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Business plan for a comprehensive pet platform in East China

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Master in Applied Management

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BUSINESS
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Department of Marketing, Operations and General Management

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Abstract

China's pet industry is experiencing substantial growth, reflecting a shift in consumer attitudes, with pets increasingly viewed as family members. This change has sparked higher demand for services related to pet health, social interaction, and niche needs. However, the industry is facing several challenges, including fierce competition, fragmented user experiences, low customer retention due to weak emotional connections, and inconsistent service quality, all of which hinder long-term growth.

The platform will focus on four main objectives: differentiating itself through pet health management and niche markets, offering a one-stop platform by integrating products, services, and community, enhancing user engagement through emotional interactions, and building trust with rating systems and insurance mechanisms.

To support this, the plan combines a literature review with a survey of 194 potential users (conducted in February 2025), using non-probabilistic convenience sampling to validate demand and preferences from potential customers.

This business plan's key recommendations include implementing a tiered membership system, forming strategic partnerships with animal welfare organizations for corporate social responsibility, and offering health analysis tools. The plan will prioritize Shanghai as the pilot market before expanding across East China, with the aim of becoming the most trusted platform for pet owners.

Keywords: Pet Economy, One-Stop Pet Service Platform, AI Health Management, User Social Stickiness, Dynamic trust mechanism

JEL Classification: A23, M13

Resumo

A indústria de animais de estimação na China está a registar um crescimento substancial, refletindo uma mudança nas atitudes dos consumidores, com os animais de companhia a serem cada vez mais vistos como membros da família. Esta mudança gerou uma maior procura por serviços relacionados com a saúde dos animais, interação social e necessidades específicas. No entanto, o setor enfrenta diversos desafios, incluindo uma concorrência acérrima, experiências fragmentadas dos utilizadores, baixa retenção de clientes devido a ligações emocionais fracas e qualidade de serviço inconsistente, o que prejudica o crescimento a longo prazo.

A plataforma proposta focar-se-á em quatro objetivos principais: diferenciar-se através da gestão da saúde dos animais de estimação e de nichos de mercado, oferecer uma plataforma completa ao integrar produtos, serviços e comunidade, aumentar o envolvimento dos utilizadores através de interações emocionais e construir confiança através de um sistema de avaliações e mecanismos de seguro.

Para fundamentar esta abordagem, o plano combina uma revisão da literatura com um inquérito a 194 potenciais utilizadores (realizado em fevereiro de 2025), utilizando uma amostragem de conveniência não probabilística para validar a procura e as preferências dos potenciais clientes.

As principais recomendações deste plano de negócios incluem a implementação de um sistema de adesão em camadas, a formação de parcerias estratégicas com organizações de bem-estar animal para responsabilidade social corporativa e a oferta de ferramentas de análise de saúde. O plano dará prioridade a Xangai como mercado piloto antes de expandir para o leste da China, com o objetivo de se tornar a plataforma mais fiável para os donos de animais de estimação.

Palavras-Chave: Economia dos animais de estimação, Plataforma de serviço completo para animais de companhia, Gestão de saúde com IA, Envolvimento social do utilizador, Mecanismo dinâmico de confiança.

JEL Classification: A23, M13

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Glossary

APP - Application software
DAU - Daily Active User
GDP - Gross Domestic Product
KOL - Key Opinion Leader
KOC - Key Opinion Consumer
KPI - Key Performance Indicators
ROI - Return on Investment
SEO - Search Engine Optimization
UGC - User-Generated Content
YOY - Year-Over-Year

1. Introduction

In recent years, China's pet industry has seen explosive growth, with the industry scale exceeding RMB 592.8 billion, a year-on-year increase of more than 20%, and the pet economy has gradually become an important track of consumer upgrading. With the speeding up of urbanisation, the rise of the singles economy and the deepening of emotional consumption demand, the role of pets has changed from 'animals' to 'family members', giving rise to diversified demand from basic commodities to high-end services, and from health management to social interaction. However, behind the high-speed development of the industry, the structural conflicts are becoming more and more prominent.

Currently, the market faces four core issues: First, platform homogeneity is a serious competition, goods and services are highly convergent, and there is a lack of technological or model innovation; Second, the supply chain is fragmented, and users are forced to switch between multiple platforms, which makes it impossible for them to have a one-stop experience; Third, the characteristics of low-frequency consumption and weak emotional connection lead to a lack of user stickiness, and a high platform turnover rate; Fourth, low information transparency and uneven service quality make it difficult to establish user trust. These problems not only push up the operating costs of the industry, but also limit the user experience and long-term value creation.

In response to these challenges, this plan aims to build a comprehensive pet platform and become the most trusted platform for pet owners. The platform will focus on four main objectives: Firstly, differentiation through pet health management and niche markets; Secondly, integration of products, services and communities to create a one-stop solution; Thirdly, enhancement of user stickiness through high-frequency emotional interactions; and Fourthly, rebuilding of user trust through a dynamical scoring system and insurance mechanism.

In order to achieve these goals, this business plan combines two research methods: Literature Review and Survey. The literature review helped to better understand the industry trends, consumer behaviour and strategy deployment, which provided a solid theoretical foundation for this business plan. In addition, the survey questionnaire was used to collect data on the preferences, needs and behaviours of potential customers, with the target group including current pet owners and those planning to get a pet. Non-probabilistic convenience sampling method was used for the survey, which was conducted from 17th February 2025 to 19th February 2025. 200 questionnaires were distributed and 194 valid questionnaires were collected, ensuring the timeliness and relevance of the data.

This business plan is divided into five chapters. Chapter 1 Introduction outlines the industry background, issues, project objectives and specific implementation strategies; Chapter 2 Literature Review analyzes the theoretical foundations of the pet economy, platform economics and consumer behaviour; Chapter 3 Methodology describes in detail the research methodology used in this business plan; and Chapter 4 Business Plan systematically unfolds the External Analysis (Market Analysis, Opportunities and Threats), Internal Analysis (Value Proposition and Project Strategies), and detailed deployment of the marketing mix and financial plan; Chapter 5 is Conclusion.

2. Literature Review

2.1. China Pet Industry Research

2.1.1. Emergence of niche markets as a result of deep integration of digital technology with the pet industry

According to the Long Tail Theory proposed by Anderson (2008), in a world of unlimited choice, driven by technological advances, e-commerce and digital distribution, markets are no longer driven solely by mainstream products. Instead, niche products have greater opportunities for growth, leading to a shift in consumer behaviour. The theory highlights how digital platforms with large inventories are creating demand for a huge variety of niche products that were previously constrained by limited shelf space in brick-and-mortar shops. The combination of online marketplaces, digital platforms and reduced distribution costs have contributed to the proliferation of niches. Traditional markets were characterised by a 'hit-driven' model, where a few best-selling products dominated the market.

Ma (2022) pointed out that the widespread application of Internet technology is driving the digital transformation of the pet industry. Through the functions of mobile and social platforms, the pet industry no longer relies solely on traditional sales of products and services, but builds a new pet economic ecosystem through social interaction and the accumulation of user data.

The combination of e-commerce platforms and social media provides new momentum for the development of the pet industry, as suggested in the study by Zhang (2023). He points out that social platforms and online advertisements, especially through live streaming with products, have attracted a large number of young consumers and driven the rapid spread of pet products.

Zhu (2022) argued that the combination of digital tools and smart devices is changing the overall ecosystem of the pet industry, making all links in the chain more efficient and flexible. In the future, the pet industry will need to further strengthen its integration with technological innovation to enhance product personalisation and precision through intelligent means.

The diversity of products in the pet industry and the individual requirements of consumer needs make it necessary for e-commerce platforms to be more refined in market positioning and precise marketing. Wang and Zhang (2023) pointed out that the success of e-commerce platforms in the pet industry cannot be separated from effective data analysis and accurate prediction of consumer behaviour, and that the platforms should strengthen interaction with pet owners to enhance user stickiness.

2.1.2. Regulation of the Pet Market and Industry Challenges

Wu (2021), in her analysis of the pet market, pointed out that the COVID pandemic has brought about a certain impact on the pet market, but it has also brought about an opportunity for the industry to regulate and develop. She believes that by strengthening industry regulation and improving laws and regulations, unregulated behaviors in the market can be reduced and the healthy development of the pet economy can be promoted.

And Han (2021) holds the same view that the pet industry faces problems such as pet food safety, pet behavioural norms and insufficient pet medical services. By strengthening the regulation of each link in the pet industry chain and promoting technological innovation in the industry in order to enhance the overall service level and technical capability of the industry, it can promote the benign development of the market and advocate the awareness of pet ethics.

2.2. Drivers of consumer adoption of pet platforms

2.2.1. Demand for Integration Quality and value co-creation

The service-dominant logic (S-D logic) was developed by Vargo and Lusch (2004). While traditional dominant logic is based on the exchange of 'goods', S-D logic emphasises services (i.e. processes of use and interaction) as the core of economic exchange. Within the framework of S-D logic, companies no longer simply sell products, but offer value propositions and co-create and deliver value through interaction with customers. Marketing activities are no longer limited to mere transactions and exchanges, but rather to the continuous improvement of the service delivery process through ongoing customer relationship building and feedback. The theory of S-D Logic has special applicability to pet platforms. Compared with the traditional logic of commodity trading, S-D logic emphasises the interactive nature of service, which fits the multi-dimensional needs of modern pet owners. For pet platforms that integrate e-commerce, O2O services and community functions, their value creation is no longer limited to transaction efficiency, but rather to value proliferation through continuous interaction.

The co-creation of value theory proposed by Prahalad and Ramaswamy (2004) emphasises that through deeper interactions with customers, firms are able to identify market needs more accurately and thus develop more competitive products. Vargo and Lusch (2017) conceptualize service ecosystems, characterized by mutual service provision and co-creation of value. Consumers are not only recipients of services, but also participate in the co-creation of value through interactions with service providers, which in turn drives the continuous

improvement and development of services. The theory of value co-creation reveals the facilitating effect of platform design on user adoption. In pet service scenarios, platforms link users and merchants in a variety of ways, transforming users from passive consumers to active value co-creators, a dynamic relationship that is also critical to addressing the niche market's 'credibility gap'.

Grönroos (2011), on the other hand, critically analyses the concept of value co-creation in Service-Dominant Logic (S-D Logic), arguing that it does not adequately explain the essence of value co-creation and suggests that value co-creation does not always occur, but rather it may arise when service providers interact with customers in specific contexts.

Zhang (2024) points out that the effects of customers' spontaneous participation in value co-creation include increased innovativeness, loyalty and promotion of co-created value. The drivers of the effects of customers' spontaneous participation in value co-creation include context, individual differences, and access to information.

Grönroos' critical perspective provides important insights for platform operations: pet platforms need to design mechanisms to trigger co-creation behaviours. This is a theoretical echo of Zhang's emphasis on 'contextual construction' - when platforms establish segmented information portals for pet lovers, the improvement of information accessibility will directly enhance users' participation in co-creation.

2.2.2. Service Quality and Transparency

The SERVQUAL model proposed by Parasuraman et al. (1988) is a multinomial scale designed to assess service quality through customers' perceptions of service quality. The model consists of five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. For comprehensive pet platforms, the five SERVQUAL dimensions can be transformed into specific indicators of pet services, and this modelled disassembly can provide a structured framework for platform service quality assessment.

Grönroos (2000) proposed that service quality can be improved not only by improving the service process through technological means, but also, and more importantly, by constructing a long-term relationship with the customer. This 'service logic' emphasises that firms should not only provide high quality services, but also support customers' daily activities and business processes through their interactions with them. The competitive advantage of pet platforms not only comes from technology-driven process improvement, but also lies in the construction of a companion relationship in the pet-keeping life cycle, where services are deeply embedded in the daily practice of users. This 'active service intervention'

model goes beyond the traditional trade relationship, and is highly compatible with the core demand of high net worth users in East China for 'hassle-free pet ownership'.

Zeithaml et al. (2002) pointed out that the key to Web service quality lies in understanding customers' perceptions of online services, including factors such as ease of use, transparency of information, responsiveness, and reliability of a Web site. Clear presentation of information on the website, fast feedback mechanism and clear service commitment are all important ways to improve online service quality.

Wang and Ji (2021) pointed out that e-commerce platform transparency is highly correlated with transaction fairness: the higher the transparency, the higher the transaction fairness; the lower the transparency, the lower the transaction fairness. The improvement of platform transparency helps operators within the platform to better adjust their business strategies, reduces the probability of unfair trading behaviours, and enhances the transparency of e-commerce platforms.

Zeithaml's theory of online service quality reveals the key points in the design of the platform's transparency mechanism. This echoes the positive correlation law of 'transparency-fairness' emphasised by Wang and Ji - by constructing a transparent service provider evaluation system, the platform can enable the scattered pet shops in East China to compete under a unified standard.

According to Li (2024), improving merchant response speed is the key to improving service quality, and a service quality satisfaction evaluation index system is constructed from four aspects: product quality, service attitude, transaction security, and platform function. This provides a critical path of improvement for pet platforms to enhance the quality of their services.

2.2.3. Trust in Digital Platforms

In digital platforms, trust is the core driver of user decision-making and the lifeline of platform sustainability. Pet platforms involve a high degree of emotional commitment and responsibility (e.g., pet health, food safety), and users' trust in the platform is not only related to the efficiency of the transaction, but also directly affects their sense of emotional security and long-term reliance.

Luhman (1979, p.19) considered 'familiarity is a precondition for trust' , and Gefen (2000) believed that the greater the familiarity of consumers, the corresponding increase in their trust in online platforms, which enhances their intention to shop online. Familiarity not only promotes purchasing behaviour through trust, but also directly affects the user's trust in the platform. These points explain the user behaviour of pet platforms well - when consumers

face information asymmetry, their familiarity with the platform (e.g., smoothness of interface interactions, transparency of the service process) will have a direct impact on the initial trust build-up, which happens to be the core challenge for emerging platforms to acquire users.

Dellarocas (2003) proposed that online feedback mechanisms can effectively utilise the two-way communication feature of the Internet to promote a trusting relationship between platforms and consumers. By referring to other consumers' evaluations, potential buyers can reduce the risk of purchasing and thus build trust in the merchant and the platform.

Lu and Yi (2023) considered platform trust as the foundation of the platform economy. In digital platforms, trust is not a single dimension but multidimensional. Punyatoya (2019) proposed that cognitive trust and affective trust are the two main dimensions that influence online consumer behaviour. Cognitive trust is usually based on consumers' assessment of the reliability and professional competence of platforms and merchants, while affective trust is more related to consumers' emotional responses, such as emotional identification and satisfaction with the platform. Wu et al. (2023) also proposed that perceived familiarity, situational normativity, cognitive and affective trust in the platform, and social interactivity are the key consumer cognitive and affective trust in the seller's antecedents.

The non-standardised characteristics of pet services amplify the complexity of trust construction. For example, cognitive trust (based on platform credentials and service provider ratings) may influence users' judgement of the professionalism of grooming services, while affective trust (e.g., community empathic atmosphere, sharing of pet growth stories) correlates with users' emotional stickiness to the platform. The empirical findings of Wu et al. further suggest that in the pet domain, social interactivity (e.g., exchange of breeding experiences among users) can significantly improve the trust conversion efficiency through enhanced situational normality, can significantly improve the trust conversion efficiency, and this finding provides a theoretical basis for platforms to design socialisation function modules.

2.2.4. User Engagement

The Technology Acceptance Model (TAM) proposed by Davis (1987) is the classic theoretical model for studying users' acceptance and use of new technologies. The model suggests that when users are exposed to a new technology, there are a number of factors that influence their decision on how and when to use the technology, the main ones being:

1) Perceived Usefulness (PU) - 'the extent to which a person believes that using a particular system will improve their job performance.'

2) Perceived Ease of Use (PEOU) - 'the degree to which a person finds it effortless to use a particular system' (Davis, 1989, p. 320).

And Venkatesh and Davis proposed the TAM2 model in 2000, which adds two new categories of factors: social influence processes and cognitive instrumental processes, which are:

1) the social influence process describes the extent to which users are influenced by the expectations of others and social norms, including: subjective norms, image, and voluntariness, in the process of adopting technology.

2) the cognitive instrumental process emphasises the relationship between the technology and the user's actual task and includes the following four dimensions: job relevance, outcome verifiability, output quality, and perceived ease of use.

Davis' TAM provides a framework for analysing why pet owners would want to use a new platform - users' willingness to use new technology depends on its perceived usefulness and perceived ease of use. This theory is particularly critical in pet service scenarios. For example, a pet owner may find the 'online consultation' function useful, but if the platform's operation process is complicated, the lack of ease of use may still lead to a loss of users. In China, a region with high sensitivity to social norms, TAM2 further points out that social influence and task matching are the core factors determining user adoption.

2.2.5. Community Build-up

Muniz and O'Guinn (2001) defined communities as being groups of users based on their affinity for a brand that are not bound by geographic location, but are linked through social relationships between brands and consumers. The core characteristics of brand communities include a sense of sharing, rituals and traditions, and a sense of ethical responsibility to community members.

McAlexander et al. (2002) emphasised the role of a sense of belonging to a brand community. By engaging consumers in building and interacting with brand communities, companies can provide consumers with value beyond the traditional product experience, thereby strengthening brand loyalty and market reputation.

According to Wei (2022), the conditions for community formation include: technological foundation, emotional identity, trust system, content and product value. Community members establish a deep emotional connection through interaction and communication, and the relationship deepens, eventually forming a collective emotional identity. The higher the emotional identity, the stronger the loyalty of the members, and the higher the cohesion of the community, which is more likely to be realized.

Community research is about how to make users 'stay'. For pet owners, pet ownership is not only a consumer behaviour, but also an expression of emotional support and social

identity. Brand community theory reveals a key mechanism: when users form a social circle based on common interests, they will spontaneously create rituals, share values and eventually develop a strong sense of belonging.

2.2.6. Electronic word of mouth (E-WOM)

One of the earliest definitions of word of mouth (E-WOM) was proposed by Katz and Lazarsfeld (1966), who described E-WOM as the way in which marketing messages are exchanged between consumers, which plays a fundamental role in shaping consumer behaviour and changing their attitudes towards products and services.

Erkan and Evans (2016) proposed that social media provides an unprecedented communication platform for E-WOM, enabling consumers to share and exchange opinions about brands and products with their social circles. The impact of E-WOM on social media does not only depend on the quality, credibility and usefulness of the message itself, but is also closely related to consumer acceptance and attitudes towards the message. Recommendations from credible and influential social circles can significantly increase their purchase intentions.

Ismagilova (2020) defined E-WOM as a dynamic and continuous process of information exchange between potential, actual or former consumers about a product, service, brand or company that is made available to a large number of individuals and organisations via the Internet. Ngarmwongnoi et al. (2020) pointed out that consumers' desire to socialise leads them to share their opinions with other people in the network, knowledge and preferences, which has an impact on traditional marketing.

Kansal and Kaushik (2024) concluded that e-word of mouth as a new form of communication has a significant direct impact on consumer behaviour. Companies should incorporate e-WOM into their communication strategies and establish online monitoring systems on social media, discussion forums and blogs to track comments, especially negative information that may negatively affect purchase intentions and brand recommendations.

For comprehensive pet platforms, user-posted content is not only a traffic portal, but also an integral part of the platform's trust assets. Pet owners exchanging information through social media are essentially hedging their bets - when it comes to live-trading health protection or high-priced medical decisions, a graphic review from a real user is far more persuasive than an official platform advertisement. The high social media penetration rate of users in East China means that there is a multiplier effect on E-WOM's communication efficiency here.

2.3. Business Models and the Platform Economy

2.3.1. Platform ecosystems: multi-party collaboration

Platform ecosystem theory (Cusumano & Gawer, 2002) emphasises that a platform is not just a single technology or product, but a dynamic, multi-participant system that includes multiple players such as developers, suppliers, and users. The value of a platform is often extended through network effects: as the number of users and developers increases, so does the value of the platform.

Evans and Schmalensee (2016) provide an in-depth discussion of the operating principles and business models of multilateral platforms. Multilateral platforms act as a 'medium' that creates value by providing interaction space and transaction opportunities for multiple independent groups, and facilitates interactions by connecting different customer groups (e.g., consumers to suppliers, users to providers, etc.), thus realising scale and network effects.

Choudary (2015), on the other hand, argued that the rapid expansion of the platform model does not rely on traditional product sales, but rather on building infrastructure that enables other parties to create and exchange value to achieve growth. He lists six key concepts, including:

1) Re-imagining the business model - the rapid scaling of the platform relies on network effects, virality and data-driven design of user behaviour.

2) Leverage interaction-first design - design core producer-consumer interactions and build open infrastructure to support and manage them.

3) Build cumulative value and minimize interaction failure - key management decisions should focus on increasing the repeatability and efficiency of interactions in order to expand producer participation.

4) Solve the 'chicken and egg' problem- break the vicious cycle of inactivity in the early stages of the platform by providing 'bait' to facilitate interaction growth.

5) Design viral engines - design-first approach to viral growth, understand the drivers of online communication to achieve natural growth.

6) Account for reverse network effects focus on the potential negative impacts of scale growth.

The value of the platform ecosystem theory - it allows users, service providers, and suppliers to co-create in the digital space to achieve a seamless service closure, which is exactly the kind of experience upgrading that cannot be achieved by traditional unilateral pet businesses.

Cusumano & Gawer's ecosystem theory provides the architectural blueprint. In the East China market, the demand for pet services is high-frequency but fragmented, making it difficult for a single service provider to cover the entire scenario. By building a multilateral platform, it is possible to integrate fragmented resources and use the network effect to achieve an exponential increase in the efficiency of matching supply and demand. When the platform connects pet owners, service providers and third-party developers at the same time, its value will no longer be limited to transaction aggregation, but will evolve into an industry infrastructure.

2.3.2. Trust-Building Mechanisms

Mayer and Schoorman (1995) proposed an organisational trust model, which highlights three key elements of trust: ability, benevolence and integrity. The core idea of this model is that the formation of trust does not only depend on the intuitive perception of the trusted party (the trustor) towards the trusted party (the trusted person), but it is also closely related to the trustor's perception of the competence possessed by the trusted party, whether or not it shows benevolence, and whether or not it follows ethical norms.

Gefen et al. (2003) combined the TAM model with cognitive trust and technological trust (i.e., ease of use and functionality of the platform) on online shopping behaviours, suggesting that consumers' purchasing decisions are not only dependent on trust in the merchant, but are also influenced by technological trust in the platform. Whereas platforms provide guarantees such as feedback, escrow services and credit card protection, these mechanisms reduce transaction uncertainty and risk, and also help to build cross-seller trust, promoting trust and influencing consumer behaviour.

Gefen and Straub (2004) further extended the trust model by experimentally validating the four dimensions of trust: integrity, benevolence, ability and predictability. In e-commerce, social presence has a significant impact on the four dimensions of trust, especially on the dimension of 'benevolence', and the 'human' characteristics conveyed by means of website design and interface interaction can reduce consumers' social uncertainty, enhance the sense of trust, and promote online purchase intention. The 'humanistic' features conveyed through website design and interface interaction can reduce consumers' social uncertainty, enhance their sense of trust, and promote online purchase intention.

According to Zhao (2023), initial trust is crucial and it directly affects the establishment of subsequent trust mechanisms. In order to establish good initial trust, platforms need to guarantee transaction security, information protection and clear rules, design simple and

easy-to-use interfaces, and provide valuable information to guide users and merchants to communicate effectively.

Hartl et al. (2025) believed that the trust building mechanism affects users' trust in the platform, which in turn affects users' willingness to use the platform. Trust building mechanisms are part of a platform's value proposition and influence the platform's key activities, channels, customer relationships, and partner selection. Platforms need to design and implement effective trust building strategies based on their characteristics and target user groups.

2.3.3. Innovation and differentiation

According to Porter (1980), technological innovation can significantly improve the competitiveness of firms through product uniqueness and cost advantages, while product differentiation can be achieved through innovative design, brand influence, customer service quality and other aspects to meet the unique needs of customers, so as to make firms stand out in the market. Schumpeter (1942), in his creative destruction theory pointed out that technological innovation to achieve differentiation through unique product design is a core source of long-term competitiveness for firms. Hurley (1988) pointed out that differentiation is not only limited to product features, but can also be achieved through personalised service and enhanced user experience. In the area of business model innovation, Teece (2010) emphasised that firms must design models that both satisfy customer needs and translate effectively into profitability. Innovation is not just in products or services, but innovation in the business model itself is also key to business success.

Anderson and Narus (2004) pointed out that differentiation can enhance customer stickiness and reduce price sensitivity to market competition by satisfying unique needs. According to Kim and Mauborgne (2005), differentiated products usually gain higher pricing power because customers are willing to pay extra costs for unique value. In addition they suggest in their blue ocean strategy that through differentiation, firms are not only able to avoid direct competition, but also open up new market space and achieve sustainable growth.

In East China's pet market, it is difficult to find unmet 'popular demand' - the dense distribution of various pet platforms indicates that the industry has entered a stage of saturated competition. If new platforms only provide regular services (e.g., merchandise sales, grooming appointments), they will inevitably fall into a price war. At this point, differentiation and innovation is no longer an option, but an inevitable law of survival.

3. Methodology

The purpose of this business plan is to build a comprehensive pet platform through in-depth analysis of the current market situation and future development trend of China's pet industry, combined with consumer demand and behaviour. By providing diversified pet services and products, it meets the growing emotional, health and social needs of pet owners. This business plan combined two main methods: Literature Review and Survey. Through the review of literature and summary of research results in related fields, it provides a better understanding of industry trends, consumer behaviour and how to strategically deploy them, and provides a theoretical basis and framework for the implementation of this business plan.

The survey, as the primary data collection method for this business plan, aims to gain a detailed understanding of the characteristics and needs of the target user group, covering both current pet owners and those who plan to own a pet, in order to provide support for the platform's business strategy with empirical data. The questionnaire was designed with a total of 38 questions divided into six sections: demographics, pet ownership and usage behaviours, consumer preferences, platform evaluation, functional requirements, and future scenarios. In the questionnaire design, a scale of 1 to 10 was used to measure preference and willingness to pay, while multiple-choice questions were set to collect categorical data and open-ended questions were designed for specific scenarios to ensure depth of questions while keeping the data analysable. Due to resource constraints and the demand for quick data collection, this study adopted a non-probability convenience sampling method, distributing the questionnaire through online platforms such as WeChat and Xiaohongshu, with a target audience of pet owners and potential pet owners. Despite the limitations of this method in terms of overall representativeness, it ensured that the platform was able to quickly reach our core target group - those pet users who are tech-savvy - which coincided with the platform's initial market positioning.

Data collection was scheduled from 17th February to 19th February 2025, with 200 questionnaires distributed and 194 valid questionnaires finally collected, representing a valid recovery rate of 97%. Descriptive statistics were used in the data analysis section, through which the demographic characteristics and preferences of the respondents were summarised.

By analyzing the results of the questionnaire, the market was further segmented, the target customers of the platform were identified and their needs for the pet platform were deeply understood, which provided valuable empirical data for the platform's marketing strategy and function selection.

4. Business Plan

4.1. Executive Summary

This business plan aims to create China's leading one-stop pet service platform, addressing four major pain points in the pet industry: severe homogenization, fragmented platforms, high user churn, and low transparency, through differentiated competition, one-stop integration, strategies to enhance user engagement, and the establishment of trust mechanisms. Through external analyses (PESTEL analysis, Opportunity Threat Analysis and Porter's Five Forces Analysis) to understand the existing market, the platform will enter the market with pet health management and one-stop service to avoid homogenisation and integrate pet goods, services and community to meet users' needs along the whole chain. It will build a highly active community through emotional content and gamified operations, and reduce consumers' decision-making risks through transparent processes and insurance mechanisms. Through internal analysis (target, strategy, positioning), the target market covers students, young white-collar workers and exotic pet lovers, initially focusing on East China with Shanghai as the centre, and then expanding to new first-tier cities.

The core products include pet health management, service reservation platform, and UGC community, with value-added services including personalized and customized services. The platform's marketing strategy will use social referral, KOL collaborations, and emotional content to build brand image, with revenue generated through transaction commissions and membership subscriptions. The competitive advantage lies in full-chain integration, emotional interaction, and trust asset building. The initial funding budget will focus on technology development and marketing promotion, with a mid-term emphasis on function iteration and merchant collaboration, and later investment in regional expansion and replication. The team structure will include technical, operational, marketing, and customer service departments to ensure smooth platform operation and growth.

The implementation plan consists of three phases: preparation and development, validation of the minimum viable product, and regional expansion. The objective is to establish the platform as the most reliable resource for pet owners, assisting connections between millions of pet families and premier services through a comprehensive one-stop solution.

4.2. External Situational Analysis

4.2.1. Industry Overview

4.2.1.1. Market Size and Growth Trend

The pet industry in China has seen sustained growth over the past decade and is expected to expand further in the coming years. Especially in East China, the pet economy has become an important consumer sector. Iresearch Consulting reports that the output value of China's pet industry will be RMB 592.8 billion in 2023, representing a year-on-year growth of 20.1%, and is expected to reach RMB 1,040 billion by 2025. The market size of China's urban pet (dogs and cats) consumption market is expected to be more than RMB 300 billion in 2024, an increase of 7.5% compared with 2023. The market size for dog consumption reached RMB 155.7 billion, a 4.6% increase from 2023, while the market size for cat consumption reached RMB 144.5 billion, a 10.7% increase from 2023. By 2027, the urban pet market for dogs and cats is projected to reach 404.2 billion yuan, with dogs at 189.1 billion yuan and cats at 215.1 billion yuan.

With the gradual deepening of pet owners' emotions towards their pets and their knowledge of pet ownership, their spending on pet consumption is increasing. This has further fuelled consumption growth in segments such as pet food, supplies, medical and healthcare, and retail.

Figure 4. 1Scale and Forecast of China's Pet Economy Industry from 2015 to 2028



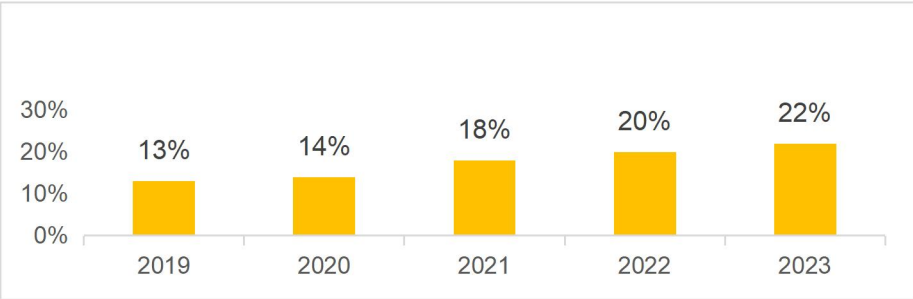
Source: iMedia Data Centre (2023)

According to a report by Iresearch Consulting, the penetration rate of China's pet market reach 22 % in 2023. The penetration rate of household pet ownership in Tier 3 to Tier 5 cities (Cities are ranked based on five key indicators: business resource aggregation, city hub status, activity level of residents, diversity of lifestyles, and future potential, with rankings from 1 to 5, decreasing in order) is 12.3%. In contrast, the penetration rate in Tier 1, New Tier 1, and Tier 2 cities is 39.1%, considerably above the national average. While China's pet

ownership rate lags behind mature markets like the United States, it is expected to rise as consumer spending increases.

At present, China's pet culture is gradually forming. In the future, the development focus of the pet industry is expected to shift from basic pet food demand to higher-level flexible consumer demand for pet supplies and pet services.

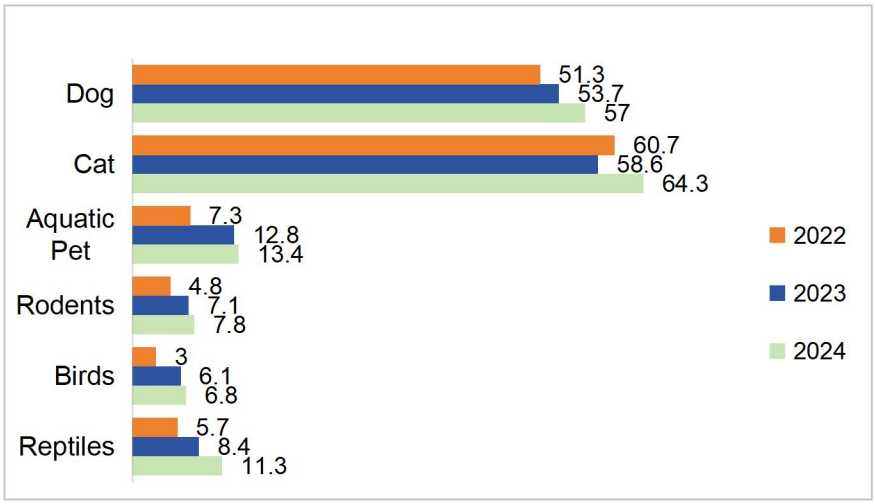
Figure 4. 2 Pet Household Penetration in China from 2019-2023



Source: Jingdong C2M Intelligent Manufacturing Platform Measurement (2024)

Based on data from the China Pet Industry White Paper 2025, the pet ownership structure of Chinese residents is becoming increasingly diversified, with cats and dogs remaining the main pet choices. The proportion of cat ownership is growing rapidly and has reached 64.3% in 2024, while the proportion of dog ownership has also risen steadily to 57%. However, the small pets and exotic pets market has been growing rapidly in recent years as consumer demand for diversification of pet species continues to grow. The number of people keeping aquatic pets, rodents, birds, and reptiles has risen notably, with aquatic pets (13.4%) and reptiles (11.3%) experiencing the fastest growth. The China Pet Market In-depth Research Report forecasts that the reptile pet market in China is expected to reach RMB 7.68 billion by 2026, growing at a CAGR of 19.8%. Overall, China's pet market is developing in the direction of diversification and personalisation, with small pets and exotic pets gradually occupying a more important position in the pet market. Behind this trend are strong market demand, diverse consumer groups and strong spending power, injecting new vitality into the pet industry.

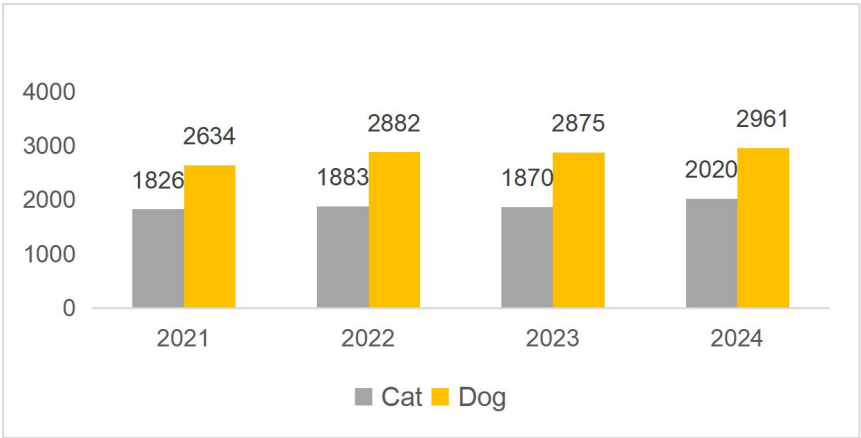
Figure 4. 3 China's Residents' Pet-keeping Structure from 2022-2024 (%)



Source: China Pet Industry White Paper (2025)

Although in terms of pet ownership structure, the proportion of cats in pet ownership has been increasing year by year and has already surpassed dogs in 2024. However, in terms of the average annual consumption amount of a single dog and cat in China in 2024, the consumption amount of dogs is still higher than that of cats. In 2024, the average annual spending on dog ownership in China is RMB 2,961, exceeding the RMB 2,020 spent on cat ownership. This shows that the market for dog-related healthcare, food and services is still highly profitable.

Figure 4. 4 2021-2024 Average Annual Consumption of a Single Pet (CNY)



Source: Jingdong C2M Intelligent Manufacturing Platform Measurement (2024)

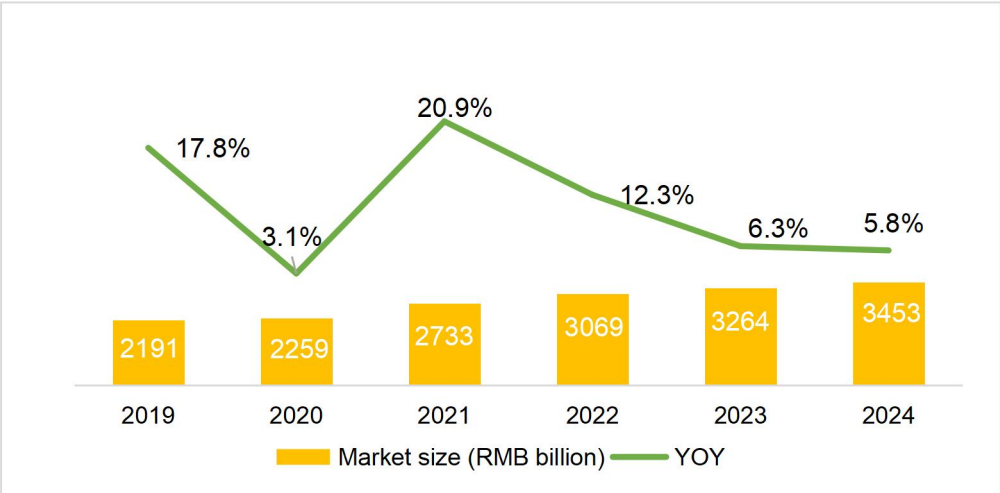
4.2.1.2. Sector Segmentation

Chinese society's demographic and family structure has changed markedly since the 1990s. The rise in the elderly population, along with falling marriage and birth rates and smaller

family sizes, indicates that Chinese society is trending towards ageing, fewer children, and more singles. As these trends intensify, there is a growing need for companionship and affection. In this social context, the pet industry is booming, and more and more people are getting emotional support and companionship by keeping pets, which brings huge market opportunities for the pet industry. Since 2020, China's pet industry has evolved, with a growing emphasis on scientific pet care (caring for pets through scientific methods and knowledge to ensure their physical health, mental health and quality of life), leading to diverse trends like premium and smart pet services, driving segment growth.

China's pet industry is currently divided into four major segments: pet food, pet medical care, pet supplies and pet services. Pet food is designed to fulfil the fundamental nutritional requirements of pets, while pet healthcare prioritises the prevention and treatment of pet illnesses through various healthcare services. Also, pet supplies are aimed at enhancing pets' quality of life, and pet services are similarly focused on enriching the well-being of pets. According to Iresearch Consulting's Data analysis and estimation. In 2024, the pet (dog and cat) food market will reach 166.8 billion yuan, holding 48% of the total. The pet (dog and cat) medical industry is growing at 15-20% annually, with a healthcare market size of 94 billion yuan (27%). The pet (dog and cat) supplies market will reach 51.3 billion yuan (15%), and the pet (dog and cat) services market will hit 33.2 billion yuan (10%).

Figure 4. 5 2019-2024 China Pet (Dog&Cat) Industry Market Size and Y0Y



Source: Iresearch Consulting Data (2023)

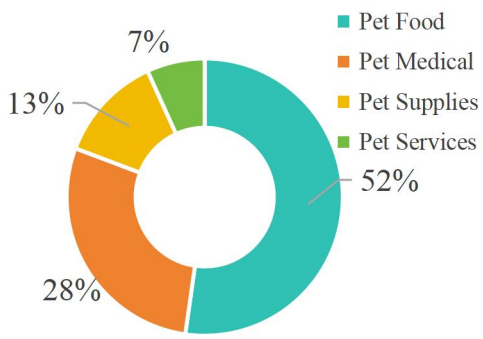
At present, China's pet market consumption is mainly focused on two major areas: pet food and pet medical care. Pet food, as a basic expenditure, is the main part of pet consumption, while the consumption expenditure of pet snacks also occupies a considerable proportion. According to a report published by the U.S. Department of Agriculture (USDA) in 2023 indicates that East China leads the pet food consumption market in the country, holding a market share of 36%. This is followed by West China at 17% and South China at 15%.

East China's thriving economy and high incomes have created a strong demand for premium pet food.

With the popularity of the concept of healthy pet ownership, pet owners' spending on pet health and medical care has increased, deworming and vaccines being the main spending items. Consumption categories are diversifying, with a growing share of spending on nutritional and healthcare products.

Pet daily necessities and toys dominate the consumption of pet supplies; at the same time, the proportion of emerging pet services such as grooming and washing, pet insurance and pet photography is steadily increasing. As the pet industry continues to develop and mature, the pet market and its spending types are expected to continue to refine and become increasingly prosperous.

Figure 4. 6 2023 Consumption Structure of Pets (Dogs & Cats) in China



Source: Collated by China Business Industry Research Institute (2023)

4.2.2. PESTE Analysis

4.2.2.1. Political and Legal Context

The regulation of national laws and regulations and the support of government policies profoundly affect the operation and development of comprehensive pet platforms.

Core pet industry regulations such as the "Animal Epidemic Prevention Law (2023 Revision) "and the "Pet Food Administration Regulations" impose strict requirements on the quality and compliance of pet products, food and medical services. Pet platforms must ensure that suppliers meet the standards set by the government when sourcing and selling their products, especially in terms of compliance for imported pet food and pet medical services. For pet medical care, the government has strengthened the regulation of the qualifications of medical institutions and veterinarians. Platforms that provide medical

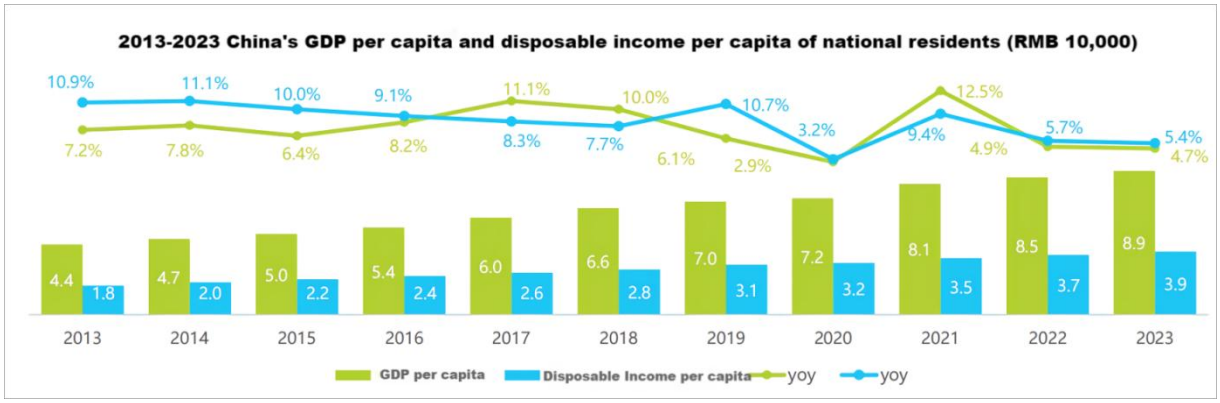
consultation or online appointment services must comply with "China's Animal Epidemic Prevention Law" and "Veterinary Medicine Regulations", collaborating with licensed veterinarians and hospitals to safeguard pet welfare and public health, thus minimising legal risks. Consumer protection is an area of law that platforms must strictly adhere to, particularly within the framework of the "Consumer Protection Law and the E-Commerce Law." Platforms must guarantee that product information is clear and accurate, while providing extensive after-sales services. With the implementation of the "Personal Information Protection Law" in 2021, platforms need to strictly protect user data to avoid data leakage or misuse. Pet platforms should also follow laws such as the "Patent Law", the "Trademark Law "and the "Copyright Law" to protect brands and the pet products they sell do not infringe on third-party patents and trademarks, and to avoid legal risks arising from infringement.

The pet industry also benefits from a number of government policies that actively promote the digital economy and smart manufacturing. For example, Shanghai's subsidies for smart hardware research and development have accelerated the landing of technology, further promoting innovation and development in the pet industry. At the same time, many governments have begun to advocate the construction of pet-friendly communities, pilot pet-friendly parks and intelligent community management, such as Shanghai's pet-friendly community and Zhejiang's pet-friendly city.

4.2.2.2. Economic Context

According to the National Bureau of Statistics, from 2013 to 2023, China's GDP per capita and disposable income per capita of the nation's residents showed an overall trend of steady growth. GDP per capita increased from 44,000 yuan in 2013 to 89,000 yuan in 2023, while disposable income per capita increased from 18,000 yuan to 39,000 yuan, both of which achieved a relatively large increase. Steady economic growth has brought more income and a higher standard of living to residents, which has not only enhanced their spending power but also their willingness to spend, including pet consumption. The increase in income has pushed pet consumption from 'basic survival' to 'emotional companionship'. Especially in East China, residents in Shanghai, Zhejiang, Jiangsu and other economically developed provinces and cities have incomes much higher than the national average, driving demand for high-end pet products and services.

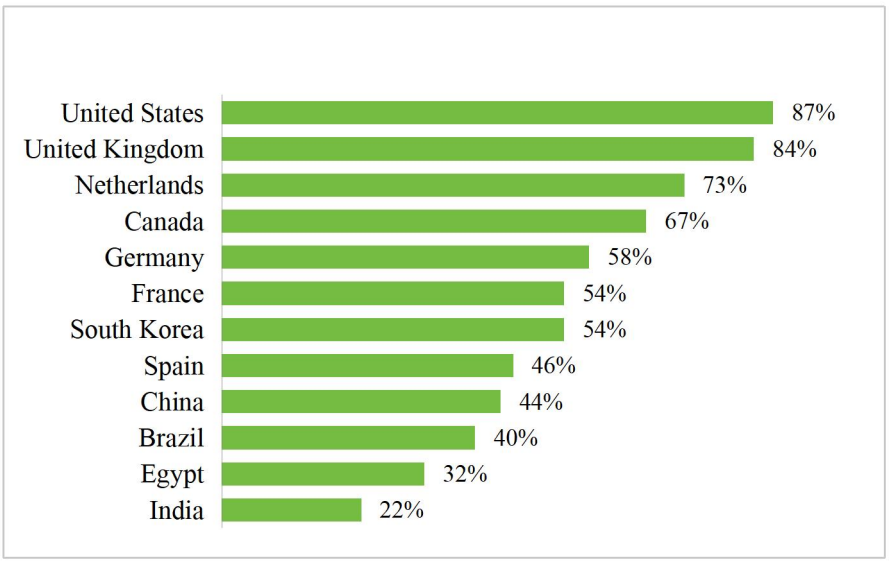
Figure 4. 7 2013-2023 China's GDP and Disposable Income per Capita (CNY1,000)



Source: Iresearch Consulting Data (2023)

Data from the Digital China Development Report (2024) shows that the scale of China's digital economy has reached RMB 53.9 trillion, with the total amount ranking second in the world. In terms of e-commerce penetration, China's e-commerce penetration rate has exceeded 40% in 2024. East China, a hub for e-commerce, has a high consumption rate, especially in cities like Shanghai and Hangzhou, where pet e-commerce market share approaches 70%.

Figure 4. 8 E-commerce Penetration Rate in 2024 (in percentage)



Source: Statista Market Insights (2024)

East China's county economy has also released a huge market potential. The pet industry in Pingyang, Wenzhou, with an output of 5 billion yuan and nearly 100 businesses, is a leading global production base for pet chew food, holding over 60% of the world's market share in this segment. Jiangsu's manufacturing advantage also provides room for platforms to reduce costs, with lower production costs for smart pet hardware further driving the industry's price competitiveness. According to Meituan Data, the order volume of pet shops

in counties increased by 113% year-on-year in 2024, reflecting the rapidly rising demand for pet consumption among county residents. The economic growth, consumption upgrading and e-commerce penetration in East China presents a huge market opportunity for comprehensive pet platforms.

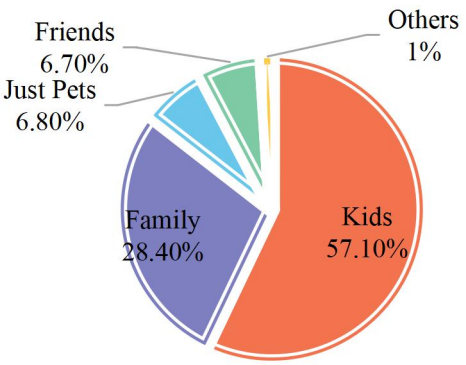
4.2.2.3. Socio-Cultural Context

In recent years, young pet owners have gradually become the core consumer group in the pet industry, especially in East China, where the younger generation of pet owner groups has dominated the pet market. According to the 2023 China Pet Industry White Paper, the proportion of post-90s and post-00s pet owners has exceeded 60 % of all pet owners in the country. This proportion is particularly prominent as China's young working population is mainly concentrated in East China's economic powerhouses such as Shanghai and Hangzhou.

The emergence of the singles economy has contributed to the expansion of the pet care market, as an increasing number of individuals living alone seek companionship through pet ownership. Their requirements extend beyond routine care and health management, encompassing a deeper emotional connection with their pets.

The trend of anthropomorphizing pets is also becoming more and more obvious, with more and more pet owners treating their pets as family members and providing them with high-quality food, health management, and a comfortable living environment. In China, the 'pet funeral' industry is quietly emerging, with more than 100 organisations in Shanghai alone by 2023.

Figure 4. 9 Chinese Pet Owners' Perceptions of Pet Roles



Source: China Pet Industry White Paper (2025)

Social media's rise is driving the pet economy's fast growth in East China, particularly on platforms like Xiaohongshu, TikTok, and Weibo, where pet owners influence others by

sharing their pets' daily lives, health, and care experiences. Short video platforms, represented by TikTok, and lifestyle sharing platforms, mainly Xiaohongshu, have become the main channels for pet owners to obtain information on new pet products, exchange product experiences and learn about pet ownership.

4.2.2.4. Technological Context

Technological advancements have improved the convenience of pet ownership, and pet owners' demand for smart pet products is growing rapidly, with the popularity of various types of smart pet devices, including smart feeders, smart litter boxes, and pet health monitoring devices, continuing to climb. According to Beziers Consulting Smart Pet Devices Market Research data, China's smart pet devices market size reached 1.956 billion yuan in 2024. As for economically developed cities such as Shanghai and Hangzhou in East China, the regional economic level and cultural diversity make consumers more receptive to technological products.

Big data and AI advancements enable pet platforms to offer personalised services by analysing consumer purchasing behaviour and preferences. This will not only increase the platform's conversion rate, but also help consumers discover products that better meet their needs and enhance their shopping experience.

The O2O (online-to-offline) service model has been widely used in East China due to the high e-commerce penetration rate, especially in the service areas of pet grooming, boarding and health management. With the development of mobile internet technology, comprehensive pet platforms are able to provide consumers with convenient services of online booking and offline experience through mobile applications such as APP.

Advances in technology have also boosted the popularity of mobile payments, with more than 90% of pet consumer payments in first-tier cities such as Shanghai and Hangzhou completed through mobile payments. Platforms can simplify the payment process and enhance shopping convenience by integrating mobile payment systems.

4.2.2.5. Environmental Context

As environmental awareness rises, consumers are increasingly inclined to choose green and environmentally friendly pet products. The disposal of pet waste has become a social concern. Pet owners are gradually paying more attention to the management of pet waste, and consumers are looking forward to better handling of pet waste. In terms of environmentally friendly packaging, consumers in East China have a higher acceptance of

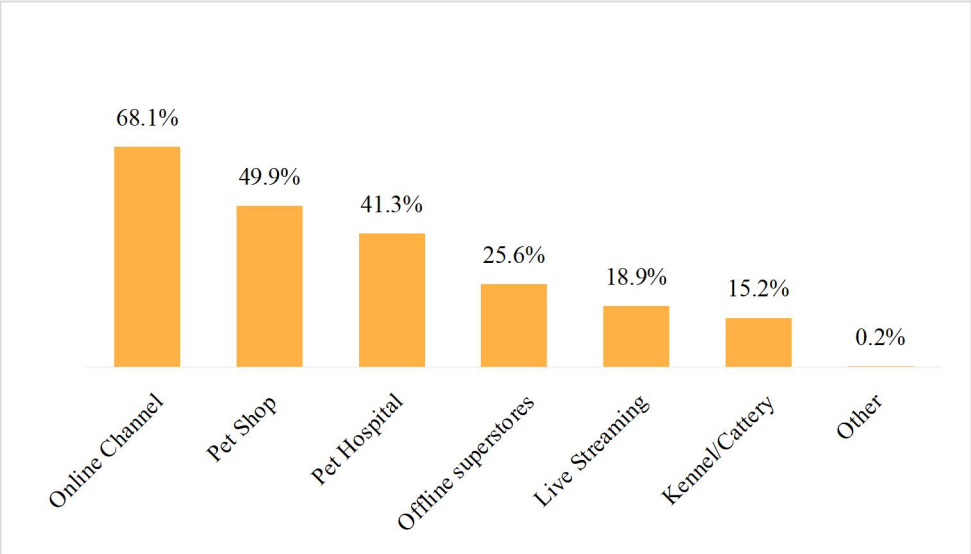
pet products with biodegradable and environmentally friendly packaging and are more willing to choose pet products with environmentally friendly packaging.

Increased global climate change, such as hot weather and air pollution in East China, is also beginning to have an impact on pet health. In 2024, Shanghai's summer heat lasts more than 40 days, increasing pet owners' demand for pet health management. Air pollution issues in East China are also affecting pet health, particularly the respiratory system, and there is increased demand from pets to respond to air quality issues.

4.2.3. Competitor Analysis

In today's fast-paced digital world, online channels have jumped to become the main way for pet owners to purchase pet products, occupying 68.1% of the market share. It is followed by pet shops and pet hospitals, accounting for 49.9% and 41.3% respectively. The usage rate of offline supermarkets and live platforms is relatively low, accounting for 25.6% and 18.9% respectively.

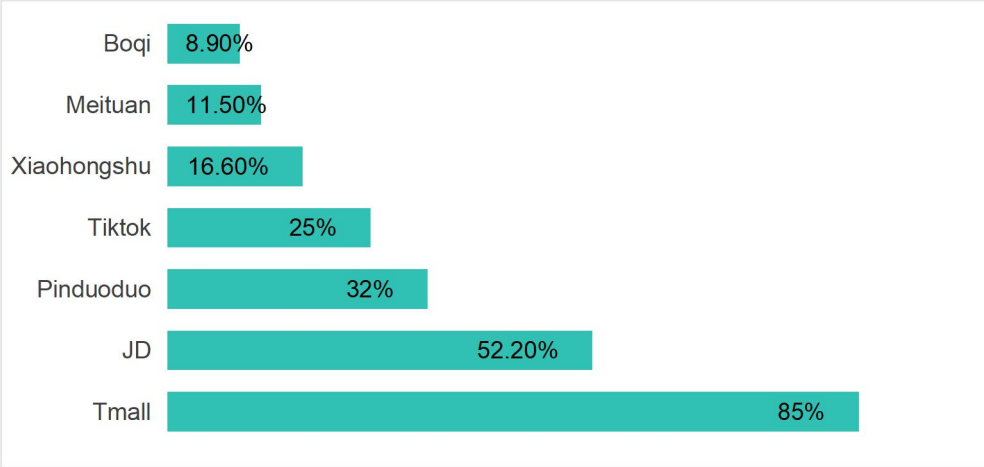
Figure 4. 10 Pet Owner Consumption Channel Preference



Source: China Pet Industry White Paper (2025)

Competition for pet platforms in China is fierce, with all types of competitors vying for pet owners' attention and consumption share in this market. Among online channels, pet owners' preference for Tmall and Jingdong maintained a high share of 85.0% and 52.2%. This is followed by Pinduoduo, TikTok, and Xiaohongshu, with shares of 32.0%, 25.0%, and 16.6%. In addition, Boqi and other vertical e-commerce companies are not yet attractive enough, with a lower preference.

Figure 4. 11 Pet Owners' Online Channel Preferences



Source: China Pet Industry White Paper (2025)

Jingdong

Jingdong uses its strong logistics network to offer fast delivery services in major and some smaller cities, greatly enhancing the shopping experience. In East China, including Jiangsu, Zhejiang, Shanghai and Anhui, more than 93% of self-managed orders can be delivered on the same day or the next day.

Jingdong also provides a wide range of pet supplies and health management products, and ensures product quality through its self-management model to meet consumer demand for high-end products.2021, Jingdong launched its own brand 'Jingmeng', which focuses on the pet category and is priced more competitively than imported brands. In addition, Jingdong uses big data and AI technology to provide users with personalised recommendation services, which further improves consumers' shopping experience.

In the competitive pet food market, Jingdong contends with Pinduoduo and Tmall, especially among price-sensitive consumers, the price advantage of other platforms is more obvious.

Tmall

Tmall, which belongs to Alibaba Group, is one of the largest e-commerce platforms in China and also has a large share in the pet industry. Relying on a large user base and a wealth of pet supplies, Tmall has successfully attracted many pet lovers.

The brand effect of Tmall is very strong, and pet owners generally trust pet brands and merchants on Tmall. Tmall also has many famous anchors resident on the platform for live sales, and in the 2024 Double 11 (Chinese shopping day), live pet broadcasts saw a 123% year-on-year increase in turnover.

Tmall also has an advanced advertising system that can provide consumers with customised recommendations through big data analysis, thus increasing the purchase

conversion rate. Tmall's advertising system accurately recommends products by analysing consumers' browsing and purchasing history, and their social media behaviour and search habits for targeted marketing.

Tmall boasts important strengths in scale, flows, and brand recognition, yet it faces challenges like a lack of specialisation, high homogenisation, intense price competition, and a weak user community in the pet sector.

Pinduoduo

Pinduoduo, as a new e-commerce pioneer, has swiftly gained market share in low-tier cities with its "tens of billions of subsidies" programme, appealing to price-sensitive consumers, particularly in pet food and supplies

Through big data analysis, Pinduoduo can accurately recommend products to price-sensitive consumers, and the platform adopts community group purchasing and other methods to further reduce costs.

Despite the evident price advantage of Pinduoduo, the platform struggles with product quality and brand image, leading to low consumer trust. Pinduoduo is often associated with cost-effective and inexpensive goods in the minds of consumers, which makes it challenging to establish sufficient appeal in the high-end pet market. For consumers pursuing high-quality, specialised services (e.g. focusing on pet health management, smart pet devices, etc.), Pinduoduo's performance in terms of branding and services may not be able to meet their needs.

Boqi.com

Boqi.com is a Chinese pet vertical e-commerce platform dedicated to providing pet products and services to consumers. The platform is deeply involved in pet food, supplies, medical treatment, health management and other market segments, and has a deep insight into the needs of pet owners. This specialised market positioning gives Boqi a higher level of professionalism in the eyes of consumers compared to other platforms in terms of product selection, content operation and customer service.

Compared with Jingdong, Tmall and other comprehensive e-commerce platforms, Boqi.com has a large gap in brand exposure and flow attraction, and the overall user scale and brand influence is relatively low. This has led Boqi.com to encounter greater difficulties in promotion and market penetration. The similarity of pet products means Boqi's offerings lack distinction, which makes it difficult for consumers to form a high degree of brand loyalty when choosing among many platforms. Boqi.com faces challenges with supply chain integration and bargaining power, as its small purchasing volume, it is difficult to gain the same bargaining advantage as big brands, which increases the cost pressure to a certain extent.

Tiktok & Xiaohongshu

As representatives of emerging social platforms, Tiktok and Xiaohongshu's advantages in the pet industry are mainly reflected in social and content marketing. Through short videos, live streaming, and recommendations from celebrities, they have successfully attracted a large number of young users, especially the post-90s and post-00s, who prefer emotionally driven consumption patterns. The platforms use precise algorithmic recommendations to provide users with a personalised shopping experience, thus enhancing user stickiness and interaction.

However, the e-commerce functions of these platforms are not yet perfect, the shopping process is relatively simple, and they lack a mature after-sales service system. They also have limitations in terms of product categories, in particular, insufficient coverage of professional pet medical and health products, high prices compared to traditional e-commerce platforms such as Pinduoduo, and insufficiently frequent promotional activities. In addition, Tiktok and Xiaohongshu also face challenges in terms of pet product quality assurance and trust endorsement.

4.2.4. Porter's Five Forces Analysis

With the popularity of pet culture and consumption upgrading, the pet industry is developing fast and the market competition is becoming increasingly fierce. The pet track is currently a variety of business models coexist, the major players have layout, trying to seize the market share. As a new market entrant, it's critical to analyse the competitive environment, identify advantages and challenges, and determine an effective market position and strategy.

Rivalry among existing competitors

Jingdong, Tmall, Pinduoduo and other integrated e-commerce giants have formed a 'downward strike' on the pet category by virtue of their huge flow advantages, mature logistics systems and full category coverage capabilities. At the same time, vertical pet platforms like Boqi focus on professional supply chains to target specific market segments, offering in-depth services, but their user base is limited. Offline shops, on the other hand, have established regional barriers through instantaneous services, but their digital capabilities are generally weak. At the same time, direct chain brands seize the high-end market through standardised services, and social e-commerce platforms attract users quickly through content marketing and live streaming, further intensifying competition. The threat of existing competitors in the pet market is very high due to competition from e-commerce

giants, vertical platforms and offline shops. The threat of existing competitors in the pet market is very high due to competition from e-commerce giants, vertical platforms and offline shops.

Bargaining Power of Suppliers

International brands (Royal) and China's local leaders (McFady) hold the core supply chain resources, relying on brand premiums and technological advantages to grasp the pricing power. Small and medium-sized suppliers (regional pet food factories, grooming tool manufacturers) are highly fragmented, but there is still some room for bargaining.. The market for international branded pet medical supplies has been limited by high technical barriers and the formation of oligopolies by some companies, which has resulted in certain restrictions on platform procurement. Local brands, in contrast, mainly rely on cost-effective strategies to capture the market, but their products are more homogenised and more dependent on channels. In addition, service providers such as pet grooming and training are fragmented, making standardisation and quality control management a challenge. Despite the strong bargaining power of the top brands, there are still small and medium-sized suppliers involved, so the bargaining power of the suppliers is medium.

Bargaining Power of Buyers

Consumer behaviour is characterized by both 'smart consumption' and 'emotional consumption'. The majority of users will make multi-channel price comparisons and have a high price sensitivity, while the influence of social media content on purchasing decisions is increasing. Meanwhile, high-end consumers pay more attention to the professionalism of products and services, but their loyalty is easily affected by service quality. Overall, consumers have rich choice channels and it is easy to obtain information. So the buyer's bargaining power is high.

Threat of New Entrants

The relatively low entry threshold of the industry attracts many new players to enter the market. Internet giants are relying on their own traffic and technological advantages to layout the pet market, such as Tiktok relying on the 300 billion times of pet topic playback volume to cut into the supplies market, and Meituan to promote the growth of pet in-store consumption through the local life services. Cross-border enterprises are also expanding their business, using existing resources to cut into the pet track, such as the Ruipeng Group from the medical to retail extension, Xiaomi enters the pet market with smart hardware. In addition, small and micro entrepreneurs are operating with low-cost methods such as social media and private traffic, further intensifying market competition. The threat of potential entrants is

very high due to the industry's low barriers to entry and the addition of Internet giants and cross-border players that have further intensified competition.

Threat of Substitutes

Threat of Substitutes to pet platforms comes from channel innovation and demand upgrade. The development of social e-commerce, new retail models and smart hardware is continuously impacting the traditional pet consumer market. Social media platforms have gradually become an important channel for consumers to access pet products and services through content marketing and recommendations from celebrities, affecting the market share of traditional e-commerce. Meanwhile, offline pet shops are focusing on quick services and community management to stay competitive, while innovations like smart pet devices and personalised food are changing consumer preferences. The continuous emergence of emerging service models has intensified competition in the industry. Therefore, the threat of substitutes is relatively high.

Considering the dimensions of the Porter's Five Forces model, the overall attractiveness of the pet platform industry is medium. Threats from existing and potential competitors are high, with consumers being selective and price-sensitive, and suppliers' bargaining power being flexible but still limited by top brands. Threats from substitutes are notable, especially from social e-commerce and smart hardware. Overall, despite the pet industry's fast growth, competitive pressures and the threat of substitutes make the industry challenging for new players. The key to success is to find a unique market position and differentiated competitive strategies that adapt to consumer trends.

4.2.5. Consumer Analysis

In order to show the segmentation of different consumer groups and their respective characteristics in the pet industry market, the following table provides a detailed classification and description of the major pet consumer groups based on the China Pet Industry White Paper (2025), the Pet Industry Market Trend Change Report (2024) and Iresearch Consulting industry data (2024), aiming at revealing the core characteristics and needs of consumers of various age groups, and providing decision-making anchor points for the platform's subsequent differentiated product development, service enhancement and marketing strategy development.

Table 4. 1 Pet Market Consumer Portrait 2024

Group Segmentation	Group Age	Group Characteristics
Core Consumer Group	Post 00s (25.6%)	1. Active consumption at night 2. Preference for technology products, innovative applications such as smart collars and AR 3. Emotional consumers, seeing pets as core drivers for family members
	Post-90s (41.2%)	1. High consumption group 2. Major consumers in the pet food market 3. High acceptance of service innovation, promoting the popularity of scientific pet-raising concepts
Mature Consumers	Post-80s - under 55 years old (26.5%)	1. Main decision maker in the family 2. Rationalisation of consumption, focusing on medical and health investment (vaccines, medical check-ups, etc.) 3. Focus on product safety certification and professional endorsement
Silver Hair Group	55 years old and above (10 %)	1. Strong consumption ability and high willingness to pay 2. Strong emotional dependence on pets 3. Stable repurchase, high loyalty 4. Attention to pet health consumption, scientific pet care consciousness enhancement

Note. The data comes from the authors' analysis of publicly available materials:

1. The Pet Industry Market Trend Change Report (2024)
2. Iresearch Consulting Industry Data (2024)
3. China Pet Industry White Paper (2025)

4.3. Opportunities and Threats

Opportunities

- Rising concern among pet owners about pet health and lifestyle
- Trends in environmental protection
- Emerging trend of combining pets with socialisation and entertainment
- The development of intelligence and technology
- Rise of niche pet economy

Threats

- Consumer trust
- Fast-changing consumer preferences and fluctuating market demand
- Increased market competition
- Policy Compliance Risks
- Financial crisis
- Impact of the epidemic

4.4. Value Proposition and Project Strategy

4.4.1. Mission, vision and values

Mission - "Making your pet life easy and affordable, your one-stop solution."

Vision - "Be the most trusted pet platform for owners, connecting millions of pet families with top-quality services."

Values - "We always put pets and pet's owners first, focusing on pet's well-being and listening to our customers."

4.4.2. Objectives

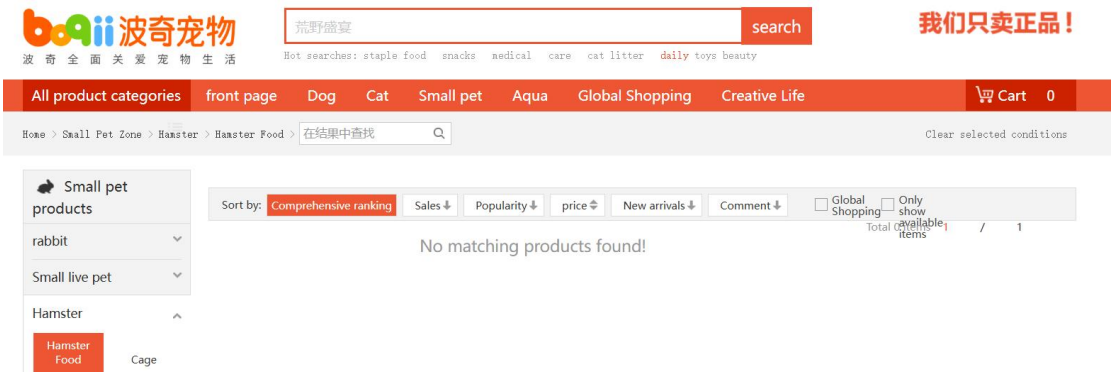
With the continuous expansion of the pet market scale, the supply and demand sides of the pet market have revealed significant structural contradictions - user demand is becoming more and more refined, but the market supply is highly fragmented, homogeneous and low-trust, which is manifested in the following four core points:

1. **Lack of differentiated competitive advantages**

Taking the four core areas of the pet industry as an example, there is a high degree of homogeneity in the products, supplies and services provided by most pet platforms in China, with a lack of effective differentiation. In the pet food sector, it is almost difficult to recognise significant differences in the products offered by most platforms. Whether it is cat food, dog food or pet snacks, the dominant brands in the market (e.g., Royal Canin, Crave, Hill's) are virtually ubiquitous, and consumer choices are often based on price or promotions, not the platform's unique selling points. With the exception of a few high-end brands that offer personalised products, most platforms offer nearly the same range and quality of pet food.

These platforms have not thoroughly researched the special dietary needs of specific pet groups (e.g. exotic pets, reptiles, birds), resulting in a highly homogenised pet food market. For example, the product structure of leading pet platforms such as Boqi.com and E Pet Mall is highly similar, with both focusing on cat and dog products. Although Boqi.com has set up a special zone for exotic pet and small pet supplies, it has not invested in its construction, and the content of the zone is vacant by more than 90%. Users can hardly notice the difference between different platforms, which increases price competition and reduces the differentiation between platforms. Large platforms like Tmall and Jingdong, despite having a wider variety of categories than vertical pet platforms, also focus on selling basic commodities, without introducing enough niche pet products, and the platform's classification is not clear enough, so users often need to search on their own. Compared with American pet platform Chewy, there is still a big gap between Chinese pet platforms in terms of diversity and ease of use.

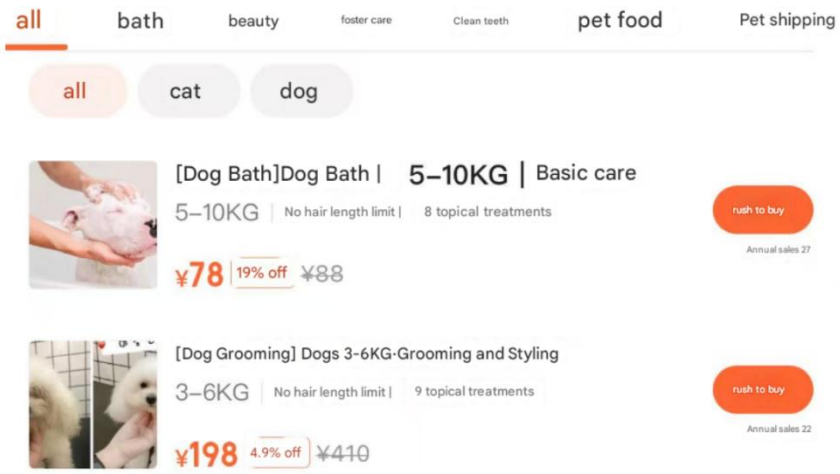
Figure 4. 12 Screenshot of Boqi.com



Source: Screenshot from Boqi.com (2025)

As for pet supplies, which include pet beds, toys, pet toiletries, etc., most platforms tend to offer the same types and brands of products. For example, basic supplies such as cat litter, pet leashes, and dog kennels do not differ much between platforms, and consumers can only choose through basic indicators such as price and logistics when purchasing, without more personalised options. Although some platforms have introduced smart pet products (e.g., automatic feeders, smart litter boxes), these products are still in a relatively early stage, and there is a lack of innovative and personalised pet supplies in the market.

Figure 4. 13 Pet Shop Service Business Display



Source: Screenshot from Dianping (2025)

The Pet Services include pet grooming, boarding, dog walking, training, etc., with most platforms offering similar types and contents of services. Differences between platforms are manifested in service quality and price, but there are no obvious differences in innovation and specialisation. As with the pet food dilemma, users usually face difficulties in choosing and can only decide on a service provider through price wars and promotions, while lacking long-term user stickiness. Although some platforms offer services in areas such as pet grooming and pet training, there is less coverage of niche markets and segments (e.g. exotic pets, reptiles, etc.). In addition, many platforms lack differentiated value-added services (e.g. personalised pet care, health monitoring, private customisation, etc.). According to the results of the questionnaire, 61.34 % of the respondents expressed that the current platform lacks niche services.

Figure 4. 14 Respondents' Views on the Existing Platform (Q20)

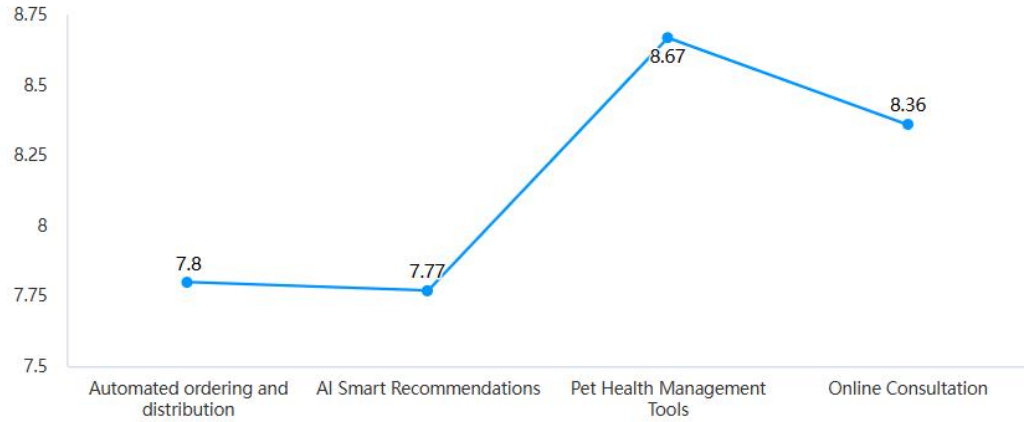


Source: Own elaboration (2025)

Compared to the other three sectors, the pet healthcare industry is highly dependent on expertise and trust. Currently, most pet platforms in China fail to demonstrate a clear

professional edge when providing medical services. Although some platforms have provided basic medical services such as online consultation and booking of appointments, the technical content and professionalism of these services are low compared to traditional pet hospitals, and users have reservations about the effectiveness of these services. In addition, online and offline services for pet medical care usually operate independently, making it difficult to achieve the integration of pet health records, which leads to incoherent services. Pet health management is precisely the part that pet owners are extremely concerned about at present, and when surveyed on the platform's functions, respondents showed great interest in health management tools (score of 8.67).

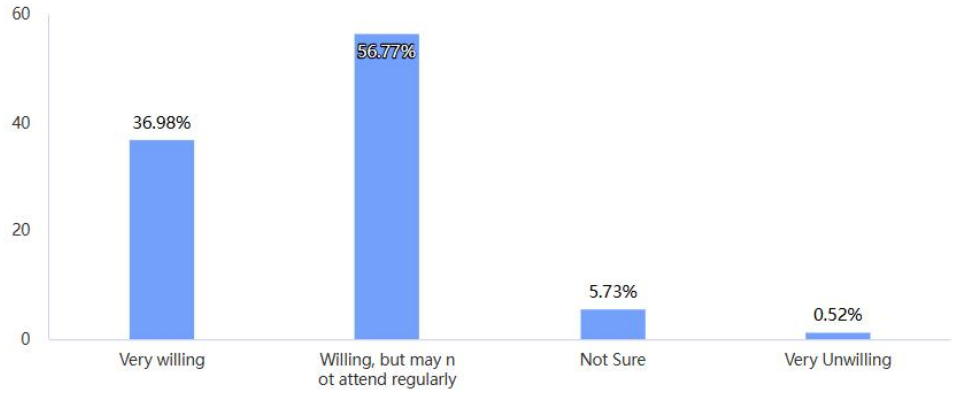
Figure 4. 15 Respondents' Expectations of Comprehensive Pet Platform Functions (Q24)



Source: Own elaboration (2025)

The Long Tail Theory states that digital platforms should integrate and satisfy fragmented niche needs, but current China platforms remain focused on the mainstream market, making differentiated innovation difficult to achieve. Meanwhile, the blue ocean strategy emphasises the opening up of new market segments through technological innovation, whereas Chinese pet platforms rely more on the 'hit-driven' dominated model, neglecting the development of high value-added areas such as pet health management and smart hardware. Therefore**, to address the lack of competitive differentiation of Chinese pet platforms, one of the goals of this business plan is to create a unique ecosystem of ' niche+pet health+social' that breaks through the homogeneous competition and forms an irreplaceable vertical competitiveness**.

Figure 4. 16 Respondents' Attitudes about Communicating and Interacting with Others on the Platform (Q29)



Source: Own elaboration (2025)

2. Market fragmentation, lack of one-stop solutions

Many Chinese pet platforms still focus on a single area, such as e-commerce platforms (e.g., Jingdong and Tmall) that offer pet food and supplies, service platforms (e.g., Meituan and Dianping) that focus on grooming and boarding, and social platforms (e.g., Xiaohongshu and Tiktok) that offer pet-related social networking and information content. The lack of synergy between these platforms requires users to switch between multiple platforms, which increases operating costs and leads to a fragmented experience. The results of the questionnaire also validate the problem of single-function platforms and a fragmented market, making it difficult for pet owners to get one-stop solutions for their diverse needs.

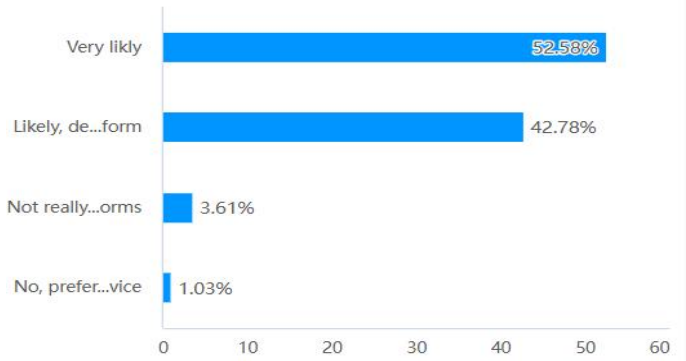
Table 4. 2 Comparison of Online Platforms

Category	**Tmall/JD**	**Xiaohongshu/ Tiktok**	**Meituan/Dianping**	**Boqi/E Pet**
Pet Food	Purchase pet food	Obtain pet food info	Obtain info about stores and their reputations	Purchase pet food
Pet Supplies	Purchase pet supplies	Obtain pet supplies info	Obtain info about physical stores and their reputations	Purchase pet supplies
Pet Services	/	Obtain pet services info	Reserve pet services	/
Pet medical Care	-Purchase basic pet medications -Purchase pet insurance	Obtain medical knowledge	Obtain pet hospital info	Pet Health Consultation

Source: Own elaboration (2025)

According to the survey, the majority of respondents showed positive attitudes towards comprehensive pet platforms, with 52.58% saying they would be very interested in comprehensive pet platforms, 42.78% likely to use them, and only a few (4.64%) saying they would not be too likely to use them or would not use them. This shows that **comprehensive pet platforms have great market potential to attract most pet owners**.

Figure 4. 17 Respondents' Acceptance of Comprehensive Pet Platforms (Q22)



Source: Own elaboration (2025)

Differences in needs across the pet lifecycle also add to the problem. For example, young pet owners are concerned about vaccines and food, adult pet owners are concerned about grooming and insurance, and older pet owners are more in need of chronic disease management and health monitoring. Existing platforms struggle to meet these segmented needs, as they often lack cross-domain integration capabilities. Survey data shows that 63% of respondents have a strong interest in and demand for health management features. In particular, users want platforms to provide value-added services related to health management, such as pet disease prevention and vaccine reminders.

Figure 4. 18 Respondents' Interest in the Functions of the Platform (Q23)



Source: Own elaboration (2025)

In addition, pet owners not only have functional needs (e.g., pet food and supplies), but also want emotional support (e.g., pet community and pet funeral services), and these emotional and functional needs are intertwined, further exacerbating the fragmentation

between platforms.

According to S-D logic, traditional platforms in China currently usually focus on goods/services sales; however, today's pet owners not only need products and services, but also want to be able to obtain more knowledge about pet raising, health management advice, and other value-added services through the platform. Seeking comprehensive solutions that can solve problems, such as health management and emotional support in one integrated platform that meets the increasingly diverse needs of pet owners. As a result, platforms need to change their single-selling behaviour to one of building long-term user relationships and cooperation through the integration of value-added services.

Therefore, in order to solve the problem of market fragmentation, the platform should carry out integration of services and products to provide comprehensive solutions across different fields to meet the diversified needs of pet owners in different life cycles and emotional needs. This business plan **aims to build a one-stop comprehensive platform to create a closed-loop ecosystem of pet lifecycle services, achieve seamless integration of 'goods + services + emotions', integrate pet food, supplies, medical care and services, and provide personalised and customised solutions to improve user experience and enhance market competitiveness**.

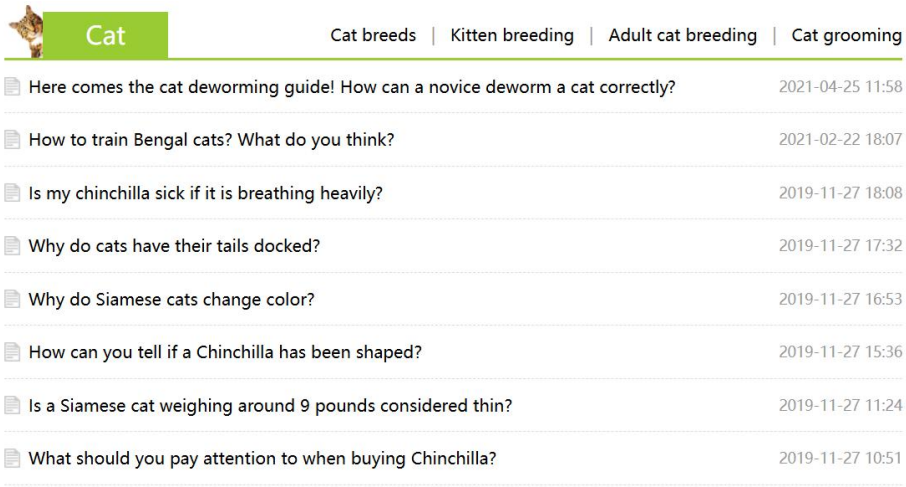
3. Insufficient user stickiness and high churn rate

Due to the long repurchase cycle of pet food (usually 1 to 3 months), coupled with the fact that Chinese consumers are used to focusing on purchasing these consumables during promotional periods (e.g. shopping festivals such as 6.18 and 11. 11). When there is no special need, users do not visit professional pet platforms (Boqi, E Pet) frequently, making it difficult for platforms to enhance user stickiness through regular interactions. This low-frequency consumption pattern makes the platform face a high risk of user turnover, making it difficult to maintain sustained activity and loyalty.

The lack of social functions of current pet platforms also limits the stickiness of pet owners on many platforms. Pet owners not only need the convenience of goods purchase, but also want to get social and emotional support on the platform to share pet-raising experience, exchange emotions, get information or establish connections with other pet owners. However, the social functions of many existing shopping platforms (JD, Tmall) are weak and cannot effectively stimulate users' emotional identification. For example, most platforms still focus on commodity trading and lack interactive features such as UGC content (user-generated content) and experience exchange that can effectively enhance platform stickiness, which makes it difficult for users to establish deep social connections on the platform and form platform communities. Boqi.com used to publish various pet feeding guides on the platform, but the web version is only updated until 2021, and the mobile app

community content is mostly advertisements, with very few active users and high-quality content.

Figure 4. 19 Boqi.com Pet Q&A Zone



Source: Screenshot from Boqi.com (2025)

As a result, many pet owners have turned to external social platforms (e.g., Xiaohongshu, WeChat groups) to meet this demand. Survey data shows that more than 93% of users are willing to share their experience of pet ownership through the platform, but most of the pet/shopping platforms currently on the market fail to provide enough interactive space, resulting in a lack of emotional connection for users, which in turn affects the overall user experience and long-term stickiness of the platform.

Another important reason for low user stickiness is the failure of existing platform mechanisms to effectively enhance user engagement and increase the sense of belonging. Users often want to participate in social welfare through their consumption behaviour, especially in the field of animal care and pet protection. Existing platforms lack in-depth integration with public welfare projects, resulting in users not being able to feel the emotional resonance and sense of social responsibility between themselves and the platform. According to the results of the questionnaire, 52.6% of respondents are willing to participate in offline public welfare activities, as well as 46.35% of respondents are willing to use their membership points in public welfare organisations. A few platforms have launched activities such as pet rescue, adoption, and public welfare donations, such as Taobao's 'Public Welfare Products' programme, which provides participating merchants with traffic and weight, but only displays 'Public Welfare Goods' on the product page for users, and part of the consumption amount will be donated to public welfare projects. Users can not get more participation and a sense of achievement, resulting in a lack of motivation to actively participate in the platform, and can not get emotional satisfaction and a sense of belonging from the platform.

Figure 4. 20 Taobao's 'Public Welfare Products' Programme



Source: Screenshot from Taobao (2025)

Above all, t**he platform can make use of the brand community theory and value co-creation theory, and the platform can gradually form social interaction and obtain users' emotional identity, which can improve users' loyalty, reduce turnover and promote the long-term growth of the platform.** Through 'community building + public welfare binding', to achieve the objective of improving user stickiness and retention rate.

4. Lack of information transparency and unstable service quality

Data shows that 74.23% of users believe that the service quality of existing pet platforms/institutions is unstable, especially in the field of pet medical care, and the medical services provided by platforms/hospitals often lack uniform standards, resulting in large differences in service content, prices and processes. Pet medical care and grooming is highly dependent on the professional competence of practitioners, but there is a lack of systematic training and assessment mechanisms within the pet industry. Some organisations employ inadequately trained staff to reduce costs, leading to fluctuations in service quality.

Figure 4. 21 Respondents' Views on the Existing Platform (Q20)

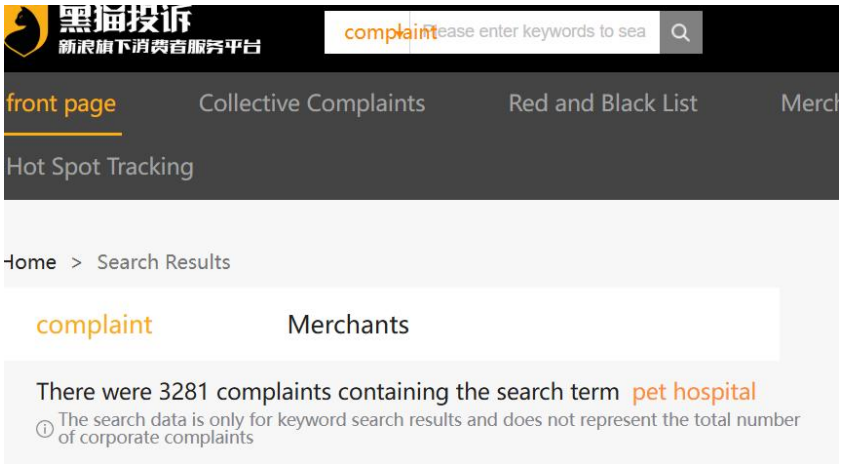


Source: Own elaboration (2025)

69.07% of users believe that existing platforms/services are not transparent in terms of pricing, especially in the field of pet medical care, where information on costs and efficacy is

ambiguous, leading to a weaker sense of trust in the platforms. This trust crisis directly affects the long-term development of platforms, as pet owners are highly dependent on trust for their choice of pet health and treatment services. On China's consumer service platform Black Cat Complaints, a search for 'pet hospitals' resulted in 3,281 complaints by 8 February. Most of the complaints are related to the lack of price indication, unreasonable prices, hidden consumption, and mandatory consumption. At present in China, the animal industry (breeding, pets) related charges do not have better legal and regulatory constraints, resulting in a serious phenomenon of indiscriminate charges in the pet medical field.

Figure 4. 22 Complaint Records about Pet Hospitals



Source: Screenshot from tousu.sina.com (2025)

The existing evaluation system has low credibility, the platform lacks effective supervision, and the phenomenon of false evaluation is serious, resulting in users not being able to rely on the evaluation system to make decisions. In addition, platforms are insufficient in identifying and punishing false evaluations. The survey shows that 23.73 % of consumers said that it is difficult to prove medical malpractice and defend their rights. If there is a problem with the service, users need to collect evidence on their own and contact the platform or a third party for mediation, which is a complicated and time-consuming process. Many users give up complaining due to high time costs, further condoning low-quality services.

This business plan aims to ensure service quality and build trust through evaluation systems and insurance mechanisms, establish a sound regulatory mechanism, strengthen the qualification and auditing of service providers to ensure consistency in service quality, and improve the platform's evaluation system to ensure the authenticity and validity of user feedback.

By analysis of the above four core problems currently occurring in China's pet platforms, this business plan aims to launch a comprehensive online platform integrating product sales,

pet services and information sharing, with the main objectives of:

1. Create a unique ecosystem of 'niche + pet health management + social
2. Build a one-stop comprehensive platform
3. Enhance user stickiness and stay rate
4. Ensure service quality and build trust through evaluation system and insurance mechanism.

4.4.3. Strategy

4.4.3.1. One-stop Platform Construction

To provide a clear framework for understanding how the platform supports pet care throughout the entire pet life cycle, the following table outlines the closed-loop services designed for each life cycle stage. This table details the core requirements at each stage, the corresponding functional modules developed to address these needs, and the collaborative partners involved, thereby guiding the platform's strategic planning and service design.

Table 4. 3 Closed Loop of Pet Life Cycle Services

Life Cycle Stage	Core Requirements	Functional Modules	Collaborative Partners
Young Pet Stage	Vaccine, basic care, pet care guidance	Health Management + Beginner's Guidance	Pet Hospitals, Pet suppliers
Adult Pet Stage	Health management, consumer upgrades, socialisation	AI Health Assistant + Niche Product zone + Pet community	Technology developers, KOLs, Communities members
Old Pet Stage	Disease management, end-of-life care, memory storage	Health Management + Pet Records	Hospitals, Care organisations

Source: Author (2025)

The platform integrates e-commerce (supplies/food), service booking (medical/grooming /boarding), health management (vaccine reminder/insurance), social interaction and emotional support to solve customer needs in one-stop.

To clearly illustrate the strategies designed to enhance the user experience throughout the customer journey, the following table outlines the specific measures implemented at different user stages.

Table 4. 4 User Journey Design

User Stage	Specific Measures
Newbie Stage	-After registration, guide to fill in the pet information, give 'newbie package' (discount coupon + vaccine reminder service). -Send 'Must-read guide to pet care' (graphic + video), embed product purchase links.
Mature Stage	-Based on the pet's health data, push insurance services (e.g. gastrointestinal care package), bundled with re-purchase reminder. -Community expert certification (e.g. 'deworming expert') to enhance user stickiness and authority.

Source: Author (2025)

4.4.3.2. User Stickiness Strategy

In order to clearly explain the gamification mechanics on our platform that are designed to increase user engagement, the table below details the reward points that can be earned for various user behaviours, and the respective earnings caps.

Table 4. 5 Gamification Points System

Behavioural	Bonus Points	Cap/Day
Sign-in	+10	70/week
Post UGC (graphic/video)	+50	-
Complete health tasks (e.g. deworming)	+100	300/week
Invite friends to register and consume	+200/person	-
Post adoption information	+50	100/week
Promote successful adoption	+200	-
Points can be used to redeem goods or services on the platform. Redemption of goods (500 points = pet toys). Public welfare activities (1000 points = 5 RMB donation).		

Source: Author (2025)

The platform will also set up a Q&A zone, allowing users to freely post enquiries, which will satisfy the needs of 78.65% of respondents for information access. In this zone, users can ask questions to community members, and other pet owners or experts can answer them. In order to encourage more people to participate and provide quality answers, the platform will set up a "Q&A Master " certification as well as reward points to give special honours to users who actively participate and provide high-quality answers. This mechanism will not only increase the interactivity of the community, but also enhance the platform's reliability and professional image among users.

Figure 4. 23 Badges from the Pokemon



Source: Screenshot from Pokemon Game (2025)

To make user participation more tangible, the platform also plans to set up some incentives. For example, for users who have adopted a pet for one year, the platform will issue a 'love certificate' and an exclusive discount code as recognition of their long-term companionship with the pet. These initiatives will help users feel the care of the platform and motivate them to continue to participate in community activities. In addition, the platform also rewards users who have been active for a long time, for example, by signing in for 365 consecutive days to receive a special medal, which not only recognises their loyalty, but also promotes community activity. Through these specific rewards and certifications, the platform is able to better inspire emotional resonance and enhance long-term user engagement.

Figure 4. 24 User's Certificate and Medal from Xiaohongshu



Source: Screenshot from Xiaohongshu (2025)

4.4.3.3. Trust Building Strategy

To establish a reliable and transparent platform for users, a comprehensive trust-building

strategy has been designed.

Table 4. 6 Trust Building Strategy

Trust Building Strategy	Specific Measures
Dual Authentication Mechanism	-Merchant: business licence + User Rating above 4.5 - User: Real name authentication (mobile phone + last 4 digits of ID) to post adoption information.
Payout Mechanism	- Merchant's Deposit: If a merchant's problem leads to a user's loss or complaint, the platform will deduct from the merchant's Deposit and pay out to the user. -Transparent Price Comparison: Grab the pricing of the same type of service providers/products on the platform and allow users to compare prices in real time.
Transparent Price Comparison	- Compare prices of similar services/products on the platform, allowing users to check real-time price comparisons. - Mark "historical price fluctuations" to expose false promotions (e.g., "raising prices before lowering"). - Display detailed price lists on service booking pages, supporting user complaints on hidden fees (e.g., Bathing = ¥30 + Nail Clipping ¥10 + Ear Cleaning ¥5).
Evaluation System	- Users must rate services/products after completion (1-10 scale). - Low-rated vendors will be asked to improve. -Public display of vendors' historical ratings (service quality, pricing, etc.) and complaint resolution efficiency.
Review Mechanism	-Strictly review all merchants and products on the platform, rejecting those without proper qualifications and product certifications.

Source: Author (2025)

The core of this trust mechanism is to ensure the transparency and quality of the platform's products and services. According to survey data, respondents care more about the quality (score of 9.24) and ingredients (score of 8.93) of pet food and supplies than the price, with a preference for natural and harmless products. In terms of pet medical care and services, respondents are more focused on qualifications (score of 9.1) and service quality (score of 8.98). Therefore, by using a dual authentication mechanism to ensure the authenticity of both merchants and users, strictly reviewing the qualifications and product certifications to guarantee quality, a compensation mechanism providing quality assurance for consumers, transparent price comparison to avoid misleading discounts, and a rating system offering real feedback, these measures will collectively build an honest, transparent, and high-quality pet platform.

4.4.4. Revenue Model

To ensure the platform's sustainable growth and profitability, a multi-stage revenue model has been designed. The following table outlines the key revenue sources and their implementation across different development phases.

Table 4. 7 Revenue Model Stage

Stage	Revenue Source	Implementation
Stage 1	Transaction Commission	Platform commission, service fees, Merchant's Deposit
Stage 2	Membership Subscription &Service Fee	Student membership, Standard membership, Single Service Fee
Stage 3	Value-Added Services	Pet insurance agency, co-branded products profit-sharing
	Advertising & Data Services	Brand ad spaces, merchant data analysis reports

Source: Author (2025)

The revenue model of this pet platform is divided into three stages, each providing diverse income sources to support both immediate growth and long-term sustainability.

Stage 1

In the initial stage, the platform mainly generates income through transaction commissions, service fees, and merchant deposits. The commission fee is charged as a percentage of each transaction, with a tiered pricing strategy based on service categories. For example, in the early phase, the commission rate for pet food and supplies is set at 2-4%, slightly lower than the market average of 5%, while for pet medical services and related offerings, the rate is 8-10%, making it more competitive compared to the market average of 10-15%.

In addition to commissions, merchants are required to pay a 0.3% technical service fee, which supports essential platform functions such as the rating system and order processing. Each merchant must also submit a CNY 20,000 deposit as a security measure against false advertising or counterfeit sales. If any violations are detected, the platform can deduct compensation for affected users from this deposit. This pricing structure attracts early-stage merchants with lower fees while ensuring trust and quality assurance.

Stage 2

In the second stage, the platform's revenue focus will shift to membership subscriptions and single service fees. The platform plans to introduce a tiered membership system,

allowing users to choose to subscribe to membership services on a monthly or annual basis to enjoy priority services, exclusive discounts and other customised benefits. For example, different levels of membership will enjoy different incentives: student members may receive special discounts and promotions, while standard members will be able to enjoy higher-priority customer service and exclusive consultations. Also, for those who do not subscribe to a membership service but still need a single service such as pet care, health consultation or pet training, the platform will also charge a single service fee based on pre-set pricing. This strategy of combining a fixed membership subscription with a single service enhances user loyalty while capturing revenue from sporadic high-demand services.

Stage 3

During this period of the third stage, the platform has gained a certain user and merchant base, and can generate more profits through value-added services and advertising and data services. For value-added services, the platform will collaborate with pet insurance companies and brands to offer pet insurance and co-branded product sales.

Specifically, the platform can cooperate with pet insurance companies to launch a variety of insurance plans, allowing users to choose suitable insurance products based on the pet's age, breed and health condition, etc. Meanwhile, by cooperating with well-known brands to launch co-branded products, the platform is able to obtain a certain percentage of profit share from product sales.

In terms of advertising and data services, the platform can generate revenue through advertising and data services. At this stage, the platform provides merchants with a variety of advertising spaces, such as homepage advertising spaces and feature page promotion. The platform can attract merchants to place advertisements through these ways and gain profit. At the same time, the platform can also make use of its huge user data to analyse the operation data of merchants and provide them with customised data analysis reports and market trend prediction services, so as to help them improve their business strategies, and collect service fees from them.

This step-by-step revenue plan helps the platform to quickly build transaction volume and market presence through transaction commissions in the early stage, enhances user engagement and retention through memberships and services in the mid-stage, and eventually evolve into a diversified revenue structure covering value-added services and advertising data services. The layered profit model ensures that the platform is able to maintain immediate cash flow and can continue to invest in technology and service upgrades and gradually reduce its dependence on a single source of revenue, thereby effectively reducing risk and supporting stable long-term growth.

4.4.5. Segmentation, Targeting and Positioning

Segmentation

Through questionnaires and market analyses, the platform can accurately divide the market into segments based on the characteristics, purchasing power and demand preferences of different user groups. By creating targeted marketing and service strategies, it can improve user experience and brand value. Accurate market segmentation allows the platform to offer customized services for different target groups, while also improving resource allocation to drive continuous brand growth and expansion.

Demographic Characteristics

-Region: mainly in East China and coastal provinces, with Shanghai accounting for the highest percentage, followed by Jiangsu and Guangdong

-Age: The post-00s (62.37%) and post-90s (23.71%) groups of young pet owners, especially the 18-35 year-old group, are more emotionally invested in their pets, focus on personalised services and social interaction, spend actively and are willing to try new services.

-Gender: Female (69.59%); Male 29.9%

-Income: Middle and high-income groups (monthly income of 5,000-8,000 RMB) are the main group of pet consumers, accounting for 30.93%, pursuing a balance between cost-effectiveness and quality.

-Relationship status: 55.7% of respondents are single, and they prefer pets as companions to satisfy their emotional needs.

Figure 4. 25 Location Distribution of Respondents



Source: Collected from Questionnaire (2025)

Behavioural characteristics

-Pet type: Dogs (65.98%) and cats (62.89%) are the main pet types, but the niche pet market also shows some potential (20%).

-Spending Habits: Average monthly pet spending of less than 500 RMB (33.51%) vs. 500-999 RMB (29.9%), price-sensitive users are dominant, but there is a strong demand for health management (average score of 8.69) and food quality (score of 9.24).
-Channel preference: Online e-commerce (91.49%) + offline shops (61.4%), the trend is towards channel integration, but online dependence is high.

Psychological Characteristics:
-Health management: Demand for professional health services is urgent, willing to pay for value-added pet health management services (score of 8.72).
-Social needs: Q&A community (score of 8.69), offline activities (72.4% prefer pet parties)

Targeting

Young Pet Owners in Tier 1 and Tier 2 Cities

This group mainly consists of young pet owners, particularly those born in the 00s and 90s. Their shopping habits and behaviors are unique. Firstly, the student group is highly dependent on mobile, frequently uses smartphones in daily life, has obvious time fragmentation, is more inclined to pursue cost-effective products, and is more receptive to new technology and digital tools. On the other hand, young workers in first- and second-tier cities (e.g. Shanghai, Hangzhou) usually pay more attention to the health and quality of life of their pets. They are highly price-sensitive, often rely on social recommendations for choosing products, and have strong emotional bonds with their pets, especially for companionship.
In terms of demand, young female pet owners are more likely to shop online, with 93.3% of them buying pet food online. They also prioritize health management features, such as vaccine reminders. Meanwhile, social interaction is an important requirement for these individuals, and user-generated content (UGC) communities have become their core platforms for sharing pet experiences, getting advice, and engaging with others.

Differentiated Target Market: Niche Pet Enthusiasts

This group consists of pet owners who keep less common pets, such as reptiles or birds. Although these pets make up a smaller portion of the traditional pet market, more people are choosing these non-traditional pets as companions. However, existing platforms often lack products and services for these niche pets. Around 61.34% of niche pet owners feel that current platforms do not meet their needs.

The main needs of these niche pet lovers include exclusive pet merchandise (e.g. temperature-controlled equipment, special bird cages, etc.), professional medical consulting services, and social communities based on niche pet interests.

Potential Supplementary Market: People Planning to Own Pets

The people who plan to own pets are a market with great potential, although they currently do not have pets, but have a clear plan to own pets. They typically need guidance and preparation as they start their pet-owning journey.

Their needs include adoption information, starter kits (such as vaccines and pet supplies), and a knowledge base for first-time pet care. For these individuals, having the right guidance and resources is crucial, as it can greatly improve their experience and confidence.

Positioning

-**Functional** Positioning:"One-stop pet life-cycle manager". Integrate product purchase, service booking and health management functions.

-**Emotional** Positioning:"Beyond transactions, a trusted partner for pet families". Enhance emotional connection through community content (e.g. pet growth diary)

-**Value** Positioning: "Transparent services, ensuring every act of love is backed by trust". Visualisation of service process, standardisation of prices, and openness of evaluation.

4.5. Marketing-Mix

4.5.1. Product

One-stop Service Integration Platform

As one of the core functions of the platform, the platform will integrate third-party service providers such as pet food, pet supplies, pet hospitals, beauty shops, trainers to create a one-stop pet service platform. Here, users can conveniently make online price comparison, reservation and payment. This integrated service model can greatly enhance users' convenience and reduce their time and effort in jumping between multiple platforms.

In terms of improving the quality of the platform's services, the platform will utilise the five dimensions of the SERVQUAL model to gradually improve them by stages.

Table 4. 8 Platform Services Built with the SERVQUAL Model

Dimension	Objective	Specific Measure
Reliability	Ensure the accuracy and consistency of service delivery and reduce the risk of user decision-making	-Standardize service processes (like a unified booking system) to ensure consistency in service delivery -Introduce a real-time user review and complaint tracking system; if the

		negative review rate exceeds 5%, the platform will intervene automatically
Responsiveness	Enhance service response speed and flexibility to address users' urgent needs	-Create a list of local emergency service providers to ensure they can prioritize urgent customer needs -Set up "Time Out Punishment" to improve response times from service providers
Assurance	Eliminate user concerns through professionalism and credibility	-Only allow medical service providers with licensed veterinarians to join the network, and list their specialties. -Implement a strict review process to ensure all products on the platform are quality-tested and certified.
Empathy	Provide personalised services to meet the deep needs of different users	-Recommend products and services based on pet information (e.g., joint care food for senior dogs) -Provide an "accessibility portal" to cater for users with special needs (e.g. voice navigation)
Tangibles	Enhance the perceived quality of services through physical and digital interfaces	-Develop AR features to let users "try on" pet clothes or preview grooming results -Include a pet health dashboard in the platform, synced with data from partner hospitals

Source: Author (2025)

Health Management Tools

Health management tools are another important value-added service on the platform. In terms of pet health management, at the initial stage the platform will adopt a combination of manual filling and intelligent reminders, allowing users to fill in their pet's vaccination and deworming records independently. At the same time, the platform will provide smart reminders to ensure that users can manage and pay attention to their pets' health in time. This will enhance the user's sense of engagement and control by providing a personalised management experience.

In addition, the platform will design pet electronic medical record templates for users and standardise the filling format (including breed, medical history and other key information), which not only improves the professionalism of the platform, but also provides an interface for data docking with pet hospitals at a later stage, which further strengthens the platform's technical capability and service integration.

To improve data transparency, the platform will use blockchain technology to store treatment records, allowing users to export and share these records with other hospitals or insurance companies with just one click. This not only builds trust in the health management tools but also makes it easier for users to visit different hospitals.

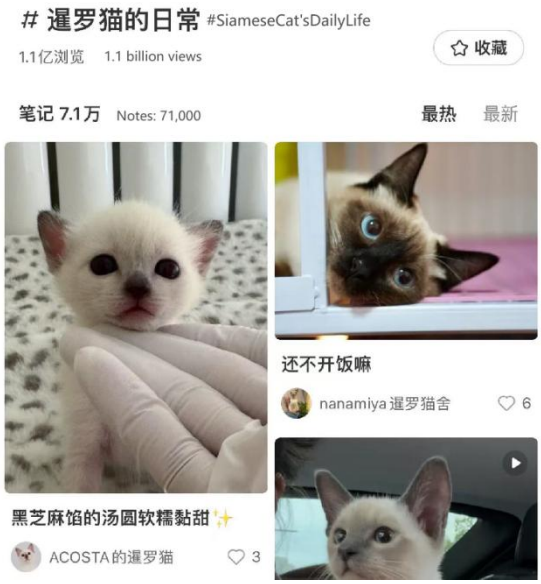
As pet owners are increasingly concerned about their pets' health (with a health management need score of 8.67), these features will help the platform better meet users' needs, especially for those pet owners who are anxious about their pets' health. The platform will be able to provide professional guidance for managing their pets' well-being.

UGC Community

To strengthen emotional connections between users, the platform can launch a series of user-generated content (UGC) features to encourage users to share their pets' daily lives. Users can post short videos or images with captions through the "Pet Diary" feature, supporting tags (e.g.,#StrangeCatBehavior), filters, and templates to make the content more lively and engaging. The platform will also launch weekly themed challenges, like a "Cat Yoga Imitation Contest," offering traffic support and prizes for winners. This will not only enhance user engagement but also increase interaction within the platform.

In order to meet the needs of niche pet users, the platform will also establish a vertical zone for niche pets. Through the release of high-quality content and interaction, the platform will create a community of exotic pet enthusiasts, thus enhancing user stickiness. In the mid-term development, the platform plans to introduce niche pet experts to provide personalised services to further enhance differentiated competitiveness and expand its influence in specific pet markets. This strategy will not only meet the diverse needs of pet owners, but also win more professional users for the platform, creating a unique market positioning.

Figure 4. 26 UGC from Xiaohongshu



Source: Screenshot from Xiaohongshu (2025)

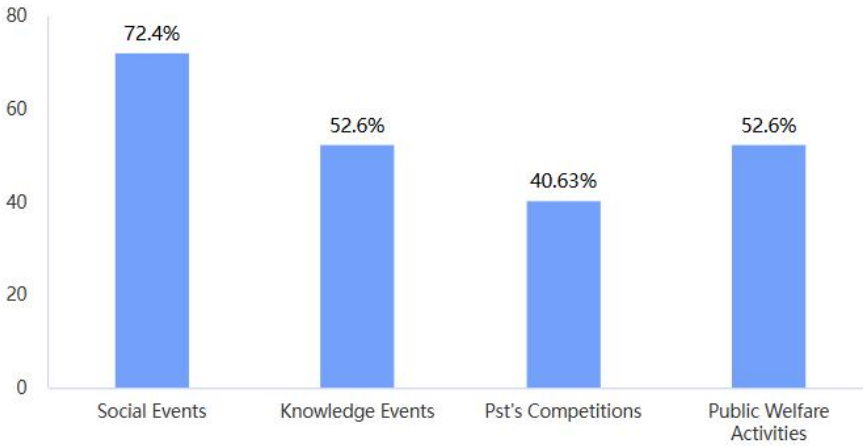
Public Welfare Activities

Public welfare activities are also one of the main pillars of the platform. The platform will collaborate with animal rescue organizations, focusing on rescuing stray cats and dogs. Through partnerships with pet hospitals and pet food suppliers, the platform will introduce "rescue packages" or similar charity initiatives. When users purchase these packages or products, both the platform and the businesses involved will donate a percentage of the profits to the partner rescue organizations. These donations will be used for the medical care, vaccinations, and spaying/neutering of stray animals, ensuring that more animals in need receive timely assistance.

In order to avoid too complex functions slowing down the development of the minimum viable product, the platform will adopt a simple but effective design, which will only support the release and search of pet adoption and lost information at the initial stage, and then add real-time map sharing and marking functions in the mid- and late stages of development.

This initiative is driven by users' emotional resonance. The survey showed that 52.6% of respondents are willing to participate in charity activities. Through these charitable partnerships, the platform can strengthen its image as a socially responsible organization, increase users' trust in the platform, and foster long-term support and brand loyalty.

Figure 4. 27 Respondents' Preference for Offline Activities (Q33)



Source: Own elaboration (2025)

4.5.2. Price

Low Platform Commission and Service Fees in the Early Stage for Merchants

According to the public notices of Tmall and Jingdong's platform entry fees, it can be found that the current commission extraction ratio of China's mainstream shopping platforms is 2.5-5%, and the platform service fee is 0.6%, while the commission for the pet healthcare and service categories is slightly higher, at around 10-15%. At present, China's pet market is highly competitive, and since this platform initially does not have much visibility and traffic compared to other large platforms, low commission rates and service fees are an effective means to quickly attract merchants to move in. Especially for some small and medium-sized merchants, facing greater operational pressure, if the platform can provide a lower commission rate, it can reduce the cost pressure of merchants, encourage them to try the platform, so as to quickly establish the merchant base. For big brands and higher profile merchants, a low commission rate means they get to keep more of their revenue compared to other platforms, which makes merchants more willing to operate on this platform for a longer period of time and enhances their engagement and loyalty to the platform.

The low commission strategy reduces the threshold for merchants to join the platform, which helps the platform to attract more merchants to work with them in the early stages, and quickly increase the variety of services and the number of merchants on the platform. Even though the commission is low, merchants need to go through strict auditing and qualification mechanisms to ensure the professionalism and service quality of the merchants, and to ensure the user experience, so as to maintain the positioning of the platform. Due to the low commission at this stage, the platform needs to set up a reserve fund to cope with the risk of insufficient income. Therefore, in the early stage, the commission and service fee of this pet

platform for merchants choose to remain below the average market level:

Table 4. 9 The Pet Platform Emplacement Fees

Business Category	Deposit (CNY)	Commission rate	Basic service fee rate
Dog Food	20,000	2 %	0.3 %
Cat Food	20,000	2%	0.3 %
Cat/Dog Toys	20,000	4 %	0.3 %
Aquarium Food and Supplies	20,000	4 %	0.3 %
Reptiles/Insect Food and Supplies	20,000	4 %	0.3 %
Pet Medical	20,000	8%	0.3 %
Pet Service	20,000	8%	0.3 %

Source: Author (2025)

Figure 4. 28 Tmall Emplacement Fees

Query results

Download the required materials list

For fee details , deposit, category software service fee rate, and software service fee annual fee, please refer to Tmall Rules-Price Standards .

Business Category	Margin	Category software service fee rate	Basic software service fee rate
Pets/Pet Food and Supplies>>Complete Dog Food	50,000	2.5 %	0.6 %
Pets/Pet Food and Supplies>>Complete Cat Food	50,000	2.5 %	0.6 %
Pets/Pet Food & Supplies>>Cat/Dog Toys	50,000	5 %	0.6 %
Pets/Pet Food and Supplies>>Aquarium Food and Supplies	50,000	5 %	0.6 %
Pets/Pet Food and Supplies>>Reptiles/Insect Food and Supplies	50,000	5 %	0.6 %

Source: Screenshot from Tmall.com (2025)

Figure 4. 29 Jingdong Emplacement Fee

Cat Food	all	all	0	5,000	5,000	5,000	10,000	10,000	10,000	2.50%	0.60%
Dog Food	all	all	0	5,000	5,000	5,000	10,000	10,000	10,000	2.50%	0.60%
Beauty	all	all	0	5,000	5,000	5,000	5,000	5,000	10,000	5.00%	0.60%
Cat and dog food	all	all	0	5,000	5,000	5,000	10,000	10,000	10,000	2.50%	0.60%
Aquarium Food/Supplies	Aquarium Services	all	0	5,000	5,000	5,000	5,000	5,000	10,000	4.00%	0.60%
	Other third-level categories	all	0	5,000	5,000	5,000	5,000	5,000	10,000	5.00%	0.60%
Cat and Dog Snacks	all	all	0	5,000	5,000	5,000	10,000	10,000	10,000	2.50%	0.60%
Live pets	Special Products	all	0	10,000	10,000	10,000	30,000	30,000	30,000	5.00%	0.60%
	Pet cat	all	0	100,000	100,000	100,000	100,000	100,000	100,000	10.00%	0.60%
	Pet Dog	all	0	100,000	100,000	100,000	100,000	100,000	100,000	10.00%	0.60%
	Other third-level categories	all	0	10,000	10,000	10,000	30,000	30,000	30,000	5.00%	0.60%
Pet Services	all	all	0	50,000	50,000	50,000	50,000	50,000	50,000	5.00%	0.60%
Other secondary categories	all	all	0	5,000	5,000	5,000	5,000	5,000	10,000	5.00%	0.60%
Pet medical equipment	Prescription pet food	all	0	1,000	1,000	1,000	1,000	1,000	1,000	5.00%	0.60%
	Pet health products	all	0	1,000	1,000	1,000	1,000	1,000	1,000	5.00%	0.60%
	Pet Care Products	all	0	1,000	1,000	1,000	1,000	1,000	1,000	5.00%	0.60%
	Other third-level categories	all	Not supported	1,000	1,000	1,000	1,000	1,000	1,000	5.00%	0.60%
Pet Nutrition and Health	all	all	0	1,000	1,000	1,000	1,000	1,000	1,000	5.00%	0.60%
Pet Health Services	Veterinary Medical Services	all	Not supported	1,000	1,000	1,000	1,000	1,000	1,000	10.00%	0.60%

Source: Screenshot from JD.com (2025)

Adoption of Tiered Commission in the Medium Term for Merchants

As the platform matures, tiered commissions can help the platform make a reasonable profit on the basis of ensuring service quality. It is not overly dependent on the thin profits brought by low commissions, and thus can continue to improve the functions and services of the platform. After entering a period of stable growth, the platform can gradually implement a tiered commission model based on the data accumulated in the early stages (such as customer reviews, participation in platform activities, etc.). The advantage of this strategy is that by selecting high-quality merchants through data, the platform can enhance the structure of merchants, improve the overall quality of service, and strengthen the brand positioning of ' trust'. For example, in the case of a medical service provider for pets, quality merchants can enjoy a lower commission rate (6%), while the commission rate for general merchants is kept between 8% and 10%. In this way, the platform can not only increase its revenue, but also further increase its revenue sources through value-added services (e.g., data analysis reports, preferred recommended advertisement spots, etc.), which will provide financial support for the long-term development of the platform. In addition, the tiered commission system can gradually shape the platform's professional image, differentiate itself from its competitors and enhance the brand's market recognition. The specific mid-term tiered commission rate will be dynamically adjusted according to the platform's operation, market feedback and merchant performance to avoid excessive increase in the commission rate leading to merchant loss. The commission level can also be flexibly adjusted according to the merchant's service quality, user evaluation and platform contribution.

To avoid the risk of merchant churn or insufficient revenue, platforms need to pay close attention to merchant feedback and market changes when implementing these measures and adjust their strategies in a timely manner. To cope with these risks, platforms can compensate merchants for the burden of commission adjustments by giving them transitional subsidies and traffic support.

Tiered Pricing

The platform's tiered pricing strategy meets the needs of different user groups by designing exclusive benefits for them.

Table 4. 10 Membership System

Membership Level	Pricing Model	Price Range	Core Benefits	Target Group
Pre-Member	Free Registration	0 RMB	- City pet adoption map - First-time pet guide - New pet starter pack discounts -Automatically upgraded to Basic Member after completing the first order	Potential pet owners
Student Member	Monthly/Annual Subscription	¥9.9 / month ¥99/year	- 10% discount on products - 5% discount on services -Double points rewards -Exclusive title -Priority exposure for UGC content	Student group
Premium Member	Monthly/Annual Subscription	¥19.9/month ¥199 / year	- 15% discount on products - 10% discount on services -Priority booking - Monthly health report -2 free online consultations (Later stage) - No queue service	White-collar professionals in big cities
Niche Member	Monthly Subscription	¥39.9 / month	- Exclusive 20% discount on niche pet products - 1 online consultation per month with a specialist - Exclusive privileges in a vertical community -Priority registration for offline niche pet gatherings	Niche pet enthusiasts
Diamond Member	Annual Subscription	¥300 / year	- 20% discount on products - 15% discount on services -No waiting for appointments -Exclusive monthly health report - 2 free grooming sessions -Exclusive emergency service	High net worth and high-end pet users

			channel -Customized annual pet gift -Exclusive pet courses -Unlimited online consultations	

Source: Author (2025)

The membership system is designed to cater to various target groups by offering tiered pricing and exclusive benefits that address their unique needs. For potential pet owners, a free "Pre-Member" tier is available upon registration, providing access to essential resources like the city pet adoption map, a first-time pet guide, and new pet starter pack discounts. This first interaction helps create trust and encourages them to become paying members after placing their first order.

For the student segment—typically post-90s/00s, who are price-sensitive, rely heavily on mobile platforms, and have fragmented schedules—the "Student Member" tier offers a low-cost subscription at 9.9 RMB per month (or 99 RMB per year). This tier provides a 10% discount on products, a 5% discount on services, double reward points, an exclusive title, and priority exposure for user-generated content, thereby reducing their decision-making barrier and making it easy to get involved with the community.

White-collar professionals in Tier 1 and New Tier 1 cities, who prioritize pet health management and time efficiency, are targeted through the "Premium Member" tier. Priced at 19.9 RMB per month or 199 RMB per year, this tier offers enhanced benefits such as a 15% discount on products, a 10% discount on services, priority booking, monthly health reports, and later, additional perks like 2 free online consultations and no queue service. This design meets the demanding needs of busy professionals.

For niche pet enthusiasts, who often face the challenge of finding specialized products and professional consultation (with 61.34% indicating current platforms fall short), the "Niche Member" tier is introduced at 39.9 RMB per month. This tier provides an exclusive 20% discount on niche pet products via customized SKU collaborations, one monthly online consultation with a specialist for reptiles or birds, exclusive access to a dedicated vertical community, and priority registration for offline niche pet gatherings. This fills the market gap for high-value, specialized services.

Lastly, for high net worth and high-end pet users seeking comprehensive and premium services, the "Diamond Member" tier is available for an annual fee of 300 RMB. This top-tier membership delivers an all-encompassing package including a 20% discount on products, a 15% discount on services, immediate appointment availability without waiting, exclusive monthly health reports, 2 free grooming sessions, an exclusive emergency service channel, a customized annual pet gift, exclusive pet courses, and eventually unlimited online consultations.

This tiered membership system not only aligns with the diverse needs of our core target groups but also encourages long-term user engagement and cross-category purchasing through carefully structured pricing and value-added benefits. This tiered membership system not only aligns with the diverse needs of our core target groups but also encourages long-term user engagement and cross-category purchasing through carefully structured pricing and value-added benefits.

Dynamic Pricing and Allowance Mechanism

In order to further enhance the conversion rate and increase user stickiness, the platform will implement dynamic pricing and allowance mechanisms. For new users, a 10 RMB no-threshold coupon will be given upon first registration, which can be used when the first order is over RMB50. In addition, the platform will also provide loyalty rewards, when a user subscribes to a membership for six consecutive months, the subscription fee for the seventh month will be reduced by half. RMB9.9 for a single month's subscription, or RMB99 for a full year's subscription (saving two months' fees).

Newcomer allowance coupons can effectively lower the threshold of first-time consumption and increase conversion rates. The loss aversion theory, on the other hand, suggests that continuous subscription rewards can take advantage of users' unwillingness to discontinue their benefits and increase member retention.

Besides this, platforms can also combine loss aversion and framing effects to enhance users' sense of urgency and desire to buy through well-designed offers and clever presentation, thus increasing the conversion rate and user engagement, and motivating more purchasing behaviours.

Table 4. 11 Promotional Prices Strategy

Strategy	Strategy Content	Examples
Time-Limited	Offer time-limited discounts to create urgency and encourage quick purchases	- 24-hour discount: 30% off a pet food purchase
Member-Exclusive Discounts	Offer member-only discounts, emphasizing "members only" to increase scarcity	- Exclusive discount for members on certain pet services, valid for two days
Buy One Get One	Use the framing effect to attract customers by showing "buy one get one" offers,	- "Buy one, get one free": Buy one pack of pet food, get another free

	which feel like a better deal than a 50% discount	
Price Lock & Limited Supply	Offer price-lock deals and emphasize limited supply, creating the feeling of missing out if not bought immediately	- "Price lock": Pay for a pet service package and lock in today's price, even after the event ends - "Limited supply": Only 500 units of a pet food product at a locked-in discount price

Source: Author (2025)

Figure 4. 30 Time-Limited discount activities on Taobao



Source: Screenshot from Taobao (2025)

4.5.3. Place

Direct Channel

Application Software: As the carrier of the platform, the app is responsible for users' functional services such as service booking, health management and community interaction. The mobile app channel can directly collect user data and provide data support for subsequent personalised services and long-term user value (LTV) enhancement. Due to the active use of these platforms by users and their highly integrated functions, which can effectively promote continuous user engagement and conversion, apps occupy a highly efficient user touchpoint efficiency in the channel.

Website: The official website, on the other hand, serves as an assistant channel, mainly

used for brand display, public service story dissemination and service enquiry. Although the efficiency of the official website for user conversion is moderate, it still plays an important role in guiding users to brand awareness and trust building, especially for potential user groups.

An app was chosen as the main channel for the pet platform, rather than a website, mainly because it provides higher user stickiness and long-term value. It can enhance user engagement through mobile personalised push, convenient operation, instant interaction and social experience, and meet users' needs for pet health management and community interaction. In contrast, websites are used less frequently and lack the flexibility and immediacy of an app. Through the App, the platform is able to better achieve data collection, personalised recommendations and improve user experience, thereby enhancing the platform's market competitiveness and user retention rate.

Indirect Channel

Distribution channel: Pet food and supply merchants on the platform are distribution partners, enhancing their markets through the platform's sales tools and traffic. They offer products and participate in promotions, while the platform earns commissions and provides support services. This partnership promotes the mutual development of both parties and enhances the richness of the platform's products and the brand exposure of the merchants.

Offline Service Providers: As offline service providers, the cooperating pet hospitals and beauty shops act as direct touchpoints for the platform's service delivery, expanding the platform's service coverage through the offer of professional medical and beauty care services. At the same time, they help the platform increase exposure, attract offline users, and enhance user loyalty. With the feedback data from these offline merchants, the platform is able to continuously improve its services, integrate online and offline resources, and provide a more comprehensive range of pet life services, thereby enhancing the competitiveness of the platform.

Social platforms: through social platforms such as Tiktok and Xiaohongshu, pet platforms are able to gain access to a large number of traffic entrances and build user trust. These platforms have the advantage of low marginal cost, and can effectively attract potential users and enhance the exposure of the platform through interesting content, interaction and the guidance of KOLs.

In the competitive pet platform market, choosing the right promotion channel is essential for connecting with target users, addressing their needs, and establishing brand trust. As the two main core target groups of the platform, college students and 90s female white-collar workers, marketing channels need to consider their different behavioral characteristics. The consumption demands and preferences of these two groups differ, and traditional broad marketing methods may increase costs and dilute brand value. Therefore, precise channel

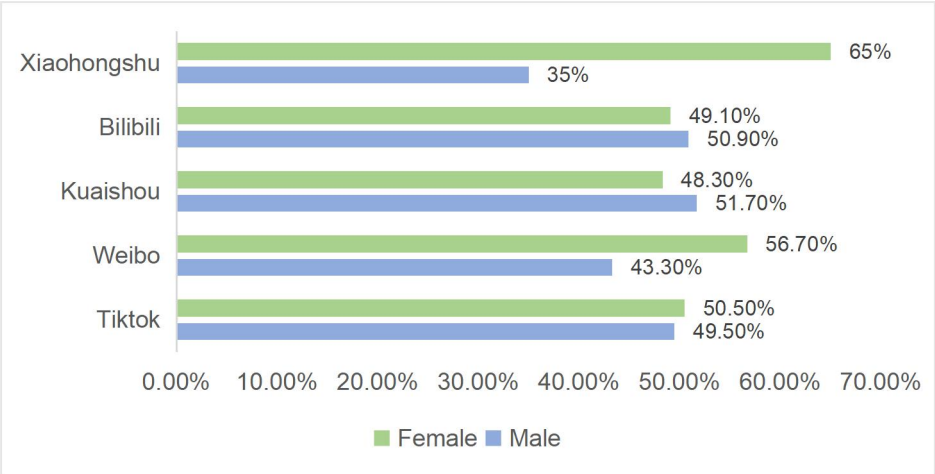
selection is key to the platform's marketing success.

The platform's channel selection is based on two main dimensions for comprehensive evaluation:

(1) **User Overlap:** It's essential to ensure the chosen channels closely match the target group's gender, age, location, and habits. For example, college students are likely to prefer interactive and entertaining content, while 90s female white-collar workers tend to focus more on practical and high-quality service brands.

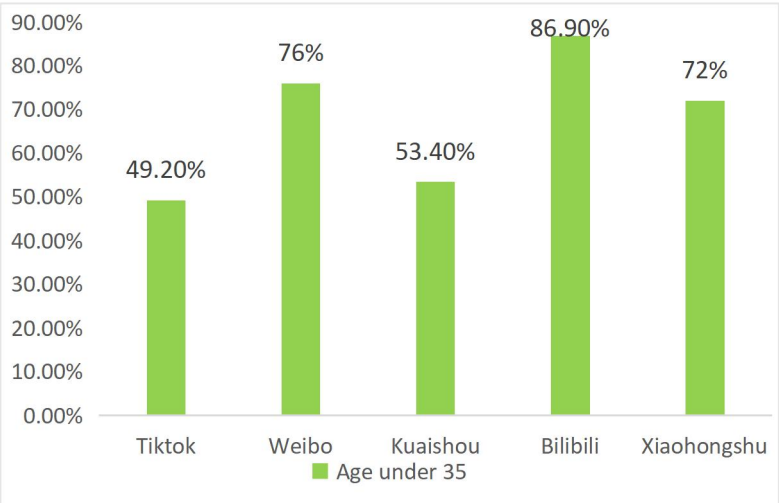
(2) **Content Adaptability:** Whether the platform is suitable for publishing pet-related content and whether it can express emotional connection effectively. This is critical for strengthening the emotional connection between the brand and users, while also increasing user engagement on the platform.

Figure 4. 31 Percentage of Male and Female Platform Users



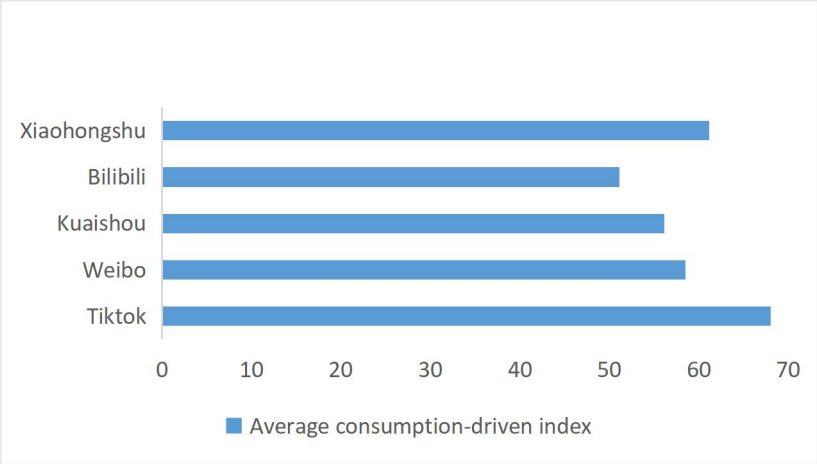
Source: QuestMobile (2024)

Figure 4. 32 Proportion of Platform Users Under 35 Years Old



Source: QuestMobile (2024)

Figure 4. 33 KOL Average Consumption-driven Index



Source: QuestMobile (2024)

Table 4. 12 Comparison of Different Platforms

Platform	User Profile	Content Type	Key Features	Use Cases
Tiktok	-Mainly 18-35 years old -Balanced between first/second-tier cities and lower-tier markets -Gender ratio is almost equal	-15-60 second short video -Strong algorithm recommendation -Fragmented, -Entertainment-based (e.g., dramas, music)	-Concentrated traffic, mature commercialization (live streaming, ads, brand challenges) -Fast response to trends	-Brand exposure -Traffic conversion -Entertainment marketing
Kuaishou	-High percentage of users from lower-tier markets -Slightly older age group compared to Tiktok -Gender ratio is almost equal	-Daily life -Authentic short videos (e.g., crafts, family routines), -Strong live streaming interaction	-Strong private traffic -Inclusive algorithm, trust economy (affordable products)	-Penetrating lower-tier markets -Private traffic management
Weibo	-Mostly young women -Focused on celebrities -Trending topics, and	-Short text + trending topics -Combined with short videos -Live streaming	-Strong public opinion influence - Open social sharing, fan economy (e.g.,	-Event marketing -Celebrity endorsements -Trend setting -Crisis management

	discussions	-Focuses on real-time and viral content	celebrity rankings)	
Bilibili	-Primarily Gen Z (18-25 years) -High user engagement -Favors ACG, knowledge, and tech content	-Mid to long videos -Focuses on in-depth content (e.g., reviews, science, animations)	-Strong community culture -High content entry barriers -Growing interest in knowledge-based content	-Branding for younger audiences -Deep content collaboration -Niche marketing
Xiaohongshu	-Mainly women from first/second-tier cities -High purchasing power -Values quality of life	-Image/text + short video "recommendation posts" -Strong search functionality (e.g., beauty, travel, pets)	-Decision-making entry point -Refined lifestyle, -Long-tail traffic value	-New product launches -Word-of-mouth marketing -Reaching female consumers

Note. The data comes from the authors' analysis of publicly available materials:

1.AppGrowing Traffic Media Placement Watch (2022)

2.KAWO Guide to Social Media Platforms in China (2023)

3.QuestMobile New Media Ecosystem Inventory (2024)

According to the analysis of consumer profiles and platform characteristics, Xiaohongshu and Tiktok are the core marketing channels for comprehensive pet platforms. Xiaohongshu accurately reaches young women, and is suitable for driving conversion through exquisite pet-raising content and user sharing; Tiktok attracts a large number of young people, especially students and white-collar groups, through short videos and entertaining content, and has strong traffic conversion potential; Bilibili is suitable for in-depth content marketing in the later stages of the platform, and although the consumption-driven index is relatively low, it can effectively establish brand authority and attract the loyalty of young people. The combination of these channels can enhance brand exposure, user engagement and conversion rates.

Campus Organisations: Through pet-loving societies and student referrers in universities, platforms are able to achieve regional fission spread. These channels have a very high cost-benefit ratio, can accurately penetrate the student population, and introduce a large number of young users to the platform through activities (e.g., charity clinics, publicity, etc.).

Offline Channel

The platform's initial offline service will be based in Shanghai as a pilot city, and later gradually spread to other first-tier cities in East China (such as Hangzhou, Nanjing, Hefei, etc.). There are three reasons for choosing Shanghai as the pilot city. First, as one of the most economically developed cities in China, Shanghai has a large number of high-income, high spending power users, strong market demand, which provides broad opportunities for the platform, and the survey questionnaire also shows that Shanghai has the highest proportion of pet owners (16.5%); second, Shanghai's consumer groups are more open and willing to try innovative services, and the pet culture is gradually emerging, which provides a favourable environment for the platform's innovative and differentiated services. This provides a favourable environment for platforms to innovate and differentiate their services. Thirdly, Shanghai is rich in business resources and cooperation opportunities, which makes it easy to cooperate with high-quality pet service providers and KOLs to enhance brand exposure and trust. Shanghai's market feedback can provide valuable data for the platform to improve its products and services and reduce the risk of expanding to other cities, while the accumulated successful experience can provide a replicable model for expansion to other first-tier cities in East China.

4.5.4. Promotion

Campus Evaluator Recruitment

By inviting students to become "Campus Evaluators" for the platform, they can experience the services of partnered pet hospitals and grooming shops. Afterward, they post photos and text reviews on the pet platform. The platform rewards students with a 50 RMB non-threshold coupon based on the quality of the review and the level of interaction. This initiative not only promotes user-generated content but also boosts engagement through electronic word-of-mouth. It taps into students' social networks to accelerate information dissemination and increase brand exposure, ultimately enhancing the brand's social recognition.

Collaboration with University Clubs

The platform can collaborate with university clubs, such as photography clubs to host a "Most Beautiful Pet/Animal Moment" photography contest. Students and users together select the top 10 outstanding works, which are then turned into postcards for sale. A portion of the sales proceeds will be donated to charity, strengthening the brand's sense of social responsibility. High-quality works will be displayed on the top of the platform community,

attracting more students to participate and enhancing the brand awareness and community activity of the platform.

Weekly/Monthly Live Streaming Activities

The platform can carry out live broadcast activities with different themes every month, such as cooperating with pet rescue stations to carry out public welfare adoption live broadcasts, displaying pets to be adopted through live broadcasts and donating the full amount of users' reward proceeds to the relevant rescue stations. At the same time, the platform sells co-branded peripheral products (such as leashes, pet clothing, etc.), and donates part of the proceeds to public welfare organisations in order to practise corporate social responsibility. This initiative not only enhances the public welfare image of the platform, but also strengthens users' trust in the brand. In addition, in order to further meet the health needs and interactive experience of users, the platform can also regularly organise pet care live broadcasts, online consultation with experts and interactive Q&A activities. Pet care livestream will be a live show by professional pet caregivers to demonstrate daily pet care skills; expert online consultation activities to invite senior vets to answer users' questions in real time and provide professional advice; interactive Q&A session encourages users to ask questions and participate in the discussion in the livestream. These live broadcasts will not only answer users' questions in real time, but also help to educate users about pet health management, pet care, and related service procedures, and increase users' sense of participation, as well as speeding up the conversion process by using interactive and instant feedback to quickly turn viewers into platform users.

Pet-Themed Role Play Game

The platform can also regularly develop limited-time themed role-play mystery games, such as a pet-themed custom script game (e.g., "Who Stole the Cat's Cans?"). Users can form teams to participate in the game. The winning team will receive coupons and charity gift packs. This activity promotes interaction and engagement among users, increasing the platform's fun factor and user loyalty. Through social interaction and entertainment, the event strengthens the connection between users and the platform, while also boosting the platform's spread and exposure.

Search Engine Optimization

SEO is an important means of gaining stable traffic in the long term, especially for pet platforms that need to build professionalism and user trust. Firstly, the platform will carry out keyword optimization by researching pet-related keywords with high user search volume, such as 'cat food recommendation', 'dog care', 'pet insurance', etc., and combining them with

long-tail keywords, such as 'how to choose the right food for your dog' and 'what to do if your cat loses hair'. By improving the content of the platform, it can be ranked high in the search engines, thus increasing the exposure of the platform. At the same time, the platform website can build high-quality content pages, including pet health knowledge base, pet care guide, pet medical encyclopaedia, etc., in order to enhance the professionalism of the website, so that users can directly access the platform to get answers when searching for related issues. And users are encouraged to share pet care tips, product reviews and other UGC (user-generated content) on the platform to improve the user's on-site residence time and increase SEO weight.

Content Marketing

Content marketing is an important way to enhance user trust and brand awareness, and platforms can meet the needs of users at different stages of their lives through a variety of forms such as graphics, short videos and live broadcasts. For example, on Tiktok, a short-video platform, publish interesting and emotional video content to attract users, such as '30-second pet health classroom' or 'a collection of daily misconceptions of pet owners', etc., to help users solve daily pet problems, thus increasing the interaction rate and brand exposure of users. Bilibili is more suitable for producing in-depth articles and videos, such as 'how we help stray animals' and other long videos, to enhance the interaction rate of users and the exposure of the brand.

Product evaluation is also an important part of content marketing. Platforms can objectively evaluate cat food, dog food, and smart pet products to help users buy the right products and enhance the credibility of the platform. At the same time, sharing user stories and showing real pet experience creates emotional resonance with users and improves the community interaction rate.

Digital Paid Advertisement

Compared with SEO and content marketing, digital advertising has the advantage of being able to pinpoint target users and quickly increase conversion rates. Platforms can use search advertising (SEM) to place keyword advertisements on platforms such as Baidu, Tiktok, and Bilibili, such as 'pet medical checkup packages' and 'Shanghai pet grooming recommendations', to accurately match users in need. In addition, infographic advertisements can be placed on platforms such as Tiktok and Xiaohongshu, attracting users to pay attention to the platform and sign up through short videos, graphics and other forms. Social media advertisements can be used for brand exposure and fission propagation, such as placing advertisements on Weibo and WeChat Moment, combining with social methods (e.g., friends' help to get coupons) to enhance the efficiency of customer acquisition. At the

same time, through retargeting advertisements, users who have visited the platform but have not completed the registration or order can be accurately chased to further increase the conversion rate.

Social Media

Social media is not only a traffic portal, but also an important channel to enhance user interaction and improve brand social influence. Platform need to develop corresponding marketing strategies according to the characteristics of different social platforms, and promote brand fission spreading through independent sharing by users. For example, on Tiktok, a platform can launch cute and interesting pet content, drama advertisements, pet tips, etc. through short video, live broadcast, etc., to improve brand exposure and user interaction. And on Xiaohongshu, the platform can leverage KOL reviews, product recommendations, and pet care experience sharing to enhance brand trust. Social fission marketing is also an important way to enhance user growth. For example, creating pet interest groups on WeChat and QQ, sharing pet care knowledge regularly, and organizing community activities (such as check-in challenges to earn discounts) can enhance engagement. Additionally, encouraging users to share their pet moments on social media with branded hashtags like #MyCutestPet can further increase platform visibility.

Through the combination of online and offline marketing, the platform can realise the closed loop of the whole chain of user acquisition, education, interaction and conversion. Thus, it can further increase user stickiness and brand loyalty, promote long-term growth and profitability of the platform, construct differentiated barriers in the pet platform market, and form an all-round user interaction and trust building system.

4.6. Financial Plan

4.6.1. Budget

A detailed budget has been developed for the platform's initial 21-month period of operation to ensure effective financial planning and resource allocation. The table below summarises the expected spend in each category, providing a clear breakdown of cost allocation and justification for each item of expenditure.

Table 4. 13 Budget (21 months)

Expense Category	Budget Amount (¥CNY)	Percentage	Basis for Estimation	Description
Technology Development	¥730,000	32.13%	Referring to the local market software development cost in China	Core features for MVP stage (health management, price comparison, review system, community features, etc.), future tech iterations
Operations and Marketing (in Shanghai)	¥420,000	18.49%	Internal estimation based on expected user acquisition cost and promotional campaign needs	User acquisition, activity promotion
HR Costs	¥627,000	27.60%	Referring to the Chinese local industry salaries	Salaries for core team (technology, operations, customer service, and review)
Merchant Cooperation & Data Integration (in Shanghai)	¥100,000	4.40%	Internal estimation based on expected cooperation fees with initial partners	Initial cooperation with animal protection organizations, future hospital interface reservations
Legal Fees	¥30,000	1.32%	Market pricing for legal compliance services in China	Company legal compliance costs
Contingency Fund	¥210,000	9.24%	Estimates based on the company's internal risk assessment	Emergency tech needs, user growth below expectations, legal risks
Data and Cloud Services	¥155,000	6.82%	Pricing based on Alibaba Cloud services and database maintenance	Alibaba Cloud server, database maintenance, OCR interface costs
Total	**¥2,272,000**	**100%**		

Source: Author (2025)

4.6.2. Expected Revenues

For the purpose of assessing the financial viability and growth potential of the platform, projections of expected revenues have been made for the first three years of the platform's operation.

Table 4. 14 Expected Revenues (¥ CNY)

Category	**Year 1 (0-12 months)**	**Year 2 (12-24 months)**	**Year 3 (24-36 months)**
Service Commissions	¥350,000	¥1,200,000	¥3,000,000
Membership Fees	¥250,000	¥600,000	¥1,500,000
Advertising Revenue	¥100,000	¥500,000	¥1,000,000
Insurance Partnership Commissions	¥50,000	¥150,000	¥500,000
Product Sales & Other Revenue	¥150,000	¥500,000	¥800,000
Data Service Revenue	-	¥200,000	¥500,000
Total Revenue	¥900,000	¥3,150,000	¥7300000

Source: Author (2025)

4.6.3. Schedule

A structured timetable for the development and expansion of the platform has been designed to ensure a smooth launch and sustainable growth. The table below summarises the key tasks, implementation details and objectives for the different phases from the preparatory period to maturity.

Table 4. 15 Preparatory Period Schedule (0-3 months)

Month	**Core Task Area**	**Execution Details**	**Key Objectives**
M1	Tech Development & Legal Compliance	-Health Management System V1.0 (Medication Reminders + Vaccination Calendar) - Price Comparison Tool - Community UGC -Company registration process started	Core features completion ≥90%
M2	Beta Testing & Promotion	- 50-person beta test (fix critical bugs) - Sign 5 KOCs (produce 30 content pieces per month)	Next-day user retention ≥55%

		- Establish 3 university pet communities - Launch Xiaohongshu/TikTok content testing	
M3	Merchant Cooperation	- Sign resource exchange agreements with 2 animal protection organizations - Begin discussions with potential pet hospital partners in Shanghai - Merchant Entry Platform	Signed merchant count ≥50

Source: Author (2025)

Table 4. 16 Growth Period Schedule (4-9 months)

Month	Core Task Area	Execution Details	Key Objectives
M4	Official Launch	- App available on iOS/Android stores - Membership System	DAU exceeds 800
M5	Service Enhancement	- Appointment system goes live (time slot selection + reviews) - Smart Health Weekly Reports (vaccine due reminders)	Appointment conversion rate ≥20%
M6	User Growth Push	- "New Pet Owner Gift Pack" viral campaign (invite 3 friends to get a discount coupon) - QR code sign-ups in 10 universities	3,000 new users per month
M7	Operational Efficiency Boost	- User behavior analytics dashboard 1.0 launched - Community recommendation algorithm optimization (based on usage time)	Next-month user retention rate reaches 50%
M8	Summer Campaign	- "Pet Swimming Season" event (cooperate with 5 pet pools)	Event participation ≥1,500 users
M9	Business Model Validation	-Pet insurance price comparison feature goes live (collaboration with 2 insurance companies) - Hospital service commission settlement test	Monthly commission revenue ≥10,000 yuan

Source: Author (2025)

Table 4. 17 Maturity Period Schedule (10-21 months)

Month	Core Goals	Key Initiatives	Key Achievements
M10-M12	Deep Market Penetration in Shanghai	- Increase Shanghai market penetration rate to 15% - Establish Pet Health Data Alliance (connect with 10 hospitals)	Shanghai user retention rate ≥65%
M13-M15	Technology Upgrade	-AI Consultation 1.0 launch -Open Health Data	Health Data revenue reaches ≥50,000 yuan per month
M16-M18	Regional Expansion Preparation	- Market research in Hangzhou - Pre-deployment of regional servers	≥50 partner sign-ups in Hangzhou
M19-M21	Regional Market Trial	-Replication of operations in Hangzhou (local operations team)	User growth rate in trial city ≥15% per month

Source: Author (2025)

5. Conclusions

In the context of the increasing demand for pet services and products, this business plan aims to introduce a comprehensive pet platform catering to the growing needs of pet owners. With the rapid rise of pet ownership in China, there is a clear gap in the market for a centralized platform that offers not only pet services like veterinary care and grooming but also facilitates a social ecosystem for pet owners to connect, share, and engage.

The problem identified in the market is the lack of a unified, reliable platform that combines both high-quality pet care and an engaging social experience. Pet owners face difficulties in finding trustworthy service providers, and there is limited interaction among pet owners in the digital space. Furthermore, the existing platforms either focus solely on one aspect (such as pet care or socialization) or lack the necessary quality assurance mechanisms.

The objective of this project is to develop a one-stop pet platform, which will provide a wide range of services including veterinary care, grooming, training, pet products, and social interaction for pet owners. The platform will aim to build trust through a rigorous merchant selection process, an interactive user experience, and continuous community engagement.

The methodology used for this business plan included Literature Review and Survey. The survey was conducted from 17th February 2025 to 19th February 2025 with a sample size of 200 respondents (194 valid respondents). The data collected was analysed to understand the preferences, behaviours and pain points of pet owners to provide guidance on the platform's features and services.

The survey's key findings indicated that users have a strong interest in comprehensive pet service platforms and put reliability, pet health management and community features at the top of the list. The proposed solution meets user needs by differentiating itself from the competition, integrating goods, services and community to build a one-stop solution, and relying on a dynamic scoring system and insurance mechanism to rebuild user trust. The proposed budget focuses on platform development, manpower and marketing activities, with key performance indicators (KPIs) centred on user growth, merchant quality and partner sign-ups.

However, there are some limitations to this business plan. The data collected is a small sample and may not be fully representative of the broader Chinese market. In addition, the business plan focuses on user preferences, platform setup and promotion, and does not explore in-depth the service provider management and technical challenges of managing an online platform.

Further research could explore the long-term impact of customer loyalty programmes on user retention, the scalability of the platform in other cities, and the potential for integrating new technologies such as artificial intelligence into personalised pet care services.

In summary, this business plan outlines a strategy to launch a comprehensive pet platform that will fulfil the need for a one-stop-shop for pet owners while ensuring high quality services and community engagement. The proposed solution addresses current market gaps and provides a sustainable business model for long-term success.

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Appendices

Appendix A – Survey Questionnaire

1. Do you currently have a pet? [单选题]

选项	小计	比例
Yes	133	68.56%
No	61	31.44%
本题有效填写人次	194	

表格 饼状 圆环 柱状 条形 折线

2. Do you have plans to get a pet? [单选题]

选项	小计	比例
Yes	61	100%
No	0	0%
本题有效填写人次	61	

表格 饼状 圆环 柱状 条形 折线

3. What is your gender? [单选题]

选项	小计	比例
Male	58	29.9%
Female	135	69.59%
Others	1	0.52%
本题有效填写人次	194	

表格 饼状 圆环 柱状 条形 折线

4. How old are you? [填空题]

词频分析 观点分析 AI观点分析 隐藏词云图 详细作答情况 详细词频分析



设置标签 放大 缩小 保存 打印

5. What is your occupation:. [单选题]

选项	小计	比例
Students	89	45.88%
Office staff	62	31.96%
Freelancer	32	16.49%
Housewife/homemaker	4	2.06%
Retiree	5	2.58%
Other (please specify) [详情]	2	1.03%
本题有效填写人次	194	

表格 饼状 圆环 柱状 条形 折线

6.What is your relationship status? [单选题]

选项	小计	比例
Single	108	55.67%
Already have a partner	49	25.26%
Married	37	19.07%
本题有效填写人次	**194**	

表格 饼状 圆环 柱状 条形 折线

7. Please select your pet type (multiple selections are allowed). [多选题]

选项	小计	比例
Cat	122	62.89%
Dog	128	65.98%
Rabbit	17	8.76%
Niche pets (e.g. birds, reptiles, aquatic pets)	33	17.01%
Other (please specify)其他的	2	1.03%
rodents	4	2.06%
本题有效填写人次	**194**	

查看多选题百分比计算方法

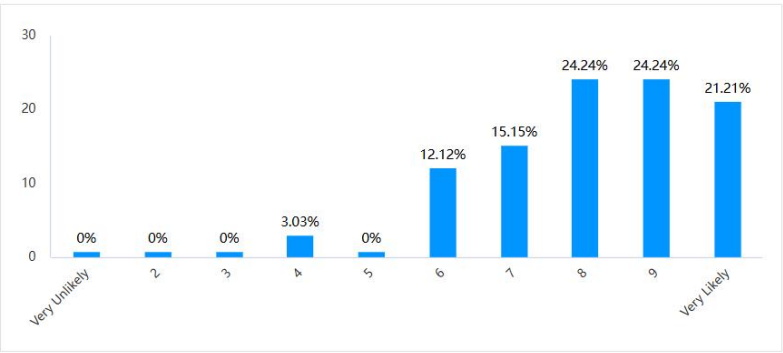
表格 饼状 圆环 柱状 条形 折线

8. If there were exclusive services for niche pets (birds, reptiles, aquatic pets), would you choose to use them (e.g. healthcare, grooming and supplies)?8. If there were exclusive services for niche pets (birds, reptiles, aquatic pets), would you choose to use them (e.g. healthcare, grooming and supplies)? [量表题]

本题平均分： 8.15

查看详情

表格 饼状 圆环 柱状 条形 折线



数值 排序 放大 缩小 配色 打印 保存

9. Your main reason for owning a pet is (multiple choices allowed): [多选题]

选项	小计	比例
Accompany	165	85.05%
Relaxation	116	59.79%
Have fun	65	33.51%
Family needs	22	11.34%
Personal preference	124	63.92%
Other (please specify) [详情]	0	0%
本题有效填写人次	**194**	

10. What is your approximate monthly income? [单选题]

选项	小计	比例
Less than ¥5,000	46	23.71%
¥5000-¥8000	60	30.93%
¥8000-¥12000	40	20.62%
¥12000-¥20000	23	11.86%
More than ¥20,000	15	7.73%
Reluctant to disclose	10	5.15%
本题有效填写人次	**194**	

表格 饼状 圆环 柱状 条形 折线

11. In the last 6 months, how much did you spend on average per month for your pet? [单选题]

选项	小计	比例
¥500 or less	65	33.51%
¥500-¥999	58	29.9%
¥1000-¥1999	22	11.34%
¥2,000 and above	3	1.55%
No pets for now	46	23.71%
本题有效填写人次	**194**	

表格 饼状 圆环 柱状 条形 折线

12. When you buy pet supplies (toys, kennels, etc.), which channel do you usually choose? (Multiple choice) [多选题]

选项	小计	比例
Online e-commerce platforms	174	89.69%
Pet Boutique	111	57.22%
Social platforms/communities	57	29.38%
Other (please specify) [详情]	1	0.52%
本题有效填写人次	**194**	

查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

13. When choosing pet products (toys, kennels, clothes), what factors are you most concerned about? (1=very unimportant, 10=very important) [矩阵量表题]

该矩阵题平均分：8.21 查看详细信息

表格 柱状 条形 折线 雷达



数值 放大 缩小 配色 打印 保存

14. Through which channels do you usually purchase pet food? [多选题]

选项	小计	比例
Online e-commerce platforms	181	93.3%
Pet Boutique	127	65.46%
Social platforms/communities	55	28.35%
Other (please specify) [详情]	3	1.55%
本题有效填写人次	**194**	

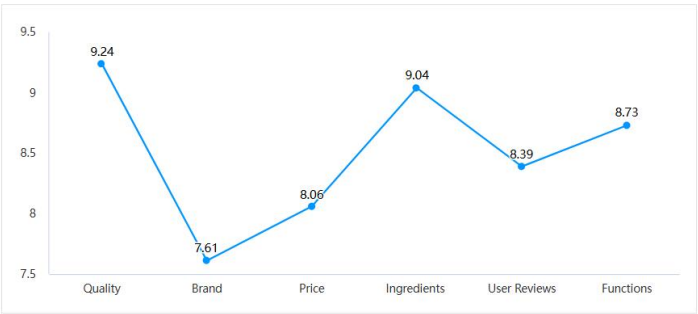
查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

15. What factors are you most concerned about when choosing pet food? (1=very unimportant, 10=very important)
[矩阵量表题]

该矩阵题平均分：8.51 查看详细信息

表格 柱状 条形 折线 雷达



数值 放大 缩小 配色 打印 保存

16. What channels do you usually use to obtain pet medical services? [多选题]

选项	小计	比例
Pet hospitals/clinics	164	84.54%
Online Pet Medical Platform	106	54.64%
Online Consultation Services for Pet Hospitals	88	45.36%
Recommendations from friends or family	84	43.3%
Other (specify) [详情]	1	0.52%
本题有效填写人次	**194**	

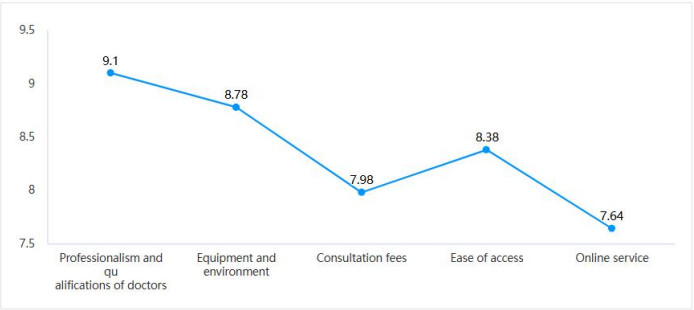
查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

17. What factors do you value most when choosing pet medical services? (1=very unimportant, 10=very important) [矩阵量表题]

该矩阵题平均分：8.38 查看详细信息

表格 柱状 条形 折线 雷达



数值 放大 缩小 配色 打印 保存

18. Through which channels do you usually get information about pet services (grooming, bathing, boarding, etc.)? (Multiple choice) [多选题]

选项	小计	比例
Social media	148	76.29%
Pet specialised websites/platforms	137	70.62%
Pet Shop	127	65.46%
Recommendations from friends or family	85	43.81%
Search engines	37	19.07%
Other (specify) [详情]	1	0.52%
本题有效填写人次	**194**	

查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

19. When choosing a pet service (grooming, bathing, boarding, etc.), what are the most important factors to you? (1=very unimportant, 10=very important) [矩阵量表题]

该矩阵题平均分：8.55 查看详细信息

表格 柱状 条形 折线 雷达



数值 放大 缩小 配色 打印 保存

20.What do you think are the disadvantages of the existing pet service platform? (Multiple choice allowed) [多选题]

选项	小计	比例
Insufficient variety of services	103	53.09%
Lack of Niche Pet Services	119	61.34%
Price Opacity	134	69.07%
Unstable service quality	144	74.23%
Poor user experience	58	29.9%
Others (please specify) [详情]	1	0.52%
本题有效填写人次	**194**	

查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

21. How do you usually find out information about pet services or products? (multiple options allowed) [多选题]

选项	小计	比例
Social media	157	80.93%
Pet specialised websites/review platforms	124	63.92%
Pet Shop	124	63.92%
Recommendations from friends or family	90	46.39%
Advertising	37	19.07%
Search engines	37	19.07%
Shopping platforms	44	22.68%
Other (please specify) [详情]	0	0%
本题有效填写人次	**194**	

查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

22. If there is a comprehensive pet platform that provides one-stop solutions for pet supplies, food, services and medical care, would you choose to use it? [单选题]

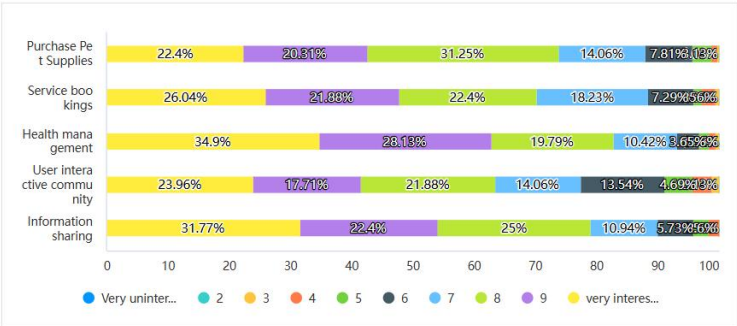
选项	小计	比例
Very likly	102	52.58%
Likely, depending on the quality of the platform	83	42.78%
Not really, already used to using separate platforms	7	3.61%
No, preference for traditional pet shops or single service	2	1.03%
本题有效填写人次	**194**	

表格 | 饼状 | 圆环 | 柱状 | 条形 | 折线

23. Which features of this comprehensive pet platform are you interested in? (1 = very uninterested, 10 = very interested) [矩阵量表题]

该矩阵题平均分：8.31 查看详细信息

表格 | 柱状 | 条形 | 折线 | 雷达



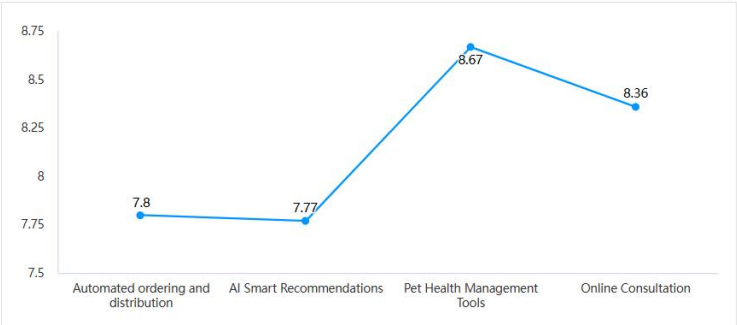
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数值 | 放大 | 缩小 | 配色 | 打印 | 保存

24. Would you like the platform to provide the following features? (1 = Not needed at all, 10 = needed very much) [矩阵量表题]

该矩阵题平均分：8.15 查看详细信息

表格 | 柱状 | 条形 | 折线 | 雷达



数值 | 放大 | 缩小 | 配色 | 打印 | 保存

25. How much extra are you willing to pay for some pet value-added services (pet classes, pet insurance, etc.)? [单选题]

选项	小计	比例
¥0-500	65	33.85%
¥500-1000	87	45.31%
¥1000-2000	32	16.67%
¥2000 and above	4	2.08%
Unwilling	4	2.08%
本题有效填写人次	**192**	

表格 | 饼状 | 圆环 | 柱状 | 条形 | 折线

26. How willing are you to pay extra for the following value-added services? (1 = very reluctant, 10 = very willing) [矩阵量表题]

该矩阵题平均分：7.95 查看详细信息

表格 柱状 条形 折线 雷达



数值 放大 缩小 配色 打印 保存

27. How influential do you think the following factors are in your choice or trust of this comprehensive pet platform? (1=very unimportant, 10=very important) [矩阵量表题]

该矩阵题平均分：8.46 查看详细信息

表格 柱状 条形 折线 雷达



28. If the platform activates the function of booking services (e.g. advance booking for beauty care, foster care, etc.), are you willing to pay a deposit to guarantee the service? [单选题]

选项	小计	比例
Yes	164	85.42%
No	28	14.58%
本题有效填写人次	**192**	

表格 饼状 圆环 柱状 条形 折线

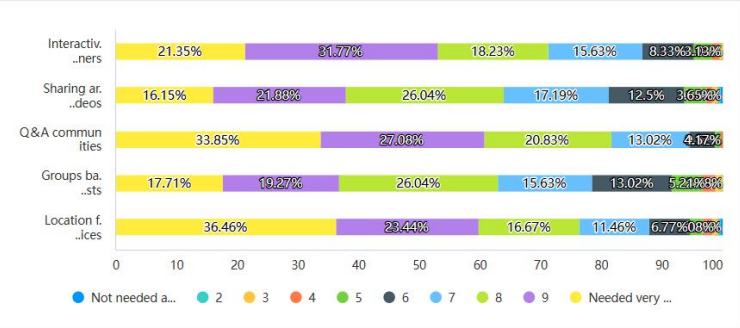
29.Are you willing to communicate with other pet owners through this pet platform? [单选题]

选项	小计	比例
Very Willing	71	36.98%
Willing, but may not attend regularly	109	56.77%
Not Sure	11	5.73%
Very Unwilling	1	0.52%
本题有效填写人次	**192**	

30. Would you like the pet platform to provide the following social features? (1 = Not needed at all, 10 = very much) [矩阵量表题]

该矩阵题平均分：8.23 查看详细信息

表格 柱状 条形 折线 雷达



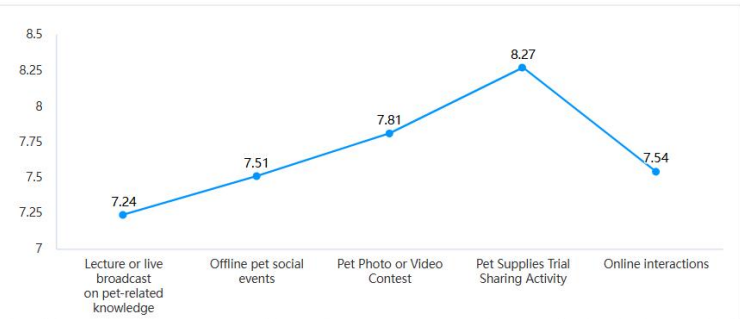
注： 此题小题数大于4个，默认显示堆叠图 展开图形

数值 放大 缩小 配色 打印 保存

31. Would you be willing to participate in the following activities organised on the platform? (1 = very reluctant, 10 = very willing) [矩阵量表题]

该矩阵题平均分：7.67 查看详细信息

表格 柱状 条形 折线 雷达



32. What are the main uses of the platform's social interaction features that you would like to see? (Multiple choice)
[多选题]

选项	小计	比例
Share and gain experience in pet ownership	151	78.65%
Meet like-minded pet owners	126	65.63%
Find pet services or resources	145	75.52%
Access to exclusive platform offers or rewards	25	13.02%
本题有效填写人次	**192**	

查看多选题百分比计算方法

表格 饼状 圆环 柱状 条形 折线

33. If the platform organises pet-related offline events, which of the following event formats do you prefer? (Multiple choices allowed) [多选题]

选项	小计	比例
Social Events	139	72.4%
Knowledge Events	101	52.6%
Pst's Competitions	78	40.63%
Public Welfare Activities	101	52.6%
.	0	0%
本题有效填写人次	**192**	

34. How much are you willing to pay for the membership services provided by the platform? [单选题]

选项	小计	比例
Less than ¥10 per month	38	19.79%
¥10-30 per month	103	53.65%
¥30-50 per month	36	18.75%
¥50 or more per month	8	4.17%
Unwilling to pay	7	3.65%
本题有效填写人次	**192**	

表格 饼状 圆环 柱状 条形 折线

35. If you were a member of this pet platform, what exclusive benefits would you prefer to enjoy? (1=very unwanted, 10=very wanted) [矩阵量表题]

该矩阵题平均分：8.16 查看详细信息

表格 柱状 条形 折线 雷达



36. What is your payment method preference for pet platforms? [单选题]

选项	小计	比例
Lump sum payment	49	26.49%
Membership Subscription System	55	29.73%
Payment by service instalment	80	43.24%
Other (specify) [详情]	1	0.54%
本题有效填写人次	**185**	

表格 饼状 圆环 柱状 条形 折线

37. Which of the following models do you prefer for charging platform members? [单选题]

选项	小计	比例
Monthly fee	53	28.65%
Charged on an annual basis	33	17.84%
Charge by number of uses or type of service	56	30.27%
Free membership + value-added paid features	43	23.24%
本题有效填写人次	**185**	

表格 饼状 圆环 柱状 条形 折线

38. If the platform sets up a point reward mechanism, how do you want the points to be used? (Multiple choice) [多选题]

选项	小计	比例
Offsetting the cost of purchases	139	72.4%
Redeem pet supplies or services	156	81.25%
For registration of Platform activities	45	23.44%
Donate to charity organisations for animal protection	89	46.35%
本题有效填写人次	**192**	