

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

**Marketing techniques to make organic foods attractive
to consumers**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Sisi Chen

Business Administration

Thesis title

Marketing Techniques to Make Organic Foods Attractive to Consumers

Objectives of thesis

The diploma thesis aims to analyze relevant secondary data on Marketing Management, Consumer Behavior and Marketing Mix in accordance with organic food market in China.

This analysis will be combined with original primary reconnaissance aiming to suggest concrete steps for a company, willing to succeed in organic food market in China.

Methodology

“Literature Review” part will be elaborated based on relevant secondary data analysis and synthesis.

“Analysis” part will result from relevant secondary data and original primary reconnaissance combination.

Recommended structure:

1. Introduction
2. Goals and Methodology
3. Literature Review
4. Analysis
5. Results and Discussion
6. Conclusions
7. References
8. Appendices

The proposed extent of the thesis

60-80 pages

Keywords

market techniques, organic food, marketing mix, consumer behavior, social media marketing

Recommended information sources

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Expected date of thesis defence

2019/20 WS – FEM (February 2020)

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Declaration

I declare that I have worked on my diploma thesis titled "Marketing techniques to make organic foods attractive to consumers" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 30.11.2019

Acknowledgement

I would like to thank Michal Chocholoušek and all other persons, for their advice and support during my work on this thesis.

Marketing techniques to make organic foods attractive to consumers

Abstract

Nowadays, consumer consumption concept, habit and mode have all changed in the digital age. Moreover, the marketing strategies of many enterprises have been upgraded in line with the digital era on the traditional basis. With the development of China's modernization process, people's awareness of health and environmental protection is gradually enhanced, especially in the dietary habits, people pay more attention to food safety, health and pollution-free. The author has reason to believe that the organic food market in China should have great development potential in the context of the changing consumer environment. But somehow organic foods in China are not as popular as in North America or EU countries. Therefore, the author wants to find out the existing marketing barriers and tries to suggest new marketing techniques more in line with today's developed environment of e-commerce and We Media in Chinese market to fix these problems. This thesis takes organic foods marketing and Chinese consumer behavior as the research objects, tries to find out what marketing strategies can break the current deadlock and make organic foods more attractive to consumers.

Keywords: Marketing Techniques/ Strategies, Marketing Mix, Social Media Marketing, Organic foods, We Media, E-commerce

Marketingové techniky, díky nimž jsou ekologické potraviny atraktivní pro spotřebitele

Abstrakt

V dnešní době digitálního věku se změnila koncepce, zvyky a způsob spotřebního chování. Marketingové strategie mnoha podniků byly navíc modernizovány v souladu s digitální érou. S rozvojem modernizačního procesu Číny se postupně zvyšuje povědomí lidí o zdraví a ochraně životního prostředí, lidé věnují větší pozornost zejména stravovací návykům, bezpečnosti potravin, zdraví a znečištění. Autor má důvod se domnívat, že trh s biopotraviny v Číně má velký rozvojový potenciál v kontextu měnícího se spotřebitelského prostředí. Ale biopotraviny v Číně nejsou tak populární jako v Severní Americe nebo zemích EU. Autor proto chce zjistit existující marketingové bariéry a navrhnout nové marketingové techniky, v souladu s dnešním rozvinutým prostředím elektronického obchodování a „We-Media“ na čínském trhu, aby tyto problémy vyřešil. Tato práce pojednává o marketingu biopotraviny a chování čínských spotřebitelů jako o výzkumných objektech. Snaží se zjistit, jaké marketingové strategie mohou narušit současnou patovou situaci a zvýšit atraktivitu biopotraviny pro spotřebitele.

Klíčová slova: Marketingové techniky/ strategie, Marketingový mix, Marketing sociálních médií, Biopotraviny, E-commerce

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1 Introduction

With the improvement of people's living standard, it seems there's a trend around the world that people pay more and more attention to healthy diet and food quality. Meanwhile, the topic of "organic products" and "organic agriculture" is becoming increasingly more discussed by various groups. These terms are certainly not new, but as they became more and more media-driven, for the last several years, they had been used as buzzwords and widely spread on the Internet. Not only that, there is a growing awareness of the devastating threats posed by climate change and the unsustainability of some agricultural methods, also the importance of organic agriculture to ecosystem sustainability.

Willer, Lernoud and Kumper (2019, p.25) indicated that 2017 was a record year for organic agriculture worldwide, with 69.8 million hectares of land used for organic farming. According to the latest Institute of Organic Agriculture (FiBL) survey (2019, p.25) of global organic agriculture, data from 181 countries (as of the end of 2017) showed that the number of organic farms worldwide has increased significantly, the number of organic producers and organic retail sales has also continued to grow to record highs. The survey of Ecovia Intelligence (2019) pointed out that global market of organic food and drink sales reached about 86 billion euros in 2017 and the largest single market was the US (40 billion euro, 47% of the global market), followed by the EU (34.3 billion euros, 37% of the global market) and China (7.6 billion euros, 8% of the global market).

Under the influence of this general trend, it can be believed that more and more people will choose to purchase organic foods for healthy and ethical consumption reasons. In this thesis, the author will mainly focus on analyzing the marketing situation of organic foods in China. According to the latest year book from FiBL (2019, p.28), it showed a shift was under way in Asian countries, these countries shifted focus from exports to domestic consumption. The area of organic agriculture in Asia reached 6.1 million hectares in 2017 and most of the development is now taking place in China, which had about 3 million hectares of land was used for organic farming and it was considered as the largest market in the region (7.6 billion euros of organic food and drink sales, 8% of the global market).

Based on these latest data, they showed that the Chinese market has great potential in domestic consumption of organic foods, which is why the author chose the Chinese market as analysis object. Moreover, the author hopes to explore the purchasing decision-making rules of organic foods consumers under today's digital environment, and whether social media is conducive to breaking through the relatively closed situation of agricultural product information circulation so as to establish the connection among trading circles. Through research and analysis, the author wants to find out the most effective techniques for Chinese market to make organic foods more trendy in the current market environment.

2 Objectives and Methodology

2.1 Objectives

First of all, this thesis aims to explain the insight of Chinese organic foods market development. The purpose of the theoretical part is to find out the current problems or barriers of organic food marketing in the Chinese market, and figure out what caused people not to buy organic foods so that it couldn't be as popular as in North America or EU countries. Besides, it also tries to find out what drives people to buy organic foods by analyzing current consumer behavior and how to reinforce these driving factors in marketing promotions.

Secondly, the author intends to outline the concept of marketing strategy and marketing mix. Combine previous literatures study with practical analysis, this thesis attempts to explain the transformation of marketing strategy in the digital age and what kind of marketing techniques are more effective in the current environment.

At last, and also the most important goals of this thesis is to find out what kind of marketing techniques can make organic foods more attractive to consumers in Chinese market.

2.2 Methodology

This thesis aims to find out effective marketing techniques or strategies to make organic foods attractive to consumers in Chinese market. The author is going to analyze and explain the development status of China's organic food market, marketing barriers, reasons driving consumers to buy organic foods and the most effective or popular marketing techniques in China under today's We Media background based on the previous researches and data mentioned in the theoretical part.

In the practical part, the author will conduct case studies on the two most typical organizations who has adopted the most appropriate marketing strategies in the current

era of We Media in the Chinese market, which are the Palace Museum and Heytea. In the case study, the author will present qualitative interviews, including online questionnaires and short interviews with consumers at the events. Since the author hopes to analyze a social phenomenon and consumers' views on this research issue through this thesis. It will combine qualitative research with observation of survey data analysis to find out whether the marketing strategies obtained from the case studies can be applied in the practice of organic foods and make it more attractive. And the contents of online questionnaire and interviews can be found in the appendix part.

3 Literature Review

3.1 Barriers in Chinese organic food marketing

Some scholars have long believed that China is suddenly involved in an "organic revolution" by observing some significant changes in the figures over the past decade. John Paull (2008, p.267) analyzed the annual data released by Institute of Organic Agriculture (FiBL) and pointed out that there were no data on organic farming or production in China before 1999. In 2005, China's organic farmland reached 298,990 hectares, ranking 16th in the world. According to the data released by FiBL in 2019, China ranks the 3rd in the world in terms of the planting area and 4th sales volume of certified organic agricultural products. But the truth behind these figures was that a significant proportion of China's organic farm products were sold to the export market. Even if it shifted to domestic consumption, its per capita consumption was much lower than that of European countries and even lower than the world average. Here is the relevant data showed by following figures and table:

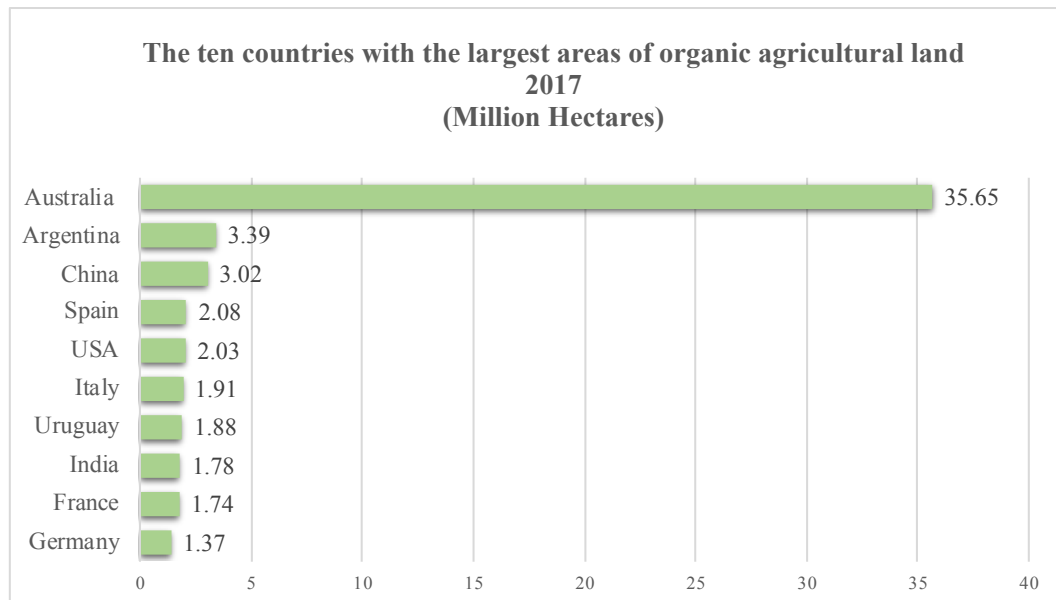


Figure 1: The ten countries with the largest areas of organic agricultural land 2017

Source of data: FiBL-AMI survey, 2019

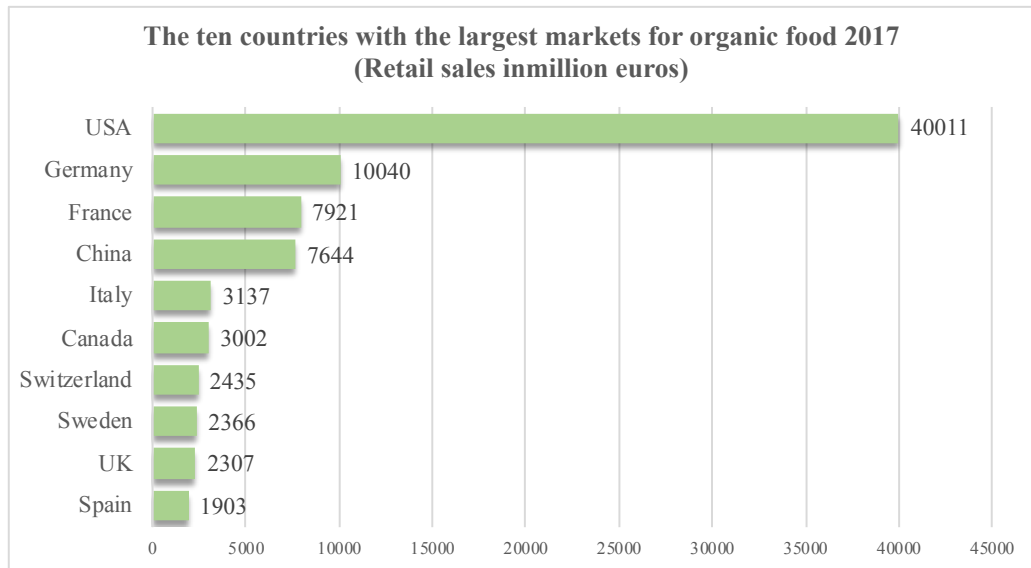


Figure 2: The ten countries with the largest markets for organic food 2017

Source of data: FiBL-AMI survey, 2019

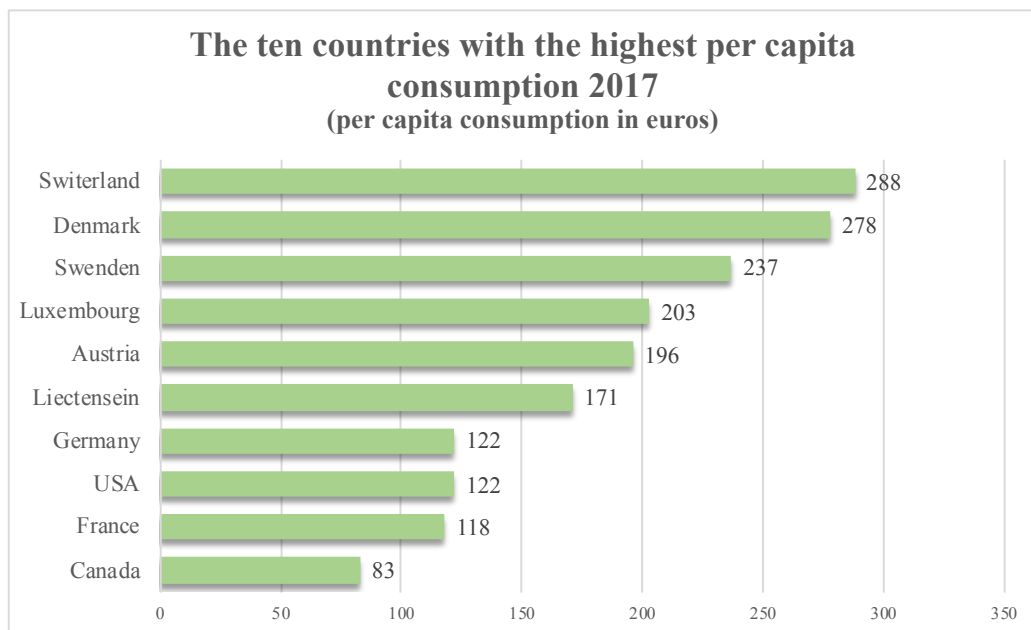


Figure 3: The ten countries with the highest per capita consumption 2017

Source of data: FiBL-AMI survey, 2019

Country	Year	Organic per capita consumption [€/person]	Organic retail sales [Million €]
China	2013	1.77	2'430.00
	2014	2.7	3'700.98
	2015	3.42	4'712.00
	2016	4.2	5'900.00
	2017	5.3	7'644.04

Table 1: China's per capita consumption of organic food in five years

Source of data: FiBL survey, 2019

In the past five years, organic per capita consumption in China has risen from 1.7€/person to 5.3€/person. Until today, despite the growth on organic per capita consumption, it still lags far behind European and North American markets. (FiBL, 2019, p.71) Through reading past literatures, it can be found that there are still some obstacles in the marketing strategy/techniques of Chinese organic food market.

3.1.1 Consumers lack trust in domestic organic certification

Michaelidou and Hassan (2008, p. 166) pointed out that organic food was favored by consumers because it was healthier, more environmentally friendly and has stricter quality control. Luo (2018, p.34) mentioned that organic food has a strict quality supervision system. The whole production process strictly followed processing, packaging, storage and transportation standards of organic foods. The circulation process has a sound quality control and tracking review system, which must be certified by independent organic food certification bodies. With the rapid development of China's economy and the continuous increase of people's income level, people's consumption concept of food has been constantly improving, green and organic food increasingly became the first choice for people who took ethical and healthy consumption as consideration.

According to the statistics (Liu & Zhu, 2019, p. 64), about 30% of consumers in China's first or second tier cities often bought green or organic food. Tait, Saunders and Guenther (2016, 67) found that Chinese consumers had a relatively high level of cognition and trust on products certified by China Organic Food Certification

Center (COFCC) compared to other domestic organic food certification organizations.

- The products certified by China Organic Food Certification Center's packaging includes China organic product certification label and COFCC label, and these two labels are showed as following:



Image 1: The organic logo of COFCC

Source: COFCC

But compared to Chinese organic certification, the consumer for the products which were certified by authorized control agency or body in European Union has obvious positive bias. For example, Chinese consumers preferred organic milk from Germany which certified by Bio-Siegel compared with organic milk produced in China. (Liu & Zhu, 2019, p.68) Possible reason was that consumer mistrusted the Chinese organic certification system, which led to more preferences on foreign organic certification. Luo (2018, p. 35) and Yan (2013, p. 84) pointed out in their researches that some Chinese consumers have lost confidence in domestic certification and food safety supervision due to frequent food safety problems in recent years, such as melamine-tainted milk powder and bleached rice.

- The labels/ logo were mentioned is shown below:



Image 2: The organic logo of EU

Source: European Commission



Image 3: The logo of Bio-Siegel

Source: Bio-Siegel

Moreover, in the surveys of organic food consumption in Chinese first and second-tier cities, it has been observed that the country-of-origin effect still significantly affected consumers' organic food choices within the same organic certification system. Marketers should pay attention to the degree of trust that consumers have in the certification of importing countries. Research showed that under the EU certification system, consumers with a high degree of trust in country of origin were more likely to choose the organic food from the country. (Liu & Zhu, 2019, p. 67)

3.1.2 Consumers lack awareness of organic food and organic agriculture

The International Federation of Organic Agriculture Movements (IFOAM) defines organic agriculture as *"Organic Agriculture is a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic Agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved."*

The Department for Agriculture and Rural Affairs (DEFRA) states that *"Organic food is the product of a farming system which avoids the use of man-made fertilizers, pesticides; growth regulators and livestock feed additives. Irradiation and the use of genetically modified organisms (GMOs) or products produced from or by GMOs are generally prohibited by organic legislation."*

A lot of Chinese consumers, especially the older generation, had very different understanding of the concept of organic. Luo (2018, p. 38) clarified that many consumers or their families remain connected to agricultural production because of China's relatively late urbanization. Some people with agricultural knowledge often equated "organic agriculture" with "traditional agriculture" due to the similarity between these two concepts. Even fewer people knew the official definition of "organic food" or "organic agriculture".

Although certification is the only way for "organic products" to obtain legal status in China, it is also the fundamental premise and legal basis for products to use the "organic" name in the market, it has been "ignored" in the commercialization process. Luo (2018, p. 40), Zou & Jia (2009, p. 179) explained that as the certification standards of organic food were almost "strict" and these standards "scared" some businesses. So some businesses tried to avoid regulation to pursue short-term interests and finally led to lose their basic integrity. Zhong (2017, p. 7) also found that some suppliers did not strictly purchase natural raw materials in accordance with the standard requirements, and some retailers did not comply with

the provisions “cannot be repackaged”. These businesses treated "organic" as a hype concept and made unrealistic and exaggerated claims to consumers. Also, some companies who didn't have qualification took advantage of loopholes in Internet regulation and sold shoddy products with false authentication to consumers. These fake "organic agriculture" businesses couldn't produce high-quality organic products. So consumers would find that "organic" products were no different from ordinary food when they bought it. In result, they had misunderstanding of organic food and organic agriculture that led to they had no intention of repurchase.

3.2 Motives driving organic food consumption - Based on Chinese consumer behavior

Armstrong and Kotler (2013,p. 136) pointed out that culture, social, personal and psychological characteristics could strongly affect consumes behaviors. As a marketer, these factors cannot be controlled or changed but they should be taken into account in marketing activities.

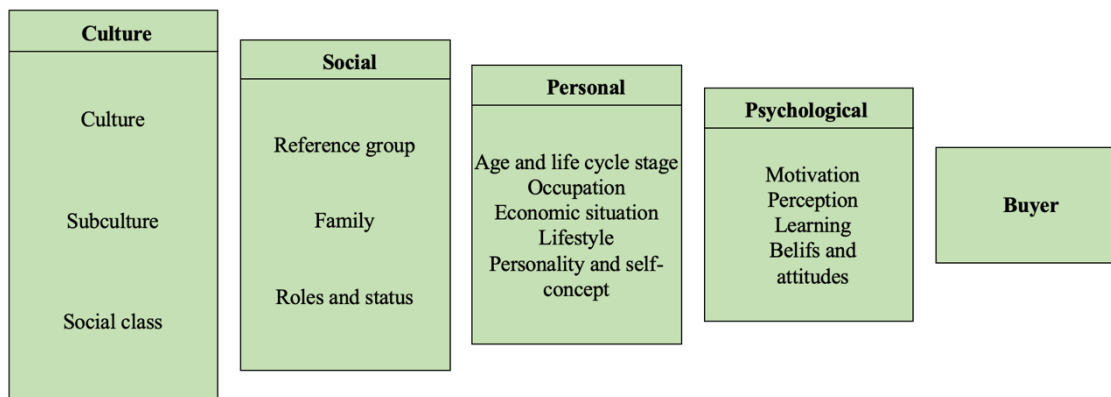


Figure 4: Factors influencing consumer behavior

Source: Armstrong & Kotler, 2013

McCarthy, Liu & Chen (2015, p.16) and Zhai (2019) found that factors such as gender, age, occupation, education background, income, family size and whether there were children or old people in the family had impacts on consumers' purchasing behaviors for organic products. Grankvist and Biel (2001) defined interest in health as a primary

motive for buying organic food. International Trade Centre (2011, p.8-9) and Zhai (2019, p. 88) mentioned respectively in studies that middle-aged and older people with health problems who need a healthy diet, such as high blood pressure, high cholesterol or blood sugar and heart disease, their children were likely to be the consumers of organic products for health and food quality reasons and they could be considered as regular consumers. Moreover, Little, Ilbury and Watts (2009, p. 206) found that women often played a role in food preparation and procurement in the household. Mothers were often concerned about the health of their children's diet and choose to buy organic food.

In China, as in many other countries, organic products are relatively expensive. Yan (2013, p. 84) stated that most Chinese consumers were price-sensitive and people who buy organic food mainly came from better-educated or better-off families, such as people who work for large or foreign companies, expatriates, senior government officials and so on.

Conversely, Yang (2015, p. 1) pointed that income levels and education levels had no effect on organic food consumption. Under the trend of healthy diet, more and more people have exposed to organic ideas and concepts, including healthy and environmentally friendly, they were willing to pay higher prices for organic food. International Trade Centre (2011, p. 9) indicated that young and trendy generation quickly adapted to such “organic” lifestyles for health and environmental reasons, especially the overseas returnees. Harper and Makatouni (2002, p. 289) explained ethical consumer was ecologically conscious people tended to buy products that were environmentally friendly and no threats to animals or to human life which could be considered as ethical motives that affect demand for organic foods.

3.3 Marketing techniques/ strategies and the marketing mix theory

Peter, Olson and Grunert (1999) described marketing strategy as the combination of products, prices, distribution channels and promotions that best suit a particular consumer group. Armstrong & Kotler (2013, p. 49) defined marketing strategy as the

marketing logic by which company hopes to create customer value and achieve profitable customer relationships. The marketing strategy involves two key questions: “Which customers will we serve?” “How do we create value for our customers?” And then, the company designs a marketing plan (the four Ps) that delivers the intended value to targeted consumers. Figure 8 illuminated the major activities involved in managing a customer-driven marketing strategy and the marketing mix:

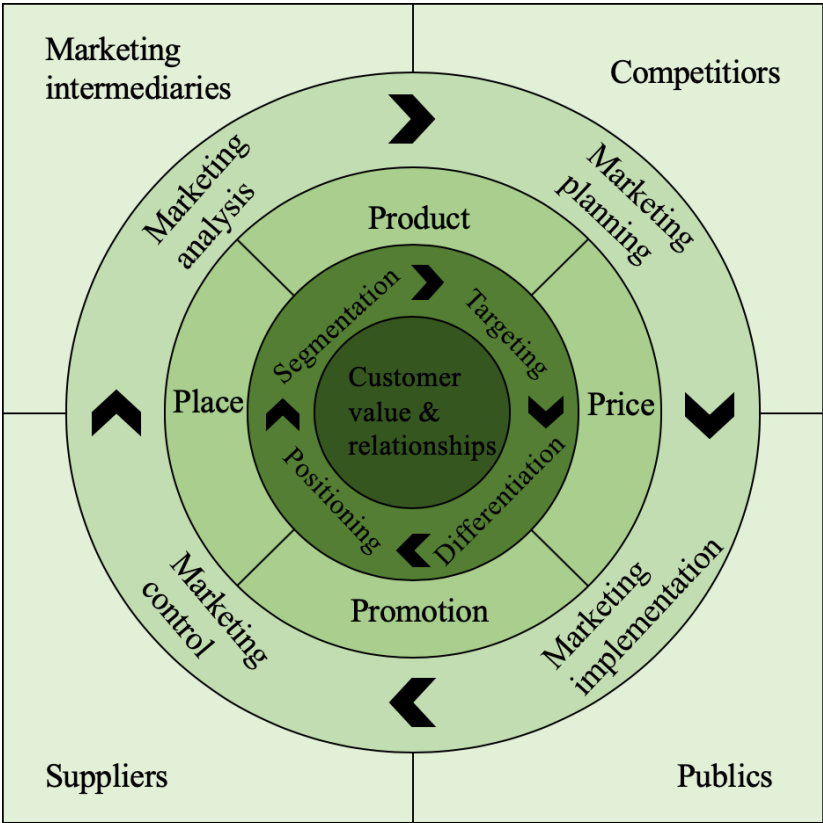


Figure 5: Managing Marketing Strategies and the Marketing Mix
 Source: Armstrong & Kotler, 2013

3.3.1 Marketing mix

Armstrong & Kotler (2013, p. 49) illustrated marketing mix, also known as “the four Ps” was the set of controllable, tactical marketing tool that firm blended to

produce the response it wants in the target market. Figure 9 has shown the marketing tools underneath each P:

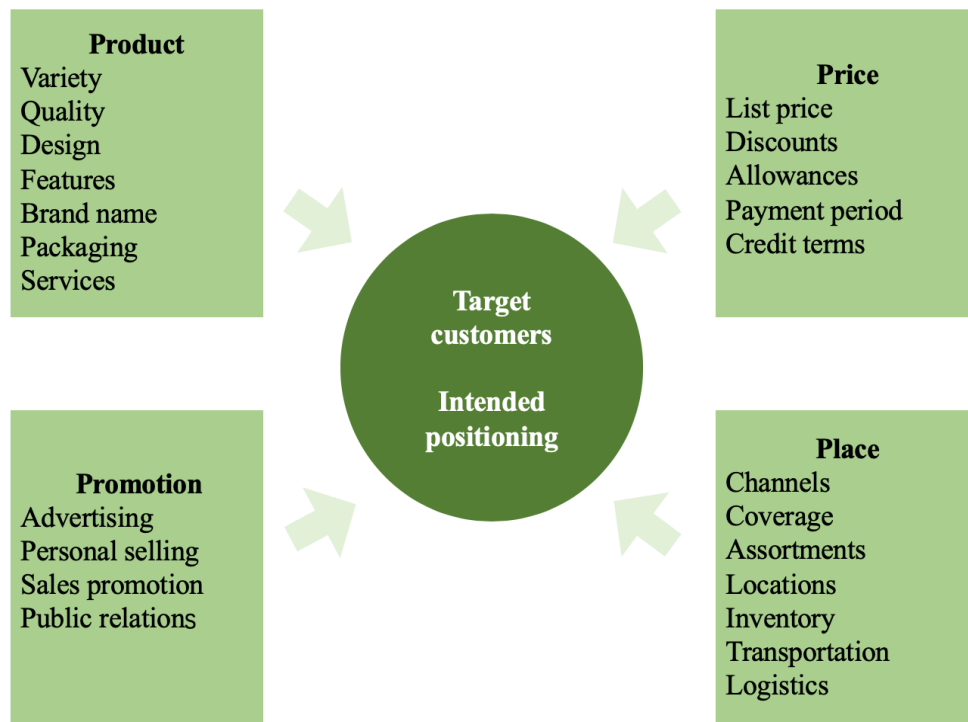


Figure 6: The Four Ps of the Marketing Mix

Source: Armstrong & Kotler, 2013

Yan (2019, p. 74) clarified that Chinese consumer market has undergone many changes with the development of network economy era, the most obvious should be the change of consumption mode and consumption concept. It made full use of the convenience of internet technology and drives online shopping rapidly rise in China's consumer market. All these changes required Chinese enterprises to transform their marketing strategies in time. Dai (2019, p. 72) explained that the basic market environment of marketing have not changed fundamentally in network marketing activities and the core was still to create customer value and profitable customer relationships. Therefore, developing network marketing strategies still needs to be considered based on "the four Ps".

Yan (2019, p. 74) and Dai (2019, p. 73) pointed out that since the internet environment and the traditional physical environment were not exactly the same, the

network market had its unique characteristics, so “the four Ps” as a network marketing strategy has also undergone some changes, for example, “Platform” and “Participation” should be taken into account which can reflect the characteristics of network marketing. Zhang and Wang (2017, p. 1) explained that how the network marketing model worked in the context of the Internet age by giving an example of Whole Foods Market. Especially its online promotion, Whole Foods Market promoted the healthy consumption concept and scientific cooking methods of organic food on its official website and mobile e-commerce platform, also it introduced the quality and safety standards of organic food knowledge to the customers so as to improve consumers' awareness of organic foods and achieve the promotion goal of organic foods. Whole Foods also promoted its products through third-party online platforms, for instance, Whole Foods formed a strategic cooperation with Instacart in 2016. After ordering Whole Foods organic products through Instacart official website or mobile app, consumers could push relevant product information to their friends through their social media accounts.

3.3.2 Social media marketing and the celebrities/ influencers' effects

In the digital age, consumer trust in brands is no longer entirely determined by the brand's own marketing efforts as it once was. These days, social media content also influences brand credibility, which in turn influences consumers' purchasing decisions. (Barnes, 2015, p. 36-46) Strategies and tools for communication between the company and consumers have changed significantly in the last dozen years. The emergence of internet-based social media allows one person to communicate with thousands of people about products and the companies that provide them. It can be considered as the new promotion way of “word of mouth”.(Felix, Rauschnabel & Hinsch, 2017, p. 118-126) Ashley and Tuten (2014, p. 15–27) empirically explored specific social media marketing objectives which include stimulating sales, improving brand awareness and brand image, creating traffic for online platforms, reducing marketing costs, and establishing user interaction on platforms by stimulating users to post or share contents. For example, the companies can obtain and analyze consumers' opinions on products or companies through their comments

or conversations on social media. Or the companies can use social media to create buzz for themselves and products. Therefore, the impact of C2C (consumer-to-consumer) communication is greatly amplified in the market. The social media messages have become the main factors affecting various aspects of consumer behavior which include consumer awareness, information acquisition, opinions, attitudes, purchasing behaviors, and post-purchase communication and evaluation. (Mangold & Faulds, 2009, p. 357-358) The consumer buying decision process is showed as below:

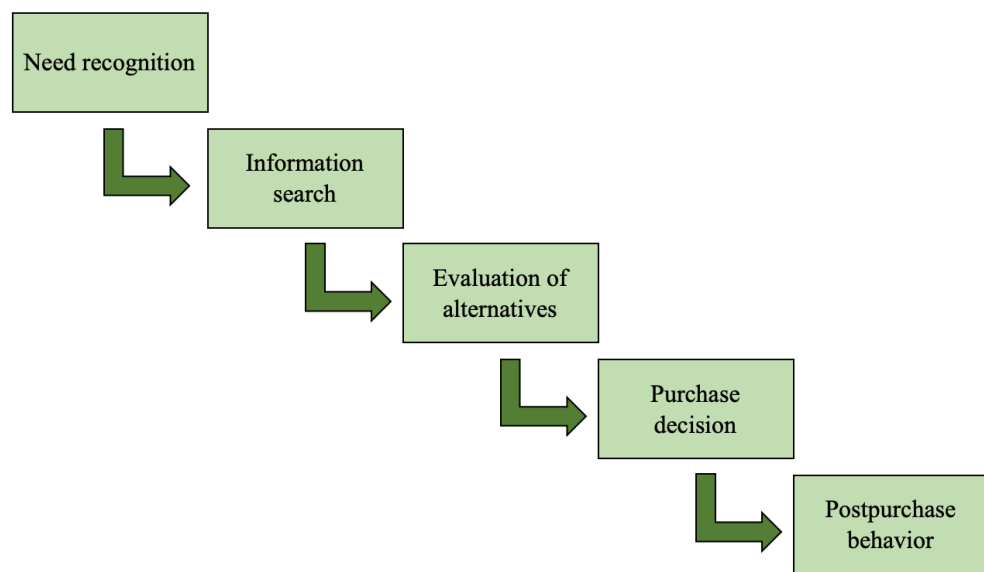


Figure 7: Buyer Decision Process

Source: Armstrong & Kotler, 2013

Cooley and Parks-Yancy (2019, p. 249-269) found that information about celebrities, social media influencers and people they knew in real life could influence the buying decisions of millennial consumers. Celebrity endorsers could be directly associated with a brand due to a contractual relationship and helped raise brand awareness. Not only that, social media influencers posted, tweeted, or snapped information about their daily lives which include discussing products and brand they truly recommend or PR also got the same effects to business. Due to social media influencers, who got millions of loyal followers and, could give a brand life or cause it a PR nightmare with one post, there's no doubt these

influencers drove brand engagement and brand loyalty. For example, Jeffree Star, who has over 15 million subscribers on YouTube, his new beauty collection sold out in 5 minutes after launching. Also, Kylie Jenner, who got more than 145 million followers on Instagram, her makeup launches sold out in minutes as well. (Perelli, 2019)

According to relevant statistics, China had 829 million Internet users by the end of 2018. The valuation of social media service market in China reached 25.8 billion yuan in 2017 and was expected to exceed 30 billion yuan in 2019. There were about 100 million people born after 1995 in China, which is one of the most important users of social network service providers. (CNNIC, 2019, p. 11) PricewaterhouseCoopers (2018) stated that there were about 41% of Chinese consumers use social platforms as a way to receive promotional offers. Besides, there were about 79% of Chinese customers said that positive interactions with brands on social media have driven them to endorse the brand more, and 71% customers have spent more. The following figure showed end-to-end consumer journey in China:

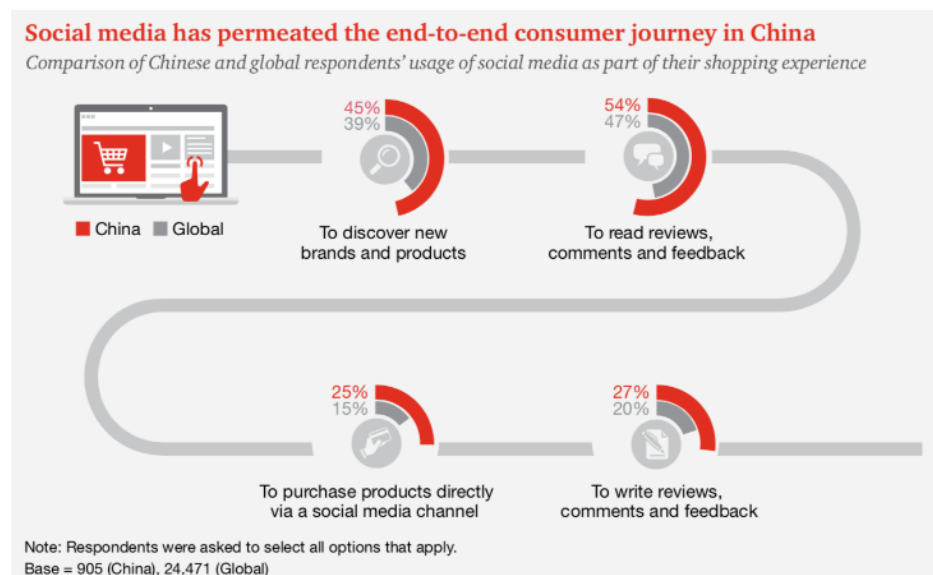


Figure 8: Social media has permeated the end-to-end consumer journey in China

Source: Pwc, 2018

Since 2016, the development of We Media represented by WeChat, Weibo, Tik Tok, RED and other social software has reached a climax. We-media refers to the general term of social media influencers who take full advantage of social networks' openness, self-organization, individuality, interactivity and openness to create contents. Under such social media influencer economic background, more and more merchants choose social media marketing to enhance brand image and popularity. (Li, Hu, Qin & Luo, 2019, p. 13) Xu (2019, p. 22) pointed out that social media marketing is more accurate compared with some traditional marketing ways. The most prominent point is that the influencers have a certain fan base. Therefore, they do not need to define or look for audience in the marketing process of the product. In terms of cost, compare with paying for celebrity endorsers, social media influencers promotion has lower marketing cost. It usually posts video, text, pictures or other contents on social platforms to promote about product, also does live on broadcast platforms. (Yu, Liu & Cao, 2019, p.11) Besides, "influencer" marketing is not only limited to posting on social media platforms or forwarding merchants' products for marketing promotion, but also the merchants can create an image for the influencers according to their needs so that can improve influence and efficiency. (Xu, 2019, p.23)

4 Analysis

In China, the development of We Media is mainly divided into four stages: Sina Weibo was launched in 2009, which caused a wave of we media on social platforms; in 2012, WeChat public account was launched, and We media developed to the mobile ends; from 2012 to 2014, portal websites and e-commerce platforms set foot in the field of We Media one after another, which promoted the diversified development of the platforms; Since 2015, live broadcast, short video and other forms have become new hot spots of We Media content entrepreneurship. In recent years, China's e-commerce industry led by Alibaba group has developed rapidly in domestic and overseas markets. According to the data released by National Bureau of Statistics in 2019, China's online retail transactions reached 4.8 trillion yuan in the first half of 2019, up 17.8% year-on-year. Here is a figure shows the online retail sales after We Media started developing in Chinese market:



Figure 9: 2012 ~ 2019 (the first half) Chinese market online retail sales

Source: National Bureau of Statistics, 2019

More and more merchants have complied with the trend of the era of We Media and adopted new marketing strategies appropriately to build closer links between consumers and merchants. Merchants have taken advantage of the interactivity, real time, and mass information features of the Internet to update the traditional marketing mix and made transformation of marketing strategy in the digital age. Not only that, some Chinese crop

producers have gradually realized the advantages and opportunities brought by the digital age. They have greatly enhanced the information flow and communication between consumers and farmers with the help of We Media platforms, thus established new sales channels. For example, Kumuler Green & Organic Food opened WeChat mall, it cleverly combined traditional marketing strategies with current social media marketing strategies to build a new channel for consumers. Meanwhile, since WeChat is currently the most widely used social platform for Chinese consumers, (CNNIC, 2019) it can better let the information of organic food penetrate into people's daily life so that consumers can have a more intuitive understanding of the products. Furthermore, the recommendation and comment between friends and relatives made the quality of products more recognized by people due to the consumers share the reviews on the WeChat after buying from Kumuler Green & Organic Food WeChat Mall, which the barriers of organic food marketing in Chinese market mentioned in the literature reviews have been overcome to some extent. (Liu & Miao, 2019, p. 25)

Based on the above analysis of the current situation of marketing in the Chinese market, the author has reasons to believe that adopting techniques of marketing mix transformation, social media marketing and influencers' effects will bring more opportunities to the development of organic food. In the following, the author will bring out two typical case study in Chinese market nowadays which are the Palace Museum and Heytea. These two organizations applied extraordinary marketing decision making in the digital age, and also the period of great prosperity of Chinese We Media development. Moreover, the author is going to analyze the marketing techniques of organic food supposed to use in Chinese market based on the actual market survey and consideration of case study.

4.1 A case study on the marketing techniques of the Palace Museum

The Palace Museum was founded on October 10, 1925. And it is located in the Forbidden City of Beijing. The Palace Museum is a comprehensive museum which was added to the world cultural heritage list in 1987 that established on the basis of the imperial palace of the Ming and Qing dynasties and their collections. It is also the largest ancient culture and art museum in China.

In 2009, the Palace Museum received more than 10 million visitors for the first time, and since then, the number of visitors has continued to grow by millions every year. By the end of 2018, the number of visitors had reached 18 million, once again broke the record according to the Palace Museum statement. From audience data of 2018, audiences under 30 years old accounted for 40%, audiences between 30 and 40 years old accounted for 24%, and audiences between 40 and 50 years old accounted for 17.5%. It can be seen that young audiences, especially those born in the 1980s and 1990s, have become the "main force" of visitors to the Palace Museum, followed by those born in the 2000s. And they are the main users of social media according to CNNIC's report in 2019.

Compared with the traditional marketing mix, the updated marketing mix based on the current environment has broadened the business scope of the Palace Museum itself. Compared with the revenue from visiting tickets alone, the team has developed a brand new cross-boundary product line, adding more development space for the Palace Museum in the traditional sense of "products". In addition, the team expanded its sales channels to online sales, which greatly increased the target customer base. What's more, the Palace Museum team has added social media marketing and influencers effects to the existing promotion methods, which are more in line with the trend of today's digital age, reaching an unprecedented marketing climax. The author will carry out discussion about main marketing techniques which The Palace Museum currently applied:

➤ **Exquisite mass media contents presentation makes the target customers more willing to understand the Palace Museum brand itself**

In terms of mass media marketing, the Palace Museum has adopted many ways of communication. In 2016, a documentary titled "Masters in The Forbidden City" was released. It deeply explored the relationship between people and cultural relics. At first, it was broadcast on CCTV-9 as a three-episode documentary, which was highly appraised by all sectors of society. Later, it was integrated into a film version and released into the cinemas. The

marketing team of the Palace Museum adopted story telling marketing strategies and these two communication channels to carry out publicity. Therefore, people began to pay attention to museums and cultural relics restoration. Subsequently, more cultural programs related to the Palace Museum were broadcast on TV and on various video websites, which also caused a burst of "museum fever".

➤ **The marketing operation of new media has greatly strengthened the connection between consumers and the Palace Museum**

In terms of new media marketing, the Palace Museum has registered official accounts on Weibo and WeChat. With 8.25 million followers on Weibo, they mainly spread the beauty of the Forbidden City, calendar festivals and so on, and invite netizens to interact with each other from time to time. For example, netizens were invited to participate in the event about the creation of fan, which is very popular among ancient literati. Take a another instances, the Palace Museum team often publishes lottery reposts events on Weibo which catches more attentions from netizens to attract more potential consumers and enhance audience stickiness. The communication between the museum and the public were promoted by these acts, and people's sense of integration and participation were strengthened as well. As the author mentioned above, WeChat is currently the most widely used social platform for Chinese consumers, (CNNIC, 2019) The WeChat public account of the Place Museum provides followers with calendar and information push of cultural relics collected in the museum every day, so as to carry out one-to-one accurate interaction.



Image 4: Screenshot of the Palace Museum’s official Weibo account

Source: https://www.weibo.com/gugongweb?is_all=1

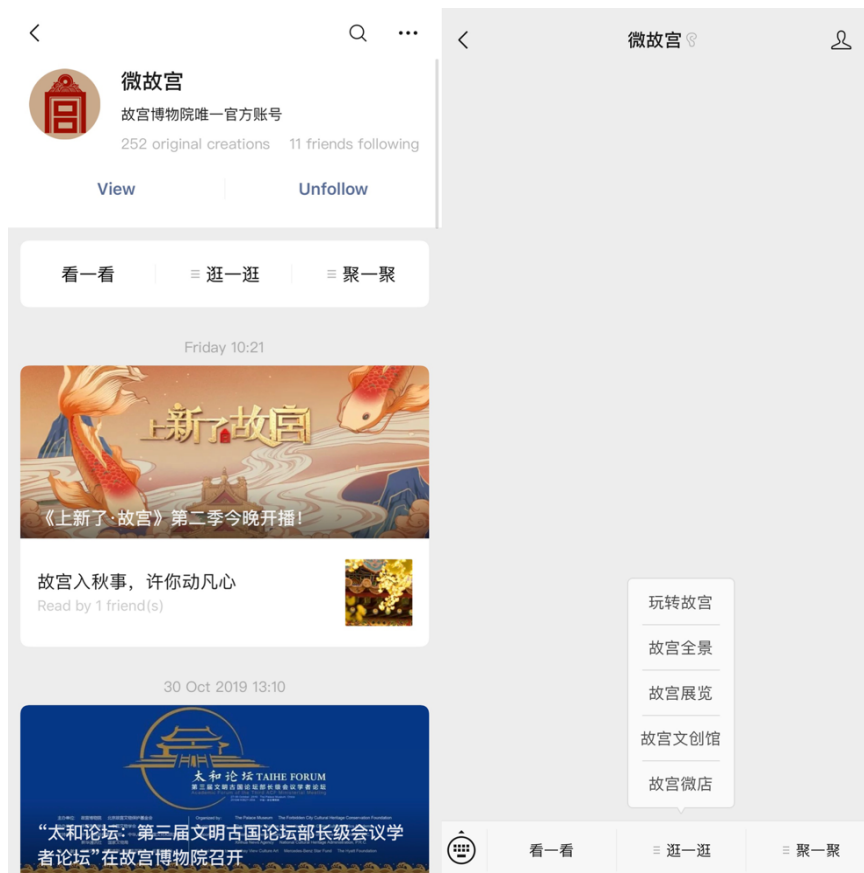


Image 5: Screenshot of the Palace Museum’s WeChat public account

In the digital age, new media has become one of the important channels for modern people to obtain information. Massive information is flooded on various social platforms, especially Weibo and WeChat public account. While creating and integrating its own cultural and historical connotations, the Palace Museum actively expand new media communication channels. It not only attached to Weibo and WeChat platforms, but also paid close attention to the emerging communication channels which are Tik Tok and RED, etc., so as to continuously build a broader marketing communication platform. The influencers on these social media lead the marketing effect to the next level.

➤ **Cross-boundary product line brought extra profits and more opportunities to the future development**

Due to the successful operation of the social media marketing strategy, the Palace Museum team has learned more about the needs and preferences of today's consumers through various communication platforms and is committed to developing cross-boundary product lines. By the end of 2017, the Palace Museum had more than 10,000 cultural and creative products. At the Yabuli China Entrepreneurs Forum held on February 17, Jixiang Shan, the director of the Palace Museum, revealed that the museum's cultural and creative products revenue reached 1.5 billion yuan in 2017. Take the cosmetics as an example, the Palace Museum Taobao launched an original series of cosmetics, including lipstick, eye shadow, blush, highlighter and other products, which were sold on its official Taobao store on December 11th, 2018. On December 12th, the Palace Museum Taobao started pre-sale and lipstick alone sold more than 90,000 units in four days. Cross-boundary product strategy is a smart marketing decision, beauty products alone can create a rich product portfolio. It can be believed that it will bring more possibilities to the Palace Museum.

➤ **Cross-boundary cooperation has made the Palace Museum better known and attracted more attention from potential consumers**

The cross-boundary strategy can be applied not only to product development, but also to promotion. The young generation, represented by the "1980s" and "1990s", accounted for 43% and 28% of the total luxury buyers respectively, and contributed 56% and 23% of the total luxury consumption in China by the first quarter of 2019. (McKinsey, 2019) Meanwhile, the “80s” and “90s” are also the main audience of the Palace Museum. The team of the Palace Museum realized that it would be easier to make target customers want to know about the brand itself by promoting it based on current consumer preferences. Therefore, the Palace Museum and Cartier jointly launched the documentary called “Revive the memory of the timepieces” on January 8th, 2018. The film, produced by the team that led by renowned director Shaohong Li, records the cooperation between The Palace Museum and Cartier's restoration experts to repair six pieces of clock relics in The Palace Museum. Its team promoted the event on various social platforms, attracting more people who are interested in luxury brands based on the original customers, thus achieving more effective marketing goals.



Image 6: Screenshot of “Revive the memory of the timepieces” promoting

Source: https://www.weibo.com/gugongweb?is_all=1

Furthermore, the Palace Museum and Cartier held a special exhibition “Beyond boundaries” in April, 2019. Then, The Palace Museum caught up the influence of the documentary and came up with a special exhibition, or more like a restoration workshop, which held by expert Jin Wang. The marketing team of the Palace Museum made effective use of the celebrity effects and used the forum to conduct the cooperative special exhibition to make consumers know more about the culture of the two brands and enhance the interaction with consumers.



故宫博物院  

4月17日 11:00 来自 微博 weibo.com

#有界之外# 故宫博物院与@卡地亚 十年后再次携手，将以 830 余件珍贵藏品呈现“有界之外——卡地亚与故宫博物院特展”，这是紫禁城和卡地亚跨越时空的相遇和对话，也将是一场视觉的盛宴，不容错过。



Image 7: Screenshot of the Palace Museum and Cartier special exhibition “Beyond boundaries” promoting

Source: https://www.weibo.com/gugongweb?is_all=1

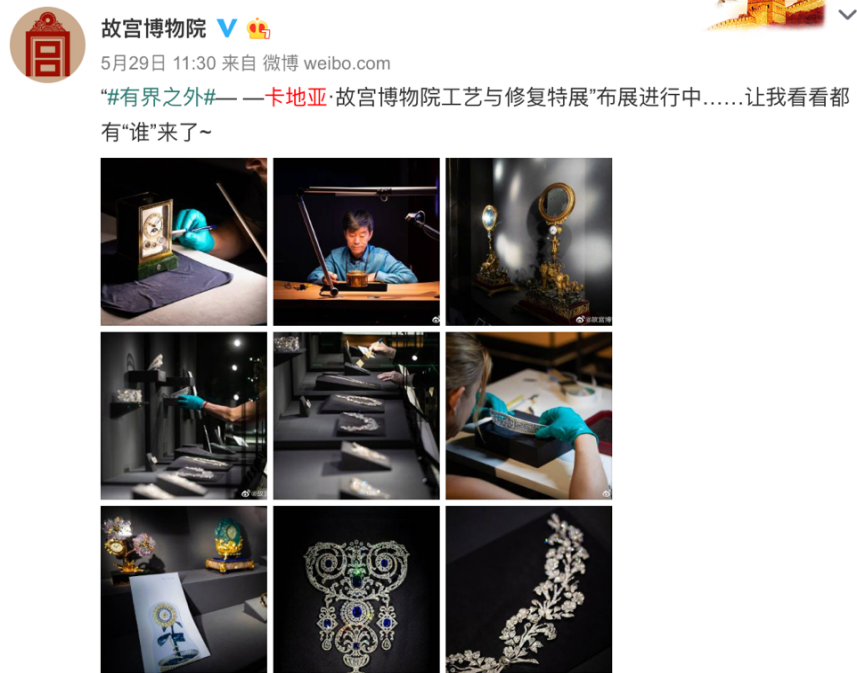


Image 8: Screenshot of the restoration workshop held by expert Jin Wang promoting

Source: https://www.weibo.com/gugongweb?is_all=1

4.2 A case study on the marketing strategies of Heytea

Heytea is one of the most successful brands in China's tea industry in recent years which was founded in 2012 and known for its fruit tea with cheese topping and excellent marketing strategies. It has 293 stores in China which mainly distributed in Beijing, Shanghai, Guangzhou and Shenzhen. Heytea targeted audience accurately. It aimed at the gap of the tea market and focused customers on the young group. Its products are not only diverse and distinctive, but also the product research and development conforms to the preferences of young customers. Moreover, Heytea has a youthful decoration style, which perfectly combines modern elements and tea culture and wins the favor of young groups. Yunchen Nie, the founder of Heytea, once revealed that the average sales volume of one Heytea stores was nearly 2,000 cups per day, and the monthly average turnover of a single store was more than 1 million yuan. Based on this calculation, the average annual revenue of Heytea single store is more than 12 million yuan, and the expected annual sales of 293 stores is 3.5

billion yuan. The marketing team of Heytea has successfully upgraded the traditional marketing mix by taking advantage of the social media trends and the convenience of online takeout, so that it can better promote the development of the enterprise in today's digital era. The author will analyze the upgraded marketing strategies that Heytea used in the following:

➤ **Younger product positioning and rich product portfolio of Heytea explored a greater space for its development.**

For the "new tea beverage" market favored by Chinese young people, the team of Heytea determined who is willing to pay through the overall investigation of regional big data for consumer groups. And then a series of marketing activities are closely around these target groups to launch. It designed the store brand image according to the psychology of young consumers, and made special efforts in product packaging. Every new product or cross-boundary cooperation with a certain brand would have different series of cup packaging design. For the characteristics of the younger generation of consumers who pursue product appearance and like to share on social platforms such as WeChat Moments, Weibo and RED (etc.) after purchase, Heytea's efforts in design effectively promoted its popularity on social media. In addition, Heytea does not stop at the current existing product sales, It develops new products according to the preferences of target customer groups, and launches limited drinks every season to maintain consumers' freshness of the brand. Furthermore, Heytea uses cross-border techniques to keep itself "trendy". The cross-border is not only for cooperating with other famous brands to launch co-branded products, but also Heytea developed a new bakery product line on the basis of the original tea business. Similarly, the baking product line adopts the marketing technique of launching limited products from time to time. Different from the tea beverage product line, the baking product line launches regional limited products according to the different eating habits and preferences of the city.



Image 9: Examples of Heytea's limited bakery products info pushes
Source: Heytea Wechat Public account



Image 10: Examples of Heytea's limited co-branded products launch news pushes

Source: Heytea WeChat Public account



Image 11: Examples of posts about Heytea new product evaluation that influencers shared on social media

Source: Weibo

- **Heytea takes advantage of the convenient delivery platform in the Chinese market to provide consumers with more consumption channels.** Because Heytea was targeting young people, the marketing team knew that most of them had a habit that they would like to order deliveries, especially tea beverage, so Heytea formed partnerships with major delivery platforms in China to provide customers with services that better meet their needs. What's more, Heytea has set up Heytea GO on WeChat public account platform which is a service that can help consumers place orders online in advance so that they can pick them up in stores.
- **Heytea has set up different theme stores to provide a "snazzy" photo environment for social media enthusiasts, and it caused a social media marketing climax.** Heytea has blazed a new marketing path according to the consumption psychology and consumption behavior of today's young consumers. The

younger generation of consumers are mostly social media enthusiasts who like to take photos of unique locations or special products to share on various platforms. Therefore, Heytea gradually established different theme stores, each of which has its own unique decoration style to provide a more suitable environment for consumers to take photos and share. The marketing team of Heytea has created such an environment to stimulate the subconscious of consumers to share on social media platforms.

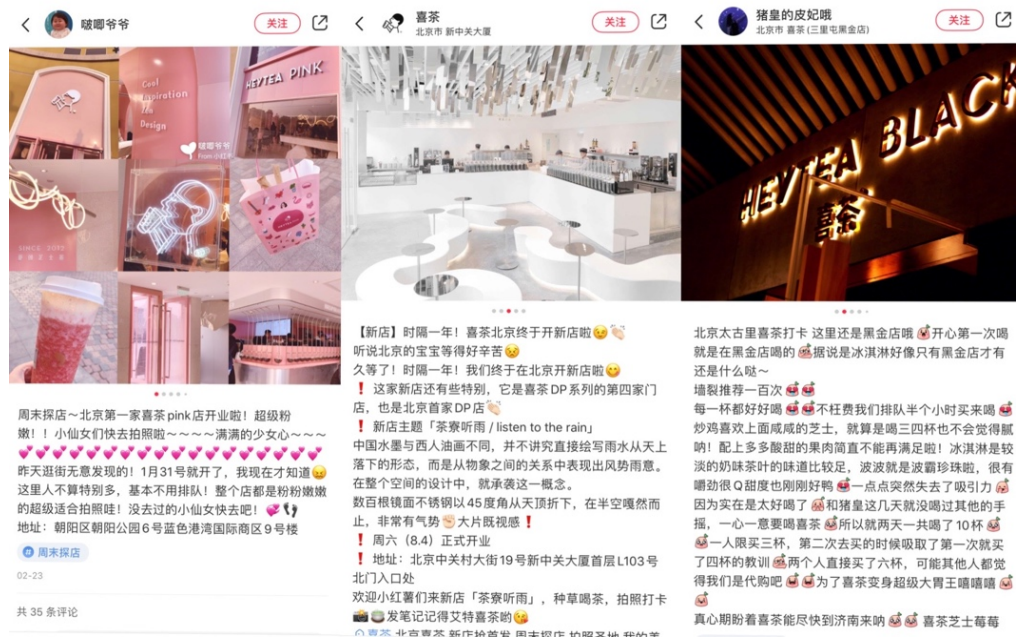


Image 12: Examples of posts about Heytea theme store that influencers shared on social media

Source: RED

Heytea photo sharing is a growing trend among young consumers in the Chinese market, and more and more people are turning Heytea's new or limited products into something to share and show off on their social media platforms. The influencers started sharing their own ordering tutorials on social media platforms, telling more people how to create better and more special tea drinks in Heytea. Besides, they also share their reviews and recommendations on social media every time when Heytea launched a new product or seasonal limited.



Image 13: Examples of posts about Heytea order tutorials that influencers shared on social media

Source: RED

5 Results and Discussion

5.1 Analysis for questionnaire and qualitative interview

5.1.1 Data collection

Based on the previous published research and the analysis of the two most successful marketing cases in China, the author has reason to believe that if the marketer wants to put a product into market and make it catch enough attention in the current environment of the Chinese market, the first step is to upgrade and transform the traditional marketing mix more in line with the digital era. Secondly, according to the analysis of the current marketing environment of the Chinese market and the author's experience in China, social media marketing should be appropriately added to the current marketing activities. In order to make organic food more attractive to consumers, the author conducted questionnaires and qualitative interviews on consumer buying behavior so that can better provide suggestions for the formulation of organic food marketing strategies. The questionnaire and interviews can be found in the appendix.

The author mentioned above many times that WeChat is the most used mobile communication application in China, so this questionnaire survey will be conducted by using the built-in small program of WeChat platform. A total of 227 random samples were collected in this questionnaire. At the same time, the author interviewed five consumers of Heytea and five consumers of the Palace Museum. As their answers were same to a large extent, the author summarized the answers and integrated the answers of the two groups of consumers into two short interviews. The relevant translation can be found in the appendix.

5.1.2 Data analysis and conclusion about this social phenomenon

The questionnaire survey and qualitative interview were conducted when the author returned to China during the vacation. The author posted a questionnaire on the WeChat platform and asked friends to forward links to minimize the limitations of

the sample. 227 people answered the questionnaire. In addition, the author conducted 10 short interviews with two organizations' consumers mentioned in the case study which is the Palace Museum and Heytea. The results of questionnaire will be presented in the following tables and also it can be found in the appendix. Moreover, the author will analyze related data and try to explain the relevant social phenomenon in current Chinese market.

	A		B		C		D		E		F		G	
	The number of people who select this option	%	The number of people who select this option	%	The number of people who select this option	%	The number of people who select this option	%	The number of people who select this option	%	The number of people who select this option	%	The number of people who select this option	%
Q1	102	44.93%	125	55.07%	-	-	-	-	-	-	-	-	-	-
Q2	124	54.63%	79	34.80%	11	4.85%	2	0.88%	7	3.08%	4	1.76%	0	0%
Q3	167	73.57%	42	18.50%	7	3.08%	11	4.85%	-	-	-	-	-	-
Q4	21	9.25%	7	3.08%	23	10.13%	110	48.46%	39	17.18%	27	11.89%	-	-

Table 2: The result of Question 1 ~ Question 4 (Basic information of respondents)

According to the proportion of answers to questions 1 to 4, if organic food merchants is going to implement strategic transformation and social media marketing, its target customers are mainly aged 18 to 29 with medium or high education and income. This age group accounts for 89.43% which once again proves that this generation (“80s” and “90s”) is the most important audience of modern new marketing techniques. Therefore, the marketing strategy for organic food should be appropriately targeted at young people, and marketers should adopt a more acceptable way for the younger generation to make organic food penetrate into their lives.

	A		B		C		D	
	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 5	53	23.35%	62	27.31%	78	34.36%	34	14.98%
Question 6	56	24.67%	103	45.37%	66	29.07%	2	0.88%

Table 3: The result of Question 5 ~ Question 6 (Respondents' social media use)

The result of question 5 shows that among 227 people, those who spend less than two hours on social media accounts for 23.35%, those who spend two to four hours accounts for 27.31%, those who spend four to six hours accounts for 34.36%, and those who spend more than six hours accounts for 14.98%. The main purpose of using social media, that showed by question 6, is to obtain information of interest which accounts for 45.37%. The second purpose is to share experiences and opinions which accounts for 29.07%. According to this result, social media has become the main channel for the young generation to get information, and the time they spend on social media every day provides marketers with better marketing channels with lower costs for sure.

	A		B		C		D		E	
	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 7	20	8.81%	22	9.69%	34	14.98%	98	43.17%	53	23.35%
Question 8	17	7.47%	35	15.42%	47	20.70%	86	37.89%	42	18.50%
Question 9	13	5.73%	24	11.89%	43	18.94%	79	34.80%	68	29.96%
Question 10	19	8.37%	19	8.37%	32	14.10%	81	35.68%	76	33.48%
Question 11	12	5.29%	27	11.89%	45	19.82%	70	30.84%	73	32.16%
Question 12	32	14.10%	30	13.22%	47	20.70%	67	29.52%	51	22.47%
Question 13	22	9.69%	31	13.66%	30	13.22%	56	24.67%	88	38.77%

Table 4: The result of Question 7 ~ Question 13(Chinese consumers' daily habits and consumption behaviors)

Question 7 to question 13 focus on consumers' daily habits and consumption behaviors. As can be seen from table 2, most people's choices mainly focus on "D", which is "Somewhat agree." The second choice and the third choices are respectively "E" and "C". It can be seen from this result that a large part of people will be influenced by the recommendation and sharing contents on social media on their eating habits, and in daily life, they will be influenced by the celebrity or influencer effect and some reviews on social media on their buying decisions to some extent. Besides, there are more than 63% will share and recommend what they find useful on social media platforms to family or friends who don't use them often. Furthermore, as most of the audience are young office workers or students, more than 65% choose to buy groceries online rather than go to supermarkets or markets due to their tight daily schedule. As marketers, they should pay attention to the building of brand image on social media platforms and make effective use of celebrity or influencer effect so that consumers can have a positive cognition and evaluation of the brand. In addition, the marketers should make good use of the developed e-commerce platforms in the Chinese market to provide more convenient consumption channels for consumers.

		The number of people who select this option	%	Option 1		Option 2		Option 3	
				The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 14	Yes	88	38.77%	54	61.36%	11	12.5%	23	26.14%
	No	139	61.23%	97	69.78%	24	17.27%	18	12.95%

Table 5: The result of Question 14 (Organic food purchase of respondents)

From the result of question 14, 38.77% of people have bought organic foods and 61.23% have never bought it. Among them, 61.36% of those who have bought organic foods believed that it had stricter quality control; 12.5% of people thought organic foods were healthier than regular food; 26.14% believed organic farming was more environmentally friendly. On the other hand, 69.78% of people who have never bought organic foods thought that organic food was no different from ordinary food; 17.27% felt the price of organic food was too high and 12.95% of people chose the option of not knowing what is organic.

	A		B		C		D		E	
	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 15	68	29.96%	71	31.28%	42	18.50%	32	14.10%	14	6.17%
Question 16	22	9.69%	38	16.74%	51	22.47%	74	32.60%	42	18.50%

Table 6: The result of Question 15 and Question 16 (The respondents' knowledge of organic food)

The results of question 14 and question 15 once again confirm one of the marketing barriers of organic foods in the Chinese market that the author mentioned above,

which is the consumers lack awareness of organic foods. Out of 227 random samples, more than 60% of people didn't really know the concept of organic foods and 18.5% chose the neutral option. Of the 139 people who had never bought organic foods, 69.78% thought that organic foods was no different from normal foods, which was the main reason why they did not want to try organic foods. According to the above analysis, today's consumers pay more attention to the health and quality of their diet due to the changes in their lifestyle and environment. Therefore, if marketers want to make organic foods more attractive, they should first remove the misunderstanding on cognition for consumers and establish a correct and clear image for organic food so that let consumers know clearly “what am I buying?” and “what are the benefits of buying organic foods?” According to the result of question 16, more than 50% of people have obtained information about organic food through "electronic word of mouth". Thus, marketers should effectively use the consumer's lifestyle as a channel for organic food promotion to penetrate into their lives.

	A		B		C		D		E	
	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 17	17	7.49%	29	12.78%	53	23.35%	72	31.72%	56	24.67%
Question 18	24	10.57%	41	18.06%	56	24.67%	59	25.99%	47	20.70%
Question 19	9	3.96%	27	11.89%	26	11.45%	96	42.29%	69	30.40%
Question 20	21	9.25%	36	15.86%	44	19.38%	67	29.52%	59	25.99%

Table 7: The result of Question 17 ~ Question 20 (The impact of specific marketing techniques on respondents)

The result of question 17, question 18 and question 20 shows that most people are willing to participate in activities related to organic foods and learn more about it in this way because of the promotion and celebrity effects on social media platforms, which could be taken as a consideration to the marketing plan. And question 19

shows that more than 72% of people would like to buy them for their family or recommend them to buy organic products after confirming the benefits of organic foods.

	A		B		C		D		E	
	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage	The number of people who select this option	Percentage
Question 21	6	2.64%	14	6.17%	37	16.30%	102	44.93%	68	29.96%
Question 22	0	0%	21	9.25%	31	13.66%	99	43.61%	76	33.48%
Question 23	8	3.52%	17	7.49%	42	18.5%	126	55.51%	34	14.98%

Table 8: The result of Question 21 ~ Question 23 (food choices and social media reviews sharing habits of respondents)

From the analysis of the case studies, the author has reasons to believe that the consumption behavior of Chinese consumers today is easily influenced by the orientation of social media trends. Therefore, questions 21 to 23 focus on food choices and social media reviews sharing habits. There're more than 70% of people would think organic foods as a motive before they make decision on drinks or foods choosing. And about 70.49% of consumers would like to share their experiences on social media platforms.

In addition to the questionnaire survey, the author also conducted a short qualitative interview. Ten random respondents have highly similar answers to the questions raised by the author, which, to some extent, indicates that Chinese consumers have a lot in common in their consumption behaviors and living habits in today's environment. Marketers should take these as reference factors when making marketing strategies.

In conclusion, the main target customers of the updated marketing mix should be the young Chinese consumers ("80s" and "90s"), who are the main users of social

media platforms and e-commerce platforms in the Chinese market. If merchants want to formulate marketing strategies for organic foods should take these as consideration. Promote organic food in a way that is more suitable for the younger generation of consumers, so that they can have a better understanding of organic food and gradually build trust in organic products, so as to overcome the marketing barriers of organic food in the Chinese market and make the follow-up marketing strategies more effective. Since the younger generation of Chinese consumers have the habit of sharing experience, suggestions and comments on social platforms after their purchases. Also, and they will recommend relevant products to their family and friends who do not use social media regularly according to the recommendation information they find useful. Furthermore, according to the survey results, it also showed that the consumption behavior and purchase decisions of the young generation of consumers would be largely influenced by the celebrity/ influencer effects on social media platforms. In the market environment driven by these factors, businesses should pay more attention to improving customer experience and making more effective use of celebrity/ influencer effects so that can form effective word-of-mouth marketing among friends, relatives and network social groups to improve brand reputation.

5.2 Discussion on marketing techniques of organic foods in Chinese market

Through the above analysis, the author has explained the insight of Chinese organic food market development. One of the barriers to the marketing of organic food in China is consumers' lack of awareness of organic food, and the other is consumers' lack of trust in organic certification. Moreover, the author outlined the concept of marketing strategy and marketing mix. Then explained if the marketers want to make marketing techniques are more effective in the current environment, the transformation of marketing strategy in the digital age will be required. In this part, the author will discuss what kind of marketing techniques can make organic foods more attractive to consumers in Chinese market according to the above analysis. And try to reinforce the driving factors in marketing promotion due to today's

consumer behavior. These techniques authors believe that they can help the organic merchants eliminate consumers' misunderstanding of organic products and enhance consumers' trust in organic foods to some extent in today's market environment. Overcome the marketing barriers are also the premise of making organic food more attractive to consumers and it also provides more developing spaces for future marketing plans.

➤ **Build a healthy, eco-friendly and reliable brand image**

One of the important reasons why organic agriculture is favored by most countries is that it follows the growth rules of natural crops, coordinates the balance of cultivation, and adopts scientific and harmless agricultural technologies to achieve sustainable development of agricultural production. In today's environment where consumers are increasingly demanding safe, healthy and ecological food ingredients, it is very important for organic food producers to build a good brand image.

Furthermore, in order to protect the formal organic industry and give consumers the correct guidance, in addition to the government should take appropriate measures and legal protection to regulate the organic food certification mark, organic agriculture should also strengthen the industry self-discipline, establish the integrity system, so that organic food can become a reliable brand for consumers.

In the current highly developed environment of We Media in China, the merchant can use social platforms to live broadcast or film vlog to let consumers know the process of quality inspection, processing and packaging (etc.) of organic foods, also let consumers more directly see the farming methods of organic agriculture, so as to enhance consumers' awareness and trust in organic products. At the same time, the establishment of WeChat public account is also crucial, because WeChat is now the most commonly used social platform in Chinese consumers' daily life, and the content of WeChat Moments and the public account

information push are also one of the most important channels for them to obtain information. Merchants should take full advantage of this to help build a brand image of organic foods and let the image and concept of organic foods gradually penetrate into consumers' lives in the most acceptable way.

➤ **Make good use of e-commerce and social platforms to open more convenient channels for consumers; Reduce costs and develop affordable pricing strategies**

One reason why organic foods is relatively expensive is that inputs are high and yields low. Due to the strict production process of organic vegetables and fruits, which the production cycle is long, the production scale is small and the manpower investment is large. Not only that, the use of pesticides, fertilizers, hormones and other synthetic substances is absolutely prohibited. These factors resulted in high unit costs, marketing costs and promotion costs so the price of organic foods are relatively higher than ordinary foods.

The author suggests a direct connection between vegetable farmers and consumers. Save the traditional advertising promotion fees and supermarket entry charges so that can reduce the unit price of goods. It will be easier for consumers to accept the price of organic foods. For example, farmers can open Taobao stores to sell organic foods, which will be delivered the same day in the same city. Meanwhile, they can set up public accounts or WeChat malls through the WeChat platform, promote organic products by sharing content on WeChat moments and public account news push. This method can greatly reduce the marketing costs, which can reduce the unit price of organic food. At the same time, it is also the shopping mode more commonly used by Chinese consumers. Compared with traditional channels, e-commerce platforms can bring more development space for organic foods.

It should be noted that the organic food e-commerce should strictly control the product quality and safety to create a good electronic reputation. Another point that needs to be noted is that the development of organic foods business by e-commerce requires more accurate market segmentation and consumer positioning. Merchants should develop more effective marketing strategies and brand promotion strategies based on the cultural concepts, consumption habits and lifestyles of these customers. According to the results of the questionnaire and interview, the author has reason to believe that the majority of people who generate purchase ideas through information promotion on social media platforms and purchase on e-commerce platforms are “80s” and “90s”. Therefore, when establishing Taobao store, merchants should also make good connection with social platforms and third-party payment platforms, so as to build a convenient consumption environment for consumers. Moreover, good connection also promotes the review/ experience sharing of the younger generation of consumers on social platforms to achieve better “electronic word of mouth” climax.

➤ **Make full use of the advantages of the developed We Media in the Chinese market to build up good connections with consumers**

According to the case analysis of the Palace Museum and Heytea, the two most successful marketing organizations in Chinese market nowadays have a common marketing techniques, which is, they have established a very good relationship with consumers on social platforms like Weibo and WeChat. They make full use of the advantages of we media era to interact with consumers online and answer questions for them in real time, which greatly enhances the sense of participation and interaction of customers. These moves not only maintained their customers but also gains good reputation so that can attract more potential customers. Under the modern network economic environment, no matter which social platform organic food merchants choose for sales and promotion, they should learn from these two cases. First, they should

get contact with customers, and complete the orders based on closer connection with customers and deeper understanding of their needs. It is conducive to help improve customer experience, so as to create a good reputation and maintain sustainable development.

➤ **Improve customer database management to provide more accurate personalized services for consumers**

If merchants choose e-commerce platforms to sell organic foods, they should pay attention to customer data management and try their best to understand the food preferences and demands of target customers, which is conducive to improving marketing accuracy, reducing marketing costs and improving marketing efficiency. At the same time, accurate customer database is conducive to them to improve customer service level and customer experience, so as to improve customer loyalty and achieve word-of-mouth marketing. For example, if merchants choose to sell organic foods on Taobao, Taobao can provide the merchants with the function of customer data management which can recommend similar products to consumers according to their browsing preferences, and provide notice of arrival to consumers who are interested in the products if there is a special case of shortage. In addition, for organic vegetables, fruits and meat, most consumers will choose the same city delivery to ensure the freshness of the foods. On this point, Taobao will obtain the location information of consumers to screen the nearest merchants for consumers.

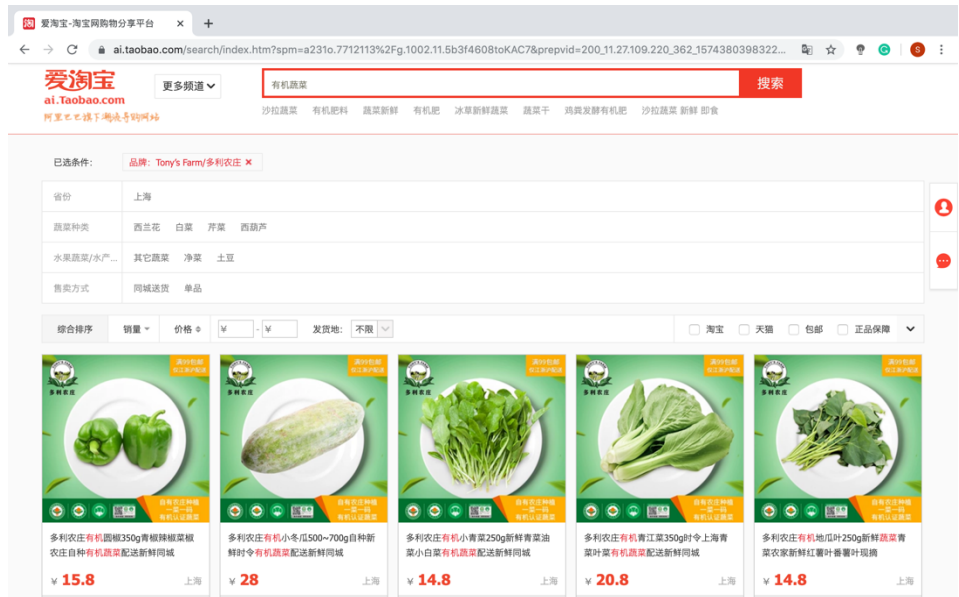


Image 14: The same city delivery recommendation that Taobao provided when search “organic vegetables”

Source: ai.taobao.com

Nowadays, there are many farmers choose to use WeChat do business in Chinese market, that the farmers release information of organic products by WeChat Moments, like the Kumuler Green & Organic Food WeChat Mall example that the author mentioned above. It does eliminate the entry fees for middlemen (supermarkets, grocery stores, etc.), but it also reduces the ability to manage consumer data. In fact, they can choose to establish good connections among multiple platforms and make full use of China's developed e-commerce environment. They can use e-commerce platforms, such as Taobao, to open online stores and manage their data in a more standardized way. In this way, they can not only improve service quality through e-commerce platforms, but also achieve low-cost and efficient marketing on social media platforms.

- **Organic food suppliers (farmers) should find more cooperation opportunities to create a richer product portfolio, or partner with restaurants and cafés (etc.) to provide consumers more choices**

From the case analysis of the marketing strategies of the Palace Museum and Heytea, it can be found that cross-border products and a richer product portfolio can attract the attention of consumers. For example, the Palace Museum and Tmall recently teamed up to launch a spice jar with the theme of "first snow", cleverly combining the museum's brand image with foods. Meanwhile, Heytea recently teamed up with Kiehl's to launch an avocado products that has been a hit with consumers. Organic foods merchants should also learn from the marketing strategies of these two organizations and seek more cooperation opportunities based on consumers' interest to attract more attention from consumers.



Image 15: “first snow” spice jar launched by the Palace Museum and Tmall

Source: Weibo



Image 16: The avocado products launched by Heytea and Kiehl's

Source: Weibo

According to the results of the questionnaire, there were more than 70% of people would think organic foods as a motive before they made a decision on drinks or choosing foods. Organic foods merchants can try to find some restaurants or cafés to cooperate with, taking organic food as the theme and providing consumers with more choices besides organic raw materials.

➤ **Organize organic food markets to let consumers know more about organic foods in a more participatory way**

According to the results of the survey, 69.16% of the respondents would like to participate if they saw organic food related activities on social media posts. Organic food merchants can hold organic food fairs regularly to increase the awareness of organic food among consumers and potential customers, and at the same time, eliminate some misunderstandings and doubts about organic citizens in a more

participatory way. It should be noted that merchants should ensure the timely release of relevant information on social media platforms.

➤ **Build up public relations with influencers (food bloggers, etc.) on social media platforms and effectively make use of influencers' effect**

The results of qualitative interviews and questionnaires show a trend in China's consumer market that consumers may influence their buying decisions because of influencers' recommendations or consumption habits they follow on social media. And it showed there was 56.36% of respondents would like to follow the healthy diet recipes posted on social media. Organic foods merchants can send PR packages to the influencers so that they will do reviews on organic foods or use organic foods for their cooking recipes on their social media platforms. At present, this technique has been widely used in marketing strategies of other industries in China and achieved good benefits. For example, the Palace Museum sent PR packages to some Weibo influencers and invited them to promote its cosmetics on their social media accounts.

6 Conclusion

Based on the analysis of the literature published in recent years, the author summarized the development of organic foods in the current Chinese market and the factors that might affect consumers' buying behaviours. With the improvement of living standards, Chinese consumers pay more and more attention to the quality and health of foods, especially the younger generation of consumers, who are more willing to accept a healthier lifestyle and will be influenced by the information they get on social media. Moreover, the marketing barriers that slow the development of organic food in Chinese market are further discussed. Chinese organic foods market is shifting from exports to domestic consumption. However, due to consumers' lack of awareness of organic foods and some false promotion and non-standard certification of organic foods in the early years, some consumers have some misunderstanding of organic foods and distrust of domestic organic certification that caused the organic per capita consumption was 5.3€/person in 2017 which far more behind some European countries and North America.

In this context of organic foods development, the author analyzed and discussed how to establish a new image for organic foods, enhance consumers' recognition and trust in it so as to carry out more effective marketing of organic foods that combined the analysis of the two most successful marketing cases in China and the social investigation (questionnaire and qualitative interviews) of the current consumer buying behavior. Since the young generation of Chinese consumers (“80s” and “90s”) are the most important users of e-commerce platforms and social media platforms, they have the habit of sharing recommendations after consumption, and they are easy to be influenced by the celebrity effect in today's media-driven environment. Merchants should make full use of the environmental advantages of China's developed e-commerce platforms and We Media to upgrade their marketing strategies so as to give consumers more experience in line with their current consumption habits and preference.

In the current Chinese market environment dominated by social media and e-commerce platforms, establishing good interaction with consumers is the key to better understand consumer needs and adjust strategies according to market trends. Therefore, no matter what techniques the author mentioned above, such as developing cross-border cooperative

products, opening Taobao stores, using influencer effects or holding organic food fairs, merchants should pay attention to multi-platform connection so as to capture the changing market trend and demand timely and provide a convenient shopping environment for consumers in multi-platform switching. Meanwhile, these techniques are conducive to breaking through the relatively closed situation of organic agricultural products and organic foods information circulation and establish the connections among trading circles so that can make consumer have a better understanding of “organic”. In other words, these techniques more in line with the Chinese market environment can arouse consumers' interest in organic food and make it more attractive.

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8 Appendix

8.1 A survey on buying decision of organic foods in Chinese market

(The total number of samples was 227, the total number of samples is 227. The number of people selected for each option and the corresponding percentage are shown after each option)

1. What is your gender?

- A. Male **(102) 44.93%**
- B. Female **(125) 55.07%**

2. What is your age?

- A. 18 ~ 24 **(124) 54.63%**
- B. 25 ~ 29 **(79) 34.80%**
- C. 30 ~ 39 **(11) 4.85%**
- D. 40 ~ 49 **(2) 0.88%**
- E. 50 ~ 59 **(7) 3.08%**
- F. 60 ~ 65 **(4) 1.76%**
- G. 65 and above **(0) 0%**

3. What is the highest degree or level of school you have completed?

- A. High school degree or below
- B. Bachelor **(167) 73.57%**
- C. Master **(42) 18.50%**
- D. PhD **(7) 3.08%**
- E. Other **(11) 4.85%**

4. What is your monthly income?

- A. I'm a student and still got my parents' support. **(21) 9.25%**
- B. Less than 3000 yuan (Less than about 9,900 czk) **(7) 3.08%**
- C. 3000 ~ 5000 yuan (About 9,900 czk ~ 16,500 czk) **(23) 10.13%**
- D. 5000 ~ 8000 yuan (About 16,500 czk ~ 26,500 czk) **(110) 48.46%**

- E. 8000 ~ 11000 yuan (About 26,500 czk ~ 36,500 czk) **(39) 17.18%**
 - F. More than 11000 yuan (More than 36,500 czk) **(27) 11.89%**
5. What is the average amount of time you spend on social media?
- A. Less than 2 hours **(53) 23.35%**
 - B. 2 ~ 4 hours **(62) 27.31%**
 - C. 4 ~ 6 hours **(78) 34.36%**
 - D. More than 6 hours **(34) 14.98%**
6. The main purposes for using social media:
- A. To meet like-minded people **(56) 24.67%**
 - B. To get the information that you are interested in **(103) 45.37%**
 - C. To share your life experience or opinions (e.g. travel tips, shopping reviews, restaurant recommendation, etc.) **(66) 29.07%**
 - D. I use social media for other reasons **(2) 0.88%%**
7. You use social media to get information about healthy diet and cooking tips or tutorials.
- A. Strongly disagree **(20) 8.81%**
 - B. Somewhat disagree **(22) 9.69%**
 - C. Neutral **(34) 14.98%**
 - D. Somewhat agree **(98) 43.17%**
 - E. Strongly agree **(53) 23.35%**
8. Sometimes you follow the healthy diet recipes posted on social media to fill your shopping cart.
- A. Strongly disagree **(17) 7.47%**
 - B. Somewhat disagree **(35) 15.42%**
 - C. Neutral **(47) 20.70%**
 - D. Somewhat agree **(86) 37.86%**
 - E. Strongly agree **(42) 18.50%**
9. You will buy a product when you saw a promotion post sent by a social media influencer or celebrity that you followed.

- A. Strongly disagree (13) 5.73%
- B. Somewhat disagree (24) 11.89%
- C. Neutral (43) 18.94%
- D. Somewhat agree (79) 34.80%
- E. Strongly agree (68) 29.96%

10. You will interested in an event promoted by an influencer who you followed on social media and you'd like to participate in that if you're available.

- A. Strongly disagree (19) 8.37%
- B. Somewhat disagree (19) 8.37%
- C. Neutral (32) 14.10%
- D. Somewhat agree (81) 35.68%
- E. Strongly agree (76) 33.48%

11. When you saw something you thought is useful from the social media promotion, you would share it to your family members or friends who don't use social media often.

- A. Strongly disagree (12) 5.29%
- B. Somewhat disagree (27) 11.89%
- C. Neutral (45) 19.82%
- D. Somewhat agree (70) 30.84%
- E. Strongly agree (73) 32.16%

12. Somehow you believed in "electronic word of mouth" more than the promotion words from traditional advertisements (TV, printed poster, radio, etc.).

- A. Strongly disagree (32) 14.10%
- B. Somewhat disagree (30) 13.22%
- C. Neutral (47) 20.70%
- D. Somewhat agree (67) 29.52%
- E. Strongly agree (51) 22.47%

13. You purchase groceries (especially fruits, vegetables, meats and milk) online sometimes.

- A. Strongly disagree (22) 9.69%
- B. Somewhat disagree (31) 13.66%

- C. Neutral **(30) 13.22%**
- D. Somewhat agree **(56) 24.67%**
- E. Strongly agree **(88) 38.77%**

14. Have you ever bought organic food?

- A. Yes **(88) 38.77%**

If yes, please choose the main reason why you bought organic food:

- 1) Because organic food has stricter quality control **(54) 61.36%**
- 2) Because it's healthier **(11) 12.5%**
- 3) Because it's environment friendly **(23) 26.14%**

- B. If no, why? **(139) 61.23%**

- 1) Because I don't think there're differences between organic food and ordinary food **(97) 69.78%**
- 2) Because it's pricey **(24) 17.27%**
- 3) I have no idea what organic food is **(18) 12.95%**

15. You know about the idea and concept of organic food or organic farming.

- A. Strongly disagree **(68) 29.96%**
- B. Somewhat disagree **(71) 31.28%**
- C. Neutral **(42) 18.50%**
- D. Somewhat agree **(32) 14.10%**
- E. Strongly agree **(14) 6.17%**

16. You got the relevant knowledge about organic products from Internet and most of them came from "electronic word of mouth".

- A. Strongly disagree **(22) 9.69%**
- B. Somewhat disagree **(38) 16.74%**
- C. Neutral **(51) 22.47%**
- D. Somewhat agree **(74) 32.60%**
- E. Strongly agree **(42) 18.50%**

17. You would like to join a workshop, market or other similar events about organic foods when you know from social media there's going to be professionals participate in.

- A. Strongly disagree (17) 7.49%
- B. Somewhat disagree (29) 12.78%
- C. Neutral (53) 23.35%
- D. Somewhat agree (72) 31.72%
- E. Strongly agree (56) 24.67%

18. Assume that you have never tried organic foods, but one day you saw a celebrity or an influencer who you like was eating them when he/she is doing a live on social media one day, you would like to try it as well.

- A. Strongly disagree (24) 10.57%
- B. Somewhat disagree (41) 18.06%
- C. Neutral (56) 24.67%
- D. Somewhat agree (59) 25.99%
- E. Strongly agree (47) 20.70%

19. When you think organic foods or products are better in quality or environmental protection aspects than regular foods, you would like to buy them for your family or recommend them to your family.

- A. Strongly disagree (9) 3.96%
- B. Somewhat disagree (27) 11.89%
- C. Neutral (26) 11.45%
- D. Somewhat agree (96) 42.29%
- E. Strongly agree (69) 30.40%

20. In your daily life, you are willing to receive information about organic foods through email, social media public accounts news push and Apps built-in advertisements

- A. Strongly disagree (21) 9.25%
- B. Somewhat disagree (36) 15.86%
- C. Neutral (44) 19.38%
- D. Somewhat agree (67) 29.52%
- E. Strongly agree (59) 25.99%

21. It will be a motive to buy a bubble milk tea or other soft drinks you like when you know the merchant use organic ingredients.

- A. Strongly disagree (6) 2.64%
- B. Somewhat disagree (14) 6.17%
- C. Neutral (37) 16.30%
- D. Somewhat agree (102) 44.93%
- E. Strongly agree (68) 29.96%

22. It will be a motive to choose a restaurant or café when you notice that they use organic products.

- A. Strongly disagree (0) 0%
- B. Somewhat disagree (21) 9.25%
- C. Neutral (31) 13.66%
- D. Somewhat agree (99) 43.61%
- E. Strongly agree (76) 33.48%

23. Assume that you've tried an organic meal or drink which got hype on social media and you enjoyed it, you will share your experience on social media as well.

- A. Strongly disagree (8) 3.52%
- B. Somewhat disagree (17) 7.49%
- C. Neutral (42) 18.50%
- D. Somewhat agree (126) 55.51%
- E. Strongly agree (34) 14.98%

8.2 Qualitative interview with consumers (original Chinese Version and related translation)

8.2.1 Interview 1: Q&A with consumers at the Palace Museum event

Q1: How did you get the information about this event?

A: I got these information from the official Weibo account of The Palace Museum, and also its official WeChat account pushed related contents.

Q2: The Palace Museum is known as a successful case of applying social media marketing in Chinese market, could you please talk about your thoughts on this point?

A: I think it's a smart decision to apply social media marketing in this digital environment. The information about some exhibitions in the museum was not so well informed when there were no such things like official Weibo or WeChat accounts before. Now we can timely know what kind of exhibitions will be held or what kind of new products that The Palace Museum's Taobao shop is going to launch. Moreover, the social platforms are well connected so it's very convenient to get tickets, pre-order and so on.

Q3: Before The Palace Museum became social media famous, would you have such enthusiasm to visit here?

A: To be honest, I used to think The Palace Museum was just a scenic spot and it's a nice choice to show my friends or relatives who came from other cities around when they visit me in Beijing. But now, there's more and more people post magnificent contents on their social media accounts (Weibo, WeChat moments, RED, etc.). Also, some influencers did photo shooting or LIVE here, it drives people's motivation to post the familiar contents. So I'd like to visit here more due to this current trend. For example, there was an expert forum of Wang Jin and an exhibition which was held by The Palace Museum and Cartier became buzzwords last few months. I was here for catching up this trend.

Q4: Do you think social media marketing has made you know more about the culture of the Palace Museum?

A: Yes. Since most of my break time is spent on my mobile phone, the updates on social media are part of my daily life. After reading some of their updates or watching some live broadcasts, there will be more or less thoughts like "Well, that explains it. " I think the Palace Museum has successfully combined history culture, cultural relics and modern popular lifestyle with social media marketing, which can make more people willing to learn about it in such an environment.

Q5: What do you think if merchants use social media marketing to promote and sell organic foods? Do you believe there's going to be larger developing space for organic foods in Chinese market?

A: I think organic food is still a vague concept in the Chinese market, and most of people don't understand it or they won't learn the related information on purpose. For

example, my parents may just know that organic food possibly healthier and more expensive. So they probably won't choose organic products when they get groceries. And let's take another examples, I probably wouldn't have made a effort to learn about cultural relics restoration or something related if The Palace Museum hadn't posted more information on social media. So if organic foods can penetrate people's lives in this way, more people may be get more familiar with it. And now “social media famous” foods is developing rapidly in China, probably more people will be willing to pay for it if there's some cooperative promotion.

Original Chinese Ver. :

问题 1: 您是通过什么途径知道这次活动的相关信息的呢?

匿名受访者: 故宫博物院的官方微博还有微信公众号的推送。

问题 2: 您能谈谈对故宫博物院用社交媒体营销的想法吗?

匿名受访者: 我觉得通过微博微信公众号一系列的宣传挺好的。以前没有这些的时候对博物馆的一些展的消息没有那么灵通，现在的话可以及时知道马上要有什么样的展了或者故宫出了什么周边产品了。同时各个平台的链接做的很好，这样的话，购票或者预售什么的都很方便。

问题 3: 在没有“网红打卡”这样的名词出现前您会有现在这么高涨的热情来参观吗?

匿名受访者: 说实话以前只是觉得故宫博物院是个景点，可能只是亲戚朋友来北京玩儿了，我带着他们来转转。但是现在随着小红书、微博、朋友圈的打卡照的出现，我就更想去看看，而且也想跟风儿打个卡。像之前卡地亚和故宫博物院的那个展，还有文物修复的那个讲座。

问题 4: 您觉得社交媒体营销让您更了解故宫博物院的文化了吗?

匿名受访者: 是的。因为现在大部分休息时间都花在手机上，社交媒体上更新的一些动态是日常生活的一部分，我读完他们更新的一些消息或者看完一些直播多多少少都会有“啊！原来是这样啊！”的想法。我觉得故宫博物院用社交

媒体营销的手段是非常成功地把历史文化，文物文化和现代受欢迎的生活方式结合在了一起，可以让更多人在这种环境下更愿意去了解它。

问题 5: 您觉得如果有机食品在中国市场像故宫博物院一样采用社交媒体营销，它会有更大的发展空间吗？

匿名受访者: 我认为会的。因为我觉得现在有机食品在中国市场还是一个比较模糊的概念，一般老百姓不会刻意的去了解它，拿我父母举个例子来说的话，他们可能只是知道有机食品可能会更健康，价格也更贵一点儿。就好像文物修复什么的一样，如果不是现在故宫博物院在社交媒体上发布了更多的信息，我可能也不会刻意去了解它。所以如果有机食品可以用这种方式渗透老百姓的生活的话，可能会有更多的人熟知它。而且现在网红食品在中国的发展迅猛，弄一些合作推广的话，大概会有更多人愿意为它买单。

8.2.2 Interview 2: Q&A with consumers at Heytea

Q1: How did you know Heytea in the first place?

A: I saw the influencers that I followed shared the photos and captions on RED and Weibo at first and then almost all my friends shared the posts about Heytea on WeChat Moments.

Q2: Do you think you chose to try Heytea because of the influence of its “social media famous” fame?

A: More or less. Because there is a variety of products on the posts that shared by my friends and the influencers, even some people post a tutorial about how to make your tea order more tasty (because the customer can add different toppings on the original basis and it has dozens of options). Moreover, I heard most of them are fruit tea and low-fat cheese top so that makes think it’s healthier than normal milk tea products.

Q3: What do you think about the marketing techniques of Heytea?

A: I think the marketing of Heytea is really smart. Low-cost and efficient. it used social media platforms and influencers effects to turn its products into “social media famous”. To be honest, I bought Heytea because of the herd mentality at the first. Also,

they keeps customers feeling fresh not only because of their rich product portfolio but also partnering with many brands.

Q4: Would you be willing to try it if it included organic fruit and organic milk in the ingredients, but was relatively charged a little bit more? Could you please tell me why?

A: I don't really know much about organic food, but the they has always been being claimed healthier than normal foods, so I would like to give it a try, even with psychological comfort.

Q5: What do you think if merchants use social media marketing to promote and sell organic foods like Heytea? Do you believe there's going to be larger developing space for organic foods in Chinese market?

A: Yes, because a lot of people don't really know what organic food is. WeChat, Weibo, Tik Tok and RED (etc.) as the most widely used way to get information today, can definitely help organic products get more attention. And nowadays, I think everything in Chinese market needs marketing hype to catch the eyes of consumers because there're to many choices in the market.

Original Chinese Ver. :

问题 1: 最开始是怎么知道喜茶的呢?

匿名受访者: 是在微博和小红书看见了网红打卡, 然后朋友圈越来越多朋友也在分享喜茶“打卡照”。

问题 2: 你觉得你选择尝试喜茶是因为受了“跟风”的影响吗?

匿名受访者: 我觉得多多少少会有一点儿。因为在那些打卡帖里边了解到它的产品种类很多, 而且多数是水果茶和低脂芝士奶盖, 觉得相比奶茶产品会更健康。

问题 3: 对于喜茶的营销模式您有什么看法呢?

匿名受访者: 我觉得喜茶的营销做得真的很聪明。低成本又高效, 它把自己的产品利用社交媒体打造成了网红茶。一开始我买喜茶也是因为从众心理。而且跟很多牌子出合作款这个做法可以让顾客保持新鲜感。

问题 4:如果喜茶配料加入了有机水果和有机牛奶的选项，但是相对来说会稍微贵一些，你会愿意尝试吗？可以说说为什么吗？

匿名受访者：会。其实我并不是特别了解有机食品但是一直以来对它的说法就是“更健康”，所以就算抱着心理安慰也会去尝试一下。

问题 5:您觉得如果有机食品在中国市场像喜茶一样采用社交媒体营销，它会有更大的发展空间吗？

匿名受访者：会的，因为其实很多人不了解什么是有机食品。微信，微博，抖音和小红书什么作为当今最普遍的音信获取方式肯定会帮有机食品获得更多的关注。而且现在在中国市场什么都要靠“炒”才能吸引消费者眼球，因为已经存在市场的选择太多了。