



**ANALYSIS OF STRATEGY MANAGEMENT OF MEITUAN LTD.
FROM THE PERSPECTIVE OF CUSTOMER LOYALTY**

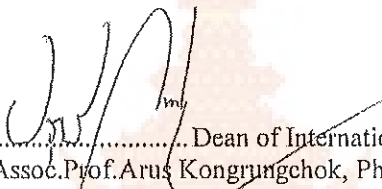
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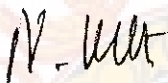
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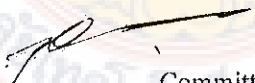
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ABSTRACT

The enterprise's commitment to starting the brand is more critical now that the market competition is increasingly fierce. The brand is the external image of an enterprise. In order to have a more favorable market position and occupy more markets, the competition between brands is becoming more fierce. In today's rapid development of technology, new products and alternatives emerge in an endless stream. Cultivating and gaining customer loyalty is also an essential brand marketing strategy. The article explores takeout order software, rider service attitude, takeout health protection, delivery satisfaction, and customer loyalty through online questionnaire information collection and integration shallow analysis. After the SPSS software to make relevant regression analysis, finally getting Delivery order software, rider service attitude, takeout health protection, and delivery satisfaction positively impact brand loyalty and brand trust intermediary. This research aims to create more possibilities for strategic management to provide a relevant reference for brand development and marketing.

Keywords: *Delivery order software, Brand loyalty, Rider service attitude, Takeout health protection, Strategic management, Delivery satisfaction*



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Miss Mengzhen Tang



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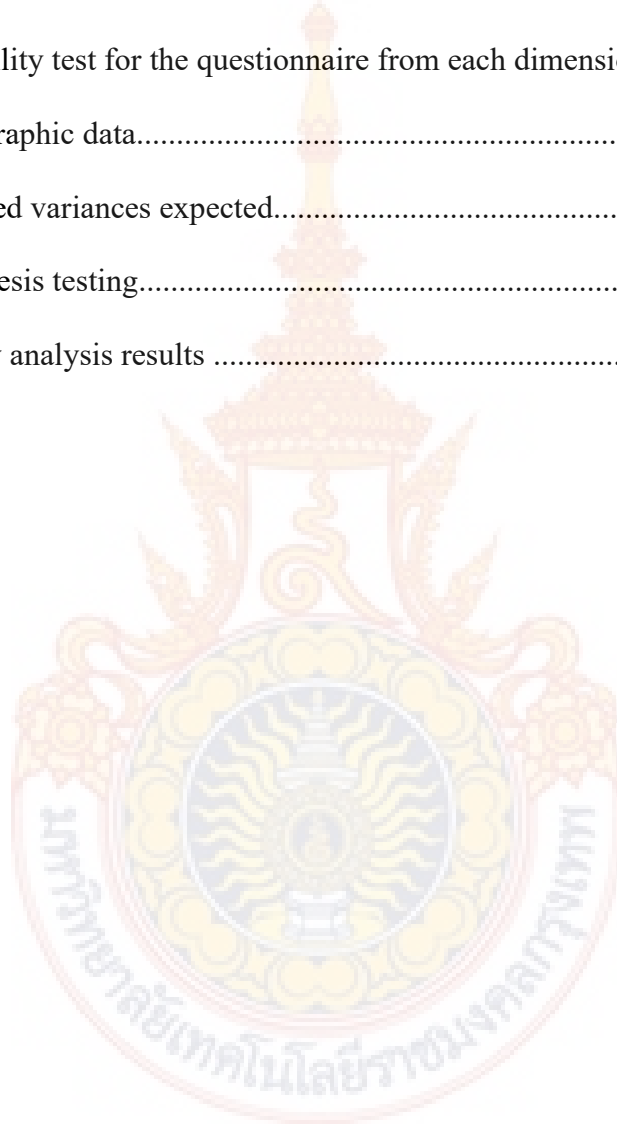
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CHAPTER 1

INTRODUCTION

1.1 Overview

As a business giant, Meituan's development process is not unchanged, and it will adjust different strategic layouts at different stages. For enterprises to seize the opportunity, they must make timely adjustments to usher in more significant development. So what are the main factors affecting and driving the evolution of Meituan Review's future development strategy? What are the development prospects? What is the innovative strategic layout? Where are the investment opportunities? How to operate an important new business that affects the business operation?

1.1.1 Industry Background Assistance

Table 1.1 The development history of Meituan

| Time | Financing | Time | Financing |
|--------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2010 | An angel round Wang Jianyi seed investment | 2006/2007 | Sequoia Capital - \$ 1 million Google - \$4 million. |
| 2010 | AE Sequoia - \$12 million | | Credit Capital/Sequoia Capital/ Qiming Venture Capital/ Lightspeed Venture Capital - \$100 million. The fourth round of financing was \$60 million. |
| | Group 2014 GA/ Sequoia Capital/ Alibaba - \$300 million C round | 2014 | Tencent \$400 Million. |
| 2015 | \$700million D round | 2015 | Tencent/ Temasek/ Wanda/ Fosun \$850 million. |
| In 2015, it was merged into Meituan Review | | | |
| 2016 | The E-round Tencent/ DST/ Xuexin Capital exceeded \$3.3 Billion | Valuation over \$18 billion Valuation of \$30 billion IPO valuation of \$510.1 billion. | |
| 2017 | Tencent led the round - \$4 billion | | |
| 2018 | In Hong Kong | | |

Meituan was born under the natural advantages of the Internet and a large dense population with the help of low labor costs at the time(Di, 2020). In China, it is evident that many labor forces are no longer engaged in manufacturing, but some have been transferred from the primary and secondary industries to the tertiary industry. The population flow between rural and urban areas has further promoted the process of urbanization and increased the labor supply of major cities in China(Ming, 2010). Moreover, population density (needed). Thanks to the increase in the volume of completed transactions per delivery rider and the improvement of the logistics system, since 2013, the labor cost per delivery order in China has dropped from 10.3RMB to

7.0RMB at a compound annual growth rate of -6.2%(Songyue, Yi, Wei, & Yao, 2000). Compared with developed countries, China's urbanization rate still has some room for growth, the tertiary industry is rising year by year, and China's economy is shifting from investment-driven to domestic consumption-driven. Consumption upgrades, from basic needs to essential + individual needs. Meituan comments have hitherto been a hit (Ming, 2010).

1.1.2 The Organization and Management

The organization and management of Meituan, a collection of serial entrepreneurs, are becoming more and more sophisticated. Meituan CEO Wang Xing founded Meituan.com in the beginning as a group-buying website. Later, with food as the core, it will deepen and strengthen the upstream and downstream of the industry chain. New businesses outside the boundaries will be invested more carefully, and the company's organizational capacity will be strengthened. What a company is like is closely related to its founders. Functions such as HR or finance are just landing or amplifying the founder's ideas in their professional fields(Si, 2011). Meituan management model: Based on the core department of the original company, a top-down management structure centered on technology and marketing is formed. The core management team has a thin number of people, a distinct division of labor, and is relatively flat. Therefore, it is more conducive to control and execution effect. Background of Meituan members: a competitive team with a high degree of mutual trust and a resounding consensus after much entrepreneurial polishing in school/fanfic/local life service and many years of running-in. In response to the development of the times, we will team up with Tencent in time to consolidate the flow of entrance resources(Ran, 2011).

1.1.3 Multiple Rounds of Financing

Multiple rounds of financing, open territory, the giant prototype prominent. Founded in 2010, Meituan started as a group buying the business. With the support of multiple rounds of financing from Alibaba, Sequoia, Tencent, and other giants, Meituan successfully stood out in the "hundred regiments war", becoming the only fruitful group buying websites in more than 5000 years. Adequate financing provided vital financial support for Meituan in the initial stage and led to the merger of the two major mainstream enterprises in the group purchase market. After the merger of Meituan and Dianping in 2015, Meituan became China's most prominent restaurant service platform. In the past three years, Meituan has accelerated the expansion of its business matrix. Based on catering and wine tourism businesses, pilot new catering supply chains such as fresh home furnishings and tourism to meet consumers' increasingly diversified life service needs and expand the market space of the Meituan review platform.

1.1.4 Scale and High Growth

Scale and high growth are the basis of Meituan's high market value. As of September 9, 2019, Meituan has a market value of HK \$420.1 billion, ranking among the top Chinese retail e-commerce companies. We believe that the rapidly growing sales scale and the high-frequency user base are the basis for supporting Meituan's high market value. The transaction amount of the Meituan platform reached RMB 297.6 billion, maintaining a steady growth year on year; Transaction users reached 4.23, and user engagement continued to improve. In 2016 / 2017, the company repurchase transaction volume accounted for 78% / 82%. As of 2019, the user group

using Meituan review retained more than 60%, and the annual average annual shopping frequency was about 45 times. As the leading life service e-commerce, Meituan's revenue-generating capacity is continuously optimized. The company of 2016 / 2017 / 2018 / 2019H1 Meituan achieved operating revenue of 129.93/339.28/652.27/41877 million yuan, up 223.05% / 161.13% / 92.25% / 58.69%, and the platform realization rate increased from 5.5% to 14.1%. Currently, Meituan mainly withdraws servants, and online marketing services have entered the volume growth channel. It is expected that Meituan will maintain steady growth in the future, and there is still a large room for increasing the realization rate.

1.1.5 The Strategic Thinking and Operation Practice

The strategic thinking and operation practice behind the Meituan review is the core. More than 350 prefecture-level cities and above are divided into SABCD level 5. S is a super city like Beijing, Shanghai, Guangzhou, and Shenzhen. Class AB is the provincial capital of each province, plus the sub-provinces such as Ningbo and Suzhou. C and D are 3-, 4- and fifth-tier cities. S-bite the top three without throwing money for first place. Soldiers must compete for their place. Each has invested the most capital and resources, and it is difficult to achieve an absolute victory, needs to go through a very long competition cycle. AB city- -concentrates resources, stabilizes the granary, and does an excellent job in Xi'an + Chengdu, and Chongqing. Market share = positive cash flow = can make money, supporting the S-level cities to fight a protracted war and a war of attrition. CD-level cities are pre-emptive and harvest the market. Many CD cities do not go in; after others have problems, they cut those cultivated markets. Subsidy strategy: The supply side is the core. Only by occupying a good supply can we truly solve the competition problem.

1.2 The Statement of the Problem

1.2.1 The Impact of Strategic Management on Meituan

Strategic management is defined as the enterprise determining its mission, according to the external environment and internal conditions of the organization to set the enterprise's strategic objectives, ensure the correct implementation and implementation of the goal planning, and rely on the internal ability of the enterprise to put this planning and decision into implementation, as well as in the process of control of a dynamic management process.

The characteristics guide all enterprise activities, and all management activities focus on formulating and implementing strategies. The key to formulating and implementing strategies is to analyze the changes in the internal and external environment of the company, review the internal conditions and quality of the enterprise, size up the situation, and determine the strategic objectives of the enterprise on this premise, to achieve the dynamic balance between the three. The task of strategic management is to achieve the enterprise's strategic objectives and maximize its interests through strategic development.

First, strategic management involves not only the strategy formulation and planning but also the management of the formulated strategy into implementation and is, therefore, whole-process management;

Second, strategic management is not static, one-time management but a circular, reciprocating dynamic management process. It is the process of repeating a new round of strategic management according to the changing external environment, the changing internal conditions of the enterprise, and the feedback information on the results of the strategic implementation, which is continuous management.

1.2.2 The Impact of Customer Loyalty on Meituan

Customer loyalty refers to customer loyalty, which is a quantitative concept. Customer loyalty refers to the influence of customers on quality, price, service, and many other factors, which makes customers feel for an enterprise's products or services, and form the degree of preference and long-term repeated purchase of the products or services of the enterprise through consumption. Customer loyalty is relative to commodity consumption.

Jill Griffin, a senior marketing expert in the United States, believes that customer loyalty refers to the degree to which customers often buy goods repeatedly out of their preference for a specific enterprise or brand.

Customer loyalty is consumer behavior, and customer satisfaction is only an invisible attitude. According to statistics, when the customer retention rate increases by 5%, the profit can increase by 25% to 100%. Many scholars even more directly say that loyal customers will be the primary source of competitive advantage for enterprises. Therefore, it can be seen that loyal customers are a vital task for enterprise operators, which can bring considerable profits.

1.3 Research Questions and Significance of Object

1.3.1 Research Questions

This quantitative study aims to explore the change in customer loyalty under the strategic management of Meituan innovation and reflect on whether Meituan's strategic plan is more suitable for the current economic environment and is conducive to the company's long-term development. This study was conducted in Shanghai, and data was conducted through online questionnaires from 2,000 Chinese consumers of different ages. The overall point of this study is to study the critical factors related to the customer loyalty of Meituan company and then to analyze whether its current strategic management is suitable for long-term development.

RQ 1. Does the takeout order software have a significant impact on the customer loyalty of Chinese consumers?

RQ 2. Does the rider service attitude have a significant impact on the customer loyalty of Chinese consumers?

RQ 3 Does takeout health protection have a significant impact on the customer loyalty of Chinese consumers?

RQ 4 Does takeout satisfaction have a significant impact on the customer loyalty of Chinese consumers?

RQ 5. Does customer loyalty reflect strategic enterprise management?

1.3.2 Significance of Research

Since the Group's website launch, China has experienced vigorous development, a thousand wars, layoffs, mobile spring, and roller coaster development. However, in this is full of all kinds of uncertainty, China's first group website, the Meituan network, has been invincible, whether the rise of early decisive, the thousand battle, or the capital nearly dried out, won most of the market share, Meituan success is full of wisdom and vision.

When studying Meituan, the researcher asked: "Do you understand its strategy?" Because: 1. If one does not understand Meituan's strategy, it will not be easy to understand the logic in the expansion of Meituan. 2. After understanding the strategy of Meituan, one can understand the intention of Meituan's current business layout and even misjudge the future expansion direction. 3. One can move better.

Meituan has more or less mentioned its strategy in public, which can often be

seen in various media reports. However, we did not pay attention to or rise to the overall dimension of this problem. Meituan's big strategy is the "super-platform" strategy. This platform takes local life services as the big scene closed loop. To meet the different needs of the same class of users, integrating low-frequency medium frequency and concentrated frequency high frequency to realize user competition and mental occupation to control user traffic.

One can have a good understanding and judgment of Meituan's business expansion logic and even make predictions about the direction that Meituan may expand next. For example, in recruitment and real estate agents (renting and buying houses), Meituan can do it with its solid offline ability but with low frequency and effort, which does not provide much help to the platform, and should not be the focus of its consideration in the short term. Such as fresh retail, instant logistics, and other businesses with substantial potential traffic; Meituan will invest heavily in them. People will even pay for water, electricity, and phone charges, which will help to increase frequency.

From the perspective of customer loyalty and its effect:

1.3.2.1 The importance of strategic management

Pay attention to the study of the business environment.

Because strategic management brings the growth and development of the enterprise into the changing environment, the management work should take the future environmental trends as the basis of decision-making, which makes the managers study the business environment. Correctly determine the development direction of the company, choose the company's appropriate business field or product-market field, better grasp the opportunities provided by the external environment, enhance the adaptability of the business activities to the external environment, and achieve the best combination of the two.

Pay great importance to the implementation of the strategy.

Because strategic management is not only in strategic analysis and development but the implementation of strategy as a part of its management. This makes the enterprise strategy in the daily production and operation activities, according to the change of the environment to the strategy of continuous evaluation and modification, improve the enterprise strategy and the strategic management itself. Therefore, this recycling process further highlights strategy's guiding role in management practice.

Daily business and planning control, near-term and long-term goals are combined.

Because strategic management puts the planned strategy into targeted implementation and combines the implementation of the strategy with the daily business plan in a diversified way. It integrates short-term objectives (or business objectives) and long-term objectives (strategic objectives). It combines the overall and local strategic objectives at all levels, effectively mobilizing managers' enthusiasm to participate in strategic management and using various enterprise resources to improve overall synergy.

Pay great importance to strategic evaluation and renewal.

Because strategic management is not only the plan "where are we going" but also planning how to eliminate old things, to "plan continues to be effective" as the strategic evaluation and update, which makes enterprise managers can constantly on the new starting point of the external environment and enterprise strategy continuity exploration, enhance the awareness of innovation.

1.3.2.2 The importance of customer loyalty

These principles are referential, which can improve the serviceability of enterprises to a certain extent, and the enterprises can get the service reward and bring added value to products at the same time:

1. Control the product quality and price.

Product quality is the basis for enterprises to carry out high-quality services and improve customer loyalty. Throughout the development history of many brands of enterprises, the researcher understood the importance of product quality. For enterprises, consumers' loyalty to the brand can also be said to be loyalty to product quality. Only excellent high-quality products can genuinely set up people's "gold signboard" in the hearts of consumers and thus be favored by people. Nevertheless, of course, only high-quality products are not enough, and a reasonable price setting is also essential to improve customer loyalty. Value for money is the last word.

2. Understand the products of enterprises.

Employees of enterprises need to train in the content of products and services, so that service personnel can fully understand the products of enterprises, impart product knowledge and provide relevant services to consumers to win customers' trust. At the same time, service personnel should actively understand the products, services, and all discount information of the enterprise and try to predict the problems that customers may raise to bring customers a good consumption experience.

3. Understand the customers of the enterprise.

Enterprises should know relevant customers as much as possible to provide products and services that best suit their needs and consumption habits. Talk to them and listen to them so it is not difficult to find the source of their dissatisfaction. When customers understand each other, for example, the enterprise understands the customer's service expectations and acceptance methods, the service process will become smoother, the time will be shortened, and the service error rate will also drop. Therefore, the cost of serving each customer is reduced, and in turn, the profit of the enterprise will increase.

4. Improve service quality.

Every employee of an enterprise should be committed to creating a happy buying experience for customers and always strive to do better and exceed customers' expectations. Employees should identify with the company's culture. Customers who often accept business services and feel satisfied will carry out positive publicity and usually recommend business services to friends, neighbors, business partners, or others. They will become the promoters of the "obligation" of the enterprise. Many enterprises, tiny ones, have developed by constantly promoting their customers. In this case, acquiring new customers no longer requires the enterprise to pay additional costs, but it will increase profits.

5. Improve Customer satisfaction.

Customer satisfaction is a measure of "quality" in a sense. Through customer satisfaction surveys, we can understand what enterprise customers need most and what is most valuable to them and think about the best practices to obtain these perceptions from the services one provides. However, in addition to sales activities, after-sales service, and corporate culture, the level of customer satisfaction is also affected by laws, other mandatory constraints, and other conditions. For those customers who deviate from the once loyal enterprise due to their psychological characteristics and social behavior, giving up is undoubtedly the best choice for the enterprise. In this sense, enterprises should improve customer satisfaction as much as possible rather than devote themselves to comprehensive or extreme customer satisfaction at all costs.

6. Beyond customer expectations.

Do not stick to basic and predictable levels, but provide customers with desired or even surprises. Identify "routine" in the industry and look for opportunities other than routine to give more options beyond everyday needs. Customers will notice one's high standard of service. Perhaps these may be followed by corporate competitors, but companies will not improve.

7. Meet the customer's personalized requirements.

Usually, enterprises will predict the behavior of target consumers according to their imagination. All the information about customer demographics and psychology has limitations, and the software of prediction model is made. Therefore, enterprises must change the concept of "mass marketing" and pay attention to meeting the personalized needs of customers. To do this, we must master customer knowledge to the greatest extent and take advantage of various opportunities to obtain a more comprehensive customer situation, including analyzing customer language and behavior. Suppose enterprises do not have a continuous understanding of customers or do not integrate the acquired customer knowledge into the implementation plan. Using the acquired customer knowledge to form eye-catching products or services is impossible in that case.

8. Correct handling of customer problems.

Establish long-term mutual trust partnerships with customers, and be good at handling customer complaints or objections. Research shows that generally, only one of the 30 dissatisfied customers will complain, while the other 29 customers will quietly transfer to the products or services of other companies. Therefore, qualified companies should try their best to encourage customers to complain and solve their problems.

Studies show that one of the best customers often has the most significant setbacks. Complainants who are satisfied with the settlement tend to become the most loyal customers of the enterprise more quickly than customers who have never been satisfied. Generally speaking, 3% of significant problem complainants will repurchase the product after the problem is solved, while the repurchase rate of minor problem complainants can reach 52%. If the complaint occurs quickly, the repurchase rate will be between 50% and 90%.

However, we should distinguish between customer satisfaction and customer loyalty. The difference is that dissatisfied consumers do not necessarily complain but just turn to other companies. However, the increase in customer loyalty must be based on minimum customer satisfaction. Customer complaints can be the best roadmap for enterprises to establish and improve business. Customers can point out where one's system is wrong and where it is weak. Customers can tell companies where products do not meet their expectations or whether business work has not improved. Similarly, customers who can point out the advantages of competitors or the backward areas of their employees are also satisfied with the conclusion that people can spend money on consultants and earn a free fortune. Therefore, dissatisfaction can also be considered a factor in improving enterprise strategy.

9. Make the purchase procedure simple.

The more straightforward the store and website procedure, the better it is. Simplify all unnecessary writing form-filling steps to help business customers find the product they need, explain how the product works, do anything that can simplify the transaction process, and develop standards for a simplified service process.

10. Serve the internal customers.

Internal customers refer to any employee of the enterprise. Each employee or

group is part of the external customer supply cycle. Suppose the internal customers do not have the appropriate service level to make them work with maximum efficiency. In that case, the service accepted by the external customers will be adversely affected, which will inevitably cause dissatisfaction among the external customers and even lose their loyalty to the external customers. If enterprises do not pay enough attention to this problem, it will inevitably lead to low customer loyalty and a high customer churn rate, ultimately leading to corporate profits.

1.4 Scope of Research

This study used a sample group (N=2000) to study several self-variations related to service attitude delivery health protection, delivery satisfaction, and customer satisfaction for riders (N = 2000). The questionnaire will be put on-site consultation and public account through online mobile phone data. Therefore, some inconsistent data were removed, and 2000 copies were applied to this study.

1.5 Research Method

Data from young Chinese people were collected using the independent management questionnaire method. The Five-point Scale questionnaire was designed to collect quantitative data on factors affecting the consumption behavior of young Chinese people.

This study introduced a preliminary study to check whether the questionnaire was correct to explore and validate the above research questions. Thirty-six college students participated in the preliminary survey. The investigators examined the internal consistency of the survey and modified the excess questions to make the survey as reliable as possible. The survey was conducted in November 2021. To perform a statistical analysis of the collected data, we used SPSS and AMOS. The SPSS analysis software was used to test the reliability and demographic information of the measurement items. Meanwhile, the study framework's confirmatory factor analysis (CFA) was performed using the AMOS software, and the Structural Equation Framework (SEM) was analyzed.

1.6 Definition of Variables

The independent variable refers to the factors or conditions that are artificially changed by the researcher and cause the dependent variable to change, so the independent variable is considered the cause of the dependent variable. Independent variables are divided into continuous variables and classified variables. If the independent variable operated by the experimenter is continuous, the experiment is functional. If the independent variable manipulated by the experimenter is the category variable, the experiment is factorial. For example, an obvious problem in a psychological experiment is to have an organism respond as a subject to a stimulus. Here the stimulus variable is the independent variable.

The independent variables in this study are closely related to the research theory and highly reflect customer loyalty.

CHAPTER 2

LITERATURE REVIEWS

2.1 Definition

2.1.1 Meituan Strategic Management

Meituan's business lines have been attacked in all directions in recent years, both online car-hailing and fresh food supermarkets, making it difficult for investors to understand Meituan's business. Business expansion logic. Some people regard Meituan's business expansion as the conclusion under the guidance of Wang Xinfeng's "infinite game" theory. Some view it as Meituan exploring a new growth pole. These understandings are biased. We believe that. This phenomenon occurs because we lack thinking and judgment on the overall view of Meituan.

What is the grand strategy? Why should we understand the strategy of Meituan when studying Meituan? Because: 1 It will not be easy if one does not understand Meituan's strategy.

Understand the expansion logic of many beauty groups at present. 2. After understanding Meituan's strategy, one can understand the intention of Meituan's business layout at present and even judge the expansion direction of Meituan in the future. 3. We can better understand what Meituan is like Company and the value of the Meituan platform.

Meituan has more or less mentioned its strategy in public, and it can often be seen in various media reports. However, we did not pay attention to or rise to the overall dimension of this problem. Meituan's grand strategy is "Super Platform" According to the strategy, this platform takes local life services as the big scenario closed loop, and meeting the different needs of the same type of users can reduce the cost. The frequency is the intermediate frequency, and the centralized frequency is the high frequency to realize user competition and mental occupation and control user traffic. The logic of Meituan's establishment of a super platform is to gather the medium and low-frequency requirements originally scattered in different businesses to form a pair.

The high-frequency demand of the platform is used to build the super-platform Meituan. There are two critical points in building a super platform. One is to mention: High frequency of use and increase the total flow (make a large flow pool); The second is to realize the closed loop of consumer services to monopolize users' hearts Zhi (monopoly flow pool). Its core purpose is to master the distribution of C-end traffic under the big "local life service" Scenario. After completing this super platform, Meituan can obtain customers at a low cost internally, nurture and channel new businesses, and establish barriers externally. Resist the enemy and realize the dimensionality reduction attack on single business line companies. For new businesses without profound industrial barriers, Meituan's past is basically. It is to destroy the city and pull out the stronghold, and nothing will go wrong; For businesses with solid barriers, the US regiment can often break through the enemy's defense line to get a share. For example, in OTA, online car-hailing, and takeout areas, Meituan is a late starter and first mover, competing in the original market. When the pattern has been stable, we can use the advantages of the super-platform to achieve anti-super or occupy a significant market share.

The second strategy of Meituan is the "supply side strategy". "As the Internet

entered the second half, Meituan began to carry out supply-side reform Layout "(Wang Xing's internal speech in 2016). The "supply side strategy" here refers to Meituan's hope to deeply cultivate the industrial chain and benefit, Drive the upstream supply-side reform with its accumulation in the downstream, understanding of the industry and its technological advantages, to achieve the purpose of improving the value of the industrial chain and strengthening its barriers.

After understanding the two strategies of Meituan, we can better understand the business expansion logic of Meituan. All businesses in Meituan follow these two strategies. Bike sharing, online car-hailing, Meituan cuisine, consumer loans, and other services serve the super-platform slightly, but the fast donkey, ERP, aggregate payment, small merchant loans, and other services serve the supply-side strategy. Nevertheless, while the business serves the strategy, it also improves the user or merchant value of Meituan. After understanding this, we can predict the next business expansion direction of Meituan: if it meets the strategic value, Meituan will invest in it even if it loses money (such as bicycles); Meituan will invest a lot in those with high strategic value (such as taking a taxi); Not in line with the strategic direction, even if it can bring economic benefits in the short term, Meituan will probably abandon it. The significance of strategic synergy is that different businesses can be combined to achieve the effect of $1+1>2$. This is an essential advantage of Meituan compared with single business companies. It can make industries that the original single business model cannot survive on the platform of Meituan and even contribute great value beyond the business itself.

2.2 Previous Research on the Innovative Business Strategy of Meituan Company

Construction of the optimal e-commerce profit model from the perspective of adverse selection[J].Zhao Shengguang, Xue Xiaoyan, Business Economic Research. 2019. The article pointed out that e-commerce companies adopt reverse-selection profit models such as "big data mastering" and "big data pricing" to compress consumer surplus and increase profits.

Research on the marketing strategy of food delivery based on the O2O model [D].Wang Xiaohui. Henan University 2016. Under the O2O business model, one of the audiences that cannot be ignored is college students. Learn from the specific groups in this article, analyze the different needs of all groups, and expand the scope into developing new models—Sun Ximing SWTO analysis of online group buying "Business Times" No. 21, 2011. Learn from the SWOT analysis of this article to analyze the advantages and disadvantages of online group buying and the opportunities and threats faced. In order to observe the business strategy of Meituan, we can understand the motivation and purpose of the strategic layout from many aspects.

Research the profit model of group buying websites based on the O2O model[D]. Su Rong, Inner Mongolia University 2016. From the perspective of the industry development environment and corporate value creation activities, this article comprehensively analyzes the profit model of Meituan.com. It evaluates the profit model from both quantitative and qualitative indicators. Learn from this article corresponding to the current data of Meituan and analyze the current operating mode.

Research on the Profit Model of B2C E-commerce Enterprises——Taking Amazon as an example[J]. Jing Ki..2017.This article explores the fundamental differences between different e-commerce profit models from the perspective of value creation structure. First, taking Amazon as an example, it analyzes Amazon's B2C profit model. Then, using analytical methods for reference, the researcher compared Amazon and Meituan, thinking about the differences from multiple angles.

Table 2.1 Summary of the previous studies

| NO. | TOPIC | AUTHOR | VARIABLES | OBJECTIVE |
|------------|---------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| 1 | The action mechanism of entity channels and network channels to customer loyalty | Huang tao Li Huimin | Physical channels; network channels; customer loyalty; | multi-channel integration; service quality; |
| 2 | Analysis of brand reputation, recognition, satisfaction, and brand loyalty | Zhang Ruixuan | Brand awareness; brand identity; customer satisfaction; brand loyalty; brand trust; | Enterprises use brand strategy to create more levels |
| 3 | Evaluation and improvement ideas of strategic performance evaluation methods of state-owned enterprises | Li Xuefang | Economic Value Value Method (EVA), Balanced Scorecard (BSC), Key Performance Indicators Method (KPI) | Performance evaluation and compensation adjustment, personnel changes |
| 4 | Study on the influencing factors of Luckin coffee customer loyalty in the new retail background | Zhuang Yiming Zhou Fengjie | New retail; Luckin Coffee; Customer loyalty; | Customer trust, logistics service quality, customer experience, considerable data application ability, and brand awareness |
| 5 | Risk study of strategic enterprise management | Ding Yan | Traditional theoretical framework | strategic positioning |

| | | | | |
|----|------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 6 | Research on Customer satisfaction; Customer retail satisfaction | Qu Ling | Customer satisfaction; customer value; competitive strategy; enterprise management; | Weight of the satisfaction evaluation index |
| 7 | New theory on customer relationship management | Xu Xu | Customer loyalty; marketing strategy; cost-leading strategy; innovation awareness; | CRM. Management development history. Competitive advantage. |
| 8 | Customer value management and innovation in the dynamic market environment | Chen Wei | Customer value; customer lifetime value; customer value management; strategic logic; customer value innovation; | Logic construction. Strategy implementation. Customer lifetime value |
| 9 | The Development Trend and Strategy of Marketing Channels in the Age of Knowledge Economy | Zheng Jichang | Knowledge economy; market characteristics; marketing channels; | "Go global" strategic goal |
| 10 | On Maslow Level Need and Enterprise Management | He Xinmei | Maslow's hierarchy needs; customer satisfaction strategy; personnel management; brand development theory; | Overlap tendency, Standards met |

2.3 Research Hypothesis Development

This study aims to analyze the innovative strategic management of Meituan from the perspective of customer loyalty. Impact factors are analyzed through multi-dimensional and multifaceted analysis, including takeout order software, additional terms of service attitude, takeout health protection, satisfaction, customer loyalty factors, and assumptions.

2.4 Relationship between Delivery Order Software Rider Service Attitude, Takeaway Food Safety, and Takeaway Satisfaction for Customer Loyalty

Customer loyalty is related to customer consumption behavior, which can be regarded as repeated purchasing behavior that only focuses on a specific brand and is not interested in or even rejects other brands when buying certain products. Brand loyalty can be summarized in a kind of purchase psychology research. After excluding the price advantage, geographical area advantage, exclusive marketing, and other situations, in a free and extensive purchase choice, customers still choose a specific brand of product for repeated purchase behavior, accompanied by an emotional drive. This repeated purchase of a product or service may become an invisible and unbreakable commitment between the customer and the brand, enough to reflect customer loyalty and support for the brand.

2.4.1 Relationship between customer loyalty degree and Delivery order software

Mobile phone ordering software is easy to complete online ordering and seat ordering operations through a mobile phone or iPad. Just need to open the queuing food APP software. One can get merchants around one who can support ordering services and quickly realize orders anytime and anywhere. Throw away the takeout order, delete the mobile phone delivery phone, download a queuing food, and immediately pocket thousands of restaurants.

Mobile phone ordering software functions position mobile phone users' location and recommend restaurants around them. Users only order the food and choose their favorite food to complete the ordering process on their mobile phones. Positioning function: Intelligent positioning, catching all the nearby food discount information; ordering function: Ordering food anytime and anywhere and choosing seats. Queueing is a virtue, and "not" is a fashion. Mobile ordering changes life; eat dinner, order in advance, and no longer in line. Preferential function: automatically search for preferential information of surrounding food merchants; sharing function: timely sharing all kinds of delicious food, food, and drinking through Weibo, Renren, SMS, and other ways to relatives and friends to get more happiness and happiness. Classified search: according to the cuisine, and business circle, quickly find one's favorite food preferential information;

The mobile phone ordering process:

Step 1: Download the queuing food mobile phone client, register as a member on the queuing network portal, and log in to the account.

Step 2: Choose the consumption date, meal time, and the number of people.

Step 3: Choose a seat, rely on the window, hall, VIP, and sit wherever one wants.

Step 4: Browse the restaurant information and view the menu.

Step 5: Choose the dining restaurant according to your preferences, and choose the dishes and portions.

Step 6: Users can use available options such as "Remove dishes", "Continue ordering," and "Prepare Order Ready" as needed.

Step 7: To confirm the order. One can go to the business to consume and then pay after consumption, save worry and rest assured.

2.4.2 Relationship between customer loyalty degree and Rider service attitude

Service attitude is the basis of service quality, and quality service starts from an excellent service attitude. A good service attitude will give the guests a sense of

intimacy, warm emotion, a simple sense, and a sincere sense. An excellent service attitude is mainly manifested in the following points:

1. Conscientiousness and responsibility are the urgent needs of customers and needs of customers. Everything we do for customers, no matter how big or small, we should give customers satisfactory results or replies. Even if the customer's service requirements do not belong to our postal service, we should actively contact the relevant departments, solve the customer's problems and needs as the most essential thing in our work, and do it well according to the customer's requirements.

2. Aggressiveness. It is to master the law of the service work, consciously do the service work before the customer puts forward the requirements, take the initiative to "find trouble" and strive to be completely satisfied with the guest's thoughts, take the initiative everywhere, everything wants to be profound, help others, everything everywhere to provide convenience for customers.

3. Warming and patient. Treat guests as close as possible, be old as before, smile, have a cordial attitude, speak kindly, and be warm and sincere. In front of an endless stream of customers, no matter how busy the service work is and how stressful it is, we should not be impatient, not impatient, and treat customers calmly. If customers have opinions, listen to them with an open mind. Customers are in the mood to explain as much as possible, never quarrel with customers, be strict with themselves, respect and be modest about contradictions.

4. Being meticulous and attending to minute details in everything. It is to be good at observing and analyzing the psychological characteristics of customers, know how to find the needs of customers from the customers' expression and behavior, correctly grasp the opportunity of service, service before the customer opens, the effect exceeds the customer expectations, and strive to make the service work perfect, considerate and everything.

5. Civility. It is necessary to have a high cultural accomplishment, healthy language, elegant speech, clean clothes, dignified behavior, neither humility nor arrogance, respect for the customs and habits, religious beliefs and taboos of different countries and nationalities, and pay attention to showing a good spirit everywhere.

Then this hypothesis can be expected:

H1. Rider service attitude has a positive impact on customer loyalty.

2.4.3 Relationship between customer loyalty and Takeaway food safety

Food safety is related to public health and the social economy, food production, and other aspects, with the following characteristics.

1. The Importance of food safety

Food safety has a far-reaching impact on international trade, directly affecting the quantification of product exports and imports. With China's economic globalization, multi-level and diversified development, and integration with international trade and economy, its importance is self-evident.

Food safety events quickly cause mass incidence, cause significant social and psychological impacts, and are easily used by criminals. Therefore, the Chinese government attaches great importance to managing toxic chemicals and rat drugs and has introduced a series of relevant policies and measures to minimize the risk of criminals using food for destruction.

2. The complexity of food safety

The factors endangering food safety are complex and diverse, such as food source diseases caused by water source pollution; source pollution of agriculture, animal husbandry, planting, and aquaculture; abuse of pesticides and veterinary drugs; excessive use of food additives and heavy metals; some illegal operators of food artificial adulteration.

3. The particularity of food safety

Food safety is particular because it is not like general infectious diseases with economic development, the improvement of living standards and effectively controlled. On the contrary, with the mechanization and centralization of food production, the widespread use of chemicals and new technologies, detection means, and technology more and more advanced, and health awareness higher and higher, new food safety problems will continue to emerge.

4. Relativity of food safety

The so-called relativity of food safety means that a food or composition does not lead to health damage under the premise of reasonable consumption mode and average consumption amount. There are many kinds of chemical components in natural human food. Artificial factors make the chemicals present in food more complex, requiring the absolute safety of food is impossible. It can only minimize the harmful substances existing in food or eliminate possible harmful factors in the existing detection methods and conditions and strive to minimize any possible risks, and scientifically protect the interests of consumers.

2.4.4 Relationship between customer loyalty degree and Takeaway Satisfaction

Customer satisfaction: a pleasant or disappointed feeling of the customer after a product's perceived effect (or result) is compared with expectations.

Satisfaction is a defining measure of whether needs are met. When customers' needs are met, they will experience positive emotional reactions, which is satisfaction. On the contrary, customers will experience adverse emotional reactions, which as dissatisfaction.

Customer satisfaction refers to customers' opinions on the extent to which their needs and expectations for something are met. It is a psychological experience in that customers feel satisfied after consumption.

The customer satisfaction index refers to project factors used to measure customer satisfaction.

To evaluate the customer's satisfaction, establish a set of items related to the product or service that must reflect customer satisfaction with the product or service. Because customers have different intensity requirements for the structure of the product or service demand structure, and the product or service consists of many parts, each component has many attributes; if a part or attribute of the product or service does not meet the customer's requirements, they will make a negative evaluation and produce dissatisfaction.

Therefore, enterprises should choose representative projects that can fully reflect customer satisfaction as the evaluation index of customer satisfaction according to the customer demand structure and the characteristics of products or services. Synthesis refers to the setting of evaluation items, including not only the core items of products but also intangible and extended product items. Otherwise, we cannot have a

comprehensive understanding of customer satisfaction, which is not conducive to the improvement of customer satisfaction. In addition, because many factors affect customer satisfaction or dissatisfaction, enterprises cannot take them as measurement indicators one by one, so they should choose those main representative factors as evaluation items.

Then this hypothesis can be expected:

H2. Takeaway Satisfaction has a positive impact on customer loyalty.

2.4.5 Relationship between customer loyalty degree and Strategy Management

As the market competition intensifies, customer loyalty has become the decisive factor affecting the long-term profit of enterprises. Using brands to build and cultivate their competitive advantages has become one of the main strategies enterprises use in their international marketing competition. However, brands want to remain invincible for a long time. The key is to enhance customer loyalty and win consumer trust and support. Only to have a deep understanding of the connotation of customer loyalty to eliminate the misunderstanding of understanding, to facilitate enterprises to develop the correct marketing strategy, more reasonable allocation of resources, and finally achieve the maximization of enterprise profits.

Customer loyalty points out the influence of commodity prices, commodity quality, and many other factors so that consumers have a particular liking for a specific brand of goods, forming a preference and long-term purchase. Consumers with brand loyalty show four main characteristics, one is to buy again or a large number of products or services, two is to actively recommend the brand's products or services to relatives and friends and people around them, three is almost no idea of choosing the products or services of other brands, can resist the temptation of other brands. Fourth, finding defects in the brand's products or services can take the initiative to give the enterprise understanding information to get solutions. Furthermore, it will not affect buying again. Loyal consumers are the most valuable wealth of enterprises. It is thus clear that. Enhance customer loyalty and enhance the competitiveness of the brand. It is vital for the survival and development of an enterprise and to expand its market share—graduation theory.

Customer relationship management is the enterprise that takes the customer relationship as the core. A marketing management strategy is to conduct systematic customer research and optimize the enterprise organization system and business process, improve customer trust and loyalty, and improve enterprise efficiency and profit. The customer relationship management strategy is a comprehensive solution considering enterprises' and customers' interests. It adapts to the update of the marketing management philosophy and attracts and meets the needs of its customers. Moreover, with loyalty research as the core, the practical difference segmentation of enterprise customers firmly grasp the most valuable customers to achieve maximum income.

Customer relationship management adheres to the customer-oriented enterprise orientation and effectively improves customer loyalty to the enterprise. Can continue to make the enterprise's investment to get an adequate return and realize the enterprise's long-term development. So fundamentally speaking, customer loyalty is the core element of customer relationship management.

Then these hypotheses can be expected:

- H1. User feedback has a positive impact on takeaway food safety.*
- H2. Takeaway order software has a positive impact on customer loyalty.*
- H3. Rider service attitude has a positive impact on the takeaway component.*
- H4. Rider service attitude has a positive impact on customer work.*
- H5. Rider service attitude has a positive impact on takeaway packing.*
- H6. Rider service attitude has a positive impact on customer health.*
- H7. Takeaway order software has a positive impact on customer feedback.*
- H8. Takeaway order software has a positive impact on customer work.*
- H9. Takeaway order software has a positive impact on customer life.*
- H10. Takeaway order software has a positive impact on customer needs.*



CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Conceptual Framework

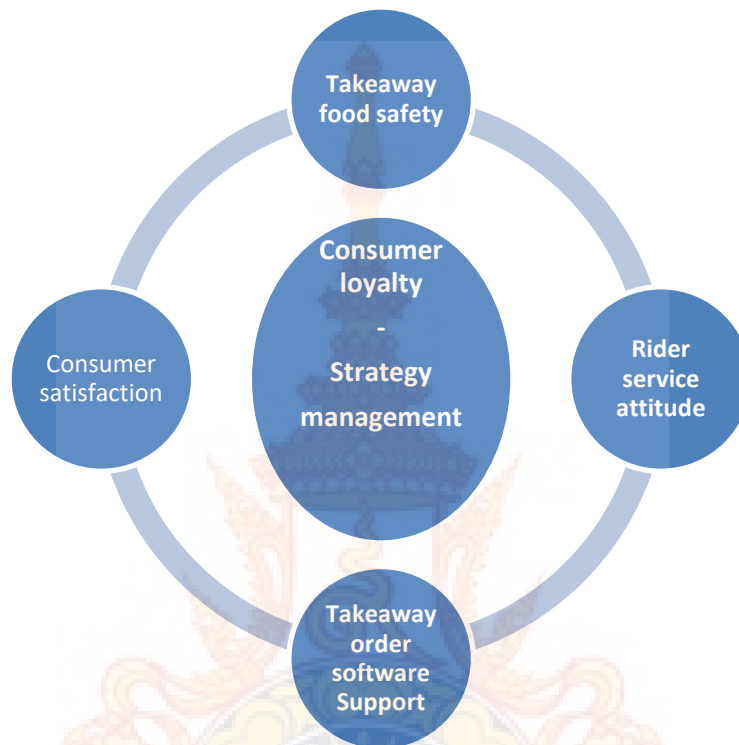


Figure 3.1 The conceptual framework of this research

3.2 Research Design

Research Design: This paper analyzes Meituan's innovative strategic deployment by integrating big data, sorting out historical documents, using quantitative analysis, SWOT, and income-expenditure mathematical models, further analyzing the importance and practicality of this strategy, predicting future trends, and proposing corresponding Suggestions for avoiding risks (Renren & Sizong, 2013).

3.3 Population and Sample Selection

3.3.1 Population in Research

The data used in this study were obtained through an online survey of Meituan delivery consumers of all ages. In addition, this study uses the China online crowdsourcing platform questionnaire star to provide the equivalent of Amazon Turkish Machinery.

3.3.2 Sample Size in Research

The researcher will determine sample size by applying an equation proposed by Yamane (1967) at a confidences level of 95% and precision levels = 0.05

| | | |
|----------------------------------------------------|------|-----|
| Anticipated effect size: | 0.1 | (?) |
| Desired statistical power level: | 0.8 | (?) |
| Number of latent variables: | 5 | (?) |
| Number of observed variables: | 14 | (?) |
| Probability level: | 0.05 | (?) |
| Calculate! | | |
| Minimum sample size to detect effect: 2.000 | | |
| Minimum sample size for model structure:232 | | |
| Recommended minimum sample size: 2,000 | | |

Figure 3.2 The sample size of this research

3.4 Design of Questionnaire and Scale

This questionnaire is a part of Business Research for the Master of Business Administration at the International College of UTK. The research seeks personal opinions on the “Effect of Delivery order software Support, Rider service attitude and Takeaway food safety on Takeaway Satisfaction”. All questionnaires will remain private, confidential, and for academic purposes only.

3.5 Collection of Data

To perform a statistical analysis of the collected data, we used SPSS20.0f or Windows and AMOS24.0. The SPSS analysis software detected the measurement project's reliability 40 and demographic information. Meanwhile, a confirmation factor analysis (CFA) of the study framework was performed using the AMOS analysis software, testing hypotheses 1 – 8 and analyzing the Structural Equation Framework (SEM).

AMOS is software that uses structural equations to explore the relationships between variables. Compared to factor analysis or regression analysis alone, more accurate and richer comprehensive analysis results were obtained using AMOS. In addition, AMOS has ANOVA, ANOS of covariance, and hypothesis tests (Tarhini et al., 2013). Based on the above advantages, AMOS software was used in this study. Valmatory Factors Analysis (CFA) is a statistical analysis of social survey data. It tested whether the relationship between a factor and the corresponding measurement item complied with the theoretical relationship of the investigator design. Valmatory factor analysis (CFA) is usually tested by structural equation modeling. However, in practical scientific studies, validation factor analysis is also a test process of the measurement models (Phillips, 2013). The advantage of confirmatory factor analysis (CFA) is that it allows researchers to describe the details of a theoretical model clearly, so a confirmatory factor analysis was used in this study.

3.6 Research Methodology

The Quantitative Research Method is processing and analyzing numbers. Therefore, it is first necessary to clarify the scale on which these information materials

are measured and processed. In order to obtain the statistical results of the relevant number of specific research objects, quantitative research is usually carried out, and qualitative research is exploratory, diagnostic, and predictive. It does not pursue accurate conclusions but only through data analysis to understand problems, find situations, and draw perceptual knowledge. In quantitative research, information is represented by certain numbers. Therefore, we must first clarify these information materials' measurement methods and scales when processing and analyzing these numbers. SS. Stevens divides scales into four types: nominal, sequential, Spacing, and proportional (Juan, 2014).

A questionnaire survey is a kind of research method to collect data by asking questions in writing. The researchers compiled the questions to be studied into question forms, answered them in person, or followed up to answer them by mail to understand the subjects' views and opinions on a particular phenomenon or question, so they were also called the question form method. The key to applying the questionnaire method lies in the preparation of questionnaires, the selection of subjects, and the analysis of results. Using the questionnaire method, 2,000 valid data were collected from mining the data using SPSS to predict customer service preferences.

3.6.1 Descriptive Statistics Analysis

The data is presented in the form of tables, graphs, and the figure below to draw the profile of the respondents and the distribution of factors that influence the willingness of college students to purchase products with traditional cultural elements. Calculating averages, frequency, and percentage distributions are the most common forms of aggregated data.

3.6.2 Reliability Test

Cronbach's alpha test was used to test the reliability of each variable. A measure with a minimum alpha score of 0.6 and overall reliability of 0.7 or higher is good (Bagozzi & Yi, 1988). The greater the accuracy factor is, the more confidence the measurement shows. Scholar DeVellis (1991) outlines the following: "0.60~0.65 (preferably not); 0.65~0.70 (minimum acceptable value); 0.70~0.80 (very good); 0.80~0.90 (very good) Therefore, a good reliability scale or questionnaire should be within an acceptable range of 0.80 to 0.70 to 0.80. " The sub-scale is preferably above 0.70 and is acceptable between 0.60 and 0.70. Therefore, it is necessary to conduct a pretest to check whether the research tool can be used for the main study.

3.6.3 Correlation Test

Cronbach's alpha test was used to test the reliability of each variable. A measure with a minimum alpha score of 0.6 and overall reliability of 0.7 or higher is good (Bagozzi & Yi, 1988). The greater the accuracy factor is, the more confidence the measurement shows. Scholar DeVellis (1991) outlines the following: "0.60~0.65 (preferably not); 0.65~0.70 (minimum acceptable value); 0.70~0.80 (very good); 0.80~0.90 (very good) Therefore, a good reliability scale or questionnaire should be within an acceptable range of 0.80 to 0.70 to 0.80. " The sub-scale is preferably above 0.70 and is acceptable between 0.60 and 0.70. Therefore, it is necessary to conduct a pretest to check whether the research tool can be used for the main study.

3.6.4 Path Analysis

The primary purpose of this research is to understand the impact of the perceived novelty of cultural innovation products on the sustainability and resilience of traditional cultural attributes. In order to analyze the relationship in the research framework, we conducted a path analysis based on the structural equation model (SEM). A structural equation model (SEM) is a statistical method to analyze the relationship between variables based on the covariance matrix of variables, so it is also called covariance structure analysis. The structural equation model belongs to multivariable statistical analysis, which integrates two statistical methods: factor analysis and path analysis. At the same time, it can test the direct relationship between explicit variables (measurement topic), latent variables (the meaning of measurement topic), and error variables in the model, as well as the direct effect, indirect effect, and total effect of the influence of active independent variables on dependent variables.



CHAPTER 4

STRATEGIC ANALYSIS

4.1 Fresh Food E-commerce

The traditional fresh food industry chain has many complex links, and new food e-commerce shortens the length of the traditional industry chain. Fresh food e-commerce refers to the use of e-commerce to directly sell fresh products on the Internet. Users can buy fruits, vegetables, eggs, and snacks on the fresh e-commerce platform. In the fresh food e-commerce industry chain, the upstream fresh produce producers are composed of various types of fresh produce (vegetables and fruits, meat, poultry and eggs, aquatic seafood, milk products, cooked pastries), production bases, channel vendors, and suppliers(Guan, 2020). E-commerce platforms mainly obtain products from upstream: (1) Hand-made purchases—purchase products directly from channel vendors, suppliers, or places of origin; (2) Self-built production bases. Midstream is a logistics provider, and the platform builds its own logistics system or distributes it through third-party logistics. There are two main cold chain distribution methods: (1) One-stage, that is, Fresh products are transported from the origin to users through the cold chain. (2) Two-stage, fresh food is transported from the origin to the regional storage center through the main cold chain and then sent to the user's door by the cold branch chain or transported from the origin to the distributed storage center through the main cold chain. Then Crowdsourcing logistics will complete the last-mile delivery. The cost of one-stage distribution is high and lacks flexibility and timeliness. Two-stage coordination with front-end warehouses or warehousing in community stores can shorten delivery time, lower delivery costs, and be more flexible(T. Jun 2015).

The characteristics of fresh products: are a high loss rate, low standardization, and low gross profit. The traditional fresh supply chain from producer to consumer has to go through at least the purchaser of the place of origin, the wholesaler of the place of production, the logistics provider, and the wholesaler of the place of sale. For retailers, the five links will eventually reach consumers. There are too many circulation links, and the loss rate of fresh food is very high(Qingqin, li, & Xiaoyong, 2015).

The fresh O2O model can be divided into three categories: home-to-home + shop-to-store model ("supermarket + catering" model, "supermarket to home" model), community grouping model, and home model (platform model, front warehouse model). Their common advantage lies in being closer to users; whether it is a front warehouse, front store, rear warehouse store, and community grouping, two changes have been brought about: (1) Achieve 1 hour or half an hour to ensure the freshness of fresh food Timeliness and timeliness have shortened the distance between people and goods. (2) Through the combination of regional landing distribution and distributed warehousing, the problem of fresh cold chain distribution is solved, and logistics costs are significantly reduced, making online sales of low-margin vegetables, eggs, and meat possible(Qingtao, 2015).

4.2 "Platform + Self-operated"

Table 4.1 Estimation of re-store house economic model – developed city model

| | | | |
|--------------------------------------------------------------------------|----------|----------|----------|
| | | | |
| Daily Order Quantity (per order) | 1000 | 1000 | 1000 |
| Unit Price (Yuan/per order) | 50 | 50 | 50 |
| Gross Margin (%) | 10 | 15 | 25 |
| 1. The Cost of AI | | | |
| Number of staff picking up goods (one) | 10 | 10 | 10 |
| Warehouse pickup labor cost (yuan) | 2000 | 2000 | 2000 |
| Quantity of distribution personnel (person) | 20 | 20 | 20 |
| Cost of distribution (yuan) | 3000 | 3000 | 3000 |
| Total labor cost (yuan) | 5000 | 5000 | 5000 |
| | | | |
| 2. Rental, Depreciation, and Other costs Store Operating Area (m) | | | |
| Daily rent level daily rent (yuan) | 300 | 300 | 300 |
| Daily rent (yuan) | 2400 | 2400 | 2400 |
| | | | |
| The daily cost of water and electricity (yuan) | 300 | 300 | 300 |
| Loss (yuan) | 1000 | 1000 | 1000 |
| | | | |
| Depreciation and other (yuan) | 400 | 400 | 400 |
| The total cost of pre-warehouse (yuan) | 4100 | 4100 | 4100 |
| Tai Kok Sorting Centre | 3500 | 3500 | 3500 |
| | | | |
| 3. The profits | | | |
| After-tax Operating Income (yuan) | 45454.54 | 45454.54 | 45454.54 |
| Gross Margin (yuan) | 4545.45 | 6818.18 | 1363.64 |
| Total cost (yuan) | 2600 | 12600 | 12600 |
| Total profit (yuan) | 8054.55 | 5781.82 | 1236.36 |
| Profit margin (%) | -17.72% | 12.72 | -2.71% |

It is a reasonable extension of the "Food" strategy to create a comprehensive life service platform. Meituan fulfills its corporate mission of "helping everyone eat better and live better" and strives to build China's leading local service e-commerce platform. Fresh food is one of the indispensable links in "eating". The development of Meituan's grocery shopping business is in line with Meituan's strategic concept. From cooked food delivery to fresh food, from the table to the kitchen, it penetrates the "Food" industry chain in an all-around way (Shunli, Xiangxian, & Zhongmei, 2015).

4.2.1 Self-operated fresh food: Meituan launched fresh palm fish in 2017, selling frozen aquatic products and focusing on "fresh seafood delivery + offline dine-in + semi-finished products" based on the model of Hema Fresh "Go to Store + Go to Home". "Started the self-operated fresh food business and upgraded it to Elephant Fresh Food in 2018(Lianghai, 2020). However, after one year of operation, the "little elephant fresh food" business was temporarily contracted due to lower-than-expected business ROI and excessively high store operating costs. After the initial failure of Xiaoxiang Fresh Food and an in-depth analysis of the O2O fresh food market, the self-operated pre-warehouse model "Meituan Buying" was launched in early 2019, and the layout of pre-warehouses was opened(Yi, 2015).

4.2.2 Cai Daquan app: Meituan integrates non-catering delivery business and launches the "Meituan Flash Sale" platform. On April 7, 2020, Meituan's Flash Sale App was upgraded to the "Cai Daquan" App, focusing on the online upgrade of the local traditional vegetable market, matching the nearest vegetable farm and distribution service station according to use positioning to meet their fresh purchase needs. The non-meal delivery category has a wide range, and the fresh food and convenience store categories have developed rapidly. Non-meal delivery is an integral part of the consumer market. Meituan's flash sale business entered the medical field in 2015 and subsequently reached in-depth cooperation with top fresh food and convenience store merchants. In 2020, it will be the first to distribute books and 3C electronic products(Jianwei, 2019). According to a report by the Meituan Research Institute, in the first three quarters of 2019, the average daily order volume of non-meal takeaways nationwide reached 3.3 million, accounting for 13% of the total order volume(M. Wei, 2020). From the perspective of gender structure, female fresh food delivery orders accounted for 9%, and males accounted for 6%. From the perspective of age structure, 30-34 years old and 35-39 years old have the highest orders for fresh food(Y. Z. Wei & Ping, 2020). The 20-year epidemic has also accelerated the incubation of the non-meal delivery market. According to the "Contactless Delivery Report" released by Meituan Waimai, from January 26 to February 8, 2020, the flash sale platform's sales of rice, noodles, grains, oils, condiments, fresh fruits, and vegetables increased by 400% year-on-year (Yiyi, 2015).

4.2.3 Meituan Shopping: Completing the accumulation of multi-city operations, the pre-warehouse model is expected to accelerate its expansion. Meituan Shopping and taking over the baby elephant fresh food will become the leading force in the fresh food business. Meituan Mai Cai is subordinate to the Little Elephant Division and is positioned in the "Mobile Food Basket" through the "Mobile APP + Convenience Service Station" model. Open front warehouses in densely populated communities, focusing on providing consumers within 1.5 kilometers of convenient grocery shopping services and high-frequency cores such as home cooking ingredients products. Meituan Maicai has a professional team to control the quality of fresh fruits and vegetables to ensure that the ingredients are high-quality and fresh and can be delivered within 30 minutes within the delivery range. We compared Meituan's "Mobile Vegetable Basket" with Dingdong's "online vegetable market", the number of SKUs, inventory supplies, and prices. We found that Meituan's supply chain capabilities are comparable to Dingdong's "online vegetable market". However, there is a big gap in Dingdong's grocery shopping, which needs to be improved in the future. Both are based on "leaf vegetables and fruits", but the number of Meituan SKUs is not as good as Dingdong(Yuan, 2015).

4.2.3.1 Economic model analysis of Meituan's front-end warehouse

The economic model is composed of income estimation and cost estimation. We use grassroots investigations of the front warehouses of Shanghai Meituan's grocery shopping and some public data as the basis for estimation(Yuchun & Guangfeng, 2015).

End Cost: The cost of the front warehouse is mainly composed of labor costs (distribution personnel costs, warehouse personnel costs) and fixed costs (rent, water and electricity, depreciation, loss, and shared central warehouse costs). (1) We have investigated labor costs and found that a single front warehouse is equipped with 20 riders. Combined with the salary situation provided by 58 city recruitment information, the rider's salary is composed of a basic salary and a redemption reward. The average monthly salary per person is 6000- 7000 yuan, calculated that the average daily salary of the rider is 100 yuan/day, so the daily delivery personnel cost is 3,000 yuan. According to the statistics of the survey site, the number of pickers is estimated to be about 10, the monthly salary of ordinary shop assistants is about 6,000 yuan, and the monthly wages of deputy store managers and store managers are 8,000 yuan and 10,000 yuan, so the daily cost of picking personnel is 2,000. Yuan, the total daily labor cost is 5000 Yuan. (2) Regarding fixed costs, the surveyed front-end warehouse has an area of about 300 square meters for frontage shops, a higher rent of 8 yuan/day/m², and a daily rent of 2,400 yuan. Regarding grassroots research on hydropower and depreciation estimates, it is estimated that the daily hydropower and depreciation costs of Meituan's front warehouse will be 300 yuan and 400 yuan. Regarding loss, referring to the 3% loss rate published by Dingdong Maicai, the estimated loss cost is 1,000 yuan. The daily amortization of the above-mentioned front warehouse is fixed at 4,100 yuan, and the cost of increasing the warehouse and sorting center is 3,500 yuan(Huashan, 2016).

Revenue end: Revenue = customer unit price × order volume. The grassroots research has found that each rider has a delivery volume of 50-60 orders per day, and the estimated daily order volume for a single warehouse is 1,000 orders. The after-tax income is calculated according to the 10% value-added tax rate. However, it must be remembered that since fruits and vegetables and other categories are exempt from value-added tax in circulation, the actual tax rate will be less than 10%(Jiarui, 2016).

Scenario 1: When the customer unit price is 50 yuan, the daily after-tax operating income can reach 50,000 yuan. Because Meituan Maicai does not have the scale advantage of Dingdongmaicai in purchasing, there are more discounts and sales in the initial stage. The discount offsets operating income, so we expect the gross profit margin to be lower. When the gross profit margin is 10%, the daily gross profit reaches 4,545 yuan, and the profit margin is 17.72%. Scenario 2: When the gross profit rate reaches 15%, the daily gross profit reaches 6,818 yuan, and the profit rate is -12.72%. Scenario 3: When continuing operations reduce the intensity of preferential activities, the gross profit margin reaches 25%, the daily gross profit reaches 11363 yuan, and the profit margin is -2.71% (Jiwei & Yunwen, 2016).

After calculating the data, it can be seen that at the initial stage of operation, the level of gross profit margin was affected by various subsidies; in the later stage of operation, the level of gross profit margin was mainly affected by the ability of scale and supply chain(Bayar, 2020). That is, the single warehouse is in the cultivation period, and the gross profit margin is low, making it difficult to achieve profitability. Nevertheless, we believe Meituan has obvious advantages compared to other competitors in LBS offline consumption data accumulation, localized traffic, distribution, and logistics. In 2019, the operating income of Meituan's fresh food

business was 3.27 billion, which is equivalent to GMV 19.8 billion. It only accounts for 5.6% of the annual fresh food e-commerce market. It is expected to continue to benefit from the increase in the online penetration rate of the fresh food market through the "platform + self-operated" two-wheel model. Based on the previous calculations, we expect Meituan Meituan to achieve breakeven in 2024, and the total revenue of various fresh food businesses will exceed 40 billion yuan. Fresh food operations require intensive cultivation and model innovation(Di, 2020). However, Meituan has sufficient cash flow to provide financial support for large-scale food shopping of Meituan. In addition, with the existing ecological traffic, Meituan can provide traffic support for the development of the fresh food business and use big data of store and home business to assist its precise positioning and optimization of site selection. At the same time, Meituan can deliver millions of capacity in real time. The network will ensure punctual and efficient delivery. In addition, the cross-development of Meituan's new businesses, such as SAAS and Kuai Lv, will improve the depth and breadth of the fresh food supply chain. Therefore, we are optimistic about Meituan's ability to control the company's fresh food business. The fresh food business will also become a new growth pole for Meituan's future traffic and revenue (Z. Jun & Jin, 2016).

4.3 Reliability Test of Research Instrument

A descriptive survey is a prevalent way of project survey. Tower refers to the multi-faceted investigation and Research on the current situation of different factors and aspects. The collection and recording of data focus on the static description of objective facts. Most market surveys are descriptive, for example, market consumption preference and market consumption ability, the structure of consumer groups of products, and the description of the situation of competitive enterprises. In descriptive surveys, we can find relevant factors, but at this time, we cannot say which of the two variables is the cause and which is the result. Therefore, descriptive research has a more explicit purpose and specific problems than exploratory research.

Descriptive research can meet a series of research objectives, describe the characteristics of a particular group, determine the differences between different consumer groups in needs, attitudes, behaviors, opinions, and other aspects, and identify the industry's market share and market potential.

Stores often use descriptive surveys to determine the characteristics of their customers in terms of income, gender, age, and education level. Such descriptions do not explain why such characteristics exist. The results provided by descriptive surveys are often used as all the information to solve marketing problems, although there is no "why" answer. For example, one store learned from a descriptive survey that 67% of its customers were women between 18 and 44 and often brought family and friends to shop with them. This descriptive survey provided critical information that enabled the store to promote its products directly to women.

Quantitative research is to determine the number of things in specific scientific research, that is, to represent the samples with many problems and phenomena and then analyze, test, and explain to them to obtain meaningful research methods and processes. A sample survey is not a comprehensive survey. This survey is used to survey some units of all respondents and estimate and infer all responses accordingly. The study used online and offline questionnaires to gather the necessary information. Communicating with a target sample group is an easy way to do this. The researchers distributed questionnaires over the Internet.

Alpha testing aims to evaluate FLURPS(functionality, localization, usability,

reliability, performance, and support) of software products. Pay special attention to the interface and features of the product. Alpha testing may begin at the end of the software product coding, after completing module (subsystem) testing, or after confirming that the product has achieved a certain degree of stability and reliability during testing. Alpha testing refers to testing a software product (called an Alpha version) by a software development company's internal staff, simulating various user lines to find and fix bugs. The key to Alpha testing is to simulate the software product's actual operating environment and user operation as realistically as possible and to cover as many possible user operations as possible. Software products that have been modified by Alpha testing are called Beta releases.

Table 4.2 Reliability test for the questionnaire from each dimension (by the Author)

| Variable | Alpha Test | Number of Questions |
|---------------------------------|------------|---------------------|
| Takeaway order Software Support | 0.906 | 5 |
| Rider service attitude | 0.905 | 5 |
| Takeaway food safety | 0.913 | 5 |

As can be seen from the above table, pre-test data were collected from 200 samples. The Alpha reliability values of all variables are greater than 0.6. Therefore, the questionnaire can be used for the main study.

Table 4.3 Demographic data (by the Author)

| Demographic factor | Descriptive statistics |
|----------------------|----------------------------------------------------------------------------------------------|
| Order | Yes: 200(100%) |
| Gender | Male: 80(40%) Female: 120(60%) |
| Occupation | Student: 60(30%) On-the-job: 80(40%) Unemployment: 60(30%) |
| Service | Very satisfied: 40(20%) Satisfy: 60(30%) Generally: 70(35%) Dissatisfied: 30 (15%) |
| Education background | University: 100(50%) Master: 60(30%) Ph.D.: 10(5%) Other: 30(15%) |

As shown in Table G, approximately 40% (N = 80) of the participants were women, while men accounted for 60% (N = 120). When it comes to occupations. Students, working, and unemployed account for the percentage, respectively 30% (N=60), 40% (N=80), 30% (N=60). About 20% (N =40) of participants very satisfied with service and participants with satisfy for 30% (N = 60), generally accounted for 35% (N =70), and dissatisfied accounted for 60% (N = 30).The percentage of university, master, PhD ,other, respectively 50% (N=100) , 30% (N=60), 5% (N=10), 15% (N=30) for education background.

4.4 Mean and Standard Deviation

Table 4.4 Averaged variances expected (by the Author)

| Variables | C.R. | AVE |
|----------------------------------------------------------------------------|--------|-------|
| A. Takeaway order Software Support | -- | 0.559 |
| A1. Takeaway order software support pays attention to the user experience. | 12.306 | |
| A2. Takeaway order software Support will respond to user feedback. | 10.796 | |
| A3. Takeaway order software Support cares about the health of users. | 11.179 | |
| A4. Takeaway order software Support Will improve user satisfaction. | 10.263 | |
| A5. Takeaway order software Support Brings convenience to users. | | |
| B. Rider service attitude | | 0.581 |
| B1. Rider service strongly considers my goals and values. | | |
| B2.Rider service has always helped me. | 12.539 | |
| B3. Rider service has always been convenient for my life. | 12.465 | |
| B4. Rider service makes me feel competent in my work. | 10.428 | |
| B5. Rider has always listened to my suggestions. | 11.206 | |
| C. Takeaway food safety | | 0.505 |
| C1.The takeaway is clean. | -- | |
| C2.The takeaway packaging is very good. | 8.208 | |
| C3.Takeaway food safety measures are good. | 9.196 | |
| C4. The takeaway portion is large. | 8.146 | |
| C5.Eating takeaway will make me happy. | -- | |

Note:200

AVE (Mean Variance Extraction) and CR (Combinatorial Reliability) for aggregation validity (convergence validity) analysis; First: Usually, if the AVE is greater than 0.5 and the CR value is greater than 0.7, the polymerization validity is high; Second: If the AVE or CR value is low, consider reanalyzing the aggregation validity after removing a factor; Third: the calculation formula is as follows, AVE value = Average (loading squared and then summed), CR value = $\text{Sum}(\text{loading})^2 / [\text{sum}(\text{loading})^2 + \text{sum}(e)]$, the loading value is the standardized load coefficient, e is the residual standard load coefficient.

For each measurement relationship, the absolute value of the standardized load system is greater than 0.6 and shows significance, which means there is a good measurement relationship.

Table 4.5 Validity analysis results (by the Author)

| ITEM | Factor Loading | | | Degree of commonality (common factor variance) |
|--------------------------------------------|----------------|--------------|--------------|------------------------------------------------|
| | Ingredient 1 | Ingredient 2 | Ingredient 3 | |
| A1 | 0.523 | 0.609 | -0.013 | 0.645 |
| A2 | 0.452 | 0.654 | 0.042 | 0.634 |
| A3 | 0.127 | 0.897 | -0.053 | 0.823 |
| A4 | 0.258 | 0.815 | -0.025 | 0.731 |
| A5 | 0.669 | 0.337 | 0.127 | 0.577 |
| B1 | 0.684 | 0.438 | -0.004 | 0.66 |
| B2 | 0.636 | 0.468 | 0.16 | 0.65 |
| B3 | 0.552 | 0.566 | 0.08 | 0.631 |
| B4 | 0.698 | 0.271 | -0.144 | 0.582 |
| B5 | 0.838 | 0.162 | 0.013 | 0.729 |
| C1 | 0.773 | 0.111 | 0.031 | 0.61 |
| C2 | 0.536 | 0.412 | -0.063 | 0.461 |
| C3 | 0.621 | 0.454 | -0.024 | 0.592 |
| C4 | 0.513 | 0.453 | -0.107 | 0.48 |
| C5 | 0.007 | -0.031 | 0.977 | 0.956 |
| Characteristic root(before the rotation) □ | 7.623 | 1.141 | 0.996 | - |
| % of the variance (before the rotation) | 50.82% | 7.60% | 6.64% | - |
| Cumulative % □ (before the rotation) | 50.82% | 58.43% | 65.07% | - |
| Characteristic root(after the rotation) □ | 4.908 | 3.805 | 1.046 | - |
| % of the variance (after the rotation) □ | 32.72% | 25.37% | 6.98% | - |
| Cumulative % | 32.72% | 58.09% | 65.07% | - |

| | | | | |
|----------------------|----------|--|--|---|
| (after the rotation) | | | | |
| KMO□ | 0.907 | | | - |
| Bartlett | 1783.028 | | | - |
| df□ | 105 | | | - |

Note: 200

A validity study analyzes whether the research item is reasonable and meaningful. The validity analysis uses factor analysis as a data analysis method for research. Comprehensive analysis is carried out by KMO value, common degree, variance interpretation rate value, factor load factor value, and other indicators to verify the validity level of the data. KMO values are used to determine the suitability of information extraction. Common degree values are used to exclude unreasonable study items. Variance interpretation rate values are used to illustrate the level of information extraction, and factor loading coefficients are used to measure the correspondence between factors (dimensions) and question items. As can be seen from the above table: the standard value corresponding to all study items is higher than 0.4, indicating that the study item information can be effectively extracted. In addition, the KMO value is 0.907, greater than 0.6, and the data can effectively be extracted. In addition, the variance interpretation values of the three factors were 32.721%, 25.369%, and 6.976%, respectively, and the cumulative variance interpretation after rotation was 65.065% >50%. This means that the information about the research item can be effectively extracted. Finally, combine the factor loading factors to confirm that the factor (dimension) and the study item correspond to each other, whether they are consistent with expectations, and, if so, whether they are valid; otherwise, they need to be readjusted. When the absolute value of the factor load factor is greater than 0.4, the options and factors correspond.

4.5 Hypothesis Test

The primary purpose of this study is to understand how strategic management affects Meituan's consumer loyalty. In order to better conduct empirical analysis from three aspects, the researchers conducted a path analysis based on the structural equation model (SEM), setting invariant customer satisfaction. Figure 4.5 shows the output of this analysis, and Table 10 shows the normalized coefficients and hypothetical results for each path.

The structural equation model SEM regression relationship table includes the influence structure relationship and the measurement relationship. First: Whether it is affecting the structural relationship or measuring the relationship, the standardized path coefficient value is usually used to indicate the relationship; Second: if there is a significant significance, it indicates that there is a significant influence/measurement relationship, and vice versa, it indicates that there is no effect/measurement relationship between the terms; Third: If more path coefficients do not show significance, indicating that the model is poor, it is recommended to reset the model relationship, that is, adjust the model; Fourth: The first item to measure the relationship is the control term, so no z-value or p-value is output.

Table 4.6 Hypothesis testing (by the Author)

| Hypothesis | Path | Standardized Coefficient | C.R. (z-Value) | Standard Error |
|------------|---------|--------------------------|----------------|----------------|
| H1 | B5 → C5 | 0.034 | 0.486 | 0.094 |
| H2 | A1 → B1 | 0.589 | 10.32 | 0.05 |
| H3 | B4 → C4 | 0.431 | 6.756 | 0.067 |
| H4 | B3 → C3 | 0.575 | 9.95 | 0.045 |
| H5 | B2 → C2 | 0.453 | 7.187 | 0.05 |
| H6 | B1 → C1 | 0.439 | 6.915 | 0.063 |
| H7 | A5 → B5 | 0.575 | 9.944 | 0.059 |
| H8 | A4 → B4 | 0.446 | 7.05 | 0.06 |
| H9 | A3 → B3 | 0.52 | 8.6 | 0.073 |
| H10 | A2 → B2 | 0.507 | 8.329 | 0.074 |

Notes: N=200

As seen from the above table, when B5 affects C5, this path does not show significant ($Z = 0.486$, $P = 0.627 > 0.05$), so B5 does not influence C5.

When A1 affects B1, the standardized path coefficient value is $0.589 > 0$, which presents a significance at the level of 0.01 ($z = 10.320$, $P = 0.000 < 0.01$), thus indicating that A1 has a significant positive influence on B1.

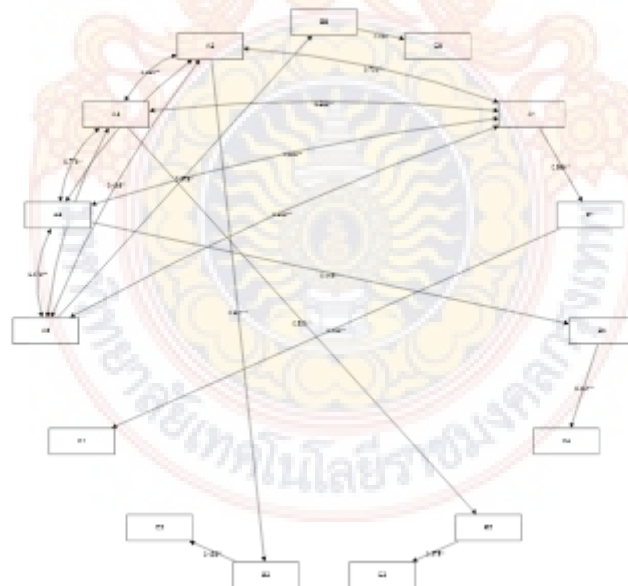


Figure 4.3 Path coefficients resulting from structural equation modeling (SEM)

N=200

4.6 SWOT Analysis

A SWOT analysis should be regarded as a well-known tool in the current strategic planning report. For example, the SWOT analysis from McKinsey Consulting Company includes analyzing the company's strengths, weaknesses, opportunities, and threats. Therefore, SWOT analysis is a way to synthesize and summarize all aspects of the internal and external conditions of the enterprise and then analyze the strengths and weaknesses of the organization and the opportunities and threats it faces(Li, 2014).

SWOT analysis can help companies focus their resources and actions on their strengths and where they have the most opportunities; and make the company's strategy clear(Zhang & Qin, 2014).

The input-output method: The input-output method, as a scientific method, is a quantitative analysis of the interdependence of input and output between various parts of the economic system (national economy, regional economy, sector economy, company or enterprise economic unit) method(Xinyue & Zhihua, 2014).

By compiling input-output tables and models, it is possible to reveal the internal connections between the national economy and the industrial structure; in particular, it can reflect the direct and indirect connections between the various sectors and industries in the national economy in the production process. And the balance (equilibrium) relationship between production and distribution and use, production and consumption in various departments and industries(Jia, 2015).

Meituan was founded in 2010 and started as a group buying the business. With the support of multiple financing rounds from giants such as Alibaba, Sequoia, and Tencent, it successfully stood out in the "Hundred Groups War". It became the only remaining fruit among more than 5,000 group-buying websites that year. Sufficient financing provided substantial financial support for Meituan to pass the initial stage and contributed to the merger of two mainstream players in the group buying market: After the merging of Meituan and Dianping in 2015, it became China's largest in-store catering service platform. In the past three years, Meituan has accelerated the expansion of its business matrix. Based on the catering and wine travel business, it has piloted new businesses, such as catering supply chains, fresh produce, and travel, to meet consumers' increasingly diversified life service needs and expand the Meituan platform Market space (Na & Yutai, 2016).

Meituan CEO Wang Xing founded Meituan.com in the beginning as a group-buying website. Later, with food as the core, it will deepen and strengthen the upstream and downstream of the industry chain. New businesses outside the boundaries will be invested more carefully, and the company's organizational capacity will be strengthened. What a company is like is closely related to its founders. Functions such as HR or finance are just landing or amplifying the founder's ideas in their professional fields. Meituan management model: Based on the core management team of the original Meituan, a top-down management structure centered on technology and marketing is formed. The core management team has a small number of people, a clear division of labor, and is relatively flat. Therefore, it is more conducive to control and execution effect. Background of Meituan members: a core management team with a high degree of mutual trust and a resounding consensus after much entrepreneurial polishing in school/fanfic/local life service and many years of running-in. In response to the development of the times, we will team up with Tencent in time to consolidate the flow of entrance resources (G. Qinyun & Xiaodong, 2016).

CHAPTER 5

RESULTS

5.1 Conclusion

We analyzed four modules: Meituan takeout, hotel, industry mix, and fresh food. Meituan's current development strategy is to focus on "food + platform". Based on mining the residual value of the catering industry chain, it uses high-level platforms and high-frequency consumption characteristics to carry out flow aggregation and cross-selling and rotate the flywheel of rapid development (MEIXIA & success, 2017; Renhua and Yuanyuan, 2017). In all businesses, in-store beverage and tourism businesses have achieved stable profits. The fast catering supply chain has excellent growth potential, the scale and efficiency of takeout business continue to be outstanding, and profit is expected; Non-meal takeout and travel/bike sharing businesses are essential to improve high-frequency life. However, the service platform has important strategic significance, and it is difficult to achieve scale profitability in the short term.

5.2 Results and Discussion

5.2.1 Delivery Business

High barriers to competition in food delivery and the release of scale benefits will promote the positive profitability of the food delivery business. With high competition barriers, Meituan's takeaway profitability is expected to increase significantly in the long run: (1) Meituan's local push team has rich experience and close cooperation with merchants. In addition, supporting services such as cloud ERP and the catering supply chain can increase merchant stickiness and the commission rate. (2) Online marketing services improve the realization rate and gross profit margin. (3) Rider cost rates are gradually optimized as the scale grows, and the competitive landscape stabilizes. (4) The food delivery industry is slowing down, and the duopoly competition pattern has taken shape. As a result, the marketing focus has gradually shifted from acquiring new users to increasing consumption frequency; 19H1 Meituan's trading user incentives accounted for a significant decline compared to the price war period. Although the consumption habits of low-line users still need to increase investment, as the scale grows and user stickiness increases, The subsidy fee is expected to continue to be optimized (Wubin, 2017).

5.2.2 The In-store Business

The in-store business is dominated, and the advertising-led monetization model is expected to continue to optimize profitability and expand high-end hotels. As a result, the hotel business's market share and commission rate will further increase; fast donkey growth is expected, the travel business operation thinking changes, and new business will continue to reduce losses. In the store business, after more than ten years, the ecological construction of "traffic + merchants + content" has been completed, the moat is solid, and the advertising monetization ability has been continuously improved, realizing the two-wheel drive of "commission + advertising"(Bin, 2018).

5.3 Limitations

This study also has some limitations in theory and methodology. As the samples recruited in this study come from different groups, the researchers may have prejudices due to their cultural backgrounds and views on specific phenomena. The samples are entirely ignorant of consumers' specific preferences. Therefore, consumer bias and regional differences may exist in the sample. Larger sample size and inclusion of all provinces are needed in statistical tests to ensure that the sample is considered representative of the population and that the statistical results can be generalized to a larger population. Citing and referring to previous research is the basis of this paper or research literature review. However, depending on the scope of this research topic, previous research relevant to this thesis may be limited. In future research, research investigations should examine whether the presentation of questions and the collection process are properly conducted to avoid these problems.

5.4 Research Contributions

This study contributes to the study of the applied approach taken by existing strategic management in solid consumer loyalty. Previous studies lack empirical research on solid consumer introduction strategy management. This study fills in the gaps by examining the role of rider services, software support, and warehouse location design in influencing consumers' product attitudes and willingness to consume, which has never been studied before. The results of this study provide additional evidence for previous studies on how to solidify consumer loyalty. In addition, the results of this study make an additional contribution to business management strategies to solidify consumer loyalty. The results show that consumer loyalty is deeply affected by rider service, software support, and warehouse location, and Meituan's strategic management should include these variables.

5.5 Practical Contributions

In terms of new business, the “new retail + finance” business was positively catalyzed by the epidemic, effectively offsetting the losses of other businesses, and the profitability of other businesses was also improved. The long-term strategic goals of the new business are clear: (1) TOB: Consolidate merchant stickiness and share the dividends of digital merchant upgrade; (2) Fresh food and new retail: focus on the "FOOD" field, multi-mode nugget fresh food market; (3) Travel: Looking for a new traffic engine in the local life field. (4) The advantages of scale may improve the front-end supply chain level to a certain extent. Compared with the coverage density of Dingdong Maicai's 254 front-end warehouses in Shanghai, Meituan Maicai only has 32 front-end warehouses in Shanghai, and there are still many uncovered areas in Shanghai. Since a single front warehouse can radiate within a radius of 1.5 to 3 kilometers, the number of front warehouses determines the ceiling of the order volume obtained in an area. Dingdong Maicai Shanghai's position opening strategy is: by increasing the density of front-end warehouses to increase the order density, regional monopoly can be achieved within a radius of 1.5-3 kilometers, and after accumulating enough demand orders in the regional market, the front-end supply chain can be improved. The ability to form large-scale advantages, reduce costs, and achieve breakeven (Yiyi, 2018).

5.6 Future Research

The recommendation for future studies is that the models in this study could be conducted in different provinces, regions, and countries, although a review of how the questions were presented and the collection process was conducted appropriately. The

results can be compared with this study. In addition, comparative studies between two or more regions will make the results more common, and the results can be applied to more people.



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APPENDICES

Appendix 1: Questionnaire's Cover Page

This questionnaire is a part of Business Research for the Master of Business Administration at the International College of UTK. The research is conducted to seek your personal opinions on the “Effect of Delivery order software Support, Rider service attitude and Takeaway food safety on Takeaway Satisfaction”. Therefore, all questionnaires will remain confidential and for academic purposes only.

Part one: Demographic Profile of respondents. (Questions 1-5)

1. Have you ordered takeaway

1. __ Yes

2. __ No

2. Gender

1. __ Male

2. __ Female

3. Highest education level

1. __ Diploma Degree (Vocation Course)

2. __ Bachelor Degree (College Degree)

3. __ Master Degree

4. __ Doctoral Degree

4. Your current occupation

1. __ student

2. __ On-the-job

3. __ unemployment

5. How about the takeaway service

1. __very satisfied

2. __satisfy

3. __generally

4. __Dissatisfied

Part two:

Please write a '√' in the box to show you agree or disagree with the following statements 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

| Variables | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------------------------------------|---|---|---|---|---|
| Takeaway order Software Support | | | | | |
| Takeaway order software support pays attention to the user experience. | | | | | |
| Takeaway order software Support will respond to user feedback. | | | | | |
| Takeaway order software Support cares about the health of users. | | | | | |
| Takeaway order software Support Will improve user satisfaction. | | | | | |
| Takeaway order software Support Brings convenience to users. | | | | | |
| Rider service attitude | | | | | |
| Rider service strongly considers my goals and values. | | | | | |
| Rider service has always helped me. | | | | | |
| Rider service has always been convenient for my life. | | | | | |
| Rider service makes me feel competent in my work. | | | | | |
| Rider has always listened to my suggestions. | | | | | |
| Takeaway food safety | | | | | |
| The takeaway is clean. | | | | | |
| The takeaway packaging is very good. | | | | | |

| | | | | | |
|-----------------------------------------|--|--|--|--|--|
| Takeaway food safety measures are good. | | | | | |
| The takeaway portion is large. | | | | | |
| Eating takeaway will make me happy. | | | | | |

<https://www.wjx.cn/vm/wFF0TSE.aspx>



BIOGRAPHY

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ACADEMIC BACKGROUND

Bachelor's Degree with a major in English from Jiangxi University of Technology, Jiangxi, China, in 2017 and Master's Degree in Business Administration at Rajamangala University of Technology Krungthep, Bangkok, Thailand in 2022

EXPERIENCES

Executive director & Photographer at Meituan Co., Ltd. from the year 2016 to present

