

Analysis of Meituan Takeout Marketing Strategy Based on SWOT-PEST Matrix Model

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Abstract: In the era of "Internet +", the traditional catering industry adapts to the development of The times, actively carries out reforms to meet the market demand, and has launched O2O delivery service, which is a typical example of the integration of online and offline development in the catering industry. Among many food delivery platforms, Meituan takeout accounts for half of the industry. This paper adopts SWOT PEST model and combines political, economic, social and technological conditions to analyze the advantages and disadvantages of Meituan Takeout, study the opportunities and challenges it faces, and put forward optimization strategies for its development, so as to promote Meituan Takeout to win in the fierce competition.

Keywords: Meituan Takeout; SWOT; PEST; Marketing Strategy

Introduction

The development of Chinese takeout industry has a history of more than ten years. Its convenient time-saving characteristics are welcomed by office workers, students and other young people. The number of Chinese online food delivery users reached about 544 million in 2022, an increase of 125 million from December 2020, accounting for 52.7% of all Internet users, the report said. Since the outbreak of COVID-19 in 2020, China's catering industry has been greatly impacted. The demand for out-of-home food has plummeted, which has prompted the catering industry to more actively promote digital transformation and develop online sales channels, and the development of the takeaway market has grown significantly. [1]

At present, China's mainstream food delivery platforms mainly include Meituan, Ele. me and baidu, among which Meituan takes the largest market share, accounting for 67.3%. This paper adopts SWOT-PEST matrix model, a commonly used research method in the field of competitive intelligence, to analyze the advantages and disadvantages of Meituan Waimai, the opportunities and challenges it faces, and relevant countermeasures, so as to promote the further development of Meituan.

1. SWOT-PEST matrix model

1.1 SWOT Analysis

According to the overall concept of corporate competitiveness strategy, strategy should be an organic combination of what an enterprise "can do" (strengths and weaknesses) and what it "may do" (external opportunities and threats). The so-called SWOT analysis is based on the internal and external environment and competitive conditions of the company. It includes the main internal strengths, weaknesses and external opportunities and threats closely related to the subject and puts them into a matrix, where S refers to strengths, W refers to weaknesses, O refers to opportunities and T refers to threats. Then the different factors are integrated and analyzed, from which a series of important conclusions can be drawn to support enterprise decision-making. This method can be used to completely and accurately analyze the current situation of the research object, and formulate development strategies and risk countermeasures according to the research results.

1.2 PEST Analysis Method

When formulating the enterprise development strategy, it is necessary to thoroughly analyze the environment faced by the enterprise. PEST analysis method can meet the objective and comprehensive analysis of the external macro environment of the enterprise. Where P is politics, E is economy, S is society, and T is technology. From these four dimensions, we can analyze the opportunities and challenges from the outside of the enterprise, so as to work out the development strategy to seize the

opportunities and meet the challenges.

1.3 SWOT-PEST Matrix model

The SWOT-PEST matrix model can combine the internal conditions of an enterprise with the external environment to develop a more comprehensive and objective strategic guidance for enterprise development.

Table 1 SWOT-PEST matrix model

SWOT/PEST		Policy (P)	Economic (E)	Social (S)	Technology (T)
Internal factors	Strengths(S)	SP	SE	SS	ST
	Weaknesses(W)	WP	WE	WS	WT
External factors	Opportunities(O)	OP	OE	OS	OT
	Threats (T)	TP	TE	TS	TT

2. Analysis of Meituan Takeout based on SWOT PEST matrix model

Table 2 SWOT-PEST matrix model of Meituan Takeout

SWOT \ PEST		Policy (P)	Economic (E)	Social (S)	Technology (T)
Internal factors	Strengths (S)	Pay attention to brand building, improve the trust of consumers	Coupons, vouchers and other price advantages to attract consumers	Convenient and time-saving; Many loyal customers	Actively absorb new technology to improve sales and distribution efficiency
	Weaknesses (W)	Safety supervision related policies are not sound, responsibility is not clear	Products are homogeneous and substitutable, so customers will "shop around" when purchasing.	Food safety problems emerge endlessly; The speed of food delivery and distribution needs to be improved	Information security is tricky
External factors	Opportunities (O)	The state supports the "Internet Plus" business model; The policy supports the development of the catering industry	The economic situation is stable and improving; The online catering industry is developing well	Online ordering is favored and supported by young people; The change of consumers' consumption concept	GPS positioning system improves distribution efficiency; Big data can accurately push merchants according to consumer tastes
	Threats (T)	In some areas, quarantine policies have affected the sales and delivery of takeout food	The COVID-19 has a big impact on the economy, especially the catering industry	The number of food delivery platforms is large and the competition is fierce	The speed of technological innovation of competing platforms is fast

3. Suggestions on the marketing strategy of Meituan Takeout

3.1 Improve product quality and win the trust of users

Food safety has always been an issue of great concern to consumers. In recent years, food quality problems about takeout have emerged one after another, which has greatly reduced consumer trust. To this end, Meituan Takeout should start from the source, review the qualifications of the merchants it works with and strengthen the inspection of the quality of the ingredients selected by the merchants. When choosing cooperative businesses, we should first choose well-known chain stores in China and stores with

high consumer evaluations. These businesses have been recognized by consumers in terms of quality, taste, brand and so on, and are more guaranteed in terms of food quality. [2] In addition, the management of riders should be strengthened, and the food packaging should not be opened or damaged in the process of distribution, so as to ensure that the packaging is intact before consumers get the food.

3.2 Pay attention to brand construction and give play to unique advantages

Now, there are more and more food delivery platforms. Among them, Meituan's major competitors are large platforms such as Ele. me. "Ele. me" focuses on small and medium-sized businesses and strives to win by price. In contrast, "Meituan takeout" focuses more on cooperation with large and medium-sized businesses and focuses on brand building of the platform. Therefore, Meituan should build and maintain its own brand image, ensure the quality of its products and maintain the brand image in the eyes of consumers. And they can use their reputation and brand image to seek cooperation with relatively high-end businesses, and use their unique competitive advantage to open the gap with competitors. [3] So as to improve the brand loyalty of customers and enhance user engagement.

3.3 Improve the efficiency of food delivery and distribution to improve consumer satisfaction

The time of Making food and delivery has always been an important factor in customer satisfaction. At present, the establishment of standardization of service industry is very urgent, and the country clearly proposes to promote standardization of catering industry. Catering standardization can effectively shorten the time of food production and reduce the difficulty of production, which is the development trend of catering industry. [4] Meituan takeout platform should actively take advantage of policy opportunities to shorten meal delivery time and improve overall efficiency. In addition, the development of Location Based Services has provided conditions for the boom of the food delivery industry. LBS merchant services can provide information about nearby businesses based on the location of consumers and provide location navigation for riders. Meituan Takeout should actively absorb new technologies, conform to the development trend of science and technology, and constantly use new technologies to improve the functions of the intelligent scheduling system, so as to more accurately estimate the delivery time of food products, improve the delivery efficiency, and thus improve the satisfaction of consumers.

3.4 Increase incentives to enhance user engagement

The consumers of takeout are mainly young people, especially office workers and students, who pay attention to price and prefer high-quality and inexpensive goods. The rival Ele. me platform has been focusing on price to win, attracting a number of consumers. In this regard, Meituan Takeout should also try its best to make price concessions, issue more coupons and vouchers to attract customers to buy more than once, and increase the discounts to attract consumers. In addition, activities such as student discounts and working meal discounts can also be launched for students and white-collar workers. Since college students and young white-collar workers order takeout more frequently and pay more attention to the price, special discounts can effectively attract consumers and enhance user stickiness.

4. Conclusion

With the development of the food delivery market, many food delivery platforms emerge in competition, and continue to make use of economic, technological and other conditions for rapid development. As a leader in the industry, Meituan Takeout needs to take advantage of its inherent advantages and overcome its inherent disadvantages to seize opportunities and meet challenges to achieve long-term and stable development of the platform in order to maintain its leading position.

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