

The Development of an E-marketing Model for Junzhiwei Chinese Local Chain Restaurant

Suyan Xin*, Lanthom Jonjoubsong
 Faculty of Business Administration, Huachiew Chalermprakiet University
 *Email : xlg521446@163.com

Abstract

The catering industry in China is one of the most important industries that drives the Chinese economy in this age. With the rapid development of the Chinese society and the popularization of Internet technology, the competition in the catering market is becoming increasingly cruel. In order to occupy a place in this highly competitive market, Chinese local chain restaurants should pay attention to the development of E-marketing. Chinese local chain restaurants also have problems in this regard, such as limited E-marketing types, lack of E-marketing related skills and talents and managers having low awareness of E-marketing. The objective of this research is to analyze the SWOT of Junzhiwei Restaurant in regards to E-marketing and to develop a possible E-marketing model for Junzhiwei Restaurant. This study utilizes qualitative research method. As per our case study, Junzhiwei restaurant uses the SWOT analysis model to carefully analyze its strengths, weaknesses, opportunities and threats. Then, through in-depth interviews 13 employees and assisted by observation method to further assist in problem identification in the development of E-marketing of Chinese local chain restaurants. Then, this study will use a combination of in-depth interview method and observation method for triangulation, thus ensuring the reliability of this study. Moreover, the validity of this study is ensured through qualitative research validity detection steps and triangulation. Lastly, this study ensures that the privacy of the interviewer will not be violated and that the interview will not disclose any private information of any entity. As a guarantee, the research approved by ethical committee of Huachiew Chalermprakiet University.

Keywords : E-marketing; SWOT analysis, Chinese chain restaurant

1. Introduction

Chinese local chain restaurants possess itself as one of the most important parts of Chinese catering industry. At the same time, with the rapid development of society, the competition in the restaurant market has become increasingly brutal. To still occupy a place in this highly competitive restaurant market, innovative development of business concepts and marketing strategies is key. Given the odds, Chinese local chain restaurants should focus on the development of E-marketing. Sheth and Sharma (2005) pointed out in their study that E-marketing is crucial to the development of the business. Although a late start, the proportion of E-marketing revenue of Chinese enterprises in the overall revenue is rising significantly. E-marketing has also provided benefits to these enterprises, namely, reducing costs and enabling rapid expansion of business.

For restaurant industry, the age group of people between 20-45 years old has become the main consumer group in the restaurant industry. Moreover, this group is more inclined to use electronic products in obtaining information and services (Dou, 2018). They are also more focused on the Internet aspect of service and personalized needs (Wang, 2020). Furthermore, this age group also causes the industry to change. Restaurants that do not engage in E-marketing are destined to lose this segment of customers (Zhu, 2015).

The Chinese catering industry generally lacks knowledge of E-marketing. Currently, most Chinese local chain restaurants do not have a deep understanding of marketing via Internet. They also believe that the marketing content and marketing methods are the same as

traditional online marketing without recognizing that online marketing has essentially changed profoundly (Xie, 2017). With the rapid development of mobile Internet, the demand for mobile E-marketing talents in Chinese local chain restaurants has been increasing. Most Chinese local chain restaurants have a relatively one-sided understanding of mobile Internet marketing and do not provide the necessary human, material, and financial support for E-marketing development, which results in a low quality of E-marketing management talent that cannot meet the development needs of Internet marketing management in SMEs (Tingting, 2019). Regarding this case study, the research will use primary research in the form of interviews before conducting the study. During the interview with the general manager of Junzhiwei restaurant, it is known that Junzhiwei have been operating without a deep understanding of E-marketing, and its understanding of E-marketing is only using takeout platform websites and applications to sell dishes and contact customers. With this, an observation has been made. Junzhiwei Restaurant did not realize the status of their capacity, situation, and most importantly the use of E-marketing. Therefore, there is an urgent need to develop E-marketing models that will help them occupy a place in this fierce competition.

This study uses SWOT analysis to analyze the competitive advantages, disadvantages, opportunities and threats of Junzhiwei Restaurant. This study used interviews as the method of data collection. The interactive spiral method was used as the method of data analysis, and the qualitative research validity detection steps and triangulation method will be used to keep the validity of the research. Finally, in order to keep Junzhiwei Restaurant in this competitive environment, and further gain a broader market space, strategies suitable for improving Junzhiwei Restaurant's ability to improve E-marketing is pin-pointed.

2. Objective

- 1) To analyze the SWOT of Junzhiwei Restaurant in regards to E-marketing.
- 2) To develop a possible E-marketing model for Junzhiwei Restaurant.

3. Literature review and theoretical framework

- 1) Literature review

Chinese local chain restaurant

Tingting (2019) believes chain operation of chain restaurants refers to the collection of several enterprises operating similar products through the standardized operation and management mode, and then, realize the large-scale effect. For catering enterprises, chain operation is the only way to become bigger and stronger, which stems from the strong advantages of chain operation market practice. In addition, the researchers believe that the chain operation model of catering industry has the characteristics of converging brand value and enhancing consumer loyalty. Meng (2006) pointed out that chain restaurants have the characteristics of simplification, standardization and specialization. Simplification means the popularization of products, which can be accepted and recognized by general customers (Gu, 2007). Standardization means that all branches have unified management and operation standards (Li, 2004). Specialization means that the restaurant should use professional management ability and ensure that the restaurant becomes a safe, healthy and hygienic catering place (He, 2014). These three characteristics are the principles that must be adhered to by both the decision-making level, management level and general business operators in expanding the scale of the theme, developing the network of chain operation and carrying out daily business activities.

According to the definition in the "notice on regulating the price management of catering chain enterprises" of China's State Planning Commission, the definition of catering

chain operation is defined as “several peer stores operating similar brand varieties and using unified names and logos.” Catering chain is a modern operation mode in organization forms that takes unified procurement, processing, catering and distribution as the core, takes capital and property rights as the link, and or authorization and franchise. As to realize product service standardization, production and processing industrialization, management standardization, and sharing of brand and scale benefits. The target type of restaurants in this study is Chinese local chain restaurants. Local Chinese chain restaurants can be generally classified into two categories. The first type is the Western style where food served is mostly related to Western food. The second Chinese style, where Chinese traditional dishes are served (Li, 2019). Compared with chain restaurants in other countries, Chinese local chain restaurants cannot define the types of restaurants in a simple form of operation, because Chinese local chain restaurants do not only comprise the nature of chain operation, but also family style, leisure style, or high-end restaurant style. Family-style Chinese local restaurants are restaurants serving family-style dishes. They also use their own unique decoration style to make customer feel more welcomed and at-home. Casual Chinese local restaurant are restaurant where customers can both satisfy their appetite and enjoy other cultural activities such as drinking tea or playing mahjong. These restaurants come with designated rooms or areas for those activities as well. Lastly, the high-end Chinese local restaurant is a restaurant that uses expensive food ingredients and luxurious decorations to create a style of cuisine and experience that is more expensive (Liao & Xiao, 2005). This study takes Junzhiwei Restaurant as a case study. Junzhiwei Restaurant is a Chinese local chain restaurant encompassing both family and leisure style Chinese traditional served.

General marketing function

The most important function of general marketing is to utilize the marketing mixed strategy, especially the 4Ps (price, product, place, promotion) marketing theory (Belz, 2006). 4Ps marketing theory was put forward by McCarthy in the 1960s. This theory improves the efficiency of sales tactics by four basic strategies: product, price, place, and promotion. These four components are used to guide the sales behavior of enterprises. Furthermore, the strategy also enhances the pertinence and practicability of sales behavior, support the development of enterprises, and continue to provide profound theoretical guidance for enterprise marketing. Booms and Bitner (1982) put forward the 7Ps theory based on the 4Ps theory, adding three elements: people, process, and physical evidence to the original theory. People refers to the company's service personnel and customers. Process refers to the process that customers must go through before obtaining services. And physical evidence refers to the environment, convenient tools and effective guidance, and to make the display of goods and services themselves, even if the promoted things are closer to customers. In addition, Privacy is also an indispensable function in the process of E-marketing (Walrave, 2002). In the process of E-marketing, it is inevitable that the company will involve private information about customers, such as their addresses or identity information. How to protect customers' information from being leaked and affecting the company's own reputation and interests is an important factor that companies must consider in the process of E-marketing (Frost & Strauss, 2016). Thus, in the process of E-marketing, an involvement of customers with Chinese local restaurants is inevitable. While customers participate in the process, their private information should be protected from being leaked. Moreover, this allows the company to better play the role of marketing function; meaning to make better use of the advantages of Chinese local chain restaurants, identifying their own problems, and meet new opportunities and challenges.

E-marketing

The definition of E-marketing has not been made clear. For the emerging discipline of E-marketing, scholars have given different explanations from different angles. Flower (1997),

a famous network economist, believes that E-marketing is a modern marketing method that uses the power of computer network, modern communication, and digital interactive media to achieve sales purposes. At the same time, Chen (2012) also pointed out that E-marketing is a way to carry out marketing based on the Internet and an important component unit of enterprise marketing strategy combination. Yu (2014) also clarified that this component is a series of behaviors to achieve enterprise marketing objectives with Internet users as the main consumer group, market demand as the guide, and network application and E-marketing as the main ways. In addition, many studies believe that the interaction between E-marketing and customers is essential. As a technology-based innovation activity, E-marketing has been regarded as one of the main aspects of marketing practice, which include the use of the Internet and other interactive technologies to create and mediate dialogue between companies and their customers (Coviello, 2001). Generally speaking, E-marketing refers to the use of the Internet as a means to carry out marketing activities. All marketing activities carried out by using the Internet as the main means can be called E-marketing. The main difference between E-marketing and traditional marketing is that E-marketing depends more on the Internet platform, carries out a series of marketing behaviors through the Internet platform, and has a more innovative and close relationship with customers. In general, through E-marketing, Chinese local chain restaurants can achieve interactive communication of information, timely get feedback from users, and enhance the intimacy between consumers and restaurants and brands. The characteristics of multi-dimensional and sub marketing of E-marketing include the organic combination of image, sound and text, and the multi-sensory information transmission mode that enriches customers' experience of goods. The Internet has a great impact on consumer behavior. The development of E-marketing in Chinese local restaurants directly affects the success or failure of the whole marketing strategy.

Theoretical framework & research questions

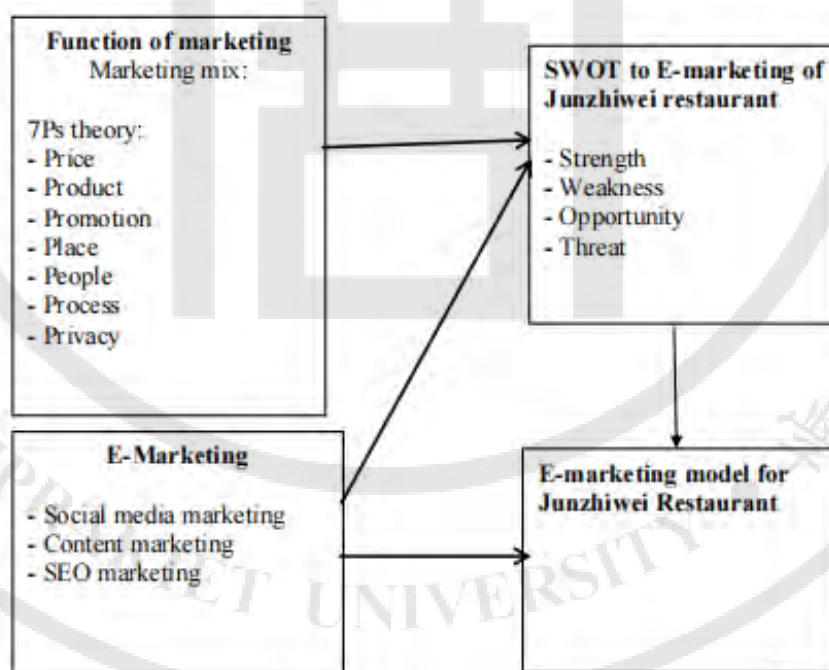


Figure 1 Theoretical framework

Research question

- 1) What are the current SWOT of Junzhiwei Restaurant that is needed to further conduct E-marketing?
- 2) What would the E-marketing model for Junzhiwei Restaurant should be?

4. Research methodology

Research methodology and type

The case study method uses a qualitative method as one of the research methods in this study. Case study is a methodology description of a real management scenario based on what is known about the business operation and a case analysis around business management problems (Yin, 2015). According to the framework of this study, in order to better arrive at answers to the research questions and find suitable strategies to improve E-marketing in local Chinese chain restaurants, the case study method was used in this study. As the case study subject in this study, Junzhiwei chain restaurant was used.

Research site and respondents

As per the case of this researcher's study, in order to gain an in-depth understanding in a limited time, this study chooses a single case study. Junzhiwei chain restaurant is selected as the case study object. Junzhiwei Restaurant is located in Jining City, Shandong Province, China. It is a Chinese local chain restaurant that has been operating for nearly 10 years. Junzhiwei Restaurant's main dishes are Chinese local dishes. Moreover, its business model and concept also contain Chinese cultural heritage. Similar to other Chinese local chain restaurants, Junzhiwei restaurant did not utilize E-marketing, as well as make use of their capacity and situation. Therefore, there is an urgent need to develop E-marketing models that will help them occupy a place in the fierce competition.

For the selection of participants, the researcher carefully studied the organization chart of Junzhiwei restaurant and concluded that the main managers of the restaurants were most suitable for the study. The organization chart of Junzhiwei restaurant is shown in Figure 2.

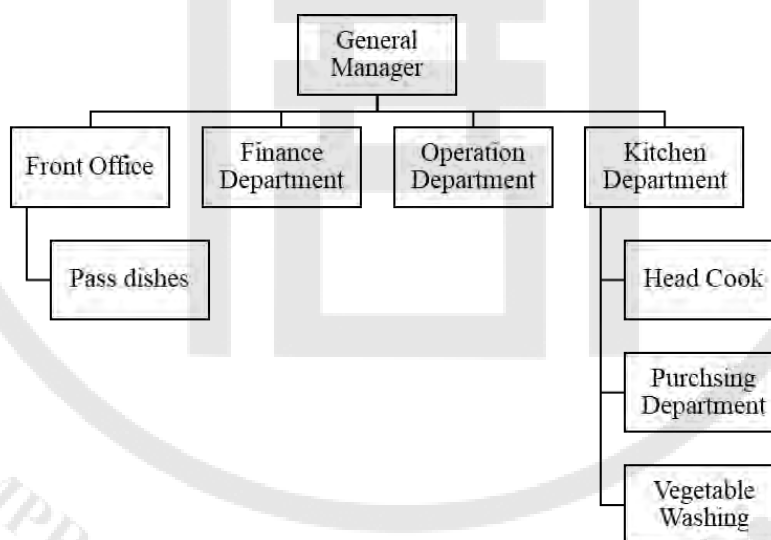


Figure 2 Junzhiwei restaurant organization structure

Junzhiwei restaurant has one general manager, under which there are four departments. Each department has a competent manager. There are a total of 50 staff members, which are allocated along each task as follows: 20 members for the Front Office Department, 5 members for the Finance Department, 10 members for the Operation Department, 15 members for the Kitchen Department.

As for this study, the purposive sampling method is used. The advantage of purposive sampling method is its simplicity. However, in this study, the method could not be fully utilized due to the constituent organization structure and small available sample size of the restaurant. To be precise, the total sample size for this study at the time of study was 13,

consisting of the following: 1 general manager, 4 department managers, and 8 staff members, two members for each department.

Data gathering method

In-depth interview method or depth interview method, is an unstructured, direct, and personalized interview method, also known as unstructured or freestyle interview (Guion, Diehl & McDonald, 2011). This interview method has strong flexibility and can give full play to the initiative and creativity of the interviewer and the interviewee (Evers and De, 2012). The method will be conducted using voice telephone interview via electronic equipment for communication and discussion with interviewees on the topic of E-marketing of Junzhiwei Restaurant with voice recording.

The second data collection method used in this study is observation. Observation refers to the direct and targeted collection of required data by researchers through their own perceptual organs and other helpful tools under natural conditions (Baker, 2006). In this study, the researcher used direct observation method to observe e-services offered by Junzhiwei Restaurant through its website. This is done to perceive the current stage of E-marketing in the restaurant as well as identify any problems that arise.

Data analysis and quality of research

Qualitative data is a source of logical, rich descriptions, and explanations of processes that occur throughout the local settings. With qualitative data, researchers can retain chronological order, assess the cause-and-effect relationships of events, and derive productive explanations. Qualitative data can help researchers move beyond initial preconceptions and frameworks (Sgier, 2012). The data analysis method used in this study is derived from the Interactive Spiral Model (Dey, 1993), which is a common data analysis method for qualitative research. The first step in this model is to conduct data collection by interviewing respondents and then obtaining their responses to the questions. The second step is data reduction, where the respondents' responses are simplified and important information is extracted. The third step is data classification. Important data and data with similarity are categorized in order to observe the correlation processes that link these data to each other. The fourth step is data connection. The categorized data are matched with factors involved in the study to facilitate the next step of the study, in order to draw conclusions. Finally, a compilation of the results is created.

5. Results and Discussion

Junzhiwei Chain Restaurant

Junzhiwei Restaurant is a chain of Chinese restaurants in Jining City. Junzhiwei Restaurant is a Chinese local chain restaurant encompassing both family and leisure style Chinese traditional served. Junzhiwei restaurant's cuisine is based on the Lu cuisine of the Qilu region of China, and is best known for its wide variety of flour dishes and special dumplings. Many honors have been won in the local area as well as in Shandong Province and even in China. The interior of the restaurant is also full of Chinese cultural elements. The restaurant's interior is also full of Chinese cultural elements, with an ordering counter built on the roof of a traditional Chinese building and a retro interior. In addition, there are public bicycle parking spaces next to the restaurant, and public transportation is very developed. Since the establishment of the restaurant head office has been as long as 6 years, the domestic economic situation in China did not take the convenience of private car parking as an important factor when selecting the site, so the number of parking lots and parking spaces near the head office was extremely limited. Therefore, this factor was taken into account when selecting the branch office. Although the branch office was also located in Jining City,

the location was located in the new urban area of Jining City. The 2 branches have chosen to be established near the newly built community in the new urban area and near the shopping mall. Another company chose to sign a contract with Jining First People's Hospital and built it inside the hospital canteen.

Junzhiwei restaurant company was founded on February 23, 2016, with registered capital: 5 million (yuan). Registered office is located in Jining City, Shandong Province, Rengcheng District, Hongxing Middle Road No. 8 pedestrian street. Operating range includes general projects: take-away delivery services; property management; business management; hotel management. The licensing projects: catering services. This study takes the catering service of Junzhiwei restaurant as the main research goal

7ps in general marketing

1) Product

Type of Cuisines

In terms of products, Junzhiwei restaurant's cuisine is mainly based on Lu cuisine, followed by Szechuan cuisine, as these two cuisines best suits the palette of the locals. Therefore, it can be seen that the dishes of Junzhiwei Restaurant are mainly Shandong cuisine, which is the main local cuisine, followed by Sichuan cuisine. Moreover, a variety of Chinese specialty noodles are also important dishes of the restaurant.

Quality of Product

Junzhiwei has strict management and control over the selection of ingredients. To inform transparency to its customers, Junzhiwei has a special display at the front desk to show customers ingredients and seasonings that is in use in the day. Furthermore, Mr. Yu, who works in parent company front office, also mentioned that many of Junzhiwei's dishes are award-winning and trustworthy. As for the quality of the dishes, Mr. Zhou, who works in parent company operation department, mentioned that a special vegetable and meat supplier will deliver the freshest vegetables and meat ingredients to the restaurant every day before opening. Junzhiwei will have a quality inspector check the quality of raw materials every day. Moreover, the restaurant also passes all the inspections administered by the food and Drug Administration.

Product of E-marketing

There are some differences between Junzhiwei restaurant's take-out menu and offline menu. Mr. Zhao, who works in parent company kitchen department, mentioned that this is for younger people who may order a take-out for lunch at work. Regarding special taste requirements, consumers are allowed to customize their food to their own liking by directly contacting with the restaurant through both offline and online channels. Lastly, online customers are presented with an online communication channel where they can make contact with the restaurant for after-sales service if any problems arise.

2) Place

Offline Channels

According to the answer of Junzhiwei Restaurant's staff, Junzhiwei restaurant currently has two marketing channels, offline and online. Offline channels include the parent company restaurant and its branch restaurants. Customers who live near the perimeter may choose to travel on foot or by electric bicycle, while those who live far away will travel through private cars or public transportation. Therefore, customers that choose to dine at the main restaurant are suggested to refer to light or public transportation.

The Junzhiwei Restaurant also has private rooms which can accommodate larger group of about 8-12 people. General manager of head office, Mr. Heng, mentioned that the 800 RMB set menu includes seafood dishes, such as braised sea cucumber and steamed sea shrimp. Unfortunately, due to the restaurant's location in inland China, the price of seafood is higher due to the high transportation cost.

Online Channels

The online channel used by Junzhiwei Restaurant at this current stage focuses on its partnership with Meituan, a take-out application, for sales. However, Mrs. Ma mentioned that the restaurant has not paid attention to the ranking in the application. Customers can search and access several restaurant's homepage using its name. Moreover, an option for distance search is also available, where restaurant closest to customers will be pushed to the homepage of their Meituan application. Luo (2018) mentioned that there are generally three online sales channels in China's catering industry, namely takeaway applications, group buying platforms, and location service platforms. Therefore, this also means that Junzhiwei Restaurant is not taking full advantage of all online sales channels.

3) Price

Price set up

The parent company is responsible for all the pricing strategy, while branches implement those strategies and apply identical prices. From the Interviewees statement and findings, we can conclude that Junzhiwei Restaurant along with its branches, has identical price and unified managements of dishes regardless of the company or the head office. And pricing is also well related to its cost.

Offline Price

The prices of dishes at Junzhiwei are roughly the same as those of other local chain restaurants, which is generally accepted by local customers. Mr. Zhang, who works in the subsidiary, mentioned that the price of vegetarian dishes in Junzhiwei Restaurant is about 25-35 RMB, while the price of meat dishes is about 40-55 RMB. Moreover, in addition to individual dishes, set menus are also presented for customers to choose from. Set menus are available in two options, 600 RMB and 800 RMB. Although the number of dishes for both options are identical, 12 meat dishes and 4 vegetarian dishes, but what separate them is the available content. Comparing to the single dishes' menu, the set menu is about 50-80 RMB cheaper.

Online Price

Since there is only a single point of sales via the take-out application, the price will be reflected taken into consideration only that channel. Junzhiwei Restaurant price itself identically in both offline and online channels. Mrs. Ma, from the parent company's finance department, mentioned that Junzhiwei Restaurant need to incorporate more prices in the takeaway application.

4) Promotion

Branding

The brand promotion method of Junzhiwei restaurant uses traditional methods. Mr. Wu, who works in parent company kitchen department manager, mentioned that Junzhiwei restaurant's branding strategy utilizes traditional newspapers and WeChat. The restaurant uses traditional newspapers, such as the local food and health newspaper, which often publishes the restaurant's new dishes and awards. Junzhiwei also uses WeChat to promote the

restaurant, posting articles and content about food and health, as well as recent events and competitions that the restaurant has participated in.

Discount promotions

The promotions given by Junzhiwei Restaurant are mainly discounts. Promotional activities are mainly based on offline stores. All consumers who go to the store and spend a one-time purchase of 1,000 RMB will receive a discount of 200 RMB. Apart from discounts, free dishes are also used as incentive for promotional purposes. For example, on the night of Chinese New Year, if a customer spends more than 200 RMB, a free vegetarian dumpling will be given.

Membership card system

In addition to other promotional strategies, the restaurant also offers a membership card system. Mr. Zhao mentioned that to meet the requirements, a member must spend a one-time purchase of 300 RMB. When the requirement is met, the cashier will ask customers if they want to apply for a membership card and clearly states that points generated can be used to subsidize cash. It can be seen that the membership card system of provide beneficial discounts for customers who become members. It is also proved to be very convenient for customers to use, taking care of user experience for different age groups.

E-marketing of Promotion

E-marketing of Junzhiwei restaurant promotional strategy is generally based on the issuance of coupons, mainly on the take-out app system. As an example, the take-out software app will issue coupons ranging from 2 to 20 RMB. Moreover, Junzhiwei Restaurants will also give discounts to dishes on the take-out app during the holiday season.

5) Process

Service Delivery Process

Junzhiwei Restaurant's offline restaurant provide direct face-to-face service. According to the restaurant staff's answer, they regard the customers as gods. Junzhiwei Restaurant takes meticulous care for guests from the moment they step into the restaurant. For example, when guests walk in, they should shout "Welcome", and when guests leave, they should shout "Thank you for coming, and welcome to us visit next time." In addition, the interior of the restaurant is also sterilized every day to prevent insects and mice attracted by the fragrance and food. The interior of the restaurant is also inspected and cleaned every day. The minimum large-scale cleaning is twice a day. The door is also never left opened. If there is little customer traffic in the between the day, the front desk staff will clean it in time. Mr. Zhao believes that the service provision shown in traditional marketing emphasizes face-to-face interaction so that customers can feel that they are being served, as well as a sense respect for them. For example, when customers dine in the restaurant, complementary tea will be provided. When the customer finishes a cup, the restaurant waiter will fill up the water cup and teapot in time and refill the new tea. However, the restaurant cannot directly provide this kind of service on the takeaway software, so the service of the restaurant needs to be more reflected in the quality and after-sales, such as the quality of the tableware, tissue, packaging boxes and bags provided to customers, and the after-sales service of the restaurant, speed, customer satisfaction, etc.

Customer's Decision Process

For the customer's purchase decision process, Mrs. Ma, who works in parent company finance department, believes that the first step is the problem identification stage, which is to identify the consumer's needs for the restaurant. Initially, she felt that customers' need are

quality and delicious food. But after the introduction of the Internet, other factors such as deliver time came into picture. Restaurants need to consider this change in demand. Second, regarding information gathering, she believes that consumers must gather information from multiple sources according to their needs. For offline, there may be recommendations from friends or relatives, but in e-marketing, consumers are exposed to more channels, which may come from several sources, such as but not limiting to, online promotions, or recommendations from unfamiliar online friends. With the provided information, customers are free to compare and think about the products and services of each restaurant. Third, she believes that consumers will then formulate a purchase plan on how to receive products and services offered by the restaurant. After that, a purchase decision is made, forming from purchase intentions and preferences, such as which dish they want to try. The last stage is the post-purchase behavior. Customers evaluate the products and services offered by the restaurant and take into consideration if the experience is meaningful enough for another visit.

6) People

Junzhiwei restaurant employees generally believe that staffing strategy is very important. Junzhiwei restaurant recruitment is the responsibility of the parent company, if the subsidiary company has staff changes is to tell the parent company in the first time, the subsidiary company can introduce employees to the parent company interview, will send personal resume to the parent company for review. In addition, Junzhiwei restaurant also attaches great importance to staff training. Restaurant staff whether front or back kitchen department are to be trained and then on the job, the front of the staff dressing, must pay attention to hygiene and neatness. For the back of the kitchen department, chefs as well as cooks are also to be clean and tidy, chef uniforms and hats must be worn, and the use of spices must be fresh and hygienic. Mr. Zhao stressed that the restaurant will open a short training session every day before the restaurant opens, emphasizing the work content and the problems found by the department managers in yesterday's operation and service. The restaurant also encourages its staff to attend further training sessions. Besides, the restaurant also encourages staff to participate in further major restaurant exchanges or competitions to encourage them to enrich themselves.

7) Privacy

In e-marketing Junzhiwei restaurants use take-out software has a special treaty is to protect the privacy of customers will not be leaked, for example, the take-out clerk can only call the consumer through the take-out app, will not see the consumer's real phone number to prevent harassment of them. In addition to this the delivery staff in the process of delivery can only see the consumer's address through the current order, this order will be destroyed after the completion of the consumer's address. In the process of online marketing, restaurants inevitably involve customers' private information, such as their address or identity information. How to protect customer information from being leaked, affecting the reputation and interests of the company itself, is an important factor that companies must consider in the process of online marketing (Frost & Strauss, 2016).

5.2 SWOT of Junzhiwei restaurant

Table 1 Junzhiwei restaurant SWOT analyze table

| 7ps | Strength | Weakness | Opportunity | Threat |
|---------|------------------------------------|----------|--|--------|
| Product | Special dishes loved by customers. | | Using e-marketing to open up new markets | |

| 7ps | Strength | Weakness | Opportunity | Threat |
|-----------|--|--|---|---|
| Place | Superior geographical location, close to customer base. | Fewer marketing channels were used. Only takeaway applications are used for sales while WeChat public accounts are used for promotion. | create new services. Several marketing channels were available to choose from. | e- Channel conflict; Many competitors use the same channel. |
| Price | The prices are affordable and transparent with the supervision of the Price Bureau. | — | — | — |
| Promotion | Brand culture is combined with local culture and traditional culture. | Promotion channels are limited. Currently offline promotion, which is the mainstay | Utilize e-marketing to attract potential partners. | — |
| Process | — | Lack of communication with customers. | — | — |
| People | — | Lack of links to e-marketing in recruitment and training. | — | Inaccessibility concerns for customers who are not proficient with e-marketing. |
| Privacy | Strict punishment system for staff members. Privacy protocols and regulations to protect customer privacy. | — | — | — |

5.3 E-marketing

1) Current E-marketing of Junzhiwei chain restaurant

Junzhiwei restaurants are using only two kinds of online marketing methods at this stage. The first is the takeaway app, the takeaway platform used by Junzhiwei Restaurant is

Meituan takeaway platform, Junzhiwei Restaurant has their individual dishes on the takeaway app, in addition to adding a single set menu for office workers, Mr. Zhao mentioned that this is for young people who may order a takeaway for lunch at work. For example, the shredded fish and pork over rice and the kung pao chicken over rice, which consists of rice and rice dishes. The single set menu also includes soup, and consumers can choose whether they want soup or drinks. Our soup is seaweed and egg soup, and drinks include cola, yogurt, herbal tea, juice, etc. Consumers can choose by themselves. In addition, Mr. Heng mentioned that Junzhiwei restaurant not only uses takeaway software for sales, but also has a WeChat public number to help it promote. The public WeChat number usually publishes articles about food and health, but is rarely updated.

2) Suggestion of E-marketing model for Junzhiwei Restaurant

Through interviews with the employees of Junzhiwei Restaurant, it can be seen that the e-marketing services used by Junzhiwei Restaurant is only for need recognition and facilitating customers' purchasing decision. The only purpose of having a takeaway application is for sales purposes, with WeChat acting as a supporting promotional method. Therefore, it is evident that Junzhiwei Restaurant has not deeply integrate e-marketing with its operation processes. This study combines Junzhiwei Restaurant customer decision-making process with e-marketing, and proposes a five-step e-marketing recommendations as follow: customer's need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.

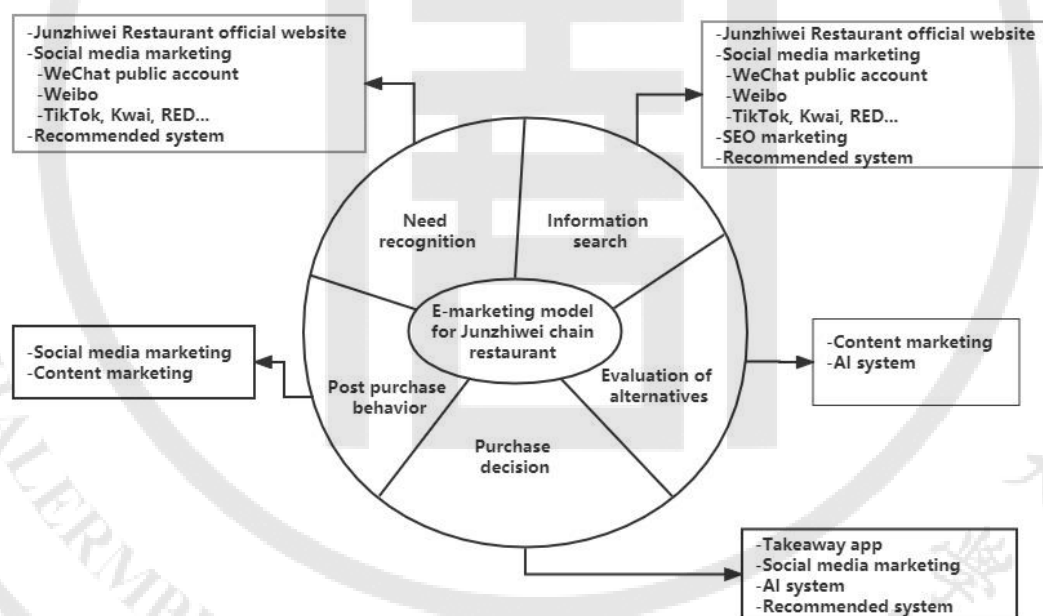


Figure 3 E-marketing model for Junzhiwei restaurant

1) Need Recognition

First, Junzhiwei Restaurant should build their own official website with added details and contact information of the restaurant along with their corporate introductions, including corporate brand culture and vision. More importantly, detailed menus and presentation must also be presented on the website.

In addition, Junzhiwei should also make full use of social media marketing. The WeChat public account of the restaurant should be improved. The task of the account should involve updating articles related to restaurants along with its publicity in a timely manner. The account also should be presentable with exquisite page layout and page decoration to

attract the attention of consumers to leave a deep impression. Junzhiwei Restaurant should also develop other types of social media marketing. For example, utilize short video platforms such as TikTok or Kwai to publish short humorous videos related to restaurants to achieve the results of self-promotion. Junzhiwei Restaurants should also use social websites, such as Weibo for publicity reasons. Junzhiwei Restaurant should build its own Weibo account and publish the latest news and activities of the restaurant on the Weibo account in a timely manner. Posts could also include the restaurant's signature dishes and today's recommended dishes to give customers latest news and updates on other promotional approaches.

Junzhiwei Restaurant can also work alongside the delivery platform in incorporating their recommendation system together with the existing system provided by the platform to create a more effective system. The operation could also leverage big data generated throughout their customer's journey to ensure that customers will be aware of the restaurant upon using the application. Moreover, the restaurant should work alongside Meituan and make paid promotional strategy in bringing customers closer to the restaurant.

2) Information Search

The second step in the buyer decision process is to conduct information search. Junzhiwei Restaurant should fully utilize search engine optimization (SEO) marketing and works in cooperation with well-known Chinese search engine companies.

Upon entering keywords on these search engine sites, any keywords related to the restaurant must display information related to the restaurant. Moreover, relevant information such as official websites and posts from the restaurant must be presented at the top of the list. To tackle this goal, a close cooperation must be developed with these search engine operators, namely Baidu.

As a marketing method, SEO marketing takes advantage of people's dependence and usage habits on search engines. Inputted keywords are used to retrieve information and delivered them to users. With the information presented, users can enter the restaurant's official site to receive details of any subject matter with ease. The interaction created by SEO marketing allows direct contact of users and restaurant to happen real-time, which could potentially lead to transaction.

In addition, media and websites are used by younger generations to explore their interests. Applications such as TikTok and Kwai has played an important role in the past few years in facilitating these new lifestyles. RED for example, are used by female adolescents to explore their livings through places and food. Reviews of the place is also proved to be crucial for their experience as they would lean more towards landmarks with positive reviews. Therefore, Junzhiwei Restaurant should make full use of the role of social media marketing. The restaurant should give serious attention to creating its own WeChat and Weibo accounts for reaching out to customers as well as publishing its own content as mentioned in this report. The context of the account should cater to the taste of younger generation as well for better feedbacks and exposures. Media sharing platforms should also be used. Short video sites such as TikTok and RED will prove to be a very important tools in reaching out to these people. Junzhiwei could work together with RED influencers who have their follower base located around the restaurant area to further promote the restaurant. They also should be encouraged by the restaurant to give positive reviews and detailed notes of the experience to further attract these younger generation.

3) Evaluation of Alternatives

The focus of content marketing is to turn the entity's own media into a portal for users, attracting users with content and allowing them to enter the company's own platform. Content marketing is inseparable from products. The focus of content marketing is the combination of content and brand. The importance of content marketing is reflected through the brand itself.

Junzhiwei Restaurant should make full use of social media channels when conducting content marketing. The restaurant should conduct cross-media platform marketing by publishing media content to all their platforms. Like other forms of online marketing, the content should revolve around the available dishes and the culture behind each product.

Result evaluations for social marketing are also heavily dependent of each social platform. However, the restaurant will have no play in the results, and it is up to the social platform to help the company carry out further publicity.

Apart from the use and cooperation of partnerships and platforms, Junzhiwei should implement AI into their customer service. This allows real-time communication to happen within the website. Communication details on the feature could be based on user's question. Active recommendations by the restaurant could also be made according to the keywords inputted by the customers. In the long run, the operation will be able to save cost and facilitates the decision-making process, making transaction happen more efficiently.

4) Purchase Decision

The fourth step in the buyer decision process starts when customer decides to buy. Regarding the takeaway application, the restaurant should maintain clear classification of dishes within their homepage to reduce time spent for customers.

In addition, apart from sharing articles as its main content, the restaurant should schedule frequent content updates on its WeChat account. Promotional articles such as recommendations and available purchase channels are also very important in facilitating the decision-buying process.

To further develop its online presence, an official web must be created. Information within the website should reflect the restaurant. Dish information, menus, payment methods, and purchasing links must be clearly stated. The design must also be user-centric, allowing for a convenient experience.

Apart from that, a social media presence should also be created. Platform such as Weibo is crucial in attending to this role. Information within the account should be like what of other platforms to achieve the same result.

Lastly, package recommendations and coupons generation could also be done during customer service chat by the integration of AI to further strengthen customers' purchase decision.

5) Post-Purchase Behavior

Post-purchase behavior of purchased customers heavily influenced the coming of new potential customers. Junzhiwei Restaurants should combine content marketing and social media marketing to encourage customers to post positive comments on various social media platforms after the meal. Activities could also be created to increase traffic and engagements on Weibo. There should be an active encouragement and incentive for customers to post short videos on TikTok about their dining experience. Other review platforms such as RED could also be use in this stage to provide real life images and experience notes to positively attract new customers.

6. Conclusion

Through interviews with the staff of Junzhiwei Restaurant, this paper sorts out the existing marketing mix (7ps) and the current situation of E-marketing, and puts forward deeper construction suggestions for the shortcomings of Junzhiwei Restaurant's network marketing. The researchers hope that Junzhiwei will have a place in the fierce competition in the catering industry. It is hoped that this research will provide a theoretical basis for future researches related to the E-marketing of Chinese local hotel chains.

7. References

- Baker, L. (2006). Observation: A complex research method. *Library trends*, 55(1), 171-189.
- Bhandari, R. S., & Bansal, A. (2018). Impact of search engine optimization as a marketing tool. *Jindal Journal of Business Research*, 7(1), 23-36.
- Booms, B. H., & Bitner, M. J. (1982). Marketing services by managing the environment. *Cornell Hotel and Restaurant Administration Quarterly*, 23(1), 35-40.
- Chen, X. (2012). 我国中小企业网络营销策略研究 [Research on network marketing strategy of small and medium-sized enterprises in China]. Unpublished doctoral dissertation, Huazhong University of science and technology, China.
- Coviello, N.E., Milley, R. and Marcolin, B. (2001), "Understanding IT-enabled interactivity in contemporary marketing", *Journal of Interactive marketing*, Vol. 15 No. 4, pp. 18-33.
- Deng, L. (2012). 营销渠道冲突研究: 网络营销渠道与传统营销渠道 [Research on marketing channel conflict: E-marketing channel and traditional marketing channel]. Unpublished doctoral dissertation, Southwest University of Finance and Economics, China.
- Dey, I. (1993). *Qualitative Data Analysis: A User Friendly Guide for Social Science*. London: Routledge.
- Dou, S. (2019). 陇东情餐饮公司营销策略研究 [Research on the marketing strategy of Longdongqing catering company]. Unpublished doctoral discourse, Lanzhou University, China.
- Evers, J., & De Boer, F. (2012). *The qualitative interview: Art and skill*. Eleven international publishing.
- Flower, J. (1997) . Internet Economic: The Coming of Digital Business Era. Worldwide Concert Corp
- Frost, R. D., & Strauss, J. (2016). E-marketing. Routledge..
- Gu, D. (2007). 我国餐饮企业连锁经营研究 [Research on chain operation of catering enterprises in China]. Unpublished doctoral dissertation, Northeast Forestry University, China.
- Guion, L. A., Diehl, D. C., & McDonald, D. (2011). *Conducting an in-depth interview*. *EDIS*, 2011(8).
- He, J. (2014). Research on chain operation of catering enterprises in China. *Journal of Jiangsu Economic and Trade Vocational and Technical College* (5), 14-15

- Huang, F., Guo, T., & Tai, L. et al. (2018). 企业社交媒体营销的实践路径[Practice path of enterprise social media marketing]. *Research on technology, economy and management*, 02 (259), 77-81
- Li, M. (2004). 中国餐饮业连锁经营的现状与特点 [Current situation and characteristics of chain operation in China's catering industry]. *Marketing Guide* (03), 15-17
- Li, S. (2019). 中国连锁餐饮业导入形成期成长特征及启示研究——基于SCP模型的分析框架[Research on the growth characteristics and Enlightenment of China's chain catering industry in the formation period of introduction -- an analysis framework based on SCP model]. *National circulation economy* (35):3-5.
- Liao, F., Xiao, X. (2005). 成都连锁餐饮企业特许经营模式分析 [Analysis on Franchise mode of Chengdu chain catering enterprises]. *Journal of Southwest Jiaotong University: Social Science Edition*, 006 (004), 100-105
- Luna, D., Peracchio, L. A., & de Juan, Mar Dolores. (2003). The impact of language and congruity on persuasion in multicultural E-marketing. *Journal of Consumer Psychology*, 13(1), 41-50.
- Meng, X. (2006). 中式餐饮业连锁经营发展策略研究[Research on the development strategy of chain operation in Chinese catering industry]. Unpublished doctoral dissertation, Nankai University, China.
- Pogorelova, E., Yakhneeva, I., Agafonova, A., & Prokubovskaya, A. (2016). Marketing Mix for E-commerce. *International journal of environmental & science education*, 11(14), 6744-6759.
- Segier, L. (2012). Qualitative data analysis. *An Initiat. Gebert Ruf Stift*, 19, 19-21.
- Sheth, J. N., & Sharma, A. (2005). International e-marketing: opportunities and issues. *International Marketing Review*.
- Skowronek, S., Tobias, & Christoph. (2012). E-marketing. *Zeitschrift Für Studium Und Forschung*, 41(4), 189-194.
- Tingting, L. (2019). 疫情之下餐饮业面临转型求变大考 [On the marketing strategy of catering industry from the perspective of chain operation]. *Journal of Qiqihar Teachers College*, 04(4):103-104.
- Walrave, M. (2002). E-marketing and privacy: mind the Gap: the protection of consumers' privacy in commercial websites. In *The international conference on corporate and marketing communications: corporate and marketing communications in the new millenium: proceedings of the 7th annual conference*, Universiteit Antwerpen. Management school, 29-30 April 2002 (pp. 159-173). UAMS; Antwerpen.
- Wang, Y. (2020). Research on network marketing strategy of catering industry -- Taking Hangzhou Zhiweiguan as an example. *Modern food* (4), 3.
- Xie, L. (2017). 中小企业网络营销研究——以A企业为例 [Research on E-marketing of small and medium-sized enterprises -- taking enterprise A as an example]. Unpublished doctoral discourse, Lanzhou University, Central China Normal University.

- Yin, R. K. (2015). *Qualitative research from start to finish*. Guilford publications.
- Yu, H. (2014). 基于微信的企业网络营销模式探讨 [Discussion on enterprise E-marketing model based on WeChat]. Unpublished doctoral discourse, Dalian Maritime University, China.
- Zhu, F. (2015). “十二五”以来我国连锁餐饮业与经济增长关系探析[On the relationship between China's chain catering industry and economic growth since the 12th Five Year Plan]. *Journal of Jiangsu Institute of Technology*, 21(3):35-40.

