

## 摘 要

传统社区零售店目前面临的发展困境有目共睹，无人便利店、社区 O2O 便利店、电子商务平台对传统社区零售店的发展造成不容忽视的危机。KKV 作为知名新零售连锁品牌店，及时运用“线上商城+线下门店”的多渠道开拓发展道路，迅速树立产品品牌在消费者心目中的地位和友好的关系。本论文以 KKV 作为研究对象，分析其多渠道营销策略的优劣与不足，以及其在现实推行中遇到的阻碍，为其定制多渠道营销方案，对该公司提高营销能力、营销效果、利润增长、抵抗外部风险有现实的指导意义，希望通过本论文的研究成果可以为传统社区零售店的转型提供思路，同时为新零售视角下的社区零售店服务体系的构建提供借鉴。

**关键词：**新零售；营销策略；KKV

## ABSTRACT

At present, the development difficulties of traditional community retail stores are obvious to all. Unmanned convenience stores, community O2O convenience stores and e-commerce platforms cause a crisis that cannot be ignored to the development of traditional community retail stores. As a well-known new retail chain brand store, KKV timely uses the "online mall + offline stores" to develop the development path, and quickly establish the status and friendly relationship of product brand in the eyes of consumers. This paper KKV as the research object, analyzes the advantages of the multi-channel marketing strategy and the insufficiency, and its obstacles in the reality, for its custom multi-channel marketing plan, the company to improve marketing ability, marketing effect, profit growth, resistance to external risks has realistic guiding significance, hope that through the research results of this paper can provide the transformation of the traditional community retail stores, at the same time for the new retail perspective of community retail service system construction for reference.

**Key words:** New retail; Marketing strategy; KKV



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## Chapter One Introduction

The concept of "new retail" was proposed in 2016, and each scholar has a different emphasis on the "new retail". The concept is also different. The biggest difference between "new retail" and traditional retail is that new retail is a future-oriented experience elimination. The new form of retail, the use of new technology and modern information infrastructure, aims to improve the operational efficiency of enterprises. The business model "ordinary commodity trading" of traditional community retail stores has been unable to meet the service needs of community residents, and how to transform has become an urgent problem to be solved.

As a well-known new retail chain brand store, KKV timely uses the "online mall + offline stores" to develop the development path, and quickly establish the status and friendly relationship of product brand in the eyes of consumers. KKV is a new retail chain brand under Guangdong FMCG E-commerce Co., Ltd. (KK Group). Its main commodities include more than 10 categories, including cosmetics, personal care, accessories, wine, snacks, clothing, stationery, toys, and so on. It is a collection store focusing on exquisite lifestyle. On May 1, 2019, the first KKV store was officially launched in Dongguan Minying International Trade Center. During the first small holiday, the average daily flow of the store exceeded 30,000. In July 2019, KKV entered FoShan and opened dozens of stores in Guangdong Province. Then, KKV began to move into the national market. In March 2020, KKV landed in its first overseas store in Central Park, one of the four major shopping centers in Indonesia. As of July 2020, the first store for more than a year, KKV has been stationed in Beijing, Shanghai, Guangzhou, Shenzhen, Hangzhou, Chengdu, Suzhou, Zhengzhou, Tianjin, Wuhan, Chongqing and other cities, a total of more than 300 stores. In this process, KKV has also attracted a large number of trendy brands such as UNNY (Youyi), Maotuo, ChengDoctor (It is a famous medical beauty brand in Japan, founded in 1999 by Shintoku, medical Doctor. The brand attaches much more importance to scientific research than most cosmetics companies at home and abroad, not only in finding the needs of consumers, but also in developing products that meet the needs of consumers.) and other consumers can only buy online. So far, KKV has completed the layout of the national key regions, and with the identity of the retail industry breaker to consumers and the retail industry. The reason why KKV can expand so quickly, and its channel characteristics have a great connection.

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## **Chapter Two Marketing concept and related theoretical basis**

Enterprise marketing refers to the enterprise with the help of some appropriate marketing solutions to further expand the economic benefits of the enterprise, establish the enterprise's own brand image, and realize the enterprise's development goals in different periods. The more prominent features of enterprises when carrying out marketing work are: First, they have clear goals. Marketing activities organized by enterprises usually have clear goals, which may be at the sales level or at the brand level, and will not blindly carry out meaningless marketing. Second, there is a consideration for the production ratio. When planning marketing activities, the enterprise not only has a certain investment, but also will also make some benefits. At this time, planners should comprehensively consider the production ratio, and expand the enterprise's income as much as possible on the basis of controlling the input cost. Third, have a sense of the times. The marketing work of enterprises should be closely focused on the "market". The market is constantly changing, and the marketing channels and methods should also keep pace with the times, fully reflecting the sense of the times and in line with the development trend of the new era. In this way, enterprise marketing activities will be more attractive and enter the real life of consumers.

### **2.1 Marketing Concept**

Marketing mainly refers to the effective integration of various resources based on market planning, and the further introduction and implementation of corresponding promotion ideas and business publicity according to the enterprise's business management goals and marketing strategies. Marketing mainly refers to a series of processes, activities and systems that bring value to customers, partners and the whole society in the process of communication, creating exchange products and communication. In the process of marketing, it is necessary to fully ensure a long-term and stable friendly relationship with customers. At the same time, it is necessary to fully maintain old customers, continuously develop and excavate new customers, conduct comprehensive and detailed organizational research and analysis of the overall development of the market, and actively and effectively collect all kinds of data letters. Interest, make data resources richer, more fully understand and recognize the changes in the market, and make corresponding decisions based on market changes, so as to reflect the new development guidelines, and then fully combine the market changes and the business development requirements of the enterprise to continuously adjust the marketing plan. Whole and optimization,

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so as to more fully meet the requirements and basic standards of enterprise innovation and development, and meet the relevant organizational content of marketing. Marketing is an organizational function, and it is also a series of processes for the interests of the organization itself and stakeholders to create and transmit value to customers, and effectively operate customer relationship management. Marketing needs to fully affirm the value of customers, and at the same time, it is also necessary to fully clarify the basic characteristics of marketing. In the context of the new era, for the marketing strategy of enterprises, it is necessary to apply the relevant content of big data technology more fully, grasp the development requirements of the big data era, so as to more fully reflect the accuracy, timeliness and feasibility of marketing strategies, and further promote enterprises to more fully reflect the due marketing effect in the process of marketing and operation management. Provide the necessary technology for the healthy development of the market.

## **2.2 4P Theory Concept**

*“For enterprises, product marketing under the background of new retail can help them build product brand image, break the sales reality under the traditional mode, improve sales output, attract more users, and innovate product marketing strategy is a sign that enterprises keep pace with The Times and catch up with the trend of The Times.”<sup>[1] 85</sup>*

The 4P theory came into being in the United States in the 1960s with the proposal of the marketing mix theory. In 1953, Neil Borden coined the term "marketing mix" in his inaugural address to the American Marketing Academy. It means that market demand is more or less affected by the so-called "marketing variables" or "marketing elements". In 1960, Professor Jerome McCarthy of Michigan State University in the United States summarized these elements into four categories in his book Basic Marketing, namely Product, Price, Place and Promotion.

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## **Chapter Three 4P Theoretical Analysis of KKV Marketing Strategy**

After the epidemic, shopping centre in first-tier and second-tier cities are facing difficulties in attracting investment. Under the background of increasingly fierce competition for commercial real estate, in order to reduce the homogenization and closer to the diversified consumer demand of consumers, shopping centre have begun to shift their attention from traditional brand stores to new trendy consumer brands that are more popular with the younger generation.

KKV focuses on user capital, tries category innovation, learns from fashion culture, and pays attention to lifestyle and makes its own set of business model attempts.

The trendy retail philosophy of "aesthetics + technology" advocated by KKV meets the needs of shopping malls, the improvement of appearance brought by space aesthetics, the improvement of efficiency brought by data technology, and the improvement of the appearance and efficiency of shopping malls, which in reversely drives the iteration of China's commercial real estate.

### **3.1 Product**

Focus on the function of development, require the product to have a unique selling point, put the functional appeal of the product in the first place.

#### **3.1.1“One Fast and Two New” Brand Core Concept**

New business format: break the routine, unfettered, blurred boundaries, and have a fresh personality. The mix-and-match format created by containers, coupled with the shift in 14 lifestyle themes, KKV has become an Internet celebrity punch-in place because of its good appearance and heavy experience, and appearance + good things are also a new social currency that young people are passionate about nowadays.

Fast fashion: consumer insight, big data analysis, fast iteration, continuous freshness, rich categories. 14 types of lifestyle-themed products, up to 20,000 SKUs, more than 500 new every month, exclusive special supply accounts for 30%. In addition, the goods rely on data for real-time effect feedback. KKV can iterate quickly like a hot update like a game APP, becoming a mobile consumer market, real-time Meet the consumption needs of young people.

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New experience: ultimate cost performance, ultimate experience. A sample of 100 people in the new economy compared the commodity prices of KKV, JD.com and Tmall, and selected the

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same specification and type of goods. No matter what kind of product, KKV prices are lower than the other two channels.

There are many collection shops on the market, but each has its own strengths and stands out. KKV's new retail brand is a store that integrates all products. It captures the needs of young people and carries out brand marketing in a way that young people enjoy. With the help of video software, social media platforms, Internet celebrities and other resources, brand information is disseminated and product marketing is promoted.

KKV's brand strategy focuses on business districts in key cities and main stores in shopping centers to effectively improve brand awareness, recognition, influence and market share. Improve the brand reach rate, so that the brand and products into the vision of more consumers. KKV brand strategy also discerns consumer demand and keeps pace with The Times. According to the dynamic monitoring of big data, keep the new products in each store every month, rapid iteration, to provide consumers with a wealth of innovative products.

### **3.1.2 Option From New and Strange Products.**

New, strange and special" is the guideline for KKV to purchase goods, that is, to select trendy and special commodity categories. There are 14 life-themed product areas and tens of thousands of SKUs in the KKV store, which are stable every month, of which 30% are customized products to meet the diversified and fragmented shopping needs of consumers.

### **3.1.3 Introduction New Brands**

Introduce domestic products in a large scale, rely on Weibo, Xiaohongshu and other social grass products platform selection, pay attention to the men's market.

"Affordable + light luxury". KKV is a makeup collection store that integrates popular domestic products. Its brand matrix is different from Sephora. It mainly focuses on domestic makeup brands with low unit price. According to the top 20 sales data of Tmall, we will create an explosive style area, so that consumers can intuitively feel the world and charm of the latest trend makeup offline.

For small but beautiful beauty brands, a large number of new domestic beauty products are born online. At present, it is difficult for them to open dedicated offline stores. Now consumers' cognition of domestic products is like dominoes, and they need a factor to help them push it to a win-win situation. Tu Linglin of Qingtong Capital believes that new domestic brands need to

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