



Analysis of the Effectiveness of Haidilao's Sinking Strategy Based on Customer Evaluation——Take Hohhot as an Example

Lulu Chen ^{1,2}

¹Philippine Christian University Center for International Education, Manila City 1006, Philippine ,

²Inner Mongolia Honder Colledge of Arts and Sciences, Hohhot 010000, Inner Mongolia, China.

* Email:52082631@qq.com

Abstract: This paper selects four Haidilao hotpot restaurants in Hohhot, Inner Mongolia, uses web crawler technology to obtain customer scores and comprehensive evaluations on taste, environment, service, cost performance, etc. on Meituan.com, and then uses text analysis methods to explore and analyze customers' satisfaction with dining in Haidilao hotpot restaurant, and put forward feasible suggestions for the implementation of Haidilao's sinking strategy in Hohhot area.

Keywords: Meituan data, Evaluation, Data analysis, Function, Text analysis, Sinking strategy.

Introduction

In the first two decades of the 21st century, Internet technology has developed rapidly, and the degree of information explosion is positively related to the rapid development of technology and the iteration of technology. Now we are not unfamiliar with the concept of "big data". The influence of big data penetrates into In all aspects of social production and life, the daily life of modern people is inseparable from its support and the benefits it brings. For example, we cannot eat without "Meituan, Dianping", etc. As the world's largest life service platform, Meituan undertakes more than 10 million POIs and serves a large number of active users. According to the data in the financial report released by Meituan on August 30 this year, the number of annual transaction users and active merchants of Meituan in this quarter were 630 million and 7.7 million, respectively, hitting a record high.

Haidilao was established in 1994. It was developed from a hot pot restaurant called "Little Pepper" opened by Zhang Yong in Jianyang, Sichuan. It mainly operates Sichuan-style hot pot. After 27 years of development, it has gained a firm foothold in China. In recent years, it has gradually stepped out of the country and entered the international market, and has grown into an internationally renowned catering enterprise. Under the test of the market and customers for many years, Haidilao adheres to the concept of integrity management and with its high-quality services, it stands out in the catering industry and becomes the "bar handle" in the hot pot industry.

In recent years, with the rise of Internet marketing, a large number of new hot pot brands have also emerged in the market, making the competition in the hot pot market increasingly fierce, and sinking the market has become a new choice for them to enter the market. First-tier cities are digging gold, and Haidilao, with its own brand advantages, has also begun to accelerate its deployment in second- and third-tier cities. As of the first half of 2021, Haidilao has a total of 1,597 stores worldwide, including 32 stores in first-tier cities, 94 stores in second-tier cities, and 160 new stores in third-tier cities and below. That is to say, third-tier cities and below have become the markets that Haidilao is optimistic about and focuses on. Zhou Zhaocheng, executive director and chief strategy officer of Haidilao, said in an interview that in terms of strategic layout, Haidilao's strategy is to "encrypt first- and second-tier cities, and distribute locations in third-tier and lower cities." In his opinion, in terms of number of people and spending power, the consumer groups in third-tier and below cities are no less than second-



tier cities, the market space is broad, and they can give full play to the advantages of chain brands to reduce costs and increase efficiency. Compared with first- and second-tier cities, the scale and consumption behavior of consumers in the sinking third-tier cities are different, which tests the accuracy of Haidilao's business strategy in the sinking market.

Haidilao has a rich data base on Meituan.com and is qualified for text analysis. Selecting the Haidilao hot pot restaurant in Hohhot as the research object, on the one hand, more evaluation data can be obtained. On the other hand, as the capital city of Inner Mongolia, Hohhot is also one of the deployment points of Haidilao's sinking strategy. Through data analysis, it can be concluded that the seabed The effectiveness of fishing in Hohhot's sinking strategy.

Literature Review

Strategy is an overall plan and strategy formulated by an enterprise in order to seek survival and development. It is of great significance to the long-term development of an enterprise. Therefore, it has attracted the attention of many experts and scholars at home and abroad. The famous American management scientist Chandler^[1] published in 1962 The book "Strategy and Structure" was published, which made it a pioneer in the study of corporate strategic issues. In this book, he analyzes the environment in which the enterprise is located, and the relationship between the strategy implemented in a specific environment and the internal organization of the enterprise, and puts forward an argument - "structure follows strategy". According to this argument by Chandler, two schools of strategic structure research have emerged: the design school and the planning school. In 1965, Ansoff first proposed the concept of "corporate strategy" on the basis of Chandler^[2], and gave a detailed professional description in "Corporate strategy", he summarized the word "strategy" as how a team plans Accomplish your own goals and missions, including formulating, evaluating various options, and finally selecting, determining, and implementing options. With the continuous changes of the market, the connotation of strategic management theory is also constantly enriched.

In a market economy, Darwin's theory of natural selection seems to indicate that only the most suitable enterprises and products can survive, while the unfit will be limited, and economic activity will drive out the weak. Shen Yifeng and Shen Hongtao^[3] have studied the impact of stakeholders on corporate strategy. The success of corporate strategy depends on the external environment and internal conditions faced by the company, which should be fully analyzed and adjusted on the basis of the analysis results. The organization of resource allocation to achieve the established goals, so as to obtain the ability of long-term survival and development. Liu Yanmei^[4] pays more attention to strategic flexibility. She pointed out that in the Internet era, linear management methods cannot be applied in this continuously changing and unpredictable competitive environment. Therefore, companies should always pay attention to changes in the environment and be able to respond to adverse changes in a timely manner. Change the overall strategy, and also pay attention to the time required to respond to changes in elements caused by changes in strategy. To solve the above problems, the only way is to adopt flexible strategic management. In the context of rapid social development, the wealth created by the company needs to rely on the improvement of internal technology and the good operation of organizational management. Therefore, it is very important to formulate strategies suitable for enterprises and in line with the development of the times.

Under the new normal of the economy, both the catering enterprises that have a certain influence, and the catering enterprises that have not yet established their foothold and have weak strength, are facing major challenges. This article takes the star status of "Haidilao" among catering enterprises as the entry point , to discuss its specific sinking strategy effectiveness, and to provide suggestions for its future development.

Data source and description

This article uses python crawler technology to obtain the evaluation data of 4 Haidilao hotpot restaurant in Hohhot on the Meituan website, namely Moore city store, Zhenhua square store, Capital mall store, Joyful store. Including taste score, environment score, service score, ingredient score, total score, evaluation time, and evaluation content, a total of 768 pieces of data were crawled and saved in an Excel table in .xlsx file format.

Data cleaning

- (1) Convert the total star rating to a 5-point scale.
- (2) Remove vacancies.
- (3) Use regular expressions to remove non-Chinese characters.
- (4) Remove stop words. Chinese stop word list, Harbin Institute of Technology stop word list, Baidu stop word list, Sichuan University machine intelligence laboratory stop word list and custom stop word list, a total of 5 stop word lists are merged and deduplicated, the stop words obtained in this article The list has a total of 395 words, which mainly include modal particles, conjunctions and other meaningless texts, such as 'a', 'some', 'absolutely', 'that's all'.

- (5) Participle. Load a custom thesaurus, such as "Haidilao", and perform jieba segmentation at the same time.
- (6) There are 394 pieces of data after cleaning.

Data analysis and interpretation

Score distribution

According to the effective data after cleaning, the customer's evaluation scores on taste, environment, service and ingredients are counted. The darker the color, the higher the number. Intuitively get the score frequency of each category. It can be seen from Figure 1 that among the 504 reviews, the highest proportion of reviews is 5 points, and the most customers give 5 points for taste, 240, and the service, environment, and ingredients are rated 5 points. The number of comments is 207, 193, and 182 respectively. Among the four categories, there are few comments below 3 and 3-4, indicating that Haidilao has a good reputation in terms of taste, environment, service, and ingredients. All are recognized by customers, and customers' satisfaction with service is particularly prominent.

A histogram and a box plot of the comprehensive scores are shown in Figure 2. It can be seen that 240 of the 504 comments gave 5 points, and only a very few gave the average score of 4.59 points in the comprehensive score of negative and moderately bad reviews, indicating that the average score of customer evaluation is above 4.5 points.

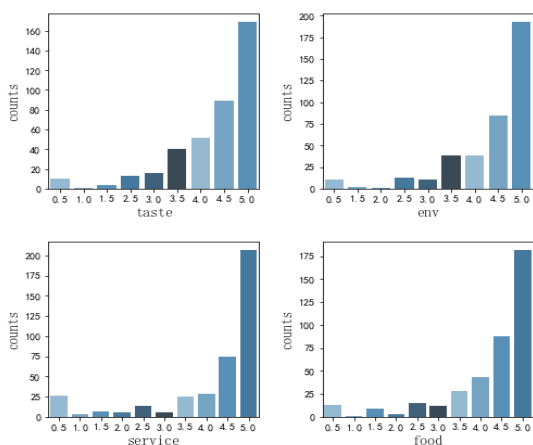


Figure 1: Histogram of the score distribution of taste, environment, service, and food ingredients

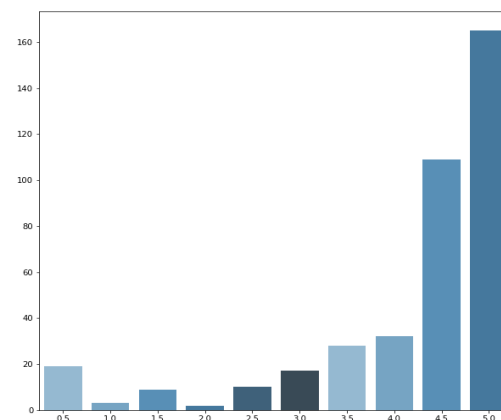


Figure 2: Score distribution histogram

Correlation diagram with comprehensive score

As shown in the correlation coefficient heat map 3, the correlation coefficient between ratings and taste is 0.83, the correlation coefficient between ratings and environment is 0.84, the correlation coefficient between ratings and service is 0.88, and the correlation coefficient between ratings and ingredients is 0.84. has the highest correlation coefficient, which is consistent with the well-known Haidilao service.

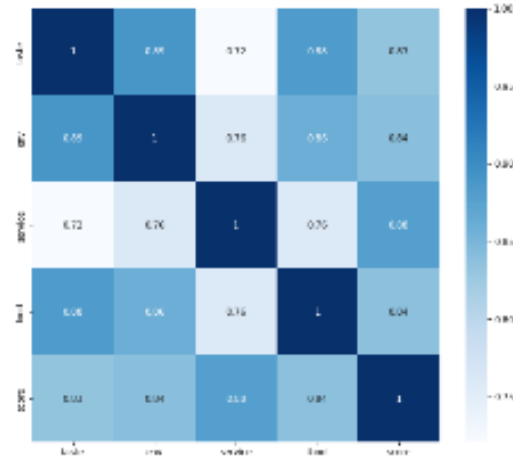


Figure 3:Heatmap of correlation coefficients between taste, environment, serving ingredients and ratings

Word Frequency Analysis

Customers who dine at Haidilao have different opinions on Haidilao according to their own experience, feelings and expression habits, but the more times a word is involved, the higher the degree of attention to this aspect, so it is necessary to analyze the text after word segmentation. Conduct word frequency statistics to mine the evaluation points of dining customers. After data cleaning, words were sorted manually, and word frequency statistics table was exported with gooseker software. Word frequencies are represented in the form of word cloud graphs (Figure 4). An increase of 1 point results in a 0.16-point increase in the rating; a 1-point increase in service results in an increase of 0.469 points; the larger the font in the graphic, the higher the frequency of the word. In addition to "Haidilao", the frequency of "service" is the highest, 623 times, followed by "Haidilao", 499 times, "waiter", 158 times, and "delicious" 156 times. As shown in Figure 5. As shown in Table 1, the high-frequency words are classified according to the four elements of taste, environment, service, and ingredients. The elements are mentioned many times in the customer's comments, such as birthday, manicure, Internet celebrity, photography, and obviously, the customer's interest in the service. On the basis of warm and thoughtful service, we should also enrich the variety of ingredients to ensure the freshness of ingredients.



Figure 4: Haidilao

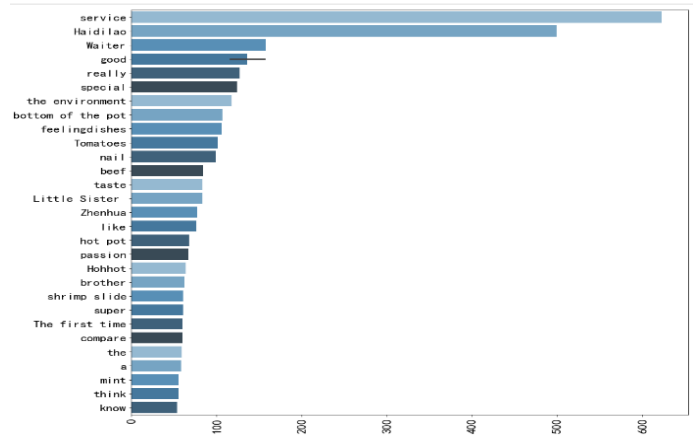


Figure 5: Haidilao evaluation text word frequency statistics top25 bar chart

Category	Frequently used words	Quantity	frequency of occurrence
Taste	delicious, tasty, good	3	357
Surroundings	Environment, Zhenhua Store	3	267
Serve	Service, waiter, manicure, young lady, enthusiasm, queuing	6	1055
Element	Pot bottom, dishes, tomato, beef, shrimp slip	5	451

Table 1 High-frequency word classification statistics table

Analysis of the influence of taste and other factors on the score

The score is denoted as "score", the taste is denoted by "taste", the environment is denoted by "env", the service is denoted by "service", and the ingredients are denoted by "food". $+0.469\text{service}+0.146\text{food}$ After testing, the regression coefficients are all significant at the 0.1% level. It can be seen from the above regression expression that taste, environment, service, ingredients and comprehensive scores are all positively correlated. Specifically, on average, if the taste increases by 1 point, the score increases by 0.28 points; if the environmental ingredients increase by 1 point, the score increases. 0.146 points.

Evaluation and Analysis of Service Derivative Function Elements

In addition to the high-quality service when ordering, Haidilao also has other derived functions such as punch cards. During the analysis, we extracted birthday songs, hand care, manicures, ear studs, printing photos, taking photos, ramen noodles, and online shopping. Keywords such as red, taking pictures, punching cards, ramen performances, performing stretched noodles, pulling noodles, dumping noodles, lo mein, etc., use gooseeker software to filter out text comments involving these keywords, perform sentiment classification, and divide the emotional attitude of comments into Negative, positive and neutral, through categorization, the customer's satisfaction with the function derived from the service is obtained. As shown in Figure 6, among the 394 text evaluations, 302 relate to the functional elements derived from the Haidilao service, and among these 302 evaluations, 183 are positive evaluations, and the favorable rate is Accounted for 61.25%, satisfaction accounts for the majority; there are 94 neutral evaluations, accounting for 31.44%; only 21 negative evaluations, accounting for 7.31%.From this, it can be seen that Haidilao's internet celebrity characteristics are an important factor in attracting customers to check in. The restaurant can focus on continuing to improve and improve its featured functional services. Specifically, most of the positive comments are directed at the brand of Haidilao and want to experience the service of Haidilao. Many users in the neutral and negative comments came to compare the comprehensive level of Haidilao in Hohhot with that of big cities such as Beijing and Shanghai, and most of them would be disappointed, and most users responded to special services such as noodles and manicures. Very good, many users will mention that the service of a certain brother and sister is in place. It can be seen that service is still the core competitiveness of Haidilao. Among the neutral comments, the most frequently mentioned is the high queuing and consumption, such as: "The two girls spent more than 300 and did not eat anything", indicating that some users did not buy the service of Haidilao, so the cost performance of Haidilao is still needs improvement. The analysis is shown in Table 2.

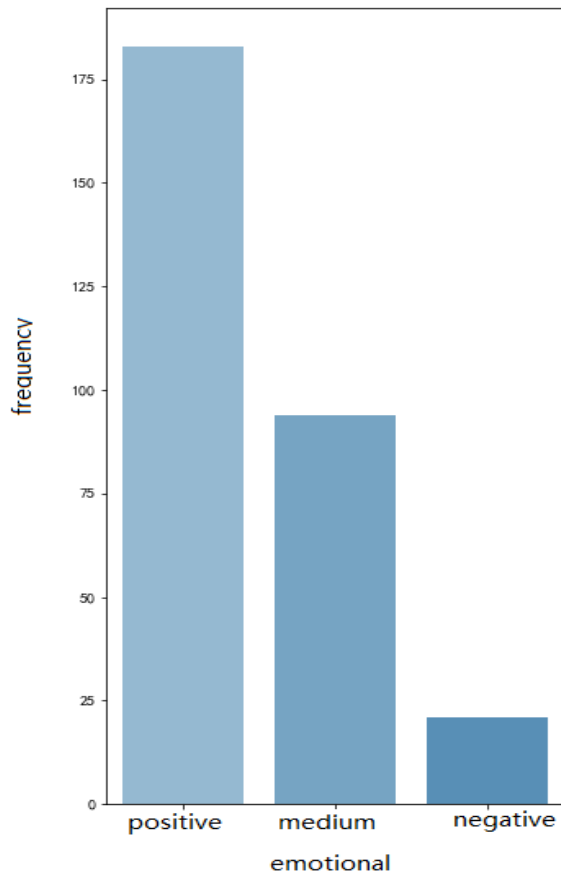


Figure 6: Analysis of satisfaction with evaluation content

Elements	Key words	Sentiment classification	Frequency	Counts	Representative comment
Service-derived functional activity	Birthday song, snacks, manicure, watching children, fruit plate, taking pictures, ramen, cake, taking pictures, birthday, queuing, expensive	Positive	183	61.25%	The service is very good; I feel that the little brothers and sisters are busy; The taste is also very great, but also sent a pregnant mother gift bag, the child of his father and the waiter little brother rushed to pour wine: If you want to pour your own wine here, you have to secretly pour it, otherwise the little brother will run over and pour it for you when he sees it; I read the reviews before saying it was bad. I feel pretty good.
		Neutral	94	31.44%	Come to eat <u>Haidilao</u> , <u>Haidilao's</u> service is really good, you can feel intimate and warm when you enter the door I want to order a lot when I look at the menu, but every time the waiter brother will be very enthusiastic about how many people are suitable for the amount, very intimate reminder not to order too much, super heart-warming
		Negative	21	7.31%	

Table 2 Evaluation Content Sentiment Analysis

Commercial application and Conclusion

Conclusion

- (1) The overall evaluation of several Haidilao in Hohhot area is relatively high, and customers pay the highest attention and satisfaction to the service.
- (2) Customers pay attention to the richness and freshness of ingredients, which in turn affects the taste.
- (3) Haidilao restaurant is highly praised in terms of service, and customers pay more attention to the functional factors derived from the service, that is, Haidilao's Internet celebrity characteristics.
- (4) Although Haidilao has a standardized service process, the service level of the four Haidilao stores in Hohhot is still uneven.
- (5) The per capita consumption of Haidilao is about 100 yuan, and many consumers think that Haidilao is overpriced.

Suggestions for Haidilao to implement sinking strategy in Hohhot area

- (1) Product innovation strategy

Haidilao Restaurant must maintain its own advantages and maintain its characteristics in terms of service. The main purpose of catering enterprises is to provide customers with catering services. As the core products of the catering industry, dishes are the primary task of service innovation. The rapid development of hot pot in recent years is inseparable from its innovation. Product innovation must not only conform to the eating habits of local consumers, but also conform to the characteristics of the times and national characteristics. While satisfying consumers' taste buds and physiological needs, they must also pursue fashion and beauty. As Xi Ge, the columnist of Hongyan.com said: "Any region will have its own taste perception, sweet in the south, salty in the north, spicy in the east and sour in the west. What can be changed, at least not in the short term." Therefore, Haidilao has to make adjustments in terms of dishes, tastes and prices, try to localize it as much as possible, and conform to

the consumption habits of local consumers. At the same time, with the intensification of market competition and the renewal of the life cycle, the innovation of hot pot products must change with the changes of the market, cater to the characteristics of consumers seeking innovation, difference and change, and create products with reasonable prices and excellent value for money. product. Therefore, enterprises operating hot pot should keep up with the pace of the times and launch characteristic products that meet the needs of the market and consumers at different times in order to occupy a place in the market and be called a true innovation. Regarding product innovation, it can be achieved in the following four ways:

Firstly, raw material innovation. Product innovation starts with raw materials. For example, to collect ingredients from the three major fields of sea, land and air to break through the shackles of traditional concepts; or to introduce international ingredients and launch new dishes with exotic flavors to satisfy consumers' mentality of seeking new and different. The research and development of innovative dishes should be based on green, healthy, safe and value for money. At the same time, when selecting ingredients, we should try our best to take into account the needs of most consumers, rather than blindly catering to individual tastes, and using common ingredients to make fresh ways of eating can ensure the vitality of the dishes.

Secondly, taste innovation. Hotpot enterprises need to cater to all tastes, integrate the essence of various hotpots together, develop new features, and at the same time meet the needs of taste buds, implant the concepts of nutrition and health preservation, and do a good job of "combination products". It is not easy to innovate a new type of taste, because different regions have different taste requirements, so when innovating, we can adjust the taste for different regions and different groups of people, and develop a new type of hot pot base to adapt to local hot pot. remove development of the fee market.

Thirdly, color innovation. The color innovation of dishes is also a novel innovation method. With the changes of today's consumers, the aesthetic ability of consumers has been greatly improved. The color matching of dishes can greatly enhance the visual aesthetics of dishes.

Finally, modeling innovation. Modeling will bring visual impact to consumers, and visual innovation is also one of the key elements of dish innovation. Uniquely shaped dishes and exquisite utensils can create product features, make consumers shine, bring freshness to them, and meet consumers' psychological needs for innovation and difference.

(2) Pricing adjustment strategy

The catering industry takes the customer unit price as the market positioning standard, and has formed three levels: the mass market, the mid-to-high-end market, and the high-end market. The unit price per customer was 107.3 yuan, compared with 112.8 yuan in the first half of 2020. It belongs to the low level of the mid-to-high-end market, and the price of Haidilao hotpot is not low in the catering market, but as a high-standard service level with added value, the sense of experience brought to customers alleviates the sensitivity of high prices to a certain extent. Therefore, the target customers of Haidilao are mainly middle-income people aged 20-50 who love lively and enthusiastic service in first- and second-tier cities in China, while the price of Haidilao in Hohhot is slightly less acceptable. The wage levels in first- and second-tier cities are quite different from those in third-tier cities and below, but Haidilao's unit price in cities of different levels has basically remained unchanged. Although Haidilao has made some adjustments and controls in price, such as the newly added four-grid pot bottom, customers can enjoy different tastes. There are also dishes that can be ordered in half, allowing customers to eat more dishes with the same money. These pricing strategies have indeed attracted many young consumers who are small in number and who love hot pot. Even so, the per capita consumption of Haidilao is high in the same industry, which is a fact that cannot be ignored. For third-tier cities, the attractiveness of "good prices" is still more than all kinds of fancy marketing.

(3) Environmental improvement strategy

Improving the quality of the store environment is helpful for the implementation of service marketing. First of all, Haidilao has some advantages over other catering companies in terms of "hardware", but it still needs to further improve the environmental quality of the store. You can create your own unique environment by working hard on decoration; by analyzing the local store traffic and market conditions, the store area can be expanded accordingly and the waiting time of customers can be reduced; the private room also needs to pay for the use of the private room. This situation has also caused many

Consumers are dissatisfied, so Haidilao should appropriately increase the number of private rooms in the store to give consumers more choices.

(4)Functional diversification strategy

Nowadays, people go to restaurants to have meals not only limited to the single demand of eating, people can also choose to conduct business negotiations, friends gatherings, family gatherings and so on in restaurants. The hotpot industry in third-tier cities will undoubtedly develop in a diversified direction. In the future, it should no longer be uncommon for more and more hot pot companies to provide not only places for people to eat, but also functions such as leisure and entertainment. This diversification of functions comes from the increasingly diverse consumers ization needs.

(5)Service innovation strategy

Consumers have aesthetic fatigue. When he is used to high-quality service, he will hope for better service. If it does not exceed expectations, the experience will become worse. Haidilao' s internet celebrity characteristics are an important factor in attracting customers to check in. The restaurant can focus on continuing to improve and improve its featured functional services. Many customers mentioned that the queue time for manicures is long, and the characteristics of different restaurants are different. It is recommended to unify the standards of manicures, and consider increasing the number of manicure service personnel in each restaurant. And considering the development of more special services, Haidilao can only truly last forever if it truly maintains the service halo that others "can't learn".

REFERENCES

- [1] .Alfred D. Chandler, Jr. Strategy and Structure: Chapters in the History of the Industrial [J]. The American Historical Review, 1962(1): 158-160.
- [2] .Ansoff. Corporate Strategy[J]. Sociological research, 1965(6): 102-131, 243-244.
- [3] Shen Yifeng, Shen Hongtao. Discussion on the Research Tradition of Stakeholder Theory [J]. China Economic Issues, 2003(3): 23-31.
- [4] Liu Yanmei. Review and Reflection on the Three Mainstream Schools of Enterprise Competitive Strategic Management Theory [J]. Journal of Harbin Institute of Technology (Social Science Edition), 2002(2): 39-43.
- [5] Chen Mo. The main theme of catering is the sinking of the market in third- and fourth-tier cities by leading catering companies [J]. China Food, 2020(20):72-75.
- [6] Dai Yingdong. Research on optimization of Haidilao service marketing strategy [D]. Zhengzhou University, 2019.
- [7] Zhang Yifan. Analysis of Enterprise Value Creation under the Business Model Canvas ——Taking Haidilao as an Example .007.
- [8] Huang Hongzhe, Yu Xingjie, Shao Jingyi, Zhou Xin. Evaluation and analysis of Haidilao post-dinner based on public comment data [J]. Electronic Technology and Software Engineering, 2021(10):126-128.