Marketing Plan for Enhancing the Digital Strategy of F Company's Cat Food Products

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Master in Applied Management

Supervisor:
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Abstract

In recent years, with the continuous improvement of people's income level, spiritual needs are also expanding, raising pets is a choice for many families to enrich daily life and relieve pressure, which makes the rapid expansion of the pet food market, attracting many enterprises to participate in the pet food market to compete. However, with the increasing number of competitors in the market and the increasingly fierce competition, F company itself has exposed problems such as ambiguous market positioning, lack of product categories, and weak promotion methods.

This thesis takes F Pet Food Company as the research object, comprehensively uses literature research, PEST model to analyze the macro environment of F company, Porter's Five Forces model to analyze the industry competition environment, SWOT model to diagnose the enterprise internally and externally, and AARRR user growth model (customer acquisition/activation/retention/income/recommendation). Combined with enterprise interviews and consumer questionnaires (covering 150+ answers), marketing problems were systematically diagnosed and optimization plans were proposed. The research found that F company has problems such as single product category, low brand recognition, rigid pricing, over-reliance on Tmall for marketing channels, Jingdong and single promotion form, which mainly focus on full reduction. Based on this, the targeted strategy is put forward: the product chapter develops new freeze-dried/wet food products and pet snacks; Introduce dynamic pricing system and unify channel price; The channel chapter attaches importance to the operation of new media platforms such as Tiktok and XiaoHongshu; The promotion chapter carries out social fission activities and turns to head talent cooperation.

It is hoped that the research in this thesis can help F company to reverse the unfavorable situation of marketing, improve market competitiveness, expand market share, and achieve stable and healthy development in the pet food market.

Keywords: Cat food products; AARRR growth model; Digital marketing; Marketing strategy

JEL Classification: M31

Resumo

Nos últimos anos, com a melhoria contínua do nível de renda das pessoas, as necessidades espirituais também estão se expandindo, criar animais de estimação é uma escolha para muitas famílias enriquecer a vida diária e aliviar a pressão, o que faz com que a rápida expansão do mercado de alimentos para animais de estimação, atraindo muitas empresas para participar do mercado de alimentos para animais de estimação para competir. No entanto, com o número crescente de concorrentes no mercado e a concorrência cada vez mais acirrada, a própria empresa F expôs problemas como posicionamento de mercado ambíguo, falta de categorias de produtos e métodos de promoção fracos.

Este artigo toma a F Pet Food Company como objeto de pesquisa, usa de forma abrangente a pesquisa bibliográfica, o modelo PEST para analisar o ambiente macro da empresa F, o modelo das Cinco Forças de Porter para analisar o ambiente de concorrência do setor, o modelo SWOT para diagnosticar a empresa interna e externamente e o modelo de crescimento de usuários AARRR (aquisição/ativação/retenção/renda/recomendação de clientes). Combinado com entrevistas com empresas e questionários de consumidores (cobrindo 150+ respostas), problemas de marketing foram sistematicamente diagnosticados e planos de otimização foram propostos. A pesquisa descobriu que a empresa F tem problemas como categoria de produto único, baixo reconhecimento da marca, preços rígidos, dependência excessiva do Tmall para canais de marketing, Jingdong e formulário de promoção único, que se concentram principalmente na redução total. Com base nisso, a estratégia direcionada é apresentada: o capítulo de produtos desenvolve novos produtos alimentícios liofilizados/úmidos e petiscos para animais de estimação; Introduzir sistema de preços dinâmicos e unificar o preço do canal; O capítulo do canal atribui importância à operação de novas plataformas de mídia, como Tiktok e XiaoHongshu; O capítulo de promoção realiza atividades de cisão social e se volta para a cooperação de talentos principais.

Espera-se que a pesquisa neste artigo possa ajudar a empresa F a reverter a situação desfavorável do marketing, melhorar a competitividade do mercado, expandir a participação no mercado e alcançar um desenvolvimento estável e saudável no mercado de alimentos para animais de estimação.

Palavras-Chave: Produtos de alimento para gatos; Modelo de Crescimento AARRR; Marketing Digital; Estratégia de Marketing

JEL Classification: M31

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Glossary

CR5 - market share of the top five enterprises

KOL - Key Opinion Leader

NPS - Net Promoter Score

SEO - the technique and strategy of increasing traffic and exposure by optimizing websites and content to improve their ranking in the natural search results of search engines.

1. Introduction

With the continuous growth of China's economy and rising income levels, pet consumption has become a significant outlet for emotional needs, driving rapid expansion in the pet food market. In 2023, China's urban pet consumption reached ¥270.6 billion, with pet food accounting for over 50% of expenditures. However, market opportunities have attracted fierce competition from both international brands and domestic players. Established in 2015, Company F faces multiple challenges: low brand awareness, severe product homogenization, and over-reliance on traditional e-commerce platforms, resulting in stagnant market share growth. Despite accumulating a user base through OEM production and online channels, the company struggles to address emerging consumer demands for functional formulas (e.g., hypoallergenic or senior-care products) and social shopping experiences, highlighting shortcomings in premium positioning, differentiation, and digital marketing.

This study adopts a mixed-methods approach, integrating theoretical frameworks such as PEST and Porter's Five Forces with empirical data (180+ consumer surveys and in-depth corporate interviews), and systematically analyzes challenges through the AARRR user growth model (Acquisition, Activation, Retention, Revenue, Referral). Key findings reveal three core issues: First, a lack of product diversification—44% of surveyed pets have health issues, yet the company offers no targeted solutions. Second, imbalanced channel strategies—while 53.78% of consumers prefer online purchases, the company underutilizes social platforms like Douyin and Xiaohongshu. Third, outdated promotional tactics — over-reliance on traditional discounts neglects KOL collaborations and emotionally resonant content marketing, despite 42.44% of consumers being influenced by social media content.

Based on these conclusions, the study proposes a digital-centric transformation strategy: developing AI-driven personalized formulas to meet niche demands, leveraging Douyin short videos and live-streaming sales to engage younger audiences, and building a "scientific pet care" content ecosystem to strengthen brand trust. This framework aims to help Company F achieve an 8% annual revenue growth target, establish differentiated advantages in a competitive market, and ultimately contribute to the high-quality development of China's pet food industry.

This project is divided into five chapters. The first chapter is the introduction, which describes the brief background, problem, objectives of the project and methods. The second chapter is the literature review, which defines the marketing concept in detail and the useful management tools to design the promotion plan. The third chapter is the methodology, which justifies the data used to analyse each element.Chapter fourth introduces the promotion plan of Company F. This chapter is further divided into several subsections. These

subsections include an executive summary, an analysis of the company's internal and external situation, as well as a series of specific promotion suggestions for Company F's products. The last chapter is the conclusion.

2. Literature Review

2.1. Digital Marketing

Deighton and Barwise (2001) posited that digital marketing refers to the promotion of products and services through digital channels. Yao et al. (2013) emphasized the technological essence of digital marketing. They believed that digital marketing is a process that takes digital technology as the foundation, utilizes digital means to allocate enterprise resources for marketing activities, and ultimately realizes the value of enterprise products and services. Ryan (2016) pointed out that digital marketing is still essentially a marketing activity that conveys demand information to target customers to prompt them to purchase enterprise products, but the way and channels of information transmission have changed. It is based on traditional marketing, uses the current digital information platforms to promote and carry out marketing activities, and achieves more efficient marketing strategies through digital innovation. Busca and Bertrandias AARRR Network marketing model is a pioneering network marketing model proposed by Dave McClure (2018), founder of Dropbox, based on the consciousness and form of Internet consumption, which corresponds to the five links of acquisition, activation, retention, realization and dissemination. Silicon Valley companies such as Facebook, Airbnb, Dropbox, Slack, Starbucks, Youtube, and Twitter have used AARRR Internet marketing model to focus on consumer experience and demand as a tool for their corporate Internet marketing growth. Foreign scholar Holly (2020) sorted out the marketing strategy of AARRR network marketing model into four steps. Step 1, in the product development stage to strengthen the product and market fit; Step two, focus on acquiring and cultivating consumption target groups; Step 3: Implant the cracked growth factor; Step four, use the background of big data, product replacement as a means. (2020) proposed that digital marketing is a marketing activity that uses information technology, Internet platforms, digital multimedia, and other means to achieve efficient, personalized, and low - cost connection with consumers. Ma (2021) believes that the virtual community also has the social network that is the most different from the traditional business model. It combines people and business, endows enterprises with a more complex consumption network, and needs to consider more human factors when measuring liquidity. Therefore, community operation highlights the social attributes of "people".

2.2. Marketing strategy

Jing and Zeng (2000) defined "marketing communication" as the two - way information exchange between enterprises and target customers, aiming to seek the responses of customers in terms of cognition, attitude, and behavior, with the goal of establishing consensus and achieving value exchange. Zhang (2015) suggested that enterprises can

integrate consumer groups through popular platforms to enhance word - of - mouth communication, cooperate with popular platforms to create high - centrality nodes, and reward common actors to improve communication efficiency. Yang (2018) indicated that in digital marketing, consumers will actively use search engines to search for product information. Enterprises can take this opportunity to obtain consumers' user portraits through platform algorithms, and then optimize preference settings to meet consumer needs and improve the accuracy of digital marketing strategies. Lou et al. (2019) studied YouTube brand content marketing to clarify that brand content will affect brand loyalty and purchase intention, indicating that efficient information delivery content and entertainment can promote consumers' brand loyalty. Luo (2021) believes that the consumption of the young generation has become the main force of social group buying, and the community as the support of marketing objects is particularly important, and the community is divided into social circle community, learning community, service community and product community. Kwak and Cha (2021) analyzed the relationship among the selection attributes, recommendation and attitude of pet food when consumers purchase pet food. Determining factors that influence re-purchase when consumers purchase companion animal food, and verifying the moderating role of offline and online channels, which are currently showing a rapidly growing trend. Chen (2022) believed that digital marketing helps to expand the customer base, communicate with users, and evaluate the marketing effect, making marketers an important part. Digital marketing has led to changes in consumer behavior, and enterprises should increase marketing innovation and integrate digital and traditional marketing. Ma (2021) argued that from the perspective of the current network economy, consumers' consumption psychology has changed from pursuing "things" to "events", and from being changeable to stable. He also proposed that e - commerce should adhere to a consumer - centered approach, grasp psychological needs, and take other operational model transformation paths to adapt to market changes and achieve successful operations. Zhang (2021) found that there is a significant positive correlation between the IP marketing of internet - celebrity brands and consumers' consumption psychology and consumption willingness. Companies can build their own internet - celebrity brands in marketing strategies to enhance consumers' purchase willingness for products. Applebaum (2022) believes that as the number of urban pets is getting faster and faster, the development of pet e-commerce platform needs to combine the information points of users such as pets to carry out relevant online promotions, so as to improve the visibility of corporate brands. The functional requirements of pet e-commerce platform development increasingly need to be diversified.

2.3. Enterprise digital transformation and management

Jia (2017) analyzed the current difficulties faced by social e-commerce and believed that the development of social e-commerce Monetization difficulty and input costs are underestimated, while conversion rates and consumption habits are overestimated. This misjudgment will lead to errors in the execution of strategy and resource allocation of enterprises, which will affect their performance. The industry prospects are analyzed and prospected, and optimization countermeasures are proposed Wang (2023) proposed that enterprises should focus on strengthening the data - driven fine - grained operation management model during the marketing process, and fully leverage the advantages of the Internet platform to optimize the industrial supply chain structure. Zhou (2024) suggested that small and medium - sized enterprises can gain a deeper understanding of customer needs and thus achieve personalized services and accurate recommendations by establishing and maintaining customer databases. Yang (2024) believed that in the digital marketing model, the talent structure is crucial, and an unreasonable setup will directly impact the enterprise's marketing effectiveness and the digital transformation process. When enterprises are in the digital marketing mode, they need to continuously optimize the talent structure and strengthen the professional capabilities of talents. This means that enterprises should adjust the proportion of existing talent allocation according to the development needs of digital marketing to ensure the efficient collaboration between traditional marketing personnel and digital talents. At the same time, the digital transformation of enterprises requires employees to have the ability to master emerging technologies such as big data analysis and artificial intelligence applications. Song (2024) considered digital transformation as a key strategy for the sustainable and high - quality development of enterprises. Digital transformation is continuous and comprehensive. It is not only a long - term investment but also requires vision and strategic planning. Enterprises must adhere to the long - term development concept and maintain strategic determination.

2.4. Pet food and supplies research

Cerbo et al. (2017) discussed the availability and role of functional food in pet nutrition, arguing that consumers are very interested in the adequacy and safety of food supply, and pet owners will not refuse to provide food that can support animal health, but at the same time, they will doubt their safety. The ultimate success of functional pet foods will depend on delivering bioactive ingredients in a predictable, safe and functional manner that effectively reduces disease risk and supports the body of livestock. Koppel et al. (2018) found that color and shape are important to Thai consumers. Specifically, pale yellow and bone shapes are the most popular among Thai consumers. These results are new for development. Watson et

al. (.2020) found that cats generally prefer liver and kidney as well as mutton compared with the same beef composition. These results may be useful for pet food manufacturers when developing new products or reformulating existing diets with high meat content to improve overall dietary palatability. Zafalon et al. (2020) evaluated four vegetarian pet foods on the Brazilian market and found that the nutrient content of all four foods was substandard. Therefore, these foods should not be recommended for dogs and cats, as the dietary deficiencies found may lead to health risks for dogs and cats. Vinassa et al. (2020) pointed out that in a survey of Italian pet food buyers, the presence of "natural" ingredients was considered the most important indicator of pet food quality, and it was characterized by high prices, which were considered the most important. Renan et al. (2020) Experimentally confirmed that pet food companies use fiber components in cat food to help with weight and hairball management. Miscanthus can be used as a new fiber source instead of cat food. Kwak and Cha (2021) pointed out that due to the significant differences in pet food purchasing behaviors between online and offline consumers, with online consumers being more sensitive to price fairness and food packaging, enterprises should focus on environmental protection and sustainability when developing pet food packaging, and also strive to build brand reputation to promote sustainable marketing. Jiang (2021) believed that the development and utilization of pet food in the future will surely move towards the direction of health and functionality. Relevant enterprises should take into account the actual needs of pets, achieve differential production for pets with different genes, breeds, and growth stages in terms of food formulas, and improve the quality and safety of pet food. Xue et al. (2022) considered that online sales should be taken as a breakthrough point and penetrate into offline sales; carry out all - round marketing activities; create service innovation differentiation, strictly control food quality, and establish a traceability system; set reasonable prices and strengthen brand packaging design. Li (2024) found in the research on the influencing factors of consumers' online purchase of pet supplies that product packaging, product quality, logistics services, and customer service have a significant impact on consumers' purchase intention. According to Konno (2022), about 18.133 million pets are kept in Japan, which is more than the number of Japanese children under the age of 15. Japan's aging problem is intensifying, and the rise of the pet industry is somewhat similar to the situation in China. With the surge in the number of "empty nest youth", "empty nest elderly", "Dink" and other groups, more and more people choose to raise pets as a way to meet their emotional needs. In this case, pets are not only an animal companion, but also play the role of children and companions, becoming an important source of spiritual support for these groups. This has also led to the increased willingness of pet owners to consume, which has promoted the development of the pet industry. Zhang (2023) pointed out that the pet feed market in China has developed rapidly in recent years, showing characteristics such as growth in production

scale and an increase in market capacity. It is recommended that enterprises promote the development of the industry by improving nutritional value, enriching product types, and building brands.

3. Methodology

This study adopts a mixed-methods approach to analyze the digital marketing strategy of F Company's cat food products, integrating theoretical frameworks with empirical data to ensure actionable insights. The methodology combines literature research, surveys, interviews, and the AARRR user funnel model to address challenges in brand positioning, customer acquisition, and retention. The research process is structured as follows:

3.1. Literature Research

A comprehensive review of academic and industry sources was conducted to establish a theoretical foundation. This included peer-reviewed journals (e.g., Journal of Consumer Research), industry reports (e.g., Euromonitor, Asia Pet Research Institute), and government policies (e.g., China's pet food safety regulations). The focus was on digital marketing trends, pet food market dynamics, and consumer behavior patterns.

3.2. Questionnaire Survey

A structured questionnaire titled "F Company Cat Food Consumer Survey" was designed and distributed to over 200 pet owners in China via the WeChat platform "Questionnaire Star." questionnaires were collected by using the convenience non-probabilistic method.

3.3. In-Depth Interviews

Four semi-structured interviews were conducted with F Company's marketing team and senior executives to identify operational pain points (e.g., low brand awareness) and opportunities (e.g., KOL partnerships). The interviews followed a predefined outline (see Appendix A) and focused on product strategy, pricing challenges, channel management, and promotional effectiveness.

3.4. Research Subjects

The target respondents were young pet owners (18–45 years old) in first- and second-tier cities, with a focus on female consumers (70% of the target market). This demographic aligns with F Company's core customer base and reflects the rising influence of young, urbanized pet owners in China.

3.5. Data Collection Timeline

Phase I (December 2024–January 2025): Literature review completion and survey design.

Phase II (February 2025–March 2025): Interview execution and questionnaire distribution.

3.6. Data Analysis Techniques

Descriptive Statistics: Identified key factors influencing purchasing decisions (e.g., price sensitivity, ingredient preferences).

CrossAnalysis: Explored correlations between demographic variables (age, income) and brand loyalty/product preferences.

Content Analysis: Analyzed openended responses to uncover deep market insights (e.g., demand for "natural ingredients") and guide targeted improvements.

3.7. Integration with the AARRR Model

The AARRR (Acquisition, Activation, Retention, Revenue, Referral) user growth model was applied to structure the digital marketing strategy. This framework enabled a systematic evaluation of customer lifecycle stages, from initial contact to loyal advocacy, ensuring datadriven optimization of resource allocation and tactical adjustments.

By combining qualitative insights from interviews with quantitative survey data, this methodology provides a holistic understanding of F Company's market positioning and actionable recommendations for enhancing its digital marketing effectiveness.

4. Marketing Plan

4.1. Executive Summary

Currently, although the large number of pets has brought vast market opportunities, the competition in the domestic pet food industry is also extremely fierce. Not only have foreign companies recognized the potential of the Chinese pet food market, but the huge market capacity has also attracted emerging domestic brands to join the competition. At present, Company F's primary goal is to enhance the visibility of its existing products, attract new customers to purchase its products, strengthen the loyalty of existing customers, and increase the market share of its products, thereby achieving sustainable business expansion and development.

Based on these overall objectives, we conducted a comprehensive analysis of Company F and its environment from three perspectives: external analysis, competitive environment analysis, and SWOT analysis. Using the PESTE analysis method, we examined the impacts of factors in China's political - legal, economic, socio - cultural, technological, and environmental aspects on pet food enterprises in recent years. Secondly, through industry analysis, competitor analysis, Porter's Five Forces analysis, and consumer preference analysis, we further explored the changes in the external environment that Company F is facing.

We analyzed Company F's internal environment based on its brand characteristics, business strategy and positioning, mission, vision, values, product portfolio, and customer analysis. We used the SWOT analysis method to assess the market situation of Company F's products. On this basis, we employed the STP theory and the AARRR user growth model for market segmentation to define Company F's target market and positioning. Finally, based on the above data analysis, we proposed a promotion plan for Company F's cat food products and the main action suggestions that need to be implemented to achieve these goals.

4.2. External Situational Analysis

4.2.1. PESTE Analysis
4.2.1.1. Political and Legal Context

Looking back at the past three decades of the pet industry, it's not difficult to find that policies have been a significant driving force for its development. From the "pet - keeping ban" in the 1980s, to the "restricted pet - keeping" in the 1990s, and then to the various standardizing and liberalizing policies introduced across the country in the early 21st century, we can see

that one of the reasons for the continuous development of the pet industry is the continuous improvement and optimization of policies related to pets and pet owners in China. Additionally, due to the different characteristics in terms of economy, population, and lifestyle across regions in the country, local governments at the provincial and municipal levels have also issued pet - industry policies in recent years that are tailored to the actual local situations.

The changes in these policies have had a profound impact on the pet industry. In the early stage when pet - keeping was prohibited, the pet - related industries were almost in their infancy, and there were only a small number of simple pet supplies available in the market. During the period of restricted pet - keeping, although there were limitations on the number and areas for pet - keeping, it also, to a certain extent, raised people's awareness of legal and compliant pet - keeping, and some basic pet medical services began to emerge. After the introduction of liberalizing and standardizing policies in the early 21st century, the pet industry witnessed explosive growth. The pet trading market became more active, and a variety of diversified services such as pet grooming, boarding, and training emerged one after another. Taking Beijing as an example, with the gradual relaxation of local pet - keeping policies, the number of pet hospitals has increased several times in just a few years. They have evolved from only being able to perform simple disease diagnoses and treatments to now being capable of providing high - end medical services such as comprehensive physical examinations and specialized surgeries.

The policies tailored to local conditions in each region have also greatly promoted the development of the regional characteristic pet economy. In the economically developed coastal cities with a fast - paced lifestyle, services like pet boarding and on - site dog - walking are very popular as they meet the needs of local residents. In some densely populated inland cities, due to the relatively compact living spaces, the market for small pets and their small pet supplies has developed rapidly. These policies have not only promoted the prosperity of the pet industry but also improved the living quality of residents to a certain extent, creating a good social atmosphere of harmonious coexistence between humans and pets.

4.2.1.2. Economic Context

China's economy has maintained robust growth over the past decade, with an average annual GDP increase of 6.5% (2012–2023), significantly exceeding the global (3.2%) and Asian regional averages (4.1%). This sustained expansion elevated per capita disposable income by 60% (from ¥24,565 in 2012 to ¥39,218 in 2023), fueling a 220% surge in pet-related spending. However, inflationary pressures diverged: while China's CPI averaged

2.3%—lower than Asia's 3.5% and the global 4.0%—raw material costs for pet food (e.g., poultry, grains) rose 5.8% annually, driven by supply chain disruptions and geopolitical conflicts. Post-pandemic, China's GDP growth slowed to 5.2% in 2023, aligning with structural reforms, whereas Southeast Asia faced sharper inflation spikes (e.g., Philippines at 7.4% in 2022), intensifying cost challenges for pet food producers reliant on imported ingredients.

For F Company, macroeconomic stability has expanded the middle-class pet owner base (400+ million), but tiered market dynamics persist: first-tier cities dominate premium sales (65% market share), while lower-tier regions prioritize affordability. Competitors like Myfoodie leverage localized supply chains (e.g., Shandong poultry farms) to maintain 15–20% cost advantages, contrasting with F Company's exposure to global price volatility (e.g., New Zealand lamb costs up 30% since 2020). Strategic priorities include balancing premiumization with cost-efficiency and adopting dynamic pricing to hedge against inflationary risks.

4.2.1.3. Socio-Cultural Context

China's socio-cultural shifts have profoundly reshaped pet consumption patterns. In 2023, urban pet owners reached 70.43 million, a 2.9% year-on-year increase, with 70% being female and 67.5% holding bachelor's degrees or higher. Young, highly educated women aged 26–30 dominated the market, accounting for 39.1% of owners. Emotional needs have elevated pets from "companions" to "family members," driving 88.3% of owners to spend over ¥500 annually on pets. Regional disparities are stark: monthly expenditures average ¥1,200 in first-tier cities versus ¥650 in lower-tier cities. Generational divides define consumption behaviors: Gen Z (18–25 years old) relies on Douyin/Xiaohongshu for product information (53.8%), with 42.4% influenced by KOL recommendations and 35% purchasing functional snacks (e.g., freeze-dried, probiotic formulas). Middle-aged groups (31–40 years old) prioritize "natural ingredients" (76.5%), while 44.5% of their pets face health issues (e.g., allergies, obesity), fueling demand for specialized formulas. Social media is pivotal: 61.8% of owners buy pet food via live-streaming, and 38.7% are swayed by anthropomorphic content (e.g., pet mukbang). Concurrently, the "silver-haired pet owner" segment expands—28% of individuals over 65 own pets, with annual medical spending reaching ¥3,200—propelling growth in senior-specific functional foods. To compete, F Company must target educated women with "scientific feeding + "viral seeding"" strategies, emphasize "safety certifications + precision nutrition" for middle-aged buyers, and develop senior-focused product lines to capture emerging niches.

4.2.1.4. Technological Context

Technology has emerged as a powerful engine driving the rapid development of the pet industry in the past. Leveraging cutting - edge technologies such as artificial intelligence and the Internet of Things, technology has offered highly innovative solutions to the pain points in various aspects of the pet industry, including production, sales, and services. Whether it's the innovation of pet food and supplies, the significant improvement of pet service efficiency, or the digital transformation of pet health management, technology plays a crucial role in every corner of the pet industry. Looking ahead, technology will continue to optimize and upgrade the entire industry ecosystem from multiple dimensions, including production, R & D, operation, and supervision, effectively propelling the pet industry towards a steady progress in the direction of digitalization and intelligentization.

In the production dimension, the application of technology has made the production of pet food and supplies more refined and automated. Taking pet food production as an example, the Internet of Things (IoT) technology can monitor parameters such as temperature and humidity on the production line in real - time to ensure stable product quality. Artificial intelligence algorithms can optimize the production plan according to market demand and raw material supply, improve production efficiency, and reduce production costs.

In terms of R & D, the advancement of biotechnology has brought new opportunities for the innovation of pet drugs and health products. Gene - editing technology is expected to develop therapeutic drugs for specific genetic diseases in pets. Meanwhile, 3D printing technology can be used for the customized production of pet medical devices and personalized pet toys.

At the operational level, big data analysis helps pet enterprises accurately grasp consumer needs. By collecting and analyzing the behavioral data of pet owners on social media and e - commerce platforms, enterprises can understand consumers' preferences and pain points, so as to conduct targeted marketing and product R & D. At the same time, the intelligent customer service system, using natural language processing technology, can quickly respond to the inquiries and complaints of pet owners, thereby enhancing customer satisfaction.

In the area of supervision, technology makes pet management more standardized and efficient. The urban intelligent pet management system integrates functions such as pet registration, immunization, and movement tracking, facilitating unified management by government departments. Image analysis technology can be used to identify the breed and health status of pets, enabling the timely detection of potential public health risks. With the continuous advancement of technology, the future of the pet industry will be more vibrant and innovative.

4.2.1.5. Environmental Context

In recent years, China's economy has maintained steady growth, with per capita disposable income rising from 32,189 yuan in 2021 to 36,883 yuan in 2023, reflecting a compound annual growth rate (CAGR) of 7.3%. This economic upswing has significantly elevated consumer purchasing power, particularly among urban households. Pet ownership has emerged as a key beneficiary of this trend, with pet-related spending evolving from a discretionary expense to a prioritized category.

According to the *2023 China Pet Industry White thesis, urban pet consumption reached 270.6 billion yuan, marking an 8.7% increase from the previous year. Pet food accounts for over 50% of this expenditure, driven by a shift toward premium and scientifically formulated products. Notably, 61.76% of consumers now prefer domestic brands over imports, indicating a growing trust in local quality and a desire for cost-effective options.

However, economic fluctuations and rising production costs pose challenges. Raw material prices, such as poultry and grains, have fluctuated due to global supply chain disruptions and inflationary pressures. F Company has mitigated these risks through long-term supplier contracts and vertical integration, ensuring stable pricing for 68% of its core ingredients. Despite this, the company faces pressure to balance affordability with premium positioning, especially as 39.92% of consumers remain sensitive to price points below 500 yuan/month for pet care.

The economic landscape also presents opportunities. The middle-class population in China exceeds 400 million, driving demand for high-end pet products. F Company's focus on functional formulas (e.g., hypoallergenic, senior cat food) aligns with this trend, targeting health-conscious consumers willing to pay premiums. Additionally, the "single economy" and aging population continue to fuel pet ownership, with 26-30-year-olds accounting for 39.08% of pet owners, a demographic known for prioritizing convenience and emotional value in pet care.

In summary, China's economic growth and shifting consumer priorities provide fertile ground for F Company's expansion, but managing cost pressures and maintaining competitive pricing will remain critical to sustaining market penetration.

4.2.2. Sector Analysis

With the development of the national economy, the increase in the number of pet owners, the improvement of pet owners' spending power, the development of technology, and the popularization of the concept of scientific pet-keeping, the "pet economy" has witnessed rapid growth. The pet consumption market has achieved integrated online and offline

development and is upgrading towards a direction of high quality, high-end, intelligence, and customization. It will still maintain a growth trend in the future. According to the data in the "2023 - 2024 China Pet Industry White thesis", the urban pet consumption market size exceeded 270 billion yuan in 2023. The overall market size increased by 3.2% compared to 2022, maintaining a stable growth trend. In the pet consumption structure, pet food accounted for more than 50%. It is expected that by 2026, the size of the Chinese pet food market will reach over 110 billion yuan.

According to the "2022 China Pet Industry White thesis", pet food consumption accounted for 50.7% of pet - keeping consumption in 2022. With the improvement of people's awareness of feeding commercial pet food, the market demand for pet food will be further unleashed.

Figures 4-1-Pet food in 2022
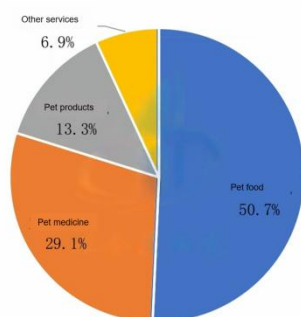
Source: China Pet Industry White thesis - China Pet Consumption Report 2022

The pet food market is the largest segment of the pet industry and is the first to benefit from the development of the pet economy. It has the advantages of high repeat purchase rate, low price sensitivity, and strong customer stickiness. According to Statista data, the global pet food market is expected to reach $147.3 billion in 2023. From 2012 to 2023, the global pet food market had an average annual compound growth rate of approximately 8.50%, as shown in the figure below.

Figures 4-2-Pet food compound annual growth rate 2012-2023
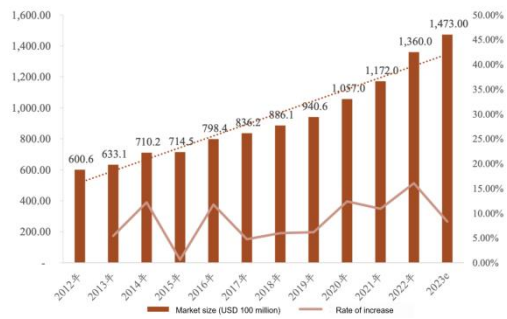
Source: Statista

4.2.3. Competitor Analysis

In the past three years, the concentration of the top 20 pet brands in China has remained stable at 19%. The concentration in the food segment is even higher, with the top 20 brands accounting for 31%. The non - food market, however, is fragmented and decentralized.

In terms of the proportion changes between domestic and foreign brands, among the top 20 food brands, the proportion of domestic brands has increased from 50% in 2022 to 55%. Among the top 20 pet supplies brands, domestic brands account for approximately 70%, continuously leading the pet supplies market.

Figures 4-3-Ranking of pet products in China 2019-2023

Source: Euromonitor International, Asia Pet Research Institute

Gambol

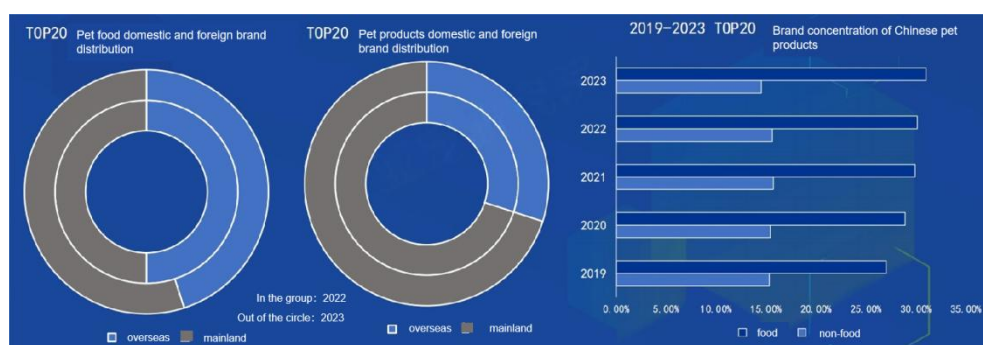The company is a leading enterprise in the domestic pet food industry. Its self - owned brand "Myfoodie" wields significant influence in the domestic market. The company mainly deals with a wide variety of pet food products for dogs and cats. Its main products include staple food series with scientific and nutritious formulas, snack series mainly made from livestock, poultry, fish, etc., and health product series containing functional ingredients such as freeze - dried lecithin and calcium lactate. In total, there are over a thousand single products.

The company started its business from pet food OEM and export. In 2013, it created its self - owned brand "Myfoodie". In the domestic market, the company has formed a self - owned brand echelon centered around "Myfoodie", achieving full - category coverage of pet staple foods, snacks, and health products. "Myfoodie" enjoys high popularity and market influence. It ranked first on the Tmall TOP Brand Power List (Pets) from 2021 to 2022, topped the MAT2021 Tmall Sales List of Dog and Cat Food Brands, and also became the most popular pet food brand among Generation Z in MAT2021. This brand has successively launched multiple product series, such as the Frejate High - Meat Cat Food Series, the

Frejate All - in - One Freeze - Dried Cat Food Series, the Double - Blend Grain Series, and the Probiotic Army Series.

The main selling points of this brand lie in its use of all - natural ingredients. The brand has 9 natural ingredient production bases around the world with direct supply, and its products are exported to 33 countries in Europe, America, Japan, and South Korea.

t

Figures 4-4-Brand produc

Source:Brand official website (http://www.gambolpet.com)

CHINA PET FOODS

The company is a leading enterprise in the domestic pet food industry. It mainly engages in the R & D, production, and sales of pet food. Its products cover various categories such as staple food, wet food, snacks, and health products for both dogs and cats. Each major category contains multiple varieties, with a total of over 1,000 varieties.

Through years of market development in China, the company has now formed three self - owned brands, "Wanpy", "Zeal", and "Toptrees", as the core to capture the domestic mid - high - end and high - end markets. In the international market, the company mainly conducts OEM/ODM sales. It has also successively launched pet snack products under self - owned brands such as "Wanpy", "ZEAL", "Great Jack`s", and"Jerky time" in countries like Japan, the United States, Europe, Australia, and Canada. The company's production capacity spans five countries, namely China, the United States, Canada, New Zealand, and Cambodia, and its products are exported to 67 countries and regions across the five continents globally.

The Fresh Essential series mainly uses freshly - slaughtered chicken that is not stored overnight. It reaches the Wanpy Fresh Kitchen within 90 minutes and is turned into pet food within 4 hours. This is a key selling point of this series.

Figures 4-5-Brand produc

Source:Brand official website（http://www.wanpy.com.cn）

Tables 4-1-Industry competitor analysis

Attribute	Gambol	CHINA PET FOODS
Own Brand	Myfoodie	Wanpy, "Zeal", "Toptrees"
Product Range	Covers staple food, snacks, health products for dogs and cats (over 1,000 SKUs)	Covers staple food, wet food, snacks, health products for dogs and cats (over 1,000 SKUs)
Key Selling Points	Natural ingredients with 9 global direct-supply bases, exported to 33 countries	Fresh meat formulas (e.g., Wanpy Fresh Kitchen series uses chicken processed within 4 hours)
Market Positioning	Mid-to-high end, focusing on scientific nutrition formulas	Mid-to-high end, with premium lines targeting health-conscious consumers
Supply Chain & Channels	Global supply chain, omni-channel layout (online & offline), ranked top on Tmall 2021-2022	Production bases in 5 countries, exported to 67 markets, strong online-offline integration
Market Performance	No.1 brand on Tmall Pet Category 2021-2022, most popular among Gen Z (MAT2021)	Leading domestic market share with brand matrix capturing diverse segments

Source: Author (2025)

4.2.4. Porter's Five Forces Analysis

Company F faces the influence of many competitive forces in the cat food market. Based on Porter's Five - Force Model, the following analysis is conducted on Company F's cat food products from five aspects: The threat of existing competitors, the threat of potential entrants, the threat of substitutes, the bargaining power of suppliers, and the bargaining power of buyers.

Rivalry among existing competitors

International brands Mars and Nestlé exert significant competitive pressure on other brands in the cat food market. Mars has a wide range of brands with diverse positioning. It offers customized products to meet different pet needs, for example, the Royal Canin brand. Positioned in the mid - to - high - end price range, it justifies its high prices with strong brand power and product quality. Mars has established a comprehensive global supply chain and has a full - fledged presence in both online and offline channels in China. It conducts precision marketing by leveraging e - commerce big data.

Nestlé, on the other hand, emphasizes research and development. It integrates global resources to create high - quality products, such as the Purina series. With a mid - to - high - end price positioning, in line with its high - quality brand image, Nestlé achieves extensive

offline distribution through close cooperation with local distributors. At the same time, it vigorously expands its online channels, uses social media and e - commerce platforms for brand promotion and product sales, so as to enhance brand awareness and market share.

Threat of new entrants

The promising prospects of the pet food industry have attracted numerous potential entrants. As the technological threshold of the industry gradually decreases, new entrants can start production without having deep - seated technological accumulations. Some enterprises with financial strength, such as certain food and beverage enterprises, may cross - over into the cat food market by virtue of their mature production technologies, marketing channels, and brand influence.

New entrants usually attract consumers with innovative product concepts, unique marketing strategies, and lower prices. This will seize the potential customer groups of Company F, intensify market competition, and force Company F to continuously enhance its own competitiveness, such as strengthening brand building, optimizing product structure, and reducing costs, to address the threat of potential entrants.

Threat of substitute products

In addition to traditional cat food products, there are some substitutes emerging in the pet food market. Fresh pet food has gradually attracted the attention of consumers. Such products are made from fresh ingredients, providing pets with an option closer to a natural diet. Homemade pet food is also popular among some pet owners, who believe that making food at home allows them to better control the quality of ingredients and nutritional components. Moreover, with the popularization of pet nutrition knowledge, some pet owners may choose to pair nutritional supplements for their pets, partially replacing the nutritional functions of cat food.

The emergence of these substitutes has an impact on the market demand for Company F's cat food products. The company needs to continuously optimize product formulas, improve product quality and nutritional value, and highlight product advantages, such as emphasizing balanced nutrition, convenient storage, and easy feeding, to reduce the encroachment of substitutes on its market share.

Bargaining power of suppliers

The cost of raw materials for pet food products accounts for a relatively large proportion of the main business costs. If there are significant fluctuations in raw material prices, and enterprises within the industry are unable to transfer the pressure generated by rising raw material prices, or cannot offset the pressure of increased raw material costs by improving

the R & D level and product production processes, or cannot counteract the pressure of inventory impairment losses caused by falling raw material prices through effective inventory management, the profitability of enterprises within the industry will be adversely affected.

To address the risks brought about by fluctuations in raw material prices, in terms of procurement strategies, Company F has established long - term and stable cooperative relationships with suppliers. By signing long - term contracts and conducting regular purchases, it locks in the prices of raw materials for a certain period, reducing the impact of price fluctuations. The company can also increase investment in research and development, improve product production processes, enhance the utilization rate of raw materials, and reduce the raw material consumption per unit of product. Additionally, it can develop new formulas to reduce the dependence on high - priced raw materials while ensuring the nutrition of cat food.

Bargaining power of buyers

With the development of the Internet, pet owners have more channels to obtain information and are more fully informed about the price, quality, ingredients and other information of cat food products. As a result, the bargaining power of buyers is gradually increasing. When purchasing cat food, consumers will compare different brands and products and are highly price - sensitive. They often make large - scale purchases during promotional activities or choose products with lower prices. In addition, pet owners have increasingly high requirements for product quality and safety. If Company F fails to meet consumers' expectations, buyers may switch to other brands.

This requires Company F to improve product quality and service levels, optimize price strategies, and enhance consumers' brand loyalty by launching differentiated products and providing high - quality after - sales services, so as to reduce the bargaining power of buyers.

4.2.5. Consumer Analysis

The survey was conducted in March 2024 to analyze the purchasing behaviors and preferences of cat food consumers in China, collecting 183 valid responses through convenience sampling. The target group consisted of urban pet owners aged 18−45, with 70% female, 67.5% holding bachelor's degrees or higher, and the largest age segment being 26–30 years old (39.1%). Data revealed that 53.8% of consumers discover products through social media platforms like Douyin and Xiaohongshu, while 42.4% are influenced by KOL recommendations.

Key findings highlight significant market polarization: approximately 40% of respondents spend ¥0–500 monthly on pet care, while nearly 20% of premium users exceed ¥3,000. Online channels (e.g., Tmall, JD.com) remain the primary purchasing route (53.8%), yet 61.8% engage in live-streaming shopping, reflecting growing social commerce trends. Notably, 44.5% of pets face health issues such as allergies or obesity, yet current market offerings lack targeted solutions. Monthly cat food consumption concentrates in the 30–45 kg range (47.9%), indicating frequent repurchase needs.

Strategic recommendations include developing specialized products (e.g., hypoallergenic or senior-care formulas) to address health demands, leveraging Douyin live-streaming and KOL partnerships to engage young female and high-income demographics, and exploring cost-effective bundles for budget-conscious consumers in lower-tier cities.

Figures 4-6-What is your gender?

What is your gender?

Male 48.74%   Female 51.26%
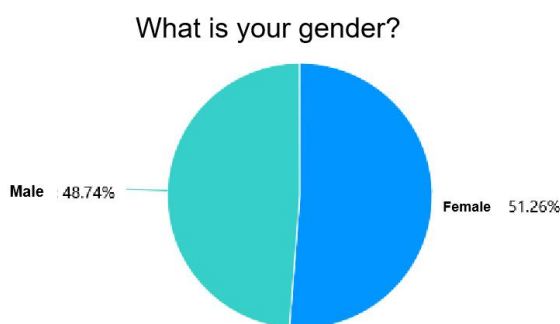
Source: Author (2025)

Figures 4-7-How old are you?

How old are you?

- Over 45 : 7.98%
- 15~20: 7.14%
- 21~25: 17.23%
- 31~40: 28.57%
- 26~30: 39.08%
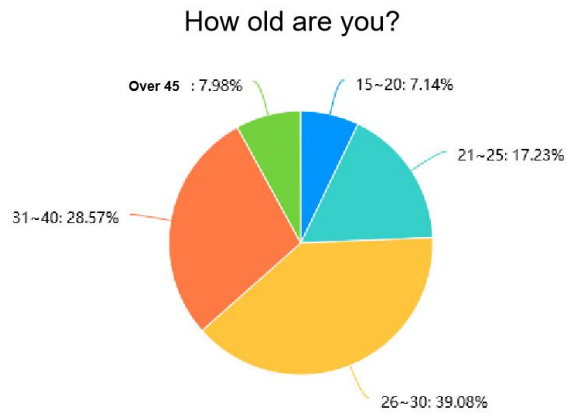
Source: Author (2025)

Figures 4-8-What is your educational attainment?

What is your educational attainment?

- Postgraduate and above 3.78%
- JunioJunior high schoolr 11.76%
- Senior high school 17.65%
- collegiate 66.81%
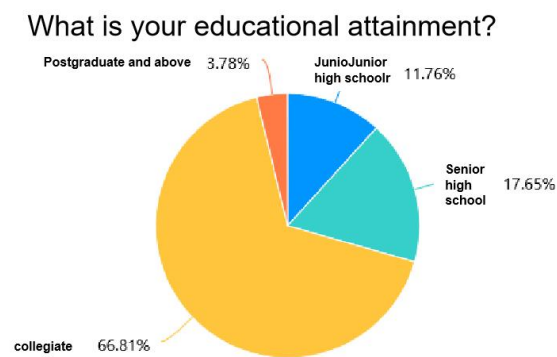
Source: Author (2025)

Figures 4-9-Where do you live?

Where do you live?

- village 38.66%
- city 61.34%
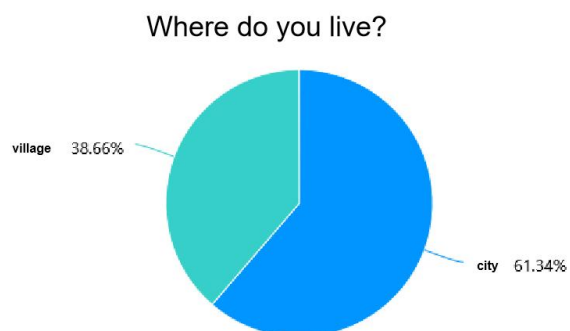
Source: Author (2025)

Figures 4-10-How old is your cat?

How old is your cat?

Above 6 years old 18.07%
Less than 6 months 22.69%
3-6 years old 8.82%
6 months - 1 year old 25.63%
1-3years old 24.79%
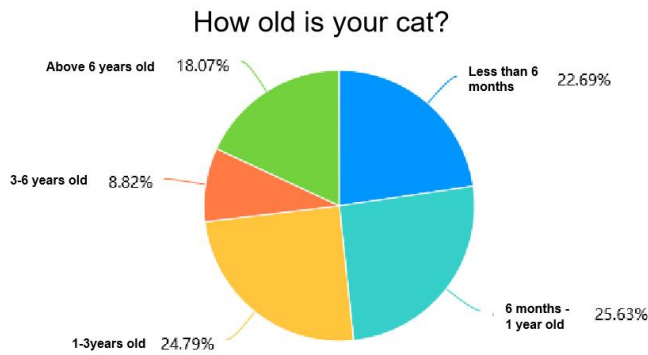
Source: Author (2025)

Figures 4-11-How much do you spend on cat - raising on average per month?

How much do you spend on cat - raising on average per month?

19.75%
7.56%
10.5%
22.27%
39.92%

● 0-500 RMB ● 500-10 RMB ● 1000-200 RMB ● 2000-3000 RMB
● More than 3000 RMB
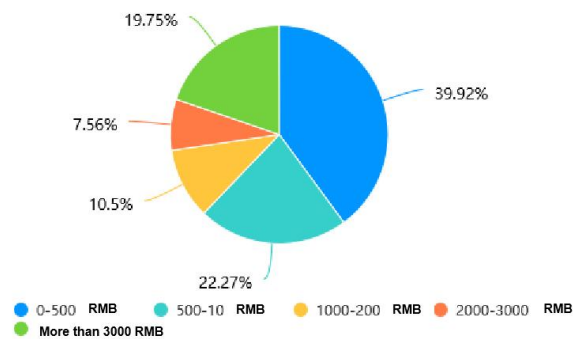
Source: Author (2025)

Figures 4-12-What do you pay most attention to when choosing cat food?

What do you pay most attention to when choosing cat food?

Other 0%
Formula 28.99%
Price 27.31%
package 10.92%
brand : 32.77%
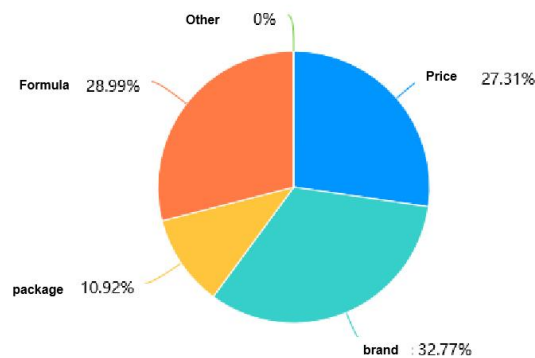
Source: Author (2025)

Figures 4-13-What is your most common purchasing channel for cat food?

What is your most common
purchasing channel for cat food?

Other   0%

Offline physical store   46.22%

Online dot   53.78%
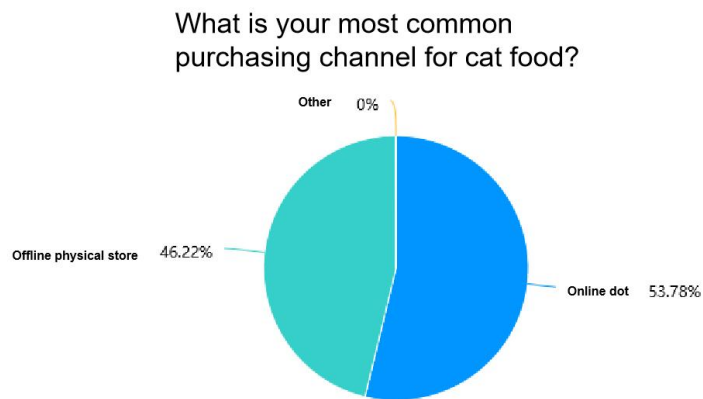
Source: Author (2025)

Figures 4-14-Does your cat have food allergies or other health problems?

Does your cat have food allergies
or other health problems?

Yes   44.54%

none   55.46%
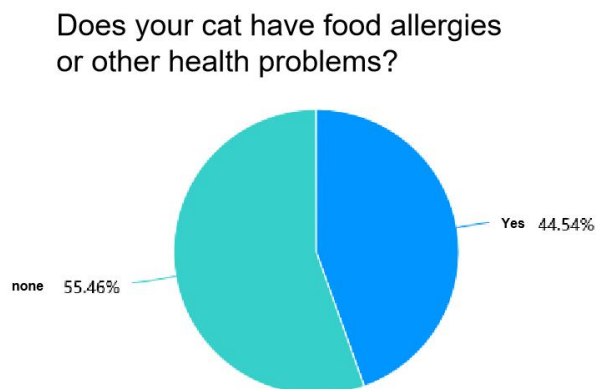
Source: Author (2025)

Figures 4-15-What type of food do you mainly feed your cat?

What type of food do you mainly feed
your cat?

Scraps   8.82%

Homem
ade cat
rice   14.71%

Cat
food   76.47%
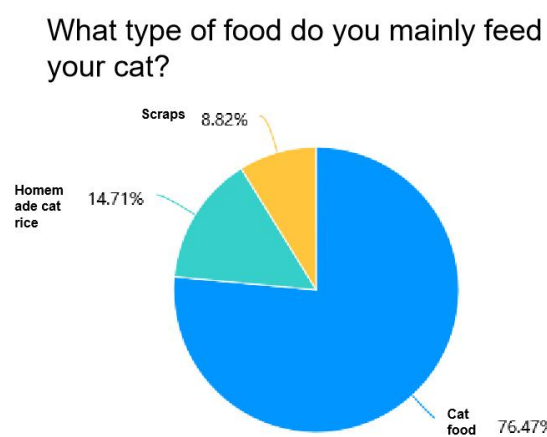
Source: Author (2025)

Figures 4-16-How much dog food does your cat consume in about a month?

How much dog food does your cat consume in about a month?

- 60Kg and below 5.88%
- 45kg-60kg: 5.88%
- 30Kg and below 40.34%
- 30-45kg: 47.9%
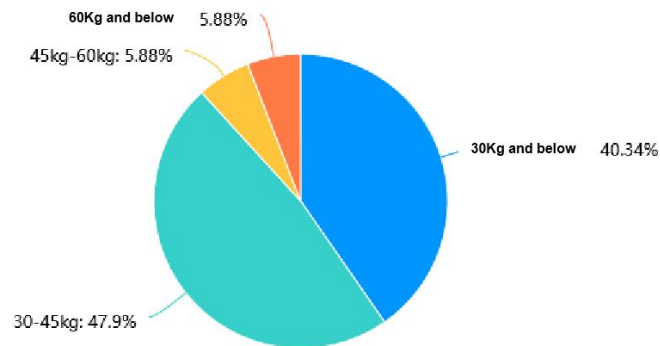
Figures 4-17-Do you prefer to buy domestic cat food or imported dog food?

Do you prefer to buy domestic cat food or imported dog food?

- Imported cat food 38.24%
- Domestic cat food 61.76%
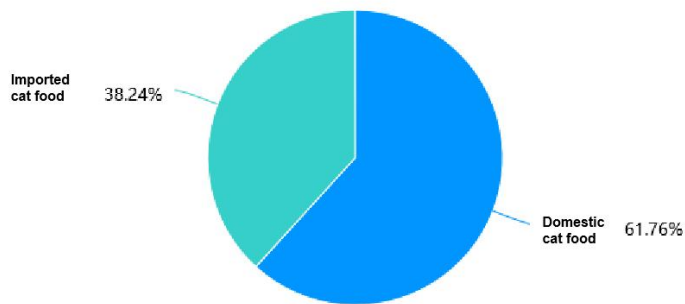
Figures 4-18-15.Which of the following marketing behaviors of a brand can attract your attention? [Multiple choices]

15.Which of the following marketing behaviors of a brand can attract your attention? [Multiple choices]

- 0.42%
- 37.82%
- 37.39%
- 33.61%
- 40.34%
- 42.44%

- 🔵 Participate in the discussion of hot social events
- 🟡 Post trending topics and pet videos on social media
- 🟢 Brands sponsor variety shows, TV series or movies
- 🔵 Be featured by your favorite celebrities/bloggers
- 🟠 Selling its products in popular anchor studios
- ⚫ Other

26
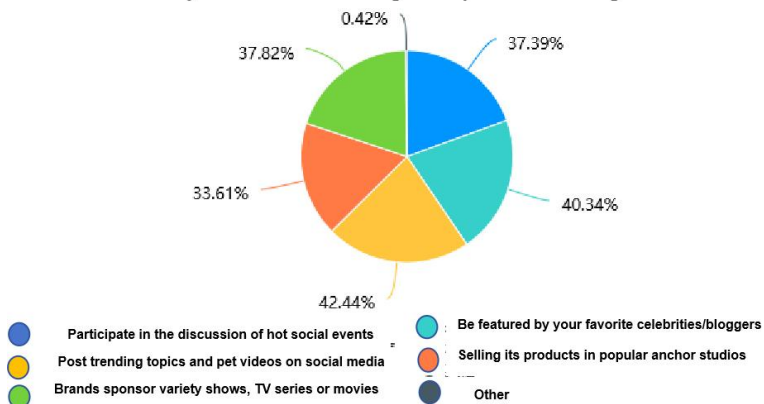
4.3. Internal Situational Analysis

4.3.1. Characterization of the company

Company F was founded in 2015, determined to provide high - quality food for pets. At the beginning of its establishment, a core team of 5 people, with professionalism and enthusiasm, worked hand in hand with an OEM factory to create a natural, additive - free full - price cat food. Despite the difficult start, through participation in trade fairs and cooperation with small - scale channels, a group of loyal customers were gradually accumulated.

During the development period from 2018 to 2020, the number of employees expanded to 20. A marketing team was formed, the product line became diversified, online channels were opened up, and cooperation with bloggers was carried out. As a result, both sales volume and brand awareness increased significantly. Meanwhile, the customer service system was improved, and the sales volume grew steadily.

Since 2021, in the growth period, the company has a complete organizational structure, and all departments work together. The R & D department cooperates with universities, advanced equipment is introduced in production, and cross - border co - branding activities are carried out in marketing.

Company F attaches great importance to product quality. Its products are formulated with high - quality raw materials. For example, the initial full - price cat food was made from natural ingredients such as chicken, fish, and vegetables, without adding artificial colors, flavors, and preservatives. This insistence on using top - notch raw materials not only meets the health needs of pets but also builds trust among pet owners.

In addition, the company is actively engaged in product innovation. With the development of the market, it has launched a series of diversified cat food products for different life stages (such as kittens and senior cats) and specific needs (such as indoor cats), expanding its product portfolio to meet a wider range of customer demands.

Today, Company F has established a firm foothold in the pet cat food market. In the future, it will continue to strive hard and move forward towards the goal of becoming a leader in the industry.

4.3.2. Mission, vision and values

Mission - "To provide high - quality, healthy and nutritious food for pets and become a brand trusted by pet owners."

Vision - "To be a leading enterprise in the pet food industry, continuously innovating and improving pet food products to meet the diverse needs of pets and pet owners around the world."

Values - "Uphold the supremacy of quality, continuously innovate, center around customer needs, and at the same time, actively fulfill responsibilities towards pets and the environment, practicing sustainable development."

4.4. SWOT Analysis

One of the tools that companies often use when studying strategy is SWOT strategy. It mainly includes the following four aspects: the advantages of enterprises, the disadvantages of enterprises, the opportunities and threats faced by enterprises. Through the SWOT analysis of the actual situation of F Company, the advantages and disadvantages of F Company can be more accurately grasped, and the advantages and disadvantages can be exploited and avoided in the formulation of marketing strategies, and the existing advantages can be effectively utilized to achieve twice the result with half the effort.

4.4.1. Strenghts

Since its inception, F Company has been committed to the production and sales of pet food, and strives to create a full product line of pet food production. The company has made great efforts to carry out technology research and development. F company has set up a special central department, responsible for this work, and there are dozens of high-level R & D personnel. At present, the company has more than 30 patented products and has obtained the certificate of high-tech enterprises. The R&D center focuses on two parts: developing new products; Formulation upgrade and optimization of existing products. Not only can there be thousands of self-formulated products for customers to choose, but also can customize products according to customer needs. It's no secret that the pet industry operates in an emotional economy. People with higher education usually have stronger empathy, and this part of the population has a complete reserve of pet knowledge, more agree with the scientific pet feeding method, and pay special attention to the health of pets. F company adheres to the quality management policy of "quality is life". Whether it is the incoming inspection of raw materials, or the control of the production and processing process and the finished products, strict inspection standards have been formulated and resolutely implemented. The company has passed various qualification certifications, including the certification of ISO and other professional organizations, the certification of food safety, and

the certification of social responsibility system. These authoritative certifications are not only the recognition of the quality of the company's products, but also lay the foundation for the company to clear all kinds of customers in the domestic and foreign markets. Because the company has been stable and excellent quality and patient and meticulous service level, the company has a relatively solid sales foundation in the pet market and strong anti-risk ability.

Through the above analysis, it is understood that the core advantage of F company is that it has competitiveness in product development and quality control by virtue of natural formula and patented technology. A stable supply chain enhances brand trust, especially among health-conscious consumers.

4.4.2. Weaknesses

At present, the main pet food in the domestic market is basically dry food (puffed food), and the dry food brand has more than 5,000 the homogenization phenomenon is quite serious. Secondly, Company F did not accurately grasp the consumption upgrading trend of the market. The market does not lack manufacturers and brands, but lacks differentiated and personalized products. F Company was established in 2015, is a latecomer in the market, and the development time is still short, so the popularity is relatively low. In addition, Company F invests less money in brand publicity and promotion, and its channels are relatively simple, which is also one of the reasons for its low brand awareness. At the same time, considering operational risks and operating costs and other problems, Company F chose to concentrate its main resources on the online e-commerce platform as the main sales channel, resulting in dissatisfaction and even a breakdown of cooperation among offline channel operators. However, the competition of online channels is fierce, and most brands are in a state of small profit or loss, and it is difficult to effectively improve sales performance by relying only on e-commerce platform channels. At the same time, with the rapid development of the enterprise today, there are still some employees in F company whose own technical level cannot follow the needs of the company's development, and the talent mechanism needs to be established and improved as soon as possible. The work efficiency of employees can be improved, and the economic benefits of the company can be improved as much as possible. If managers can make good use of the skills of employees, they can give full play to the creativity of employees, so as to obtain the quality of products and services praised by customers, and then stand out in the competition.

Through the analysis of F Company's disadvantages, it is learned that its product homogenization is serious, brand marketing investment is insufficient, and over-reliance on traditional e-commerce channels leads to limited market penetration. The talent mechanism lags behind, and the expansion of offline channels is slow, which restricts the all-channel layout and operational efficiency.

4.4.3. Opportunities

With the improvement of the consumption power of Chinese residents and the expansion of the size of the pet raising population, the scale of the domestic pet industry continues.The pet food market has also entered a stage of rapid development. According to the survey data of Euromonitor, from 2017 to 2021, the CAGR (compound annual growth rate) of China's pet food industry will remain above 12%, and it is expected that the scale of pet food industry will reach 54.2 billion yuan in 2023. Driven by the aging population and the growth of the population living alone, consumption upgrades and other factors, the pet food industry will continue to maintain steady growth in the future.

Various government departments have issued policies and regulations related to the pet food industry, mainly from the production conditions, health conditions, declaration conditions and other aspects of the enterprise to make clear and strict requirements, which is conducive to promoting the development of the entire industry to a more standard and standardized direction, but also conducive to promoting the transparency and order of the industry competitive environment. The implementation of the Animal Care and Management Law and the Pet Food Safety Law has put forward a more severe test to the quality control ability and product testing ability of manufacturers. F company has passed ISO and other professional body certification, food safety certification. The relevant certification has created a good reputation for F company's product marketing.

As the scale of China's pet food market continues to expand, high-end and functional needs provide space for brand upgrades. The policy supports compliant enterprises, the single economy and the aging trend promote the growth of pet consumption, which are good for the future development of F company.

4.4.4. Threats

At present, China's pet food market concentration is low. According to the relevant data of Euromonitor, the global pet food market CR5 (market share of the top five companies in the business scale) in 2023 is 50%, of which Mars and Nestle firmly occupy the head position, the market share of 21.4% and 19.8%, far more than other brands. In the same year, the CR5 of the domestic pet food industry was 17.4%, much lower than the global level. This indicates that the industry concentration will further increase. Brands that have established a dominant position will continue to grab market share and set up various competitive barriers. At the same time, the entry of industrial capital will accelerate the integration of the industry, and all kinds of resources will be concentrated to the head enterprises, showing a situation of "the stronger the stronger". This will pose a great threat to the development of F company. At the same time, the domestic pet food industry market supervision and constraints are also missing. Therefore, there are many disorderly competition in the market, which seriously

restricts the healthy and orderly development of the industry. The quality of domestic brands is uneven, and there are some false propaganda and shoddy phenomena.

Due to fierce competition from international and local brands, substitutes such as fresh food nutritional supplements are diverting the market share of traditional dry food.Raw material price fluctuations and stricter regulation increase cost pressure, and Company F needs to strengthen supply chain resilience and risk response capabilities.

In summary, based on the analysis of the macro - marketing environment and the micro - marketing environment, and combined with the competitive advantages and disadvantages of Company F itself, the following suggestions are put forward. Company F should actively seize the growth opportunities in the pet food market, increase investment in research and development, and optimize its product portfolio. It should also adjust the marketing model of online channels and provide personalized product services. Moreover, it is necessary to tell brand stories well, and do a good job in event marketing and hot - topic marketing. By making efforts in multiple aspects of products and marketing, the company should strive to achieve the high - end transformation and upgrading of the brand, and at the same time, promote the growth of sales volume and the improvement of profitability.

4.5. Marketing Plan Objectives

Through in-depth interviews with relevant personnel of F Company, I have learned about the future development direction of the company. F company plans to achieve 8% penetration of the pet food market in the next 12 months, with annual revenue exceeding 50 million RMB. To this end, the company will work in the following directions:

Product innovation: Develop AI-powered intelligent feeding system and personalized formula cat food, combine freeze-dried/wet food technology to improve product competitiveness, aiming to reduce raw material costs by 30% and increase user retention to 45%.

Ecological cooperation: Establish strategic cooperation with more than 10 pet medical institutions, e-commerce platforms and Kols, build a "scientific pet raising ecosystem", and cover 5 million above target users through joint promotion.

Revenue growth: Optimize the membership subscription model (such as "Monthly Fresh Package"), launch high-end product lines (such as customized elderly cat food), and aim to increase the customer unit price by 20%, with high-end products accounting for 30%.

Brand upgrade: Through "pet emotion" content marketing (such as the documentary "100 Kinds of Happiness of Cats") and public welfare actions (stray cat rescue program), the brand awareness increased by 20%, and the NPS value reached more than 60 points.

4.6. Segmentation, Targeting and Positioning

This chapter adopts STP analysis method to analyze the products of F company. Based on the analysis of about 180 valid questionnaire survey results and in-depth interview results, a more systematic analysis is carried out from three aspects: subdivision, target and positioning.

Segmentation

Market segmentation categorizes consumers across four dimensions: geographic, demographic, psychographic, and behavioral. Geographically, first-tier cities (e.g., Beijing, Shanghai) exhibit a 65% higher premium cat food penetration rate compared to lower-tier cities, with monthly pet spending averaging ¥1,200 (versus ¥650 in lower-tier regions). Demographically, 70% of pet owners are female, 67.5% hold bachelor's degrees or higher, and those aged 26–30 account for 39.1%, highlighting a market dominated by young, highly educated women. Psychographically, "emotional nurturers" (45%) view pets as family members and pay premiums for veterinarian-recommended products, while "cost-effective pragmatists" (30%) prioritize discounts. Behaviorally, 53.8% of Gen Z (18 – 25 years old) discover products via Douyin/Xiaohongshu, with 42.4% influenced by KOLs, whereas middle-aged consumers (31–40 years old) prioritize "natural ingredients" (76.5%), and 44.5% of their pets face health issues (e.g., allergies, obesity).

Targeting

According to market segmentation, F company's market strategy focuses on differentiated layout, taking first - and second-tier cities as the core battlefield, and forward-looking layout of third - and fourth-tier potential markets. In response to the deep demand of young pet owners in first - and second-tier cities (accounting for more than 60%) for scientific pet raising, we focus on promoting high-end products such as freeze-dried/wet food, strengthen the "whole life cycle nutrition formula" system (such as DHA development food for young cats, joint care food for elderly cats), and build differentiated competitive advantages through functional product matrix (hyposensitive formula, freeze-dried beauty fur, etc.). In the third and fourth line markets, aiming at the middle and high income groups with an annual growth rate of 12% and the elderly cat segment market with a scale of more than 12 billion yuan and an annual growth rate of 36%.

Tables 4-2-Market target

Segmentation	Primary Target	Secondary Target
Geographical	- 1st tier cities - 2nd tier cities	- 3rd tier cities - 4th tier cities
Demographic	- young people aged 25-40	- middle and high income families - elderly pet owners

Positioning

F company is positioned as "full life cycle scientific pet rearing", with the core concept of "technology enabling nutrition + domestic quality inclusive", through AI algorithm-driven phased nutrition formula (covering young cats, adult cats, elderly cats), freeze-dried fresh and other innovative processes such as -40℃, combined with the advantages of local supply chain direct sourcing. Create high-end pet food with prices 20%-30% lower than imported competitors. The brand advocates that "pets are family, nutrition is a love letter", and transforms scientific feeding into emotional companionship through the public welfare rescue plan and the content marketing of "Cat growth album", becoming a "warm health guardian" for young pet families.

4.7. The AARRR User Model

The AARRR model, also known as the Pirate Model due to its predatory growth approach, was proposed by Dave McClure in 2007. Its core is the AARRR funnel model, which corresponds to the customer life cycle and helps people better understand the principles of customer acquisition and retention.

AARRR represents five words, which respectively correspond to five stages in the product life cycle:

Acquisition : Users come to your product from different channels.

Activation : Users complete a core task on your product (and have a good experience).

Retention : Users come back and continue to use your product continuously.

Revenue : Users perform actions on your product that generate revenue for you.

Referral : Users, through your product, recommend and guide others to use your product.

Figures 4-19-The Definition of AARRR
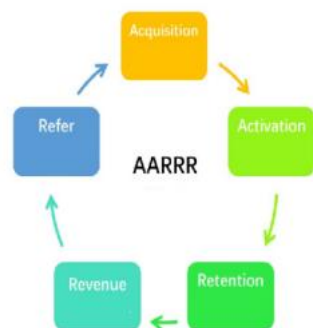
Source: Xu (2025)

Data source: Self - compiled by the author

AARRR model is especially suitable for digital businesses (such as apps and social platforms) that require long-term operation of users. By covering the whole life cycle of users from contacting products to becoming loyal users and actively recommending them (acquisition → activation → retention → realization → recommendation), the system optimizes strategies of all aspects to achieve double growth of user scale and stickiness. Its core advantage is data-driven refinement of operations - by analyzing user behavior data (such as retention rates, referral rates), companies can accurately locate growth bottlenecks (such as high turnover in activation links) and adjust strategies (such as simplifying registration processes) to significantly improve resource efficiency. Compared with the traditional 4P model (enterprise as the center, one-way output of products, prices, channels,

promotion strategies), AARRR takes users as the core, through fission mechanism (such as invitation and reward), personalized experience design (such as membership system) and real-time feedback iteration, so that users can change from passive recipients to active participants and disseminators. It is more in line with the rising trend of user sovereignty in the digital era.

Next, this thesis combines five aspects of AARRR model theory to design F company's digital marketing strategy improvement plan.

4.7.1. Acquisition

Due to the lack of understanding of digital economy marketing, Company F did not make full use of the advantages of digital tools and platforms to carry out marketing activities. Digital economy marketing is characterized by the ability to track user behavior in real time, accurately target customer groups, and adjust marketing strategies through data analysis. However, the lack of understanding of digital economy marketing leads to F company's inability to give full play to the effectiveness of network marketing, accurate insight into user behavior and make targeted marketing decisions, which affects the effect of network marketing channels and promotion activities. Company F needs to develop a comprehensive online branding strategy. First of all, it is necessary to establish a professional official website, through the search engine improvement (SEO) of the website, improve the ranking of the search engine results page, to increase the exposure and traffic of the website.

Secondly, establish attractive social media, and use mainstream social media platforms such as Weibo, wechat, Zhihu, etc., to create an official account of Company F to convey brand information and product dynamics to potential consumers. Publish attractive content, including photos of the latest products, as well as pet life guides, to attract the attention of potential consumers, establish good communication and interactive relationships, and enhance users' trust in the brand. Collaborate with opinion leaders (Kols) who are influential in the field of pet ownership and fit with F Company's target market, and introduce the brand to a wider audience through their recommendations and sharing. Through the targeted delivery function provided by the online advertising platform, advertisements are displayed to potential consumers who match the characteristics of Company F's target market. Through the data analysis tools provided by the online advertising platform, we can monitor the effect and conversion rate of advertising, timely adjust the advertising strategy and delivery mode, and improve the return on advertising investment. Through the use of network technology, F Company's brand can expand brand exposure and improve product awareness and recognition.

4.7.2. Activation

Interviews with marketing team members revealed that they had limited knowledge of market segmentation and characteristics of target customer groups. This shows that Company F lacks in-depth understanding of target users and cannot truly meet user needs, which affects the effectiveness of network marketing. Due to the lack of understanding of user needs, Company F failed to make full use of these opportunities to accurately interact and promote with users, and could not provide products or services that match the individual needs of users. The lack of knowledge and understanding of users' needs will also affect Company F's work in customer relationship building and maintenance.

By building an online forum or community platform, consumers and potential consumers who have purchased products are invited to participate in discussions and interactions, share opinions and experiences, and enhance interaction and resonance among customers. Carry out interactive activities such as online questions and answers, voting, and surveys to invite potential customers' participation and feedback, and increase users' interaction and sense of participation. Provide online customer service consulting services, provide real-time questions and answers for potential customers, and establish timely communication and interaction channels. After in-depth understanding of the needs and psychology of target customers, the characteristics of network marketing are combined with personalized customization. By centrally and efficiently collating potential and existing customer data, including profiles, purchasing preferences, interaction behaviors, etc., it lays the foundation for providing personalized services and customized online marketing campaigns. Data analysis tools are used to conduct in-depth analysis of customer behavior, identify customer interests, preferences, purchase stages, etc., and provide basis for designing targeted marketing strategies and personalized recommendations. Based on customer analysis and segmentation results, relevant products, services and other content are pushed to different customers in a personalized way to improve the relevance and attractiveness of the content.

4.7.3. Retention

By establishing long-term and stable communication channels with customers, Company F maintains a good relationship with customers, regularly updates the information they care about and provides valuable interactive activities to enhance customer loyalty and engagement. Through questionnaire survey, voting, opinion collection and other ways to understand customer satisfaction, needs and opinions, timely improvement of products and services. Then according to the behavior and needs of customers, personalized follow-up

and return visits, through email, phone or SMS, to understand the progress and feedback of customers, timely solve problems and provide help.

4.7.4. Revenue

By establishing high-quality sales channels, F company can improve product visibility and sales conversion rate to occupy a place in the fierce market competition. With the development and change of the Internet and the diversity of consumer demands, Company F can adopt the method of affiliate marketing. Affiliate marketing means that the company should provide the display of product B while providing product A, so as to inform consumers of the possibility of various choices and enhance the possibility of incidental consumption of consumers. For example, when it comes to products, product A may be a bestseller. Product B may be a classic model, but consumers may not be aware of it, and it can be recommended to consumers in the incidental display. If the price is lower than consumers' psychological expectations, it will increase consumers' purchase probability and further increase sales. When meeting the individual needs of consumers, it is necessary to first locate the target users, determine the target users and design targeted content and services by analyzing the characteristics of user needs, interests, behaviors, etc. For example, young consumer groups will often organize activities such as "pet-friendly paradise, cute pet meeting", and recommend fashionable snack pet food to these consumer groups.

4.7.5. Referral

In the consumer environment of declining maturity and freshness of online shopping, many consumers will wait for automatic receipt of goods after purchase, and the active evaluation is less and less. Relevant research shows that the goods with buyers' shows can increase the conversion rate of goods more than those with only sellers' shows. Therefore, F company can introduce buyers show through the platform to form a herd effect. First of all, incentives should be provided to improve the customer evaluation rate, such as consumers to provide buyers show double points, coupons; When the old customer has a purchase behavior, it can encourage them to participate in the action of sharing the coupon, sharing can get a no-threshold coupon, and the shared can also get a coupon of the same denomination, inspiring their purchase to achieve viral transmission. At the same time, with the rise of mobile Internet, social networking has been promoted Step has contributed to the spread of the virus between acquaintances, and in the rise of Tiktok, small red book, B station, etc., everyone can create their own IP, recommendation transmission is no longer just between acquaintances, but can spread to everyone who believes in themselves. From the online

article interaction, wechat private domain, small red book private domain, etc., to the offline community community promotion and a series of public domain and private domain promotion actions, the final new user data, there must be a considerable part of the recommendation and communication effect brought by these initiatives, and with the end of shopping, bring certain word-of-mouth communication.

4.8. Implementation

4.8.1. Schedule

F Company's digital marketing plan will be executed in phases, covering four core areas: brand building, user growth, product innovation, and data optimization. The detailed timeline is as follows:

Tables 4-3-Marketing Schedule

Phase	Timeline	Key Tasks	Responsible Party	Deliverables	KPIs
Launch & Infrastructure	Q1 2026	1. Form a digital marketing team (SEO specialists, content operators, data analysts) 2. Complete website SEO optimization (target keywords ranked TOP10) 3. Sign annual contracts with 3 top pet KOLs (1M+ followers)	Marketing Director	Team organization chart SEO ranking report KOL collaboration agreement	15% organic website traffic growth KOL content exposure ≥5M views
User Activation	Q2 2026	1. Launch membership subscription (e.g., "Monthly Fresh Box" with freeze-dried + staple food) 2. Initiate "Scientific Cat Care" Douyin challenge (target: 100K+ participants) 3. Create "Cat Nutrition Lab" content column on Xiaohongshu	E-commerce Manager	Membership policy document UGC content library (10K+ entries) 20K Xiaohongshu followers	Subscription conversion rate ≥20% Challenge topic views ≥100M
Product Expansion	Q3 2026	1. Launch premium "SeniorCare" cat food (with joint care formula) 2. Host "National Cat Health Check"public welfare campaign (10 cities) 3. Deploy AI customer service (response time <3 mins)	Product Manager	New product launch plan Health check report AI customer satisfaction report	Premium product sales ≥30% Media exposure ≥10M views NPS ≥70
Final Push & Review	Q4 2026	1. Execute "Double 11" omnichannel promotion (live-streaming + discounts + member perks) 2. Launch annual data review system (user behavior + ROI analysis) 3. Pilot TikTok overseas market entry for 2026	General Manager	Double 11 GMV report Annual data dashboard TikTok pilot plan	Double 11 sales ↑50% YoY User retention ≥45% TikTok followers ≥100K (pilot)

4.8.2. Budget

The budget is allocated to prioritize digital marketing, product innovation, and customer engagement, with a total investment of 12 million RMB (approximately 1.538 million EUR at an exchange rate of 1 EUR = 7.8 RMB). Below is the detailed breakdown:

Tables 4-4-Marketing Budget

Category	RMB	EUR	Percentage	Key Expenditures	Rationale
Digital Marketing	5400000	692,308.00 €	45%	Douyin/Xiaohongshu ads: ¥2,500,000 (€320,513) KOL partnerships: ¥1,800,000 (€230,769) SEO/SEM: ¥800,000 (€102,564) Email/SMS campaigns: ¥300,000 (€38,462)	70% of target users discover products via social media; KOLs drive 8% conversion (vs. 5% industry average.
Product R&D	3600000	461,538.00 €	30%	Freeze-dried/wet food R&D: ¥2,000,000 (€256,410) Functional formulas (hypoallergenic/senior care): ¥1,200,000 (€153,846)	44.5% of surveyed pets have health issues; functional formulas increase premium pricing (gross margin +15%).
User Retention	1,800,000	230,769.00 €	15%	Membership subscription program: ¥800,000 (€102,564) AI-driven CRM system: ¥600,000 (€76,923) Post-purchase engagement (surveys/samples): ¥400,000 (€51,282)	47.9% of users consume 30–45kg/month; subscription model reduces churn by 20%.
Offline Expansion	1,200,000	153,846.00 €	10%	ier 1 city pop-up events: ¥600,000 (€76,923) Pet hospital partnerships (free trials): ¥400,000 (€51,282) Community education campaigns: ¥200,000 (€25,641)	61.34% of users are urban; offline activations build trust and drive high-value conversions.

4.8.2.1. Rationale for Allocation

The budget for F Company's digital marketing strategy totals ¥12,000,000 RMB (≈€1,538,462) and is allocated across four core areas to align with market insights and strategic goals. Digital Marketing (45%, ¥5.4M) focuses on high-ROI channels: Douyin/Xiaohongshu ads (¥2.5M) target 25–40-year-old women (70% of the audience), while KOL partnerships (¥1.8M) leverage influencers to drive an 8% conversion rate (exceeding the 5% industry average). SEO/SEM (¥800K) optimizes search rankings, and email/SMS campaigns (¥300K) boost repeat purchases. Product R&D (30%, ¥3.6M) addresses 44.5% of cats' health issues via hypoallergenic and senior-care formulas (¥1.2M), alongside freeze-dried/wet food innovation (¥2M) and eco-friendly packaging (¥400K) to differentiate the brand. User Retention (15%, ¥1.8M) includes a subscription program (¥800K) for loyal customers consuming 30 – 45kg/month, AI-driven CRM (¥600K) for personalized recommendations, and post-purchase engagement (¥400K) to elevate NPS to 60. Offline Expansion (10%, ¥1.2M) strengthens urban presence through pop-up events (¥600K) in Tier 1 cities, pet hospital partnerships (¥400K) for vet-endorsed trials, and community education (¥200K) to capture emerging markets. This allocation prioritizes data-driven growth (social media dominance), product differentiation (health-focused R&D), and omnichannel trust-building, ensuring balanced short-term impact and long-term sustainability.

4.8.3. Control and assessment
Tables 4-5-marketing plan

Dimension	Metric	Target	Current Value	Tools	Owner	Frequency
Acquisition	Customer Acquisition Cost (CAC)	≤80 RMB/user (≈10.26 euros/user)	78 RMB/user (≈10.00 euros/user)	Google Analytics	Marketing Director	Monthly
	Organic Traffic Growth	+15% MoM	13%	HubSpot CRM		
Activation	Trial-to-Purchase Conversion Rate	≥20%	17%	E-commerce Backend	E-commerce Manager	Quarterly
Retention	30-Day Retention Rate	≥45%	44%	CRM System	Operations Manager	Monthly
Revenue	Average Order Value (AOV) Growth	+20% YoY	19%	Financial Reports	CEO	Annual
Referral	Net Promoter Score (NPS)	≥60	5400%	Customer Surveys	Brand Manager	Quarterly

F company monitors operation effect through multi-dimensional KPI system: Customer acquisition cost (CAC) target is controlled within 80 yuan/user (≈ 10.26 euros/user), the current actual 78 yuan/user (≈10.00 euros/user), monitored by the marketing director through Google Analytics on a monthly basis; Natural traffic growth target is 15% month-on-month, currently 13%, relying on HubSpot CRM system for monthly tracking; The target conversion rate of trial conversion to purchase is 20%, and the actual conversion rate is 17%, which is evaluated by the e-commerce manager through the e-commerce background system on a quarterly basis; 30-day retention target 45%, current 44%, operations manager through CRM system monthly analysis; Average order Value (AOV) growth target of 20% year-on-year, actual 19%, as assessed by the CEO based on the annual financial report; A net recommendation score (NPS) target of 60 points, currently 54 points, is monitored by brand managers through quarterly customer surveys.

5. Conclusions

In this thesis, PEST model is used to analyze the macro environment of F company, Porter's five forces model is used to analyze the industry competition environment, and SWOT model is used to analyze the advantages, disadvantages, opportunities and threats of F company. Then, through the collection and analysis of F company's marketing information, combined with the company's marketing interviews and consumer questionnaires, the marketing status of F company is summarized. Finally, according to the research results and analysis content, the whole length model of AARRR users is used as the basic framework, and the corresponding marketing strategy improvement suggestions are put forward in view of existing problems. The research in this thesis draws the following conclusions:

First, by analyzing the macro environment of P Company with PEST model, we can see that the macro environment is conducive to the development of pet food industry, with a broad market and good development prospects. By analyzing the competitive environment of P Company with Porter's five forces model, it is found that the competitors of P company are numerous and strong, and the competition is relatively fierce. SWOT model is used to sort out the external opportunities, threats and internal strengths and weaknesses of P company, and make a summary. Through the above analysis, it can be seen that P Company should seize the current development opportunity, give full play to its advantages in product research and development, quality control and other aspects, improve market competitiveness, and ensure the good and healthy development of the enterprise.

Secondly, F Company's marketing problems mainly include: single product series, low product brand awareness, inflexible pricing, and inconsistent product prices on various platforms; Single marketing channels, too dependent on traditional e-commerce platforms; The promotion method is single and the promotion intensity is not enough. In view of the problems existing in the marketing strategy of F company, the specific solution strategy is product, product taste, formula and process diversification. Enrich the product series, optimize the product structure, enrich the product portfolio. Carry out omni-channel brand marketing to improve brand awareness. Improve service and reduce after-sales problems. In terms of price, flexibly adjust the pricing strategy and unify the product prices of each platform. In terms of channel, enrich channel mode and introduce dealers. Attach importance to the operation of new media platforms such as Tiktok and XiaoHongshu. In terms of promotion, we should enrich the promotion methods and make full use of short videos, live broadcasts and other forms to carry out brand publicity and promotion. Reasonable control of promotional efforts.

Due to my limited academic research ability and lack of practical experience, the research and creation time of the thesis is relatively not long enough. Therefore, there are many shortcomings in the research content of this thesis. Specific performance: In terms of research methods, this thesis adopts marketing interview method and questionnaire survey method. But instead of taking the form of a face-to-face conversation, marketing interviews are done in the form of voice calls. As a result, it is impossible to observe and capture the interviewees' expressions, expressions, actions and other details closely, and the communication process is dull and the content is not deep enough, which may not achieve the expected effect. In terms of questionnaire survey, limited by objective conditions and various factors, the sample size of the questionnaire is too small, which may lead to the lack of accuracy of the final result. In terms of research depth, the research depth of this thesis is not enough, relatively shallow. First of all, the understanding of the pet food field and F company is not deep enough. Secondly, when analyzing the existing problems in F Company's marketing strategy, the analysis of the causes of the problems is not deep enough. In terms of comprehensiveness, the research in this thesis is not comprehensive enough. In view of the above shortcomings, I will continue to study the theory in the future study and work, but also pay attention to the organic combination of theory and practice, and constantly improve the research ability and practice level. It is hoped that this study can help F company to reverse the unfavorable situation of marketing, improve market competitiveness, and achieve better development in the pet food market. At the same time, it is also hoped that this study can provide certain reference value and significance for the development of enterprises in the same industry.

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Appendices

Appendix A – In-depth interviews

First, product

1. What do you think are the biggest advantages of the company's products and brands?

2. Why does the company choose to enter the Chinese market with pet dry food products instead of other varieties of products?

3. As a new brand, what activities has the company done in brand promotion, and how strong and effective are they?

4. At present, the company only carries out sales activities online, what are the main problems encountered?

Second, the price

1. What is the basis for the company to set the product price?

2. In recent years, due to various cost increases, the entire pet food industry is raising prices. But the company maintained the price

No change. What's the reason for that?

3. Why are the prices of the company's products different on different platforms?

Third, channels

1, There is a Chinese proverb called "many people add wood to the flame", will the company consider introducing a business cooperation model?

2. Does the company consider opening up offline markets?

Fourth, promotion

1. What is the company's promotion strategy?

2. What do you think of the company's current promotion strategy? What do you think needs to be improved?

Appendix A – Analysis of interview results

Serial number	Time	Place or manner	object	Working experience	Number of people	frequency
1	2025/1/25 2025/2/20	Wechat voice/phone	General MANAGER	About 10 years	1	2
2	2025/2/26	Wechat voice/phone	Sales manager	About 8 years	1	1
3	2025/3/5	Wechat voice/phone	Customer service of e-commerce department	1-2 years	2	1

Ask relevant personnel of F company targeted questions and carry out in-depth and comprehensive communication to understand each other Attitudes and opinions on corporate marketing. After summarizing and sorting out the interview content, the following conclusions are mainly drawn on:

In terms of products, pet dry food subcategory puffed food has the largest share in the pet market, and consumers accept the process The highest degree, so F company decided to enter the market with such products. But because of that, the company Product homogenization phenomenon is serious. F company first believed that relying on high-quality products can quickly open the market. With the best-selling products, brand awareness will naturally be improved, so the company for brand promotion. The investment is not large. In addition, the company's financial and financial support is limited, so the brand promotion activities in TV and print media are outside the company's plan. The after-sales problem is more prominent, and the cost of returning and replacing goods is far more than expected, which seriously affects the company's profits.

In terms of promotion, F company's business revolves around the two traditional e-commerce platforms of Tmall and Jingdong, so the brand publicity and promotion work is also through these two platforms. Although the promotion cost paid to the platform is not low, the actual effect is not ideal. At this stage, Company F's promotion and promotion is mainly to participate in the official activities of Tmall and Jingdong e-commerce platforms, and the official has strict restrictions on the discount and preferential intensity of the activities. However, if you carry out promotional activities with more discounts and lower prices on other platforms, you will lose the high-quality traffic on Tmall and Jingdong platforms, which is the last thing the company wants to see. For the company, participating in the exhibition has a very important value and significance. The exhibition can effectively enhance the brand awareness in the industry, but it has little effect on improving the brand awareness of the consumer side.

In terms of price strategy, F Company always puts the maintenance of brand value and consumer trust in the first place, unless faced with force majeure factors such as sharp fluctuations in raw material costs, otherwise it will not easily adjust the product price. Management believes that frequent price changes may not only weaken the brand's high-end positioning, but also shake consumers' long-term perception of product value. Even in exceptional cases where prices must be adjusted, companies are more likely to absorb cost

pressures through supply chain optimization, product upgrades, or the launch of differentiated sub-brands, rather than directly adjusting prices. In terms of channel layout, Company F currently adopts the direct operation model to focus on the two core platforms of Tmall and Jingdong. On the one hand, it reduces the price by removing the intermediate circulation links and strengthens the advantage of cost performance; On the other hand, concentrate resources to maintain brand image and avoid quality control risks that may be brought about by the distribution system. In view of the fact that online consumption in the Chinese market has accounted for more than 70% and offline channels have high operating costs and difficult management and control challenges, the company will continue to deepen the construction of online channels in the future, while exploring the lightweight offline experience store model, and forming an all-channel coordination system of "online based and offline supplemented".

Appendix B – Questionnaire

 F Company Cat Food Product Consumer Questionnaire

Dear Consumer,

I am a master's student majoring in Business Administration at ISCTE. In order to better understand consumers' demands for cat food products, I sincerely invite you to fill out this questionnaire. This questionnaire is filled out anonymously, and the information obtained will only be used for analysis and research. Please feel free to fill it out, and thank you sincerely for your honest answers.

1. Do you have a cat at home?

A. Yes

B. No

2. What is your gender?

A. Male

B. Female

3. How old are you?

A. Under 18 years old

B. 18 - 24 years old

C. 25 - 34 years old

D. 35 - 44 years old

E. Over 45 years old

4. What is your educational attainment?

A. Junior high school or below

B. High school

C. Junior college

D. Undergraduate degree

E. Master's degree or above

5. Where do you live?

A. City

B. Rural area

6. How old is your cat?

A. Less than 6 months

B. 6 months to 1 year

C. 1 - 3 years

D. 3 - 6 years

E. Over 6 years

7. How much do you spend on cat - raising on average per month?

A. 0 - 50

B. 50 - 100

C. 100 - 200

D. Over 200

8. What do you pay most attention to when choosing cat food?

A. Price

B. Brand

C. Packaging

D. Formula

E. Others

9. What is your most common purchasing channel for cat food?

A. Online stores

B. Offline physical stores

C. Others

10. Does your cat have food allergies or other health problems?

A. Yes

B. No

11. What type of food do you mainly feed your cat?

A. Cat food

B. Homemade cat food

C. Leftover food

12. How much dog food does your cat consume in about a month?

A. 30 kg or less

B. 30 - 45 kg

C. 45 - 60 kg

D. 60 kg or more

13. Do you prefer to buy domestic cat food or imported cat food?

A. Domestic cat food

B. Imported cat food

14. Do you have any special requirements for choosing cat food? If not, please fill in "None".

15.Which of the following marketing behaviors of a brand can attract your attention? [Multiple choices]

A. Participating in discussions on social hot - topic events

B. Being recommended by your favorite celebrity/blogger

C. Posting popular topics and pet videos on social platforms

D. Selling its products in the live - streaming rooms of popular anchors

E. Brands sponsoring variety shows, TV dramas or movies

F. Others _____