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Optimizing M Coffee's Marketing Strategies for the Chinese Coffee Market

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ABSTRACT

This research aimed to analyze the marketing strategies of M Coffee and propose improvements for the Chinese coffee market. A qualitative approach was employed, utilizing semi-structured interviews. Participants included 15 individuals: 5 management and employees, 7 consumers, and 3 industry experts. The management and employee group consisted of personnel in roles such as senior managers, regional operations leaders, and marketing/human resources staff. The consumer group comprised coffee drinkers aged between 24 and 35. Industry experts included academics, consultants, and brand strategists specializing in coffee retail. The study applied the 7P marketing framework to analyze M Coffee's marketing strategies. Thematic analysis was used to analyze interview transcripts, with codes assigned to identify recurring themes within the 7P marketing. Subsequently, a SWOT matrix was utilized to synthesize internal and external factors influencing M Coffee's competitive capability. The research findings revealed that M Coffee's current low-price strategy attracted customers but limited profitability and brand differentiation. Consumers expressed a desire for more product variety and premium experience. M Coffee should diversify its offerings, including premium options and seasonal items, and enhance customer experience by improving the store design and atmosphere. Furthermore, it should develop a comprehensive digital platform and invest in employee development and retention. By adapting its marketing strategies, M Coffee could increase brand value, customer engagement, and achieve long-term sustainability in the competitive Chinese coffee market.

Introduction

China's coffee market has experienced rapid growth, driven by increasing urbanization and lifestyle changes. M Coffee, a local brand, has gained market traction by offering affordable, high-quality coffee through a small-format store model. However, competition from international chains and evolving consumer preferences necessitate an optimized marketing approach. This study aims to analyze M Coffee's

marketing strategies and propose improvements for sustainable growth. The rise of coffee culture in China is evident in first-tier cities such as Beijing, Shanghai, and Shenzhen, where coffee consumption is an integral part of urban lifestyles (Zhang, 2021).

According to the China Coffee Market Research Report, the coffee consumption rate in China has been growing at 15% annually, surpassing the global average (Wang & Liu, 2020). This rapid growth indicates a strong market potential, yet challenges remain in establishing brand loyalty and differentiation among domestic brands. M Coffee's primary appeal lies in its affordability, particularly with its "10-yuan coffee" pricing model, which attracts young consumers who seek cost-effective yet high-quality beverages (Liu, 2021). Despite this success, the brand faces growing competition from domestic and international chains such as Luckin Coffee and Starbucks. While Luckin Coffee leverages digital innovations and aggressive promotional discounts to expand its market share, Starbucks maintains its premium pricing strategy and brand exclusivity (Yang & Zhang, 2021).

In contrast, M Coffee must navigate these competitive dynamics by balancing cost efficiency with brand value enhancement. A key challenge for the brand is to establish a sustainable competitive advantage that differentiates it from its rivals while maintaining operational efficiency and consumer appeal (Chen, 2018). This study seeks to fill the gap in understanding how a mid-tier coffee brand can optimize its marketing strategy to remain competitive in China's fast-growing coffee industry. Through an in-depth analysis of M Coffee's business model, digital marketing strategies, and consumer preferences, this research will provide insights into the evolving landscape of China's coffee market and offer recommendations for sustainable business growth (Zhou, 2022). To address the challenges faced by M Coffee, such as limited product variety and brand differentiation, strategic marketing approaches can be implemented. Research by Lee et al. (2020) emphasizes the importance of adapting marketing strategies in the digital era, suggesting the need for M Coffee to evolve its promotional approach beyond discounts. Furthermore, studies by Kumar et al. (2021) highlight the impact of social media marketing on retail sales, indicating that M Coffee could enhance customer engagement and sales by optimizing its digital platform and leveraging user-generated content.

Objectives

1. To analyze the key success factors in M Coffee's marketing strategy.
2. To propose optimization strategies based on market trends and consumer insights.

Literature Review

The Chinese Coffee Market

China's coffee industry is projected to reach 180 billion yuan by 2025, with annual growth of 15% (Frost & Sullivan, 2020). Urban middle-class consumers prioritize convenience, affordability, and brand experience, influencing the rise of domestic brands like M Coffee. Coffee consumption has transitioned from being an occasional luxury to an everyday necessity, particularly among younger consumers (Zhang & Wang, 2020). This shift has led to a boom in specialty coffee shops and innovative business models, including online coffee delivery services and subscription-based offerings (Chen & Li, 2020). China's coffee market has also seen an increasing preference for premium and specialty coffee. As consumers become more knowledgeable about coffee quality, factors such as bean origin, roasting techniques, and sustainability practices play a significant role in purchasing decisions. This trend presents both opportunities and challenges for local brands such as M Coffee, which must balance affordability with quality perception. Unlike traditional tea culture, which emphasizes slow consumption, coffee drinking in China is heavily influenced by global café culture, leading to a surge in experiential coffee consumption (Huang & Wei, 2021).

Marketing Strategies in the Coffee Industry

Effective coffee marketing incorporates pricing, digital engagement, and consumer experience (Kim & Lee, 2021). Starbucks leverages premium pricing and brand positioning, while Luckin Coffee focuses on aggressive digital promotions and discount-based expansion (Mordor Intelligence, 2023). M Coffee employs a hybrid approach, balancing affordability with strategic location placement and social media marketing. Digital marketing plays a crucial role in customer acquisition, particularly through platforms like WeChat, Xiaohongshu, and Douyin, where user-generated content and influencer collaborations drive brand engagement (Chen & Zhang, 2024).

Moreover, customer loyalty programs have proven to be a key driver of repeat purchases in the coffee sector. Brands such as Starbucks and Luckin Coffee offer app-based rewards and customized recommendations to enhance customer retention. M Coffee, however, lacks a structured membership system, limiting its ability to build long-term customer relationships. Integrating a tiered loyalty program and personalized promotions could enhance consumer engagement and lifetime value.

Another significant trend in coffee marketing is the emphasis on sustainability and ethical sourcing. Consumers increasingly favor brands that promote fair trade coffee, eco-friendly packaging, and carbon-neutral operations (Yang, 2022). International chains have responded by implementing green initiatives, while local brands are beginning to adopt similar practices to appeal to environmentally conscious customers (Zhou, 2022).

To remain competitive, M Coffee must also consider diversifying its product portfolio. While its "10-yuan coffee" model has been successful, offering specialty beverages, seasonal flavors, and plant-based milk alternatives could attract a broader audience. Research suggests that product innovation is a crucial factor in differentiating brands in saturated markets, as it enables companies to capture niche segments and justify premium pricing (Wang & Chen, 2022).

By incorporating a multi-faceted marketing strategy that integrates digital presence, product innovation, sustainability efforts, and loyalty programs, M Coffee can enhance its brand positioning and long-term growth potential. The dynamic nature of China's coffee market necessitates continuous adaptation and refinement of marketing strategies to align with evolving consumer preferences and industry trends.

The 7P Marketing Theory in Service Industries

The 7P marketing mix expands upon the original 4P framework to account for service-specific elements. While "Product," "Price," "Place," and "Promotion" focus on tangible aspects and brand communication, "People," "Process," and "Physical Evidence" cater to intangible, experience-driven dimensions crucial for service operations. Product: In a coffee context, this includes taste consistency, quality of beans, menu variety, and novelty products (Ashley & Tuten, 2021). Price: For M Coffee, a low-cost strategy is key, yet brand premium evolves from consumer perception of value beyond cost alone (Hwang & Kim, 2020). Place: Store location, format, and layout shape accessibility and the "third space" coffee experience (Kaplan, 2020). Promotion: Social media, membership programs, and experiential marketing have proven highly effective in building brand engagement among young consumers (De Veirman et al., 2020). People: Staff knowledge, barista skills, and service attitude are vital for consistent consumer satisfaction (Tuten & Solomon, 2018). Process: Standardized operating procedures, queue management, and digital ordering tools influence service efficiency and brand perception (Leeftang et al., 2020). Physical Evidence: Store ambience, visual identity, and packaging design reinforce brand identity and can enhance perceived value.

Research conceptual framework

The conceptual framework of this study is based on the 7P marketing theory (Product, Price, Place, Promotion, Process, Physical Evidence), and it systematically analyzes M Coffee's marketing strategies. The 7P marketing theory, commonly used as a strategic tool in the service industry, helps businesses assess their market performance and competitive advantages across multiple dimensions. By applying this theory, the study will conduct an in-depth exploration of M Coffee's product design, pricing strategy, distribution channels, promotional methods, personnel management, service processes, and physical evidence (store environment and design).

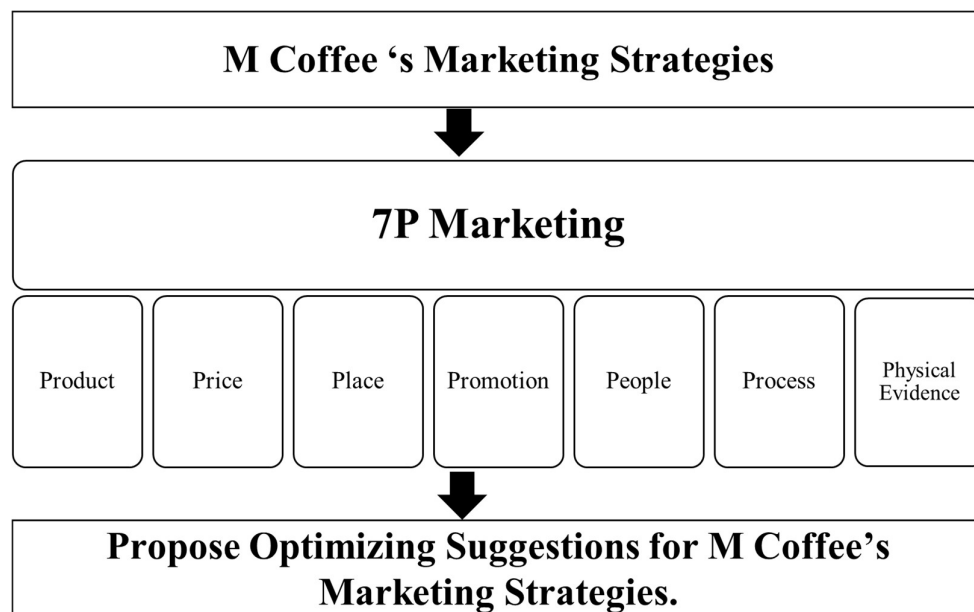


Figure 1. Research conceptual framework

Methods

This study adopted a qualitative approach, emphasizing in-depth and contextual understanding of M Coffee's strategies.

1. Population and Sample

A purposive sampling strategy identified 15 participants, categorized into three groups to capture diverse perspectives: Management and Employees (5) comprised of senior managers, regional operations leaders, and marketing/HR staff. Consumers (7) were coffee drinkers aged 24–35, primarily residing in first-tier cities and select second-tier locations. Industry Experts (3) included academics, consultants, and brand strategists specializing in coffee retail.

2. Research instruments

The data collection instrument was a semi-structured interview, and its content validity was assessed using the Index of Item-Objective Congruence (IOC) by experts.

3. Data Collection

Data were gathered from academic journals, market reports, and organizational documents. Semi-structured interviews, guided by the 7P marketing framework, utilized open-ended questions to explore M Coffee's product lineup, pricing strategies, store site selection, promotional tactics, employee training, service flow, and brand physical presentation. Document analysis encompassed company press materials, relevant news articles, and selected internal information on store expansions and operational guidelines. A

literature review examined peer-reviewed journals and industry research focusing on coffee consumer trends, 7P applications, brand equity, and the growth of China's coffee market.

4. Data Analysis

Interview transcripts were thematically analyzed, with codes assigned to identify recurring themes within the 7P categories. A SWOT matrix was subsequently employed to synthesize internal factors (strengths and weaknesses) and external factors (opportunities and threats) influencing M Coffee's current and future competitiveness.

Results

This section presents a consolidated overview of the interview participants, including their demographic profiles and key insights. Subsequent subsections provide a structured summary of the findings, organized according to the 7P marketing framework and SWOT analysis, as shown in Table 1.

Table 1. Interview Participant Information.

Code	Gender/Age	Role/Profession	City	Key Background/Responsibilities
M1	F/35	Market Director (Head Office)	Shanghai	Oversaw brand positioning and major promotional campaigns; involved in new product rollouts.
M2	M/33	Regional Ops Manager	Shanghai/Hangzhou	Managed store openings, supply chain, and cost control across multiple cities in the East China region.
M3	F/28	Store Manager	Nanjing	Directly supervised a small team of baristas and coordinated daily in-store activities.
M4	M/29	Marketing Specialist (HQ)	Shanghai	Responsible for official social media accounts (Weibo, WeChat, Douyin) and online-offline promotional event planning.
M5	F/39	HR Supervisor	Shanghai	Coordinated recruitment, training, and employee satisfaction initiatives within M Coffee's chain.
C1	F/25	Consumer (HR Assistant)	Shanghai	Purchased coffee daily; emphasized affordability and time efficiency for her commute.
C2	M/30	Consumer (Financial Advisor)	Beijing	Had high daily caffeine needs; valued coffee quality, location convenience, and some seating for short breaks.
C3	F/26	Consumer (Graduate Student)	Nanjing	Preferred unique or seasonal drinks; price-sensitive; influenced by social media "trend spotting."
C4	M/24	Consumer (Freelancer)	Shanghai	Typically ordered coffee on-the-go; cost-conscious; potential for app-based or online ordering.
C5	F/29	Consumer (Media Editor)	Beijing	Worked in CBD, valued speed but also occasionally needed comfortable seating; open to paying more for

				“specialty” drinks.
C6	M/35	Consumer (IT Manager)	Shanghai	Focused on health-conscious options (low sugar, decaf); needed quick, frictionless service during peak hours.
C7	F/27	Consumer (Freelance Blogger)	Shenzhen	Enjoyed novelty drinks (fruit-infused, unique packaging); active on social media, often shared “coffee shop stories.”
E1	M/42	Associate Professor (Marketing)	Shanghai	Specialized in retail marketing and consumer psychology, with publications in coffee consumption behavior.
E2	F/37	Coffee Industry Consultant	Shanghai	Advised Chinese coffee brands on strategy and product development; had knowledge of supply chains and market entry.
E3	M/45	Brand Strategy Expert	Shanghai	Consulted with F&B brands on cross-industry collaboration, brand premium, and lifestyle marketing.

Interview Results Summary

The interview insights regarding M Coffee's marketing strategy, derived from the 7P framework, are summarized in Table 2 below. This table maps these insights, along with the 7P and SWOT analyses, to provide a comprehensive overview of M Coffee's marketing strategy and proposed optimizations.

Table 2. M Coffee Marketing Strategy Mapping

7P Dimension	Key Insights & Analysis	SWOT Element	Proposed Optimizing Suggestions
Product	<ul style="list-style-type: none"> - Core offering: classic espresso drinks at ~10 RMB. - Consumers desire wider flavor ranges (fruit-infused, oat milk, low sugar), seasonal specials. - Limited SKU expansion. - Strengths: Efficient, consistent taste at low cost. - Weaknesses: Limited variety, slow specialty/seasonal launches. 	<ul style="list-style-type: none"> - Strengths: Low-price model fuels high foot traffic. - Weaknesses: Limited product innovation. - Opportunities: Demand for functional, healthier options. 	<ul style="list-style-type: none"> - Product Innovation: Introduce a wider range of flavors (e.g., fruit infusions, plant-based milk options, sugar-free varieties). - Seasonal & Limited-Time Offers: Develop exciting seasonal menus and limited-edition drinks to drive customer engagement and create a sense of urgency. - Health-Focused Options: Cater to health-conscious consumers by offering low-sugar, decaf, and other healthy choices.

Price	<ul style="list-style-type: none"> - "Low price, high volume" approach. - Some willing to pay more for premium blends. - Strengths: 10 RMB coffee appeals to price-sensitive base. - Weaknesses: Narrow margins, difficult to enhance brand premium. 	<ul style="list-style-type: none"> - Strengths: Low-price model fuels high foot traffic. - Weaknesses: Thin profit margins. - Threats: Potential brand commoditization if only competing on price. 	<ul style="list-style-type: none"> - Tiered Pricing: Introduce a premium line of coffee using higher-grade beans, unique flavors, or specialty brewing methods at a higher price point. - Value Bundles: Offer combo deals or bundled packages to increase average transaction value. - Price Justification: Clearly communicate the value proposition of premium products (e.g., origin of beans, unique roasting process) to justify the higher price.
Place	<ul style="list-style-type: none"> - Pop-up/small stores in CBDs, metro stations. - Minimal/no seating. - Interest in "community stores." - Strengths: Small stores in high-traffic areas, rapid expansion potential. - Weaknesses: Lack of seating limits brand engagement. 	<ul style="list-style-type: none"> - Strengths: Compact store formats suitable for CBDs. - Weaknesses: Constrained seating. - Opportunities: Expanding coffee culture in second/third-tier cities. 	<ul style="list-style-type: none"> - Strategic Expansion: Continue expanding into high-traffic locations, including second and third-tier cities. - Community Stores: Explore opening larger "community stores" in select locations with comfortable seating to foster a stronger sense of community and encourage longer stays. - Store Design: Optimize store layout to maximize space and efficiency, while also creating a welcoming atmosphere.
Promotion	<ul style="list-style-type: none"> - Reliance on social media (Weibo, WeChat, Douyin), discounts. - Consumers appreciate simple deals but crave new experiences/collaborations. - Strengths: Robust social media presence, cost-effective promotions. - Weaknesses: Over-focus on discounts may confine brand image. 	<ul style="list-style-type: none"> - Strengths: Strong social media marketing. - Weaknesses: Over-focus on discounts. - Opportunities: Potential for membership economy, cross-industry 	<ul style="list-style-type: none"> - Experiential Marketing: Organize unique events, workshops, or pop-up experiences to engage customers and build brand awareness. - Cross-Industry Collaborations: Partner with complementary

		collaborations, experiential marketing.	businesses (e.g., bakeries, bookstores) for joint promotions and cross-marketing opportunities. - Brand Storytelling: Develop compelling brand narratives and content that resonate with target audiences and differentiate M Coffee from competitors.
Process	<ul style="list-style-type: none"> - Quick service facilitated by SOPs, specialized roles, digital payments. - Underdeveloped digital membership, advanced ordering. - Strengths: Streamlined operations cut wait times. - Weaknesses: Underutilized data insights, minimal digital ordering/CRM. 	<ul style="list-style-type: none"> - Strengths: Efficient SOP and training. - Weaknesses: Incomplete digital membership platform. - Opportunities: Potential for membership economy. 	<ul style="list-style-type: none"> - Mobile App & Loyalty Program: Develop a dedicated mobile app with features like online ordering, loyalty points, personalized offers, and exclusive content. - Data-Driven Optimization: Leverage data insights to improve queue management, personalize marketing campaigns, and optimize store operations. - Customer Relationship Management (CRM): Implement a CRM system to track customer preferences and behavior, enabling more targeted and effective marketing efforts.
Physical Evidence	<ul style="list-style-type: none"> - Minimalist black-white design. - Consumers request more creative décor, city-specific/seasonal branding. - Strengths: Simple, recognizable design. - Weaknesses: Minimal themed décor, limited brand storytelling. 	<ul style="list-style-type: none"> - Strengths: Efficient SOP and training. - Weaknesses: Minimal themed décor. 	<ul style="list-style-type: none"> - Opportunities: Growing acceptance of experiential marketing events.
People	<ul style="list-style-type: none"> - Standardized training, consistent service. - Star barista system. - Turnover risk due to low wages. - Strengths: Competent barista 	<ul style="list-style-type: none"> - Strengths: Efficient SOP and training. - Weaknesses: Incomplete digital membership platform. 	<ul style="list-style-type: none"> - Employee Development: Invest in employee training and development programs to enhance skills and create career growth

training, consistent service.	- Threats: Potential	opportunities.
- Weaknesses: Retention concerns	brand	- Competitive
due to low wages.	commoditization if	Compensation: Review
	only competing on	and adjust compensation
	price.	packages to attract and
		retain top talent.
		- Positive Work
		Environment: Foster a
		positive and supportive
		work environment to
		improve employee morale
		and reduce turnover.

M Coffee's current marketing strategy, based on interview insights, focuses on a low-price, high-volume model with classic espresso drinks (~10 RMB). While this drives foot traffic, it also leads to narrow profit margins and potential brand commoditization. Consumers expressed a desire for more product variety (flavors, seasonal options, health-focused choices), and while M Coffee has a strong social media presence, its over-reliance on discounts may be hindering brand premiumization. The small store format in high-traffic locations is a strength, but the lack of seating limits customer engagement. Furthermore, while service is consistent thanks to standardized training, low wages pose a risk to employee retention. M Coffee's digital platform (membership, ordering) is underdeveloped, representing a missed opportunity. Finally, the minimalist store design, while recognizable, could benefit from more creative and localized elements to enhance the customer experience.

To optimize its marketing strategy, M Coffee should focus on: **Product Diversification:** Expanding the product line with more flavors, seasonal items, and health-conscious options. **Premiumization:** Introducing a premium coffee line with higher-quality beans and unique brewing methods, justified by clear communication of its value proposition. **Enhanced Customer Experience:** Exploring larger "community stores" with seating, improving store design and atmosphere, and incorporating more creative and localized décor. **Strategic Promotion:** Moving beyond discounts to focus on experiential marketing, cross-industry collaborations, and compelling brand storytelling. **Digital Development:** Creating a mobile app with loyalty programs, online ordering, and personalized offers, while also implementing a CRM system for data-driven optimization. **Employee Retention:** Investing in employee development, offering competitive compensation, and fostering a positive work environment.

Discussion

This study explored M Coffee's marketing strategies through qualitative lens, employing semi-structured interviews with management, employees, consumers, and industry experts, alongside document analysis and a literature review. The findings reveal a tension between M Coffee's current low-price, high-volume strategy and evolving consumer preferences. While the affordability of their core products attracts a price-sensitive customer base, it also presents challenges in terms of profitability and brand differentiation. The results indicate a need for M Coffee to diversify its offerings, enhance the customer experience, and strengthen its digital presence to remain competitive in the dynamic Chinese coffee market.

The findings regarding pricing and consumer perceptions align with research highlighting the increasing demand for premium coffee experiences in China (Zhang et al., 2022). While price remains a significant factor, consumers are increasingly willing to pay more for unique flavors, specialty brewing methods, and enhanced ambiance. This resonates with the findings of Li and Wang (2021) who observed a growing segment of coffee consumers in first-tier cities seeking premiumization and personalized experiences. M Coffee's current strategy,

focused primarily on affordability, may be missing an opportunity to capture this segment. Furthermore, the study's results corroborate the observations of Chen et al. (2020) who noted that competitive pressure from brands utilizing digital coupons and promotions necessitates that M Coffee explores innovative pricing strategies beyond simply offering the lowest price.

The study also revealed the importance of digital marketing and brand engagement. While M Coffee has a presence on social media platforms, it lacks a robust loyalty program and a comprehensive digital strategy. This echoes the findings of Kim & Lee (2023) who emphasized the crucial role of digital platforms, including mobile apps and loyalty programs, in building brand loyalty and driving repeat purchases in the competitive coffee market. The development of a user-friendly mobile app with personalized rewards, as suggested by the interviewees, could be a key differentiator for M Coffee. The findings also align with the work of Brown (2021) who highlighted the need for personalized digital experiences and data-driven marketing to effectively engage today's coffee consumers.

Regarding store format and market expansion, the study suggests that M Coffee's small-store model, while facilitating rapid expansion, limits the brand's ability to create a strong experiential connection with consumers. This aligns with research by Garcia (2020) which indicated a growing preference for experiential coffee consumption, with consumers seeking comfortable seating, unique store designs, and a sense of community. The interviewees' interest in "community stores" and flagship locations underscores this trend. Competitors like Starbucks, as noted in the data provided, are already leveraging ambiance and customer experience as key differentiators, putting pressure on M Coffee to evolve its store format strategy.

Body of knowledge

The research findings can be synthesized into a conceptual model framework, as illustrated in Figure 2.

Optimizing Suggestions for M Coffee's Marketing Strategies, with 7P.						
Product	Price	Place:	Promotion	Process	People	Physical Evidence
Product diversification through new flavors, seasonal items, and health-focused options was recommended to broaden M Coffee's appeal and cater to evolving consumer preferences.	Tiered pricing with premium lines, value bundles, and clear price justification was proposed to enhance profitability and cater to diverse consumer segments.	Strategic expansion into new markets, the development of larger community stores, and optimized store design were recommended to broaden reach and enhance customer experience.	Experiential marketing, cross-industry collaborations, and brand storytelling were recommended to enhance customer engagement and build a distinctive brand identity.	A mobile app with loyalty programs, data-driven optimization, and CRM implementation were recommended to personalize customer engagement and improve operational efficiency.	Employee development, competitive compensation, and a positive work environment were prioritized to enhance employee skills, retention, and morale.	The growing acceptance of experiential marketing events presented M Coffee with valuable opportunities for brand engagement.

Figure 2. Conceptual Framework for the Analysis of M Coffee's Marketing Strategies in the Chinese Market.

M Coffee's initial growth strategy proved effective, yet evolving consumer expectations necessitated strategic refinement. The implementation of tiered pricing, digital enhancements, and experiential marketing could have enabled M Coffee to sustain market leadership amidst intensifying competition. A key takeaway from this study was the critical importance of balancing cost-effectiveness with brand value. Brands that relied solely on low pricing often encountered challenges in maintaining

long-term profitability. The introduction of premium offerings, coupled with maintaining affordability through strategic bundling and loyalty incentives, could have ensured a steady revenue stream without alienating core consumers. Furthermore, embracing digital transformation was not optional but imperative. Brands that successfully integrated data analytics, mobile ordering, and AI-driven customer engagement achieved a significant competitive advantage. M Coffee could have enhanced its online and offline synergies through investment in a dedicated mobile app, personalized promotions, and data-driven decision-making to optimize inventory and supply chain management. Expanding brand partnerships, such as collaborations with local artists, food vendors, and lifestyle influencers, could have fostered a unique brand identity. These initiatives could have cultivated a cultural association with M Coffee, extending its image beyond that of a mere beverage provider to encompass that of a lifestyle brand. Finally, investment in staff training and employee engagement programs could have generated enhanced customer experiences. Baristas well-trained in customer service and product knowledge could have elevated brand perception, ensuring positive customer interactions that encouraged repeat business and word-of-mouth referrals. To remain competitive in the evolving market, M Coffee needed to transition from being solely a budget-friendly alternative to a well-rounded brand that offered high value, consistent quality, and meaningful customer experiences. This transformation could have ensured M Coffee's long-term success within China's dynamic coffee industry. The strategic shift involved understanding and adapting to evolving consumer preferences, carefully balancing affordability with perceived quality and overall customer experience to cultivate a robust and sustainable brand presence.

Suggestions

1. Suggestions for applying research results

1.1 Strategic Product Development: M Coffee should prioritize the development and launch of new products, including premium coffee lines, seasonal offerings, and health-conscious options. This will cater to evolving consumer preferences and create opportunities for higher profit margins.

1.2 Digital Transformation: Investing in a robust mobile app with loyalty programs, online ordering, and personalized offers is crucial. This will enhance customer engagement, drive repeat purchases, and provide valuable data for targeted marketing efforts.

2. Suggestions for future research

2.1 Competitive Analysis: A comprehensive analysis of M Coffee's competitors, including their product offerings, pricing strategies, and marketing tactics, would provide valuable context for strategic decision-making.

2.2 Consumer Segmentation: Further research into the specific needs and preferences of different consumer segments within the Chinese coffee market would allow M Coffee to tailor its marketing efforts more effectively.

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