

摘 要

近些年，随着经济的发展，居民消费水平升级，健康意识逐步增强，对乳制品的消费需求也呈增长态势。国内乳业已经步入了品质升级和创新发展的阶段，多家乳企纷纷布局高端牛奶市场。而随着信息技术的快速发展，当前我国数字经济蓬勃发展，各行各业数字化转型方兴未艾，乳制品行业亦是如此，各大企业纷纷推进数字化转型，数字营销成为各大企业制定、优化营销策略的必备良方。C 公司是位于深圳的一家中小型、区域型乳企，2017 年全面推出定位高端、主攻高端市场的 G 品牌牛奶。当前乳业市场竞争激烈，头部企业及其他乳企相继加大在珠三角地区市场的布局力度。C 乳业要守住本土优势市场，加快开拓全国市场的步伐，必须根据市场动态及时调整营销策略。

基于上述背景，本文将 G 品牌牛奶作为研究对象。首先，运用 4P 理论对 G 品牌牛奶的营销现状进行分析。其次，通过实地观察销售终端和访谈 C 乳业的工作人员、经销商、一线销售人员，梳理出 G 品牌牛奶营销策略存在的问题及问题出现的原因。目前 G 品牌牛奶产品策略存在产品种类不丰富、产品高品质属性不突出的问题；价格策略存在消费者高价消费意愿低、高性价比理念未深入人心的问题；渠道策略存在线上渠道建设不完善、线下渠道铺设不足的问题；促销策略存在线上广告宣传不到位、社交媒体营销运用不足、销售促进吸引力有待提升和人员推销服务有待增强的问题。导致 G 品牌牛奶营销策略出现问题的原因主要为目标市场细分不精确、长期的区域战略影响、营销数字化转型不足、对不同销售市场的重视程度有差异以及忽视线上和线下销售中人员推销的作用。

最后，运用 4P 营销理论，结合当前数字时代背景以及企业自身实际，提出了相应的优化建议。在产品策略上，可以丰富产品种类、升级产品品质、强化品牌营销理念以提升 G 品牌牛奶的产品竞争力。在价格策略上，依托数字系统灵活定价，根据当前市场需求和自身实际，采取细分定价和捆绑定价销售的方式来灵活调整产品销售价格。而在渠道策略方面，可以开发省外线下渠道成员、试点社区团购、布局文旅市场来拓展线下渠道。同时，通过减少交付时长、完善线上销售渠道来加强渠道建设。在促销策略上，实施增强与消费者互动的促销策略。通过推进主流社交媒体全覆盖、增加社交媒体宣传频次和加强社交媒体用户互动来加强线上日常宣传。运用大数据技术精准对接目标用户需求，完善数据监测，实现企业精准宣传推广。同时通过完善在线会员体系以及开展跨界联名直播、特殊日期直播、虚拟代言人直播的专项直播宣传等多项措施来加强与消费者的互动，增强宣传效果。此外，也提出了资金、制度、技术和人才方面的保障措施来助力企业有效施行营销策略。

信息技术发展日新月异，为企业带来了莫大的机遇与挑战。在数字化转型中，顺势而为，抓住机遇，推进营销数字化转型，这有利于企业在巩固现有市场的基础上更进一步。也希望本文的研究，能够为 C 乳业及其它乳制品企业提供可借鉴、可实施的参考意见。

关键词：G 品牌牛奶；4P；营销策略

Abstract

In recent years, with the development of economy, the upgrading of residents' consumption level and the gradual enhancement of health awareness, the consumption demand for dairy products has also shown a growing trend. The domestic dairy industry has entered a stage of quality upgrading and innovative development, and many dairy companies have laid out the high-end milk market. With the rapid development of information technology, China's digital economy is currently booming, all walks of life digital transformation is in the ascendancy, the dairy industry is also the same, major enterprises have to promote digital transformation, digital marketing has become a major enterprise to formulate, optimize marketing strategy essential prescription. C Company is a small and medium-sized, regional dairy enterprise located in Shenzhen. In 2017, it fully launched G brand milk, which is positioned at the high-end and focuses on the high-end market. At present, the fierce competition in the dairy market, leading enterprises and other dairy enterprises have increased their market layout in the Pearl River Delta region. If the dairy industry wants to keep the local advantage market and accelerate the pace of opening up the national market, it must adjust the marketing strategy in time according to the market dynamics.

Based on the above background, this thesis takes G brand milk as the research object. Firstly, the 4P theory is used to analyze the marketing status of G brand milk. Secondly, through field observation of sales terminals and interviews with C dairy staff, distributors and front-line sales staff, the problems existing in G brand milk marketing strategy and the reasons for the problems were sorted out. At present, there are some problems in G brand milk product strategy, such as lack of product variety and high quality. The price strategy has the problem that consumers have low willingness to spend at high prices and the concept of high cost performance has not been deeply rooted in people's hearts. The channel strategy has the problems of imperfect online channel construction and insufficient offline channel laying. There are some problems in the promotion strategy, such as inadequate online advertising, insufficient use of social media marketing, attractiveness of sales promotion and personnel promotion service. The main reasons leading to the problems in G brand milk marketing strategy are imprecise target market segmentation, long-term regional strategic influence, insufficient digital marketing transformation, different emphasis on different sales markets, and neglect of the role of human sales in online and offline sales.

Finally, using the 4P marketing theory, combined with the background of the current digital era and the actual situation of enterprises, the corresponding optimization suggestions are put forward. In terms of product strategy, we can enrich product types, upgrade product quality and strengthen brand marketing concept to enhance the product competitiveness of G brand milk. In terms of price strategy, relying on the digital system flexible pricing, according to the current market demand and their own reality, the use of subdivision pricing and bundled pricing sales to flexibly adjust product sales prices. In terms of channel strategy, we can develop offline channel members outside the province, pilot community group buying, and layout cultural travel market to expand offline channels. At the same time, channel construction is strengthened by reducing delivery time and improving online sales channels. In the promotion strategy, the implementation of promotion strategies to enhance the interaction with consumers. Strengthen daily online campaigns by promoting full coverage of mainstream social media, increasing the frequency of social media campaigns, and strengthening social media user interaction. The use of big data technology to accurately connect with the needs of target users, improve data monitoring, and achieve accurate publicity and promotion of enterprises. At the same time, through improving the online membership system and carrying out cross-border joint live broadcast, special date live broadcast, virtual spokesperson live special live publicity and other measures to strengthen the interaction with consumers and enhance the publicity effect. In addition, the guarantee measures of capital, system, technology and talent are also put forward to help enterprises effectively implement marketing strategies.

The rapid development of information technology has brought great opportunities and challenges to enterprises. In the digital transformation, take advantage of the trend, seize the opportunity, and promote the digital transformation of marketing, which is conducive to consolidating the existing market on the basis of further. It is also hoped that the research of this thesis can provide reference opinions for C dairy industry and other dairy enterprises.

Key Words: G brand milk;4P;Marketing strategy

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