking spiritual fulfillment.

(3)Price Positioning:

Differentiate pricing based on consumer purchasing power. High-end markets can focus on exclusive courses for elite users, while the low-end market can offer affordable yoga classes and live streaming accessible to everyone.

Through multi-level market positioning, V V Yoga can precisely cover different consumer groups, strengthen its competitive position in the market, and achieve broader brand recognition and customer loyalty.

#### **4.6.2. Customer Retention Strategies**

##### **1. Enhancing User Engagement and Stickiness**

A personalized experience and strong community engagement can increase user participation and brand attachment. First, V V Yoga can provide customized learning paths based on users' practice frequency and habits, recommending tailored training plans to ensure consistent engagement and higher repurchase rates. Second, building an exclusive

yoga community can foster experience sharing and daily participation challenges, reinforcing a sense of belonging among users. Additionally, V V Yoga should continuously improve course content by aligning with market trends and customer feedback, innovating course formats, and collaborating with renowned yoga instructors to develop specialized programs. This approach ensures course professionalism and appeal, ultimately delivering a superior learning experience.

## **2. Relationship Marketing: Establishing Long-Term Customer Relationships**

The core objective of relationship marketing is to enhance customer retention and drive long-term sustainable growth through customer segmentation, trust-building, and high-quality service.

### **(1) Precision Customer Segmentation and Personalized Marketing**

A data-driven marketing strategy is essential to enhance user experience and promote long-term retention. First, customers should be segmented based on purchasing behavior, viewing habits, and engagement levels, categorizing them into high-value users, potential users, and inactive users. Tailored marketing strategies should then be developed for each segment. Second, leveraging an intelligent recommendation system, V V Yoga can provide personalized yoga courses, health and nutrition advice, and related products for different customer groups, improving user engagement and satisfaction. Additionally, lifecycle marketing should be implemented, offering customized strategies at different user stages (e.g., new user activation, loyal customer retention, and inactive user re-engagement). This may include welcome packages, exclusive discounts, or return incentives to ensure continuous brand engagement and loyalty.

### **(2) Trust-Building: Strengthening Emotional Connection with Customers**

A multi-dimensional approach is essential for increasing brand influence and user trust. First, transparency should be enhanced by showcasing real teaching scenarios and behind-the-scenes stories during live sessions, allowing users to perceive authenticity and professionalism. Second, customer interaction should be strengthened through live Q&A sessions, one-on-one consultations with instructors, and feedback-driven Improvements to enhance user engagement and brand dependence. Furthermore, V V Yoga should engage in corporate social responsibility initiatives, such as free yoga livestreams and charity fundraising courses, to cultivate a positive brand image and deepen emotional connections with users.

### **(3) Delivering Exceptional Customer Service**

Providing outstanding service experiences is crucial for increasing customer satisfaction and brand loyalty. First, a **\*\*24/7 online customer support system\*\*** should be established to ensure users receive prompt responses and timely issue resolution, thereby improving

service efficiency and satisfaction. Second, V V Yoga should continuously refine the livestream experience, video quality, and course arrangements based on user feedback to enhance overall user satisfaction. Lastly, a flexible course refund and exchange policy should be introduced to minimize consumer risk and concerns, allowing users to participate in courses with confidence, ultimately strengthening brand trust and loyalty.

### **3. Enhancing Customer Loyalty: Building Long-Term User Relationships**

Customer loyalty encompasses the cognitive, emotional, and behavioral dimensions. To strengthen customer loyalty in the yoga livestreaming business, V V Yoga must focus on the following aspects:

#### **(1) Cognitive Dimension: Strengthening Brand Awareness**

Brand awareness and market influence should be continuously enhanced through precise positioning and multi-channel marketing strategies. First, V V Yoga should clearly define its brand identity as a "professional yoga education platform" and reinforce this perception through ongoing marketing initiatives. Second, content marketing strategies should be leveraged, including short videos, blog articles, and expert interviews, to communicate the values of yoga and a healthy lifestyle, thereby increasing brand influence. Additionally, SEO (Search Engine Improvement) and SEM (Search Engine Marketing) should be improved to improve V V Yoga's search visibility for yoga-related keywords.

#### **(2) Emotional Dimension: Building an Emotional Connection**

Customer experience and loyalty can be significantly enhanced through community-building, emotional marketing, and personalized customer care. First, creating a brand community through online and offline yoga events will strengthen user engagement and foster a sense of belonging. Second, emotional marketing strategies should be implemented by sharing brand stories and user testimonials to deepen emotional resonance, allowing users to form a stronger connection with V V Yoga. Additionally, personalized customer care should be emphasized by sending customized greetings and exclusive offers on special occasions such as customer birthdays and membership anniversaries. These initiatives will create a warm and personal user experience, further increasing customer retention and reinforcing long-term brand influence.

#### **(3) Behavioral Dimension: Encouraging Long-Term Consumption and Brand Advocacy**

Innovative subscription models, community incentives, and strategic collaborations should be utilized to enhance user engagement and brand advocacy. First, introducing monthly and annual subscription plans with exclusive benefits, such as discounted courses, instructor consultations, and VIP community access, will encourage repeat purchases and foster long-term participation. Second, a "Yoga Enthusiast Leaderboard" can be established, rewarding users who consistently complete workouts, thus motivating continued participation

and increasing community activity. Lastly, collaborations with health food and fitness equipment brands to offer co-branded courses or exclusive product bundles will not only expand market reach but also strengthen user identification and loyalty toward V V Yoga.

#### **4.6.3. Sales Strategies**

In the business development plan for V V Yoga, the formulation of a sales strategy is crucial. This section will systematically outline the sales strategy in four key areas: precise customer acquisition, sales channel improvement, user relationship maintenance, and sustained repurchase strategies.

##### **1. Precise Customer Acquisition: Improving the Acquisition Pathway to Increase Conversion Rates**

An effective customer acquisition strategy helps reduce customer acquisition costs and improve sales efficiency. V V Yoga needs to leverage data analysis and market positioning to ensure it reaches high-value target customers.

###### **(1) Data-Driven Customer Segmentation**

By utilizing customer segmentation, targeted advertising, and content improvement strategies, V V Yoga can effectively improve user conversion rates and expand brand influence. First, potential customers are segmented based on demographics, consumption habits, and interests, categorizing them into beginners, intermediate practitioners, and professional yoga enthusiasts. This enables personalized course recommendations tailored to each user group. Next, social media platforms such as TikTok, Xiaohongshu, and Instagram can be used for precise interest-based promotions, maximizing advertising return on investment (ROI). Additionally, A/B testing should be implemented to improve marketing content, testing different promotional materials, landing page designs, and video ads to continuously improve potential customer click-through rates and conversion rates, further enhancing brand market performance.

###### **(2) Word-of-Mouth Marketing and Social Viral Growth**

Various marketing strategies should be employed to amplify brand influence and expand the user base. First, a referral reward system should be introduced, encouraging existing customers to invite new users in exchange for discounts, free courses, or reward points to extend the sales coverage. Second, active social media content marketing should be conducted, regularly publishing high-quality short videos, customer success stories, and free trial classes to increase brand exposure and convert potential customers. Moreover, collaborations with yoga Key Opinion Leaders (KOLs) and Key Opinion Consumers (KOCs)

for experience sharing can further elevate the brand's credibility and improve sales conversion rates.

## **2. Sales Channel Improvement: Expanding Diverse Channels to Achieve Efficient Conversion**

Diverse sales channels help increase user reach and provide convenient purchasing options for customers.

### **(1) Live-streaming E-commerce Sales**

High-interaction live-streaming strategies combined with time-limited promotional activities can enhance audience engagement and conversion rates. First, creating a highly interactive live-streaming space that combines professional yoga instruction with time-limited discounts will attract viewers to engage actively and increase immediate conversion rates. Second, live-streaming events should include time-limited promotions such as flash discounts, group purchases, and limited-course gift packs to create a sense of urgency and prompt users to make swift purchasing decisions. Finally, real-time interaction and Q&A during live-streaming can reduce decision-making time for users and boost transaction rates, further driving sales growth.

### **(2) Direct Sales through Website and App**

Improving user purchasing paths, membership subscription models, and personalized recommendation engines will improve customer experience and brand profitability. First, the purchasing process should be simplified by offering one-click ordering, installment payments, and other convenient options to reduce user churn and improve conversion rates. Second, monthly or annual membership subscription plans should be introduced to generate recurring revenue for the brand while ensuring the enhancement of Customer Lifetime Value (CLV) and increasing user stickiness. Finally, a personalized recommendation engine should be implemented based on users' viewing history and purchasing behavior to intelligently suggest related courses, boosting repurchase rates and encouraging long-term engagement.

### **(3) Third-Party Platform Partnerships**

Collaborations with online education platforms and offline yoga studios will expand brand exposure and attract new users. First, joining online education platforms like Tencent Classroom can leverage their extensive user base to increase brand visibility and attract more potential customers. Second, partnerships with offline yoga studios to offer online-offline hybrid courses will not only convert offline customers into online users but also increase sales and expand market reach.

## **3. User Relationship Maintenance: Building Trust and Enhancing Loyalty**

Good user relationships not only increase customer satisfaction but also foster long-term sales growth.

#### (1) High-Quality Customer Service

Establishing a responsive customer service system and comprehensive after-sales follow-up mechanisms will improve user satisfaction and improve the overall experience. First, offering 24/7 online customer service ensures users can receive timely assistance at any time, improving service efficiency and user satisfaction. Second, implementing after-sales follow-up mechanisms to track users' learning progress and provide necessary support ensures that each user gets the best learning experience, which in turn strengthens customer loyalty and brand affinity.

#### (2) Brand Emotional Marketing

By developing membership care programs and building brand communities, user brand affinity and loyalty can be enhanced. First, a membership care program should be established to provide exclusive discounts or courses during important moments such as users' birthdays or membership anniversaries, helping users feel valued and creating emotional connections with the brand. Second, a brand community should be created using platforms like WeChat groups or online forums to encourage user interaction and communication, further enhancing the sense of belonging and boosting long-term user engagement and community vitality.

#### (3) Customer Feedback and Improvement

Regularly gathering user feedback and iterating product offerings based on customer needs ensures the continuous improvement of service quality and user experience. First, surveys, live-streaming interactions, and other methods should be used to collect user opinions regularly to ensure the brand remains attuned to user needs and suggestions. Second, based on feedback, course content, pricing strategies, and marketing approaches should be adjusted to better meet user demands, thus enhancing overall user satisfaction and improving the brand's market competitiveness.

### **4. Sustained Repurchase Strategy: Enhancing CLV and Driving Long-Term Sales Growth**

Encouraging continuous customer consumption is the core of sales growth. V V Yoga can increase CLV through subscription models, personalized recommendations, and diversified product offerings.

#### (1) Subscription-Based Course System

Developing membership subscription plans and automatic renewal features will enhance long-term user engagement and brand loyalty. First, a VIP annual membership subscription service offering exclusive courses and live-stream playback rights should be launched to

attract users to choose long-term subscriptions, thereby increasing repurchase rates. Second, an automatic renewal feature should be introduced to simplify the subscription renewal process, ensuring users remain subscribed without manual intervention, thus increasing long-term user retention and reinforcing the brand's competitive strength.

#### (2) Multi-Tiered Product System

Providing a multi-tiered course system and cross-category value-added services will stimulate users' long-term learning interests and consumption potential. First, a basic and advanced course system should be developed to meet the needs of different users, encouraging long-term learning and advanced purchases from entry-level to expert courses. Second, cross-category value-added services, such as health food guidance, meditation training, and personal coaching consultations, should be introduced to enrich users' yoga experiences and increase purchase willingness, thereby enhancing the brand's appeal and market competitiveness.

#### (3) Precision Marketing Driving Repurchase

Utilizing AI-powered recommendation systems and personalized discount offers will increase repurchase rates and brand loyalty. First, an AI recommendation system should be used to analyze user purchasing behavior and accurately suggest the most relevant advanced courses, helping users discover the best learning content and increasing repurchase rates. Second, limited-time renewal discounts should be offered to users whose subscriptions are nearing expiration, providing personalized incentives to encourage continued subscriptions and ensure the brand's steady revenue stream and long-term user participation.

Through precise customer acquisition, sales channel improvement, strengthening user relationships, and driving sustained repurchase, V V Yoga can establish a robust sales system that improves conversion rates and Customer Lifetime Value (CLV). Moving forward, the company must continuously improve its sales strategy, aligning with market trends and user feedback to ensure long-term, sustainable growth.

### **4.7. Marketing-Mix**

This chapter presents the actions that should be implemented (in terms of Product, Price, Place, and Promotion) to reach the defined objectives of this Commercial Development Plan.

#### **4.7.1. Product**

This presents an opportunity for differentiated competition. By concentrating on delivering high-quality content and premium instructional resources, V V Yoga can attract users seeking top-tier, professional yoga training, thereby establishing a distinctive brand position in the market. V V Yoga can further reinforce its premium positioning by partnering with other high-end brands and offering value-added services, thereby enhancing its overall appeal to its target audience.

By focusing on precise content targeting and high-quality teaching resources, V V Yoga can attract users who seek premium and professional yoga training, establishing a unique brand position. V V Yoga can further strengthen its high-end positioning by collaborating with other premium brands and offering additional value-added services.

High-frequency users require frequent updates and deeper engagement with courses. Providing personalized coaching or VIP membership services for them will help enhance loyalty. For low-frequency users, promotional activities or free trial classes can be used to encourage participation in more live streaming courses, building habits and increasing platform stickiness.

The product dimension of the marketing actions based on the 4P model is essential for V V Yoga, and the introduction of diverse product combinations, value-added services, professional courses, and limited-time trial offers can significantly improve user purchasing motivation and satisfaction.

#### Product: Improving Conversion Rates of New Users in Live Streams.

To attract new users, the product offerings can be improved by improving the content. Specific actions include introducing a variety of customized yoga courses to meet different user needs, such as beginner courses, advanced programs, and targeted sessions (e.g., stress relief, body sculpting). Additionally, increasing live-stream interactivity—through real-time Q&A, user experience sharing, and other engagement features—can enhance user participation and boost the appeal of the live sessions. These efforts are aimed at drawing in more new viewers and converting them into paying members or product buyers.

##### 4.7.1.1. For New Users

To improve the conversion rate of first-time purchases, enhancing the product dimension is crucial.

First, offering a diverse product range and value-added services can better meet user needs. Based on market segmentation, tailored yoga courses can be designed for different groups (e.g., beginners, advanced practitioners, stress management, flexibility improvement).



This personalized approach helps users quickly find suitable products, thereby increasing purchase intentions and improving the conversion rate of new users.

Second, highlighting the professionalism and practicality of the product is also critical. Demonstrating course content through live streaming or short videos and inviting experienced yoga instructors to showcase it can emphasize the product's professionalism and practicality, further enhancing its credibility and attractiveness.

Lastly, limited-time trial products are an effective marketing action. Offering limited-time trial courses (e.g., a 1 RMB trial session or a free first course) for new users can lower the psychological barrier of first-time purchases, making it easier for them to make a purchase decision.

By implementing these actions, including diverse product combinations, value-added services, professional course demonstrations, and limited-time trials, V V Yoga can effectively meet users' personalized needs, enhance the perceived value and credibility of the products, and ultimately improve purchasing motivation and satisfaction, leading to higher first-time conversion rates among new users.

#### 4.7.1.2. For Existing Users

##### 1.Design Personalized Courses Based on Different User Needs:

For urban white-collar workers, who face high work pressure and limited time, their demand for yoga courses focuses on short, efficient sessions that provide rapid physical and mental relaxation. The product design should prioritize efficient and convenient health management by offering short courses such as “15-Minute Quick Stress Relief Yoga” or “Office Yoga” tailored to white-collar professionals. These courses can be scheduled flexibly in the morning, during lunch breaks, or in the evening, with the option for course replays to accommodate the fragmented time available for exercise in this group.

For the health-conscious group, particularly individuals over the age of 40, the focus is on the benefits of yoga for mental and physical balance and long-term health management. Product offerings should emphasize body conditioning, breathing exercises, and wellness. Specialized courses like “Breath Regulation Yoga” and “Meditation Yoga” can be developed to help these users improve their mental and physical balance and relieve stress through breathing and meditation practices. Additionally, health-focused courses such as “Joint Care Yoga for Seniors” and “Women’s Blood Circulation Yoga” can be offered to help users improve bodily functions, regulate energy, and enhance overall health.

For fitness enthusiasts, especially young men and women who prefer high-intensity workouts, there is a demand for challenging, physically demanding courses. V V Yoga

should focus on high-intensity training courses such as “Power Yoga” and “Vinyasa Yoga,” which target strength building and endurance training, helping users strengthen their core and improve muscle stamina.

For housewives, who have more flexible schedules but must balance household duties and childcare, product design should focus on flexibility in course times and the potential for family participation. For women who have recently given birth, “Postnatal Recovery Yoga” can be offered to help them restore physical strength, adjust posture, and improve mental well-being. Additionally, “Parent-Child Yoga” can be introduced to allow housewives to exercise while engaging with their children, promoting family bonding through shared activities. Course designs should be simple and enjoyable, suitable for both mothers and children, to enhance the family atmosphere.

## 2. Continuously Innovate Product Content to Avoid Homogenization

To enhance user retention and loyalty, V V Yoga should continuously innovate its course offerings to avoid product homogenization. By introducing new types of courses and different levels of training modules, the platform can maintain user interest and inspire long-term engagement. For instance, introducing specialized courses such as “Prenatal Yoga,” “Children's Yoga,” and “Parent-Child Yoga” can cater to users at different life stages and ages, offering a wider range of choices. V V Yoga can also regularly launch new thematic courses to keep users engaged. For example, introducing a monthly course theme, such as “Yoga and Meditation Month” or “Yoga Stress Relief Bootcamp,” would align with users’ health goals and seasonal needs, helping them set long-term health objectives and encouraging continued participation.

## 3. Develop Flagship Product Lines to Enhance Brand Recognition

V V Yoga should focus on developing a few highly recognizable and competitive flagship products as its core course series. These product combinations will help establish the platform’s brand differentiation and improve its competitiveness in the market. Courses such as the “Mind-Body Balance Series,” “Quick Stress Relief Series,” and “Strength and Flexibility Series” can serve as signature offerings. Through branding and series design, V V Yoga can create its own distinctive core products that attract long-term user attention. Additionally, V V Yoga can further enhance its product ecosystem by offering supplementary products such as course videos, e-books, and training guides. A diversified product line will allow users to have a comprehensive yoga experience on the platform, thereby increasing their reliance on the brand.

## 4. Design Scenario-Based Product Solutions

Designing tailored products based on users’ daily life scenarios can help the platform strengthen user loyalty and encourage long-term engagement. For homemakers and families with children, the platform can develop course solutions that are suitable for family

participation, such as “Parent-Child Yoga” or “Family Wellness Packages.” These offerings can enhance interaction between family members while promoting a healthy lifestyle. Such scenario-based courses will enable the platform to build strong brand loyalty within specific user groups, further solidifying its position in the market.

#### **4.7.2. Price**

For V V Yoga, the price dimension of the actions based on the 4P model can stimulate users' desire to purchase and increase conversion rates by introducing limited-time discounts, first-purchase offers, and reducing purchasing barriers. flexible pricing options such as package subscriptions and installment payments should be introduced to lower the entry barrier for users, making it easier for them to commit to the service.

##### **4.7.2.1. For New Users**

To attract new users and improve price competitiveness, it is recommended to adopt flexible pricing actions and discount mechanisms to lower the first-purchase barrier and enhance price appeal. New users can be offered exclusive first-purchase discounts, such as coupons, direct discounts, or tiered price reductions, to increase the attractiveness of their initial purchase, encouraging them to place orders and thus improve the conversion rate.

At the same time, it is suggested to design a flexible pricing system that introduces phased pricing or bundled discounts for different yoga products. For example, “buy more, get more” offers or package deals for courses can help users perceive greater value from the products and courses, which will further increase the conversion rate among new users.

Finally, to reduce the risk for new users, it is recommended to offer a risk-free refund guarantee. If new users are dissatisfied with the product or course, they can receive a full refund. This will significantly reduce users' concerns about pricing and increase their confidence in making a purchase.

By implementing these actions, the flexible improvement of the price dimension for new users, lowering the first-purchase barrier, and enhancing price attractiveness will improve purchasing intent and conversion, driving sales growth.

##### **4.7.2.2. For Existing Users**

###### **1. Tiered Pricing Action**

Based on the demographic data of V V Yoga's current customers, the target groups include urban professionals, health-conscious individuals, fitness enthusiasts, and homemakers. These groups have varying levels of purchasing power and needs, which calls for a tiered pricing action to cater to a broader user base. For example, urban professionals typically have higher spending capacity and value time-saving and efficiency. For this group, premium customized packages can be offered, such as monthly, quarterly, or annual subscription services. These can provide more flexible and efficient classes, such as "15-Minute Quick Yoga" or "Office Yoga." Pricing tiers can include basic, standard, and premium memberships, with each level offering progressively deeper engagement and more frequent interactions, allowing them to pay based on their specific needs. The health-conscious group, particularly users over 40, often seeks long-term health management solutions. For this group, a long-term package pricing action can be implemented, such as discounted annual subscriptions, enabling them to continuously access health management services. Fitness enthusiasts, who prioritize challenges and high-intensity training, typically have a higher willingness to pay. Pricing can be tiered according to the intensity and difficulty of the classes, offering premium packages for strength training and advanced yoga at a higher price point. These premium packages can include exclusive advanced classes and one-on-one coaching. Basic fitness courses, on the other hand, can be priced lower to attract casual fitness enthusiasts. For price-sensitive homemakers, the pricing action should be more affordable, offering discounted "Family Packages" or "Parent-Child Packages," allowing them to participate in courses at a lower cost while managing household and childcare responsibilities.

## 2. Dynamic Pricing Action

User engagement frequency directly affects their willingness to pay and purchasing habits. Based on previous data, users can be categorized into high-frequency users (typically health-conscious individuals and fitness enthusiasts) and low-frequency users (such as homemakers and some urban professionals). The platform can implement a dynamic pricing mechanism that adjusts prices flexibly to meet the needs of different user frequencies.

(1) For high-frequency users, such as fitness enthusiasts who frequently participate in courses, the platform can offer annual subscription actions or discounts for frequent usage to encourage long-term engagement. For example, if users participate in a certain number of classes per week, they could receive a price discount for the following month, fostering ongoing participation.

(2) For low-frequency users, such as urban professionals or homemakers who use the platform sporadically, the platform can provide a pay-per-use option. While this option would have a slightly higher per-session cost, it prevents these users from paying for services they

rarely use. This dynamic pricing model can also encourage more flexible spending, potentially converting occasional users into paying customers.

By linking pricing with usage frequency, the platform can not only increase the long-term payment rate from active users but also motivate low-frequency users to participate in more courses through a more flexible pricing model.

### 3.Regional Pricing Differentiation

According to previous data, users in first-tier cities show a higher acceptance of yoga courses (24% of the total), while users in less developed regions account for only 16%. The platform should implement regional pricing differentiation based on economic conditions and purchasing power to cover a broader market.

(1) In first-tier cities, users generally have higher spending power and are willing to pay more for premium services and personalized courses. Therefore, the platform can offer high-end packages in these cities, maintaining higher price levels while providing superior services, such as personalized course plans or exclusive coach guidance.

(2) In less developed regions, where users have weaker purchasing power, the platform can offer lower-priced entry-level packages or pay-per-use options to lower the entry barrier for participation. Additionally, the platform can tailor pricing schemes to cater to lower-income groups, providing targeted discount plans to attract potential users in these areas.

By adopting a regional pricing action, V V Yoga can improve its pricing structure across different markets, ensuring that a broader range of users is reached while improving profitability based on regional economic conditions.

### 4. Holiday Specials and Seasonal Discounts to Enhance Price Sensitivity

Offering special discounts and promotions is a key tactic in pricing actions to increase users' price sensitivity. According to data from V V Yoga's existing user base, 58% of users indicated that discounts and promotions are the most appealing aspects of the marketing efforts. Therefore, discount actions can serve as a crucial tool for improving the repurchase rate of existing customers.

(1) For existing users, especially those with lower repurchase rates, V V Yoga can regularly introduce member-exclusive discounts or bundled course promotions to encourage long-term platform engagement. For example, users who subscribe to an annual package could receive additional free courses or benefit from tiered discounts based on their continued usage, thereby strengthening user loyalty and boosting overall platform repurchase rates.

(2) Limited-time promotions are an effective way to create a sense of urgency among users. Although current data shows that limited-time promotions only account for 2% of

purchases, they can still be valuable in specific situations. Flash sales or time-sensitive discounts can generate a sense of urgency, especially for users who are undecided about making a purchase. V V Yoga can offer limited-time discounts during the first few minutes after a user enters a live session to encourage quick decisions. Additionally, special promotions during holidays or anniversaries can increase purchasing desire and brand engagement.

Thus, these time-sensitive discounts not only enhance conversion rates but also expand brand awareness through promotional activities, ultimately increasing user engagement and loyalty.

#### **4.7.3. Place**

The place dimension of the marketing actions based on the 4P model is crucial for V V Yoga in terms of reaching target users quickly and enhancing brand exposure through social media promotion, live-stream commerce, online communities, and convenient e-commerce platforms. This can facilitate initial conversions by increasing brand visibility.

##### **4.7.3.1. For New Users**

To improve the user experience and enhance the place dimension, it is recommended to streamline the live-stream purchasing process to provide a more convenient buying experience, reducing friction during the purchasing process.

First, ensure that the live-stream purchasing process is simple and efficient, enhancing the user's ability to make purchases quickly. Features such as "one-click purchasing" or direct guidance for completing orders within the live-stream interface can reduce potential obstacles and confusion for new users during the purchase process.

Second, to increase purchasing confidence, it is advisable to offer real-time online customer support. This allows for quick responses to new users' inquiries, helping them overcome concerns and better understand product information.

Finally, improving the user-friendliness of the live-stream interface is essential. Ensure that product descriptions and promotional information are clearly presented, allowing new users to easily grasp product features and promotions. This will reduce potential customer loss due to unclear information.

By implementing these actions, V V Yoga can improve the place dimension for new users by simplifying the purchase process, providing real-time customer support, and clearly

displaying product information. This will enhance the user experience and facilitate smoother conversions for new users.

#### 4.7.3.2. For Existing Users

##### 1. Improvement and Segmentation of Online Streaming Platforms

Data indicates that 24% of V V Yoga's consumer base resides in first-tier cities, where users tend to have higher disposable incomes and a stronger awareness of health management. Therefore, V V Yoga needs to establish a deeper presence on major online streaming platforms (such as Douyin, Kuaishou, and Tencent Video) to accurately reach these high-spending users.

The primary characteristic of the urban white-collar demographic is their limited free time, with a preference for utilizing fragmented time slots for exercise. V V Yoga can improve its live streaming schedule by offering classes during peak times such as mornings, lunch breaks, and evenings after work. Short yoga clips can be promoted on platforms like Douyin and Kuaishou to attract white-collar users to the live sessions. The streaming platform should emphasize convenience and real-time interaction to help white-collar users easily join the classes, thus increasing participation frequency.

The health and wellness group, mainly comprising users aged 40 and above, represents 42% of the user base and is spread across both first-tier and less-developed regions. For this group, V V Yoga should focus on providing knowledge-based and in-depth content. In addition to promoting on traditional live streaming platforms, V V Yoga can offer longer, health-focused management courses on platforms like Tencent Video or Bilibili. These platforms can cater to their need for deeper understanding of the connection between yoga and health, thereby strengthening user trust.

##### 2. Social Media and Community Management

Data shows that WeChat groups account for 32% of user interaction places, highlighting the importance of these platforms in enhancing user engagement and fostering a sense of community. Different user groups display varying levels of activity on social media, so V V Yoga needs to tailor its community management plans to maintain long-term engagement.

The health management needs of middle-aged and elderly users are strong, and they are highly active on social platforms like WeChat and QQ groups. V V Yoga can leverage these private traffic places to gather users into dedicated health management groups, where continuous sharing of health tips, yoga class reminders, and expert Q&A sessions can keep users engaged. Through consistent community management, V V Yoga can increase the

retention of middle-aged and elderly users and guide them to participate regularly in live yoga sessions.

Housewives, whose consumption patterns often revolve around parenting and childcare, have relatively flexible schedules but are influenced by household responsibilities. The platform can promote parent-child yoga or postnatal recovery yoga in parenting-focused WeChat or QQ groups. The interactive nature of these communities will help increase course exposure and participation. Through community management, housewives can gain more advice on balancing family responsibilities with their own health, thus enhancing the practical value of the courses.

### 3. Partnerships with Vertical Fitness Communities

Fitness enthusiasts, who typically prefer high-intensity workouts, represent a key segment of V V Yoga's customer base with the highest demand for challenging training programs. Data indicates that these users have more specialized needs and are often active in professional vertical fitness communities, such as Keep and Lemon8. V V Yoga can collaborate with these niche platforms to promote high-intensity yoga classes (e.g., Power Yoga, Vinyasa Yoga) and engage users through the platforms' workout tracking and interactive features. Such collaborations can attract a large number of users interested in intense training while also fostering deeper engagement through interaction with other fitness content within these communities. Partnering with vertical platforms will strengthen V V Yoga's connection with professional users and enhance its brand influence.

### 4. Integration of Offline Physical Spaces with Online Streaming

Data reveals that consumers in first-tier cities are highly receptive to yoga, while the potential of underdeveloped areas has not been fully tapped. To better transition offline users to online courses, V V Yoga can collaborate with offline fitness centers and office buildings to seamlessly funnel users into its online streaming platform.

In first-tier cities, V V Yoga can partner with high-end gyms to display QR codes for yoga classes, encouraging gym-goers to maintain their workout routines through online classes. White-collar workers in office buildings can be introduced to quick yoga sessions, which will expose them to the platform's efficient course offerings. Through these offline experiences, users can more tangibly experience the benefits of yoga, making them more likely to continue their fitness journey via the online streaming platform.

#### **4.7.4. Promotion**

The promotion dimension of the marketing actions based on the 4P model is key for V V Yoga to attract new users through methods such as first-purchase discounts, limited-time



offers, and referral rewards. These actions can stimulate initial purchase interest and conversion rates.

#### Promotion: Increasing Repurchase Rates Among Existing Live-Streaming Users

To encourage repeat purchases from existing users, the focus will be on implementing targeted promotional actions. Specific actions include offering exclusive discounts for existing users, such as special promotions on advanced courses and limited-time offers available only to members, thereby enhancing user loyalty. Additionally, community management tactics will be employed to foster user interaction and a sense of belonging. For example, creating member-only groups and regularly hosting fan events can strengthen customer loyalty and drive repeat purchases.

##### 4.7.4.1. For New Users

To improve the promotion dimension, it is recommended to design innovative promotional activities to enhance new users' engagement and impulsive buying behaviors.

First, to improve new user conversion rates, a limited-time flash sale can be launched during the first few minutes of their entry into the live session to create a sense of urgency and stimulate their desire to purchase. This action helps prompt users to make quick purchase decisions. Secondly, offering exclusive promotions for new users can further boost their enthusiasm and willingness to make their first purchase. To enhance conversion rates even more, a group purchasing mechanism can be introduced, encouraging new users to invite friends to purchase together in order to receive additional rewards. This social buying model not only speeds up the initial conversion but also expands brand influence through user referrals and sharing.

To create a promotional atmosphere, interactive incentives can be utilized through live interaction activities such as lotteries and quizzes, which engage new users. By participating in these activities, users can receive coupons or small gifts, thereby enhancing their desire to make a purchase.

Finally, by leveraging targeted WeChat advertising, it is possible to effectively drive traffic to the live stream and enhance audience engagement and interaction. Customized advertising actions on WeChat can ensure efficient reach to the target user group. In addition, features such as live stream reminders, coupon distribution, and limited-time interactive offers can further increase user participation and retention, thereby improving new users' motivation to make their first purchase.

Through these actions, the promotion dimension for new users can be improved, enhancing user engagement and purchase impulse. This will improve the first-purchase rate and drive higher conversion rates, ultimately boosting sales growth.

#### 4.7.4.2. For Existing Users

##### 1. Limited-Time Promotions

According to existing customer data from V V Yoga, there is a noticeable difference in consumption preferences among its users: 38% and 27% of users fall within the mid-to-high price range (101-300 RMB and above 600 RMB), indicating that many customers are willing to pay for premium services. However, only 15% of users are in the low-price range (10-100 RMB), highlighting the need for stronger promotional efforts to reach this group. For high-income users, such as urban professionals and fitness enthusiasts, limited-time discounts or promotions for "quick courses" during specific time slots can be an effective way to attract their participation. These users, due to their busy schedules, are more inclined toward fragmented consumption, and limited-time promotions can create a sense of urgency, encouraging immediate participation and increasing short-term conversion rates.

Additionally, for price-sensitive groups, such as middle-aged users within the health-conscious segment, limited-time promotions can help accelerate their purchase decisions. These users value long-term health management, so offering limited-time promotions on long-term membership services can attract them to commit to extended course subscriptions.

##### 2. Member-Exclusive Promotions

The data shows that V V Yoga's repeat purchase rate is only 45%, indicating that the platform's loyal user base has not been fully activated. Introducing member-exclusive promotions is an effective way to increase user engagement and repeat purchases. For example, the health-conscious group, who place great importance on long-term health management, can be offered exclusive membership discounts and annual health plans to encourage renewals or referrals. Fitness enthusiasts, who prefer high-intensity and long-term engagement, can be attracted by designing "member challenges" or "exclusive advanced courses" for premium members, adding value and appeal.

For the family-oriented group, purchasing decisions are often influenced by household needs. Designing member-exclusive promotions, such as parent-child yoga courses or family health plans, can enhance their long-term engagement. Offering exclusive discounts or benefits to members will also increase their trust and reliance on the platform, encouraging continued subscription.

##### 3. Holiday or Special Occasion Promotions

Data indicates that health-conscious users and family-oriented groups, such as homemakers, prefer long-term, sustainable health management. By offering exclusive promotions during holidays or special health-themed days (e.g., "International Yoga Day" or "Mother's Day"), V V Yoga can effectively stimulate user participation. For example, offering discounted courses across the platform on "International Yoga Day" or launching family yoga package deals during "Mother's Day" can leverage the holiday atmosphere and encourage users to align their spending with the health needs of their families.

Additionally, data shows that users from less-developed regions account for 16% of V V Yoga's customer base, and these users tend to have limited purchasing power and greater price sensitivity. During traditional holidays or promotional seasons (such as Singles' Day or 618 Shopping Festival), large-scale promotions targeting basic or long-term course bundles can increase participation among these users, thereby expanding market coverage.

#### 4. Social Sharing and Group-Buying Promotions

Boosting user engagement and encouraging social sharing is key. Launching social sharing and group-buying promotions can extend the platform's influence through users' social networks. For example, for urban professionals and homemakers, V V Yoga can offer group-buying discounts for users who invite friends to participate in yoga live streams. Users who share a link and successfully invite friends to join classes could receive a discount or a free gift. This type of social promotion not only increases engagement from existing users but also drives new user conversions through word-of-mouth, enhancing brand influence.

With 32% of V V Yoga's users engaging through WeChat groups, it's evident that community interaction is a crucial place for improving user retention. The platform can promote group-buying activities within these groups, encouraging users to share promotional links and create a viral effect, thereby fostering greater interaction among users and expanding the reach of courses.

#### 5. Gifts and Benefits

Data from V V Yoga's existing user base shows that gifts and benefit promotions account for 32%, indicating that this type of promotion is highly attractive to users. For homemakers, the platform could introduce reward-based giveaways, such as offering small gift packages for parent-child yoga courses or healthy beverages. These types of perks not only enhance user engagement but also increase their affinity for and reliance on the platform. Red envelope prize draws are a popular feature in yoga live streams, especially appealing to both fitness enthusiasts and homemakers. For fitness enthusiasts, who tend to seek interactivity and challenges, the platform could implement mini-reward challenges within courses, such as setting tipping goals or distributing small rewards, to encourage their participation and provide a more engaging experience.

#### 6. Cross-Platform Joint Promotions

Data indicates that 24% of users are from first-tier cities, where consumers generally have higher spending power and brand receptiveness. V V Yoga could leverage joint promotions with other brands to attract these high-spending users. For example, collaborating with premium health food or fitness equipment brands to launch joint promotional offers could expand the reach of the promotion. By synchronizing promotion information across various platforms, this action not only amplifies promotional impact but also enhances brand trust among users. This approach is particularly effective for loyal customers in higher price brackets, as joint promotions can encourage repeat purchases and strengthen their reliance on the brand.

Firstly, in terms of product actions, diversified yoga course combinations have been designed to meet the varying needs of different users, while limited-time trial activities help reduce the purchase barriers for new users. Secondly, in pricing actions, a tiered pricing model has been adopted to provide differentiated discounts for new and existing users, enhancing their willingness to purchase. Regarding the place dimension, professional course content is displayed through live streaming, supplemented by user feedback and interactive experiences to build user trust and engagement. Lastly, in promotional actions, limited-time discounts, membership points, and other actions encourage repurchase among existing users while attracting new users to join. The overall approach aims to improve the marketing effectiveness of the yoga live-stream platform through precise user segmentation and marketing techniques, ensuring steady revenue growth.

## **4.8. Implementation**

### **4.8.1. Schedule**

The marketing action for 2025 encompasses various initiatives, including user research, course Improvement, pricing plans, promotions, interactive experiences, community management, personalized recommendations, after-sales service, membership loyalty management, customer relationship management, and performance evaluation. Through specific activities and promotional policies, the action focuses on improving new user conversion rates and increasing repeat purchases from existing users. The execution will be carried out over 12 months, divided into four closely linked stages.

In the first three months, the company will focus on improving the course offerings, developing entry-level courses, and designing pricing schemes to attract new customers and maintain the engagement of existing ones. In the following 4 to 6 months, the emphasis will shift to promotions and interactive experiences. Live promotional activities, referral discounts for inviting friends, and collaborations with key opinion leaders (KOLs) will be implemented to

increase brand exposure and user engagement. During this phase, community operations and personalized recommendation systems will also be introduced to ensure users have enhanced experiences through online communities and tailored content suggestions. From months 7 to 11, the company will focus on improving the after-sales service system, strengthening membership loyalty, and enhancing customer relationship management. Finally in December, an annual performance evaluation will be conducted during this period, summarizing conversion rates and marketing effectiveness to inform the plan for the following year.

This comprehensive year-long plan ensures the company improves each step, from research to evaluation, to improve market competitiveness and foster customer loyalty.

#### 4.8.2. Budget

Detailed expenses are shown in the table 4.14:

Table 4.14 Budget Items

Proposal Item		Implementation Cost	Total Cost
Course System Development	Improve Existing Courses	CNY: 6000, EUR: 763	CNY: 39200, EUR: 4987
	Develop New Entry-Level Courses	CNY: 4800, EUR: 611	
	Establish Course Evaluation System	CNY: 6000, EUR: 763	
Pricing plan Development	Design Pricing Plan	CNY: 6000, EUR: 763	CNY: 26000, EUR: 3308
	Design Discount Plan for New Users	CNY: 1600, EUR: 204	
	Design Repurchase Incentives for Existing Users	CNY: 1600, EUR: 204	
Promotion System Development	Plan Live Promotion Activities	CNY: 4000, EUR: 509	CNY: 59000, EUR: 7506
	Design "Invite Friends to Class" Activity	CNY: 6000, EUR: 763	
	Collaborate with KOLs for Promotion	CNY: 6000, EUR: 763	
Interactive Experience System Development	Design Interaction in Live Broadcasts	CNY: 6000, EUR: 763	CNY: 32000, EUR: 4071
	Design Member Interaction Plans	CNY: 6000, EUR: 763	
	Design Feedback and Reward Mechanisms	CNY: 4000, EUR: 509	
Community Operations Development	Plan Online Community Activities	CNY: 4000, EUR: 509	CNY: 64000, EUR: 8142
	Plan Localized Community Activities	CNY: 4000, EUR: 509	
	Design Multi-place Community Integration Plans	CNY: 8000, EUR: 1018	
Personalized Recommendation System Development	Collect User Feedback and Analyze Data	CNY: 4000, EUR: 509	CNY: 56000, EUR: 7124
	Develop Recommendation Courses Based on Personal Interests	CNY: 6000, EUR: 763	
	Enhance Repurchase Experience Based on Consumer Behavior	CNY: 6000, EUR: 763	
After-sales Service System Development	Customer Feedback Collection System	CNY: 6000, EUR: 763	CNY: 84000, EUR: 10687
	Customer Satisfaction Survey	CNY: 6000, EUR: 763	
	Online Customer Service System	CNY: 6000, EUR: 763	
Membership Plan and Loyalty Management	Upgrade Membership Benefits System	CNY: 6000, EUR: 763	CNY: 72000, EUR: 9160
	Establish Membership Day Activities	CNY: 6000, EUR: 763	
	Design Points Redemption and Reward Mechanisms	CNY: 6000, EUR: 763	

Proposal Item		Implementation Cost	Total Cost
Customer Relationship Management System Development	Manage Customer Profiles	CNY: 6000, EUR: 763	
	Implement Customer Tier Management	CNY: 6000, EUR: 763	CNY: 60000,
	Analyze Customer Behavior	CNY: 6000, EUR: 763	EUR: 7633
Cross-Brand and Cross-Industry Cooperation	Conduct Joint Promotions with Other Brands	CNY: 6000, EUR: 763	CNY: 72000,
	Collaborate on Cross-Industry Content	CNY: 6000, EUR: 763	EUR: 9160
	Design Joint Marketing Activities	CNY: 6000, EUR: 763	
Effectiveness Evaluation System Development	Establish Conversion Effectiveness Evaluation System	CNY: 6000, EUR: 763	CNY: 48000,
	Analyze marketing actions	CNY: 6000, EUR: 763	EUR: 6107
	Formulate Next Year's Plan	CNY: 6000, EUR: 763	
		Total	CNY: 612200, EUR: 77885

Source: Author (2025)

### 4.8.3. Control

To ensure the successful implementation of the 2025 action plan, control can be exercised through the following steps (as shown in Table 4.15):.

Table 4.15 Control Items

Step	Item	Content
1	Goal Breakdown and Task Detailing	Break down the annual plan into monthly tasks, assigning responsibility, deadlines, and expected outcomes.
2	Set Clear KPI Targets	Each monthly action is assigned specific KPIs to ensure that each task has measurable goals and outcomes. For example, the market study in January requires 500 completed respondents, and the live-stream promotion in April sets a target to invite 100 new users. This helps management track the progress of each phase and make necessary adjustments.
3	Regular Review and Feedback Mechanism	Monthly review and feedback mechanisms should assess the execution of actions. Regular analysis of user data and feedback collection will help improve live-stream content, pricing plans, etc., ensuring that plans meet the needs of target users. For instance, the user engagement enhancement activity in June and the feedback collection and Improvement in September will be based on real-time feedback for improvement.
4	Risk Alerts and Contingency Plans	Establish risk alert indicators and develop contingency plans to ensure timely responses to deviations.
5	Execution Tracking and Accountability	Assign clear responsibilities, with regular progress reporting. Address issues immediately when problems are identified.
6	Flexible Adjustments and Continuous Improvement	Each phase will be adjusted and improved based on market feedback and data analysis. By analyzing KOL promotion effectiveness, community activity feedback, and new user engagement, promotional plans and course content will be continuously improved. The year-end assessment will ensure that marketing actions are flexible and responsive, driving user growth and repurchase rates.
7	Incentive Mechanisms	Maintain team motivation through incentive measures, rewarding

Step	Item	Content
8	Annual Review and Improvement	members who exceed targets. Quarterly and year-end reviews will summarize results and provide improvement suggestions.

Source: Author (2025)

In conclusion, during the implementation process, these measures—goal breakdown, KPI setting, regular reviews, risk alerts, execution tracking, flexible adjustments, incentive mechanisms, and annual reviews—will ensure the timely and effective execution of the 2025 action plan and the achievement of goals.

#### 4.8.4. Assessment

The assessment of control measures for the 2025 action plan can be conducted through various methods, including regular KPI achievement checks, user and market feedback collection, risk management monitoring, task progress tracking, cost-benefit analysis, and team performance assessment (as shown in Table 4.16). Comprehensive quarterly and annual assessments will further summarize the overall performance of the action plan and provide improvement recommendations to ensure the efficiency of the plan's execution and the attainment of goals.

Table 4.16 Assessment Items

Item	Content
KPI Achievement Assessment	Regularly evaluate the achievement of key performance indicators set each month (e.g., user growth, repurchase rate, sales conversion), calculate achievement rates, and assess whether targets are met.
Feedback Analysis Assessment	Regularly collect feedback from users, teams, and the market through surveys, comments, and engagement rates to assess the effectiveness of actions, and adjust plans based on feedback.
Risk Management Assessment	Monitor pre-set risk indicators (e.g., user attrition, ineffective marketing activities), and evaluate the activation and effectiveness of contingency plans to ensure risk control.
Execution Progress Assessment	Assess whether tasks are progressing as planned based on the timeline, and promptly address delays or deviations.
Cost-Benefit Analysis	Evaluate the return on investment (ROI) of actions by analyzing financial data to assess resource efficiency and cost control.
Team Performance Assessment	Assess team members' performance in meeting goals, and adjust management approaches using incentive mechanisms.
Quarterly and Annual Assessment	Conduct quarterly and annual reviews to evaluate the overall effectiveness of actions and provide recommendations for underperforming areas to improve the next phase of the plan.

Source: Author (2025)

Thus, through these assessment methods, V V Yoga can ensure comprehensive understanding of the implementation of control measures, make timely plan adjustments, and improve action effectiveness.



## **5. Conclusions**

### **5.1. Study Findings**

In the context of rapid 5G technology development, this thesis focuses on the V V Yoga brand, utilizing relevant theories and literature while applying tools such as PESTE analysis, SWOT analysis, and Porter's Five Forces model to comprehensively analyze the internal and external environment of the yoga industry and V V Yoga.

Within the 4P marketing theory(Product, Price, Place, Promotion), in-depth interviews were conducted with the founders and executives of V V Yoga to identify the key issues in live-stream marketing management. Based on the challenges identified, improvement plan and implementation measures were proposed.

Through an investigation into the current state of the brand, it was found that VV Yoga faces low new user conversion rates and poor retention of existing users, primarily due to insufficient commercial plan, This has led to underperformance in live-stream revenue. Guided by the 4P theory, a foundation is provided for user acquisition and retention.. Additionally, by analyzing data from V V Yoga's existing WeChat users, targeted commercial plan and marketing actions were developed for different user segments, leveraging the 4P model to increase repeat purchase rates.

In summary, the marketing actions developed based on the customer retention strategies , sales strategies and the 4P model aim to increase both new user conversion rates and existing user repurchase rates, thereby boosting overall live-stream transaction volume and achieving the established sales goals. This study provides new insights into development of a live commercial plan for similar brands, offering practical reference value.

### **5.2. Limitations of the Study**

Although this thesis provides in-depth and valuable insights into the live-streaming Commercial Development Plan for V V Yoga, there are still several limitations in the study process that need further exploration and resolution.

First, as a relatively new brand in the live-streaming space, V V Yoga has only recently entered this domain, resulting in a limited sample size of respondents. This limitation directly affects the accuracy and comprehensiveness of the data analysis.

Specifically, the small number of observations in the sample may restrict the representativeness of the results, potentially leading to findings that do not exactly reflect the population user behaviors.

Second, the relatively short operational history of V V Yoga means that its user base has not yet been fully established, which also limits the coverage of the data. The current user group is still in the early stages of development, relatively small in scale, and may be skewed toward certain specific demographics, thus failing to encompass a broader potential audience. As a result, the user behavior data and feedback collected in this study may only reflect the preferences and needs of a limited segment of users, making it difficult to accurately characterize the entire market's user base.

Additionally, the limitations of the respondent sample not only affect the breadth of the data but also impact the general applicability of the study findings. A smaller sample size may lead to biases or inaccuracies when conclusions are applied to a larger market context. Given this data background, the findings and recommendations of this thesis may be more applicable to the current user group of V V Yoga, and when promoting to a broader market and user base, further adjustments and validations may be necessary.

Overall, while this thesis offers valuable references and suggestions for formulating a live-streaming Commercial Development Plan, the limitations of the respondent data mean that the broader applicability of the study results still requires further verification. This limitation suggests that future study could improve data comprehensiveness and the generalizability of results by expanding sample sizes, extending data collection periods, or employing more diverse study methods, thereby providing more reliable Commercial Development Plan support for V V Yoga.

### **5.3. Recommendations for Future Study**

To further deepen the study of V V Yoga and its commercial plan and to overcome the limitations of the current study, future studies could expand and improve upon the following areas:

#### **1. Expand respondent and Collection Period**

Since V V Yoga has recently entered the live streaming sector, the current respondent is relatively limited and may not fully reflect the market situation. Future study should extend the data collection period to accumulate long-term user behavior data, allowing for the observation of sustained trends in live-stream engagement and purchasing habits. Additionally, it is recommended to collect respondents from a broader market base, including users from different regions, age groups, and spending levels, to ensure data representativeness and the generalizability of conclusions. With larger-scale respondents, the study results will exhibit greater statistical significance and reliability.

#### **2. Study the Impact of Technological Innovation on Live-Stream Experience**

As live streaming technology continues to advance, future study could explore how technological innovations enhance the yoga live-stream experience. For instance, the integration of AR (Augmented Reality), VR (Virtual Reality), or AI technologies could provide users with more immersive and personalized live-stream experiences. Studying the potential of these technologies and their impact on user interaction and engagement will help V V Yoga differentiate its services and strengthen its competitive advantage.

### 3. Explore Global Market Adaptation and Promotional plans

While the current study primarily focuses on a specific regional market, future study could explore the potential for V V Yoga to expand internationally. By analyzing how users from different cultural backgrounds perceive and engage with yoga live-streams, as well as their preferences and consumption habits, the study could identify suitable content and commercial plan for different markets. A global perspective will not only help V V Yoga expand into international markets but also provide valuable insights for promoting other niche sports on a global scale.

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