

Research on the Market Positioning and Brand Marketing Strategy of Meilifamily Food

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Abstract. With the improvement of Chinese people's living standards, people have taken a strong interest in bread and pastry after meeting the basic conditions of food and clothing. In this market, large bakery companies and small pastry shops began springing up all over the place. However, it is a common problem for every bakery enterprise that how to create a hit among customers and how to make the enterprise gain long-term development. With the experience of brand development of typical bakery companies, this paper takes Jiaying Meilifamily Food of Zhejiang Province as a case. It analyzes this company's internal and external environment, its development process and strategy. Specifically, the author investigates Meilifamily Food's development using the "STV" triangular model (Strategy, Tactic, and Value) as the basic analyzing framework. At first, then the author explores the corporate strategy including market segmentation and positioning; then discusses the tactics with the 4Ps theory (Product, Price, Place, and Promotion); at last, the concept of brand, service, and quality value to the company are deepened. By summarizing the experience and strategy conducive to development from the case of Meilifamily Food, combining it with reality, this paper analyzes how to make the brand of small and medium-sized bakery enterprises bigger and stronger, giving other similar food processing enterprises worthy of reference experience.

Keywords: Bakery enterprise, Brand development, STV model, 4P Marketing Mix.

1. Introduction

1.1 Research background

In recent years, with the continuous development of Chinese society of market economy, China's food industry has entered a vigorous development. Since 1995, the output value of the food industry has ranked first among all industrial sectors of the national economy for seven consecutive years. In the 21st century, China has gradually attached importance to the development of the food industry in terms of policy, making the development of China's food industry show a stable and rapid trend. The annual output value growth on the existing base is more than 400 billion yuan [1]. Western-style food culture has gradually influenced China; thus, the baked food consumer group has been expanding, contributing to the rapid growth of profit and income from the entire industry. In the past two years, the revenue growth rate of the baking industry and the pastry and bread sub-sectors has been stable at more than 10%. The manufacturing profit has risen yearly, and the market is in a golden period of rapid growth. According to the latest Nielsen data, the annual sales of the baking industry are nearly \$50 billion.



Figure 1. Revenue and growth rate of the bread industry in China

However, many small and medium-sized food enterprises in China generally have some problems, including backward production technology, lack of product quality, and narrow market size, which lead to difficulty creating brand characteristics. In market competition, to improve their economic interests, enterprises often pay more attention to production efficiency and ignore the product production process itself [2]. This unavoidably reduces the quality of the entire food processing industry. Therefore, domestic small and medium-sized food processing enterprises need to pioneer a path of innovation and break through the shackles of the industry.

Founded in 2004, Jiaying Meilifamily Food has developed from a store in 2000 to a landmark food enterprise in Zhejiang with independent factories and more than 120 stores and has made outstanding achievements. By understanding the development of Meilifamily, dissecting how Meilifamily accurately subdivides and explores the potential market, how they accurately position itself to clarify the development direction, and how they create brand advantages, use advanced marketing methods to attract consumer groups, and take quality as the priority to create a long-lasting baking kingdom, substantial references can be provided to help domestic small and medium-sized food processing enterprises explore their own path of development to make themselves bigger and stronger.

1.2 Literature review

Through research, Zhang found that small and medium-sized bakery enterprises face serious product homogenization. This includes a lack of popularization in price, single business channels, and a lack of specialization in sales and services. Zhang suggested that food enterprises promote differentiation with innovation, carry out diversified promotions with differentiation, seek cross-border cooperation for win-win results, and improve the quality of employees in the industry with training [3].

Zhang et al. found that small and medium-sized food processing enterprises have low production investment, poor technology, low product quality, and potential safety hazards. Local governments should increase support and reduce taxes; Enterprises need to constantly update production equipment and strictly ensure product quality in addition to the promotion and marketing of the brand [2].

At present, Wang believes there are many misunderstandings in brand building of small and medium-sized food enterprises in China. Such as only grasping products and ignoring brands, grasping production regardless of the market, only seeking higher prices, and ignoring quality. They should strengthen brand building while focusing on products, setting reasonable prices, and strengthening brand publicity [4].

1.3 Research gap

At present, the macroscopic analysis from most scholars has explained the general situation and problems faced by China's small and medium-sized food processing enterprises with solutions. However, almost no scholars have focused on a specific subdivision of the food industry, taking a specific enterprise as the starting point from a micro perspective. Hence, a more in-depth analysis of

how small and medium-sized bakery food enterprises can create competitive advantages, with a complete and systematic brand development plan, is still needed. The paper can bridge the gap in current research.

1.4 Research Framework

First, based on the macro background of the Chinese food industry's vigorous development and the baking industry's rapid growth, the author proposes the research theme of "Brand Development Analysis of Regional Bakery Enterprises". During the process of field study, the author found Meilifamily Food a representative and successful regional bakery brand that fits into the research theme well, then chose it as the object of the case study. Subsequently, Porter's Five Forces model is used to analyze the background of the Chinese baking food industry, the current situation, and the proposed problems that need to be solved by domestic bakery enterprises. According to the STV model, starting from three dimensions of corporate strategy, corporate tactics, and corporate value, it will be revealed how Meilifamily has successfully avoided or solved these problems in decades of development. Finally, based on the successful experience of the Meilifamily, the author has provided some suggestions for the future development of similar enterprises.

2. Methods

2.1 Case study

The case study method refers to the researcher selecting one or several scenes as the object, systematically collecting data and information, conducting in-depth research, using it to explore the situation of a certain phenomenon in the actual living environment, and analyzing and summarizing to draw enlightening conclusions [5]. Taking Jiaying Meilifamily Food as an example, the author analyzes its experience in detail about how to become a well-known bakery brand in the region step by step and makes suggestions for the future development of other food processing enterprises of the same type based on this.

2.2 Field research

Field research refers to the process of collecting first-hand information by researchers. Through the field trip to Jiaying Meilifamily, the author visited the company's headquarters and production workshop and learned more about the company's production operation, corporate culture, and organizational structure.

2.3 Literature research

Literature analysis refers to studying certain aspects of the collected literature to determine the nature and condition of the research object and to derive one's views from it [6]. The author browsed much relevant literature, including online journals, news reports, data statistics, and other materials, and learned about the current development status of the Chinese food processing and bakery company food industry, laying the foundation for follow-up research.

2.4 Interview

The interview method is used with the basic psychological research methods of the interviewee's psychology and behavior by interviewing the interviewee and the interviewer face-to-face. The author conducted in-depth interviews with Meilifamily business leaders and store staff to understand what store staff and customers think of Meilifamily food and the preferences of baked goods consumers and listened to the guidance of professionals in related industries. Analyze the development of the company's decades from a more comprehensive and objective perspective.

3. Results

3.1 Industry Situation

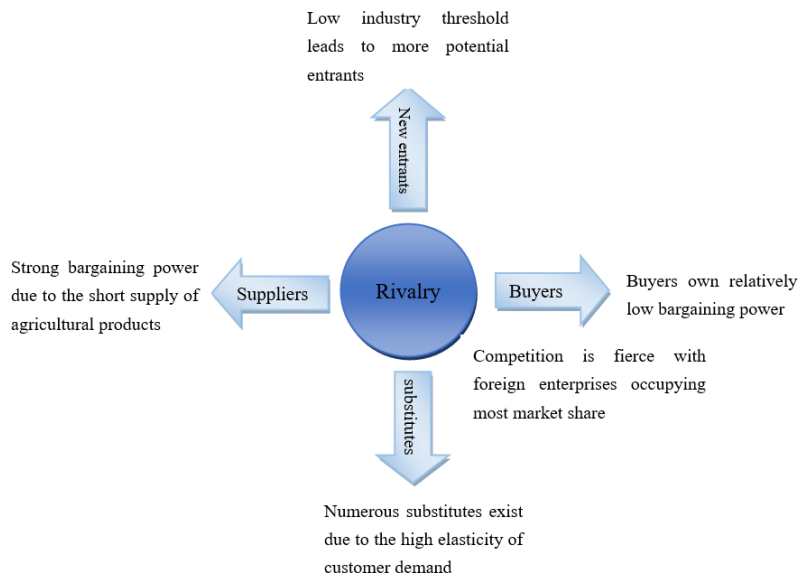


Figure 2. Analysis of Porter's five forces competition model in the Chinese bread industry

3.1.1 The threat of alternative products

Currently, Chinese people still regard rice and pasta as their staple food and only regard bread and pastry as optional leisure food, with a relatively large elasticity of demand for it. Moreover, many substitutes exist in the leisure food market, including various snacks [7].

3.1.2 Threats from potential entrants

The barrier to entry in our baked goods industry is relatively low. On the other hand, China's current baked goods industry has serious product homogeneity in product differences [3]. In terms of intangible differences, some existing enterprises have established clear brand images in the minds of consumers so that new entrants will face stronger brand barriers or emotional barriers. It takes time and investment to cultivate its consumer groups [7].

3.1.3 Bargaining power of suppliers

The upstream raw materials of the baked goods industry in China are mainly agricultural products such as salt, corn, eggs, and wheat. In recent years, the overall price of agricultural products in China has shown an upward trend, and demand exceeds supply. Although there are many upstream raw material production enterprises, most are small and medium-sized enterprises, and the overall demand is in short supply. Moreover, there are almost no substitutes for the products supplied, so the bargaining power of suppliers is relatively strong [7].

3.1.4 Bargaining power of consumers

Baked goods are terminal consumption. Due to its long shelf life, greater storage freedom, and wide range of products, enterprises have relatively strong bargaining power with consumers [7]. Moreover, as a food commodity, consumers are affected by price psychology, and sometimes the food with a higher price will give them a good impression of quality and arouse their interest in buying it [8].

3.1.5 The characteristics of internal competition in the industry

In recent years, China’s baked goods industry has grown rapidly, and there are many internal competitors with comparable strengths. While local bakery enterprises such as Daly Garden, Yuanzu, 85°C, and other brands continue to develop, foreign bakery enterprises such as French Danone, Mexican Binburg Group, Pepsi Food Company, American Kraft Company, and South Korean Orion Company have increased their investment in China with rapid development [7].

Based on the above analysis, it can be seen that the current situation of China’s baked goods industry is not optimistic. Enterprises face product homogeneity, numerous substitutes, competitors, and weak bargaining power. Unlike large enterprises, small and medium-sized bakery enterprises occupy most of the industry pyramid’s middle and lower parts. Although they can learn large enterprises’ production technology and formula, they are limited by various conditions. It isn’t easy to copy large enterprises’ operation methods and experiences [3]. In such a market environment, getting rid of the industry’s shackles and ensuring the competitiveness of enterprises is a problem that every small and medium-sized bakery enterprise and even food processing enterprise must face.

3.2 Enterprise introduction

Jiaxing Meilifamily Food was established in April 2004 and is a collection of production and sales as a professional company. The main business and Taiwan synchronous popular of all kinds: bread, western pastry, Mid-Autumn moon cake, gift box, fresh milk cake, mousse cake. The Central factory is located in Jiaxing Economic and Technological Development Zone, covering an area of about 30 mu. It was officially put into use in October 2010. The company is located in the economic hinterland of the Yangtze River Delta with unique geographical advantages, abundant resources, and convenient transportation. During its 20 years of development, Meilifamily Food has achieved many honors: Jiaxing municipal high-tech Research and development center, Zhejiang science and technology SMEs, Jiaxing education enterprises, safety standardization level 3 enterprises, BB+ level credit enterprises. On the road to development, Meilifamily Food, through technological innovation, talent introduction, and training, constantly brings forth the new from the old to keep the fresh vitality of the enterprise.

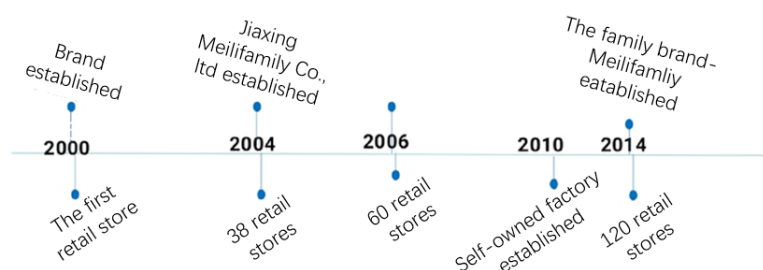


Figure 3. Brand Development of Meilifamily Food

3.3 Case study

Philip Kotler, the father of marketing, pointed out that the enterprise Strategy business is composed of three angles: Strategy, Tactics, and Value. These three dimensions can be further divided into nine elements. The corporate strategy comprises market segmentation, target market, and positioning. The company strategy consists of differentiation, marketing mix, and sales, and the company value consists of brand, survey, and process [9]. This model is also called STV Delta Model. This paper takes this model as the framework to deeply analyze the brand development experience of the Meilifamily.

3.3.1 Corporate Strategy

3.3.1.1 Market Segmentation

Smith first proposed the market segmentation theory, pointing out that there are product differentiation and a diversity of consumer needs in the market. According to a certain standard, enterprises divide the customers in the market into several customer groups. Each customer group constitutes a smaller, homogeneous market to cope with the preferences of different products in the market and more accurately meet the different needs of consumers [10]. Market segmentation is the basic work of selecting the target market.

Meilifamily divides the market into three categories: representative market groups, strategic customers, and important customers. According to NCBBD's research data, in 2021, more than 60 percent of Chinese baked goods consumers will become women. According to the age division, nearly 90% are the post-80s and younger groups [11]. The representative market of the Meilifamily is positioned as the consumer group dominated by young women, which is very accurate. The strategic customer for the whole sales system of Meilifamily is of great significance, which is very important for the long-term development of the enterprise and decisive for the overall customer. The strategic customers of Meilifamily are the young women and housewives in the third and fourth-tier cities. Important customers are the most important customers of Meilifamily, accounting for most of the annual sales of Meilifamily. These kinds of customers are mainly the staff of local enterprises and institutions.

3.3.1.2 Target market

The baked goods market in third-tier and fourth-tier cities still has great potential for development because China's economic development dividend is increasingly radiating to third-tier and fourth-tier cities. Meilifamily is located in Jiaxing City, deep cultivation in Jiaxing and Huzhou market, in these areas, have a good reputation and loyal customer groups. In the future, the bakery food market in three- or four-tier cities is expected to be good. Meilifamily focuses on continuing to develop sales business in these areas. At the same time, the small towns near these areas expand their own business. Therefore, Meilifamily's products will pay more attention to enhancing female consumers' attractiveness in third - and fourth-tier cities.

3.3.1.3 Market positioning

Meilifamily Foods positions itself as a regional bakery enterprise providing affordable and exquisite products for women in third-tier and fourth-tier cities. It has cultivated the market in Jiaxing deeply and seized the opportunity to spread its influence to Huzhou City. The reasonable positioning helps Meilifamily food in the development process to expand the scale reasonably and avoid the problem of excessive pressure caused by the pursuit of scale. For a long time, Meilifamily has ensured its market share in Jiaxing and Huzhou pastry market, sustained and healthy development.

3.3.2 Corporate Tactic

3.3.2.1 Differentiation

A differentiation strategy is adopted to differentiate an enterprise's products, services, and corporate image from its competitors to gain a competitive advantage. The focus of this strategy is to create products and services that are recognized as unique by the whole industry and customers [12]. Meilifamily has developed the following differentiation strategies: (1) cultural leadership and strategic leadership. Establish the company's mission, vision, and values, and ensure the sustainable development of the enterprise through strategic leadership. (2) Resource advantage and strategic reserve. We will increase investment in scientific research and cooperate with China Jiliang University and other universities and research institutes. (3) Well-known brand and market leader. Zhejiang famous trademark, Zhejiang famous brand products, Yangtze Delta famous products. In the past three years, the company's sales, tax revenue, and market share ranked first in the same industry, Jiaxing. (4) Strengthen protection, patent first. Meilifamily has applied for more than 98 patents. Meilifamily has built a rich protection network regarding food and standards-related patents. It

cooperates with universities and research institutes and actively introduces new technologies and excellent talents.

3.3.2.2 Marketing mix

The 4Ps marketing theory is a well-known approach to the marketing mix. It contains four elements: Product, Price, Place, and Promotion [11]. In the following, the 4Ps theoretical model will be used to analyze the marketing mix of the Meilifamily.

Products: Meilifamily keeps pace with The Times, closely follows the market demand, and new products emerge in endlessly. Meilifamily cakes introduce the latest styles or techniques from abroad into China from time to time. For young women, Meilifamily launches the appearance of beautiful and fashionable new desserts such as Chiffon cake thousand layer cake. At the same time, regarding that all kinds of enterprises and institutions in China need to pay employee holiday benefits, such as food, shopping cards, bonuses, etc. in traditional festivals like the Mid-Autumn Festival, Meilifamily also collaborates with those enterprises, providing moon cake vouchers and moon cake gift boxes, to meet the needs of enterprises as well as individuals for all kinds of festival interaction.

Price: Meilifamily has introduced a reasonable pricing strategy. Based on market audience preferences, and production costs, they set reasonable prices. While pursuing returns, they do their best to maintain sustainable market relationships to ensure the ability of the business to generate long-term revenue. They strictly control costs so that the overall price of their products is below average. They bring maximum benefits to their customers while ensuring corporate profits.

Table.1. Menu

Pastry	Mainly in gift boxes, 10 pieces per box, the price is 30 to 50 yuan—main products: mung bean cake, annual ring cake.
Bread	It is freshly baked and factory-packed bread, which costs around 10 yuan.
The cake	Small cakes are mostly priced from 10 to 20 yuan; The price of the big cake is 129 yuan, 199 yuan, and 259 yuan for 6 inches, 8 inches, and 10 inches, respectively.
Drinks	Mainly milk tea and fruit tea, priced from 10 to 18 yuan.

Channel: Following the trend of e-commerce in China, Meilifamily vigorously builds an operation mode combining online and offline, introducing a mode of “New Retailing” and “O2O” (Online to Offline), with its WeChat and Taobao flagship store online and retail stores offline. In addition, since the strategic customers of Meilifamily are the staff of large enterprises and public institutions. Meilifamily cooperates with them to launch shopping cards and vouchers. For instance, Meilifamily has maintained a long-term cooperative relationship with Jiaying Bank, the Jiaying branch of Mobile company, Jiaying Women’s Hospital, and other enterprises.

Promotion: The current Chinese online influencer economy is unprecedentedly hot. For many enterprises, selling goods through the live room with the influencer promoting them is a relatively low-cost and high-return publicity mode, so they all start dabbling in this area. Meilifamily is no exception. In this way, the enterprise will not only boost sales in a short time, but also raise the product awareness with the help of the high influence and large fan groups of the internet celebrities.

3.3.2.3 Holdings sales

In the marketing competition, Meilifamily enterprises always maintain the concept of “brand first”. by They work hard to build a good brand image, which reflects their comprehensive strength and management level, being their valuable intangible assets. Based on the brand building, they have established their own retail terminals to achieve profits in each sales area, as well as to better communicate with customers. So that they can properly handle the quality and price of products after sale, and maintain a good relationship with customers. In terms of selling network, they strive to meet

the needs of consumers from each channel, conducting market research on the target market to understand what the real needs of the market are, then they center on one product to create a trending topic in collaboration with social media platforms and online celebrities, and promote sales in this way.

3.3.3 Corporate Value

3.3.3.1 Quality

In 2015, the company introduced and implemented the “Excellent Performance Evaluation Criteria” and set up a “Performance excellence evaluation” team led by the general manager. According to the Implementation Guide of Performance Evaluation Criteria for Excellence, the company explores and establishes a performance management mechanism in line with its characteristics and constantly optimizes it. Under the guidance of the performance excellence model framework, strategic closed-loop performance management is used to promote the concretization of the enterprise vision. From strategy to detailed rules, from direction to the method, they continuously improve the management to achieve the enterprise’s strategic goals. Currently, the enterprise has 163 procedures, management systems, and various operating procedures, which ensure the quality of products and lay a solid foundation for the future development of the enterprise.

3.3.3.2 Brand

Meilifamily has put great efforts to brand building and brand extension.

“Meilifamily” is the latest Family brand of Meilifamily Group. The brands have over 150 direct chain stores in Jiaxing, Huzhou, Shaoxing, Suzhou, and Taiwan. At the same time, the brand Logo with the “angel” as the main image, means that the family is committed to providing people with “safe, healthy, delicious” bakery food, striving to become the first choice of international baking brands, a brand that improves the quality of life of the nation, and the most cordial and trustworthy partner of all customers.



Figure 4. Logo of the Meilifamily

“Boton” is a professional chain of full-time steak houses, targeting young people and parents of young children, with steak meals, pasta, pizza, baked rice, snacks, drinks and desserts. The designers of Boton Catering have been committed to providing the most nutritious and delicious food for every eater based on a reasonable food combination and modern eating habits.



Figure 5. Logo of Boton steak

Jiaxing Xiaoli Network Technology Co., Ltd. is a wholly-owned subsidiary of Meilifamily Food, founded in June 2018. The team members are composed of the e-commerce department of the head office and, externally hired e-commerce professionals, established e-commerce company to help

Meilifamily expand the domestic market further and increase the brand influence of the “Meilifamily” in mainland China. Meilifamily's sales on Alibaba's shopping platforms (e.g. Taobao and Timao) reached more than 16 million yuan in 2020, with a growth rate of 100%, and sales on the remaining third-party platforms are expanding further. As you can see, Meilifamily's independently established e-commerce subsidiary is a powerful assistant for further brand promotion of Meilifamily's bakery products.



Figure 6. Logo of Xiaoli Technology

3.3.3.3 Service

Meilifamily divides its products and services into offline and online parts to provide better consumer services and meet their diversified service experience needs.

Meilifamily provides continuous and high-quality offline experience and service experience for consumers who need to shop in stores. Additional services are provided in stores that meet the needs of consumers, such as leisure places and drinks sales. In the era of rapid development of science and technology, Meilifamily also keeps pace with The Times. In August 2019, Meilifamily opened its first bakery Smart store in Zhejiang province. The store includes a big video game screen, a self-service cake reservation area, a 24-hour automatic container, and an AR scanning cashier. The 24-hour automatic container meets the needs of consumers who want to buy Meilifamily baked goods at night. Self-service cake reservation eliminates the complicated process of queuing for checkouts but also enables consumers to see the shape and style of the cake visually. When more consumers are queuing for manual checkout in bakery stores, consumers can choose AR scanning cashier independently, which is more convenient and fast.



Figure 7. Self-service Equipment in the Smart Store

The online service is mainly reflected in the operation of the Internet. Meilifamily has its official website, Weibo account, WeChat official account, WeChat mini program, and Taobao flagship store. In addition, they keep up with the current hot trends and collaborate with the famous internet celebrities in China, constructing online sales channels like the online shopping platform and the live streaming platform, to ensure that consumers can enjoy healthy baked goods from Meilifamily at home.

4. Discussion

Based on the analysis above, the authors have identified the successful experience of Meilifamily in the brand development process, which, in summary, are as follows.

4.1 Segment the market clearly

Meilifamily divides each customer group into assorted sub-markets and develops different strategies based on the differences between the sub-markets to design products, services, prices, and marketing tools to meet customer needs better. Meilifamily divides the market into representative market groups, strategic customers, and important customers. It adopts different sales tools for them, thus ensuring a stable source of sales and market expansion opportunities.

4.2 Identify the target market

Meilifamily selects the markets that can bring the largest and most sustainable income among many potential markets according to the characteristics of consumers and uses corporate resources and flexible marketing strategies to achieve sales targets. Meilifamily chose Jiaxing and Huzhou markets, which are representative of the third and fourth-tier cities, to cultivate a large group of loyal customers.

4.3 Position the brand appropriately

The precise positioning of the enterprise help stands out, highlighting the core features that distinguish it from the market competition and create a unique image in the minds of consumers. Meilifamily Food positioned itself as the leading cake enterprise in its development in the third and fourth-tier cities. The reasonable planning enabled it to avoid the pressure of enterprise development in expansion and maintain its market share.

4.4 Adopt enterprise differentiation strategy.

Meilifamily differentiates itself mainly from culture, resources, brand, and patent. They strengthen the company mission and core culture, cooperate with universities to strengthen technology research and establish a patent protection network to highlight its advantages in technology.

4.5 Implement a reasonable 4P marketing mix.

In terms of product strategy, Meilifamily continuously develop new products according to the diversified product needs of strategic and important customers; they also cooperate with universities to innovate production and processing technology and improve product quality. According to the brand positioning and consumer demand, Meilifamily reasonably sets prices, establishing their unique price advantage. In terms of channel strategy, regarding that Internet is highly developed nowadays, they keep pace with The Times and focus on building online sales channels. At the same time, they follow the current trend of China's online influencer economy and cooperate with influencers to sell goods through live streaming, which greatly promotes product sales.

4.6 Always adhere to the corporate values

Meilifamily keeps tight control of the product quality in many aspects. Over the years, it was named “high-tech R & D center”, and “science and technology enterprises in Zhejiang Province”. They have introduced the “Excellence Performance Evaluation Guidelines”, established an efficient information-based bakery management digital system, etc., to keep the company's core value – quality. They divided the products and services into online and offline lines, introduced advanced service technology with The Times, and established the smart store to provide consumers with more convenient services, adhering to the mission of serving the customers with heart. By developing the brand characteristics, adopting advanced marketing methods, and creating various innovative

extension brands, they have managed to create a brand image deeply in the minds of consumers, making them remember it for a long time.

Through the industry background analysis above, it is known that the main problems in the Chinese bakery market are numerous domestic and foreign competitors, homogenization of products, substitutes, expensive upstream raw materials, etc. Meilifamily, owning a clear positioning and target market, has found a gap in the market, avoiding direct competition with too many competitors; at the same time, by keeping the quality of products and investing heavily in product innovation, they ensure the core competitiveness of the company - product quality, which build the foundation for subsequent development; despite the increase of raw material prices, they still insist on the advantage of low prices, so that they can attract and retain a large number of consumers in a short period of time; also, they open up innovative marketing channels, such as cooperation with large enterprises, as well as online sales, livestreaming sales, promoting short-term, low-volume orders as well as ensuring long-term, high-volume sales; they introduced innovative and intelligent customer service facilities, which greatly improved the customer experience and made them stand out among many bakery brands; last but not least, their endeavor to the brand building has largely promoted their brand awareness and reputation. All these initiatives have enabled them to overcome market problems.

5. Conclusion

5.1 Findings

Through an in-depth analysis of the market positioning and marketing strategy of Jiaxing Meilifamily Food, the author understands how a small bakery company overcame fierce competition and confusion in the market, as well as the suppression of large foreign companies to grow into a regionally renowned landmark company gradually. This provides many lessons for other small and medium-sized food companies in China. They must abandon the traditional extensive business model and develop a scientific marketing strategy. First of all, the market analysis should be conducted to deeply understand the enterprise's customer groups and classify them according to their needs and characteristics to develop targeted and efficient marketing strategies; secondly, the target market and positioning of the enterprise should be clearly defined: location, categories, unique values, etc., to provide a clear direction for future development. With serious homogenization and fierce competition in the food industry, enterprises should establish their differentiation advantages to remain invincible. For example, they can start with unique product taste, service, and emotional value. Reasonable product, price, channel, and promotion strategies are also essential for business success. Food companies must ensure that their products meet the changing needs of consumers, that prices are attractive, that channels need to reach key consumer groups effectively, and that innovative sales strategies are used. Finally, only by establishing a unique corporate culture and values and consistently implementing it will companies gain consumer loyalty.

5.2 Limitations

This paper takes a typical small and medium-sized bakery company as a starting point. Specifically, it analyzes how small and medium-sized bakery companies in China can break through the shackles of the industry, achieving long-term corporate growth. It remedies the problem that current research in this field is too macro and abstract and does not have practical significance. However, the authors argue that the success of Meilifamily today is a historical inevitability. It is the result of a combination of factors, such as the background of China's economic take-off, the policy support of the national and local governments, and the efforts of individual decision-makers. Whether such a development model is universal or can be applied to developing similar enterprises is still debatable. This is the shortcoming of this paper.

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