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Marketing plan to the healthy food business of Company A for 2025

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Master in Applied Management

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March 2025

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Abstract

From 2019 to 2023, the scale of China's food imports showed a general upward trend, with the scale of imports totalling \$90.8 billion in 2019 and \$140.1 billion in 2023. Despite the decline in growth rates in 2022-2023 (3.10 per cent and 0.36 per cent respectively) (China Customs General Administration, 2025). The casual dining industry in China is also evolving, driven by health and safety trends. The market is expected to grow at a CAGR of 10 per cent from 2023 to 2028, potentially reaching USD 364 billion (Foresight Institute, 2023).

Company A, a traditional trading firm specializing in freight and warehousing, has encountered challenges due to the pandemic and disruptions in global trade, including decreased orders and rising logistics costs. To adapt, the company is pivoting to the imported healthy snack market, capitalizing on growing health awareness.

This marketing plan outlines strategies for Company A to establish a competitive presence in this sector. It employs PESTE analysis, Porter's Five Forces, SWOT analysis, and the 4P model to evaluate the market context. The target audience includes urban middle- and high-income individuals aged 25-40. The product strategy comprises five healthy snack categories priced at CNY 30-150, focusing on online platforms like Tmall International and Xiaohongshu, along with promotional partnerships. Objectives aim for CNY 6 million in first-year sales, doubling in Year 2, and capturing 5% market share within three years.

Keywords: Imported healthy snacks, Marketing strategy, Business transformation, Health awareness, Consumer insight

JEL Classification: M10

Resumo

De 2019 a 2023, as importações de alimentos da China teve uma tendência de crescimento, passando de 90,8 bilhões de dólares em 2019 para 140,1 bilhões de dólares em 2023, apesar do declínio na taxas de crescimento em 2022-2023 de cerca de 3,10% (China Customs General Administration, 2025). A indústria da comida casual na China também está a evoluir, impulsionada pela crescente preocupação com a saúde e segurança. Prevê-se que o mercado cresça a uma taxa anual composta de 10% de 2023 a 2028, atingindo potencialmente 364 mil milhões de dólares (Foresight Institute, 2023).

A Empresa A, uma empresa tradicional de comércio especializada em frete e armazenamento, tem enfrentado desafios devido à pandemia e às perturbações no comércio global, incluindo diminuição de pedidos e aumento dos custos logísticos. Para se adaptar, a empresa está mudando para o mercado de lanches saudáveis importados, aproveitando o crescente interesse pela saúde.

Este plano de marketing pretende que a Empresa A estabeleça uma presença competitiva neste setor. Para tal, foram realizadas as análises de PESTE, das Cinco Forças de Porter, da concorrência, dos consumidores e a análise SWOT para avaliar o contexto do mercado. O público-alvo inclui indivíduos de áreas urbanas de rendimento médio e alto, com idade entre os 25 e os 40 anos. A estratégia de produto compreende cinco categorias de lanches saudáveis com preços entre 30-150 yuans, focando em plataformas online como Tmall International e Xiaohongshu, junto com parcerias promocionais. Os objetivos visam 6 milhões de yuans em vendas no primeiro ano, dobrando no Ano 2, e capturando 5% de participação de mercado dentro de três anos.

Palavras-Chave: Snacks saudáveis importados, Estratégia de marketing, Transformação da empresa, Sensibilização para a saúde, Perceção do consumidor

JEL Classification: M10

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1. Introduction

In the context of the current era, the living standards of residents continue to improve, the consumption structure continues to improve, and the demand for high-quality and diversified food is increasingly strong in China. At the same time, China unswervingly promotes the high-level opening up policy, actively builds a new system of open economy, and creates a good policy environment and market atmosphere for the vigorous development of the imported food market. In such an environment, China's imported food market has shown strong development resilience and potential, and has maintained a relatively fast growth pace as a whole. From 2019 to 2023, the scale of China's food imports showed an overall growth trend, with the import scale of US \$90.8 billion in 2019 and US \$140.1 billion in 2023. Despite the decline in growth rates in 2022-2023 (3.10% and 0.36% respectively)(China Customs General Administration, 2025).

With rising health consciousness among consumers, imported healthy snacks have emerged as a new choice for quality living, leveraging three core advantages: natural ingredients, scientific formulations, and transparent labelling. The 2023 Global Healthy Snacks Industry White Paper categorizes the current market into three segments: traditional health products like nuts and dried meat jerky, emphasizing natural ingredients and basic nutrition; convenient ready-to-eat options such as Edible Nest drinks and chia seed puddings for quick nutritional replenishment; and functional value-added products like probiotic chocolates and collagen gummies offering targeted health benefits.

The purpose of this thesis is to design a marketing plan for Company A's imported healthy snack business. The methods adopted in this thesis include the questionnaire survey method, literature research method. Company A is a traditional international trading company, which core business is cargo transportation and warehousing, with good logistics experience. However, the outbreak of the epidemic caused the global economy to stall, and the demand of the market shrank sharply. International trade orders have decreased significantly, and the business of many international trading companies has suffered heavy losses, and the performance has declined seriously. The development space of traditional international trade business is limited, and Company A urgently needs to find new business growth points to achieve transformation breakthroughs. With the continuous improvement of people's living standards and the increasing awareness of health, the global health snack market has shown a vigorous development trend. Consumers' attention to health continues to rise, and the demand for snacks has gradually changed from simply satisfying the taste to pursuing health and nutrition. As a field with great development potential, the import business of healthy snacks not only provides huge business opportunities for Company A, but also is one of the important opportunities for the company to solve existing problems. Therefore, this

marketing plan will help the company to develop a better development strategy, so that it can become a more well-known import and export company of health snacks in the future.

This thesis can be divided into five chapters. Chapter 1 briefly introduces the background of imported healthy snacks and presents the framework of this thesis. Chapter 2 conducts a literature review of relevant marketing literature and deeply analyzes the key elements of marketing strategies. Chapter 3 introduces the research methods adopted in this thesis, including the questionnaire survey method, literature survey method, and theoretical framework method. Chapter 4 presents the overall marketing plan of the enterprise, including external analysis and internal analysis. The external analysis encompasses PESTE analysis, industry analysis, competitor analysis, Porter Five - Force Model analysis, and consumer analysis. The internal analysis includes company characteristics, mission, vision, and values. This chapter also conducts a SWOT analysis. In addition, it introduces the goals of the marketing plan, market segmentation, and target market positioning. Based on this, reasonable marketing strategies and implementation measures are formulated. Chapter 5 summarizes the content of the full text. By implementing this marketing plan, it is expected to help the enterprise stand out in the highly competitive imported healthy snack market, achieve sustainable development, provide consumers with high - quality, healthy, and delicious imported healthy snack products, and create considerable economic and social benefits.

2. Literature Review

As global market competition intensifies and consumer demands evolve rapidly, formulating precise marketing strategies is crucial for the survival and development of enterprises. This literature review focuses on the healthy snack food Concepts, systematically examining marketing theories, consumer behaviour, and digital technologies from multiple perspectives. It provides an in-depth analysis of the key elements of contemporary marketing strategies, offering theoretical support for the subsequent research.

2.1. Healthy Snacks: Definition and Classification

According to the General Requirements for Children's Snacks issued by the China Non-staple Food Circulation Association in 2020, a definition of snacks is given for the first time, ending the vacuum of domestic standards in China. Snacks are defined as "foods that are eaten in addition to a main meal to supplement nutrition (or balance nutrition), relax and unwind, and cheer up the mood." (General requirements for children's snacks, 2020). Hess et al. (2016; p.466) further described snacks in "Advances in Nutrition" as "foods consumed outside main meals to satisfy temporary hunger, provide convenient nutritional supplementation, or purely for enjoyment."

Healthy snacks are an upgrade of traditional snacks with clear definitional boundaries. The Chinese Nutrition Society (2019) defines healthy snacks in the "Chinese Dietary Guidelines" as "snack products that maintain good taste while having a balanced nutritional structure and containing no or minimal health-adverse components." The definition proposed by Rangan and Hector (2017) in "Public Health Nutrition," endorsed by the International Food Information Council (IFIC), describes healthy snacks as "snack foods with high nutrient density, moderate energy content, low added sugar and trans fat content, and appropriate sodium levels."

Regarding standard certification, the "General Rules for Healthy Snack Evaluation" issued by the Chinese Nutrition Society (2021) stipulates that healthy snacks should meet the following basic requirements: per 100 grams of product, saturated fatty acids should not exceed 1.5 grams, trans fatty acids should not exceed 0.3 grams, sodium content should not exceed 300 milligrams, and added sugars should not exceed 10 grams. Common international healthy snack certifications include the American Heart Association's "Heart-Check" and the European Union's "Nutri-Score" labeling system, providing consumers with standard references for identifying healthy snacks (American Heart Association, 2020; Julia & Hercberg, 2017).

Healthy snacks can be classified along multiple dimensions. From a functional perspective, Lupton et al. (2018) categorize healthy snacks into four types: (1) Fat-reducing healthy snacks, such as low-fat chips and reduced-sugar cookies; (2) Supplementary healthy snacks, such as high-protein energy bars and fiber-rich cereal bars; (3) Functionally enhanced healthy snacks, such as probiotic-enriched snacks and products fortified with vitamins and minerals; (4) Naturally healthy snacks, such as additive-free dried fruits and nuts. From a product form perspective, Bech-Larsen and Scholderer (2007) classify healthy snacks into cereal-based healthy snacks (like whole wheat cookies), nut-based healthy snacks (like plain nuts), fruit and vegetable-based healthy snacks (like freeze-dried fruit chips), dairy-based healthy snacks (like low-sugar yogurt bites), and meat-based healthy snacks (like low-fat jerky). This thesis primarily uses the second classification method to categorize product types.

2.2. Basic concepts and theoretical framework of marketing

Kotler and Keller (2021) define marketing as "the process of identifying and meeting human and social needs," emphasizing the systematic management of value creation and delivery. The American Marketing Association (AMA, 2020) provides a more comprehensive definition, describing marketing as "the activities and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Both definitions highlight marketing's shift from transaction-oriented to value-oriented approaches.

McCarthy's (1960) 4P model—Product, Price, Place, and Promotion—became a classic marketing decision-making tool. With the development of the service industry, Booms and Bitner (1981) expanded this model to 7P by adding People, Process, and Physical Evidence, making the theory more applicable to service marketing scenarios. Lauterborn (1990) transformed this model from a consumer perspective, proposing the 4C framework—Consumer, Cost, Convenience, and Communication, marking marketing theory's shift from production-oriented to consumer-oriented approaches.

Grönroos (1994) states that relationship marketing's core is "establishing, maintaining, and enhancing long-term relationships with customers and stakeholders to achieve mutual benefits." Berry (1995) categorizes relationship marketing into five levels, progressing from basic services to personalized services. Palmatier's (2008) research shows that effective relationship marketing strategies can increase customer satisfaction by 52% and repurchase rates by 33%. Kumar's (2018) Customer Lifetime Value (CLV) model complements relationship marketing, emphasizing the importance of calculating "the discounted value of

future customer contributions minus relationship maintenance costs," making marketing decisions more forward-looking.

Hunt (2011) defines sustainable marketing as "ethical market behaviour aimed at creating long-term sustainable value." The United Nations Global Compact (2022) promotes ESG standards in marketing evaluation, forming a "triple bottom line" evaluation system that balances economic, environmental, and social benefits. Research by Kotler and Lee (2019) confirms that marketing strategies integrating sustainable development principles can increase brand equity by 37% and consumer loyalty by 28%.

These theoretical frameworks are not isolated but rather integrate with each other in the context of globalization and sustainable development, providing systematic guidance for marketing practice (Kotler, 2017).

2.3. External Analysis Tools

Strategic market analysis requires systematic evaluation of external environmental factors that influence business performance and strategic decision-making. Several established analytical frameworks provide structured approaches for understanding market dynamics and competitive landscapes (Thompson & Martin, 2020).

The PESTE framework (encompassing political, economic, social, technological, and environmental dimensions) is a widely used strategic management tool, originating from Aguilar's ETPS scanning model proposed in 1967. Johnson et al. (2021) discussed this framework in detail and demonstrated its applications in their published work. For Political factors, Liu and Anderson (2023) emphasize how trade policies, food safety regulations, and import restrictions directly impact market entry strategies for international snack brands. Economic considerations, according to Zhang et al. (2023), include purchasing power variations, exchange rate fluctuations, and economic growth patterns in target markets. Social factors encompass changing consumer health consciousness, dietary preferences, and lifestyle trends (Wilson & Thompson, 2022). Technical factors, according to Kumar and Reinartz (2023), encompass all technology-related elements that may impact businesses, such as production technologies, automation systems, artificial intelligence, data analytics, information management, cybersecurity, and emerging technological innovations, among others. Environmental considerations include sustainable packaging requirements, carbon footprint reduction, and eco-friendly manufacturing processes (Chen et al., 2023).

Porter (1985) defined "rivalry among existing competitors" as direct competition among firms within an industry for market share and profits. He pointed out that competitive intensity stems from industry structural characteristics, particularly industry growth rate, degree of

product differentiation, and strategic stakes. In their study of market structure, Scherer and Ross (1990) found that market concentration is a key factor affecting the degree of competition, demonstrating that highly concentrated markets typically exhibit competitive patterns distinct from fragmented markets. Williamson (1985) first systematically explained the economic foundation of "supplier bargaining power" in transaction cost theory. He argued that strong supplier bargaining power increases transaction costs and exposes firms to the risk of value appropriation. Regarding specific factors, Porter (1980) explicitly stated that high supplier concentration, few substitute inputs, high supplier product differentiation, and high switching costs enhance supplier bargaining power. Concerning "buyer bargaining power," Galbraith (1952) first proposed the theory of "countervailing power," suggesting that powerful consumer groups form a counterbalance to supplier market power. Porter (1985) and Kotler (1997) further refined this concept, jointly emphasizing that buyer bargaining power significantly increases in market environments characterized by high buyer concentration, low product differentiation, low buyer switching costs, and strong backward integration capabilities. Bain (1956) pioneered the study of "threat of new entrants," defining entry barriers as factors that prevent new firms from competing on equal terms with existing ones. Building on this, Porter (1980, 1985) systematically proposed that economies of scale, product differentiation, capital requirements, switching costs, distribution channel access, and government policies constitute major entry barriers. Caves and Porter (1977) further explained how these barriers serve as strategic assets protecting incumbent market positions while presenting obstacles that potential entrants must overcome. Porter (1980) defined "threat of substitutes" as other products or services that can satisfy consumer needs in similar ways, emphasizing price-performance ratio as the core indicator for assessing threat levels. Lancaster's (1966) consumer choice theory provided the theoretical foundation for understanding this force, arguing that consumers make purchase decisions based on product attribute combinations rather than products themselves. Shocker et al. (2004) proposed a product substitutability analysis framework suggesting that substitution relationships are multidimensional, depending on functional similarity, situational relevance, and perceived equivalence, particularly applicable to understanding evolving consumer preferences in the snack industry. Regarding industry applications, McGee and Thomas (1986) and Cool and Dierickx (1993) were among the first to apply the Porter framework to food industry competitive analysis. Recent research by Chen et al. (2023) found that rising health consciousness is reshaping competitive dynamics in the snack industry, intensifying brand differentiation competition and increasing the bargaining power of suppliers who can provide high-quality healthy ingredients. This indicates that the Porter framework maintains its practical value in modern snack market analysis, providing a systematic analytical perspective for understanding industry evolution.

2.4. Market Segmentation, Targeting, and Positioning

Kotler and Keller (2016) point out that by identifying consumer groups with similar needs or purchasing behaviors, businesses can more precisely meet these groups' needs. The concept of market segmentation, which originated from Smith's (1956) basic demographic classification, has now evolved into a comprehensive approach incorporating multidimensional variables. According to Wedel and Kamakura's (2000) research, modern market segmentation considers not only basic factors like age, gender, and income but also deeper factors such as lifestyle, values, and purchasing habits. Dibb and Simkin (2009) described demographic segmentation (such as age, occupation), geographic segmentation (such as city tier, climate zone), psychographic segmentation (such as lifestyle, personality traits), and behavioral segmentation (such as purchase frequency, usage occasions). Wind (1978) proposed five criteria for evaluating market segment effectiveness: measurability (ability to obtain data), accessibility (ability to reach through marketing channels), substantiality (sufficient size), differentiability (different responses to marketing stimuli), and actionability (company's ability to develop strategies).

According to Aaker (2013), companies should select target markets based on market attractiveness and corporate competitive capability. Kotler and Armstrong (2018) proposed three basic target market strategies: undifferentiated marketing (treating the entire market as a whole), differentiated marketing (developing different strategies for multiple segments), and concentrated marketing (focusing on one or few segments). Hooley et al. (2017) emphasize that target market selection should consider market size, growth potential, competitive intensity, and corporate resource fit. Lambin and Schuiling (2012) indicate that profit potential depends on market size, growth rate, and customer willingness to pay. Hassan and Craft's (2012) research shows that in emerging markets, companies often target high-end segments first before gradually expanding to broader consumer groups. Regarding China's healthy snack market, Deloitte's (2022) report shows that urban young professionals (25-40 years old) and health-conscious families with children are the two most attractive target groups. These groups have high product quality requirements, relatively low price sensitivity, and stable purchase frequency. Li and Wang (2019) further emphasize that when selecting target markets, healthy snack companies should balance short-term sales goals and long-term brand building, avoiding over-reliance on promotional activities to attract price-sensitive consumers.

Brand positioning is the process of creating a unique product or brand image in the minds of target consumers. Ries and Trout (2001) describe positioning as the activity of

"creating a unique position in the potential customer's mind" for a product. Keller (2013) points out that successful positioning should be based on points of difference (distinctions from competitors) and points of parity (meeting basic category expectations). Porter (1996) emphasizes that effective positioning should stem from a company's strategic choices and reflect its core competitive advantages. Brand positioning can be achieved through various approaches. Kotler et al. (2019) describe methods such as product attribute positioning (e.g., formula characteristics), consumer benefit positioning (e.g., health effects), usage occasion positioning (e.g., sports supplementation), and user type positioning (e.g., professional athletes). Fuchs and Diamantopoulos's (2010) research shows that combining multiple positioning strategies is usually more effective than single positioning, provided that various positioning claims maintain consistency. In the healthy snack market, Gineikiene et al. (2017) found that the combination of science-based functional positioning (e.g., "rich in antioxidants") and emotional positioning (e.g., "natural healthy feeling") most effectively attracts health-conscious consumers.

2.5. Consumer Behaviour

Consumer behaviour is a core domain of marketing research, aimed at deeply understanding how individuals, groups, or organizations select, purchase, use, and dispose of goods and services ((Engel et al., 1968). Howard and Sheth's (1969) comprehensive model of consumer behaviour further elaborated on this complex decision-making process, emphasizing the systematic nature of information processing. Festinger's (1957) cognitive dissonance theory explains how individuals regulate their psychological state when attitudes and behaviours are inconsistent. Heider's (1958) balance theory further clarified the psychological mechanisms of attitude formation and change. Fishbein and Ajzen's (1975) theory of reasoned action proposed that attitudes are composed of beliefs and evaluations, directly influencing behavioural intentions. Ajzen's (1991) subsequent theory of planned behaviour introduced subjective norms and perceived behavioural control, providing a more comprehensive explanation of how attitudes translate into actual behaviour. Hilken et al. (2022) explore the impact of augmented reality on customer journeys and reveal how AR enhances engagement and transformation in digital shopping experiences. Beckmann et al. (2022) provide a systematic review of the circular economy's influence on consumer behaviour, emphasizing the increasing significance of sustainability in purchasing decisions. Dwivedi et al. (2023) investigate blockchain's role in marketing, highlighting its potential to improve transparency, trust, and traceability in consumer interactions.

Cross-cultural marketing, as an important branch of consumer behaviour research, systematically elaborated the profound impact of culture on consumer behaviour through Hofstede's (1980) cultural dimensions theory. Usunier and Lee (2009) further pointed out that cultural differences are not only reflected in explicit behaviours but also deeply influence consumers' values and decision-making logic. Researchers like Brei (2020) and Lee and Shin (2020) emphasized the role of data analysis and machine learning in understanding consumer behaviour. These technologies enable marketers to predict trends and create personalized marketing strategies based on individual consumer behaviour.

In the healthy snack sector, Shepherd and Raats' (2006) research revealed the complexity of food choice. Rozin et al. (1999) explored the psychological mechanisms behind food selection, highlighting the significant influence of culture and personal experience on food preferences. Regarding Chinese consumer characteristics, Chen and Huang (2013) demonstrated that Chinese consumers exhibit a unique consumption pattern of "functionality + emotional value" in healthy snack selection. Aschemann-Witzel et al. (2022) identify health, environment, and taste as key drivers for plant-based food in Europe, while noting price and availability as barriers.

2.6. The role and application of digital marketing

Researchers like Shrestha et al. (2021) highlight how deep learning algorithms have revolutionized digital marketing, providing marketers with powerful tools to refine campaigns, enhance consumer targeting, and develop more responsive marketing approaches.

Lee and Shin (2020) demonstrate that digital tools enable precise advertisement targeting based on consumers' online behaviour, while machine learning techniques help companies analyse extensive datasets to identify emerging trends and consumer preferences. Brei (2020) emphasizes that these technological innovations allow businesses to predict consumer behaviour more accurately, leading to more efficient marketing strategies and higher conversion rates. By integrating demographic insights, consumer interests, and purchasing behaviours, snack food companies can now develop highly personalized marketing campaigns that resonate with specific market segments, transforming digital platforms from mere communication channels into sophisticated consumer engagement ecosystems.

Ben (2024) found that with the rapid development of digital technology, enterprises can use it as a means to enhance their own strength, change the inherent work form with the help of digital technology, achieve innovation in the form of marketing activities, do a good

job in shaping the image of products in the market, and promote product sales. At the same time, the use of high-tech in digital marketing can become a strong support for the high-quality development of product and achieve the effective integration of internal and external data. Guo (2024) pointed out that new retail enterprises under the digital marketing model are facing not only development opportunities, but also more competitive challenges. Therefore, in the process of marketing, it is necessary to adopt content marketing, social media marketing, SEO and email marketing strategies to improve brand visibility, promote products, attract potential customers and maintain customer loyalty.

3. Methodology

The purpose of this thesis is to design a marketing plan for Company A's imported healthy snack business. Three research methods are used in this thesis, including the questionnaire survey method, the literature research method, and the theoretical framework method.

This thesis employed a questionnaire survey to gather consumer data, including age, occupation, income level, health needs, working hours, sleep issues, immunity, and purchase frequency. It also explored snack consumption habits, such as product and brand preferences, ideal package size, price sensitivity, procurement channels, and promotion preferences. A convenience sampling method was used. An electronic questionnaire was distributed, and big data algorithms were used to identify users interested in imported health snacks. After rigorous screening, 313 valid responses were collected, providing a robust foundation for understanding consumer demand and market trends. Data collection occurred from January 15 to January 20, 2025.

This thesis conducted a comprehensive literature review to establish a robust theoretical foundation for the research. The review focused on key areas including the concept and classification of healthy food, the basic principles and theoretical frameworks of marketing, external analysis tools such as PESTE and Porter's Five Forces, market segmentation, targeting, and positioning (STP) strategies, consumer behavior, and the role and application of digital marketing. By systematically analyzing academic literature, industry reports, and standard documents, the study synthesized diverse theoretical perspectives and research findings to construct a coherent theoretical framework. This framework not only provides a deeper understanding of the evolving health snack market but also supports the development of effective marketing strategies tailored to consumer needs and market trends.

The research adopted theoretical framework method, utilizing external and internal analysis tools to construct a comprehensive analytical framework. For external environment analysis, the PESTE framework and Porter's Five Forces model were employed to systematically assess macro-environmental and industry-level factors, including political, economic, social, technological, and environmental influences, as well as competitive dynamics. Internally, the STP strategy (market segmentation, target market selection, and brand positioning) served as the core framework, complemented by the 4P marketing mix theory (product, price, place, promotion) and relationship marketing theory to provide multi-layered theoretical support.

4. Marketing Plan

4.1. Executive Summary

This marketing plan focuses on Company A's imported healthy snacks business, aiming to establish differentiated competitive advantages in China's rapidly growing healthy snacks market. As a professional trading company, Company A specializes in the procurement and sales of high-quality healthy snacks globally, without involvement in product manufacturing.

External environment analysis reveals favourable market conditions: PESTE analysis indicates a strict but stable policy environment, increased consumer purchasing power, heightened health awareness, mature e-commerce and cold chain logistics technology, and environmental consciousness promoting green consumption. The casual food industry in China is also evolving, driven by trends toward health and safety. The market is anticipated to grow at a 10% CAGR from 2023 to 2028, potentially reaching USD 364 billion (Foresight Institute, 2023). Porter's Five Forces analysis reveals Company A's advantageous position in the supply chain, but faces strong consumer bargaining power, threats from existing competitors, and moderate pressure from substitutes. Consumer research indicates target customers increasingly value ingredient transparency, nutritional value, and brand storytelling.

Internal analysis shows Company A's core strengths lie in its stable international supplier network and diversified procurement capabilities, while low brand awareness and weak channel foundation are major weaknesses. Based on STP analysis, we target urban middle to high-income consumers aged 25-40 who prioritize healthy lifestyles, particularly health-conscious working professionals with disposable income, positioning the brand as "Global Selection · Health & Convenience."

Based on Bech-Larsen and Scholder's (2007) health snack classification system, five major product lines are established: grain-based healthy snacks featuring high fibre and low sugar properties to meet balanced nutritional needs; nut-based healthy snacks emphasizing additive-free ingredients and rich nutritional elements; fruit and vegetable healthy snacks focusing on natural nutrition and portability; dairy-based healthy snacks highlighting probiotics and quality protein; and meat-based healthy snacks positioning on high protein and low fat content. Through this diversified product portfolio, Company A can meet various consumption scenarios and health needs, providing comprehensive imported healthy snack solutions for target consumers.

The pricing strategy adopts a medium to high-end positioning, with product prices ranging from 30-150 yuan, setting differentiated price tiers for different categories. The channel strategy prioritizes online platforms while maintaining offline presence, focusing on

Tmall Global, JD Worldwide, and other premium imported food platforms, while establishing strategic partnerships with premium supermarkets and fitness centres offline. The promotion strategy emphasizes content marketing and professional KOL collaboration, building brand credibility through nutrition expert endorsements and authentic user sharing.

Marketing objectives are set as: achieving 6 million yuan in sales and acquiring 20,000 core customers in the first year; reaching 5% market share in the premium imported healthy snacks segment within three years. The first-year marketing budget is 2.28 million yuan, primarily invested in brand building and channel development.

Through the implementation of this marketing plan, Company A will establish a unique position and competitive advantage in China's imported healthy snacks market, laying a solid foundation for sustainable development.

4.2. External Situational Analysis

4.2.1. PESTE Analysis

4.2.1.1. Political and Legal Context

In order to strengthen the food safety supervision, in May 2019, the Central Committee of the Communist Party of China and The State Council issued the Opinions on Deepening Reform and Strengthening Food Safety Work, which will prompt enterprises to improve supply chain management, ensure product traceability, and increase consumers' trust in imported health snacks.

In order to further refine the supervision of health food, in January 2021, the "Dosage Form and Technical Requirements for Health food archival products (2021 version)" issued by the General Administration of Market Supervision clearly stipulated the dosage form requirements for health food. If the health food category is involved in imported health snacks, enterprises must conduct product research and development, production and filing in strict accordance with these requirements to ensure that products meet technical specifications and quality standards.

To improve food and drug safety regulations, in March 2021, the National Development and Reform Commission issued the 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Outline of 2035 vision Goals, which proposed strict food and drug safety supervision, and this series of measures will further standardize the imported health snack market and improve the industry access threshold.

In order to strengthen the traceability of agricultural products, the 14th Five-Year Plan for Modernization of Market Supervision issued by The State Council in January 2022 emphasizes the strengthening of imported food safety supervision and the implementation of

agricultural product origin traceability promotion actions to meet policy requirements and consumer demand for product source transparency.

Table 4.1 Policies and regulations of imported health snacks

Date	Issuing-body	Document Name	Main Content
May 2019	The Central Committee of the Communist Party of China and the State Council	Opinions on Deepening Reform and Strengthening Food Safety	The overseas production and operation enterprises and domestic import enterprises of imported food will be included in the customs credit management system, the implementation of differentiated supervision, the implementation of scientific and effective sampling inspection of imported food safety supervision and risk monitoring, the improvement of enterprise credit management, risk early warning, product traceability and rapid response mechanisms, the implementation of cross-border e-commerce retail import supervision policies, and strictly prevent imported food safety risks.
January 2021	General Administration of Market Regulation	Health food record product dosage form and technical requirements (2021 version)	The formulation requirements of health food are specified, and the technical requirements for health food without corresponding national standards such as gel candy and powder are pointed out in the requirements. Specify the name of the available auxiliary materials and the maximum dosage of health food, and put forward requirements for special additions.
March 2021	National Development and Reform Commission	The 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Outline of the long-range goals for 2035	Regulatory departments strictly supervise food and drug safety, strengthen and improve the food and drug safety supervision system, improve the food and drug safety laws, regulations and standards system, and establish a solid public litigation punitive compensation system. At the same time, regulatory authorities will strengthen food and drug safety risk monitoring, random inspections and supervision and law enforcement.

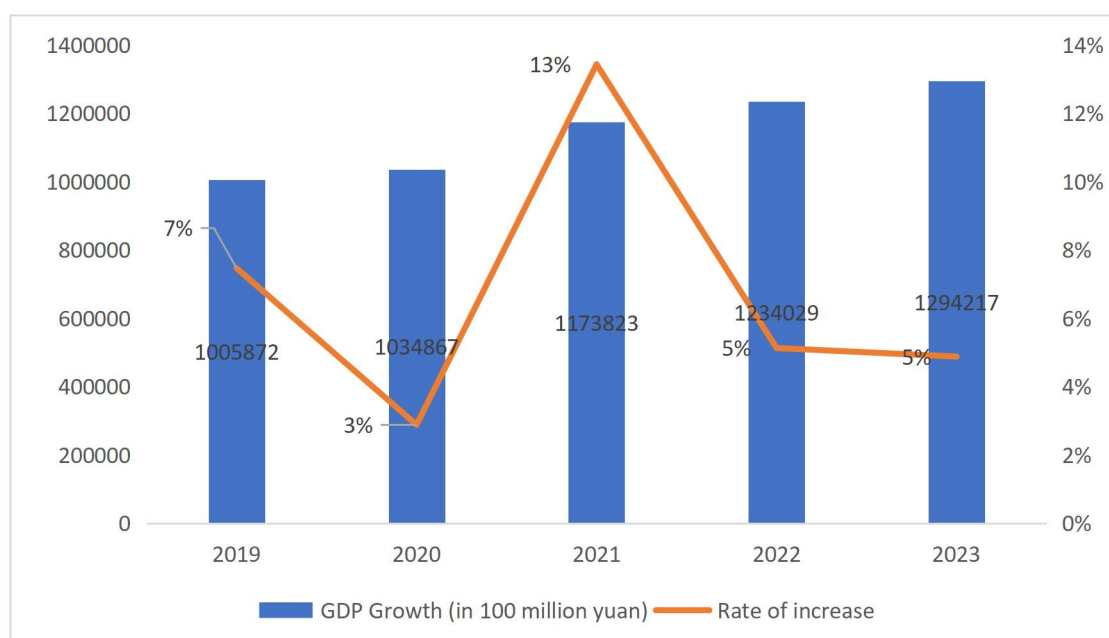
January 2022	The State Council	Fourteenth Five-Year Plan for Market Supervision Modernization	Strengthen the food safety risk prevention and control, implement the origin traceability promotion action of agricultural products, build traceability management standards, market mechanism achievements, and leading dynamic and agricultural product traceability benchmark enterprises, and promote the whole-process traceability cooperation and demonstration promotion.
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Data source: LeadLeo Research Institute (2024)

4.2.1.2. Economic Context

According to the National Bureau of Statistics of China, from 2019 to 2023, China's GDP growth exhibited a consistent upward trajectory, reflecting the country's economic resilience and expansion. In 2019, the GDP growth stood at 1,005,872 billion yuan, which increased to 1,034,867 billion yuan in 2020 despite global economic challenges. The growth continued to accelerate, reaching 1,173,823 billion yuan in 2021, 1,234,029 billion yuan in 2022, and 1,294,217 billion yuan in 2023. This steady increase in GDP underscores China's robust economic performance and its ability to sustain growth even in uncertain times. The expanding economy provides a solid foundation for increased consumer spending and investment in various sectors, including the health and wellness market.

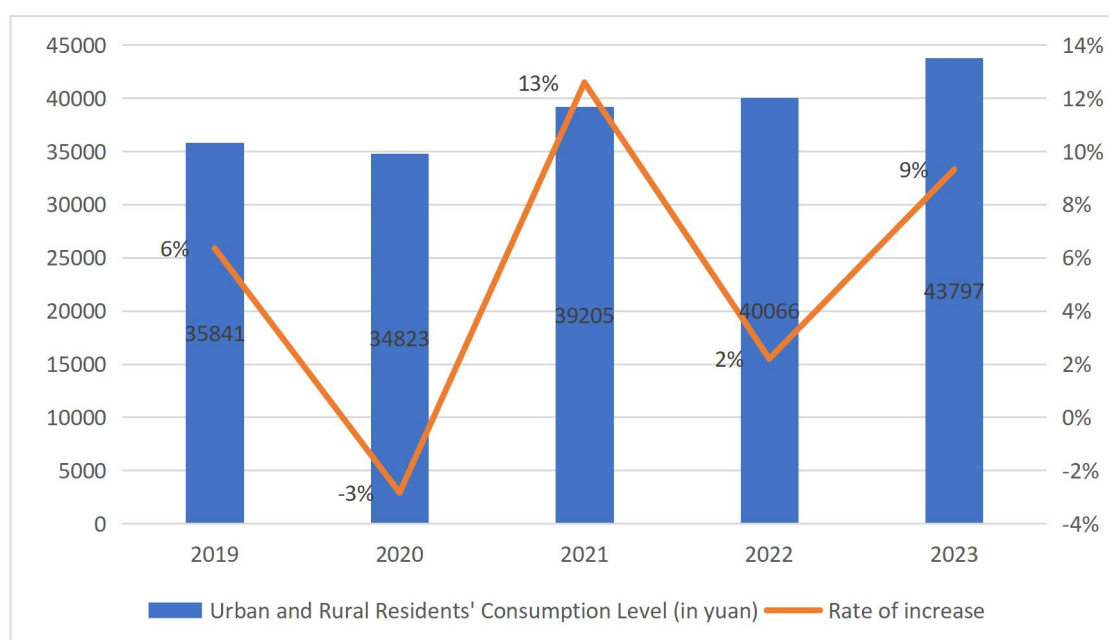
Figure 4.1 GDP Growth from 2019 to 2023



Data source: National Bureau of Statistics of China (2025)

From 2019 to 2023, the consumption level of urban and rural residents in China experienced fluctuations but showed an overall upward trend. In 2019, the consumption level was 35,841 yuan, which decreased by 3% to 34,823 yuan in 2020, likely due to the impact of the global pandemic. However, it rebounded significantly in 2021, rising by 13% to 39,205 yuan. The growth continued at a slower pace in 2022, increasing by 2% to 40,066 yuan, and reached 43,797 yuan in 2023, marking a 9% increase. This recovery and growth in consumption levels reflect the resilience of the Chinese economy and the improving purchasing power of residents. The rising consumption level indicates a growing demand for high-quality goods and services, including health and wellness products, which bodes well for the expansion of related markets.

Figure 4.2 Urban and Rural Residents' Consumption Level from 2019 to 2023

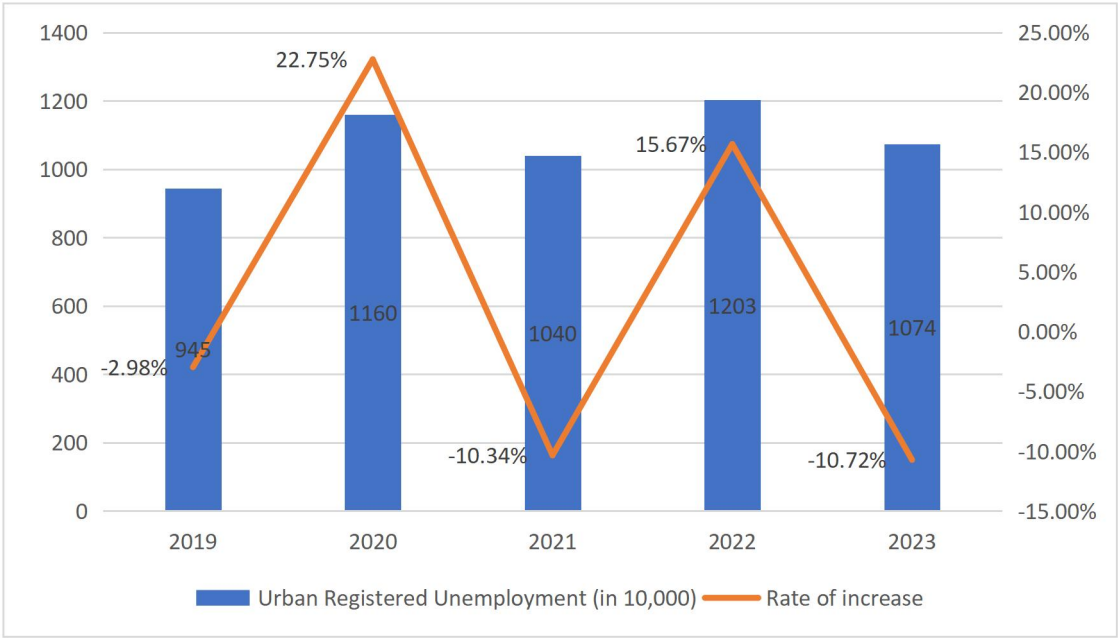


Data source: National Bureau of Statistics of China (2025)

From 2019 to 2023, the number of registered unemployed in China's cities and towns experienced fluctuations, reflecting changes in the labour market and economic conditions. In 2019, the number of unemployed was 945,000, and due to the impact of the COVID-19 pandemic on the economy, it increased by 22.75% to 1.16 million in 2020. However, in 2021, this number fell sharply by 10.34% to 1.04 million, indicating that the job market is recovering. In 2022, this trend reversed again, with the number of unemployed increasing by 15.67% to 1.203 million, possibly due to continued economic adjustments. In 2023, the figure fell again by 10.72% to 1.074 million, indicating further stabilisation of the labour market. These

fluctuations highlight the dynamic nature of China's employment situation and the government's efforts to manage unemployment through various economic policies.

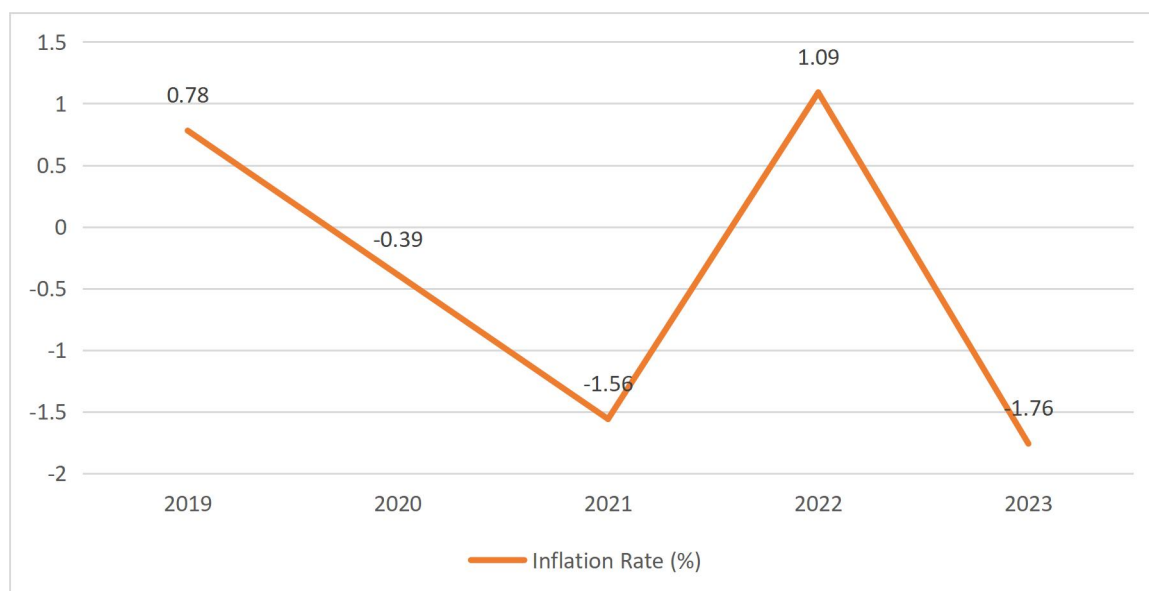
Figure 4.3 Urban Registered Unemployment from 2019 to 2023



Data source: National Bureau of Statistics of China (2025)

From 2019 to 2023, China's inflation rate fluctuated significantly. It started at 0.78% in 2019, turned negative in 2020 (-0.39%) and 2021 (-1.56%), then rebounded to 1.09% in 2022 before dropping again to -1.76% in 2023. These shifts reflect changing economic conditions and external pressures, highlighting challenges in maintaining price stability.

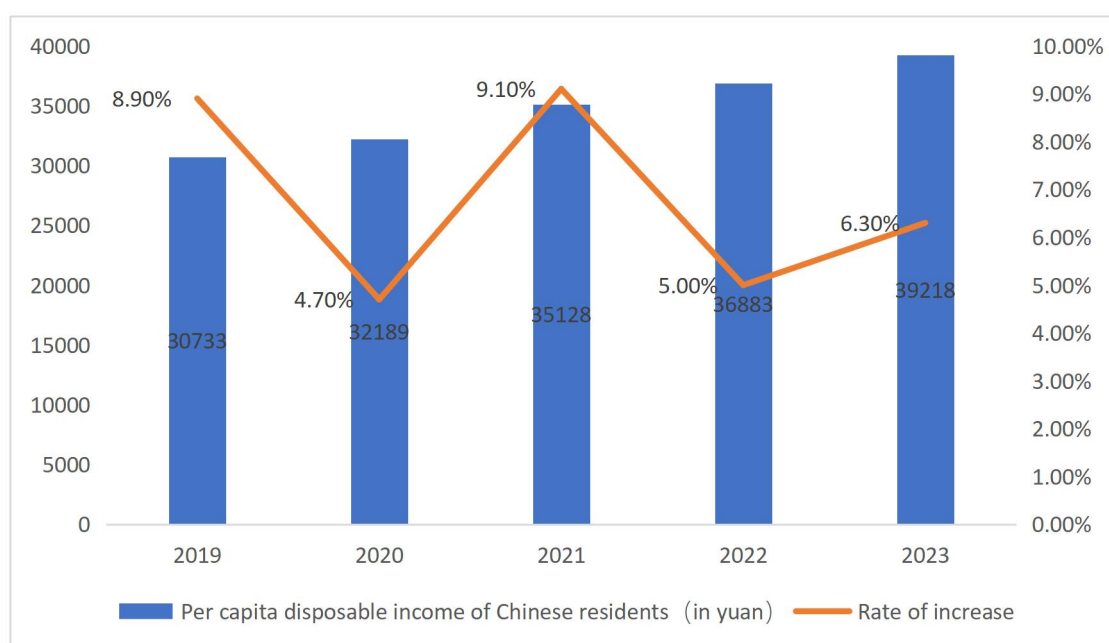
Figure 4.4 Inflation Rate (%) from 2019 to 2023



Data source: National Bureau of Statistics of China (2025)

From 2019 to 2023, the per capita disposable income of Chinese residents showed a steady growth trend. It was 30,733 yuan in 2019 and 39,218 yuan in 2023. Rising incomes give consumers more discretionary money to spend on consumer discretionary items, including imported health snacks. Consumers' willingness and ability to consume high-quality and healthy imported snacks have increased, providing a broad space for the development of the imported health snacks market.

Figure 4.5 Per capita disposable income and growth rate from 2019 to 2023



In conclusion, China's economy experienced both challenges and opportunities, reflected in fluctuating inflation and unemployment rates, alongside steady GDP growth and rising per capita disposable income. Despite periods of economic uncertainty, the overall upward trend in income and consumption levels has strengthened consumers' purchasing power and their preference for high-quality, health-focused products. This evolving consumer behavior, combined with a resilient economy, positions the imported health snacks market for significant growth, as more consumers are willing and able to invest in premium, healthy options. The macroeconomic landscape underscores a promising future for this niche market in China.

4.2.1.3. Socio-Cultural Context

In contemporary society, there has been a discernible upsurge in living standards and a wide-ranging dissemination of health-related knowledge (National Health Commission of China, 2024). Consequently, consumers' health consciousness has experienced a substantial elevation. During the process of food procurement, especially when selecting snacks, they now allocate more attention to the provenance of raw materials, the composition of nutrients, and the technological processes of food processing, with a distinct predilection for products that are natural, health-promoting, and nutritionally-rich. This transformation in consumer preference patterns has served as a powerful impetus for the expansion and development of the healthy snack industry (Euromonitor International, 2024).

Simultaneously, the rapid-tempo lifestyle characteristic of modern times has engendered an escalating demand for convenient, immediately-consumable healthy snacks. Furthermore, consumers nowadays have more exacting and discerning expectations in terms of the gustatory qualities, aromatic profiles, and packaging aesthetics of food items. These dynamic shifts in consumption behavior patterns are compelling healthy snack enterprises to engage in continuous innovation and product improvement endeavors in order to effectively cater to the multifarious and individualized demands of consumers (Nielsen, 2024).

4.2.1.4. Technological Context

In the current era of rapid technological development, the production technology of the healthy snack industry is constantly evolving. Low-temperature baking technology can precisely control the temperature, maximizing the retention of the nutritional components of

ingredients. It also creates a unique taste, meeting consumers' demands for both health and deliciousness. Advanced drying technology efficiently removes the moisture from ingredients while preserving their nutrients, providing high-quality raw materials for product research and development and contributing to the diversified development of the industry.

Digital and intelligent technologies are reshaping the competitive landscape of the healthy snack industry. Big data analysis enables enterprises to accurately understand consumer demands and market trends, achieving precise market positioning and product development. Intelligent production lines and logistics management systems enhance production efficiency and supply chain efficiency respectively, reducing costs.

The development of information technology has transformed the communication patterns of healthy snack enterprises. Social media platforms serve as a bridge connecting enterprises with potential customers. By releasing content, enterprises can attract attention and use interactive functions to collect feedback. E-commerce live streaming combines product display and sales conversion efficiently (eMarketer, 2022). Leveraging the influence of hosts, it expands sales channels. Customer Relationship Management (CRM) systems integrate and analyze customer information to achieve personalized marketing. Electronic Data Interchange (EDI) technology and supply chain management platforms improve the communication and collaboration efficiency between enterprises and sales channels. These technologies give enterprises a competitive edge and drive the digital transformation of the industry.

4.2.1.5. Environmental Context

As consumers' environmental awareness and demand for sustainable development grow, the healthy snack industry is focusing more on product environmental friendliness and sustainability. Many companies are using biodegradable packaging materials, as shown in a 2023 survey by the Sustainable Packaging Coalition. They also adopt green production methods like energy-efficient processes and renewable energy use. These efforts reduce environmental impact and fulfill corporate social responsibility, enhancing brand image and consumer loyalty.

Healthy snack raw materials mainly come from agricultural products. Thus, rational resource use and protection are key industry challenges. Some enterprises explore new models such as circular agriculture, which recycles waste to cut pollution according to a 2023 International Institute for Sustainable Development report, and ecological agriculture, which preserves soil quality and biodiversity as per a 2022 FAO study. These initiatives aim to

ensure sustainable resource use and protect the environment for the long - term health of the production chain.

4.2.2. Sector Analysis

The health snack industry in China has undergone four distinct developmental phases, characterized by exponential market expansion, product diversification with refined consumer targeting, and a notable demographic shift toward younger consumers. The specific contents of these phases, including key industry developments, are summarized in Table 4.2.

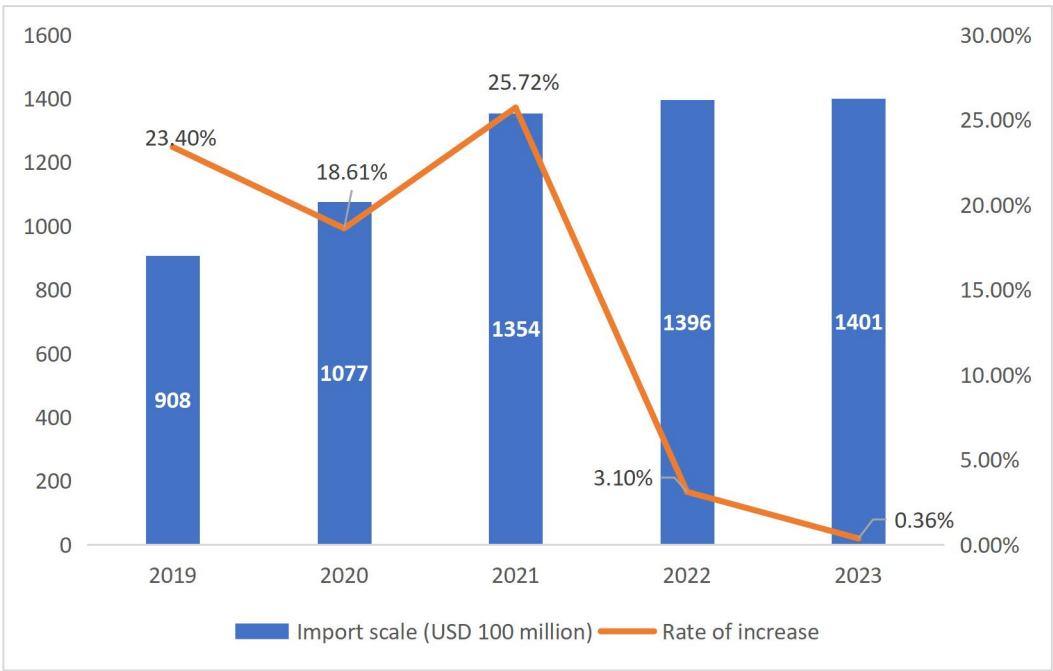
Table 4.2 Development history of health snacks

Period	Key Industry Developments
Pre-1995	Nascent stage lacking standardized health food concepts. While functional oral supplements existed, they remained underdeveloped without regulatory frameworks or consumer awareness.
1995-2010	Regulatory watershed with the 1995 Food Hygiene Law and 1996 Health Food Management Measures. This institutionalization catalyzed standardized production of functional convenience foods.
2010-2019	Paradigm shift triggered by Vollon's "Daily Nut" innovation. Traditional health foods evolved into snack-format products, establishing "convenience + health" as core industry value proposition.
2019-Present	Precision nutrition era addressing youth-centric health concerns (hair loss, sleep disorders, metabolic imbalances). Products now emphasize targeted functional benefits beyond general wellness.

Data source: Lead Leo Research Institute (2024)

Food import scale and trend: According to the statistical calibre of the healthy snack industry research report, from 2019 to 2023, the scale of China's food imports showed an overall growth trend, with the import scale of US \$90.8 billion in 2019 and US \$140.1 billion in 2023. Despite the decline in growth rates in 2022-2023 (3.10% and 0.36% respectively), This is consistent with the official data trend released by China's General Administration of Customs. The overall increase in size indicates continued domestic demand for imported food. Imported health snacks, as a segment of imported foods, are expected to benefit from this growth trend, and its market share may further expand as consumers' health concerns increase.

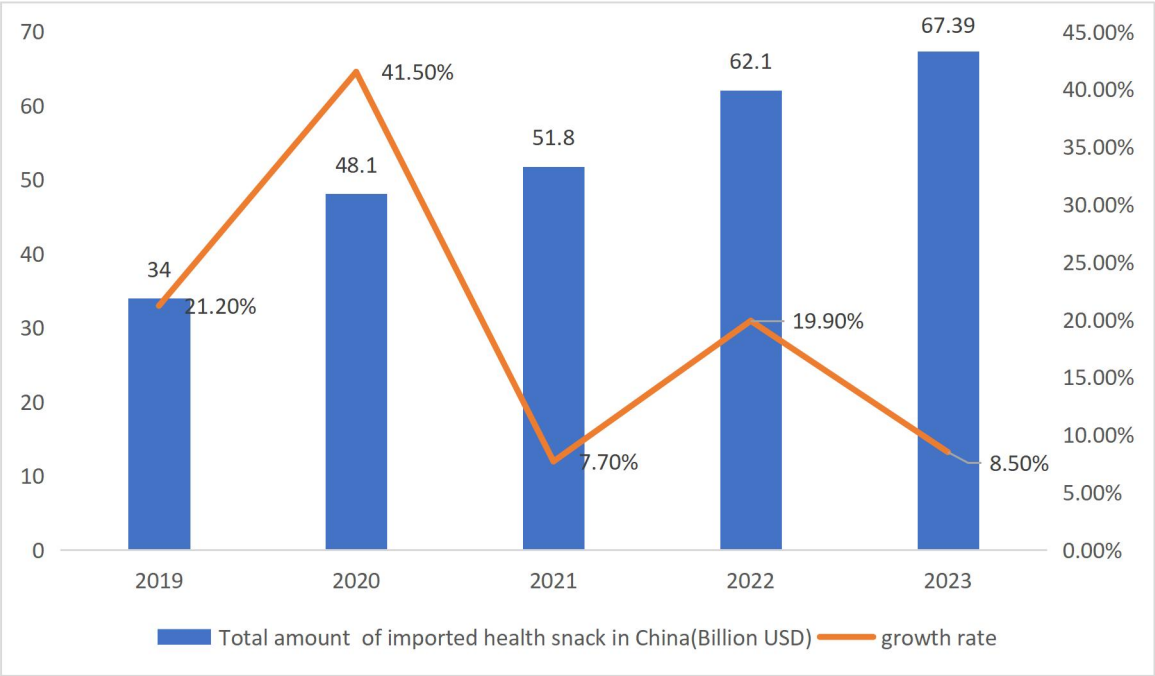
Figure 4.6 Total amount and growth rate of imported food in China



Data source: Health Snack Industry Research Report 2019-2023

Health snack industry market scale expansion: China's health snack industry market size continued to grow in 2019-2023, from 34 billion USD in 2019 to 67.39 billion USD in 2023 (Lead Leo Research Institute, 2024). This reflects consumers' increasingly obvious preference for healthy snacks, providing a favourable market environment for imported health snacks. With the continuous improvement of consumers' health awareness, the demand for imported snacks with health benefits will also increase accordingly. The sector surpassed RMB 100 billion USD in market size by 2024 (Lead Leo Research Institute, 2024), propelled by heightened health consciousness and lifestyle modernization. With attributes like low-sugar formulations, reduced fat content, and high-fibre compositions, health snacks are transitioning from niche offerings to dietary staples, projected to sustain robust growth through ongoing product innovation and demographic penetration.

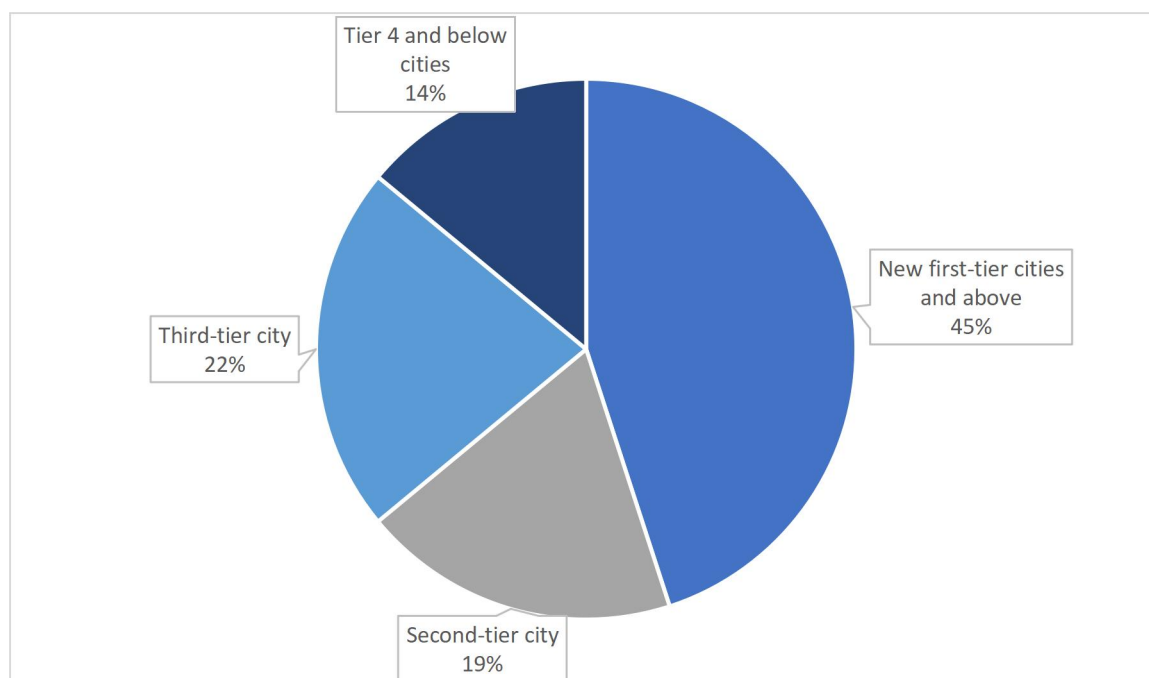
Figure 4.7 Market size of China's health snack industry



Data source: Health Snack Industry Research Report 2019-2023

A large number of new brands continue to emerge, traditional snack companies have also transformed into the health snack market, large enterprises and emerging brands coexist. Enterprises mainly focus on product innovation, brand building, channel development and other aspects of competition. Through the development of high nutritional value, functional health snacks to meet the diversified needs of consumers. At the same time, enterprises pay attention to the shaping and communication of brand image to enhance brand awareness and reputation. In addition, actively expanding online and offline channels is an important way to expand market coverage. According to the pie chart data, new first-tier cities and above account for the largest proportion, reaching 45%; third-tier cities account for 22%; second-tier cities account for 19%; and fourth-tier and lower-tier cities account for 14%. This distribution demonstrates the importance of new first-tier cities and above in the market, showing that consumers in these cities have a robust demand for healthy snacks. At the same time, third-tier and second-tier cities also occupy a certain market share, indicating that healthy snack consumption is expanding to a broader range of city tiers. While the proportion of fourth-tier and lower-tier cities is relatively small, they still represent part of the market potential. Overall, the market is concentrating toward higher-tier cities, with developed regions showing relatively higher demand for healthy snacks, reflecting consumers' emphasis on and pursuit of a healthy lifestyle.

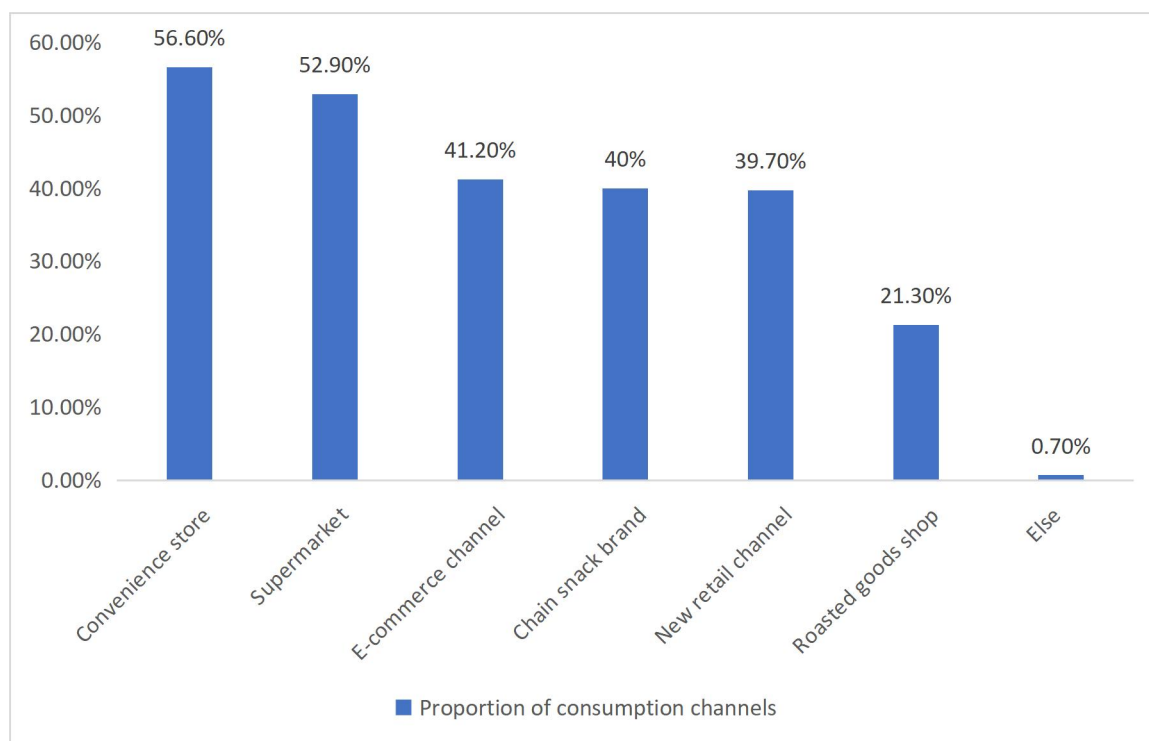
Figure 4.8 Urban distribution of consumers of healthy snacks in China



Data source: Health Snack Industry Research Report 2019-2023

The imported healthy snack industry chain is a global value network that encompasses multiple key segments, from upstream agricultural product producers to downstream sales channels. The upstream segment primarily relies on high-quality agricultural products from countries such as the United States and New Zealand, while the midstream segment consists of food processing enterprises and cross-border e-commerce platforms, responsible for product development, supply chain management, and cross-border logistics. Downstream sales channels include online and offline platforms such as Tmall Global and large supermarkets. According to Figure 4.3, the distribution of consumption channels for healthy snacks in China shows that convenience stores account for 56.60%, supermarkets for 52.90%, e-commerce channels for 41.20%, chain snack brands for 40%, and new retail channels for 39.70%. Additionally, bakery shops account for 21.30%, while other channels make up 0.70%. These figures indicate that convenience stores and supermarkets are the primary channels for consumers to purchase healthy snacks, while the rapid development of e-commerce and new retail has brought new growth opportunities to the market.

Figure 4.9 Consumption channels of health snacks in China



Data source: Health Snack Industry Research Report 2019-2023

Health snacks industry is facing opportunities and challenges. On the one hand, policy support has increased, providing a good policy environment for the health snack industry. With the improvement of consumers' income level and the enhancement of health awareness, the demand for high-quality health snacks continues to grow. At the same time, the rapid development of e-commerce platforms, new retail and other emerging channels has provided a broader sales space for the health snack market. On the other hand, the market competition is becoming increasingly fierce, and enterprises need to constantly innovate and improve product quality and service level. At the same time, there are some food safety problems in the health snack market, such as excessive additives, expired food reprocessing, etc., which pose potential threats to consumer health and also affect the reputation of the industry. Rising raw material costs, including volatile import prices for key ingredients such as nuts, have put cost pressure on companies.

4.2.3. Competitor Analysis

In the imported healthy snack market, competition is becoming increasingly fierce. As consumers' focus on health and nutrition continues to grow, the demand for convenient and nutritious food is on the rise, leading to the emergence of diverse competitors. The following

analysis categorizes the major brands in the healthy snack market based on product types, covering grain-based snacks, nut-based snacks, fruit and vegetable-based snacks, dairy-based snacks, and meat-based snacks.

In the grain-based snack category, Hu Qing Yu Tang and Dao Xiang Cun are notable competitors. Hu Qing Yu Tang emphasizes traditional wellness concepts combined with modern production techniques, offering products such as sesame walnut cakes and red bean barley cakes. These products use high-quality traditional ingredients and are positioned in the mid-to-high-end market, attracting consumers who value quality and traditional wellness methods. Their sales channels include online e-commerce platforms and offline large chain supermarkets, covering a broad consumer base. Dao Xiang Cun, on the other hand, inherits traditional wellness culture and offers snacks with local characteristics, such as osmanthus cakes and mung bean cakes. Priced in the mid-to-low range, these products aim to meet the needs of price-sensitive consumers. Through discounts and buy-one-get-one-free promotions, Dao Xiang Cun has attracted a large number of cost-conscious customers. Their sales channels include small supermarkets and community convenience stores, ensuring widespread market penetration.

In the nut-based snack sector, Wo Long and Three Squirrels are key players. Wo Le focuses on providing convenient and nutritious ready-to-eat products, with its "Daily Nut Pack" being a prime example. This product combines various nuts and dried fruits, appealing to consumers who prioritize nutritional supplementation. Priced in the mid-to-high range, Wo Le attracts customers through new product trials and limited-time discounts. Their sales channels include online e-commerce platforms and offline premium supermarkets. Three Squirrels, meanwhile, centres its offerings around health and convenience, catering to the fast-paced lifestyles of young consumers. Products such as nut and dried fruit mixes and probiotic nuts are priced in the mid-to-low range, aligning with the spending power of young people. Through social media marketing and collaborations with influencers, Three Squirrels has successfully attracted a young consumer base. Their sales channels span online e-commerce platforms and offline campus supermarkets.

In the fruit and vegetable-based snack category, An Chuang Bei Kang and Nanjing Tong Ren Tang are significant competitors. An Chuang Bei Kang is dedicated to developing products for consumers with specific health needs, such as sleep-aid nut bars and anti-fatigue dried fruits. These products are priced higher, emphasizing research and development investment and product functionality. Their sales channels include specialized health platforms and pharmacies, ensuring that products reach consumers seeking functional health solutions. Nanjing Tong Ren Tang focuses on innovation in functional healthy snacks, offering products like blood sugar-lowering nut crisps and eye-protecting dried fruits, priced in the mid-to-high range. Through collaborations with medical institutions for promotions and

health lectures, the brand has enhanced its visibility. Sales channels include online e-commerce platforms and high-end supermarkets, expanding market share.

In the dairy-based snack sector, brands like Mengniu and Yili are actively expanding into the healthy snack market, launching low-sugar, low-fat yogurt snacks to meet consumer demand for healthy eating. They have rapidly captured the market through a combination of online and offline sales channels.

In the meat-based snack category, brands such as Liang Pin Pu Zi and Bai Cao Wei offer a variety of jerky and meat strip products, emphasizing high protein and low-fat health benefits. These products have attracted a large number of fitness and sports enthusiasts. They are widely sold through e-commerce platforms and offline retail stores, meeting consumer demand for healthy meat snacks.

In summary, each brand in the imported healthy snack market has its unique competitive advantages in terms of positioning, product features, pricing strategies, promotional activities, and sales channels. Understanding these differences is crucial for new entrants to develop effective marketing strategies and gain a competitive edge in this dynamic market.

Table 4.3 Competitors of health snacks

Product Type	Brand	Product Features	Pricing Strategy	Promotional Activities	Sales Channels
Grain-based Snacks	Hu Qing Yu Tang	Combines traditional wellness concepts with modern production techniques, offering products like sesame walnut cakes and red bean barley cakes	Mid-to-high-end	Online e-commerce platforms, offline large chain supermarkets	Broad consumer base
	Dao Xiang Cun	Inherits traditional wellness culture, offering local specialty snacks like osmanthus cakes and mung bean cakes	Mid-to-low-end	Discounts, buy-one-get-one-free promotions	Small supermarkets, community convenience stores
Nut-based Snacks	Wo Long	Provides convenient and nutritious ready-to-eat products, such as the "Daily Nut Pack," combining various nuts and dried fruits	Mid-to-high-end	New product trials, limited-time discounts	Online e-commerce platforms, offline premium supermarkets
	Three Squirrels	Focuses on health and convenience, catering to the fast-paced lifestyles	Mid-to-low-end	Social media marketing, collaborations	Online e-commerce platforms, offline

		of young consumers with products like nut and dried fruit mixes and probiotic nuts		with influencers	campus supermarkets
Fruit and Vegetable-based Snacks	An Chuang Bei Kang	Dedicated to developing products for consumers with specific health needs, such as sleep-aid nut bars and anti-fatigue dried fruits	High-end	Specialized health platforms, pharmacies	Ensures products reach consumers seeking functional health solutions
	Nanjing Tong Ren Tang	Innovates functional healthy snacks, offering products like blood sugar-lowering nut crisps and eye-protecting dried fruits	Mid-to-high-end	Collaborations with medical institutions for promotions and health lectures	Online e-commerce platforms, high-end supermarkets
Dairy-based Snacks	Mengniu	Actively expanding into the healthy snack market, launching low-sugar, low-fat yogurt snacks	Mid-to-high-end	Online and offline sales channels	Rapidly capturing the market
	Yili	Actively expanding into the healthy snack market, launching low-sugar, low-fat yogurt snacks	Mid-to-high-end	Online and offline sales channels	Rapidly capturing the market
Meat-based Snacks	Liang Pin Pu Zi	Offers a variety of jerky and meat strip products, emphasizing high protein and low-fat health benefits	Mid-to-high-end	Online e-commerce platforms, offline retail stores	Meets consumer demand for healthy meat snacks
	Bai Cao Wei	Offers a variety of jerky and meat strip products, emphasizing high protein and low-fat health benefits	Mid-to-high-end	Online e-commerce platforms, offline retail stores	Meets consumer demand for healthy meat snacks

Data source: Lead Leo Research Institute (2024)

4.2.4. Porter's Five Forces Analysis

4.2.4.1. Competition among Existing Competitors

In the health-nourishing snack industry, several domestic enterprises have emerged as formidable competitors. Among them, The Liang Pin Pu Zi and Three Squirrels stand out.

These companies have not only built up their brand images over time but also developed distinct competitive edges and a stable customer base in the Chinese market.

The health-nourishing snack industry is marked by relatively low technological barriers. This characteristic implies that it is arduous for enterprises to create a significant technological gap among competitors. As a consequence, the industry operates in a state of intense competition, where multiple players vie for market share on a rather level playing field. On one hand, the low-end consumer segment, with its relatively weak consumption power, becomes a battlefield for price-based competition. Competitors in the industry often resort to price wars to capture this market segment. They offer products at lower prices in an attempt to attract price-sensitive consumers. On the other hand, high-end consumers, with their strong consumption power, have stringent requirements for product quality. To meet these demands, competing enterprises in the industry invest heavily in improving product quality. They source high-quality ingredients, adopt advanced production techniques, and implement strict quality-control systems.

In summary, domestic enterprises in the health-nourishing snack industry pose a significant competitive threat. Their diverse competitive strategies, tailored to different consumer segments, have created a highly competitive market environment. This competitive pressure compels all industry players to continuously explore ways to innovate, and improve operational efficiency to maintain or enhance their market positions.

4.2.4.2. Threat of Potential New Entrants

In the domestic market context, the development trajectories of emerging enterprises in recent years have been predominantly concentrated in sectors such as science and technology and the Internet. The number of new players entering the traditional food industry is relatively restricted. Consequently, in the health-nourishing snack business, the threat posed by new entrants from within the domestic traditional food industry is relatively low.

However, some international enterprises boasting strong research and development capabilities and significant brand influence are likely to direct their attention towards China's vast consumption market for health-nourishing snacks. The allure of China's large-scale consumer base, growing health-consciousness among consumers, and the expanding market demand for high-quality health-related products make it an attractive destination for these international players. Moreover, some domestic large-scale enterprises that have hitherto been centered on other food fields may expand their business scope and step into the health-nourishing snack industry as the demand for the health-snack market continues to grow. The growth potential of the health-nourishing snack market, driven by factors such as

changing consumer lifestyles and an increased focus on health, provides these enterprises with an opportunity for business diversification and growth.

In the face of these threats from both international and domestic potential entrants, the overarching strategy for the industry is to fortify inherent strengths. By creating a distinct brand image, which reflects the brand's values, product quality, and unique selling points, enterprises can enhance consumer brand loyalty. During the process of market expansion, it is crucial to adapt to domestic market demands while maintaining the uniqueness of brands and products. Excessive accommodation to market trends without maintaining brand and product uniqueness may lead to a loss of competitive advantages. Enterprises should strike a balance between meeting market demands and preserving their core competitiveness to resist the threats posed by potential competitors.

4.2.4.3. Threat of Substitute Products

Imported health-nourishing snacks are typically crafted from natural ingredients using scientific formulas and techniques. However, within the market, these health-nourishing snacks confront the threat posed by a diverse array of substitute products.

On one hand, traditional health-tonifying products, such as cubilose, cordyceps sinensis, and ginseng, are prominent substitutes. Despite their relatively high prices, they possess substantial nourishing values and have long-standing recognition in the minds of consumers. Owing to their traditional status and perceived health benefits, these products have established a certain degree of substitution competition for imported health-nourishing snacks. On the other hand, functional foods and health products, including various vitamin supplements, dietary fiber tablets, and probiotic preparations, also present a significant threat. These products are specifically designed to meet consumers' needs in terms of specific nutritional supplementation or body function regulation. Their targeted functionality allows them to directly address particular health concerns of consumers. When compared with imported health-nourishing snacks, their well-defined functions are more appealing to consumers with specific health requirements.

In response to the threat of substitute products, industry players should first conduct in-depth market research. Based on the research findings, the differential advantages between their own health-nourishing snack products and substitute products should be clearly identified. Subsequently, targeted marketing and promotion activities should be carried out around these differential advantages to enhance brand image. For example, in contrast to functional health products, health-nourishing snacks often feature natural ingredients, a pleasant taste, and are generally considered to have fewer potential side effects. Highlighting

these aspects in marketing can attract consumers who attach importance to both health and taste, thereby mitigating the threat of substitute products and enhancing market competitiveness.

4.2.4.4. Bargaining Power of Suppliers

In the health-nourishing snack industry, the overall bargaining power of suppliers varies depending on multiple factors, and generally shows a relatively moderate to weak state.

First of all, the health-nourishing snack industry often sources ingredients from a diverse range of suppliers. This wide-spread availability of suppliers means that the market is not dominated by a few large-scale suppliers. As a result, no single supplier can significantly influence the market price or supply conditions unilaterally. In a situation where there are many alternative suppliers, snack producers have the option to switch suppliers if one attempts to exercise excessive bargaining power. This reduces the overall bargaining power of individual suppliers. Secondly, for snack producers in the health-nourishing snack industry, the switching costs between different suppliers are relatively low. If a supplier tries to raise prices unreasonably or fails to meet the agreed-upon quality and delivery standards, snack producers can relatively easily find alternative suppliers. Thirdly, health-nourishing snack producers usually purchase ingredients in large quantities. In this case, suppliers are often reluctant to lose such important customers. To maintain long-term cooperation and stable sales, suppliers are more likely to offer favorable cooperation terms, including reasonable prices, stable supply quality, and on-time delivery. This situation further weakens the bargaining power of suppliers in the health-nourishing snack industry.

Due to the combined effects of low supplier concentration, low buyer-switching costs, and the significant importance of buyers to suppliers, the overall bargaining power of suppliers in the health-nourishing snack industry is relatively weak. This provides snack producers with more advantages in cost-control and supply-chain management, which is conducive to the development and competition of the entire industry.

4.2.4.5. Bargaining Power of Buyers

In the health - nourishing snack industry, the bargaining power of buyers is limited. However, multiple influencing factors endow buyers with a certain degree of bargaining power.

First of all, the health - nourishing snack market is relatively fragmented, with a large number of buyers. This wide - spread distribution of buyers means that no individual or a small set of buyers can exert overwhelming influence on the overall market price and supply - demand relationship. For example, in a large - scale supermarket, thousands of individual

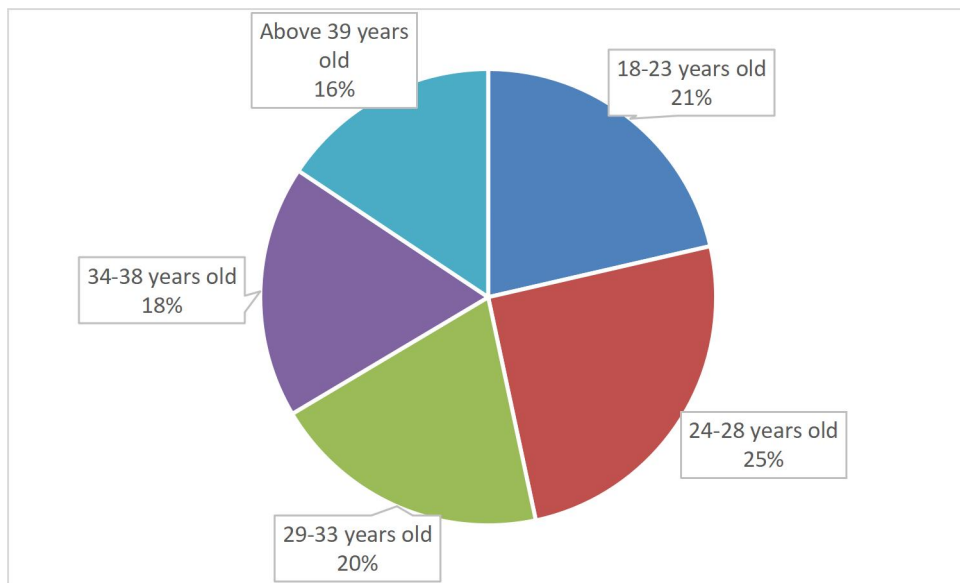
consumers purchase health - nourishing snacks daily, and the purchase volume of any one consumer is negligible compared to the total market demand. As a result, the overall bargaining power of individual buyers is relatively limited in the context of the entire market. However, the health - nourishing snack market offers a diverse range of products. Many products are relatively similar in terms of basic functions and ingredients. This high degree of product similarity increases the substitutability among products. Moreover, buyers in the health - nourishing snack industry can easily obtain information about product prices, quality, ingredients, and customer reviews through various channels. They can demand price discounts, better after - sales service, or additional product features based on the information they have gathered. Further, the switching costs for buyers in the health - nourishing snack industry are relatively low. This low switching cost gives buyers more freedom in choosing products. They can freely explore different options in the market, which increases their bargaining power.

Although individual buyers in the health - nourishing snack industry may have limited power due to market fragmentation, factors such as high product substitutability, easy information access, and low switching costs collectively endow buyers with a certain level of bargaining power.

4.2.5. Consumer Analysis

To better understand the consumer characteristics of the target market, we conducted a questionnaire survey in Shanghai. A total of 350 questionnaires were distributed, and 313 valid responses were collected, resulting in a response rate of 89.43%. To ensure the representativeness of the sample, we selected multiple locations for questionnaire distribution, including shopping malls, office buildings, cafes, and gyms. The results showed that respondents covered various age groups, ranging from 18 to over 39 years old. Among them, the proportion of consumers aged 24-28 was relatively high, reaching 25%, indicating strong interest and engagement in related products or services among this group. The specific age distribution is as follows: 18-23 years old accounted for 21%, 29-33 years old for 20%, 34-38 years old for 18%, and consumers over 39 years old accounted for 16%.

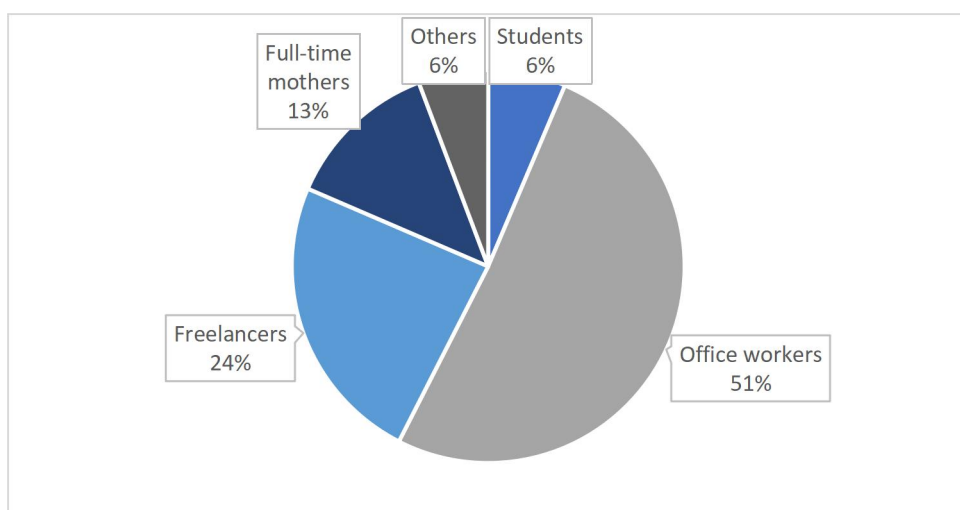
Figure 4.10 Age of consumers



Data source: Author(2025)

In terms of occupational distribution, office workers constituted the primary consumer group, with a proportion as high as 51.12%. Their stable income and consumption needs provide continuous momentum for the market. Additionally, freelancers, with their flexible work patterns and unique consumption perspectives, also captured 23.96% of the market share. Other occupations, such as full-time mothers, accounted for 13%, students for 6%, and other professions for 6%.

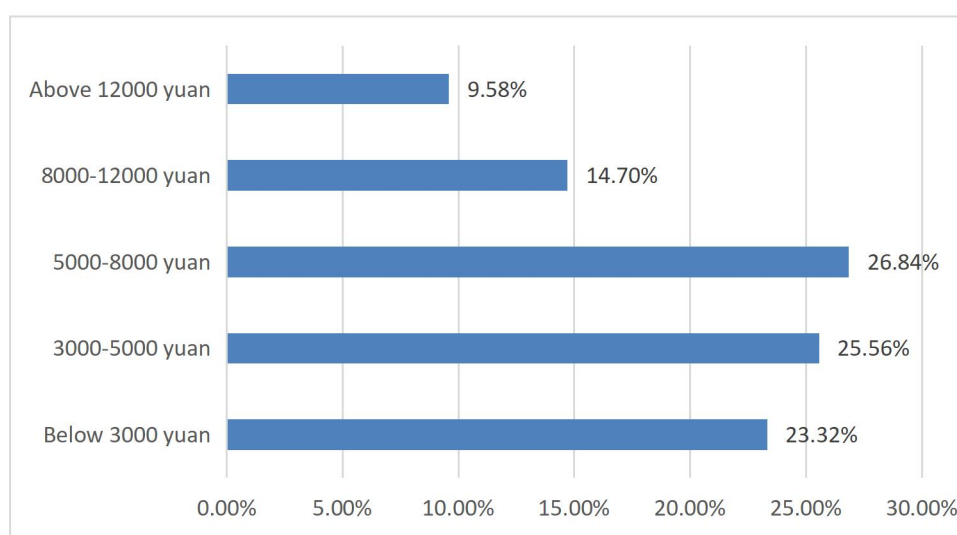
Figure 4.11 Occupation of consumers



Data source: Author(2025)

Regarding monthly disposable income, the data revealed that consumers' income distribution ranged from below 3,000 yuan to over 12,000 yuan. The specific income distribution is as follows: consumers earning below 3,000 yuan accounted for 23.32%, those earning 3,000-5,000 yuan for 25.56%, 5,000-8,000 yuan for 26.84%, 8,000-12,000 yuan for 14.70%, and consumers earning over 12,000 yuan accounted for 9.58%. Consumers at different income levels exhibited varying consumption preferences and demand characteristics. Those in the 3,000-8,000 yuan income range represented a significant proportion, and their consumption choices influenced mainstream market trends to some extent, while the consumption behavior of high-income groups pointed the way for the development of premium and quality-oriented market segments.

Figure 4.12 Monthly disposable income of consumers

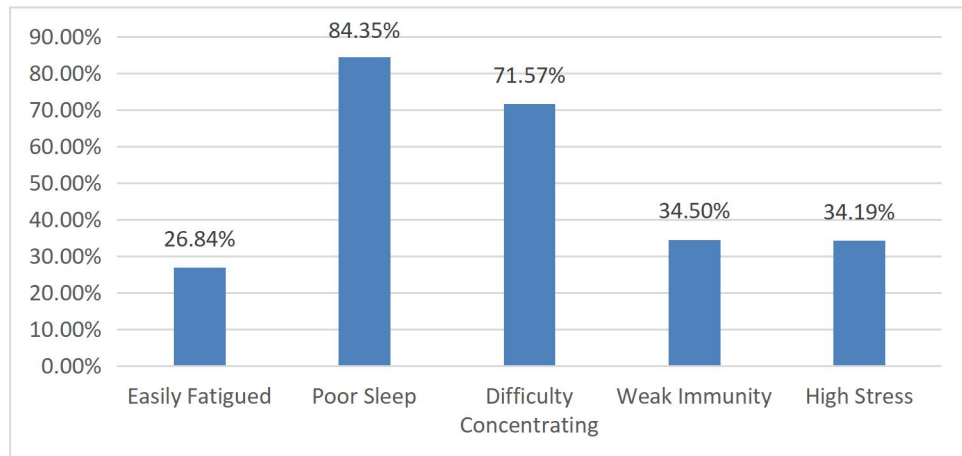


Data source: Author(2025)

First of all, Under the fast-paced lifestyle of modern times, consumer groups are facing health issues such as poor sleep quality and difficulty concentrating. Survey data shows that 84.35% of respondents have sleep problems, 71.57% find it hard to focus, 34.50% report weak immunity, and 34.19% feel significant stress. These issues are driving an increased demand for healthy snacks. Regarding awareness of the "light health" concept, 37.38% of people say they are very familiar with it, while 35.46% are somewhat familiar, indicating widespread acceptance of this idea. In terms of purchasing frequency, 39% of consumers buy healthy snacks weekly, and 36% buy them monthly, reflecting their ongoing demand and high loyalty to such products. Therefore, brands should focus on consumers' dual needs for health and convenience, which will drive continuous development in the healthy snack

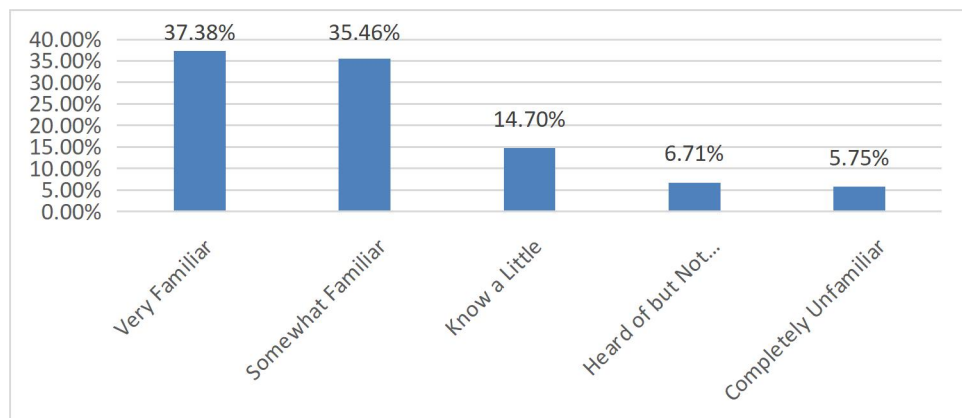
market. This market has enormous potential, offering broad opportunities for brand and product innovation.

Figure 4.13 The living state of consumers



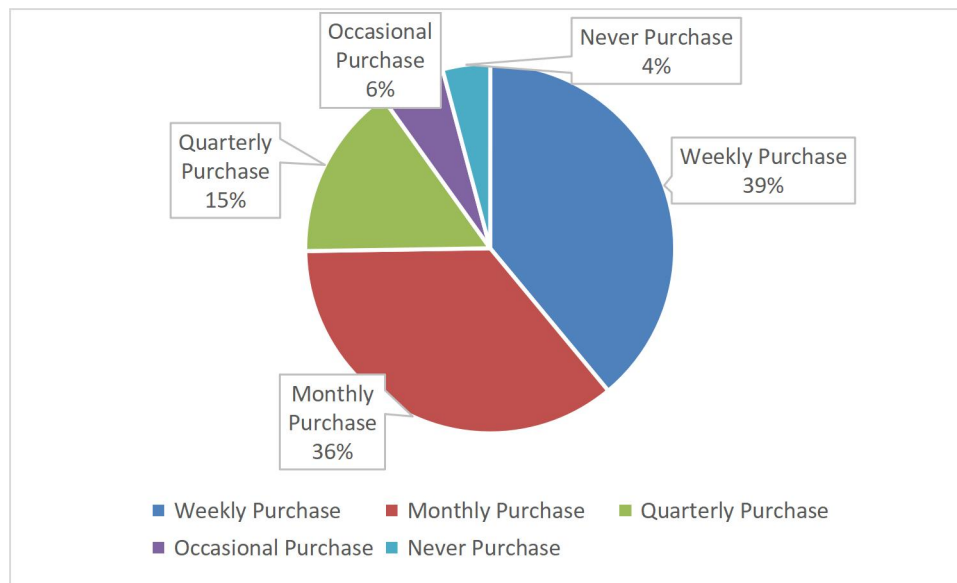
Data source: Author(2025)

Figure 4.14 Consumers' cognition of the concept of "health Snacks"



Data source: Author(2025)

Figure 4.15 Frequency of consumers buying health snacks

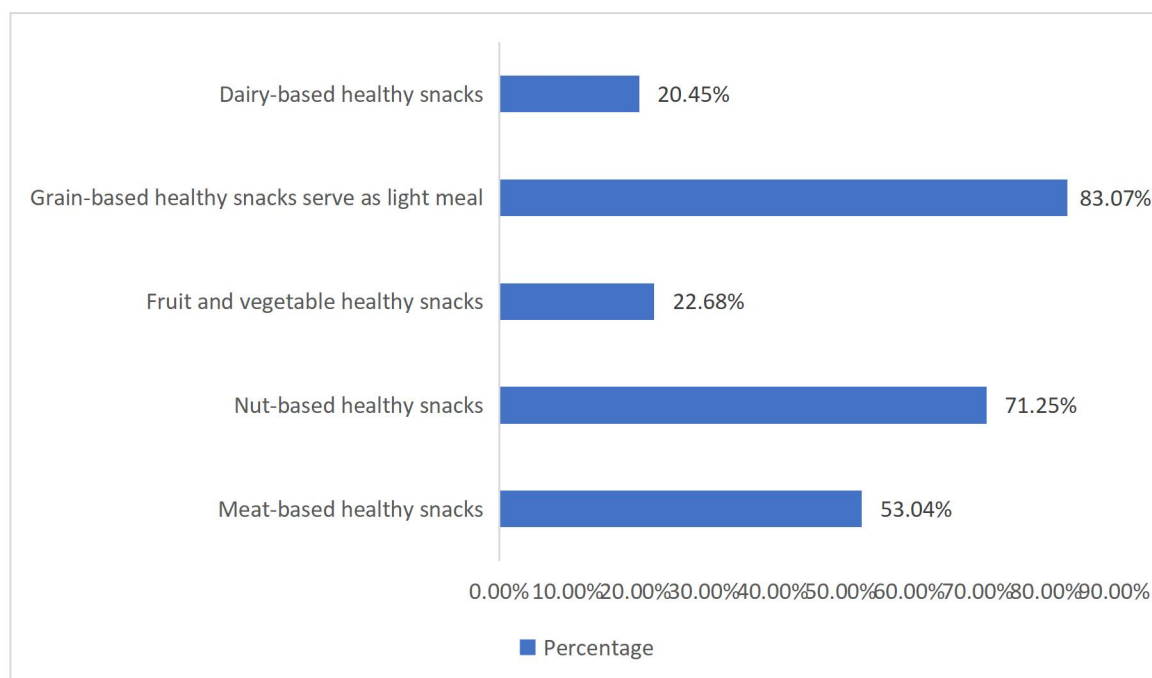


Data source: Author(2025)

Secondly, The table presents data on various types of snacks and their popularity among consumers, measured by the percentage of preference. Light meal replacements, such as energy bars and whole wheat biscuits, are the most favored, with 83.07% of consumers choosing them for their convenience and nutritional value. Nut snacks, including mixed nuts and almonds, are also popular, with 71.25% of consumers selecting them due to their healthy fat and protein content. Functional snacks, like vitamin gummies and nutritional candies, are preferred by 53.04% of consumers for their specific health benefits. In contrast, fruit and vegetable snacks, such as freeze-dried fruits and vegetables, have a lower preference at 22.68%, indicating a smaller market share. Dairy products, including milk tablets and cheese, are chosen by 20.45% of consumers, appealing to those looking for convenient sources of calcium and protein. This table effectively summarizes the different types of snacks along with their respective percentages, highlighting consumer preferences in the healthy snack market.

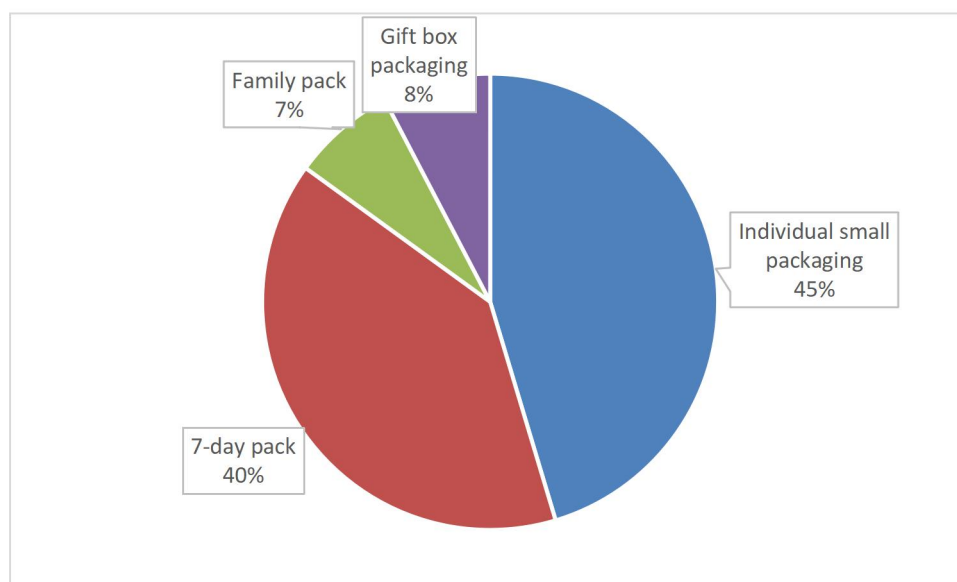
In summary, when choosing imported healthy snacks, consumers tend to Favor products that provide nutrition, are easy to carry, and meet health needs. This trend offers important guidance for brands in product development and marketing strategies.

Figure 4.16 Types of snacks preferred by consumers



Data source: Author(2025)

Figure 4.17 Snack packaging preferred by consumers



Data source: Author(2025)

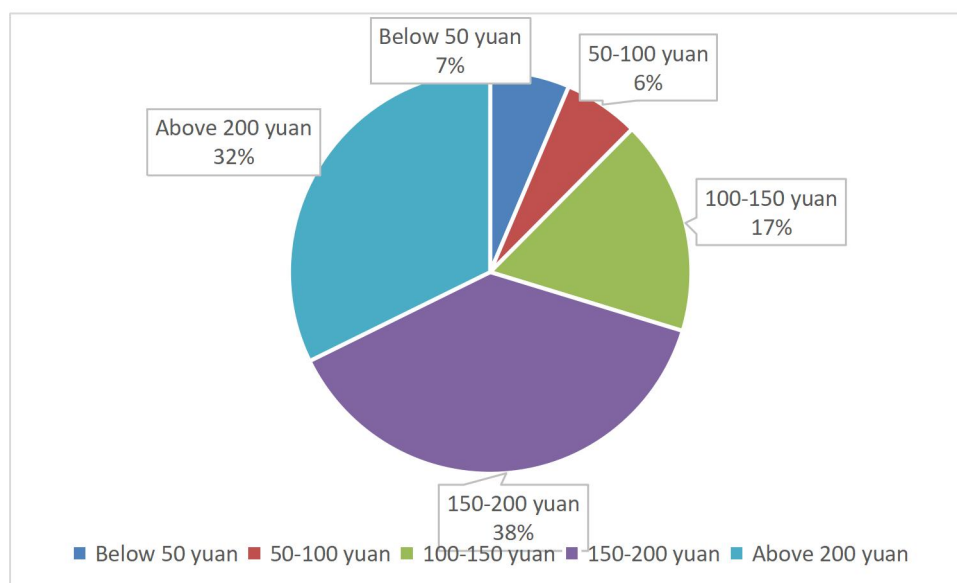
Thirdly, In terms of price sensitivity for healthy snacks, consumers have shown a high level of acceptance. According to survey results, the majority of consumers are willing to pay over 150 yuan for a single imported healthy snack, with 38% willing to pay between 150-200 yuan and 32% willing to pay more than 200 yuan. This indicates that consumers are not

particularly sensitive to the price of healthy snacks and are willing to pay a premium for health and quality.

Factors such as brand recognition, product efficacy, packaging sophistication, and country of origin play significant roles in influencing consumers' willingness to pay. The survey reveals that consumers are more inclined to choose healthy snacks with a strong brand image and high-quality sources, further emphasizing the importance of brand building and product quality.

Therefore, companies should focus on enhancing brand recognition, selecting more healthy snacks from premium sources, and improving packaging design to meet consumers' high expectations and willingness to pay. This will help boost consumer confidence in purchasing and drive sales growth.

Figure 4.18 Acceptable price of a single product for consumers



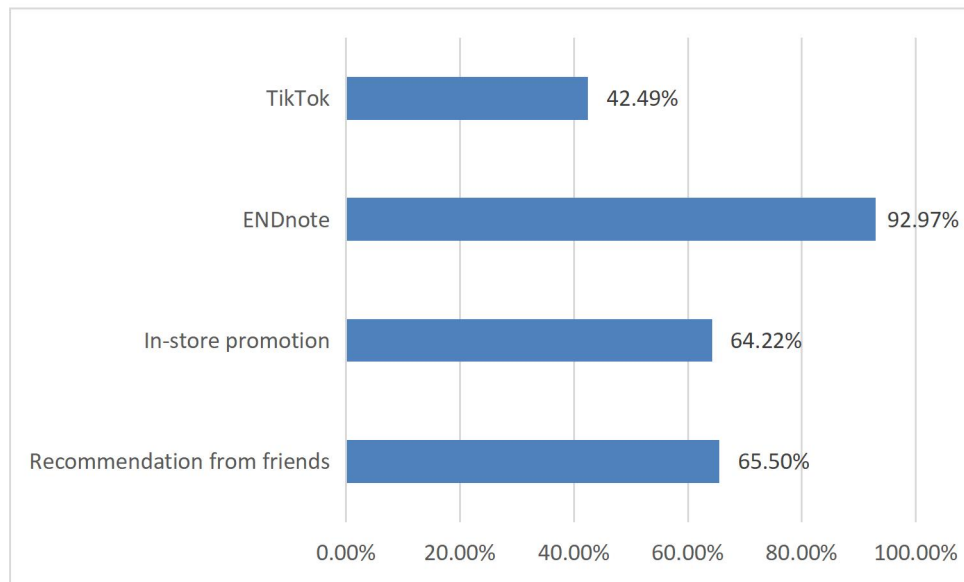
Data source: Author(2025)

Fourth, regarding the purchase channels, the survey shows that most consumers choose to buy healthy snacks through Tmall International and personal shopping agents, with 92.97% of consumers learning about new snacks through RED note, reflecting the convenience of online shopping. Some consumers also purchase through offline imported supermarkets, indicating that companies should accelerate promotion on platforms like RED note and plan to open offline imported supermarkets to meet demand.

Finally, in the survey of consumption promotion preferences, RED note is the primary channel for learning about new snacks (92.97%), with friend recommendations and in-store promotions accounting for 65.50% and 64.22% respectively, demonstrating the influence of word-of-mouth. New product sampling is considered the best way to attract consumers, with

92.97% of consumers expressing approval. Other promotional methods such as membership points (66.45%), free gifts (63.90%), and limited-time offers (53.99%) also influence consumer choices.

Figure 4.19 Channels for consumers to learn about new snacks



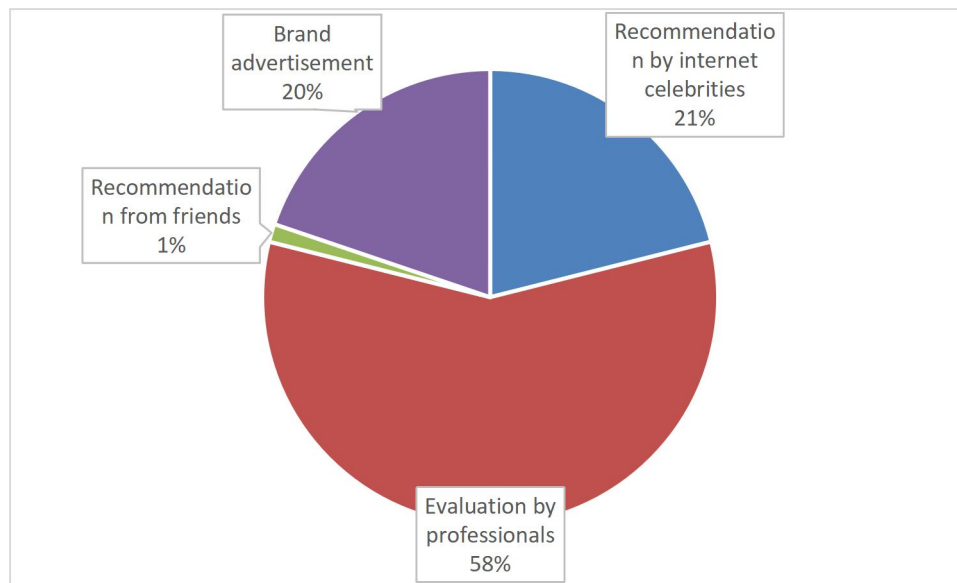
Data source: Author(2025)

Figure 4.20 Promotion methods to attract consumers



Data source: Author(2025)

Figure 4.21 Promotion of consumer trust



Data source: Author(2025)

A survey conducted in Shanghai revealed that young consumers and office workers are the primary consumer groups, commonly facing health issues such as poor sleep quality and lack of focus, which has driven the demand for healthy snacks. Light meals and nut snacks are the most popular, with consumers paying attention to product sourcing, portability, and packaging design. Most consumers are willing to pay a premium for healthy snacks, with Xiaohongshu (Little Red Book) being the main source of information. Product sampling and membership points are effective promotional strategies. Companies should streamline both online and offline channels, enhance product quality, meet consumers' health and convenience needs, and promote sustained market growth.

4.3. Internal Situational Analysis

4.3.1. Characterization of the company

Company A is a traditional international trading company headquartered in Shanghai, whose main projects are cargo transportation and warehousing. Affected by the reduced demand for orders in the trade market and the increased awareness of health care among consumers, Company A plans to transform into an enterprise that imports health snacks and is committed to providing nutritious and delicious products. The company focuses on meeting the demand for health-conscious snacks and sources high-quality, healthy, and reputable snack products from around the world. With a commitment to quality and innovation, Company A aims to redefine the way people think about snacking, making healthy choices both accessible and enjoyable.

The company stands out with its international supply chain, sourcing the highest quality ingredients from around the world. The company implements strict quality control processes, including comprehensive customs inspections and compliance checks, to ensure that every product meets high standards of safety and nutrition.

4.3.2. Mission, vision and values

4.3.2.1. Mission

Company A is steadfastly committed to presenting consumers with the finest health-nourishing snacks, with every effort dedicated to ensuring that only the best-quality products reach the hands of consumers.

4.3.2.2. Vision

Over the course of the next ten-year period, Company A has set its sights on firmly establishing itself as the preeminent health-nourishing snack brand within the domestic market.

4.3.2.3. Values

Quality: Every product meets strict quality standards, ensuring safety and nutritional value.

Integrity: The company operates with honesty and transparency in all business practices.

Customer Focus: Company A prioritizes customer needs through continuous improvement and personalized services.

Sustainability: The company supports eco-friendly practices and sustainable farming to reduce its environmental impact.

4.3.3. Organizational Structure and Workforce Composition

As of 2024, Company A has approximately 200 employees, with an organizational structure that includes the Logistics Operations Department, International Trade Department, Financial Management Department, Human Resources Department, and Strategic Development Department. Among the workforce, 70% are in logistics and warehousing-related roles, while 30% are in management and administrative positions. The company's management team has an average age of 35-45, with extensive experience in international trade and logistics management. The company places a strong emphasis on talent development, investing

approximately 500,000 RMB annually in employee training and professional skill enhancement.

4.3.4. Current Status

Current Status In recent years, Company A's revenue has primarily relied on traditional cargo transportation and warehousing services.

However, due to declining market demand, profit growth has slowed. In 2024, Company A's annual revenue was approximately 200 million RMB, with a net profit of 15 million RMB. The company currently has around 200 employees, with 70% in logistics and warehousing-related roles and 30% in management and administrative positions. The company is headquartered in Shanghai and has branches in Beijing, Guangzhou, and Shenzhen to support nationwide business operations. Additionally, Company A owns a modern warehousing center in Shanghai, equipped with advanced logistics management systems, enabling efficient handling of storage and distribution.

4.3.5. Current Challenges

Company A faces multiple complex problems during its transformation in the health snack import business, deeply rooted in its organizational structure, capability boundaries, and market positioning. From a strategic development macro perspective, the primary challenge is a fundamental business model transformation. The traditional logistics trading model significantly differs from the modern health snack import market, requiring the company to reconstruct business processes and establish a professional import food management system in the short term. This transformation is not merely a simple business adjustment, but a comprehensive reconstruction of the company's organizational capabilities, management thinking, and strategic positioning.

Talent matching is a critical challenge constraining the company's development. Currently, among 200 employees, less than 5% have a professional background in food imports, with the overall team lacking professionals in food safety, nutrition, and cross-border e-commerce. This talent structural shortcoming directly impacts the company's competitiveness in the health snack import market. The company needs to quickly assemble a professional team capable of understanding food technology, controlling product quality, and perceiving consumer needs. This requires not only high human resource investment costs but also tests the company's learning and adaptation capabilities.

Market expansion faces enormous challenges. As a traditional trading enterprise, the company has almost no brand accumulation or consumer recognition in the health snack

market. In the highly competitive health food track, establishing consumer trust and differentiated competitive advantages requires long-term investment and precise brand strategies. Market research indicates that new entrants need 2-3 years to establish brand trust in the health snack market, with initial market promotion costs accounting for 20%-25% of total investment (Lead Leo Research Institute, 2024). How to rapidly build brand awareness and attract target consumer groups has become a formidable task during the company's transformation.

Supply chain management is another critical issue. Imported health snacks have extremely high requirements for cold chain logistics, customs clearance, and food safety. The company needs to establish a professional import food supply chain management system in the short term, which not only requires substantial financial investment but also demands strict quality control and risk management mechanisms. Initial investment is estimated to exceed 5 million yuan, with the need for long-term continuous resource investment.

Financial pressure cannot be overlooked. The company's net profit in 2024 is only 15 million yuan, and channel construction and brand promotion in the initial transformation phase will significantly increase financial burden. The investment recovery period for health snack import business is expected to be 3-5 years within the first three years, requiring the company to maintain high caution and strategic approach in fund utilization.

4.3.6. Current Advantages

Despite facing numerous challenges, Company A still possesses significant strategic advantages. First, the company has a mature international supply chain network and logistics management experience, which constitutes the core competitiveness for entering the health snack import market. The global trade channels and overseas resource networks developed over the years enable the company to quickly and efficiently acquire high-quality global ingredients and innovative products. This unique resource advantage provides a solid foundation for differentiated competition in the health snack import market.

In terms of logistics and warehousing infrastructure, the company has significant advantages. The modern warehouse center located in Shanghai, equipped with advanced temperature control and sorting systems, can ensure the freshness and quality of imported foods. The nationwide logistics network allows the company to quickly respond to market demands, with obvious competitive advantages in technically demanding areas like cold chain logistics. Compared to many competitors, the company's professional capabilities in logistics constitute a key differentiating advantage.

Geographic location is another notable advantage. Shanghai, as an international metropolis, is not only the company's strategic headquarters but also a bridgehead connecting domestic and international markets. The unique geographical location and open business environment provide an excellent development platform for the company's health snack import business. The company can fully leverage Shanghai's international resources, talent concentration, and policy advantages to accelerate business transformation and market expansion.

4.4. SWOT Analysis

4.4.1. Strengths

- Rich international trade experience and a mature supply chain network
- Modern warehouse center located in Shanghai, equipped with advanced temperature control and sorting systems
- Professional logistics distribution network and cold chain logistics technology advantages
- High-quality European and American product supply sources, ensuring reliable product quality.

4.4.2. Weaknesses

- Insufficient specialized food import talent, with professional team comprising less than 5% of total employees
- Limited brand accumulation in healthy snack market, low consumer awareness
- Net profit of only 15 million yuan in 2024, significant financial pressure

4.4.3. Opportunities

- National policy support for strengthening food safety supervision and traceability system construction
- Increasing consumer health consciousness, growing demand for high-quality imported healthy snacks
- Improved living standards driving consumers to pay more attention to food quality and origin
- Technological advancements in low-temperature baking and drying techniques enhancing product quality.

4.4.4. Threats

- Threat of substitutes from traditional health supplements and functional foods
- Potential market entry by international brands and large domestic enterprises intensifying competition
- Low technical barriers in the industry, difficulty in creating significant technological differentiation
- Fierce market competition, brand establishment requiring 2-3 years and substantial investment.

4.5. Marketing Plan Objectives

4.5.1. Sales target

The annual sales target for the first year is set at 6 million yuan, with online and offline channels contributing 30% and 70% respectively. Currently, Company A's sales through online platforms stand at 1.2 million yuan, and offline sales are at 3 million yuan. To achieve the target, the company aims to increase online sales to 1.8 million yuan, representing a 50% growth rate, and offline sales to 4.2 million yuan, reflecting a 40% growth rate. Additionally, the company plans to expand its market share in Shanghai from the current 3% to 5% within the next 12 months.

4.5.2. Market expansion target

Company A aims to increase its market share in Shanghai from the current 3% to 5% within the next 12 months, representing a growth rate of approximately 67%. Additionally, the company plans to enhance its position on mainstream e-commerce platforms, Jingdong and Taobao, where it currently ranks 15th in the imported health-snack category. The goal is to break into the top 10 sellers within 6 months, reflecting a significant improvement in platform performance. Furthermore, Company A will expand its offline presence by partnering with 3 additional regional chain boutique supermarkets, increasing its total number of partners from 20 to 23.

4.5.3. Brand building objectives

Company A aims to increase brand awareness in the target market from the current 40% to 50% within the next 12 months, representing a growth rate of 25%. Additionally, the company plans to grow its official social media account followers from the current 150,000 to 200,000, reflecting a 33% increase. To achieve these objectives, Company A will allocate 20% of its annual marketing budget to social media advertising and collaborate with at least 10

influencers monthly, each with over 100,000 followers. Furthermore, the company will participate in 2 industry exhibitions and sponsor 1 health-themed activity to enhance its brand image and establish a stronger connection with the target consumer group. These objectives will be supported by strategic initiatives detailed in the marketing-mix chapter.

4.5.4. Customer satisfaction goal

Company A aims to achieve a customer satisfaction rate of 85% within the next 12 months, up from the current 75%, representing a growth rate of 13%. To achieve this, the company will establish a comprehensive customer service system, including a dedicated hotline and online support, ensuring that customer issues are resolved within 48 hours. Additionally, the customer service team will undergo regular training to enhance product knowledge, communication skills, and problem-solving techniques, enabling each representative to handle at least 20 inquiries daily with high-quality service standards. Furthermore, the company will collect and analyze 500 customer feedback submissions monthly to identify common issues and areas for improvement, such as product packaging and taste. These objectives will be supported by strategic initiatives detailed in the marketing-mix chapter.

4.6. Segmentation, Targeting and Positioning

4.6.1. Segmentation

4.6.1.1. Divide by age

According to the Overview of China's Health Nourishing Snack Industry released by LeadLeo Research Institute (2022), consumers can be divided into the following five categories by age.

18-23 years old: This age group is mostly students or young people just entering the workforce. This group may pay more attention to the taste and novelty of snacks, and be interested in imported health snacks with novel tastes and fashionable packaging.

24-28 years old: Most of the group in this age group are white-collar workers who are in the rising period of their career and work at a faster pace. They have a demand for imported health snacks that are easy to carry and can quickly replenish nutrients, such as high-protein nut bars and fiber-rich cereal crunches. They may also focus on snacks with anti-fatigue, refreshing properties.

29-33 years old: This age group may start to focus on health and wellness. They have higher requirements for the quality and composition of imported health snacks, and tend to choose snacks made of low sugar, low salt and no added natural ingredients, such as organic preserved fruit and natural honey. They may also want to consider snacks that have a nourishing effect.

34-38 years old: This age group has a more stable family and career, and may choose healthy imported health snacks for themselves and their families. They focus on the safety and nutritional value of snacks, such as snacks rich in minerals such as calcium and iron, as well as healthy snack combinations suitable for the whole family to share.

39 + years old: As they get older, they become more concerned about health and wellness. They have a greater demand for imported health snacks with health functions, such as fish oil snacks that contribute to cardiovascular health and probiotic snacks that improve intestinal function. They may also prefer traditional nourishing snacks, such as Edible Nest cake and ejiao cake.

4.6.1.2. Divide by occupation:

According to the Overview of China's Health Nourishing Snack Industry released by LeadLeo Research Institute (2022), consumers can be divided into the following four categories by occupation.

College students: Students usually have limited budgets, but they are open to new things. They prefer imported health snacks with rich taste and interest, such as cute animal-shaped cookies and candies with unique flavor. They also need a quick energy and refreshing snack, such as caffeinated chocolate or energy bars, when studying is stressful.

Office workers: They are busy with work, time is tight, and they seek convenient snacks that can be enjoyed at any time. They focus on the healthy attributes of snacks, looking for low sugar, low fat, high nutrition, such as nuts, ready-to-eat oatmeal, high protein bars, etc., which can replenish energy without causing a burden on the body. In addition, they are also concerned about the portability of snacks, and individual small packaging products are more popular.

Freelancers: They work relatively flexible hours, but may also face a blurring of work-life boundaries. Their needs for snacks are more diversified, both focusing on the uniqueness of taste, but also the pursuit of health. They like to try special snacks from different countries, such as nori from Japan and dried fruit from Europe. At the same time, because the work scene is not fixed, snacks that are easy to carry and store are also popular.

Stay-at-home mothers: They primarily purchase snacks for the family, prioritizing the safety and nutritional content of the product. On the one hand, they will choose no added, pure natural imported health snacks for children, such as fruit freeze-dried, organic yogurt and so on. On the other hand, they will also pay attention to their own nourishing and beautifying snacks, such as Edible Nest, flower glue, etc., to meet their own health needs.

4.6.1.3. Divide by monthly disposable income:

According to the Overview of China's Health Nourishing Snack Industry released by LeadLeo Research Institute (2022), consumers can be divided into the following five categories by disposable income.

Below 3000 yuan: this group has a low monthly disposable income and is more sensitive to price. When choosing imported health snacks, they will pay more attention to cost performance, and tend to buy products with small packages and close prices, such as ordinary brand nuts in bulk and dried fruits in small bags. They may concentrate on purchasing during promotional activities and have basic requirements for product quality, but are less willing to pay for high-priced specialties or high-end imported health snacks.

3000-5000 yuan: They have a certain amount of spending power, but will still consider the price factor. In addition to paying attention to the cost performance, they also began to pay attention to the quality and brand of snacks. They will choose some well-known and moderately priced imported health snacks, such as common brands of low-sugar cookies, ordinary imported honey and so on. While meeting their own health needs, they also hope that the snacks they buy can reflect a certain quality and lifestyle.

5000-8000 yuan: they have relatively stable consumption power, and have higher requirements for the quality and type of imported health snacks. They are also willing to try specialty products, such as functional snacks with special benefits (such as fermented foods with specific probiotics, nutrition bars with added rare ingredients, etc.), and will pay attention to the brand story and the source of the raw materials of the product. They are relatively less price sensitive and more concerned about the health value and unique experience that the product brings to them.

8000-12000 yuan: their consumption power is strong, the pursuit of high quality and personalized imported health snacks. They tend to buy high-end brands and products with organic or natural ingredients, such as imported organic dried fruit and high-quality deep-sea fish oil gummies. They have a high acceptance of new products, are willing to pay a high price for innovative and unique health snacks, and pay attention to the packaging, taste and overall quality of the product.

More than 12,000 yuan: They belong to the high consumption group and are almost insensitive to price. They pursue the ultimate quality and unique consumption experience, paying attention to the latest global health snack trends. They will buy top brands, limited edition or customized imported health snacks, such as tonics made of rare ingredients, exclusive formula products of foreign high-end brands. They focus on the scarcity of the product, the high-end image of the brand and the status symbol that the product brings.

4.6.2. Targeting

After comprehensive consideration, this thesis selects 24-33 years old consumers as the main target group of imported health snacks enterprises. Most people in this age group are at the beginning or rising stage of their careers, and their careers are mainly busy office workers, widely distributed in finance, Internet, media and other industries. Due to hard work and increasing experience, their monthly disposable income is more than 5,000 yuan, and they have a certain consumption power. They pay attention to quality of life, strong health awareness, strong interest in novel health snacks, willing to try imported products, is the ideal audience for imported health snacks enterprises.

4.6.3. Positioning

Focus on the world's high-quality imported health snacks, strict selection of natural and organic ingredients. The advanced technology is used to ensure low sugar, low salt, low calorie, no additives, rich in multiple nutrients, providing consumers with a delicious and healthy snack experience.

4.6.3.1. Brand positioning

Create a high-end, professional and trustworthy imported health snacks brand image. It emphasizes the rigorous screening of global quality ingredients and the deep practice of health concepts. With deep international supply chain resources and professional selection team, it has become the preferred brand of imported health snacks in the minds of consumers.

4.6.3.2. Price positioning

In congruence with the demarcated target group of consumers aged between 24 and 33 years old, a mid-to-high-end price spectrum is strategically established. On one hand, within this target demographic, there exists a subset of individuals with relatively elevated incomes. These consumers evince a pronounced proclivity towards the pursuit of high-quality merchandise and the maintenance of a health-centric lifestyle. The mid-to-high-end priced products are exquisitely tailored to satiate their discerning demands. They are predisposed to paying a premium for high-quality imported health snacks, as these products not only gratify their gustatory sensibilities but also seamlessly integrate into their health-conscious daily regimens. On the other hand, cognizant of the presence of consumers with moderate income

levels within the defined target group, the enterprise can strategically curate and offer a selection of moderately priced products. These offerings, while being more budget-friendly, are engineered to uphold commendable quality standards. They are designed to effectively address the health-related requirements of middle-income consumers, thereby expanding the product's market penetration and inclusivity within the target demographic.

4.6.3.3. Competitive positioning

Distinguished from ordinary snack brands, Company A accentuates two core differentiators: "health - orientation" and "imported origin". Compared with local health snacks, it emphasizes international quality standards and unique flavors. Compared with other imported snack brands, more focused on health functions. With rich global selection, strict quality control and professional health concept communication, we stand out in the competition and become the leader in the field of imported health snacks.

4.7. Marketing-Mix

4.7.1. Product

The following is the classification of the above imported health snack products:

Grain-based healthy snacks serve as light meal replacements ideal for on-the-go consumption, providing both satiety and nutrition. Whole-wheat biscuits, such as Leibniz Whole-Wheat Biscuits from Germany, are made from whole wheat flour, offering a high fiber content that digests slowly and provides sustained energy. Energy bars, like KIND Energy Bars from the USA, typically contain nuts and dried fruits, making them rich in protein, healthy fats, and carbohydrates for quick energy replenishment. Quinoa cookies are nutritious snacks made from quinoa, packed with high-quality protein and various trace elements, making them a wholesome option. Additionally, grain meal replacement bars, such as Nature Valley Grain Bars and Clif Bar Meal Replacement Bars from the USA, contain a variety of grains and are rich in dietary fiber, ensuring lasting satiety.

Nut-based healthy snacks are rich in healthy fats, protein, vitamins, and minerals. Mixed nuts, like Planters Mixed Nuts from the USA, provide a variety of nuts that offer comprehensive nutrition and healthy fats. Almonds, such as Blue Diamond Almonds from the USA, are high in vitamin E and healthy fats, promoting cardiovascular health. Cashews, like Kirkland Cashews from the USA, have a delightful crunch and are a popular nut choice, providing a good source of energy. Lastly, walnuts, such as Fisher Walnuts from the USA, are rich in Omega-3 fatty acids, which are beneficial for brain health.

Fruit and vegetable healthy snacks are based on fruits and vegetables and are abundant in vitamins, minerals, and dietary fiber. Freeze-dried fruits and vegetables, like Crispy Green Freeze-Dried Fruits from the USA, utilize freeze-drying technology to retain the nutrition and flavor of the fruit while providing a crisp texture. Fruit and vegetable chips, such as Bare Fruit and Vegetable Chips, offer a novel way to consume the nutritional benefits of fruits and vegetables, making them a convenient snack. Dried fruits, like Ocean Spray Dried Cranberries from the USA, are rich in antioxidants and can be enjoyed on their own or added to other dishes for extra flavor. Instant seaweed, such as JAYONE seaweed from South Korea, is a healthy, salty snack that is rich in nutrients like iodine and dietary fiber.

Dairy-based healthy snacks are primarily made from dairy products and are rich in protein, calcium, and other essential nutrients. Milk tablets/milk drops, such as Holle Milk Tablets from Germany, are convenient and portable options for supplementing dairy nutrition, making them easy to carry and consume. Cheese sticks/small cheeses, like Baby Babel small cheeses from the USA, offer a rich flavor and creamy texture, with the calcium and protein in cheese being easily absorbed by the body. Frozen yogurt, such as Danone Frozen Yogurt from France, combines the nutritional benefits of yogurt with the delightful taste of ice cream, while being relatively low in calories. Lastly, dairy snacks, like La Vache qui rit cheese from France, can be enjoyed in various ways, paired with bread or fruit, providing consumers with a rich and versatile eating experience.

Meat-based healthy snacks are high in protein and provide a satisfying option for consumers. Jerky/dried meat, such as Epic Provisions Grass-fed Meat Bars from the USA, offers a convenient and protein-rich snack, ideal for those seeking high-protein options. Protein meat sticks, like Chomps Grass-fed Beef Sticks from the USA, are portable and nutritious, making them a great on-the-go snack. Lean meat snack packs, such as Perdue Chicken Shortcuts from the USA, provide a quick and healthy meal option, catering to those looking for high-protein, low-carb alternatives.

Table 4.4 Types of health snack products

Category	Specific Products	Representative Brands/Products
Grain-based Healthy Snacks	1. Whole-Wheat Biscuits 2. Energy Bars 3. Quinoa Biscuits 4. Grain Meal Replacement Bars	1. Leibniz Whole-Wheat Biscuits (Germany) 2. KIND Energy Bars (USA) 3. Nature Valley Grain Bars (USA) 4. Clif Bar Meal Replacement Bars (USA)

Nut-based Healthy Snacks	1.Mixed Nuts 2.Almonds 3.Cashews 4.Walnuts	1. Planters Mixed Nuts (USA) 2.Blue Diamond Almonds (USA) 3.Kirkland Cashews (USA) 4. Fisher Walnuts (USA)
Fruit and Vegetable Healthy Snacks	1.Freeze-Dried Fruits and Vegetables 2.Fruit and Vegetable Cips 3.Dried Fruits 4.Instant Seaweed	1.Crispy/Green Freeze-Dried Fruits (USA) 2. Bare Fruit and Vegetable Chips (USA) 3. Ocean Spray Dried Cranberries (USA) 4.JAYONE Seaweed (South Korea)
Dairy-based Healthy Snacks	1.Milk Tablets/Milk Drops 2.CheeseSticks/Small Cheeses 3.Frozen Yogurt 4. Dairy Snacks	1.Holle Milk Tablets (Germany) 2. Baby Babel Small Cheeses (USA) 3. Danone Frozen Yogurt (France) 4.La Vache qui rit Cheese (France)
Meat-based Healthy Snacks	1. Jerky/Dried Meat 2. Protein Meat Sticks 3. Lean Meat Snack Packs	1. Epic Provisions (USA) - Grass-fed Meat Bars 2. Chomps (USA) - Grass-fed Beef Sticks 3. Perdue (USA) - Chicken Shortcuts

4.7.2. Price

The results of the questionnaire show that the price of a single product that consumers can generally accept is more than 150 yuan. The price is determined by combining the cost of the product, the market conditions in the place where it is sold, and the price range that consumers can accept. The following is the price of imported "light health" snacks:

The first category is light snacks with dairy products. Milk tablets/milk shell (take Holle milk tablets as an example): Taking into account brand awareness and raw material costs of dairy products, plus import transportation and other costs, 50g-100g package pricing of 168 yuan. Cheese stick/small cheese (Baby Babel small cheese as an example): according to 6-8 pieces per box, due to product technology and import properties, the price is 188 yuan. Frozen yogurt (take Danone frozen yogurt as an example): a single cup of 100-150ml, in view of its unique production process and brand influence, priced at 158 yuan. Dairy snacks (take La Vache qui rit cheese as an example): 100-150g pack, comprehensive brand and market positioning, priced at 178 yuan.

The second category is light food meal replacement. Graham crackers (Leibniz graham crackers as an example): 200-300g pack, taking into account raw materials and brand

advantages, priced at 158 yuan. Energy bar (take KIND energy bar as an example): a box of 5-7 pieces, combined with product nutrition and import costs, priced at 168 yuan. Quinoa cookies (take related products as an example): 200g package, because quinoa raw materials are relatively high-end, priced at 178 yuan. Grain meal replacement Bar (Clif Bar meal replacement bar as an example): a box of 5-7 pieces, depending on its brand awareness and product features, priced at 168 yuan.

The third category is fruit and vegetable light snacks. Frozen dried fruit vegetables (take Crispy Green frozen dried fruit as an example): 100-150g package, in view of the freeze-drying process cost, the price is 168 yuan. Fruit and vegetable chips (take Bare fruit and vegetable chips as an example): 150-200g pack, considering the raw materials and production process, the price is 158 yuan. Dried fruit (take Ocean Spray dried cranberries as an example): 200g pack, combined with the brand and the common market price, priced at 158 yuan. Ready-to-eat seaweed (take JAYONE seaweed as an example): 50-80g pack, priced at 158 yuan due to tundra material and import factors.

The fourth category is nut snacks. Mixed nuts (take Planters mixed fruit as an example): 200-300g pack, considering a variety of nut combinations and brands, priced at 188 yuan. Almonds (take Blue Diamond almonds as an example): 200g pack, according to the brand and almond quality, the price is 168 yuan. Cashews (Kirkland cashews as an example): 200g pack, combined with the price of cashews in the market and brand positioning, the price is 178 yuan.

Walnuts (taking Fisher walnuts as an example): 200g pack, taking into account the quality of walnuts and import costs, priced at 168 yuan.

The fifth category is functional snacks. Probiotic gummy candy (Culturelle probiotic sugar as an example): a bottle of 60-80 capsules, due to the professional brand and product efficacy, priced at 198 yuan. Vitamin fudge (Vitafusion vitamin sugar as an example): a bottle of 60-80 capsules, combined with brand and nutritional ingredients, priced at 188 yuan. Collagen sugar (Swisse collagen sugar as an example): a bottle of 60-80 capsules, due to brand awareness and product characteristics, priced at 208 yuan. DHA jelly (Nordic Naturals fish oil candy as an example): a bottle of 60-80 capsules, considering the ingredients and product efficacy, priced at 218 yuan.

4.7.3. Place

The company's location in Shanghai endows it with remarkable advantages. As a globally-renowned metropolis, Shanghai has attracted a vast and heterogeneous consumer group. The city features a prosperous economy, high-income levels among residents, and an avant-

garde consumption concept, which leads to a particularly strong demand for high-quality imported health-oriented snacks and health products.

In the aspect of sales channels, both online and offline platforms offer extensive market access. Among online channels, Tmall Global, with its massive user base, sophisticated cross-border e-commerce operation model, and comprehensive after-sales service system, can precisely target consumers who pursue high-quality overseas products. This enables the company to significantly expand its market reach. REDnote Mall, centered around content-driven marketing, has amassed a large number of young and high-spending users. Through user-generated content and influencer recommendations, it can effectively promote word-of-mouth dissemination and sales conversion, which is highly compatible with the marketing needs of imported health snacks.

Regarding offline channels, offline import supermarkets, specializing in a wide range of imported goods, have a customer base with a high acceptance and recognition of imported products. This provides a precise display and sales platform for the company's products. Office building convenience stores, mainly serving office workers with their fast-paced work and strong demand for instant consumption, contribute to increasing product sales. Community supermarkets, being closely integrated into residents' daily lives, have a wide-ranging audience. They can frequently reach community residents, greatly enhancing the market penetration rate of products and strengthening the brand's influence in the local market.

In summary, these online and offline channels cover diverse consumption scenarios and a wide spectrum of consumer groups. They offer a comprehensive market expansion path for the company's imported health snack business, enabling the company to effectively meet consumer demands, enhance brand awareness, and expand market share.

4.7.4. Promotion

The results of the questionnaire survey indicate that the most effective promotion methods for health-care products are new product tasting, membership points, and free gifts. Based on these findings, the following three major product promotion strategies can be implemented.

New product tasting is an impactful way to introduce consumers to imported health-oriented snacks. To begin with, the company should strategically select high-traffic locations for these tasting events. This includes not only large-scale supermarkets and high-end shopping malls but also community centers and office buildings. For example, in a bustling supermarket, the company can set up an eye-catching tasting booth near the entrance or in the snack section. The company should train its staff comprehensively. Staff members

should be well-versed in the products' features, ingredients, and health benefits. They can actively engage with consumers, answering questions and providing detailed information. For instance, when promoting a new type of imported energy-boosting nut mix, the staff can explain how the combination of nuts and dried fruits provides a quick energy source and essential nutrients. Moreover, the company can collect consumers' feedback during the tasting events. This can be done through short questionnaires or direct conversations. The feedback can be used to improve the marketing strategies.

Implementing a membership points system is an effective long-term strategy to retain customers and increase sales. The company should first develop a clear and easy-to-understand points-earning mechanism. For each purchase of imported health-oriented snacks, customers can earn a certain number of points. For example, for every 10 yuan spent, a customer earns 10 points. These points can be redeemed for various rewards. The company can offer a diverse range of redemption options, such as discounts on future purchases, free products, or exclusive access to new product launches. For instance, a customer who accumulates 500 points can get a 10% discount on their next purchase, or 1000 points can be exchanged for a free sample pack of the latest products. The company should also use digital platforms to manage the membership points system. This includes creating a user-friendly mobile app or an online portal where customers can easily check their points balance, view available rewards, and redeem points. Regularly sending notifications to members about their points status and upcoming rewards can also enhance customer engagement.

Offering free gifts is an excellent way to attract new customers and incentivize repeat purchases. The company should carefully select appropriate free gifts that are related to the imported health-oriented snacks. For example, when a customer buys a large pack of imported probiotic yogurt, they can receive a free reusable yogurt container with the company's logo. The company can also design different gift-giving rules based on purchase amounts or product combinations. For a purchase over \$30, a customer can get a free set of healthy snack recipes printed on a beautiful card. Or, when a customer buys a certain combination of products, such as a protein bar and a fruit-infused water bottle, they can receive a free shaker cup. In addition, the company can use free gifts as a way to promote new products. When launching a new line of imported superfood snacks, the company can include a small sample of the new product as a free gift with every purchase of existing products. This allows customers to try the new product without any risk and may lead to future sales.

4.8. Implementation

4.8.1. Schedule

Table 4.5 Schedule of the marketing plan

Stage	Schedule	Action
Preparation period (1 months)	Week 1	Set up the core team, including market research, procurement, operation, marketing and other personnel.
	Week 2-4	Negotiate cooperation with foreign suppliers, select product categories and brands, determine the purchase price, delivery date and other terms; Set up offline experience stores in the core business district of Shanghai or in areas where imported food is concentrated.
Product introduction period (3-4 months)	Week 1-2	Completed the first batch of product procurement and import customs clearance and other logistics and transportation work; Offline experience store for store decoration, equipment procurement and personnel recruitment training.
	Week 3-4	Build online sales platform, including official website, e-commerce platform, etc.; Develop social media promotion strategies such as Little Red Book, and reach cooperation intentions with bloggers.
Market warm-up period (5-6 months)	Week 1-2	The blogger of Rednote began to publish the content of product planting grass to create brand heat; Launch a friend referral incentive program and start promoting it.
	Week 3-4	Offline experience stores conduct trial operation activities to accumulate customer feedback; Store product display optimization and promotion plan development.
Official operation period (7th month onwards)	7-8 months	Online and offline simultaneous formal operation, improve customer service system, timely deal with orders and after-sales problems; adjust product mix and marketing strategy based on market feedback.
	9-12 months	Continue to expand sales channels, such as cooperating with more supermarkets and convenience stores; Increase marketing investment, organize online and offline joint promotion activities to enhance brand awareness and market share; Regularly evaluate sales data and financial position and adjust business strategy.

4.8.2. Budget

Table 4.6 Budget of the marketing plan

PHASE	ACTION	BUDGET (RMB)	BUDGET (EUROS)
PREPARATORY PERIOD	Market research expenses	30,000	3,960
	Company registration and license processing	20,000	2,640
	Supplier cooperation and product selection	50,000	6,600
PRODUCT INTRODUCTION	Product purchase	500,000	66,000
	Import logistics and customs clearance	50,000	6,600
	Online platform construction	50,000	6,600
MARKET WARM- UP	Little Red Book promotion	100,000	13,200
	Friends recommend incentive activity	30,000	3,960
OFFICIAL OPERATION	Product purchase (monthly)	1,000,000	132,000
	Online and offline marketing (monthly)	200,000	26,400
	Logistics and warehousing (monthly)	100,000	13,200
	Personnel salary (monthly)	100,000	13,200

	Customer service (monthly)	50,000	6,600
TOTAL		2,280,000	300,960

- The total budget of 2.28 million RMB accounts for 38% of the projected sales revenue of 6 million RMB, which aligns with a reasonable range for a startup.
- The company is expected to achieve a profit of 1 million RMB in the first year, representing a 30% increase compared to the current profit.
- Based on the total budget of 2.28 million RMB and the expected profit of 1 million RMB, the Return on Investment (ROI) is projected to be 43.8%.
- Additionally, this budget is designed to be flexible and can be adapted according to the actual progress of the business, with priority given to ensuring funding for core operations.

4.8.3. Control and assessment

Table 4.7 KPIs of the marketing plan

Objective	KPIs	Control Measures	Frequency
Sales Target (Achieve annual sales of 6M yuan)	- Monthly sales revenue (online and offline).	- Track sales data weekly through CRM and POS systems.	Weekly
	- Sales growth rate (online: 50%, offline: 40%).	- Compare actual sales against monthly targets and adjust strategies accordingly.	Monthly
	- Market share in Shanghai (target: 5%).	- Conduct quarterly reviews to assess progress toward the 6M yuan target.	Quarterly
Market Expansion Target (1. Increase market share to 5% 2. Expand offline partners to 23)	- Market share in Shanghai (target: 5%).	- Monitor market share data monthly through industry reports and internal analysis.	Monthly
	- Ranking on Jingdong and Taobao (target: top 10).	- Track platform rankings weekly and optimize product listings to improve visibility.	Weekly
	- Number of offline	- Evaluate partnership progress	Quarterly

	partners (target: 23).	quarterly and adjust negotiation strategies.	
Brand Building Objectives (1. Increase brand awareness to 50% 2. Grow social media followers)	- Brand awareness level (target: 50%).	- Conduct brand awareness surveys quarterly to measure progress.	Quarterly
	- Social media follower growth (target: 200,000).	- Monitor social media metrics (e.g., followers, likes, shares) weekly.	Weekly
	- Engagement rate on social media platforms (target: 5%).	- Evaluate the effectiveness of influencer collaborations monthly.	Monthly
Customer Satisfaction Goal (Achieve 85% satisfaction rate)	- Customer satisfaction rate (target: 85%).	- Track customer satisfaction through monthly surveys and feedback forms.	Monthly
	- Average response time to customer inquiries (target: within 48 hours).	- Monitor response times daily using customer service software.	Daily
	- Number of customer feedback submissions analyzed monthly (target: 500).	- Analyze customer feedback monthly to identify trends and implement improvements.	Monthly

To ensure continuous progress and alignment with the marketing plan, Company A will conduct regular performance reviews at different intervals. On a weekly basis, key performance indicators (KPIs) for sales, social media, and customer service will be tracked to identify any immediate issues or opportunities for improvement. Monthly reviews will focus on assessing progress toward all objectives, allowing the company to adjust strategies as needed to stay on track. Additionally, quarterly comprehensive reviews will be conducted to evaluate overall performance, identify key challenges, and prepare detailed reports for stakeholders.

These reports will include a comparison of actual performance against targets, highlight key challenges, and outline corrective actions to address any gaps. The reports will be shared with the management team to ensure alignment and accountability across the organization. By implementing this structured control and assessment mechanism, Company

A will effectively monitor its marketing objectives, make informed decisions, and drive sustainable growth and success.

5. Conclusions

Between 2019 and 2023, China's food import market demonstrated significant growth, increasing from US \$90.8 billion in 2019 to US \$140.1 billion in 2023. Despite a slowdown in growth rates in 2022-2023, the casual food industry is predicted to grow at a 10% CAGR from 2023 to 2028. Company A, a traditional international trading company specializing in freight and warehousing, faced significant challenges due to the pandemic, including decreased orders and rising logistics costs. To adapt, the company decided to pivot into the imported healthy snack market, capitalizing on growing health awareness and trends in China.

The company A needed to develop a strategic marketing approach to enter the competitive imported healthy snack market. Key challenges included low brand awareness, weak channel foundations, and the need to differentiate from existing competitors. The lack of a clear marketing strategy and limited understanding of consumer preferences further complicated the company's entry into this market.

The primary objectives of the marketing plan were to establish a competitive presence in the imported healthy snack market, achieve CNY 6 million in sales in the first year and double this figure in the second year, capture a 5% market share within three years, and provide high-quality, healthy snack products that meet the growing demand for nutrition and convenience.

The research employed three primary methods: a questionnaire survey, literature research, and theoretical framework analysis. The questionnaire survey collected consumer data through online social media platforms, gathering 313 valid responses. Literature research established a theoretical foundation by analyzing academic literature, industry reports, and standard documents. Theoretical framework analysis utilized external (PESTE, Porter's Five Forces) and internal (STP, 4P) analysis tools to develop a comprehensive marketing strategy.

The target market is urban middle- and high-income individuals aged 25-40, particularly health-conscious working professionals with disposable income. The product strategy includes five healthy snack categories priced between CNY 30-150, including grain-based, nut-based, fruit and vegetable, dairy-based, and meat-based snacks. Sales channels will focus on online platforms like Tmall International and Xiaohongshu, complemented by multi-channel marketing strategies such as Rednote and friends' recommendations.

The total annual budget is 2.28 million yuan, with an expected operating income of 6 million yuan in the first year. Key performance indicators (KPIs) include weekly tracking of

sales, social media engagement, and customer service performance, monthly analysis of customer feedback submissions, and quarterly comprehensive performance reviews.

The research acknowledged a key limitation in its cost budgeting, noting that the budget only covered conventional costs such as procurement, transportation, and operation. It potentially overlooked some nuanced expense categories, such as marketing contingencies and unforeseen logistical challenges.

Potential areas for future research could include a deeper analysis of specific product line performance, comprehensive long-term market trend studies, more detailed cost modeling, and expanded consumer behavior research to better understand the healthy snack segment. By implementing this marketing plan, Company A aims to establish itself in the competitive imported healthy snack market, provide high-quality products, and create significant economic and social benefits.

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Appendices

Appendix A – Market Research Survey

Market Research Survey: Imported Wellness Snacks

Dear Friend:

Thank you for participating in this survey. We are conducting market research on imported wellness snacks to understand young people's needs and preferences. This survey takes approximately 5-8 minutes. Your honest opinions are very important to us. All information will be kept strictly confidential and used for research purposes only.

I. Basic Information

1. Your age:
☐18-23 ☐24-28 ☐29-33 ☐34-38 ☐39 and above
2. Occupation:
☐Student ☐Office Worker ☐Freelancer ☐Full-time Mother ☐Other _____
3. Monthly disposable income:
☐Below ¥3,000
☐¥3,000-5,000
☐¥5,000-8,000
☐¥8,000-12,000
☐Above ¥12,000

II. Lifestyle (Needs Analysis)

1. Do you often experience the following? (Multiple choice)
☐Easy fatigue ☐Poor sleep ☐Difficulty concentrating ☐Low immunity ☐High stress
2. Average daily work/study hours:
☐Less than 6 hours
☐6-8 hours
☐8-10 hours
☐10-12 hours
☐More than 12 hours
3. Your understanding of "light wellness" concept:
☐Very familiar
☐Quite familiar
☐Somewhat familiar
☐Heard of but not familiar
☐Not familiar at all
4. How often do you buy wellness snacks?
☐Never ☐Occasionally ☐Weekly ☐Monthly ☐Quarterly

III. Product Preferences

1. Most frequently purchased wellness snack types (Multiple choice):
 - ☐ Dairy-based healthy snacks
2. ☐ Grain-based healthy snacks
 - ☐ Fruit and vegetable healthy snacks
 - ☐ Nut-based healthy snacks
 - ☐ Meat-based healthy snacks
 - ☐ Other _____
2. Importance of following factors in purchase decisions [Matrix]
1=Not important at all 2=Not very important 3=Neutral 4=Important 5=Very important
 - Country of origin quality 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Functional effectiveness 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Portability 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Packaging design 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Shelf life 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Taste 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
3. Preferred packaging size (Single choice):
 - ☐ Individual packets ☐ 7-day pack ☐ Family size ☐ Gift box

IV. Price Sensitivity

1. Acceptable price per item:
 - ☐ Below ¥50 ☐ ¥50-100 ☐ ¥100-200 ☐ Above ¥200
2. Impact of following factors on willingness to pay [Matrix]
1=No impact 2=Little impact 3=Neutral 4=Significant impact 5=Very significant impact
 - Brand awareness 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Product effectiveness 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Packaging quality 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Import origin 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

V. Purchase Channels

1. Frequency of using following purchase channels [Matrix]
1=Never 2=Rarely 3=Sometimes 4=Often 5=Always
 - Tmall Global 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - RED Mall 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Offline imported supermarkets 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Personal shoppers 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
2. Need level for following purchase locations [Matrix]
1=No need 2=Little need 3=Neutral 4=Some need 5=Strong need
 - Office building convenience stores 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - Gyms 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

- Community supermarkets 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Subway stations 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

VI. Promotion Preferences

1. How do you learn about new snacks? (Multiple choice)
☐ RED ☐ TikTok ☐ Friend recommendations ☐ In-store promotions ☐ Other _____
2. Which promotional methods attract you most? (Multiple choice)
☐ Discounts ☐ Free gifts ☐ Product sampling ☐ Membership points ☐ Limited-time offers
3. Which promotional approach do you trust more?
☐ Professional reviews
☐ Friends and family recommendations
☐ Influencer recommendations
☐ Official brand promotions
☐ User reviews

VII. Open Questions

1. What suggestions do you have for current imported wellness snacks?

2. What kind of innovative products are you most looking forward to?

Thank you for completing our survey! Your valuable feedback will help us better understand consumer preferences and develop products that better meet your wellness needs. We greatly appreciate the time you've taken to share your thoughts.