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SUMY NATIONAL AGRARIAN UNIVERSITY
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Public management and administration department

QUALIFICATION WORK
education degree – Master

**on: « Marketing reserves to increase the competitiveness of
Anhui Shili Chunfeng Co.»**

Completed:

student of
specialty 073 Management
EP «Administrative management»
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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
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Education degree «Master»
Field of Study 073 «Management» (EP «Administrative Management»)

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TASK

on qualification work for student

LIAO XIAOJIN

1. Theme of Qualification work: **Marketing reserves to increase the competitiveness of Anhui Shili Chunfeng Co.**

Supervisor Assistant Kateryna Dudnyk

approved by the university from _____

2. Deadline for student completed project (work) March, 8 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

4. Contents of settlement and explanatory notes (the list of issues to develop):

Learn the concept of "competition", "competitiveness", consider the classifications of competition, analyze methods for assessing the competitiveness of competition, investigate the activities of Anhui Shili Chunfeng Company, analyze the external and internal environment of the enterprise, analyze the marketing environment of the enterprise, develop ways to improve the strategy, forecasting the success of the proposed measures

5. Date of assignment: **December, 15 2023**

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>December, 2023</i>	Done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>December, 2023</i>	Done
3	Preparation and presentation of draft of the first chapter of the thesis	<i>February, 2024</i>	Done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>March ,2024</i>	Done
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>April, 2024</i>	Done
6	Design options improve the research problem	<i>May, 2024</i>	Done
7	Completion of the project part of the thesis, design chapters	<i>October, 2024</i>	Done
8	Previous work and its defense review	<i>December, 2024</i>	Done
9	Checking the authenticity of the thesis	<i>February, 28 2025</i>	Done
10	Deadline for student completed the thesis	<i>March, 10 2025</i>	Done
11	Defense of the thesis	<i>March, 20 2025</i>	Done

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ABSTRACT

LIAO XIAOJIN. Marketing reserves to increase the competitiveness of Anhui Shili Chunfeng Co.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2025 - Manuscript.

In an increasingly volatile and competitive market environment, traditional marketing approaches often fall short. Marketing reserves, which encompass talent reserves, financial reserves, brand equity reserves, and customer resource reserves, serve as a strategic safeguard for enterprises. This paper delves into the critical role of marketing reserves in enhancing the competitiveness of enterprises.

The study first analyzes the theoretical basis of marketing reserves, drawing on resource - based theory and strategic management concepts. It then explores how different types of marketing reserves contribute to competitiveness. For example, a well - established talent reserve equips the enterprise with the expertise to develop innovative marketing strategies. Adequate financial reserves enable enterprises to invest in large - scale marketing campaigns during crucial market expansion periods. Brand equity reserves help enterprises maintain customer loyalty even in the face of intense competition.

Through in - depth case studies of Anhui Shili Chunfeng Co, this research reveals successful practices in building and leveraging marketing reserves. Based on these findings, practical strategies are proposed for enterprises to establish and manage their marketing reserves effectively, aiming to help enterprises not only survive but thrive in the long - term market competition.

Keywords: Marketing reserves; Enterprise competitiveness; Resource - based theory; Case study

АНОТАЦІЯ

Ляо Сяоцзінь. Маркетингові резерви підвищення конкурентоспроможності підприємства Anhui Shili Chunfeng Co.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент», СНАУ, Суми-2025 р. – Рукопис.

У все більш мінливому та конкурентному ринковому середовищі традиційні маркетингові підходи часто виявляються недостатніми. Маркетингові резерви, які охоплюють фінансові резерви, резерви капіталу, бренду та резерви клієнтських ресурсів, слугують стратегічним ресурсом для підприємств. Мета цієї роботи - заглиблення у критичну роль маркетингових резервів для підвищення конкурентоспроможності підприємств.

У дослідженні спочатку аналізується теоретична основа маркетингових резервів, спираючись на ресурсну теорію та концепції стратегічного управління. Потім досліджується, як різні типи маркетингових резервів сприяють підвищенню конкурентоспроможності. Наприклад, добре сформований кадровий резерв забезпечує підприємство досвідом для розробки інноваційних маркетингових стратегій. Адекватні фінансові резерви дозволяють підприємствам інвестувати у великомасштабні маркетингові кампанії у вирішальні періоди розширення ринку. Резерви капіталу бренду допомагають підприємствам підтримувати лояльність споживачів навіть в умовах жорсткої конкуренції.

На основі детального аналізу конкретних прикладів компанії Anhui Shili Chunfeng Co це дослідження розкриває успішні практики створення та використання маркетингових резервів. На основі цих висновків для підприємств пропонуються практичні стратегії створення та ефективного управління маркетинговими резервами, які допоможуть підприємствам не лише вижити, але й процвітати в довгостроковій ринковій конкуренції.

Ключові слова: Резерви торгівлі; Конкурентоспроможність підприємства; Стратегічний ресурс; Вивчення випадків

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INTRODUCTION

Relevance of the topic. In the contemporary business landscape, characterized by fierce competition and rapid market changes, enterprises across all sectors are constantly seeking effective means to enhance their competitiveness. This pursuit is particularly challenging for small and medium - sized enterprises (SMEs), which often operate with limited resources compared to their larger counterparts. Among SMEs, small and medium - sized catering companies face a unique set of difficulties, including high - cost raw materials, fluctuating consumer preferences, and intense competition from both chain restaurants and emerging food - delivery platforms.

Small and medium - sized catering companies like Anhui Shili Chunfeng Comany(SLCF) play a vital role in the economy. They contribute to local employment, offer diverse culinary experiences, and drive innovation in the food service industry. However, to maintain a sustainable edge in the market, SLCF and similar enterprises must explore innovative strategies. This is where the concept of marketing reserves comes into play.

Marketing reserves, as a strategic approach, involve the accumulation and management of critical resources that can be deployed to support marketing efforts and enhance a company's competitive position. These resources can be in the form of human capital, financial assets, brand equity, and customer - related data. For SLCF, having well - stocked marketing reserves can mean the difference between merely surviving and truly thriving in the cut - throat catering market.

Despite its potential significance, the topic of marketing reserves has received relatively less attention in the context of small and medium - sized catering companies. Existing research mainly focuses on general marketing strategies for SMEs or large - scale marketing campaigns of well - established food chains. There is a dearth of studies that specifically explore how small catering enterprises can build, manage, and utilize marketing reserves to gain a competitive edge.

This paper aims to bridge this research gap by conducting an in - depth study on SLCF, a representative small and medium - sized catering company. By examining SLCF's current situation, challenges, and opportunities, we will explore the various aspects of marketing reserves relevant to the catering industry. We will analyze how different types of marketing reserves can be established within SLCF, the impact they can have on the company's competitiveness, and the strategies for effectively leveraging these reserves. Through this research, it is hoped that valuable insights and practical recommendations can be provided, not only for SLCF but also for other small and medium - sized catering companies striving to enhance their market competitiveness in the face of numerous challenges.

Relationship with academic programs, plans, themes. Master's thesis is done according to the plan of research at Sumy National Agrarian University.

The aim of the thesis is: to comprehensively explore how SLCF can leverage marketing reserves as a strategic tool to enhance its competitive standing in the catering market.

-Identify and define the various forms of marketing reserves applicable to SLCF, which includes human resources (skilled marketing staff, chefs with marketing acumen), financial resources (funds set aside for promotional campaigns, new menu development), brand - related resources (brand reputation, customer loyalty), and intangible resources like market knowledge and relationships with suppliers or local influencers.

-Analyze the current state of SLCF's marketing reserves. Determine if there are existing reserves in place, and if so, assess their adequacy and effectiveness in meeting the company's marketing and competitive needs.

-Evaluate the direct and indirect impact of marketing reserves on SLCF's competitiveness.

-Propose practical strategies for SLCF to build and manage its marketing reserves., involve creating a talent - acquisition plan to build a marketing team, setting up

a financial budgeting system for marketing reserves, and implementing a customer - relationship management program to enhance brand - related reserves.

-Compare SLCF's situation with other successful small and medium - sized catering companies that have effectively utilized marketing reserves. Identify best practices in the industry, such as how some companies have built strong brand - equity reserves through community - engagement activities, and suggest how SLCF can adopt or adapt these practices.

Research methods: use multiple methods, analyzing its marketing strategies and performance longitudinally over 3 - 5 years. Interviews are conducted with SLCF's management, employees, and industry experts to gather diverse perspectives on marketing reserves. Customer and supplier surveys are designed to collect data on brand perception, loyalty, and supply - chain reputation. Data analysis encompasses SLCF's financial statements for marketing - related ratios and market data from external sources for industry - wide comparison. Additionally, on - site observation of SLCF's operations and competitor observation are carried out to evaluate marketing effectiveness and benchmark against rivals.

Information base includes scientific works by domestic and foreign scientists in the problem area, national statistical report data, catering industry statistical report data, the publication of official and scientific journals, international and Chinese scientific time conference materials.

Scientific novelty of the results: It offers industry - specific insights by focusing uniquely on a small and medium - sized catering firm, proposing a catering - tailored marketing reserve typology. Methodologically, it innovates through an integrated multi - method approach and custom - built metrics for the catering context. Theoretically, it extends the resource - based view, showing marketing reserves as dynamic capabilities, and establishes new conceptual linkages, like the impact on the local community, thus enriching the existing body of knowledge.

The practical significance of the results is -For SLCF itself, it provides clear strategies to build and manage marketing reserves, such as allocating resources

effectively for talent development and brand - building. This can directly enhance its competitiveness, leading to increased customer loyalty, higher market share, and improved financial performance.

-For other small and medium - sized catering enterprises, the findings offer a valuable blueprint. They can learn from SLCF's experiences, adapt the proposed marketing reserve strategies to their own situations, and better navigate the competitive catering market.

-In the broader context of the catering industry, the study promotes the adoption of marketing reserve concepts. It encourages more companies to invest in building long - term marketing resources, which can drive industry - wide innovation, improve service quality, and ultimately benefit consumers with more diverse and high - quality dining options.

Personal Achievements master's degree. Results of the study contained in the Master's diploma are independent developments and suggestions of the author. Research problems to increase the competitiveness of the enterprise displayed in chapter 4 to the study.

The structure and scope of work. Master's thesis consists of an introduction, three chapters, conclusions, and proposals list of references with **62** titles. The main text posted on the **56** pages of computer text, the work contains **25** tables, **3** figures.

CHAPTER 1

LITERATURE REVIEW AND THEORETICAL FOUNDATIONS

Marketing reserves refer to a set of strategic resources and capabilities that a firm accumulates and retains to support its marketing activities and enhance its long-term competitiveness in the market. Unlike short-term marketing efforts, which focus on immediate results, marketing reserves represent a long-term investment designed to build sustainable competitive advantages. These reserves encompass a stockpile of assets, knowledge, and relationships that can be mobilized when needed to create, communicate, and deliver value to customers. For example, a company might invest in building a strong brand over time, which becomes a marketing reserve that can be leveraged to launch new products or enter new markets with greater ease. In essence, marketing reserves represent the latent potential that a company holds to drive its future marketing success. They enable firms to withstand market fluctuations, competitive pressures, and shifts in consumer preferences, ensuring sustained relevance and growth.

The concept of marketing reserves is deeply rooted in several established theoretical frameworks, each of which provides unique insights into how these reserves contribute to enterprise competitiveness. By examining these theories, we can better understand the mechanisms through which marketing reserves function and their strategic importance in a dynamic business environment.

Marketing theory provides the foundational understanding of how enterprises create and deliver value to customers. According to Kotler and Keller (2016), marketing is the process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Effective marketing strategies enable firms to understand market demands, optimize products and services, and enhance their competitiveness. Marketing reserves play a critical role in this process by providing the necessary resources and capabilities to execute these strategies effectively. For instance, a firm with a well-established customer database (a marketing

reserve) can tailor its offerings more precisely to meet customer needs, thereby increasing customer satisfaction and loyalty [1].

In 1981, Booms and Bitner proposed expanding the original 4Ps theory by adding three "Ps" with service-related characteristics, thus forming the well-known 7Ps theory. This means that, in addition to the original four "Ps" - Product, Price, Place, and Promotion - three more "Ps" were introduced: People, Process, and Physical evidence, resulting in a more complete and comprehensive "7Ps" framework. Small and medium-sized catering enterprises are part of the service industry and exhibit characteristics typical of service sectors. Compared to the 4Ps theory, the 7Ps theory incorporates elements specific to services, making it more suitable for analyzing enterprises within the service industry. Consequently, employing this theory in the thesis allows for a more precise and comprehensive examination of the research subject.

1. Product: This refers to the general term for the goods or services offered by an enterprise that are sold or circulated in the market and can be utilized by consumers. For a product to stand out and evolve in the increasingly competitive market, emphasis must be placed on various factors such as product quality, functionality, appearance, style, brand, and presentation.

2. Price: It represents the numerical value associated with the sale of a product and its consumption by a customer. A company's product sales, promotions, profits, and costs are all closely tied to product pricing. Generally, the maximum price of a product is dictated by market demand, while the minimum price is constrained by product costs. The product price fluctuates between these two values, influenced by various factors including economic, social, and cultural aspects. Enterprises need to conduct thorough research based on their market's actual conditions and adopt appropriate pricing strategies.

3. Place: The various stages that a product undergoes from production to circulation and finally into the hands of consumers are known as the sales channel. This includes routes, links, warehousing, transportation, and the aggregation of a series of underlying forces.

4. Promotion: Typically, promotion is the communication method used by an enterprise to convey the value and image of its products to the target audience, aiming to encourage recognition and purchase of the products. Generally, promotion encompasses essential elements such as personal selling, advertising, sales promotion, and public relations.

5. People: During the service consumption process, people may act as recipients, providers, or transmitters, and all people are inevitably involved, whether directly or indirectly. Employees of an enterprise play a crucial role in modern marketing as they can significantly influence consumers' preferences and perceptions. Both consumers and potential consumers are subjects that enterprises need to focus on, as they have a direct impact on the enterprise's development.

6. Process: It refers to the series of steps, mechanisms, and procedures through which a service is realized. It is an important and indispensable element in marketing management.

7. Physical evidence: It involves the services provided and the presentation of the product itself to make the marketed product more appealing to consumers. Physical evidence can help consumers more tangibly experience the service and transform intangible service quality into a tangible experience.

The 7Ps theory underscores the significant influence of employee participation on an enterprise's marketing activities and places greater emphasis on whole-process management when serving consumers. Based on the 7Ps marketing theory, this paper will analyze the marketing status of SLCF from the aforementioned seven aspects. This approach enables a more accurate assessment of the catering company's marketing situation, laying the groundwork for proposing targeted improvement measures.

The Resource-Based View (RBV) (Barney, 1991) emphasizes that a firm's competitive advantage stems from its unique resources and capabilities, which can be tangible (e.g., financial capital, equipment) or intangible (e.g., brand, intellectual property). Marketing reserves, as intangible assets, are particularly valuable because they are often difficult for competitors to imitate. For example, a strong brand reputation

or deep customer insights accumulated over time can serve as critical marketing reserves that provide a sustainable edge in the market. By effectively managing and leveraging these reserves, firms can respond more adeptly to market changes and competitive pressures, ensuring long-term success. [2] The Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997) focuses on a firm's ability to integrate, build, and reconfigure internal and external resources to adapt to rapidly changing environments. Marketing reserves are central to this theory, as they provide the flexibility and adaptability needed to respond to market shifts. For instance, a firm with a robust reserve of market intelligence and customer insights can anticipate changes in consumer behavior and adjust its strategies accordingly. This dynamic capability ensures that the firm remains competitive even in volatile markets. [3] Porter's (1980) Competitive Strategy Theory highlights three primary strategies for achieving competitive advantage: cost leadership, differentiation, and focus. Marketing reserves enable firms to excel in these areas by providing the resources needed to implement these strategies effectively. For example, a firm with a reserve of proprietary customer data can use advanced analytics to identify cost-saving opportunities or develop differentiated products that meet specific market needs. Similarly, marketing reserves such as a strong distribution network or a loyal customer base can support a focus strategy by enabling the firm to target niche markets more effectively. [4] Customer Relationship Management (CRM) Theory (Payne & Frow, 2005) underscores the importance of building and maintaining long-term relationships with customers to enhance competitiveness. Marketing reserves, such as comprehensive customer databases or loyalty programs, play a pivotal role in this process. These reserves enable firms to better understand customer needs, deliver personalized experiences, and foster customer loyalty. For instance, a firm with a well-maintained CRM system can use its marketing reserves to identify high-value customers and design targeted retention strategies, thereby improving customer lifetime value. [5] Innovation Theory (Schumpeter, 1934) posits that innovation is a key driver of enterprise competitiveness and economic growth. Marketing reserves support innovation by providing the resources and insights needed to identify and capitalize on new market

opportunities. For example, a firm with a reserve of market research data can identify emerging trends and develop innovative products that meet evolving customer needs. Additionally, marketing reserves such as R&D capabilities or partnerships with innovative firms can accelerate the innovation process, ensuring that the firm remains at the forefront of its industry. [6]

In summary, marketing reserves are a critical component of a firm's strategic toolkit, enabling it to build and sustain competitive advantages in dynamic and complex markets. By integrating insights from marketing theory, resource-based view, dynamic capabilities theory, competitive strategy theory, customer relationship management theory, innovation theory, and international marketing theory, it establishes a robust theoretical foundation for understanding the role of marketing reserves in enhancing enterprise competitiveness. These reserves, whether in the form of brand equity, customer insights, or innovation capabilities, provide the latent potential that firms can mobilize to achieve long-term success in an ever-evolving marketplace.

Marketing Reserves in SMEs has Unique Challenges and Opportunities. Small and medium - sized enterprises (SMEs) encounter distinct challenges when it comes to constructing and capitalizing on marketing reserves, mainly because of their restricted resources and capabilities. Among the primary challenges are resource constraints. SMEs frequently suffer from a dearth of financial, human, and technological resources essential for establishing comprehensive marketing reserves. They may not have the budget to invest in large - scale market research or hire a full - fledged marketing team, and their technological infrastructure might not be as advanced as that of larger corporations.

Another significant challenge is the prevalence of a short - term focus. A large number of SMEs place greater emphasis on immediate survival, which leads them to prioritize short - term goals over long - term investments in marketing reserves. This short - sighted approach limits their capacity to build sustainable competitive advantages. For instance, instead of allocating funds to build brand equity over time, they might focus solely on driving immediate sales through price discounts.

Moreover, SMEs often grapple with limited market reach. Their smaller scale and restricted market presence make it difficult for them to amass in - depth market intelligence or cultivate strong brand equity. They may not have the same level of brand recognition as larger companies, which can impede their efforts to attract new customers and expand their market share.

Despite these challenges, SMEs also possess unique opportunities for building marketing reserves. Their agility is a key advantage. SMEs can typically adapt more rapidly to market changes compared to larger, more bureaucratic organizations. This agility allows them to build reserves such as customer insights or innovation capabilities more effectively. For example, they can quickly respond to emerging consumer trends by modifying their product offerings or marketing strategies.

The ability to target niche markets is another opportunity. By concentrating on niche markets, SMEs can develop specialized marketing reserves. They can build deep customer relationships within their niche, understand the unique needs of their target customers better, and offer unique product or service offerings that cater precisely to those needs. This specialization can set them apart from larger competitors and create a loyal customer base.

Collaboration presents yet another avenue for SMEs. They can leverage partnerships with other firms or stakeholders to build shared marketing reserves. For example, through joint branding initiatives or the creation of shared distribution networks, SMEs can pool resources and expertise. This not only helps them overcome their resource limitations but also enables them to access new markets and customer segments.

Numerous SMEs have effectively harnessed marketing reserves to boost their competitiveness. RUIXING cafés serve as a great example. Many small cafés have managed to build strong brand equity and customer loyalty by emphasizing unique offerings. This could involve using organic products, which appeal to health - conscious consumers, or providing personalized service that creates a warm and inviting atmosphere. These marketing reserves enable them to differentiate their value

proposition and compete with larger coffee chains. Despite having fewer resources in terms of advertising budgets and store locations, their focus on these unique aspects allows them to carve out a niche and attract a dedicated customer following.

Catering startups also offer illustrative cases. Some catering startups have made use of digital marketing reserves, particularly social media platforms, to establish a robust online presence and draw in customers. By creating engaging content, such as mouth - watering food photos, behind - the - scenes videos of food preparation, and interactive promotions, they have been able to engage with customers on a deeper level. This engagement has led to the creation of loyal customer bases that drive repeat business. These startups, with limited physical storefronts or brand recognition initially, have leveraged the power of digital marketing reserves to build their brand and grow their customer base in a cost - effective manner.

Marketing Reserves in the Catering Industry has Specific Assets for Competitive Edge. In the highly competitive catering industry, several distinct marketing reserves play crucial roles in enhancing a company's competitiveness.

Brand reputation stands as a cornerstone. A catering firm that has cultivated a sterling reputation for quality, reliability, and innovation is well - positioned to stand out in a crowded marketplace. Take, for example, a catering company renowned for its outstanding service and one - of - a - kind menu offerings. Such a reputation can act as a powerful magnet, luring high - profile clients and enabling it to secure long - term contracts, thereby providing a stable revenue source and enhancing its market standing.

Customer loyalty is another vital marketing reserve. Loyal customers who consistently choose a particular catering service for various events, be it social gatherings or corporate functions, not only contribute to a steady revenue stream but also serve as powerful brand ambassadors through word - of - mouth referrals. By offering personalized service and implementing well - designed loyalty programs, catering companies can foster deeper connections with their clientele, further strengthening this valuable reserve.

Menu innovation holds significant sway. The capacity to present unique, customizable, or trend - following menus is a potent tool for both attracting new customers and retaining existing ones. For instance, in an era of growing health consciousness and cultural exploration, a catering company that incorporates plant - based options or offers culturally diverse culinary experiences can effectively tap into emerging consumer preferences. This not only broadens its customer base but also positions the company as forward - thinking and in tune with market trends.

Operational efficiency, often overlooked as a marketing asset, is also a key reserve. Streamlined logistics and effective supply chain management enable catering companies to deliver services in a timely and cost - effective manner. This seamless service delivery directly impacts customer satisfaction levels. Satisfied customers are more likely to recommend the service to others, and a reputation for efficiency further cements the firm's standing in the market.

Finally, in the digital age, a strong digital presence is non - negotiable. A robust online footprint, encompassing active social media profiles and positive customer reviews, significantly enhances a catering company's visibility. Consider a catering business with an engaging Instagram account that vividly showcases its delectable dishes and past events.

The literature review establishes a robust theoretical foundation for understanding the role of marketing reserves in enhancing enterprise competitiveness, particularly for SMEs in the catering industry. By integrating insights from marketing theory, resource-based view, dynamic capabilities theory, and other frameworks, this section highlights the importance of building and leveraging marketing reserves to achieve sustainable competitive advantages. The review also identifies specific reserves relevant to the catering industry and provides examples of successful utilization, setting the stage for the case study analysis of SLCF in subsequent sections. This comprehensive exploration underscores the strategic value of marketing reserves in driving long-term success in dynamic and competitive markets.

CHAPTER 2

ANALYSIS OF SLCF COMPANY'S MARKETING ENVIRONMENT

2.1 Basic Information of SLCF Company

SLCF is a small and medium-sized catering enterprise specializing in traditional Chinese cuisine for five years. Over time, it has consistently focused on the local market and established a solid reputation. With the evolution of the industry and the emergence of new challenges, SLCF, with its limited operational history, has adapted to the changing environment amidst rapid development. While upholding principles of integrity and warm customer service, and offering high-quality products and enthusiastic service, the enterprise has experienced significant delays in updating and adjusting its marketing strategies. This has resulted in various shortcomings, including disorganized dish offerings, high price-to-cost ratios, inadequate use of online platforms, and a lack of innovative publicity and promotion.

During the exploratory phase, the restaurant's operations and management were characterized by a lack of organization and a systematic operational blueprint. The customer base was unstable, and the business was barely achieving a break-even point. Nonetheless, this challenging period facilitated the accumulation of valuable industry experience. From 2020 to 2023, the advent of the COVID-19 pandemic posed a critical test for the company, a small and medium-sized enterprise with limited resilience against risks. Simultaneously, it highlighted various deficiencies in the company's management models and marketing strategies. Post-2023, with the intensifying competition within the catering industry, the SLCF Company underwent a process of upgrading and refurbishment. The restaurant's name was changed to "CHANGSHENG," the menu was refreshed, the culinary variety was expanded, the decor was enhanced, and cultural elements such as chess, billiards, and tea were integrated. It is anticipated that through enhancements in management and the refinement of marketing tactics, the company can achieve more sustainable and superior development.

The developmental trajectory of the SLCF Company is intrinsically linked to the ebbs and flows of the catering industry. It shares the same industry environment and competitive landscape with numerous catering enterprises.

About the company's Human Resources Situation, Over the years, the managers and employees of SLCF have always adhered to the work attitude of honest operation and earnest work. In the operation of the restaurant over the years, they have served warmly and strived for perfection, winning the recognition of the vast number of consumers with high-quality products and high-level services. To seek long-term development in the catering market, it is necessary to attach great importance to the construction of the company's talent team. The human resources of a catering company are its extremely important intangible assets. A well-trained and high-quality service team and a group of skilled Anhui cuisine chefs play a crucial role in the formation of the core competitiveness of the catering company.

As of December 2024, the SLCF Company has 6 branch stores and a total of 68 employees. The distribution of employees is shown in Figure 2.1. Among the company's employees, 8 are administrative management personnel, 6 are cashiers, 12 are chefs, 30 are restaurant waiters/waitresses, and 12 are other service personnel.

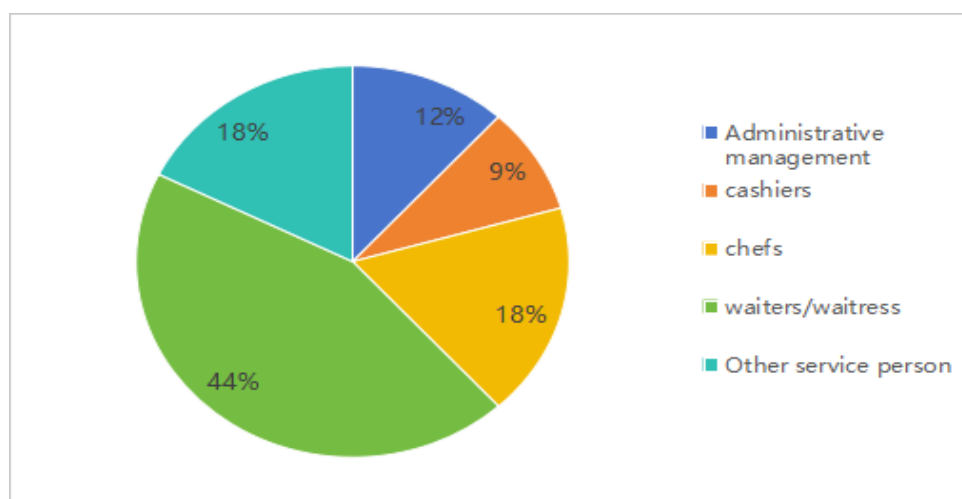


Figure 2.1 - Distributions of employees

Source: According to the internal data collation of SLCF Catering Company, 2024

Observed from the aspect of educational background, the employees of SLCF Company generally have a relatively low level of education, with a small number of people having an education above Bachelor level. The specific educational attainment situation is shown in Figure 2.2. Among them, there are total 68 employees of SLCF Company ,33 person with a high - school education, accounting for 49% of the total number of employees in the company. The number of employees with an education above bachelor level and below junior - high - school level is 5 and 12 respectively, accounting for 7% and 18% of the total number of employees in the company.

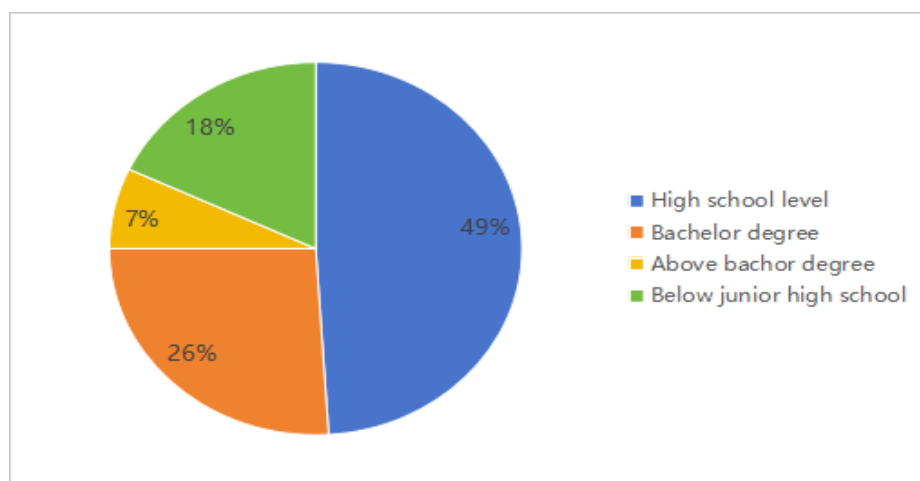


Figure 2.2 - Education background

Source: According to the internal data collation of SLCF Catering Company, 2024

When looking at the gender composition of the employees, SLCF Catering Company has a total of 22 male employees, which accounts for 32% of the total workforce. The number of female employees is 46, making up 67% of the total. Male employees are primarily deployed in positions like chefs, food Service, and security guards. Female employees are mainly engaged in restaurant service and administrative roles. Evidently, the number of female employees exceeds that of male employees

In terms of the length of service, the years - of - service situation of the company's employees is depicted in Figure 2.3. A total of 35 employees in SLCF Catering Company have served for as long as 5 years, constituting 51% of the entire staff. These employees have been with the company since its inception. There are 20 employees in

SLCF Company who have served for 2-3 years, accounting for 29% of the total number of employees. Few employees around 12% who have served less than 1 year.

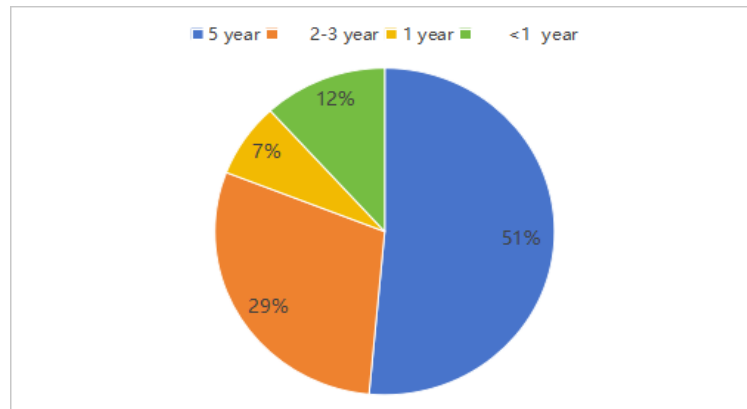


Figure 2.3 - SLCF Staff working years

Source: According to the internal data collation of SLCF Catering Company, 2024

2.2 Industry environment analysis based on the Porter's five-force model

2.2.1. The competition situation in the same industry

Given the geographical location of the SLCF company, a selection of several competitors has been made for the purpose of comparative analysis.

Table 2.1 - local competitors information

CO.	BRAND REPUTATION	DIGITAL PRESENCE	MENU INVITATION	MARKET SHARE	CUSTOMER LOYALTY
SLCF	depends on shopping malls And nearby residents	online and offline	hot food, cold food products and homemade drinks, featuring convenient services in the shopping mall	5% -8%	customer mobility is large, the membership system may not be perfect, the customer loyalty is general
Du Xiaoshu hot pot restaurant	shopping plaza, a certain recognition, attracting store decoration and hot pot taste	online and offline	hot pot , a suitable family, friends dinner hot pot consumption scene	2% -5%	hot pot taste and comfortable dining environment, to attract family, friends gathering customers. The loyalty of customers is moderate
LMX Catering	shopping mall,	online and offline	hot food, cold food products and homemade drinks, featuring convenient services in the shopping mall	1% -2%	depend on shopping mall ,limited customer loyalty

Luckin coffee	national brand influence of Luckin Coffee, young consumers and coffee lovers	online and offline	Focusing on the production and sale of coffee drinks, combining online and offline sales mode, and improving the convenience via APP	5% -8%	brand influence and online marketing, such as APP exclusive discounts, new user discounts, etc. Customer loyalty is high, and coffee lovers become regular customers
Tongqinglou	household name and a high brand awareness	Strong online visibility and offline	Local characteristics of home-cooked dishes, considerable, warm environment, thoughtful service	25%-30%	Customer loyalty is high, for its stable dishes, convenient dining office workers or families,
Others brand				5%-10%	Customer loyalty normal

In an era that fosters widespread entrepreneurship and innovation, coupled with Anhui's robust commercial ethos, the inherent entrepreneurial spirit of its populace has been rekindled. A proliferation of various catering establishments has ensued. By December 2024, data from Tianyancha indicates that in the preceding year, this urban area witnessed the addition of 545 new regular meal service catering enterprises, predominantly small, medium, and micro-sized entities. Given that Anhui cuisine offers both upscale and affordable options, the barriers to entry for new entrants in this sector are relatively low, and the presence of numerous replicable models in the market further suggests a multitude of potential competitors. Additionally, chain catering enterprises, leveraging their brand strengths and operational expertise, can tailor their offerings to local tastes upon market entry, swiftly capturing a segment of the market share and exerting a notable influence on the existing competitive landscape.

Upon analysis, it becomes apparent that SLCF, despite being a five-year-old establishment with five expanding chain stores and a growing market share, is poised to be significantly impacted by the continuous emergence of new competitors in this highly competitive market.

2.2.2. Threat of Substitutes

The threats posed by substitutes manifest primarily across three critical dimensions: the cost advantage of substitutes, consumer satisfaction with their

functionalities, and the ease with which consumers can transition to substitutes. The catering market, being a perfectly competitive one, means that the advent of substitutes directly affects consumer choices, thereby substantially influencing the market share of incumbent enterprises. Should consumers trial substitutes and discern that they better fulfill their actual needs, they are highly inclined to forgo their initial preferences and opt for substitutes in subsequent decisions. Consequently, existing catering enterprises are likely to experience a decline in profits and may even confront the risk of being entirely supplanted. SLCF Catering Company faces threats from substitutes, particularly from Chinese cuisines of other regions, Western cuisine, and internet-famous catering options.

China, a nation rich in culinary traditions, has cultivated the unique "Eight Great Cuisines" over centuries, encompassing Shandong, Sichuan, Guangdong, Fujian, Jiangsu, Zhejiang, Hunan, and Anhui cuisines. In recent times, Sichuan and Hunan cuisines have experienced widespread expansion nationwide and have garnered substantial affection from a vast consumer base. Dishes such as pickled fish, boiled fish, dry-pot dishes, grilled fish, and fish head with chili peppers have progressively become staples on the dining tables of Anhui residents. Renowned chain catering enterprises like Tan Yu, Daylongyi, Xiaolongkan, Shudaxia, Tai'er Pickled Fish, and Jiumaojiu are also rapidly extending their reach. These entities represent formidable competitive substitutes for SLCF Catering Company.

Western cuisine typically imparts an impression of sophistication and is well-suited for social events such as international business negotiations and couple dates, emphasizing the creation of a dining ambiance. However, in the local context of Anhui, where international business banquets are infrequent, the applicability of Western cuisine is somewhat limited. Thus, as a substitute, its competitive edge is relatively subdued.

Over recent years, the proliferation of internet-famous dining establishments has surged in popularity. The contemporary consumer demographic exhibits a robust propensity for curiosity and a tendency to follow trends, displaying a keen interest in

experimenting with novel culinary experiences. This phenomenon has precipitated the emergence of a multitude of food service businesses catering to these preferences. In the immediate term, internet-famous restaurants, acting as alternatives, exert a discernible influence on traditional food service entities. Nevertheless, due to the inclination of many internet-famous restaurants to prioritize gimmickry over substantive competitive advantages, they frequently fade from the market after a brief period. Consequently, the long-term competitive viability of internet-famous restaurants as substitutes is notably constrained.

2.2.3 Bargaining Power of Suppliers

In the culinary industry, the selection of suppliers is paramount. The caliber of food ingredients is the fundamental underpinning for the creation of high-quality dishes. Consumer surveys indicate that taste is a pivotal factor influencing consumer restaurant selection. Should a food service enterprise neglect the meticulous selection of ingredients, it risks losing its competitive edge and may struggle to secure a larger market share. SLCF Company places significant emphasis on ingredient selection, procuring the freshest and highest-quality provisions, and maintains stringent criteria for supplier selection. Quality ingredients invariably come with a premium price tag. Hence, the bargaining power of suppliers is formidable, exerting a notable impact on SLCF Company. Within the broader culinary industry, as individuals' spending power escalates and dietary preferences diversify, consumers are increasingly discerning about the quality and taste of food, while also harboring expectations for the service standards and ambiance of dining establishments. A significant portion of consumers is also quite price-sensitive. The city in which SLCF Catering Enterprise operates is not a tourist hotspot, typically attracting few foreign visitors, and the majority of patrons are local regulars. The absence of a substantial foreign consumer base imposes certain limitations on the pricing strategies of catering enterprises. Moreover, SLCF Catering Enterprise's commitment to high-quality ingredients results in elevated operational costs. Therefore, the clientele of SLCF Catering Enterprise wields considerable bargaining power.

CHAPTER 3

SLCF MARKETING STATUS QUO AND DATA ANALYSIS

To further understand the current marketing development of SLCF, a questionnaire survey was carried out to collect and analyze customers' dining satisfaction. The questionnaire is mainly designed from three aspects: basic information, customer perception, and customer satisfaction.

The first part is basic information, including consumers' gender, age, education level, occupation, and the number of times they have dined in this restaurant. This is to refine the target market and better formulate marketing strategies. The second part is customer perception. It explores consumers' perception of the company's current marketing situation from seven aspects of "Product, Price, Place, Promotion, People, Process, and Physical Evidence" (i.e., "7Ps") to identify existing problems and customer satisfaction. By understanding consumers' dining satisfaction, the marketing work can be improved more precisely.

3.1 Questionnaire survey

Control of Questionnaire Validity: To improve the accuracy of questionnaire recovery and ensure the scientific nature of the results, the setting of the questionnaire is mainly based on three considerations:

The selection of survey objects. Using the random sampling method, consumers dining in the SLCF restaurant, residents within 3 kilometers of the restaurant, and tourists in the scenic tourist area were selected as survey objects. To avoid disturbing consumers' normal dining, the questionnaires were mainly distributed when consumers were waiting for meals or checking out. In addition, through brief communication, it was ensured that the respondents correctly understood the specific content of the questionnaire, dispelled their doubts, and filled out the questionnaire with their most

genuine thoughts. The process management of questionnaire distribution. This questionnaire was mainly filled in by scanning the code on - site. At the same time, a small number of paper questionnaires were distributed to facilitate the elderly consumers to fill in. The questionnaires were returned on - site, and the circulation cycle was short. Through the closed - loop work mode of communication, distribution, filling, and return, the probability of subjective deviations in the understanding of the respondents was reduced as much as possible.

Questionnaire Recovery Situation: The questionnaire distribution period lasted from late November to late December 2024, for a period of one month. Considering consumers' willingness to fill in and minimizing the disturbance to consumers' dining process as much as possible, the questionnaire survey was carried out 8 times on weekends. A total of 410 questionnaires were distributed. The respondents scanned the code to receive the questionnaires and returned them on the spot. A total of 410 questionnaires were recovered. After eliminating the ones that did not meet the requirements, there were 311 valid questionnaires left, with an effective rate of 75.85%. Reasons for invalidity: Through the fifth question, it was determined that the respondents had not consumed in the restaurant, and the data was not referential. There were 95 such questionnaires. Other invalid questionnaires were mainly due to too short answering time and too high repetition of answer options for different questions by the same respondent, which failed to reflect the respondent's thinking.

3. 2 Data Analysis and Research Results

3.2.1 Sample Statistics

As can be seen from Table 3.1: In the gender sample, the proportion of females is 54.34%, and the proportion of males is 45.66%, with relatively more female customers. In the age sample, the proportion of "26 - 35 years old" is 42.77%, and the proportion of the "36 - 45 years old" sample is 28.94%, indicating that the young group is the main consumer group of the restaurant. In terms of education level, most of the samples are "undergraduate", with a total of 164, accounting for 52.73%, indicating that the

educational level of consumers is generally not low. In terms of occupation, there are relatively more "employees of enterprises and public institutions" in the sample, with a proportion of 45.98%, indicating that employees of enterprises and public institutions are the main consumers of the restaurant. In terms of monthly income, more than 40% of the samples are "6001 - 10000", indicating that middle - income earners are the main service targets of the restaurant. In terms of the number of dining times, 33.44% of the samples chose "2 - 3 times", indicating that the restaurant has a certain number of repeat customers.

Table 3.1 - Frequency analysis results

Name		Fre.	Percent(%)	Total(%)
Sex	Male	142	45.66	45.66
	Female	169	54.34	100
Age	Age <25	64	20.58	20.58
	Age 26~35	133	42.77	63.34
	Age 36~45	90	28.94	92.28
	Age >46	24	7.72	100.00
Education diploma	blow high	42	13.50	13.50
	High diploma	60	19.29	32.80
	Bachelor	164	52.73	85.53
	Master	45	14.47	100.00
Occupation	Government staff	21	6.75	6.75
	Public staff	143	45.98	52.73
	Students	39	12.54	65.27
	Private owners	59	18.97	84.24
	others	49	15.76	100.00
Salary	<3000	40	12.86	12.86
	3001-6000	76	24.44	37.30
	6001-10000	138	44.37	81.67
	> 10000	57	18.33	100.00
	one	179	57.56	57.56
The number of meals	2-3 times	104	33.44	91.00
	>4 times	28	9.00	100.00
Total		307	100.00	100.00

From the results in Table 3.2, it is found that the overall Cronbach's Alpha coefficient value of the scale is greater than 0.7, and the Cronbach's Alpha coefficient values corresponding to the seven dimensions are all greater than 0.7. This indicates that the internal consistency of the questionnaire is good, so the reliability of the results of this survey is excellent.

Table 3.2 - Reliability statistics

Dimension	Number of terms	Clone of Bach, Alpha
Product perception	4	0.847
Price perception	4	0.874
Place perception	4	0.825
Promotion perception	4	0.863
Personnel perception	4	0.849
Process perception	4	0.847
Physical perception	4	0.868
Degree of satisfaction	5	0.910
Total	33	0.891

3.2.2 Validity Test of the Questionnaire

The role of validity research is to analyze whether the corresponding options are reasonable and meaningful. Validity analysis is carried out using the data analysis method of factor analysis, with a comprehensive analysis conducted through indicators such as the KMO value, communality, variance explanation rate, and factor loading coefficient. Among them, the KMO value is used to judge whether there is validity, the communality value is used to exclude unreasonable research items, the variance explanation rate is used to illustrate the level of information extraction, and the factor loading coefficient is used to measure the corresponding relationship between factors (dimensions) and item options. Through the analysis of Table 3.3, it can be seen that the

communality values corresponding to all research items are higher than 0.4, indicating that information can be effectively extracted. In addition, the KMO value is 0.821, which is greater than 0.6, meaning that the data is valid. Moreover, the variance explanation rates of the 8 factors are 11.997%, 8.874%, 8.857%, 8.770%, 8.739%, 8.492%, 8.447%, and 7.987% respectively. After rotation, the cumulative variance explanation rate is 72.163% > 50%, indicating that the information volume of the research items can be effectively extracted. Finally, by combining with the factor loading coefficients to confirm the corresponding relationship between factors (dimensions) and research items, it is found to be consistent with expectations, indicating that the questionnaire is valid.

Table 3.3 - for Validity analysis results

Factor coefficient

		Factor 1	Factor 2	Factor 3	Factor 4 r	Factor 5	Factor 6	Factor 7	Factor 8	
A1	The restaurant's dishes are fresh and of high quality									0.083
A2	The restaurant has a wide variety of dishes	0.797								0.683
B1	The dishes of the restaurant are affordable		0.811							0.693
B2	The price of the restaurant dishes reflects the value		0.809							0.731
C1	I can easily check this restaurant on the Internet			0.695						0.693
C2	Other facilities are available around the restaurant			0.743						0.586
D1	I like the brand design of the restaurant				0.725					0.654
D2	I am satisfied with the discounts at the restaurant				0.923					0.878
E1	The staff in the restaurant offer good service					0.923				0.879
E2	The restaurant staff are neatly dressed					0.721				0.654
Feature root value		3.959	2.928	2.923	2.894	2.884	2.802	2.787	2.636	
Variance interpretation rate%		0.12	0.089	0.089	0.088	0.087	0.085	0.084	0.08	
Cumulative variance interpretation rate of%		0.12	0.209	0.297	0.385	0.472	0.557	0.642	0.722	
KMO price		0.821								
Bart spherical values		6256.308								

3.2.3 Descriptive Analysis

Upon examination of Table 3.4, it is evident that the survey's sample size comprises 311 participants. The statistical analysis reveals that the mean and standard deviation for product perception are 2.863 and 0.926, respectively; for price perception, the mean and standard deviation are 2.613 and 1.019, respectively; channel perception has a mean and standard deviation of 2.888 and 0.944, respectively; promotion perception has a mean and standard deviation of 2.769 and 0.939, respectively; personnel perception has a mean and standard deviation of 2.779 and 0.863, respectively; process perception has a mean and standard deviation of 3.046 and 0.903, respectively; physical evidence perception has a mean and standard deviation of 3.026 and 0.890, respectively; and satisfaction has a mean and standard deviation of 3.035 and 1.061, respectively. Furthermore, the skewness and kurtosis values for these dimensions are below 3, indicating that the aforementioned variables exhibit normal distribution.

3.2.4 Correlation Analysis

Upon examination of Table 3. 5, it is evident that correlation analysis is employed to investigate the relationship between satisfaction and seven distinct factors: product perception, price perception, channel perception, promotion perception, personnel perception, process perception, and physical evidence perception.

The Pearson correlation coefficient is utilized to quantify the strength of these relationships. The subsequent analysis reveals that the correlation coefficient between satisfaction and product perception is 0.249, exhibiting statistical significance at the 0.01 level. This finding suggests a significant positive correlation between satisfaction and product perception.

The correlation coefficient between satisfaction and price perception is 0.443, also demonstrating statistical significance at the 0.01 level. This indicates a significant positive correlation between satisfaction and price perception. Furthermore, the correlation coefficient between satisfaction and channel perception is 0.355, which

exhibits statistical significance at the 0.01 level, thereby indicating a significant positive correlation between satisfaction and channel perception.

Additionally, the correlation coefficient between satisfaction and promotion perception is 0.131, showing statistical significance at the 0.05 level. This suggests a significant positive correlation between satisfaction and promotion perception. The correlation coefficient between satisfaction and personnel perception is 0.283, exhibiting statistical significance at the 0.01 level, thus indicating a significant positive correlation between satisfaction and personnel perception.

Moreover, the correlation coefficient between satisfaction and process perception is 0.196, demonstrating statistical significance at the 0.01 level. This implies a significant positive correlation between satisfaction and process perception. Lastly, the correlation coefficient between satisfaction and physical evidence perception is 0.223, also exhibiting statistical significance at the 0.01 level, thereby indicating a significant positive correlation between satisfaction and physical evidence perception.

Table 3.5 - Pearson coefficients

Average Standard Product perception, price perception, channel perception, promotion perception, personnel perception process, perception, tangible display, perception satisfaction										
Product perception	2.863	0.926	1							
Price perception	2.613	1.019	0.222**	1						
Place perception	2.888	0.944	0.283**	0.345*	1					
Promotion perception	2.769	0.939	0.181**	0.223*	0.286**	1				
Personnel perception	2.779	0.863	0.090	0.153*	0.097	0.070	1			
Process perception	3.046	0.903	0.211**	0.260*	0.341**	0.229*	0.094	1		
Physical perception	3.026	0.890	0.167**	0.156**	0.171**	0.172**	0.092	0.117*		
satisfaction	3.035	1.061	0.249**	0.443*	0.355**	0.131*	0.283**	0.196*	0.223*	1

* p < 0.05 ** p < 0.01

3.2.5 Regression Analysis

This investigation concentrates on the interrelationship between individual dimensions, employing seven marketing perception dimensions—namely product, price, channel, promotion, personnel, process, and tangible display—as independent variables, with satisfaction serving as the dependent variable. The analysis emphasizes the one-to-one correlation between these seven perceptual dimensions and satisfaction, thereby more explicitly elucidating the mutual influence between the perceptual dimensions and satisfaction. This approach aims to preliminarily identify the salient issues presented by each perceptual dimension from the perspective of the 7 Ps.

Product perception is utilized as the independent variable, with satisfaction as the dependent variable, in a linear regression analysis. According to Table 3-6, the model equation is: $\text{satisfaction} = 2.217 + 0.286 * \text{Product perception}$. The R-squared value of the model is 0.062, indicating the proportion of satisfaction variance explained by the perception. The model's F-test revealed that it passed the F-test ($F = 20.474$, $p = 0.000 < 0.05$), suggesting that perception exerts an influence on satisfaction. The detailed analysis indicates that the regression coefficient for product perception is 0.286 ($t = 4.525$, $p = 0.000 < 0.01$), signifying that product perception significantly and positively affects satisfaction.

Table 3.6 - Results of Linear Regression Analysis (n=311)

	Non-standardized coefficient								
	<u>The standardized coefficient</u>			<i>T</i>	<i>p</i>	<i>VIF</i>	<i>R2</i>	<i>adjustR2</i>	<i>F</i>
	<i>B</i>	<i>Deviation</i>	<i>Beta</i>						
Constant	2.217	0.190	-	11.669	0.000*	-	* $p < 0.05$	** $p < 0.01$	
	0.062	0.059							
	$F(1,309) = 20.474, p = 0.000$								
	D-W value: 2.122								
Product perception	0.286	0.063	0.249	4.525	0.000*	1.000	* $p < 0.05$	** $p < 0.01$	
Dependent variable: Satisfaction									
D-W value: 2.122									

As can be seen from Table 3.7, among the four options in this dimension, only one has an average value exceeding 3.0

Table 3.7 - Product perception

Name							
A1	The restaurant's dishes are fresh and high quality	311	1.000	5.000	3.064	1.345	3.000
A2	The restaurant has A wide variety of dishes	311	1.000	5.000	2.781	1.052	3.000
A3	The dishes in the restaurant have characteristics	311	1.000	5.000	2.881	1.033	3.000
A4	The restaurant dishes make me satisfied	311	1.000	5.000	2.727	1.012	3.000

In the context of linear regression analysis, price perception is considered the independent variable, while satisfaction is treated as the dependent variable. The analysis emphasizes the one-to-one correlation between these seven perceptual dimensions and satisfaction, thereby more explicitly elucidating the mutual influence between the perceptual dimensions and satisfaction. Table 3.8 illustrates that the model's formula is expressed as: $\text{satisfaction} = 1.831 + 0.461 * \text{Price perception}$. The model's R-squared value stands at 0.196, signifying that price perception accounts for 19.6% of the variance in satisfaction. The model's R-squared value stands at 0.196, signifying that price perception accounts for 19.6% of the variance in satisfaction. This indicates a substantial influence of price on satisfaction levels. This indicates a substantial influence of price on satisfaction levels. Upon conducting an F-test on the model, it was determined that the model is statistically significant ($F=75.257$, $p=0.000 < 0.05$), thereby affirming that price perception exerts a notable effect on satisfaction levels. Subsequent specific analysis elucidates the following:

The regression coefficient for price perception is 0.461 ($t=8.675$, $p=0.000 < 0.01$), denoting that price perception has a markedly positive effect on satisfaction..

Table 3.8 - Results of the Linear Regression Analysis (n=311)

	Non-standardized coefficient			<i>T</i>	<i>p</i>	<i>VIF</i>	<i>R</i> ²	<i>R</i> ²	<i>F</i>
	<i>B</i>	<i>Deviation</i>	<i>beta</i>						
Constant	1.831	0.149	-	12.294	0.000*	-	0.196	0.193	$F(1,309)=75.257, p=0.000$
Price perception	0.461	0.053	0.443	8.675	0.000*	1.000			

Dependent variable: Satisfaction

D-W value: 2.060

* $p < 0.05$ ** $p < 0.01$

From Table 3.9, the mean value of the four options in this dimension did not exceed 3.0, indicating that the respondents had poor satisfaction with price perception. The option "B3 the restaurant price is within the scope of my family spending ability" has the highest score, only 2.862. Option "B1 the price of the restaurant dishes is close to the people" has the lowest score of 2.479, indicating that more consumers of the restaurant think the price is too expensive.

Table 3.9 - Price perception

Name	sample	Min	Max	Average	Standard
B1 The dishes of the restaurant are affordable	1.000	5.000	2.479	1.053	3.000
B2 The price of dishes in the restaurant reflects the value of dishes	1.000	5.000	2.563	1.125	3.000
B3 The restaurant price is in my family spending capacity range	1.000	5.000	2.862	1.443	3.000
B4 The restaurant is a reasonable price	1.000	5.000	2.550	1.129	3.000

Utilizing channel perception as the independent variable and satisfaction as the dependent variable, a linear regression analysis was conducted. As evidenced by Table 3.10, the model's formula is: Satisfaction = 1.883 + 0.399 * Channel Perception. The R-squared value of the model is 0.126, indicating that channel perception accounts for 12.6% of the variance in satisfaction. Upon performing an F-test on the model, it was determined that the model successfully passed the F-test ($F = 44.581$, $p = 0.000 < 0.05$), thereby demonstrating that channel perception exerts an influence on satisfaction. Ultimately, the specific analysis revealed that: The regression coefficient for channel perception is 0.399 ($t = 6.677$, $p = 0.000 < 0.01$), signifying that channel perception has a notably positive effect on satisfaction.

Table 3.10 - Results of linear analysis(n=311)

Non-standardized coefficient									
<u>The standardized coefficient</u>				<i>T</i>	<i>p</i>	<i>VIF</i>	<i>R2</i>	<i>R2</i>	<i>F</i>
<i>B</i>	<i>Deviation</i>	<i>beta</i>							
Constant	1.883	0.182	-	10.366	0.000*	-			

Channel perception	0.399	0.06	0.355	6.677	0.000*	1.000	0.126	0.123	$F(1,309)=44.581, p=0.000$
Dependent variable: Satisfaction									
D-W value: 1.935									
* $p<0.05$ ** $p<0.01$									

Upon examining Table 3.11, it is evident that the dimensions of the four options exceed a score of 3.0, signifying the restaurant's performance in channel perception. Specifically, the option "C3 - The restaurant is situated in a location with convenient traffic" achieved a score of 3.132, indicating a relatively high level of satisfaction with the restaurant's traffic environment, attributed to its accessible location and favorable parking conditions. Conversely, the option "C4 - The restaurant's online ordering or takeout service is well-established" received the lowest score of 2.707, suggesting that the restaurant's online food ordering and takeout service development lags significantly behind consumer expectations. Additionally, the option "C1 - I can easily locate this restaurant online" scored only 2.987, implying that the restaurant's online presence is not sufficiently convenient for consumers. In this study, promotion perception is regarded as the independent variable, while satisfaction is treated as the dependent variable. As evidenced by Table 3.12, the model's formula is expressed as: $\text{satisfaction} = 2.627 + 0.148 * \text{promotion perception}$. The model's R-squared value stands at 0.017, indicating that promotion perception accounts for 1.7% of the variance in satisfaction.

Table 3.11 - Place perception

name	sample capacit y	least value	crest value	average value	standar d deviati on	median
C1 I can easily check this restaurant on the Internet	311	1.000	5.000	2.987	1.191	3.000
C2 Other facilities are available around the restaurant	311	1.000	5.000	2.727	0.950	3.000
C3 The transportation around the restaurant is more convenient	311	1.000	5.000	3.132	1.472	3.000
C4 The restaurant's online meal ordering or takeout business is mature	311	1.000	5.000	2.707	0.978	3.000

Upon conducting the F-test for the model, it was determined that the model successfully passed the F-test ($F=5.360$, $p=0.021 < 0.05$), thereby signifying that promotion perception exerts an influence on satisfaction. Nevertheless, upon further specific analysis, the following was observed:

The regression coefficient for promotion perception was determined to be 0.148 ($t=2.315$, $p=0.021 < 0.05$), indicating that promotion perception has a significant positive effect on satisfaction.

Table 3.12 - Results of Linear Regression Analysis (n=311)

	Non-standardized coefficient		The standardized coefficient		<i>t</i>	<i>p</i>	VIF	<i>R</i> ²	<i>R</i> ²	<i>F</i>
	<i>B</i>	<i>Deviation</i>	<i>Beta</i>							
constant	2.627	0.186	-		14.090	0.000**	-			$F(1,309)=5.360, p=0.021$
Promotion perception	0.148	0.064	0.131		2.315	0.021*	1.000	0.017	0.014	

Dependent variable: Satisfaction

D-W value: 2.028

* $p < 0.05$ ** $p < 0.01$

Upon examination of Table 3.13, it is evident that the mean values for the four evaluated options within this dimension did not surpass the threshold of 3.0, signifying that the restaurant's performance in terms of promotional perception was less than adequate. Specifically, the option "D1 I like the brand design of this restaurant" received the highest score, yet it only amounted to 2.833. The score for the option "D2 I am satisfied with the discount activity of the restaurant" was 2.82, suggesting that the restaurant's discount initiatives have not met consumer expectations, a situation potentially linked to the scarcity of such promotions. The option "D3 I think the package promotion of the restaurant is reasonable" scored 2.752, indicating that consumers are not fully content with the restaurant's package deals, thus presenting an opportunity for further refinement. Lastly, the option "D4 I like the promotion advertisement on the restaurant's wechat official account" yielded the lowest score at 2.672, highlighting

deficiencies in the restaurant's marketing endeavors on WeChat Official Account B1, and indicating a necessity for enhanced utilization of new media platforms.

Table 3.13 - promotion perception

name							
D1 I like the restaurant brand design	311	1.000	5.000	2.833	1.049	3.000	
D2 I am happy with the restaurant	311	1.000	5.000	2.820	1.342	3.000	
D3 I think the restaurant's package promotion is reasonable	311	1.000	5.000	2.752	1.000	3.000	
D4 I like the promotional advertisements on the restaurant's wechat official account	311	1.000	5.000	2.672	1.039	3.000	

Personnel perception is analyzed as the independent variable and satisfaction as the dependent variable. As can be seen from Table 3.14, the model formula is: $\text{satisfaction} = 2.067 + 0.348 * \text{Personnel perception}$, and the model R square value is 0.080, which means that personnel perception can explain 8.0% of the change in satisfaction. When F-tested the model, it was found that the model passed the F-test ($F=26.977$, $p=0.000 < 0.05$), that is, it indicates that personnel perception will have an impact on satisfaction. Finally, the final specific analysis shows that:

The regression coefficient value of personnel perception was 0.348 ($t=5.194$, $p=0.000 < 0.01$), which means that personnel perception will have a significant positive effect on satisfaction. From table 3.15, the dimension of the four options around 3.0, the restaurant personnel service level, the option "E1 under normalized epidemic prevention and control, the restaurant staff wearing masks service" the highest score, 3.100, that the restaurant in epidemic prevention and control under the normalized relevant protective measures are relatively in place. Option "E2 Under the normal epidemic prevention and control, the staff of the restaurant dressed neatly" scored close to 3.0, indicating that the restaurant staff can basically pay attention to the external image. Option "E3, the staff of the restaurant knows the relevant knowledge of dishes" had the lowest score of 2.630, indicating that the restaurant has insufficient business training for the staff, leading to the staff's unsatisfactory grasp of the relevant knowledge of dishes. The score of "E4 warm, polite and friendly to the restaurant.

Table 3.15 - personnel perception

name							
E1	the staff in the restaurant wore masks for service	311	1.00 0	5.000	3.100	1.468	3.000
E2	the restaurant staff dressed neatly	311	1.00 0	5.000	2.907	0.888	3.000
E3	The restaurant staff knows about the dishes	311	1.00 0	5.000	2.630	1.014	3.000
E4	The restaurant staff is warm, polite and friendly	311	1.00 0	5.000	2.801	1.285	3.000

Linear regression analysis takes process perception as the independent variable and satisfaction as the dependent variable. As can be seen from Table 3.16, the model formula is: $\text{satisfaction} = 2.334 + 0.230 * \text{process perception}$, and the model R square value is 0.038, which means that process perception can explain 3.8% of the change in satisfaction. In the F test of the model, it was found that the model passed the F test ($F=12.358$, $p=0.001 < 0.05$), that is, that the process perception will have an impact on the satisfaction degree. However, the final specific analysis shows that:

The regression coefficient value of process perception was 0.230 ($t=3.515$, $p=0.001 < 0.01$), which means that process perception has a significant positive influence relationship on satisfaction.

Table 3.16 - Results of the Linear Regression Analysis (n=311)

Non-standardized coefficient <u>The standardized coefficient</u>			<i>T</i>	<i>p</i>	VIF	R^2	R^2	<i>F</i>
<i>B</i>	<i>Deviation</i>	<i>Beta</i>						
Constant	2.33	0.208	-	11.210	0.000**	-		
Process perception	0.230	0.066	0.196	3.515	0.001**	1.000		

Dependent variable: Satisfaction

D-W value: 2.065

* $p < 0.05$ ** $p < 0.01$

It can be seen from Table 3.17 that the average value of the four options in this dimension is around 3.0, two are above 3.0 and two are around 3.0, indicating that the process perception satisfaction of the restaurant is relatively good. Among them, the

option "F1 has a short queue time at the restaurant" has the highest score of 3.280, indicating that the restaurant has reasonable arrangements in the checkout procedure.

Tables 3.17 - process perception

name							
F1 The restaurant has a short checkout line	311	1.000	5.000	3.280	1.321	3.000	
F2 I am very satisfied with the restaurant supporting wechat, Alipay and other Internet payment methods	311	1.000	5.000	3.006	1.047	3.000	
F3 The restaurant dishes are concentrated, convenient to find	311	1.000	5.000	2.923	0.961	3.000	
F4 The restaurant has a simple ordering process	311	1.000	5.000	2.974	1.000	3.000	

The physical evidence perception is taken as the independent variable and the satisfaction as the dependent variable for linear regression analysis. As can be seen from Table 3.18, the model formula is: satisfaction = 2.230 + 0.266 * tangible display perception. The model R square value is 0.050, which means that the tangible display perception can explain 5.0% of the change in satisfaction. During the F test of the model, it was found that the model passed the F test ($F=16.210$, $p=0.000 < 0.05$), that is, it indicates that tangible display perception will have an impact on satisfaction. Finally, the final specific analysis shows that:

The regression coefficient value of tangible display perception was 0.266 ($t=4.026$, $p=0.000 < 0.01$), which means that tangible display perception has a significant positive effect on satisfaction.

Table 3.18 - Results of the Linear Regression Analysis (n=311)

	Non-standardized coefficient			<i>T</i>	<i>p</i>	VIF	<i>R</i> ²	<i>R</i> ²	<i>F</i>
	<u>The standardized coefficient</u>								
	<i>B</i>	<i>Deviation</i>	<i>Beta</i>						
Constant	2.230	0.209	-	10.692	0.000**	-			
Tangible perception	0.266	0.066	0.223	4.026	0.000**	1.000	0.050	0.047	<i>F</i> (1,309)=16.210, <i>p</i> =0.000

Dependent variable: Satisfaction

D-W value: 2.030

* $p < 0.05$ ** $p < 0.01$

Upon examination of Table 3.19, it is evident that the mean value of the four evaluated aspects within this dimension exceeds 3.0, signifying a favorable tangible presentation of the restaurant. Notably, the statement "G4 I like the decoration style of the restaurant" has attained the highest mean score of 3.453, suggesting that patrons appreciate the distinctive aesthetic of the restaurant's decor. Furthermore, the scores for "G1 restaurant dishes in order" and "G3 restaurant with bright lights" surpass 3.0, indicating that the aesthetic appeal of the dishes and the ambiance of the restaurant are acknowledged and appreciated by consumers, thus affirming the necessity to preserve these existing strengths. Conversely, the statement "G2, the restaurant is clean" has received the lowest mean score of 2.916. Although this score is not notably low, it nonetheless highlights the necessity for the restaurant to enhance its sanitary conditions.

Tables 3.19 - Physical Evidence perception

name	sample capacit y	Min	Max	average	deviati on	median
G1 The restaurant dish is in good order	311	1.000	5.000	3.135	1.145	3.000
G2 The restaurant floor is clean	311	1.000	5.000	2.916	1.009	3.000
The G3 restaurant is brightly lit	311	1.000	5.000	3.026	1.035	3.000
G4 I like the characteristic decoration style of the restaurant	311	1.000	5.000	3.453	1.436	4.000

3.3 Challenges in Building and Utilizing Marketing Reserves

While marketing reserves hold great promise for enhancing competitiveness, SLCF confronts several challenges in effectively building and utilizing these reserves.

Resource Constraints (Financial, Human, and Technological): As a small and medium - sized enterprise, SLCF operates with limited financial, human, and technological resources. Investing in marketing reserves, such as digital marketing tools or CRM systems, demands upfront costs and continuous maintenance. Moreover, the company may lack the expertise required to implement and manage these initiatives

effectively. Overcoming these constraints will necessitate strategic prioritization and potentially seeking external funding or partnerships.

Lack of Strategic Focus on Long - Term Marketing Investments: SLCF's current marketing efforts are predominantly centered on short - term gains, such as immediate customer acquisition, rather than long - term investments in building marketing reserves. This short - term focus restricts the company's ability to develop sustainable competitive advantages. Shifting to a more strategic approach, with an emphasis on long - term goals like brand building and customer relationship management, is crucial for maximizing the potential of marketing reserves.

Difficulty in Measuring the ROI of Marketing Reserves: One of the challenges SLCF faces is the difficulty in measuring the return on investment (ROI) of marketing reserves. Unlike tangible assets, the value of intangible reserves such as brand equity or customer loyalty is not always readily apparent. Developing clear metrics and performance indicators, such as customer retention rates, social media engagement levels, or brand awareness surveys, can help SLCF evaluate the effectiveness of its marketing investments and make data - driven decisions.

The findings underscore the vital role of marketing reserves in enhancing SLCF's competitiveness. By leveraging its existing reserves, such as brand equity and customer loyalty, and developing new reserves, such as digital marketing capabilities and menu innovation, SLCF can address its current challenges and achieve sustainable growth. Tackling these challenges will require a combination of strategic planning, targeted investments, and a commitment to long - term marketing goals. The insights gleaned from this analysis lay the groundwork for the recommendations section, where actionable strategies for SLCF will be proposed to maximize the potential of its marketing reserves and drive future success.

3.3.1 Strategic Recommendations for SLCF

To enhance its competitiveness and address the challenges identified in the study, SLCF should focus on the following strategic recommendations.

SLCF should prioritize developing a cohesive brand identity that reflects its core values of authenticity, quality, and cultural heritage. This can be achieved in several ways. Firstly, it should create a consistent visual identity, including a professional logo, color scheme, and packaging design. Secondly, SLCF needs to craft a compelling brand story that highlights its commitment to traditional Chinese cuisine and its connection to the local community. Moreover, engaging in public relations activities, such as participating in food festivals or collaborating with local media, can significantly increase brand visibility. By doing so, SLCF will be able to stand out in the crowded catering market.

Develop a Customer Loyalty Program to Enhance Retention. A customer loyalty program can be a powerful tool for SLCF to strengthen relationships with its existing customers and encourage repeat business. Key steps for this include implementing a points - based system where customers earn rewards for frequent purchases or referrals. Additionally, offering exclusive discounts, free dishes, or VIP experiences to loyal customers can make them feel valued. Moreover, using a CRM system to track customer preferences and personalize offers based on their dining history will further enhance the customer experience. As a result, SLCF can increase customer retention and build a more stable customer base.

Leverage Digital Marketing Tools to Expand Reach and Engagement. SLCF should enhance its digital marketing efforts to reach a broader audience and engage with customers online. Strategies in this regard involve developing a user - friendly website with online ordering capabilities and detailed menu descriptions. Additionally, creating engaging content for social media platforms, such as behind - the - scenes videos, customer testimonials, and interactive posts, can attract and retain online followers. Moreover, running targeted online advertising campaigns, especially to attract younger demographics, will help SLCF expand its customer reach. Through these digital marketing initiatives, SLCF can adapt to the modern consumer's online - centric behavior.

Foster Innovation in Menu Design and Service Delivery. Innovation is key to staying competitive in the catering industry. SLCF can differentiate itself by introducing new menu items that cater to emerging trends, such as plant - based or fusion cuisine. Also, offering customizable catering packages to meet the specific needs of corporate clients or event planners will make SLCF more appealing to different customer segments. Furthermore, enhancing service delivery through technology, such as mobile apps for online ordering or real - time tracking of catering orders, can improve customer satisfaction. By embracing innovation, SLCF can keep up with evolving customer demands.

3.3.2 Implementation Plan

To ensure the successful execution of the strategic recommendations, SLCF should adopt a phased implementation plan.

Short - Term Actions (0–6 Months)

Enhance Social Media Presence: SLCF should hire a social media manager or agency to create and schedule regular posts. Additionally, it should launch interactive campaigns, such as contests or polls, to increase engagement. These actions will quickly boost SLCF's online visibility and interaction with customers.

Improve Customer Feedback Mechanisms: Implementing a system for collecting and analyzing customer feedback, such as online surveys or comment cards, is crucial. By using this feedback to identify areas for improvement and making immediate adjustments to service or menu offerings, SLCF can enhance the customer experience in the short term.

Long - Term Actions (6–24 Months)

Build a Comprehensive CRM System: SLCF should invest in CRM software to track customer interactions, preferences, and purchase history. Using the CRM system to segment customers and deliver personalized marketing messages will help in building long - term customer relationships.

Invest in Employee Training: Providing training programs for staff on customer service, digital tools, and new menu items is essential. Encouraging employees to contribute ideas for improving operations and customer experiences will foster a culture of continuous improvement within the company.

To ensure the effectiveness of its marketing strategies, SLCF should establish a robust monitoring and evaluation framework. This framework encompasses two main aspects: establishing Key Performance Indicators (KPIs) and regularly reviewing and adjusting strategies.

First and foremost, SLCF needs to establish relevant KPIs. For brand awareness, it can be measured through social media metrics such as followers and engagement rates, as well as brand recognition surveys. Higher brand awareness clearly indicates that SLCF's marketing efforts are reaching more potential customers. When it comes to customer retention, tracking repeat customer rates and loyalty program participation is essential. A high retention rate serves as a strong sign of customer satisfaction and loyalty. Regarding digital marketing performance, monitoring website traffic, online orders, and social media campaign results offers valuable insights into the effectiveness of SLCF's digital marketing initiatives. Increases in these metrics suggest that the digital marketing strategies are bearing fruit. As for revenue growth, analyzing sales data to assess the impact of new menu items or marketing initiatives is crucial. In addition to setting KPIs, SLCF should regularly review and adjust its strategies. It should conduct quarterly reviews of KPI performance to identify both successes and areas for improvement. By using customer feedback and market trends to refine marketing strategies, SLCF can stay ahead of competitors. Moreover, adjusting resource allocation based on the return on investment (ROI) of different initiatives, with a focus on those that deliver the highest impact, ensures that SLCF is using its resources efficiently. Through this continuous process of monitoring KPIs and adapting strategies, SLCF can enhance the effectiveness of its marketing efforts and drive sustainable growth.

CONCLUSIONS

Taking SLCF catering company as the research object, this paper conducts a comprehensive and in-depth study on the marketing situation of the company from the perspective of applied research, and draws the following conclusions through analysis:

The study through restaurant satisfaction situation questionnaire survey, from the "product, price, channels, promotion, process, physical evidence" (i. e., "7 Ps") the seven aspects to grasp the consumer perception of the company marketing situation, explore the connection between the dining satisfaction, combined with the questionnaire found problems further in-depth interview, found that the restaurant brand recognition is not high enough, insufficient promotion, network order and take-out business development lags behind, single marketing model and service experience training does not reach the designated position in five aspects of outstanding problems.

The study combined with the questionnaire survey to collect consumer information, the market segmentation, choose the target market, and in terms of products, service and brand market positioning, and for the problems of marketing reserves, focus on the product development, price management, Internet use and service level to strengthen and improve, including strengthening the core of research and development of the dishes, reasonable control food prices, appropriate increase preferential activities, strengthen delivery service level, develop online marketing channels, strengthen the restaurant service training measures, to help the restaurant to achieve marketing optimization.

The study has explored the role of marketing reserves in enhancing the competitiveness of SLCF, a small and medium - sized catering company specializing in traditional Chinese cuisine. The findings highlight the importance of leveraging existing reserves, such as brand equity and customer loyalty, while developing new reserves, such as digital marketing capabilities and menu innovation. The analysis also identified key challenges, including resource constraints, a lack of strategic focus, and difficulties in measuring ROI, which must be addressed to maximize the potential of marketing reserves.

The study contributes to the theoretical understanding of marketing reserves in the context of SMEs, particularly in the catering industry. It underscores the importance of integrating marketing theory, resource - based view, and dynamic capabilities theory to develop sustainable competitive advantages. For practitioners, the findings provide actionable recommendations for SLCF and other SMEs seeking to enhance their competitiveness through strategic marketing investments.

Shortcomings and prospects

Given the constraints of my scholarly acumen and research perspective, the exploration into the reserves of marketing strategies for small and medium-sized catering enterprises exhibits deficiencies in both depth and breadth:

The methodologies and tools employed in the research are not sufficiently diverse. The study primarily relies on satisfaction analysis derived from questionnaire surveys and individual interviews, with other potential methods not being fully utilized. Moreover, future research could incorporate a variety of methods to conduct more profound and sustained investigations.

Although the research adopts a combination of quantitative and qualitative analysis, the data analysis is not professional enough due to the limited level, and it fails to make full use of the tools of more advanced statistical measurement or more rigorous statistical analysis methods to deeply explore the value of the data. Therefore, the theoretical study and practical research need to be strengthened in the future.

At the same time, the research object of the food industry marketing environment in constant development, catering enterprises own internal environment is advancing with The Times, the paper research is only for the current background of small and medium-sized catering enterprises representative research, follow-up still need to combine the marketing environment and the change of market subject resources endowment of dynamic research on marketing strategy, in order to better guide the practice

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Appendix

Appendix 1 Customer satisfaction questionnaire

Distinguished Sir / Madam,

Hello, this questionnaire aims to understand the current customer satisfaction situation of the restaurant based on your answer to the question. There are no right or wrong questions in this questionnaire. Please fill in them according to the most true situation and opinions. The questionnaire is anonymous, and the results are only for research analysis and no other purposes. Please feel free to fill in.

Thank you sincerely for your support and participation!

Part 1: Basic information

1. What's your gender?[single choice]*
A. Man B. Female
2. What's your age?[single choice]*
A. Under age 25 years old B. 26~35 C. 36~45 D. 46 Above
3. What is your education level?[single choice]*
A. High school and below B. Diploma C. Bachelor D. Master
4. What's your career?[single choice]*
A. Government workers B. Employees C. Students D. Entrepreneur E. Others
5. What is your monthly income level?[single choice]*
A. 3000 and below B. 3001-6000 C. 6001-10000 D. 10000 above
6. Have you ever eaten at SLCF in this restaurant?[single choice]*
A. None, no experience (end of answer) B. Yes (continue)
- 7, how many times have you eaten in this restaurant?[single choice]*
A. 1 times B. 2~3 times C. 4 more times

Part two: Customer perception [Matrix question] *

This section mainly describes the aspects of customer perception based on 7 Ps marketing theory. Please answer according to your actual situation, and choose the corresponding options.

vari able	Ques tion item	Very not agree	Di s- ag ree	Jus t so so	a gr ee	extr aord inar y agre e
Product perception	1. The restaurant's dishes are fresh and of high quality					
	2. The restaurant has a wide variety of dishes					
	3. The dishes in the restaurant have local characteristics					
	4. The restaurant dish satisfies me					
Price perception	5. The dishes of the restaurant are affordable					
	6. The price of the restaurant dishes reflects the value					
	7. The price is within my family spending capacity range					
	8. The restaurant price is reasonable					
Place perception	9. I can easily check this restaurant on the Internet					
	10. Other facilities are available around the restaurant					
	11. The transportation is more convenient					
	12. The restaurant's online food ordering or takeout business is mature					
Promotion perception	I like the brand design of the restaurant					
	14. I am satisfied with the discounts at the restaurant					
	15. I think the restaurant price is reasonable					
	16. I like the promotional advertisements on the restaurant's official account					

Personnel perception	17. The staff in the restaurant offer good service					
	18. The restaurant staff are neatly dressed					
	19. The staff know the knowledge about the relevant dishes					
	20. The staff of the restaurant is warm, polite and friendly					
Process perception	21. The queue is very short at the checkout					
	22. I am very satisfied that the restaurant supports wechat and other Internet payment					
	23. The restaurant has a reasonable table interval and is not crowded					
	24. The restaurant has a simple ordering process					
Physical evidence perception	25. The restaurant's food is placed in order					
	26. The restaurant floor is clean					
	27. The restaurant is brightly lit					
	28. I like the decoration style of the restaurant					

Part 3: Customer satisfaction [Matrix questions] *

This section is mainly a statement of customer satisfaction. Please answer according to your actual situation, and choose the corresponding options.

vari able	Ques tion item	Very disagree	Dis - agr ee	Just so so	agree	extraordina ry agree
degre e of satisf action	1. If I have the chance, I will often choose SLCF					
	2. If there have SLCF in another city, I will consider it					
	3. My dining experience at SLCF is comfortable					
	4. I will choose other restaurants for SLCF					
	5. I am very willing to recommend SLCF to the people around me					

Again, I would like to express my heartfelt thanks for taking time out of your busy schedule to fill in the questionnaire!

Appendix 2 Records of the individual interviews

Case 1: Restaurant management staff A

Interview time: Oct 15, 2024 Interview place: restaurant box

Q: What do you think of the overall dishes in the restaurant?

A: The restaurant can operate for many years, and the dishes must be guaranteed. If the quality of the dishes is not good, the guests will not come again once. The restaurant dishes advocate Hui dishes, attaches great importance to the quality of material selection, emphasize the use of knives, and strive to achieve a balance of color, aroma and collocation.

Q: According to the preliminary questionnaire survey, many consumers think that the price of our restaurant dishes is not very close to the people. What do you think?

A: It's not cheap overall, but we pay more attention to the quality of the dishes presented to the guests, to the ingredients. For example, the rice is carefully selected quality rice, vegetables are to find the suburban farmers themselves, less pesticides, other ingredients are also sent in the morning of the morning to the market to purchase, to ensure fresh, so the cost is correspondingly high. The restaurant is also trying its best to create a home experience for consumers, in the restaurant location ah, decoration design is also under some effort, so the corresponding cost is placed there.

Q: Do you think it is necessary for restaurants to increase their marketing efforts?

A: Marketing must work a bit, but it's different. The most important thing about the restaurant is the product itself. If the dishes are delicious, the guests naturally spread it, and the word of mouth suddenly spread.

Q: Your restaurant seems to use wechat and other media marketing less?

A: Yes, there is no professional person to manage the social media platform. It's under our consideration, and we trust the development of our restaurant could benefit from this.

Case 4: Interview with Restaurant Staff (Waiter) B, Date: October 15, 2024, Venue: Restaurant

Q: How long have you been employed at the restaurant?

A: I commenced my employment here last month, approximately four weeks ago.

Q: What are your thoughts on the strenuous nature of the work?

A: I find the work quite exhausting, somewhat unbearable.

Q: Does the restaurant provide any training for new hires?

A: The restaurant requires us to carry dishes during times without guests, and there is a multitude of tasks, with rote learning leaving us with no respite throughout the day. I find it less tiring to perform shampoo services at a barber shop.

Q: Have you experienced any dissatisfaction while serving at the restaurant?

Answer: Indeed, I have. I was unfamiliar with the guests' orders shortly after my arrival and served the wrong order. The guest's expression is still vivid in my memory. Fortunately, the manager assisted me in rectifying the situation. I also overheard some guests whispering about my mistake, which was quite embarrassing.

Case 5: Interview with Consumer A

Interview date: October 15, 2024,

Venue: Restaurant

Q: Do you frequently dine at this restaurant?

A: I reside nearby and occasionally visit, but not often.

Q: Are there any particular dishes that have left a lasting impression on you?

A: The variety of dishes is commendable, with each being addictive, fresh, and well-prepared. However, no specific dish has left a special impression on me; overall, they are satisfactory.

Q: What is your opinion on the pricing of the restaurant's dishes?

Answer: I find the pricing relatively high, with dishes costing around 30 yuan. This is likely due to the cumulative costs of the environment and labor. I occasionally dine out with friends and family to relax, and while the environment is pleasant, the prices are acceptable.

Q: How do you perceive the restaurant's marketing strategies?

A: I believe the marketing remains outdated, with little utilization of the social media. For instance, their internet account rarely posts articles about food. Nowadays, many people are drawn to content on social media.

Case 6: Interview with Consumer B

Interview date: October 15, 2024, Venue: Restaurant

Q: What is your overall assessment of the restaurant's dishes?

A: The dishes are generally satisfactory and meet standards. If dining with friends, they are acceptable, but if evaluated against higher culinary standards, they are not outstanding.

Q: What is your opinion on the restaurant's pricing?

A: The pricing is high, with no regular promotional activities or significant discounts, nor have they introduced any special promotional packages. This sometimes leads me to choose other establishments due to the lack of incentives.

Q: How do you view the online ordering or delivery service provided by the restaurant?

A: It appears that online ordering has not been fully developed, and there is no option to order food through the Meituan APP. I have not used the takeaway service, so I am uncertain, but my impression is that the food tastes better when eaten at the restaurant rather than delivered.

Case 7: Interview with Consumer C

Interview date: August 15, 2024

Location: Restaurant

Q: What is your opinion on the restaurant's service quality?

A: The service staff is quite enthusiastic, yet I can clearly perceive a lack of professionalism and familiarity with the dishes. The service speed is somewhat slow, especially during holidays when there are many patrons, necessitating several reminders to receive service.

Q: Does the restaurant's promotional activities significantly influence your dining decisions?

A: If the restaurant offers promotions, I am inclined to consider dining here. The restaurant's usual prices are high, and more activities could attract more customers, making them more willing to consume.

Q: How do you view the online ordering or delivery service provided by the restaurant?

A: I once intended to host a dinner party at home and wanted to order takeaway from them. Upon opening the Meituan APP, I discovered that there was only store information and reviews available, with no option to place orders. I felt that there was a deficiency in this aspect.