

Course of

SUPERVISOR

CO-SUPERVISOR

CANDIDATE

Academic Year

Contents

Abstract.....	I
1. Introduction.....	1
1.1 Research Background, Purpose, and Significance	1
1.1.1 Research Background	1
1.1.2 Research Purpose.....	2
1.1.3 Research Significance.....	3
1.2 Literature Review	4
1.2.1 Research on Marketing Strategy.....	4
1.2.2 Research on New Retail.....	5
1.2.3 Research on Retail Marketing Innovation	6
1.2.4 Literature Summary	7
1.3 Research Contents and Methodology	7
1.3.1 Research Contents	7
1.3.2 Research Methodology	9
1.4 Research Innovation and Technical Process	9
1.4.1 Research Innovation	9
1.4.2 Research Technical Process	10
2. Theoretical Framework.....	11
2.1 the New Retail	11
2.1.1 New Retail Theory.....	11
2.1.2 New Retail Circle Theory	14
2.2 the Marketing Strategy and found	15
2.2.1 Marketing 7Ps Theory	15
2.2.2 Marketing 4Cs Theory	16
2.2.3 Segmentation, Targeting and Positioning	17
3. Retail Business Environment Analysis.....	18
3.1 Global Retail Business Environment.....	19
3.2 Chinese Retail Market Business Environment and Innovation	20
3.2.1 The Era of Planned Economy	20
3.2.2 Market-oriented Retail.....	20
4. Carrefour China Development Background, Marketing Environment, Customer Analysis, Marketing Strategy, and Problem Identification	22
4.1 Carrefour China Development Background	22
4.1.1 Carrefour China the Introduction.....	22
4.1.2 Carrefour China Development Situation	23
4.1.3 Carrefour China Business Type	25
4.1.4 Carrefour China Market Positioning	26
4.2 Carrefour China Internal Marketing Environment	27
4.2.1 The Product and Service	27
4.2.2 The Marketing Channel	28
4.2.3 Holdings Promotion Plan.....	28
4.3 Carrefour China Customer Analysis	29
4.3.1 Carrefour China Target Consumer Profile.....	29
4.3.2 Carrefour China Consumers' decision-making Process.....	31

4.3.3 Carrefour China Consumers' Consumption Journey	31
4.4 Carrefour China Marketing Strategy under New Retail Format	32
4.4.1 Partnership and Cooperation Model	32
4.4.2 Resource Capability and Key Success Factors	33
4.4.3 Profit Model	35
4.5 Identification of Carrefour China Problems	36
4.5.1 Laggard Business Model	36
4.5.2 Lagged Market Response	37
4.5.3 Consumers' Shopping Needs Cannot Be Met	37
5. Marketing Strategy Plan for Carrefour China under New Retail Format.....	38
5.1 Rebuild "People -Goods - Place" Scheme	38
5.1.1 Precision Digital Marketing of Consumers	38
5.1.2 Intelligent Supply on Demand and Intelligent Push through Application	39
5.2.3 Build Consumption Scenes Adhere to Mobile Terminals.....	40
5.2 Design customer-centric Shopping Experience to Meet Consumers' Needs.....	42
5.2.1 Satisfy the Commodity Demands of Consumers	42
5.2.2 Satisfy the Content Demands of Consumers	43
5.2.3 Satisfy the Service Demands of Consumers	44
5.3 Supportive Measures	46
5.3.1 Strengthen Corporate Culture Construction	46
5.3.2 Strengthen the Construction of Enterprise Information System.....	46
5.3.3 Improve the Construction of Logistics System	47
6. Conclusions.....	48
6.1 The Main Conclusions	48
6.2 Research Limitations and Prospects	49
References.....	50

Abstract

Retail is an industry that sells consumer goods and related services to individuals or social organizations. It is a fundamental industry related to the national economy and people's livelihood. With the development of China's economy, the retail industry has developed rapidly. Online shopping and the continuous development of the rural market have made the total retail sales increase continuously. With the continuous optimization of market structure, the upgrading of consumption, consumption, consumption mode innovation, consumer scenarios emerge in endlessly, online accelerated convergence, ma in 2016 for the first time put forward the concept of new retail commodity production, circulation and sales process for upgrading, reshape the industry structure and the ecosystem, online, offline experiences, modern logistics service for depth fusion, always provide consumers with more than the desired content, new retail pays attention to break the barriers between different retail channels, a refactoring one goods.

Under the impact of new retail, the number of physical stores opening online shopping malls is gradually increasing, breaking the barriers of space and time, providing consumers with multi-scene convenient shopping, ordering at any time during the whole time, high-definition, detailed product introduction, shopping evaluation and feedback. Online e-commerce companies set up physical stores to provide offline trial and online store drainage for consumers. Online flow advantages and offline scene advantages are perfectly complementary, integrated and upgraded, realizing the drainage of consumers from offline to online shopping, and at the same time attracting consumers from online to offline.

As a traditional retail enterprise, Carrefour has been committed to the transformation and development of retail industry. With the acquisition of Carrefour by Suning Tesco, Carrefour China has been actively building online and offline integration to promote the new retail transformation of enterprises. In this paper, under the background of new retail to carrefour China as the research object, first reviews the literature and theoretical basis, the second in SUNING.COMCO.,LTD., customers of the development process of the analysis, based on the analysis of marketing environment, marketing strategy analysis, and put forward the promotion marketing strategy based on the theory of new retail design, think the carrefour in China should be accurate marketing digital consumer, on-demand intelligence supply and build consumer scenario adhere to the mobile terminal, refactoring a cargo. At the same time, consumers' new demands for commodities, content and services should be actively met. Through the research of Carrefour's marketing strategy, this paper is helpful to improve the customer satisfaction and market competitiveness of Carrefour in China and other enterprises in the same industry under the new retail background.

Key words: New Retail; Marketing Strategy; Business Mode; Carrefour;

1. Introduction

1.1 Research Background, Purpose, and Significance

1.1.1 Research Background

Retail industry is an industry that sells consumer goods and related services to ultimate consumers, individuals or social groups. It is a fundamental industry related to the national economy and people's livelihood. With the development of the economy, China's retail industry has developed rapidly. In 2019, the total retail sales of consumer goods increased by 8% compared with that of 2018, and the total retail sales of consumer goods reached 41.16 trillion yuan, with a slightly lower growth rate than the same period last year. The consumer market continued to maintain a stable and weak recovery.

Online retail sales nationwide reached 10.63 trillion yuan in 2019, up 16.5 percent compared with 2018, according to data released by the National Bureau of Statistics. Online shopping and the rural market maintained rapid growth, of which the online retail sales of physical goods reached 8.53 trillion yuan, up 19.5% year on year. The consumer environment in rural areas continued to improve, and the consumption potential continued to be unleashed. In 2019, the retail sales of consumer goods in the rural market reached 6.03 trillion yuan, up 10.1% over the previous year. With the rapid development of Internet information technology, many changes have taken place in consumers' living habits and purchasing methods, which makes it difficult for traditional retail sales model to match consumers' new consumption demands.

Traditional retail enterprises are not only facing the decline of sales and daily customer flow, but also facing the continuous increase of operating costs, such as: warehousing and logistics distribution, store rent, human resources costs. At the same time, the development of informatization is backward, the market scale is constantly eroded, there is no new profit growth point, the talent cannot be attracted, the new technology cannot be fully utilized, the consumption experience is poor, the transformation is always but there is no substantive breakthrough, all these are the difficulties faced by the traditional retail industry. On the other hand, online shopping develops rapidly, VR shopping scene, web celebrity with goods sales, fragmented consumption, experiential economy, community business, often big screen with small screen, connected with the whole screen of the consumption proposition. It can be seen that while developing rapidly, but companies fight height, growth momentum is falling and guest costs more and more high, such as Alibaba and JD.com TMT giant is to revaluation of offline channels, expand the entity stores, acquisition of mergers and acquisitions of domestic and foreign retail giant enterprises.

The rapid development of Internet technology causes the consumer shopping way into a 24-hour shopping, from passive to active participation in shopping, and take the initiative to collect merchants commodity information, in this case the consumers hope to have more shopping channels, and different shopping

experience in different channels, so the entity retail enterprises have to adjust a variety of channels, to meet consumer demand.

Ma Yun put forward the concept of "new retail" for the first time at the Cloud Conference held in Hangzhou in 2016. He believed that there would be no simple e-commerce in the future, instead, it might be new retail, which means that online and offline logistics will be deeply integrated in the future, and only then will the new retail come into being. Ma Yun believes that the core of his definition of new retail lies in the reconstruction of the "human goods yard", so as to produce a new form of business. Liu Qiangdong, CEO of JD.com, proposed in 2017 that the fourth retail revolution would be based on Internet e-commerce and bring human beings into the era of artificial intelligence through technological innovation.' The nature of retail will not change,' Mr. Liu said. 'What will change is the infrastructure.' The era of "boundless retail" will be accelerated by the upgrading of infrastructure.

On January 23, 2018, Carrefour China joined hands with Tencent and Yonghui to deeply integrate WeChat payment, cloud computing and supply chain. It can be seen that two super giants, Alibaba and Tencent, will soon appear in China's retail market. Whether it is Ma's "new retail" or Liu Qiangdong's "fourth retail revolution," capital markets and technological forces all believe that physical retail may be the next outlet, which provides unlimited opportunities for China's physical retail market.

1.1.2 Research Purpose

Since 2016, the new retail mode of medium and large enterprises has been transformed and developed for three years, and problems keep appearing, even affecting the normal retail operation of many enterprises. On September 24, 2018, November 19, 2019, the State Council has been issued by the State Council general office on promoting consumption system mechanism implementation plan (2018-2020), notice and General Office of the State Council on accelerating the development of circulation to promote commercial consumer opinion ", to guide the development of new retail model, the government of new retail model especially attaches great importance to the retail enterprises.

Founded in 1959, Carrefour Group is the pioneer of hypermarket business, the largest retailer in Europe and the second largest international retail chain group in the world. It now has more than 11,000 operating retail units in 30 countries and regions. In 2018, Carrefour's operating revenue in China was nearly 30 billion yuan, ranking in the top 10 of China's top 100 FMCG (supermarket/convenience store) chains in 2018. On June 23, 2019, Suning International, a wholly-owned subsidiary of Suning Tesco, proposed to acquire 80% of Carrefour China shares for 4.8 billion yuan.

As a traditional retail giant, how does Carrefour adapt to the new retail trend of the industry? How to use

online and offline channel resources to help it achieve business growth? How to grasp the pain points of consumers, to provide consumers with a new shopping and value-added service experience?

Research purpose of this article is through the case analysis, selecting of carrefour China as a case study of carrefour China's existing marketing strategy and market positioning, to analyze its market competition pattern and main problems, and based on the theory of new retail to carrefour China in the fierce competition in the retail market, to maintain rapid growth to provide a full range of strategic Suggestions, which can provide the reference for the relevant enterprises.

1.1.3 Research Significance

1.1.3.1 Theoretical Significance

Because the concept of new retail is emerging, research on its content more is the characteristic of the new retail concepts as well as the development trend of this a few aspects, especially the characteristics and development trend in these two aspects article describes numerous, more to the point in the domestic and foreign research for a new retail business model of academic research are also restricted articles theory exploration stage, instance support articles are few and far between. At present, the research on shopping center marketing strategy under the background of new retail at home and abroad is mainly based on professional academic, business model concept and thinking framework. The research on new retail also focuses on the origin, connotation, characteristics and trends. However, the research from the perspective of practical operation is still insufficient and lacks practicality. There are few literatures on the development, optimization and upgrading of new retail mode in shopping centers. By analyzing and studying the optimization of shopping center marketing strategy in the new retail era and exploring the new retail mode and path, this paper enriches the current research on the combination of new retail theory and marketing strategy at the industry level.

1.1.3.2 Realistic Significance

The Circular of the General Office of the State Council on Printing and Printing the Implementation Plan for Improving the System and Mechanism of Promoting Consumption (2018-2020) (Guo Ban Fa (2018) No. 93) stressed that information consumption should be further promoted and updated, with the focus on the integration of online services for community life and digital creative content for culture and entertainment; Promote the innovative development of traditional commerce, set up large-scale consumer business circles with international influence with high standards, improve the "Internet +" consumption ecosystem, encourage the construction of "smart stores" and "smart business districts", promote the interaction between upper and

lower lines, the integration of service experience, the collaboration of business travel and the combination of shopping experience; Strengthen the application of big data in the field of consumption, promote the construction of large databases in relevant fields of e-commerce enterprises, support the development of professional big data service companies, establish a standardized mechanism for big data analysis in the field of consumption, and improve the ability to use big data.

"Opinions about promoting entity retail innovation transformation emphasized that guide the entity retail enterprises to develop innovative business model and gradually improve the level of enterprise informatization, the offline logistics service, the customer experience combined with the advantages of online information and capital, promoting network development, wisdom and retail channels.

With the arrival of the new retail era, consumers' consumption demand and shopping habits have undergone qualitative changes, and shopping centers have been endowed with more new functions. At home and abroad for the transformation of the development of new retail shopping center mode, the new marketing strategy research can draw lessons from the experience, this article through to a new study of retail marketing strategy under the background of carrefour, actively explore new retail business model, to find through the network method of electricity and entity retail channels, and the consumer demand as a starting point, under the background of the new retail marketing strategy of carrefour is optimized, to cope with the fierce market competition, designed to meet the consumer diversified and personalized consumer demand, and to provide the high quality of offline service experience, as well as under the background of new retail entity retail industry transformation and upgrading of China, to provide some new ideas and practical value, which has a certain practical significance for the survival and development of traditional retail industry.

1.2 Literature Review

1.2.1 Research on Marketing Strategy

Retail industry along with the start of the first industrial revolution, the development of mechanization production gave rise to the influx of wholesaler, department stores in large cities on the map, along with the economic crisis and the development of automobile industry, retail industry ushered in the super market, with the continuous improvement of living standards, consumers better quality for the material proposed shopping more convenient, such as convenience stores, stores, shopping center arises at the historic moment, the Internet into the homes of the 90 s, electronic commerce gradually rise, nowadays the convergence of Internet and retail has given rise to new retail, retail at various stages of the development of the most urgent to solve forever is the marketing strategy. At present, the theoretical model surrounding marketing strategy has been mature. McCarthy (1960) first put forward the 4P Theory in his book Marketing. He believed that the profitability of

an enterprise is mainly affected by four aspects, namely Price, Product, Promotion and Place.

4Ps theory provides a framework for marketing, but from the standpoint of 4Ps theory is standing in the perspective of enterprise marketing theory, slaughter friends (1990) put forward that the core of corporate profits is the Consumer demand, from the perspective of the Customer marketing research to produce the 4Cs theory, respectively is a Customer Cost, Customer Value, Customer Convenience and Customer Communication. Wajire P (2017) believes that better sales growth can be achieved in the retail market if images are classified according to the specific categories they belong to.

Lekhwar S(2019) believes that big data analysis can bring greater opportunities and possibilities to the retail industry. Michael(2002) believes that retail includes commodity management, personnel management and financial management. Commodity management includes commodity price and sale management, commodity inventory management, commodity loss management, personnel management including the composition of the organizational structure of the staff, rules and regulations management, financial management including sales data collection and accounting, inventory, change, record payment methods.

Keh H T(2001) believes that in the retail process, consumers and retail companies establish a positive relationship, including customer loyalty and cooperative behavior, which eventually translates into greater revenue and profit margin.

1.2.2 Research on New Retail

The concept of "new retail" was first put forward by Jack Ma in the cloud conference in 2016, and then the concept gradually stepped into the public's vision. Under the background of new retail, Alibaba, JD.com and other Internet giants successively entered the bureau with a strong force, and a series of innovative business models were born. Ali institute in new retail research report (2017) pointed out that the core of the new retail is the inner demand for this, the experience to consumers as the center, reconstructing the traditional supermarket distribution channels and space, the integration of multiple formats, improving consumer's shopping experience, open online a body to all channel sales, from the aspects of mode of operation, product positioning, etc for different levels of innovation.

Wang Zhengpei (2019) believes that new retail is centered on consumers' experience. While analyzing and predicting consumer behavior, manufacturers participate in production decisions and value chains, solve the pain points and development bottlenecks in traditional retail, and better realize the development of retail. Du Ruiyun et al. (2018) believe that the business development model is gradually changing from producer-oriented to consumer-oriented. Online focuses on payment function to generate transactions and provide low price and convenient consumption mode, while offline focuses on commodity experience and screening to

provide a good shopping environment. Lv Zhibin (2017) believes that the essence of new retail is to reconstruct the three core elements of people, goods and stores. Zhao Shumei et al. (2017) believe that "new retail" will develop towards an omni-channel industrial ecological chain with consumption scenarios and achieve a win-win situation. The new retail breaks the original boundary, combines online and offline with logistics, carries out mutually beneficial cooperation, and provides consumers with a wider range of experiential consumption services, and merchants have closer cooperation with their internal employees, upstream manufacturers and relevant partners.

Su Dongfeng (2017) defined new retail from the perspective of "three new", namely, consumer shopping value ("new value"), "Internet +" dynamic new technology ("new technology"), and synergy of business ecosystem ("new synergy"). The retail industry in the future will develop towards more functional shopping value, enjoyment shopping value and social shopping value. The development and application of new technology will drive the retail industry to a higher level to realize the integration development of goods, services and experience. Wang Baoyi (2017) believes that the new retail is the return of the essence of retail. On the premise of better service and meeting the needs of consumers, it integrates shopping, entertainment and social interaction to create a comprehensive new retail format. The views of the industry all happen to agree that "new retail" is based on the traditional retail, the use of information technology to promote the accelerated integration of online and offline multi-crossover, and constantly promote the transformation and upgrading of the traditional industry.

1.2.3 Research on Retail Marketing Innovation

With the rapid development of science and technology and the continuous improvement of residents' living standards, China's new retail marketing theory has developed rapidly. Biff (2019) believes that the difference between the new retail and the previous three retail industry changes is that it applies artificial intelligence, big data cloud computing and other technologies, and changes in the production process and supply and demand relationship, so as to bring more comfortable consumption experience to consumers.

Liu Dong (2016) argue that the changing of science and technology, electrical business schools of thought contend, residents' consumption level unceasing enhancement, is bound to bring a big impact to the traditional retail industry, entity retail industry has a good operational capacity and customer base, but face fast-growing electricity is still dangerous, entity retail only comply with the time development request, change constantly, to absorb new technology, to promote all retail channels, giving consumers more favourable price, more high quality service, look forward to more in line with consumers goods and so on.

Sun Yongbo etc. (2015) believes that consumer demand and technology to promote the development of all

channels of the era of retail and consumer demand for goods become more diversified and personalized, once a single product and service already cannot satisfy the needs of customers, in the face of the impact of the electricity, retail stores should be early self-built logistics, integration of idle resources, speed up the last mile home logistics distribution services, at the same time keep up with the development of The Times, actively open up online sales channels, provide consumers with more choice or private custom individuation, online synchronous development, improve the technology of mobile payment, after drainage of some consumers to online stores, according to the actual development situation, appropriately adjust the location, quantity and store design of offline physical stores to reduce costs and increase profits.

1.2.4 Literature Summary

To sum up, the domestic and foreign research on marketing strategy system and mature theory, can very good service from the traditional marketing, with the improvement of residents' living standards, per capita disposable income increased, the constant innovation of science and technology, puts forward higher requirements for the retail consumers, the "new retail" arises at the historic moment, the "new retail" aspects of the research was still in the stage of foundation and the exploration stage, mature marketing strategy under the new retail environment, exposed some shortcomings, the traditional marketing strategy for the enterprise in the fierce market competition to provide more competitive and prospect theory basis. There are relatively few researches on the difficulties faced by enterprise development, consumer demands and marketing strategy innovation. Under the guidance of 4Ps theory, Porter's Five Forces Model and STP theory, this paper proposes solutions to Carrefour's shortcomings in the marketing process under the background of new retail, and discusses the optimization of marketing strategies.

1.3 Research Contents and Methodology

1.3.1 Research Contents

In this paper, under the background of new retail to retail theory, integrated marketing theory, new technology, new marketing theory as the theoretical basis, through the market analysis and internal diagnosis, analysis of the marketing strategy and the effect of carrefour China, combined with the specific business situation of carrefour China, refactoring "People - Goods - Place", on the basis of integrated marketing, channel strategy, marketing strategy combination for the company development strategy advice, under the background of the summary of new retail transformation and upgrading of traditional retail business experience, to promote the transformation of the development of similar enterprises has a positive role.

This paper will mainly study the following four questions:

Q1: The development trend of large supermarkets under the new retail background?

Q2: What is Carrefour's current marketing strategy, market positioning and consumer pain points?

Q3: How does Carrefour carry out the new retail transformation?

Q4: What is the reference significance of Carrefour's development for the whole industry?

Based on the above problems, this paper **can be divided into six parts:**

Part One: Introduction and literature review. Firstly, it describes the background of the concept of new retail, and introduces the research significance and important role of this paper. Secondly, the literature review of marketing strategy, new retail and retail marketing innovation is summarized and analyzed. Then, elaborate the specific research content and research methods. Finally, the innovation points and technology roadmap of this paper are summarized.

Part Two: Theoretical framework. Firstly, the new retail theory and the "new retail wheel" theory are introduced. Then it elaborates related theories of marketing strategy, including 4P marketing, Porter's five forces model, STP theory, integrated marketing and omni-channel strategy theory.

Part Three: Domestic and Foreign Retail Environment Analysis. First, analyze the foreign retail market and its evolution process, and then analyze the current situation, business model, evolution process and emerging trends of the domestic retail market.

Part Four: Carrefour China Marketing Environment Analysis and Problem Diagnosis. Firstly, it analyzes the market environment of Carrefour in China, including its growth path, marketing environment and competition pattern. Secondly, from the STP theory, integrated marketing and omni-channel marketing theory, Carrefour China's marketing strategy, market positioning and consumer demands under the new retail are analyzed. Finally, the development status and problems of Carrefour China were diagnosed in terms of market dimension and consumer dimension.

Part Five: Carrefour's Marketing Strategy in China under the New Retail Format. Based on the marketing theory and model, this paper provides strategic suggestions for Carrefour China's development under the new retail background, including the reconstruction of four dimensions of "People - Goods - Place", integrated marketing and omni-channel marketing, personalized and digital shopping experience, and all-round guarantee mechanism.

Part Six: Conclusions and Limitations. After the above research, this paper summarizes Carrefour's marketing strategy and future prospects under the background of new retail in China, and provides reference for the transformation of new retail in the super industry of traditional retailers.

1.3.2 Research Methodology

1.3.2.1 Literature analysis

Consult some research results of scholars at home and abroad, and search relevant literature materials such as the Internet, journals, academic reports and papers to understand various viewpoints on marketing management and new retail.

By retrieving, reading and learning the relevant research results and methods of domestic and foreign scholars in marketing strategy, new retail and marketing innovation, the purpose of this research is grasped and the theoretical basis for this research and analysis is provided.

1.3.2.2 Comprehensive induction

Combine the information with the current research situation, summarize the research, and put forward the method that suits the subject and solves the problem

1.3.2.2 Case analysis

Through case analysis to deepen the understanding of things and things of the law and nature of objective, scientific evaluation of the research method. This paper takes Carrefour China as the research object, uses the scientific research method, combines the literature and the new retail theory foundation, carries on the market segmentation positioning to Carrefour through the data analysis, formulates the new retail marketing strategy suitable for Carrefour.

1.4 Research Innovation and Technical Process

1.4.1 Research Innovation

First, the research object is innovative. Existing scholars about the retail sales enterprise business model research is very rich, the object of study for Internet retailers or Yong Hui, gome, such as China's domestic retail enterprise, and transnational entity retail enterprise business model and the transformation of the study is less, so this paper selected the years retail experience of transnational retail enterprises as the research object, have certain innovation.

Second, innovation of research perspective. Existing studies mostly study how the retail industry uses the Internet, big data platform and technology to realize business model innovation from the perspective of the Internet and big data, but few scholars study how the physical retail enterprises carry out business model reform from the perspective of new retail. Therefore, it is of great significance for this paper to study the business model of multinational retail enterprises in China under the new retail environment to enrich the theory of new retail and business model.

1.4.2 Research Technical Process

The technical route of this paper is shown in the figure:



2. Theoretical Framework

2.1 the New Retail

2.1.1 New Retail Theory

2.1.1.1 New Retail Definition

New retail new mode (retail), is an individual, enterprise, which is based on the Internet, by using intelligent, big data, cloud computing and other advanced technology, production, circulation of commodities and online sales of upgrading the link, and then create a new retail ecosystem, and the online and offline + logistics in-depth integration of new business model¹.

In 2016, the State Council general office issued "opinions about promoting entity retail innovation transformation, on the issue of promoting online fusion, made clear that" to guide the entity retail enterprises gradually raise the level of informationization, the offline logistics, service, experience and other advantages and online business flow, cash flow, information flow integration, develop intelligence, network of the whole channel layout."

Under the new retail background, the core essence of retail stores around customers is quality, service and experience. New retail model based on the Internet thought, is the enterprise in combination with digital, intelligent product after the upgrade, aims to promote online integration process, make the Internet resources and entity retail terminal to form resultant force, so as to complete the consumption price is given priority to guide value is given priority to upgrade the overall transformation, this is the shopping center development direction in the future. In the future, brick-and-mortar retail enterprises must rely on big data and use scientific and technological means to reduce the cost of goods and services, which is the basis for the survival of the retail industry in the future. Technology, as the basis and means, can be used to achieve the integration of online and offline channels, but goods and services are still the core competitiveness of retail enterprises. A retail company that has technology but can't deliver good goods and services is not going to get popular approval.

Table 1: Difference between New Retail and Traditional Retail

Category	New Retail	Traditional Retail
Shopping Channel	Multi channel connection including online and offline	Offline physical stores
Shopping Scenario	Store, livestream, APP, VR, mini-program, touch screen, smart shelf, mini store, smart delivery, etc	Physical shop shopping, with on-site payment and goods taken

¹ Yang Lingya. The connotation, characteristics and types of "new retail" [J]. Modern marketing (next issue), 2019 (12): 8-9

Value System	A variety of personalized experience scenarios with high-quality service; Achieve profit goals through of tangible and intangible goods	Rely on offline stores to sell goods to customers and earn the price difference
Time and Space	Without time and space limitations, with various payment method	Fixed time and space
Business Mode	With the help of cloud computing, intelligence, big data and other advanced technologies, customer behavior is analyzed to meet their needs, and personalized marketing scheme is formulated	The operator infers the consumer's demand according to his own work experience with low accuracy
Service	Customer-oriented	Goods-oriented

Source: Author Collection and Analysis

2.1.1.2 New Retail Business Model

(1) Online and Offline Omni-channel

In the era of big data, the future "new retail" will be fully intelligent and digital, and the online and offline channels will be fully interconnected, which will have a positive impact on both merchants and consumers¹. Only when online and offline retailers cooperate with each other and contribute resources to each other can they complement and win. To achieve online and offline the same style with the same price, unified preferential activities, the integration of commodity resources to achieve the nearest distribution of logistics goods. If there is a shortage of goods in the e-commerce channel, you can directly go to the nearest physical store to transfer goods, forming a virtuous circle of omni-channel network. At present, it is easy for people to confuse the concept of online and offline omni-channel with O2O mode. The omni-channel takes "consumer as the center", allowing consumers to buy the same products at the same price and enjoy the same services in any online and offline channels, truly realizing the integration of online and offline. The actual application of O2O mode is more of a single channel from online to offline², which releases information online to attract consumers to physical stores for consumption. Therefore, online and offline omni-channeling is not a simple O2O model, but integrates big data, cloud computing and other technologies to create a new retail model.

(2) Experiential Marketing

With the improvement of people's quality of life, consumers begin to pursue higher levels of spiritual needs besides meeting the needs of purchasing commodities, expecting to enjoy spiritual satisfaction while purchasing commodities. The new retail model is not only about channel communication, but also about how to integrate goods and services into customer experience, so as to encourage consumers to have more shopping desire. This is an important challenge for the new retail model in the future, which is worthy of in-depth

¹ Hao Jianbin. "New retail" opens the second half of e-commerce [J]. Internet economy, 2017 (04): 52-55

² Deloitte. Global Powers of Retailing 2017 [R]. Deloitte Touche Tohmatsu, 2017.

discussion and research¹.

(3) Create a new retail ecosystem

In addition to the above-mentioned channel communication and customer experience, we should also pay attention to the internal situation. The development of an enterprise cannot be separated from the diligent efforts and hard work of its internal employees, as well as the support and understanding from the cooperative units. New retail model, pay more attention to keep the online staff unite to form a resultant force, only if all people are in a good ecosystem, to better deepen mutual cooperation between enterprises, are more likely to fully excavate and exert the potential of employees, realize mutual benefit and win-win results in the true sense, made all of enterprise sustainable development.

2.1.1.3 New Retail Main Features

(1) Focus on the Customer's Perspective

The new retail model puts more emphasis on customer-centered, attaches importance to the sense of customer experience, and tries its best to meet the personalized needs of customers through online and offline all-channel. While providing customers with high-quality goods and services, it also brings them higher spiritual pursuit and enjoyment.

(2) Digital and Intelligent Precise Marketing

Retail enterprises rely on advanced Internet-based technologies such as AI face recognition system and user big data analysis to establish a comprehensive and accurate personal database for each customer. For example, when the customer scans the two-dimensional code or is monitored by the face recognition system, the database system can obtain the customer's personal information, consumption trajectory, consumption location, consumption ability and other data through the background system and form the consumption data, and the background system will analyze and integrate these data, known as consumer portrait. The logistics of goods in retail stores realizes the intellectualization of the Internet of Things. The intelligent hardware of the system covers the functions of goods inventory, intelligent payment, VHL, etc., and constructs a new experiential retail consumption scene.

(3) Consumption Upgrade

In the era of new retail, retail enterprises no longer take commodity price and sales volume as the most important standard to measure customers' purchase level. As customers, they now pay more attention to the

¹ Jon Paul. Shopping Mall and Other Scared Space: Putting God in Place [M]. Wipf & Stock Pub, 2008.

product quality and service experience of retail enterprises, as well as the satisfaction degree of their own personalized needs. Retail stores are no longer just a place for commodity sales, but also a public place integrating social interaction, entertainment and leisure¹.

(4) Omni-channel Destocking

The new retail model has opened up all channels online and offline. The links of goods, services, prices and logistics are integrated. The online and offline products have the same style and the same price, and there are multiple channels as shopping methods. Under the new retail model, retail stores can be warehouses, sharing goods online and offline, and establishing logistics distribution centers in various regions to change the current situation of hoarding goods in traditional retail stores. On the other hand, retail enterprises start from customer demand and produce goods according to demand, thus reducing the pressure and loss of capital and space caused by inventory factors.

2.1.2 New Retail Circle Theory

New "wheel of retail theory" put forward by Japanese scholars of Chinese and western are male in 1996, the new "wheel of retail theory" based on "wheel of retail theory" and "vacuum" theory, mainly from the perspective of industry to explain the process and its law of change of retail forms, its theoretical framework can be divided into "technical boundary", "retail price" and "equivalent thread" and "retail service level" four elements, the relationship between four elements as shown.

Mr. Nakanishi believes that the combination of retail prices and retail service levels at all times is appropriate to the state of the art at the time, and there are limits. The technical boundary refers to the retail level of the lowest price required to achieve a certain level of service. In the case of a certain technical level, the retail enterprise whose price service portfolio is closer to the technical boundary will have a stronger competitive advantage, and the optimal price service portfolio is limited to the technical boundary. Thus the combination of meaningful price service levels for retail competition is limited to technical boundaries. Higher service levels or lower prices can also move along this curve due to competitive pressures from new forms of business. New forms of business are developed through innovation in logistics, information flow, management and other technologies, thus breaking the boundaries of existing technologies and moving them downward and to the right. And only after the introduction of a new business form will the main business form change. This shows that the new formats gain competitive advantage by moving the technological boundaries, rather than by eliminating the old formats through low prices. However, the competitive advantage of the new form of business is only temporary. When an enterprise gains excess profits due to technological innovation, other

¹ Zhao Lijuan, Wang Xiaoxia. Analysis on the interaction between retail formats and consumer demand in China [J]. China business, 2014 (22): 83 + 89

following companies will also strive to improve their marketing mix and move their technological boundaries to the right position, thus eliminating excess profits. This creates a cycle akin to the retail wheel.

The emergence of new retail caters to and verifies the above theoretical logic. New retail is different from the traditional retail formats, on the basis of electronic commerce and traditional retail, beyond the traditional retail business is vulnerable to time and space constraints, commodity exhibition is not easy to cause the customers to buy problems comprehensively, and past the traditional electricity supplier could not provide a satisfactory customer experience, through to realize the seamless combination of online and offline, using cloud computing, big data, Internet of things, such as artificial intelligence second information revolution, the new technology of led technology line to the lower right to move, to form new retailing forms a new retail. From the economic theory analysis, the border of technological innovation to promote the technology of the Internet makes mobile, after the technology line to the lower right to move, there is always a equivalent lines and the tangent of the consumer's utility is not change, but have services and pay the price will be a substantial change, new technology border will reflect consumers can achieve under both the price level, get more retail services, or under the given level of retail service, only need to pay a lower price. Therefore, the new retail wheel theory can well explain the emergence and development of new retail.

2.2 the Marketing Strategy and found

2.2.1 Marketing 7Ps Theory

In 1981, on the basis of the 4Ps marketing theory (product, price, promotion and channel), Beinart and Boombs put forward the 7Ps marketing theory, adding three Ps, namely: People, Process and Physical Evidence. 7Ps constitute the basic framework of service marketing.

(1) Personnel

In the 7P marketing mix, it is a very important component. In the service process, people, including customers and employees, are directly or indirectly involved in the marketing service process, and in this process, added value is added to the total supply of existing social services and products.

(2) Process

The process in which services are realized through certain procedures, mechanisms and activities (i.e., consumer management process). The market environment in the marketing process is unpredictable, so it is necessary to timely monitor and adjust the whole business process in order to achieve steady development.

(3) Physical Evidence

Physical evidence includes material environment, information display, price display, etc. The purpose is to get closer to the needs of customers, make the things that customers cannot touch before turn into tangible services,

so as to recognize and feel the service quality provided.

(4) Products

Enterprises provide tangible or intangible products to consumers according to their needs in order to achieve marketing objectives.

(5) Price

Enterprises set prices for commodities and services in accordance with market laws scientifically, taking market environment, commodity itself and added value, consumer cognition, price level and other factors into full consideration, and make combined pricing through costs, discounts and subsidies.

(6) Promotion

There are various forms and contents of promotion, using different forms of information dissemination to stimulate consumers' desire to buy, and achieving business objectives through promotional activities and other ways.

(7) Place

Enterprises according to their actual situation to choose regional sales, agent sales, online sales and other channels for marketing, in order to achieve maximum sales.

Compared with 4Ps, 7Ps focuses more on standing on the standpoint of consumers, cares more about consumers' needs, and persuades consumers to buy tangible or intangible goods.

2.2.2 Marketing 4Cs Theory

From the perspective of consumers, 4C marketing theory aims to pursue consumer satisfaction. The 4Cs represent the four factors of customer, convenience, cost and communication.

(1) Customer

Customers, the establishment of customer-centered marketing concept, all business activities are around how to fill the needs of consumers. While consumers have different levels of demand, enterprises should do a good job of understanding what different customers are pursuing, such as customers' preferences, requirements for goods, ways of being served, etc. Only by studying more and comprehensively analyzing customers, from buying habits to buying behaviors, can we better serve customers and meet their needs. What enterprises provide consumers is not only the commodity itself, but also the attached service value and the derived potential customer value.

(2) Convenience

Provide maximum convenience for customers in the whole process of shopping as possible. Enterprises should not give priority to their own convenience, but should uphold the marketing strategy of focusing on customer

convenience. High quality pre-sale, sale, after-sales service to customers in the process of consumption to bring enjoy at the same time fully feel convenient. For example, home delivery, online payment, convenient location and transportation, etc.

(3) Cost

Cost refers to the cost that customers are willing to pay in the process of consumption, including the cost of commodity purchase, ideal pricing, service level, preferential activities, and whether the commodity price is lower than the psychological price of consumers. If the psychological price does not match, how to make up for the customer's compensation mentality from other aspects. When the price remains the same, the cost of time, energy and physical strength of customers can be reduced, thus improving the value of goods and also helping to improve the good experience of consumers. Only when the purchase cost is the lowest can the customer feel the satisfaction from the shopping experience.

(4) Communication

Communication is a two-way behavior. To increase the connection between enterprises and customers and increase effective communication, in addition to the unilateral behavior of enterprises to publicize enterprises and activities to customers, enterprises can also obtain suggestions and feedback from customers. Through mutual communication, the enterprise can better understand the inner needs of consumers and the impression of the enterprise, which is more conducive to the enterprise to adjust its own image and marketing strategy, and finally reach the goal together with customers to achieve a win-win situation¹.

2.2.3 Segmentation, Targeting and Positioning

Market Segmentation, Targeting and Positioning Theory includes S, T and P. Market Positioning: S refers to market segmentation and T refers to market targeting, while P refers to market positioning.

(1) Market Segmentation

Market Segmentation According to the differences in consumer demand, the existing resources of enterprises to select the target market. The marketing strategy formulation lays the foundation. The foundation of future marketing strategy formulation, improve the efficiency of the enterprise. Variable factors generally include: geographical variables, such as administrative region division, natural geographical environment, urban population differences, etc. Humanistic variables, such as economic level, gender, age, occupation, education level, etc.; Psychological variables, such as social class, personality, lifestyle, etc.; behavioral variables, such as brand stickiness and loyalty, shopping frequency, buying time, etc. Segmentation market from the brand goods, consumer groups, customer needs, and other different specific needs as a standard, in-depth analysis of

¹ Li Hong. Research on the optimization of Saga shopping center experiential marketing mode [D]. Northwestern University, 2016

each market segment.

(2) Market Targeting

The target market is the specific target group, brand type and activity field determined by the enterprise after the final analysis. The main business object of the enterprise is the consumer group in these market segments. Choose a target market conducive to their own advantages and seize the opportunity, the best is the competitors have not found or do not pay attention to the blank area. There are three strategies for target market selection, namely: undifferentiated marketing, differentiated marketing and centralized marketing. No difference marketing, regardless of the characteristics of different market segments, the target market is selected as the overall market, in the process of marketing promotion to pay attention to consumer similarities rather than differences.

Differentiated marketing, from a number of market segments to select more than two as the target market, for different consumer needs to adopt appropriate marketing strategies. Centralized marketing, concentrated enterprise all force in one or several segments of the market, specialized production and management.

(3) Market Positioning

Market positioning is the result of market segmentation and target market selection. Factors affecting market positioning include: existing brands, customer demand, competitors' brands, corporate image and so on. Market positioning includes: target market positioning, based on their own advantages to establish the target market; Enterprise positioning, according to the market positioning to require their own product quality, staff service attitude, personal image, in line with their own positioning image, improve the reputation of the enterprise; Product positioning, enterprises should be clear about their own and competitors in product use, quality and other aspects of the similarities and differences, and accurate positioning of the market; Competitive positioning, clear their own market position, do not use each other's advantages, use their own advantages to select more valuable goods and better services¹.

3. Retail Business Environment Analysis

Based on the literature review of business model, this chapter reviews the status quo of foreign retail business model, summarizes the business development process of China's retail industry since the founding of new China, and analyzes the general models of retail enterprises in different development periods, and expounds the types, characteristics and Enlightenment of business model innovation in China's retail industry. Compared with domestic retailers, foreign retail enterprises have the advantages and characteristics of high technology

¹ Wu Yanxia. The study on the location and marketing strategy of block B of JY shopping plaza [d]. Yunnan University, 2013

content, networking and high degree of intelligence. In contrast, domestic retail enterprises are still in the growth period in terms of scale and business model. China's retail industry, which has developed in a relatively short period of time, has developed rapidly. It is imperative to make great efforts in the transformation of business model in order to stand on the same competitive platform with international competitors.

3.1 Global Retail Business Environment

The representative retail enterprises in the world have strong strengths. For example, Wal Mart, the world's largest chain retailer, has thousands of branches in the world, with millions of employees. Both the scale and the management mode are unmatched by large domestic retail enterprises.

In the international retail industry, the representative enterprises have flexible and diverse business formats with distinctive characteristics. They attach importance to the business philosophy of soft service. Around the change of consumer demand, many important changes have taken place in the retail format, from the department store at the beginning to the supermarket, specialty store, community convenience store and other flexible and diverse business formats.

According to their own advantages and the needs of target customers, international retail enterprises choose their business types accurately and occupy a huge market share with distinctive business characteristics. Carrefour, Metro and Makro almost all use the most representative warehouse supermarkets in the world to enter China, hoping to seize the commanding height of the future development of China's chain industry.

Moreover, the foreign retailers rely on the support of science and technology, through the advanced information technology as the core, form the business automation assisted by the network, so as to change the operation mode of the traditional retail industry, and realize the information management of the collection and analysis of customer data, sales data, replenishment system, adjustment of marketing means, etc. Some foreign retail enterprises have invested heavily in the construction of civil satellite communication system, making full use of the information network for communication between headquarters and local branches and suppliers. In addition, large international retail enterprises have strong adaptability. No matter where they open branches in the world, they all copy the same management and operation mode as the parent company, and adopt the same advertising theme. However, there are great differences in its specific operation in different countries. It can be seen that the global retail giants not only have excellent brand image, but also have rich adaptive transnational management experience, which is what Chinese retail enterprises lack seriously.

3.2 Chinese Retail Market Business Environment and Innovation

China's retail business model is influenced and constrained by the economic system, the level of economic development and the level of scientific and technological development. In addition to the general rules, it also has its own particularity. From its specific development, it is not difficult to find that the business environment and retail format can be changed, but the core of the retail business model will not change.

3.2.1 The Era of Planned Economy

In the era of planned economy, factories produce according to the national plan, goods are purchased with tickets, and there is a relative shortage of materials. The competition among retail enterprises lies in the supply of goods. After the reform and opening up, retail enterprises have experienced the transition from planning to market in about 10 years since 1979. At this stage, retail enterprises look for enterprises to place orders. At this stage, the business models of retail enterprises are all self-supporting, and the corresponding profit model is arbitrage, which is the most primitive profit model of retail industry.

3.2.2 Market-oriented Retail

3.2.2.1 Joint Operation System

The joint operation system, which is the abbreviation of joint operation, refers to the direct introduction of a commodity brand or a manufacturer into the store. With the help of the store's business site, the manufacturer independently completes all aspects of commodity purchase, sales and inventory, and the store only provides auxiliary sales. The corresponding profit model of joint venture system is that the retail enterprise and the supplier distribute the sales revenue of joint venture according to a certain proportion of the contract.

3.2.2.2 Leasing System

Leasing system is one mechanism to obtain income through the rental market space. In 1987, Wenfeng shopping mall in Nantong, Jiangsu Province took the lead in using counter leasing.

3.2.2.3 Independent Business System

There are many ways of self-management, including the buyer system, the development of its own brand, access to regional exclusive agency, etc.

3.2.2.4 Chain Operation System

Chain operation means from single store operation to multi store chain operation to realize scale economy. The ways of chain operation include direct chain, franchise chain, etc.

The first one is franchise. Franchise is a contract agreement signed between the brand owner and the franchisee,

which allows the franchisee to use a retail department developed and supported by the franchisee. The brand owner supports the franchisee in operation.

The second one is direct chain model. Direct chain, that is, the same owner operating a number of branches. Direct chain is the preferred mode for retail enterprises that focus on building brand image and enhancing brand value.

3.2.2.5 E-retail Business System

E-retail business model. E-commerce is to sell goods or services through Internet, external network, electronic data interchange (EDI) or other online systems. In China, take Alibaba group as an example. In 1999, Ma Yun, an English teacher, and 17 other people set up alibaba.com in Hangzhou, China, providing a trading platform for small manufacturers to sell their products. Since then, Alibaba has thrived and become a major online trading market, allowing global small and medium-sized enterprises to seek potential trading partners through the Internet, and communicate with each other and conclude transactions.

In October 2003, Alibaba first launched an independent third party payment platform, Alipay, formally launched into Taobao's electronic payment field. The operation process of Alipay is: after purchasing the goods, the buyers will first remit the money to Alipay. After confirming the receipt, Alipay will notify the seller to deliver the goods. After receiving the goods and confirming the satisfaction, the Alipay remittance will give the seller a complete transaction. Buyers and sellers do not charge any fees through Alipay. In the course of the transaction, Alipay acts as an honest and neutral third party organization, playing a role in safeguarding the safety of goods and safeguarding the interests of buyers and sellers. In February 2005, Alipay launched the "full payment" system, and Alipay will compensate all the users who have been cheated by Alipay. Alipay also extended the full payment system to Alibaba, and all e-commerce companies using Alipay payment tools. In order to protect the interests of users, it is the first case for e-commerce websites in China to take the initiative to pay in full. A series of systems show Alibaba's continuous exploration of establishing a reliable business model.

On September 6, 2014, Alibaba group finally submitted an updated prospectus to the securities and Exchange Commission (SEC), saying that the group would be listed at the price of \$60 to \$66 per American Depository Receipt, which would create the largest IPO transaction in the U.S. market in terms of market value. On September 20, 2014, Alibaba was listed on the New York Stock Exchange of the United States. On the first day, it closed at US \$93.89, up 38.07% from the issue price. Based on the closing price, its market value exceeded US \$230 billion. It took Alibaba 15 years to start up from 500000 yuan to go public, with a market value of about 230 billion US dollars, which is recorded in the development history of Chinese enterprises.

To sum up, compared with the developed retail giants in the world, the technology content of most retail

enterprises in China is not high, and most of them are still in the relatively low development stage of purchasing, sales, logistics, financial processing and so on. Most local retail enterprises have low standardization level, decentralized management, no unified logistics support system and distribution center, and most supermarkets rely on suppliers to provide logistics support, which makes it difficult to realize the unified deployment of varieties. In the aspect of information management, the electronic information level of most supermarkets is low, which can't realize the linkage of store sales and backstage supply, resulting in the lag of replenishment system and inventory allocation.

There are many characteristics of traditional single store in the form of operation, commodity structure and service mode of China's retail business, but they are blindly competing with each other in price, resulting in "No supermarket", "Inconvenient convenience store", "No specialty store" and so on. In the terminal retail industry dominated by large-scale comprehensive supermarkets, the commodity varieties are similar, the product brands are similar, and there are basically no differences in commodity quality and operation mode. As a result, consumers regard price as the only standard in the process of choosing merchants and commodities, and force supermarkets to squeeze suppliers' profits for the price war, and in terms of commodity pricing and promotion, there is a phenomenon of "low ratio". As a result, it is difficult for Chinese retail enterprises to compete with the international retail industry.

There is no doubt that in the current economic slowdown, labor, rent and other operating costs are rising, the growth of retail industry has slowed down obviously. Under the impact of the explosive growth of online shopping represented by Alibaba and JD.com, the problems of traditional retail enterprises such as backward business model, low degree of organization and weak innovation ability have become increasingly prominent. Whether at home or abroad, if retail enterprises want to occupy a favorable position in the global competition, they must transform and upgrade from the primary retail business model to the advanced retail business model, or they will be eliminated by the market.

4. Carrefour China Development Background, Marketing Environment, Customer Analysis, Marketing Strategy, and Problem Identification

4.1 Carrefour China Development Background

4.4.1 Carrefour China the Introduction

The Carrefour Group was founded in 1959 in Boulogne, France by its founders, the Fourier-de Frey family. It created a new type of retail business, the hypermarket. Carrefour entered other countries and regions in 1969. It was listed in Paris in 1970. After years of development, Carrefour is now Europe's largest retail enterprise,

with operations in more than 30 countries and regions around the world. Carrefour's mission is to strive to provide consumers with affordable and satisfactory goods and services, and to make its own contribution to the promotion of local business economy.

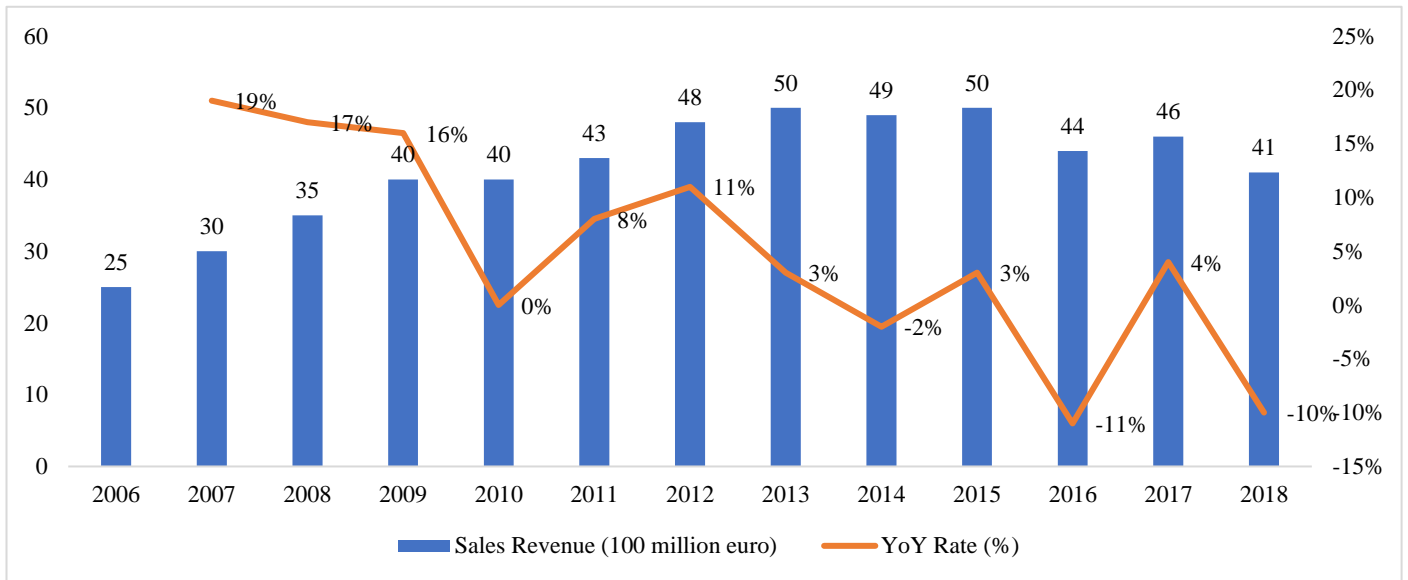
Carrefour entered the Chinese market in 1995. With its advanced supermarket management methods and business philosophy of "Happy Shopping Carrefour" and "One-stop Shopping", Carrefour has been well received by many customers. Carrefour has opened many stores in China in just a few years. It has also introduced two retail formats, Dia Discount and Champion Food Supermarket. Carrefour established its regional sourcing network in China in 2002, with its global sourcing headquarters in Shanghai and regional sourcing centers in 10 other cities. By the end of 2008, Carrefour had been in a peak state for 13 years. In 2009, Carrefour began to decline, losing to RT-Mart and Wal-Mart. Faced with the impact of e-commerce in China, Carrefour's market share in China has continued to decline. In 2010, Carrefour began to close stores to varying degrees, and Carrefour began to lose ground in China. Carrefour opened its first convenience store in China in 2015. By the end of 2018, Carrefour had 213 hypermarkets in 24 provinces and cities in China; At the end of 2017, Carrefour had 39 convenience stores in China.

Miss a chance of several transformation, overall development good carrefour started new retail positive transformation, in 2018, Carrefour and Tencent and Yong Hui in the aspect of data, intelligent retail, mobile payment establish cooperation relations, to open smart stores. Carrefour now announced the 2022 transition planning, investment in convenience stores, fresh and own-brand products, etc., to new retail development in the direction of the further.

4.1.2 Carrefour China Development Situation

From 2006 to 2018, Carrefour's revenue in China increased from 2.48 billion euros to 4.14 billion euros, with CAGR of 4.36%. In 2014, Carrefour's operating revenue in China experienced negative growth for the first time, and then again in 2016 and 2018.

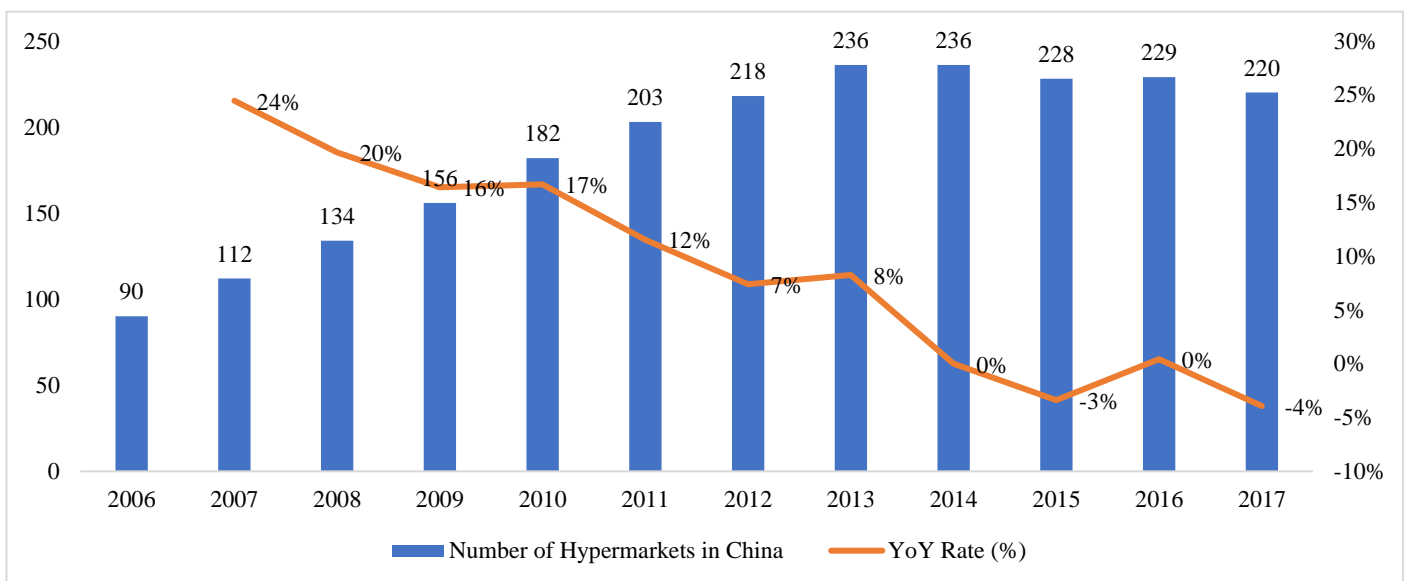
Figure 1: Carrefou China Sales Revenue (2006-2018, 100 million euro)



Source: Author Collection and Analysis

From 2006 to 2017, the number of hypermarkets of Carrefour China increased from 90 to 220, with a CAGR of 9.09%. The number of hypermarkets of Carrefour in China continued to grow from 2006 to 2013, reaching 236 stores in 2013. After 2013, the number continued to decline, and by the end of 2018, the number of hypermarkets dropped to 213. In 2015, Carrefour opened a convenience store in China -- Easy Carrefour; At the end of 2017, the number of Easy Carrefour was 39.

Figure 2: Number of Hypermarkets in China (2006-2017)

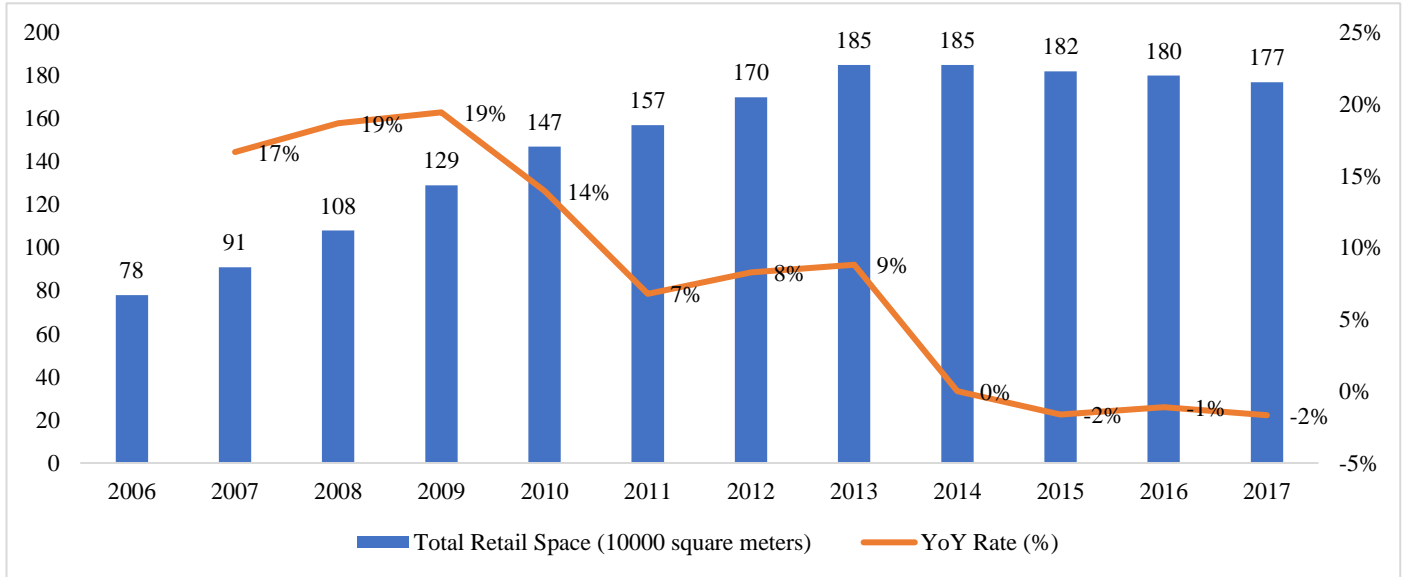


Source: Author Collection and Analysis

From 2006 to 2017, the average store area (self-operated retail area, non-construction area) of Carrefour hypermarkets in China decreased from 8,711 square meters to 7,984 square meters, CAGR-0.79%; The flat

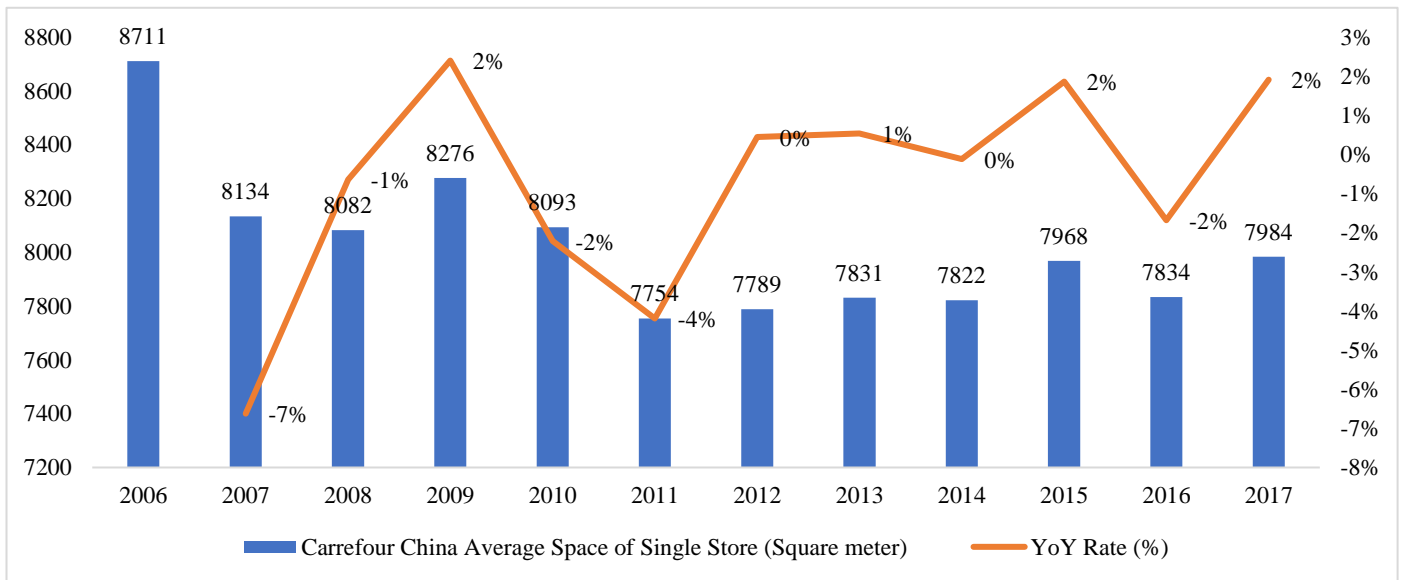
efficiency of Carrefour hypermarkets in China decreased from 3,166 euros/square meter to 2,292 euros/square meter (measured by self-operated retail area), with CAGR-2.89%. If the effect of exchange rate is excluded, from 2008 to 2017, Carrefour's China hypermarket Pingyi decreased from 30,000 yuan/square meter/year to 18,000 yuan/square meter/year, with CAGR-5.78%, which decreased faster than the same industry.

Figure 3: Carrefour Total Retail Space in China (2006-2017)



Source: Author Collection and Analysis

Figure 4: Carrefour China Average Space of Single Store (Square Meter, 2006-2017)



Source: Author Collection and Analysis

4.1.3 Carrefour China Business Type

Carrefour's business format in China mainly includes Carrefour hypermarket, Diya discount store, Champion food supermarket and Easy convenience store.

4.1.3.1 Carrefour hypermarket

Carrefour hypermarket adopts advanced management methods and management philosophy, which is welcomed by many customers. It provides customers with a clean and tidy shopping environment, a wide variety of products and good services. Its target customers are middle-income families with certain consumption power, and this kind of customers pay more attention to the value of goods and services. At present, Carrefour has more than 200 hypermarkets in many cities in China and employs more than 30,000 people.

4.1.3.2 Dia Discount

Diya discount stores provide inexpensive goods with high quality and low price. The two cities of Shanghai and Beijing are the characteristics of its entry into China. In China, it mostly adopts the form of franchise stores. Similar products are about 20% more expensive than the specialty own-label items in Diya's stores. Dia, which went public in Spain in 2011 as a spin-off from Carrefour, is actively integrating into the Chinese market.

4.1.3.3 Champion Food Supermarket

Champion Food Supermarket mainly operates on fresh food, which is generally set up in the community for nearby residents to buy. The community store has a wide variety of goods, and also carries out preliminary processing and boxed sale of vegetable pulp and other products. It is characterized by professional food technology, affordable prices and better customer relations.

4.1.3.4 Easy convenience stores

Carrefour easy convenience store is the combination of community supermarkets and convenience stores, is a kind of new formats, Carrefour, the original size of the stores than ordinary convenience stores about 450 square meters, many items including food such as the kanto cook now, also include a convenient food, fresh food, daily necessities, etc., in addition also provide coffee, wifi facilities for customers to have a rest.

4.1.4 Carrefour China Market Positioning

The brand positioning of Carrefour supermarket is "ultra-low price, one-stop purchase, fresh goods", and the brand mission is to let customers get greater value. Under the new retail environment, Carrefour pays more attention to the cost performance of goods and services, tries to narrow the distance between the brand and customers, and provides customers with scenario-style shopping experience. For example, light bulbs of different colors and functions are carefully arranged on the exhibition stand to enhance consumers' purchase desire. On the other hand, Carrefour boutiques are positioned as the "center of community life", the target group is the new middle class and young consumer groups, showing the characteristics of "selection", "exploration" and "value".

4.2 Carrefour China Internal Marketing Environment

4.2.1 The Product and Service

With its large scale and diversified products, Carrefour can meet customers' one-stop shopping needs. At the same time, Carrefour leads the customer analysis of the post-80s and post-90s generation, and begins to introduce more cost-effective and high-quality goods and adjust the existing goods. For example, Carrefour began to try to transform the fresh area of its stores by introducing kitchens into supermarkets and introducing seafood products and services such as "Jim-Fresh Workshop" and "Fisherman's Kitchen" to meet the diversified needs of customers. The store area is reduced and transformed into a younger store to create a younger, fashionable and convenient image to attract more young consumers. The indoor display creates the feeling of Uniqlo and Muji.

In terms of commodities, Carrefour has expanded the proportion of imported, healthy food and light food, vigorously promoted organic and healthy food, and built block chain technology for food to ensure food quality and safety. In addition, Carrefour has nearly 500 private-brand products in China, and actively expands its private-brand products. The different forms of private-brand products are shown in the table, and Carrefour is committed to bringing safe and guaranteed products to customers.

In terms of service, Carrefour pays more attention to customer experience and facilitation. Besides the stores, Carrefour also provides customers with rest areas, free tea and other services. In terms of settlement, Carrefour has launched mobile payment Carrefour Pay and Tencent Scanning Shopping to facilitate customers' payment activities.

Table 2: Self-owned brands of Carrefour China

Self-owned Brands	Brand Category	Brand Characteristics
Carrefour Grocery	Daily Necessities	-
Carrefour Fresh	Meat products, Organic Vegetables and Fruits	Carrefour fresh private brand has the best quality and safety assurance, in line with the specific quality level
Carrefour Appliance	Kitchen Appliances, Audio/Video Equipment	Convenient and durable, excellent design, good quality and low price make the product more attractive
Carrefour Textile	Housewear, Leisure Series and Bedding	These products are made by French designers
Department Series	Home Appliances, Bags, Audio Books	It mainly retains the manufacturer's brand, plus the retailer's own brand

Source: Author Collection and Analysis

4.2.2 The Marketing Channel

The localization strategy has become an important strategy for multinational corporations to extend to the world. Carrefour pays special attention to the localization of its stores. From the staff to the goods to the display of the shelves, everything is localized. Zhan Weishi, the manager of Beijing Carrefour, believes that the localization of employees makes it easier to integrate the company's business philosophy into the operation, because local employees know more about the local culture, habits and customs. Every time Carrefour decides to open a branch store, it has to carry out detailed and strict investigation and demonstration on the local culture, living habits, purchasing power and other factors. "A retail store is a microcosm of the country in which it is located, and it has to adapt to the local culture," said Carrefour's chief executive, Bernard Bernard. In China, the cutting method of vegetables in Carrefour branch is by no means the European cross-cutting method, but the Chinese oblique cutting method or vertical cutting method. In Brazil, Carrefour eggs are never stacked on top of each other, because the custom is to lay eggs in single layers. More than 90% of Carrefour's goods are purchased from local suppliers and displayed according to local consumption habits and psychology. For example, in China, consumers like to choose their favorite goods from a large number of goods and then buy them. To cater to the Chinese consumer's "pick and choose" habit, Carrefour has increased the supply of similar products on its shelves to make it easier for customers to buy. When transnational retailing enters a new country or region, in order to obtain the support of purchasing goods and human resources, and to get familiar with the local market in a short time, it will often adopt the alliance strategy and choose to form strategic partnership with experienced local retailers. Carrefour is a master at choosing partners. Everywhere it goes, it will actively seek out experienced local retailers and establish a good cooperative relationship with them.

In addition, Carrefour tends to localize its product selection. The structure of its goods will be adjusted accordingly according to the consumption habits and psychology of different countries or regions. For example, in China, in order to meet the principle of cheap and applicable, more than 90% of its goods are purchased from local suppliers; To cater to the Chinese desire to "pick and choose", Carrefour has increased the amount of similar goods on its shelves. The localization of products also allows Carrefour to save a lot of transportation costs and distribution costs. In addition, in order to reduce circulation links and reduce operating costs, Carrefour has also developed its own brand products.

4.2.3 Holdings Promotion Plan

Low prices have always been one of the keys to Carrefour's success. Carrefour has been trying to control and reduce costs through various channels.

First of all, Carrefour's large-scale business strategy enables it to obtain the scale effect of modern large business, which can be transformed into the company's low-cost advantage through large-scale and large volume procurement and quantity discounts. Carrefour's powerful scale could also cut its distribution costs dramatically.

Secondly, Carrefour in the stock is good at "borrowing chicken eggs", it is signed with the supplier with the payment terms of "monthly statement 60 days", 60 days is not a short time, especially the faster the goods are sold, the more money the supplier into Carrefour, Carrefour is like a carp to eat up the supplier's liquidity. By using the capital turnover of suppliers, Carrefour's own circulating capital will be occupied less accordingly, thus greatly saving Carrefour's capital cost. Meanwhile, suppliers also had to look helplessly at their own "hen" of the "eggs" to be taken out. However, Carrefour has a large sales volume, good payment reputation and a wide range of acceptable products, which are incomparable advantages to others. Carrefour also asks suppliers for a lot of preferential terms and sponsorship. So even if the payment is delayed for 60 days, and there is a tiger's mouth like swallowing, coupled with pressure to the lowest supply price, suppliers in order to make money also have to "knowing that there is a tiger in the mountain, go to the tiger mountain".

Third, Carrefour has a rapid turnover of goods. Carrefour has strong purchasing ability and the ability to negotiate with suppliers, which provides a guarantee for the rapid turnover of its goods. The rapid turnover of goods, less liquidity occupation, can greatly reduce the cost of capital.

4.3 Carrefour China Customer Analysis

4.3.1 Carrefour China Target Consumer Profile

Under the new retail environment, Carrefour supermarket subdivides target customer groups, provides new shopping experience for customers, develops online business, and integrates online and offline brands and commodities. The offline Carrefour supermarkets are mainly aimed at middle-income families with certain consumption power. The online business of Carrefour supermarkets is targeted at customers who like online shopping and have the habit of online consumption. Carrefour's online and offline businesses are mainly aimed at customers with certain consumption power.

The consumer characteristics of Carrefour in China can be summarized in the questionnaire of Ulmaier (2017)¹ about three Carrefour. According to the survey, firstly, the majority of consumers who buy goods in Carrefour are women, accounting for 66.0% of the total number of respondents, while the proportion of men is only 34.0%. To Yong Hui supermarket to buy goods, significantly lower than women more women, male consumers shopping strong planning, more rational and less impulsive, generally straight away, in the supermarket

¹ Dilzre Umar. Customer satisfaction survey of Carrefour supermarket in Urumqi [D]. Xinjiang University, 2019

shopping to stay within a relatively short time, but no female consumers sensitive to commodity prices, the attention of the posters and other promotional advertising in stores than female consumers; Female consumers, on the contrary, like to equate supermarket with shopping, and tend to stay in the supermarket for a long time. Their shopping is basically unplanned, impulsive and irrational, but they are more sensitive to commodity prices than men and are easily attracted by the promotional activities in the mall.

Secondly, from the age span of respondents, first of all, the consumers who buy goods in Carrefour are mainly middle-aged and elderly, aged between 41 and 60, accounting for 52.6% of the total. Consumers in this age group generally have a fixed family income, so they tend to focus on family shopping, be sensitive to price, have rational shopping habits and mature shopping behaviors, and have strong autonomy in the shopping process. They like to compare the prices of the same goods in the same supermarket, different brands or the same goods in different supermarkets. Secondly, another important group of Carrefour shoppers is the young people, aged between 20 and 40, accounting for 34.9% of the total. The income level of consumers in this age group varies from high to low, but they are not sensitive to price. Compared with middle-aged and elderly consumers, they are more impulsive to shop, and their shopping experience is accumulating continuously. Finally, consumers under 20 years old account for a small proportion of the total number of respondents. Generally, they do not have a fixed income, so their purchasing power is low. They shop in supermarkets mainly to meet their personal needs or to obey the arrangement of their parents.

Third, consumers at higher income levels have higher requirements on the quality and consumption level of goods, and the consumption amount per purchase is relatively higher. The lower the income is, the more sensitive it is to the price of goods, and the lower the demand on product quality is not as strong as that of high-income people, and the consumption amount of each shopping is also relatively low.

Fourth, most of Carrefour's merchandise buyers are married, accounting for 86.4 percent of all respondents, while unmarried buyers only account for 13.6 percent of all respondents. Consumers of a family of three, accounting for 58.6%; Those with two or fewer family members and four or more family members accounted for 14.4% and 25.8%, respectively.

Fifth, the education level of Carrefour's consumers is mainly high school or technical secondary school, accounting for 44.2 percent. It was followed by those with junior college degree or above, with 29.3 percent, and those who were illiterate in junior and primary schools, with only 26.5 percent. In general, consumers with high school or technical secondary school education account for 73.5%, which reflects the personal reason that consumers choose Carrefour when making purchase decisions, that is, they pay attention to the consumption environment and spiritual enjoyment in the process of consumption.

4.3.2 Carrefour China Consumers' decision-making Process

According to Peter law professor at the Wharton school and American customers, psychological and behavior expert research, walking speed, spend money to customers, the scope of the supermarket shopping with them last time accurate calculation, such as the large supermarket within the customers into three basic types or groups: fast, don't lack, reserves. Each type has its unique characteristics of shopping behavior, such as: the fast type - shopping time is short, the scope of activity is small, the pace is slow, the consumption speed is fast, high efficiency. Make up the deficiency type -- shopping time moderate, activity scope moderate, consumption speed general, efficiency moderate. Reserve type - long time, wide range of activities, fast pace, low shopping efficiency. According to the actual situation and the motivation of consumers think, add a type - casual entertainment, in this way, Carrefour consumer buying purpose can be divided into four categories: type fast - to buy a few pieces of urgent need, fill a vacancy, due to the lack of actual purchase, but non emergency items, large reserves, one-time buy supplies for nearly a few days or a week, casual entertainment - and take a look at buying purpose is not strong.

4.3.3 Carrefour China Consumers' Consumption Journey

Wang Xiaoyan (2017) found in the survey that, from the perspective of shopping type, Carrefour consumers are mainly recreational consumers, accounting for 36.3% of the total, followed by filling consumers, accounting for 32.3%, fast consumers, accounting for 27.3%, and large reserve consumers, accounting for 4.1% of the total. This also shows that the functions of supermarkets are slowly changing in consumers' minds, and consumers' lifestyles are also changing gradually. Main purpose in the traditional community supermarket, consumer's shopping, shopping, motivation is obvious, and in the large-scale comprehensive supermarket, due to the change of environment such as shopping, increased product variety, the development of shopping space, and the improvement of the shopping atmosphere, make the supermarket not only has the function of selling but also has the function of entertainment, leisure and relax. It is developing with the consumer in the economic development, material along with the increase of the income, seek enjoyment to the heart and soul, the pursuit of experiential consumption demand, as a result, more and more consumers choose the supermarket as a place of entertainment, it also explains why 36.3% of consumers think oneself to the supermarket just browsing, is to "shopping". In addition, only 4.1 percent of consumers bought the goods they needed for a few days or even a week, indicating that consumers are still accustomed to traditional shopping methods. After 20 years of development after the introduction of "one-stop shopping" in the 1990s, Chinese consumers are still not comfortable with it. "One-stop" shopping is suitable for the popularization of private cars. Large comprehensive supermarkets are laid out in the suburbs of foreign countries. In China, with dense population,

large commercial centers are still distributed in the central areas of cities, and supermarkets of all sizes are dotted all over the place. The traditional custom of Chinese people always thinks that the food you buy now is fresh, and they are used to buying small quantity and many times.

4.4 Carrefour China Marketing Strategy under New Retail Format

4.4.1 Partnership and Cooperation Model

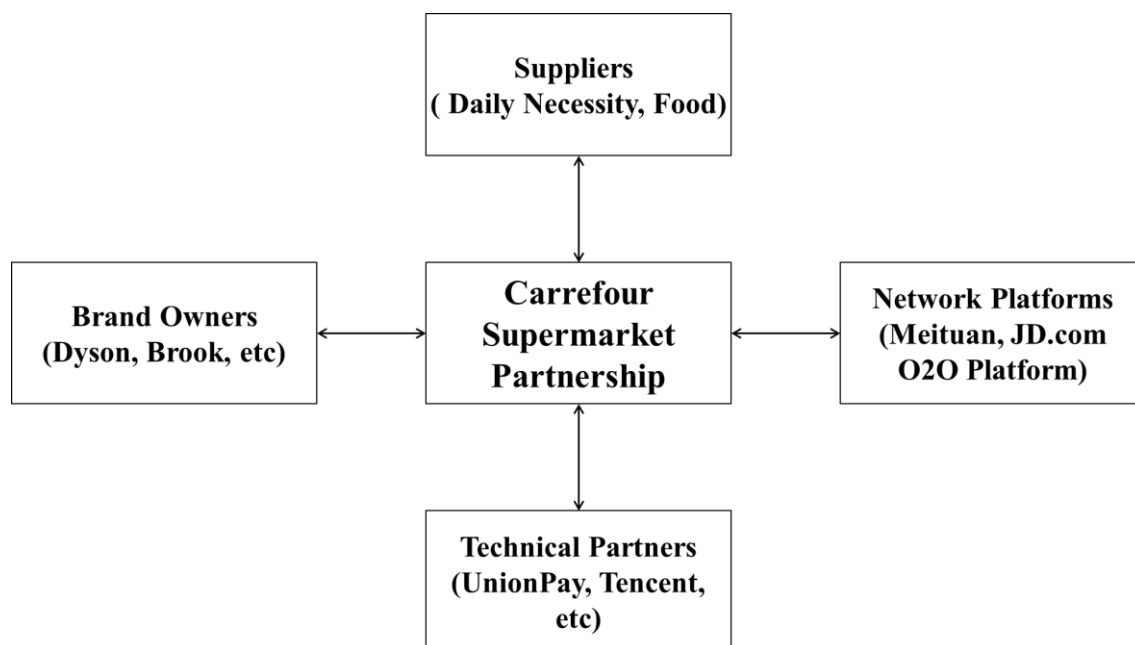
4.4.1.1. Relationship with Customers

In the past, it was difficult for supermarkets to obtain user data, and physical retailers could only collect and analyze the cashier receipts of customers based on POS machines. Even if some of the information was simple, it was difficult to understand customers' preferences and consumption habits. Now Carrefour needs to use Tencent platform to establish a member database through the circle of friends advertising, small programs, etc., the membership rate has reached 90%. Carrefour has added 2.5m members in just three months. With the formation of continuous interaction with customers, Carrefour also through the online mall, shopping websites and other online communication with customers.

4.4.1.2. Partnerships

Carrefour's partners mainly include suppliers, brand owners, network platforms and technical partners.

Exhibit 1: Carrefour Supermarket Partnership Mapping



Source: Author Collection and Analysis

(1) Suppliers. Carrefour established its China headquarter of global purchasing, insisting on localized purchasing, 95% of all the above products come from China. Carrefour has established good partnership

with more than 1000 suppliers.

Carrefour's early development of obtaining high admission fees from suppliers made the relationship between suppliers and Carrefour become disharmonious and unequal. Now Carrefour is trying to improve the relationship with suppliers, improve supplier production, cancel part of the "unconditional rebate" of small and medium-sized suppliers, support small and medium-sized suppliers. Strictly select suppliers according to their supply capacity and distribution system, and make use of existing resources to reach alliance and cooperation with local enterprises.

- (2) Brand owners. Carrefour has increased its cooperation with brands of imported commodities and organic food, and cooperated with well-known brands at home and abroad such as Dyson and Leyu Brook Stone to build refined stores and realize consumption scene with the help of huge customer flow and brand influence of large supermarkets. At the same time, Carrefour began to cooperate with Gome, a domestic company, to rebuild 11 supermarket stores, which are distributed in the first and second tier cities.
- (3) Network platform provider. In addition to establishing its own online mall and APP platform, Carrefour also works with Meituan, Ele. me, JD.com Home and other O2O service platforms to provide one-hour delivery arrival service and online shopping service for customers. In addition, Carrefour and SF Express cooperate, customers place orders from Carrefour online mall, and SF Express provides logistics delivery to ensure the quality of goods.
- (4) Technical partners. Carrefour's technical partners in the development of online-offline integration include Tencent, UnionPay and Yong Hui. In terms of payment, Carrefour and China UnionPay launched Carrefour Pay, a mobile payment service, and used Tencent to scan the code for customers to complete payment activities. Carrefour launched online cooperation with Tencent to establish online entrance. By taking advantage of the huge online traffic of Tencent, Carrefour transferred the traffic from QQ and WeChat platforms to physical stores, so as to reduce customer acquisition cost and increase customer flow. In addition, Carrefour's fresh supply chain in China is weak, so it cooperates with Yonghui Supermarket in the fresh supply chain, and Yonghui Supermarket provides technical support and resources in store operation and sharing in the middle platform to improve Carrefour's fresh operation capacity.

4.4.2 Resource Capability and Key Success Factors

4.4.2.1. Key business

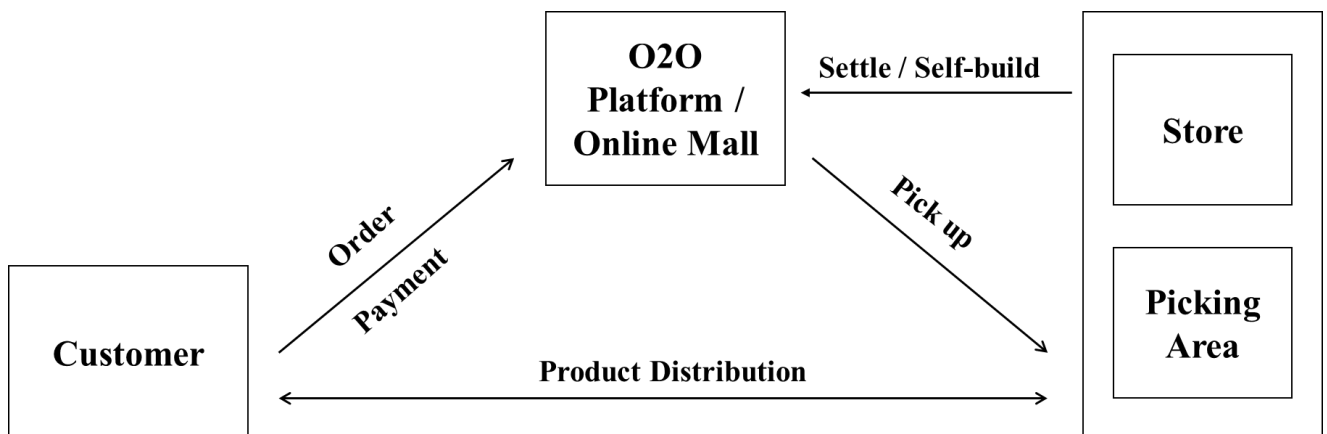
The key business of Carrefour supermarket includes: operation combining physical stores with network, logistics and distribution.

- (1) Operation combining physical stores with the Internet. Carrefour has more than 200 physical stores

nationwide, and Carrefour physical stores have become the distribution center of online and offline business and carry out scenario-oriented construction. Carrefour supermarket is based on the physical stores, customers order online, stores offline distribution or customers pick up. Carrefour tried to transform the fresh area of its stores, let the kitchen enter the supermarket, and create a store-in-store model to meet the diversified needs of customers. Store area should be reduced and transformed into a younger store, creating a younger, fashionable and convenient image, and implementing scene-oriented construction. Carrefour online supermarket to build an online mall, enter JD.com home, Meituan, ele.me and other O2O platforms, Carrefour online store operation and off the shelves of commodity information need to be combined with the physical store, including unified commodity brand and price.

(2) Logistics and distribution. Carrefour has launched on Meituan, Eleme, JD.com Home and other O2O service platforms. These service platforms provide one-hour delivery arrival service and online shopping services for customers. In addition, Carrefour supermarket online mall and SF cooperation, customers from the Carrefour online mall, goods from the nearest store to the customer distribution, SF express delivery to ensure the quality of goods.

Exhibit 2: Carrefour with O2O Platform / Online Mall Logistics Distribution Flow Chart



Source: Author Collection and Analysis

4.4.2.2. Core Resources

Carrefour supermarket core resources and capabilities include: information system and technology, store logistics and other infrastructure, human resources, brand reputation, etc.

(1) Information technology. Carrefour supermarket integrates the database of stores and online mall with advanced technology to integrate the inventory information and realize the integration of inventory information. At the same time, Carrefour's information system mainly includes EDI and DDI. EDI is used for electronic data exchange, while DDI is used for POS data and external data acquisition.

(2) Infrastructure such as shops and logistics. Carrefour has more than 200 physical stores in China. In 2015,

Carrefour began to develop its logistics weakness by establishing 6 logistics distribution centers to achieve full coverage of stores nationwide and form the integration of online and offline resources.

Table 3: Carrefour China Distribution Centers

Distribution Center Address	Covered Area
Kunshan	East China
Tianjin	North China
Chengdu	West China
Ezhou	Central China
Dongguan	South China
Shenyang	Northeast China

Source: Author Collection and Analysis

(3) Human resources. More than 90% of Carrefour's employees are local Chinese employees, and almost all of them are recruited locally in China. In order to build a localized talent pool, Carrefour cooperates with domestic universities and colleges to provide more talent pool for the management. At present, Carrefour has cooperated with more than 70 universities and colleges across the country to create good career development for employees.

(4) Brand reputation. Carrefour supermarket rich variety of goods and thoughtful service, welcomed by the majority of customers, to provide customers with safe and healthy food. In addition, Carrefour has made great efforts to practice corporate social responsibility, research and produce green organic food with local farmers, actively participate in public welfare undertakings, targeted poverty alleviation, etc., which has helped Carrefour establish a good brand reputation.

4.4.2.3. Channels

The channel of Carrefour supermarket mainly consists of online, offline and mobile terminals. The online sales channels of Carrefour include Carrefour Online Mall, Meituan, Ele. me, Jingdong Home, Carrefour APP and so on. Offline Carrefour supermarkets take advantage of the wide distribution of physical stores to provide customers with products and delivery and delivery services.

4.4.3 Profit Model

1. Cost Structure

The structure of Carrefour supermarket consists of two parts: the cost generated by online business and offline business.

Whether online or offline, the inventory cost of Carrefour supermarket accounts for the majority of the total cost. In addition, the offline costs of Carrefour supermarkets mainly include operating costs, rent, personnel costs, publicity and promotion costs, etc. Carrefour needs a certain capital cost to open a new store. The rise of domestic housing prices leads to the annual increase of rent, which accounts for a considerable proportion. Finally, Carrefour's personnel localization can reduce the input cost, and the promotion and promotion on platforms such as Tencent and online shopping mall can occupy a certain amount of expenses.

The cost generated by Carrefour's online business mainly consists of the construction cost, operation cost, procurement cost and logistics cost of online stores and mobile terminals. The development of network technology makes network platform construction and maintenance

In the total cost of a smaller proportion. The good brand reputation of Carrefour helps Carrefour to develop online business and reduce marketing costs. With the cooperation between Carrefour and Tencent and O2O platform, the cost of marketing promotion and logistics distribution is also relatively controllable.

2. Source of Revenue

The revenue source of Carrefour supermarkets is mainly composed of offline and online sales.

Carrefour's offline revenue sources include retail sales, brand sales, entry promotion and other expenses. Carrefour's income mainly comes from retail sales, purchasing goods from suppliers and then selling them to make a profit at a margin. In addition, Carrefour makes profits by selling its own brand products and charges suppliers fees for entry and promotion. Carrefour charges suppliers higher admission fees and other fees, which account for more than 1/3 of the revenue and reduce the profit space of suppliers.

Carrefour supermarket network sales revenue sources include Carrefour online mall, Meituan, Eleme, Jingdong home, Carrefour APP, etc. Carrefour supermarkets have entered platforms such as JD Home and Meituan and Eleme to provide delivery services, develop online businesses, sell goods and generate revenue.

4.5 Identification of Carrefour China Problems

4.5.1 Laggard Business Model

Carrefour has a high dependence on various derivative charges and weak supply chain and commodity operation capacity. With the increasing concentration of Carrefour's purchasing power, Carrefour's bargaining power becomes stronger, which further squeezes the profit of suppliers and deteriorates its relationship with suppliers, which leads to the loss of suppliers, price raising of suppliers, frequent shortage of goods and slow commodity update, which directly damages the shopping experience of consumers. From the perspective of financial indicators, the turnover days of accounts payable and accounts receivable of Carrefour are higher than the level of the same industry, that is, the supply chain funds are occupied for a long time; However, when

the zero-supply relationship deteriorates, it is difficult to collect various fees and the weekly shift of accounts receivable is slow.

4.5.2 Lagged Market Response

In the face of the rapidly changing Chinese consumer and retail landscape, Carrefour China is slow to respond, on the one hand, because of its lack of incentives and weak execution; On the other hand, as a multinational group, the Chinese team has poor autonomy in large investments and important decisions related to logistics center, supply chain, new channels and so on.

First, logistics center construction is backward. While Carrefour was still relying on suppliers delivering goods to stores, its rivals had already invested in distribution centres. In 2012, RT-Mart completed the construction of logistics distribution centers in four major regions. In 2014, Walmart had 20 distribution centers nationwide. In 2015, Yonghui (Pengzhou) agricultural products processing and distribution center opened, forming a strong regional radiation force in Sichuan and Chongqing region, to meet the demand for distribution and storage of goods in the whole Sichuan Yonghui stores. For supermarkets and hypermarkets, the establishment of distribution centers has many advantages, such as reducing procurement costs, improving turnover efficiency and reducing out-of-stock rate, etc. Carrefour has not established distribution centers, which not only leads to the old stores' profit level falling behind the peers, but also causes Carrefour to be unable to decline to the third - and fourth-tier cities. The idea of building its own warehouse logistics had been proposed several times before 2010, but was rejected because of the high cost of the investment. The investment firm, which was formed by Bernardo Nault and US private equity firm Colony Capital, was more focused on the realisation and return of assets and had not invested heavily in them. At the same time, Carrefour's competitors in China were investing heavily in their supply chains, and Carrefour was quickly overtaken by its peers.

Second, the integration of the two backward. Since the beginning of 2016, due to the peak of online dividend and slowing down of growth, online Internet companies began to accelerate the integration of online and offline, and invested or started to layout new retail. After Carrefour's competitors RT-Mart, Wumart, Rainbow and other traditional retailers had tried the business format of "catering + retail", Carrefour began to layout slowly. On the eve of the 2018 Chinese New Year, Carrefour opened "Fisherman's Kitchen" and "Jisheng Factory" in two stores in Shenyang and Wuhan respectively, carefully testing only seafood products.

4.5.3 Consumers' Shopping Needs Cannot Be Met

With the rise of online shopping, express delivery and take-out, "hoarding" becomes outdated, especially among young people. Even if they don't shop online, walking two steps to the convenience store has become the inner choice of lazy people, who are less willing to make the long journey to the supermarket. The physical stores of large supermarket groups need to optimize the environment, provide better shopping experience and

promote sales. On the other hand, we should also develop online shopping business and follow consumers from offline to online. In addition, in the store to open fresh food and beverage stores or entertainment facilities, do have a certain appeal to consumers, can establish a brand image. At the same time, Alibaba, Tencent, JD.com and other IT companies have taken the initiative to develop the "new retail" format, integrating online and offline. These powerful companies in the capital market, have invested heavily in the acquisition of offline supermarket chain long-term layout, leading the development of the retail industry. Business forms of innovation emerge in an endless stream, the mind of Chinese consumers all kinds of thinking induced.

Secondly, Carrefour has a poor experience in using the shopping APP. Postal is not granted until 129 is full, and delivery is slow. If there is a problem with the physical store experience, there is still a chance to change it. After comparing several shopping APPS, users will directly uninstall them and go shopping on Tmall or JD.com, with a very small window of opportunity. In the annual shopping festivals such as Double 11 and 618, major e-commerce and chain stores and supermarkets actively participate in the activities and interact online and offline. Carrefour's activity is very small, appears "not very good at playing", and the overall atmosphere. For example, on November 11, 2017, Carrefour offered discounts until 12pm, an unimaginative plan. Compared with other merchants online and offline crazy traffic hype, Carrefour is lack of competitiveness.

5. Marketing Strategy Plan for Carrefour China under New Retail Format

5.1 Rebuild "People -Goods - Place" Scheme

5.1.1 Precision Digital Marketing of Consumers

The growth rate of Chinese consumers through online shopping is much faster than that of other countries. Consumers' demands for commodities have changed from price to quality. High-quality, high-tech, personalized and petty bourgeoisie life represent consumers' upgrading direction. Merchants through personal basic information, professional information for consumers, consumption level, daily habits, recent browse commodity information analysis and processing, such as the consumer portrait by the initial fuzzy group to all is a clear picture, can more clear and accurate forecasting consumer shopping needs to search goods, such as the pursuit of fashionable white-collar choice in consideration of the product style of product performance, brand reputation, appearance, etc., then consider price of the product, product power consumption situation, college students shopping preference is durable goods, the price is materially beneficial, a variety of functions, style, good-looking, etc.

Through holographic consumer portraits, women who have bought baby products such as milk bottles and milk powder are likely to be new mothers. The push of maternal and baby products can "think about what others think and worry about what others worry about", so as to drive consumption, such as the directional

push of strollers, baby clothes, diapers, toys and so on.

Carrefour should continue to develop big data marketing. Some enterprises focus on precise marketing, advertising automation, real-time bidding such as Internet advertising technology and business, Carrefour should be positive, cooperative and good corporate business development or acquisition related areas, using the related technical support, achieve the precise marketing of the enterprise, using data mining technology, derived from the data information, so as to guide the whole operation of production decision. Collect and analyze the search traces and browsing information left by consumers on mobile terminals, judge consumers' shopping preferences and habits, and recommend products that are more in line with consumers' needs, so as to achieve precision marketing. In the future, Carrefour should continue to invest in cloud computing, use powerful data analysis tools, improve analysis efficiency, share analysis results with store marketing personnel, and accurately push customers through the online store terminal.

5.1.2 Intelligent Supply on Demand and Intelligent Push through Application

Carrefour combines products according to demand to provide consumers with an optimal supply chain. It forecasts consumption and corresponding goods based on the search preferences, shopping tendency and type of ordered goods of people in different cities and regions, and optimizes supply chain, transportation and storage warehouse to minimize the order cost and achieve the fastest consumption and transportation.

In 2019, Carrefour made a breakthrough in the development of FMCG and general merchandise categories through the acquisition of Wanda Department Store and Carrefour China. While giving full play to the advantages of scale procurement, it establishes the FMCG supply chain performance model integrating Suning stores and Carrefour warehouses, and promotes the in-store and in-home sales of FMCG products with full scene, high time efficiency and low cost.

Carrefour should comprehensively analyze the purchasing behavior of consumers in various regions, improve the utilization rate of logistics distribution warehouse, reasonably arrange goods according to the sales situation of goods, avoid overstock, goods with high sales volume and large consumer demand, consider a large reserve, and supply other retailers, supermarkets, network providers, etc.; Product sales are low but demand is stable, intermittent supply according to demand, and cooperate with other network providers, retailers, once there is short supply, immediately replenish each other; The sales volume of goods is very low, the goods that occupy the warehouse area is relatively large shall be reserved or purchased by appointment according to the minimum stock quantity; According to the shipment statistics, a small number of large warehouses are built around the large warehouses. Several small transfer stations are built around the large warehouses. Each transfer station is responsible for the distribution of goods in a fixed area, and the purchase

quantity is adjusted according to the sales situation of products, so as to achieve intelligent supply.

Shopping preferences of consumers along with the gender, age, income, working environment and other factors, through the data analysis of consumer behavior, using data mining technology, derived from the data information, similar to push for consumer purchasing behavior of other consumers generally choose products and combination of consumption, for example bought baby bottles of consumers must be on diapers, milk powder, interested in children's clothes, baby care, and other products, such as young female consumers pay more attention to children's clothing comfort, appearance and safety design, more important to older women consumers cost performance and safety.

Coping with extreme circumstances. Carrefour should deepen and refine the contactless safe home service and formulate emergency plan for enterprise operation in extreme environment. The sudden outbreak of upset residents' normal life and work, urge people to pay attention to health has given rise to curtilage economy at the same time, consumers put forward higher requirements for the packaging of goods, transport security, some consumers think that the non-contact delivery more security, privacy, Carrefour distribution member to deal with all the delivery day two temperature measurement, a daily disinfection, specification, packaging process, consumers choose door-to-door delivery or non-contact distribution. Consumer shopping behavior as long time of online shopping is gradually changing, don't often use the online shopping consumer experience of online shopping convenience and safety, consumer groups will tilt to online shopping, epidemic to reshape the demand of consumers and the scene, let consumers passive experience of online shopping is convenient, efficient and safe, this change, or will affect retail industry for a long time, for consumer groups is not familiar with online orders, Carrefour regularly at the entrance to the offline stores, business super arrange free teaching staff, to help disadvantaged groups to download software, browse, search and payment process, and in the APP widget home page link online teaching video. For extreme environments, we should make emergency plans in advance, such as public health and safety, while trying our best to protect the safety of employees, we should also provide consumers with "7-day three-person meal at home (food and water)", and provide corresponding coping and preventive materials for extreme weather such as storm, sand, cold winter and hot summer.

5.2.3 Build Consumption Scenes Adhere to Mobile Terminals

Carrefour through online connectivity, active layout now stores at the same time, the online platform will be set up, the consumer is not restricted by time and space to search at any time or browse interested in commodities, online consulting with customer service personnel and can get timely and effective response, offline to provide physical feelings, online shopping guarantee full time full scene, retail or service experience.

- (1) Adhere to the Internet of stores. Carrefour stores in addition to sales outside, but also for the display promotion of products and brands, consumers purchase experience and service providing space, adhere to the standardization of design and Carrefour store renovation, stick to store large enough to reach the best shopping experience, actually otherwise, the traditional and consistent style storefront renovation can better grasp the consumer psychology, easy to produce fatigue, Carrefour should actively seek more style scene design, there are relatively concentrated products display scenes, consumption also has experience type, immersive scenarios of consumption, consumer demand is not the same, so the scene layout of stores also to each style.
- (2) Good gifts to attract users. Carrefour can register and polite activities over the weekend, every male consumers mobile phone jacket in Carrefour client members can win the day for lover manicures, female consumers such as Carrefour can download the client as a member can choose higher quality manicure services, to alleviate male consumers wait for time to nail was a anxiety, providing recreational area and a mobile phone, computer, automobile accessories and other products sales areas, meet the female consumer psychology, wanting a increase offline store operating income at the same time, the member of Carrefour rapidly increased, works. The free strategy creates value for users, upends traditional models, and increases overall sales.
- (3) Make use of the characteristics of cloud store sales collaboration, experience, service and localized marketing. New stores should not be opened quietly, and should be actively placed in the major network platforms advertising, increase publicity efforts, to build leisure and entertainment as one of the comprehensive shopping mall, the first floor for the water bar, overseas special and fresh supermarkets, the second floor for the smart home experience hall and mother and baby products, the third floor and above home appliances retail. Each area will set up a corresponding club, and merchants will set up parent-child groups and enthusiasts groups for group manager. Offline activities will be carried out regularly to enhance the stickiness of consumption.
- (4) Increase the number of cloud stores and reduce costs. Carrefour should vigorously promote Carrefour cloud stores, radiate surrounding communities with cloud stores as the center, self-pick up in stores and store distribution, so as to reduce logistics costs and improve efficiency. Cloud store has become a value channel to realize Carrefour's "experience economy in the Internet era", and the logistics delivery time has been greatly shortened to the limit of the industry.
- (5) Store structure optimization. The self-operated stores with an area of more than 10,000 square meters were reduced by 1/3 to 1/2, the invalid samples in the stores were counted and withdrawn in time, the mobile cashier terminal in the cloud store was put on line, the cashier establishment was halved and the staff cost was reduced.

5.2 Design customer-centric Shopping Experience to Meet Consumers' Needs

5.2.1 Satisfy the Commodity Demands of Consumers

With the rapid economic development, China's retail industry has gradually shifted from confrontation to integration of online and offline. Consumers have become the main driving force affecting the development of the retail industry. Only those merchants who can more accurately grasp consumer needs can win the favor of consumers and thus win the market.

At present, under the background of the overall economic growth slowing down, the rapid improvement of urbanization level and the accelerated transformation of retail formats, Chinese consumers show five characteristics: quality of goods, consumer differentiation, mobile consumption, aging population and diversified channels. Along with economic development, increasing commodity subdivided, the demands of consumers for goods by original demand to the quality of life needs, art demand, individuality demand, convenient, personalized customization demand changes, such as different consumer demands for goods is not the same, Carrefour China should actively screening of all kinds of brand for consumers, style, function and price of different products for customers to choose.

(1) Adjust product Portfolio. All is not a single consumer demand for goods, such as buy electric dryer consumers may need to purchase hangers, consumers to buy the washing machine may need to receive laundry basket, dryers, buy electric oven consumers may need more heat insulation gloves, grill and bamboo sticks tinfoil, bought a flower pot, green plant, consumers may need to purchase fertilizer and so on. Are related to each other and one-time buy neat is the consumer more consumer choice, and higher cost performance goods combination is a new consumer demands for goods in the retail industry, for consumers to provide more combination collocation and life in advance to remind and to help consumers one-stop buy neat, provides consumers with better experience.

(2) Increase single products with high cost performance. Consumers believe that commodity prices are high. From the perspective of consumers, there are two reasons for the high prices. First, consumers' income is low and they are more sensitive to prices. Second, consumers have compared prices through other online platforms or physical stores, and Carrefour offers higher prices for the same products. According to the above reasons, Carrefour should mainly promote some star products with high cost performance and relatively low price in the commodity category to meet the shopping needs of price-sensitive consumer groups. People's life level of ascension, of rising house prices, the second child on the coming of the era and support old elder for the young and middle-aged consumer groups increased the financial burden, a significant number of consumers to pay more attention to commodity price, will pay more attention to the similar commodity price difference between different shopping platform, Carrefour, high performance and price ratio of the need to strengthen the

appropriate part of the goods in order to better keep low consumer groups, meet consumers' shopping preferences, enhance the user viscosity, at the same time, to cultivate the consumer shopping habits, the upscale quality, service and the stringent requirements of customers, can be appropriately raise sale price, giving added value, For low consumption groups to provide a small number of selected but more cost-effective goods.

(3) Higher quality and appearance level. Consumer demand for goods is no longer a single low-cost requirements, with the development of the economic life, the consumer to a higher level of life development, higher quality goods brand reputation, product materials, product quality, product workmanship, appearance, color and so on are the important factors that consumers decide whether to buy, Carrefour should provide higher quality service to customers higher levels of commodity appearance, to meet consumer demand.

(4) Standardized and personalized professional functions. What previous basic goods in production, consumers will buy what, market demand, but as the level of consumption growth, more and more consumer choice, new retail development by leaps and bounds, consumers on the basis of the standardization of goods urgently want more personalized professional features, consumer demand for different use Carrefour differences should be directed to provide personalized to meet the aspirations of consumers for goods.

5.2.2 Satisfy the Content Demands of Consumers

The essence of new retail is to provide consumers with "content" that exceeds their expectations all the time. The value demand of consumers is gradually increasing, and the Internet economy is gradually transforming into a content economy. Products or enterprises rely on content to attract consumers, so as to get more traffic and improve the stickiness of consumers.

(1) Social experience, sharing and communication. Past consumer understanding of the product from the side of word of mouth publicity, advertising, understanding for commodity usage is too limited, new retail pull close the distance between products and consumers, consumers bought the be fond of can be expressed in platform for goods, including goods related to commodity texture, user experience, commodity packaging is in good condition.

(2) the sense of participation. Goods of user evaluation function based on giving consumers more engaged, to share the user experience, it is recommended to use feeling good commodity, for goods are not satisfied, if the power cord is not long enough, simple sense is bad not satisfied, commodity color, material, use process has the problem such as sound businesses can pay close attention to, at any time and adjust and improve the feedback goods manufacturing.

(3) Cultural identity and value identity. Consumers in the choose and buy goods will also pay attention to brand, to a certain extent recognition and affirmation of the cultural value of commodity belongs to the

enterprise, consumer firm choice for brand is recognition of enterprise culture and enterprise value, Carrefour in the sales of the products at the same time, the page should also increase publicity of enterprise culture, such as a brand to youth consumer groups as the target object, main light extravagance and enjoy life, let the consumer know commodity prices slightly expensive but the pursuit of delicate life.

(4) Mobile APP interface needs to be improved. Carrefour should as far as possible the perfect product information, timely screening of consumers about the frequency of the service related issues are added to the introduction of details page updated, more goods for commodity details, should highlight annotation screening consumers more sensitive information, to facilitate consumers in goods out as soon as possible when the choice conforms to the heart.

(5) Improve consumer evaluation and feedback. As for product evaluation, Carrefour should guide consumers to reflect the advantages or disadvantages of the products in detail and accurately, provide more pertinent evaluation with reference value for other consumers, guide consumers to share the product quality, product service and usage feelings, etc., and hide invalid evaluation. Other shopping platform, merchants there brush single behavior, increase the rate of praise to enhance visibility, when consumer is screening of goods might sacrifice more time to decide which is the real buyers evaluation, which is a false praise of the buyers, it increases the difficulty and time, energy, consumer is bought, early screening for consumer evaluation of the purpose of faster to make a choice to consumers at the same time, enhance consumer trust.

5.2.3 Satisfy the Service Demands of Consumers

Service is an important guarantee for consumers to get better consumption experience. Carrefour should meet consumers' service demands from the following aspects.

(1) Property of goods and services. Consumers to purchase the commodity has its fixed working content, such as service is to provide consumers with photography, camera to record images, the information such as time, such as printers is to provide printing services for the consumer, after connecting the computer to print documents, pictures, web pages, etc, the most basic goods is its service properties, different specific requirements and service for the consumer, as the cost of goods, consumers need more complex functions of goods, provide consumers with more than the desired goods and services, such as mobile phones gradually covered the electronic navigation, photographic camera, consumer pay expends, the Internet, and other functions. In addition to washing, drying, self-cleaning and other functions of washing machine, Carrefour should provide commodities with different composite functions at different prices, so that consumers can have more functions and attributes when shopping a certain commodity.

(2) Directed Discount. Carrefour can set discounts for all consumers or members of specific consumption

levels in its mobile APP. For example, the drying products are sold at a low price in coastal cities with high demand for dryers due to the cold and wet weather. The drying products are sold at a low price in these cities. The drying products are sold at a low price in coastal cities with a preferential price for consumer groups, such as students, and special books and stationery are promoted at a preferential price. Another example is Carrefour, through background data analysis, targeted at consumers with no transaction records for nearly a month for preferential treatment, the system automatically allocates a full coupon or shopping at a super low price, etc.

(3) Seamless integration of different scenes. Traditional retail is the needs of consumers in purchasing under the premise of go to the mall or store, display of products, the details of the actual use, commodity itself involves the symbolization of capacity, size, and so on feeling, as well as the psychological expectations and price judgment, to decide whether a willingness to buy, produce the order. The new retail allows consumers to browse product details, product display, user evaluation, sales price and sales volume at any time and anywhere through the Internet, free from the constraints of time and place. Online mall in comparison to traditional retail the advantage of saving a lot of artificial, venue rental, product maintenance costs, provide consumers with the whole class style of all kinds of commodities for consumers to choose, consumers can choose in the search categories by sales or price for sorting, can also be used for the brand, performance, such as filtering, for consumers to choose to save time, to provide more high quality and personalized service.

(4) On-call service. For offline retail, service personnel have strict working hours, after the store closed there will be no service personnel to provide services for consumers, and online shopping is different, because the shopping scene from the mall to consumers can pick up the phone at any time login online mall shopping, sales staff need longer service time, to ensure that consumers can always get a reply for the details of the commodities.

(5) Intimate personalized service. New retail times after holographic portrait on consumers, can more detailed description of the consumers shopping tendencies and shopping habits, the same welcome screen can better meet the demand of consumer shopping, recent search goods on behalf of consumers currently more interested in such goods and easier to reach purchase, Carrefour, such products should be recent market performance in the corresponding consumers with better a few mobile phone APP directional push the main page. Through big data, the consumer's portrait can be calculated and the products they may be interested in can be pushed regularly. Personalized recommendation service for consumers based on gender, industry, age and consumption level can just reach purchase faster.

(6) Convenient and flexible experience and payment. Traditional retail originally cash payments, along with the development of the economic life, increasing the proportion of cash card, credit card payments, new retail customers to bring different experience at the same time to provide customers with more spending patterns,

gradually developed the online payment, WeChat pay, JD.com, ants spend bai, credit card, debit card on-line payment, apple and so on payment is convenient for consumers shopping, brought better shopping experience at the same time, people from the multifarious cash payments are inevitably brings multifarious, instead is a key to pay bring convenient and flexible, Carrefour should follow era development, and follow more payment methods.

5.3 Supportive Measures

5.3.1 Strengthen Corporate Culture Construction

Enterprise structure changes to adapt to the new retail. Traditional retail chain mode is "back-end hair force to promote the commodity business", as a enterprise's Marketing Department as the leading factor, and the age of the Internet, close to the user's ports have the optimal decision-making, the sales staff is the most understanding of consumer demand and online customer service personnel, they have a direct dialogue with consumers, understanding of consumer demand, so Carrefour management pattern must be changed to send force to pull the terminal business "front end". Carrefour should establish consumer intention to find, purchase intentions and offline purchase intent on cable, online purchase intention through consumers search bar on the mobile phone APP to retrieve, collect many times to retrieve similar search keywords but did not click on any product interface, summary search after browsing multiple similar items but has not your order of commodity information, summary search with the personnel of the service after consulting the concerned problems for the product details page consulting information, to find and search for related products to market research in a timely manner. Offline purchase intention is summarized through consultation and understanding between the sales staff and consumers after they naturally enter the store. When the products in the store and the mobile phone APP do not meet consumers' purchase needs, the sales staff should timely understand consumers' consumption needs and leave their contact information. The consumption demand of online and offline to feedback on the same day to consumption intention found department, research by purchasing personnel have a certain amount of consumption demand and the test of the product quality pass, after consumers from mobile phone APP, the system automatically displayed on the front page, will the goods from offline consulting consumer contact and recommended by the sales staff.

5.3.2 Strengthen the Construction of Enterprise Information System

In the future development of science and technology, high and new technology station protagonist, Carrefour should actively reach cooperation with Internet companies. For big data analysis, artificial intelligence and so on technical issues, and the related enterprises establish cooperation, work together, to retail to let the

consumer feel more comfortable and convenient in the direction of development, the analysis of the shopping list of each consumer shopping preferences, shopping goods combination and so on, provide consumers with more in line with the recommendation and search of mind guide.

In the context of new retail, cloud management of retail enterprises has become the norm, and cloud management and integration based on data center have become the management mode of mainstream Internet retail enterprises. Carrefour, must, by using the method of investment has its own data center, to strengthen the construction of Carrefour has its own cloud to cloud computing, big data of the concept of complete information system construction, to ensure its own independent operation of data centers, so as to ensure the stability of the new retail strategy implementation of Carrefour, this is as important as traditional retail stores investment of infrastructure investment.

5.3.3 Improve the Construction of Logistics System

Under the new retail background, in addition to continuing to improve the construction of logistics infrastructure, Carrefour should focus on the smooth implementation of the whole supply chain, close cooperation with upstream and downstream, so that the logistics supply chain system not only becomes a strong support for the realization of corporate strategy, but also becomes the core creativity of enterprise value creation.

(1) Continue to optimize the upgrade of the logistics management system. Carrefour should continue from the new situation and sum up experience in an emergency, make their own logistics supply chain system to meet the requirements of the new situation. Carrefour Logistics should establish a comprehensive and perfect terminal distribution network in cities with large consumer base and upgrade its home service. Through the background data monitoring, according to the different stores online consumer singular, timely supplement or reduce delivery staff, meet the needs of consumers curtilage home shopping, for remote region or a small number of consumers actively cooperate with other distribution platform, will be Shared income distribution orders with other platforms, agreed delivery time and other details.

(2) Establish cooperation with other enterprises to achieve win-win results. As Carrefour warehouse construction unceasingly, the increasing cost of artificial cost, sites, warehousing products according to the classification, FMCG replacement fast, warehousing cycle short, the large electric consumption is slow, storage time increases obviously, the production date and consumer use of some drug date/time is relatively long, in order to improve the utilization rate of storage, Carrefour should actively cooperate with other retail platform, its plentiful shortages and other platforms, with cooperation price for generation to other platforms, when their own shortages and other platforms are plentiful, with cooperation price for pick-up and delivery as

soon as possible, for the enterprise to save storage, and it also provides products to consumers more quickly.

(3) Integration of warehousing. The integration of the current warehouse with higher storage cost but lower sales volume, in the way of the center covering all around to establish a more complete product storage warehouse, conducive to the logistics to achieve product distribution.

(4) Add more outlets and increase cooperative logistics. Carrefour should increase the establishment of outlets, and establish cooperation with several logistics companies to achieve the target of reaching sales coverage areas within half a day.

6. Conclusions

6.1 The Main Conclusions

Along with our country economic development, the retail industry is developing rapidly, the market constantly optimized, the upgrading of consumption structure, consumption, consumption patterns innovation, consumer scenarios emerge in endlessly, online accelerated convergence, a new retail arises at the historic moment, open online stores to gradually increase the number of stores, to break the barriers of space and time, provide consumers with more convenient shopping scene, all the time at any time order, high-definition, detailed product introduction, and shopping evaluation and feedback. Online e-commerce companies set up physical stores to provide offline trial and online store drainage for consumers. Online flow advantages and offline scene advantages are perfectly complementary, integrated and upgraded, realizing the drainage of consumers from offline to online shopping, and at the same time attracting consumers from online to offline. Merchants can collect feedback from consumers more quickly for timely adjustment. At the same time, it is easier for merchants to keep track of the inventory situation and realize accurate replenishment.

Carrefour has been committed to build the national retail enterprises, this article through 7Ps, 4Cs theory analyzes the marketing status quo, Carrefour through porter five model analyzes the marketing environment, Carrefour through STP strategy analysis, and put forward under the new retail marketing strategy, think Carrefour should reconstruct the goods a, precise marketing digital consumer, clear through large data marketing consumer portrait. On-demand intelligent supply and APP intelligent push, personalized to meet the needs of consumers, the perfect integration of online and offline, to provide consumers with the ultimate shopping experience. The construction of consumption scene insists on making efforts on the mobile end, insisting on the Internet of stores, increasing the number of cloud stores, reducing the operating cost of enterprises, and giving full play to the characteristics of cloud store sales collaboration, experience, service and localized marketing. At the same time, it actively meets the new demands of consumers for goods, with a higher product mix with higher cost performance, higher quality and appearance level, standardization and

personalized functions. To meet consumers' demands for content, social experience, sharing and communication, cultural identification, value identification, consumer evaluation and feedback; To meet consumers' new demands for services, commodity service attributes, targeted discounts, seamless integration of different scenarios, on-call personalized services, convenient and flexible experience and payment, perfect after-sales service and value-added services. At the same time of building Carrefour, it uses Internet technology to force the physical chain, and gradually transforms the previous pure sales-oriented physical stores into a new retail that integrates product sales, product display, product experience, service, culture and entertainment. The construction of enterprise culture, information system and logistics to Carrefour China marketing strategy to provide a strong guarantee.

6.2 Research Limitations and Prospects

Due to subjective factors such as my limited academic level and objective factors such as the fact that many reform measures of Carrefour China have not been implemented for too long, there are still many areas to be further studied in this paper.

First, it takes a certain period of time to observe the effect of the reform measures of such a large enterprise as Carrefour, which brings some uncertainties to the research analysis and conclusion of this paper, which is the limitation of this paper.

Second, in view of my economic skills, the whole paper adopts more standardized analysis methods, lack of relatively new research tools and economic models, which still need to be further strengthened.

Third, the development of the real economy and the Internet economy is still in the stage of mutual mode. In the future, can retail enterprises provide innovative business models and innovative value positioning to attract consumers to spend more? What mode and what channels should be used to capture the growth of consumer demand? Retail enterprises still need to be explored and further analyzed by the academic circle.

In the era of the Internet, people's consumption level is constantly improving, consumer preferences and consumer segmentation are ever-changing, scientific and technological innovation is changing with each day, and online and offline integration and mutual promotion are deepening. It is necessary to combine theoretical learning with practice through a large number of literature and books. However, due to my limited experience, there are still some shortcomings in the research content. I hope to make continuous improvement in the future research and keep trying to make it more perfect and comprehensive.

References

- [1] Barney Jay. Firm resource sand sustained competitive advantage[J].Journal of Management, 1991, 17 (1): 99-120.
- [2] Brown,S.1992. Retail Location:a Micro-Scale Perspective. Aldershot: Avebury(Ashgate Publishing).
- [3] C.K.Prahalad, G. Hamel. The Core Competence of the Corporation[J].Harvard Business Review, May-June, 1990.
- [4] Colin Campbell-Hunt.What have we learned about generic competitive strategy ? A meta-analysis[J].Strategic Management Journal, 2000, 21 (2): 127-154.
- [5] Cheng Yu, sun Jianguo. Theoretical model of business model: elements and their relations [j]. China's industrial economy, 2013 (01): 12-16.
- [6] David J. Collins, Cynthia A. Montgomery. Corporate strategy: Based on resource theory [M]. Beijing: machinery industry
- [7] Davies,M. and Clarke,I.1994.A Framework for Network Planning. International Journal of Retail and Distribution management,22(6),6-10.
- [8] Chen Yiwen, Wang Chuanxu. Decision making and coordination research of manufacturers, transporters and retailers considering carbon emissions [j]. Shanghai management science, 2015 (04): 56-62
- [9] Deng Yang, Wang Yang. A study on the transformation and development of department stores in China under the omnichannel environment [j]. Enterprise economy, 2015 (11): 135-140
- [10] Du Ruiyun, Jiang Kan. New retail: connotation, development motivation and key issues [J]. Price theory and practice, 2018 (05): 7-9.
- [11] Eisenhardt, K.M.&Martin.J.A. Dynamic capacities: what are they? [J].Strategic Management Journal, 2000, (21): 1105-1121.
- [12] Fanpeng. New retail: the horn of the fourth retail revolution [m]. Beijing: CITIC Industrial Press, electronic industry press, 2018:10
- [13] Guo Rui, Wu Guisheng. Analysis of business model theory [j]. Technology economy, 2014 (11): 35-40
- [14] Gao Daoyou. Innovation of retail business model in the context of omnichannel strategy [j]. Business economy research, 2016 (12)
- [15] Ji Huisheng, Lu Qiang, Wang Hongwei. Design of Internet business model based on value [j]. Beijing University of post and Telecommunications
- [16] Jim Tompkins. The emergence of ' new retail'[J]. Industrial and Systems
- [17] Krishnan, Jayanthi. Audit Committee Quality and Internal Control: An Empirical Analysis[J]. The

Accounting Review,2005,80(2):649-675.

- [18] Li Fei. The meaning, causes and Countermeasures of omnichannel retail [J] Journal of Beijing University of industry and Commerce (SOCIAL SCIENCE EDITION), 2013 (02): 1-11
- [19] Liu Jianhua. When traditional business meets new retail [J]. Xiaokang, 2018 (1): 43-45
- [20] Ma Shanshan. New retail: reconstructing consumption habits [J]. China logistics and purchasing, 2018542 (01): 38-39
- [21] Maijoor S. The Internal Control Explosion[J]. International Journal of Auditing, 2010,4(1):101-109.
- [22] Merle Naidoo, Alexandros Gasparatos. Corporate environmental sustainability in the retail sector: Drivers, strategies and performance measurement[J]. Journal of Cleaner Production,2018,203.
- [23] Michael Porter. Competitive strategy [M]. Chen Xiaoyue. Beijing: Huaxia publishing house, 2005
- [24] Raaid Batarfi, Mohamad Y. Jaber, Salem M. Aljazzar. A profit maximization for a reverse logistics dual-channel supply chain with a return policy[J]. Computers & Industrial Engineering,2017,106.
- [25] Richard S. Allen et al. Porter's generic strategies: an exploratory study of their use in Japan[J].Journal of Business Strategy, 2007, 24 (1) .
- [26] Stav Fainshmidt, Lucas Wenger, Amir Pezeshkan, Mark R.Mallon. When do Dynamic Capabilities Lead to Competitive Advantage? The Importance of Strategic Fit[J].Journal of Management Studies, 2019, 56 (4) .
- [27] Stuart Orr. Daring to tap external strategic resources: competitive advantage in global industries[J].Journal of Business Strategy, 2019, 40 (3) .
- [28] Tang Tiantian, Hu Pei. New retail motivation and strategy of online and offline + logistics integration development [J]. Price monthly, 2018 (8) .90-94.
- [29] Tang Ziwei, Huang Wei, Zheng Xiaoming. The study of marketing transformation of traditional retail industry under the background of "Internet plus" Take Yonghui super species as an example [J]. Wireless Internet technology, 2018,. 15; No.135 (11): 117-118+129.
- [30] Wang Hui. Case study on internal control of e-commerce enterprises [D]. Institute of financial science, Ministry of finance, 2013
- [31] Wang Kun, Xiang Feng. Theoretical framework and research paradigm of "new retail" [J]. China's circulation economy, 2018, (1): 3-11
- [32] Wu Shuipeng, Chen Hanwen, Shao Xiandi. Development and Enlightenment of enterprise internal control theory [J]. Accounting research, 2000 (5): 2-8.
- [33] Wu Qiusheng, Liu Pei. An Empirical Study on the influence of corporate culture on the effectiveness of internal control -- a questionnaire survey based on Denison's corporate culture model [J]. Economic issues,

2015 (7): 106-114

- [34] Xue Weifeng. New retail: development motivation, technical support and basic business model analysis [J]. Zhifu era, 2018 (6): 28-28.
- [35] Ye Biyong. Establishment of internal control system of commercial retail enterprises based on risk management. Modern commerce 2011 (24): 18-18
- [36] Zhang Jiashun. Connotation, causes and practice prospect of new retail [J]. Enterprise reform and management, 2018 (001): 61-62
- [37] Zhao Shumei, Xu Xiaohong. The meaning, mode and development path of "new retail" [J]. China's circulation economy, 2017 (05): 12-20.
- [38] Zhou Chengjun, Li Yan. The development trend of packaging design in the new retail era [J]. Works of art, 2018 (3Z): 196-197.
- [39] Zhu Kaixia. Research on the relationship between dynamic capability and enterprise business model innovation [J]. Research on business economy, 2015 (05): 13-13.
- [40] Zott, C. Dynamic capacities and the emergency of intra-industry differential firm performance: insight from a simulation study[J].Strategic Management Journal, 2003, (24): 97-125.

Course of

SUPERVISOR

CO-SUPERVISOR

CANDIDATE

Academic Year

Contents

Abstract.....	I
1. Introduction.....	1
1.1 Research Background, Purpose, and Significance	1
1.1.1 Research Background	1
1.1.2 Research Purpose.....	2
1.2 Literature Review	2
1.2.1 Research on Marketing Strategy.....	2
1.2.2 Research on New Retail.....	3
1.2.3 Literature Summary	4
2. Theoretical Framework.....	4
2.1 the New Retail	4
2.1.1 New Retail Theory.....	4
2.2 the Marketing Strategy and found	6
2.2.1 Marketing 7Ps Theory	6
2.2.2 Marketing 4Cs Theory	6
2.2.3 Segmentation, Targeting and Positioning	7
3. Retail Business Environment Analysis.....	7
4. Carrefour China Development Background, Marketing Environment, Customer Analysis, Marketing Strategy, and Problem Identification	8
4.1 Carrefour China Development Background	8
4.1.1 Carrefour China the Introduction.....	8
4.1.2 Carrefour China Development Situation	8
4.2 Carrefour China Marketing Strategy under New Retail Format	9
4.2.1 Partnership and Cooperation Model	9
4.3 Identification of Carrefour China Problems	9
4.3.1 Laggard Business Model	9
4.3.2 Lagged Market Response	9
4.3.3 Consumers' Shopping Needs Cannot Be Met.....	9
5. Marketing Strategy Plan for Carrefour China under New Retail Format.....	10
5.1 Rebuild "People -Goods - Place" Scheme	10
5.1.1 Precision Digital Marketing of Consumers	10
5.1.2 Intelligent Supply on Demand and Intelligent Push through Application.....	10
5.2 Design customer-centric Shopping Experience to Meet Consumers' Needs.....	10
5.2.1 Satisfy the Commodity Demands of Consumers.....	10
5.2.2 Satisfy the Service Demands of Consumers.....	11
5.3 Supportive Measures	11
5.3.1 Strengthen Corporate Culture Construction	11
6. Conclusions.....	12
6.1 The Main Conclusions	12
6.2 Research Limitations and Prospects	12
References.....	13

Abstract

Retail is an industry that sells consumer goods and related services to individuals or social organizations. It is a fundamental industry related to the national economy and people's livelihood. With the development of China's economy, the retail industry has developed rapidly. Online shopping and the continuous development of the rural market have made the total retail sales increase continuously. With the continuous optimization of market structure, the upgrading of consumption, consumption, consumption mode innovation, consumer scenarios emerge in endlessly, online accelerated convergence, ma in 2016 for the first time put forward the concept of new retail commodity production, circulation and sales process for upgrading, reshape the industry structure and the ecosystem, online, offline experiences, modern logistics service for depth fusion, always provide consumers with more than the desired content, new retail pays attention to break the barriers between different retail channels, a refactoring one goods.

Under the impact of new retail, the number of physical stores opening online shopping malls is gradually increasing, breaking the barriers of space and time, providing consumers with multi-scene convenient shopping, ordering at any time during the whole time, high-definition, detailed product introduction, shopping evaluation and feedback. Online e-commerce companies set up physical stores to provide offline trial and online store drainage for consumers. Online flow advantages and offline scene advantages are perfectly complementary, integrated and upgraded, realizing the drainage of consumers from offline to online shopping, and at the same time attracting consumers from online to offline.

As a traditional retail enterprise, Carrefour has been committed to the transformation and development of retail industry. With the acquisition of Carrefour by Suning Tesco, Carrefour China has been actively building online and offline integration to promote the new retail transformation of enterprises. In this paper, under the background of new retail to carrefour China as the research object, first reviews the literature and theoretical basis, the second in SUNING.COMCO.,LTD., customers of the development process of the analysis, based on the analysis of marketing environment, marketing strategy analysis, and put forward the promotion marketing strategy based on the theory of new retail design, think the carrefour in China should be accurate marketing digital consumer, on-demand intelligence supply and build consumer scenario adhere to the mobile terminal, refactoring a cargo. At the same time, consumers' new demands for commodities, content and services should be actively met. Through the research of Carrefour's marketing strategy, this paper is helpful to improve the customer satisfaction and market competitiveness of Carrefour in China and other enterprises in the same industry under the new retail background.

Key words: New Retail; Marketing Strategy; Business Mode; Carrefour;

1. Introduction

1.1 Research Background, Purpose, and Significance

1.1.1 Research Background

Retail industry is an industry that sells consumer goods and related services to ultimate consumers, individuals or social groups. It is a fundamental industry related to the national economy and people's livelihood. With the development of the economy, China's retail industry has developed rapidly. In 2019, the total retail sales of consumer goods increased by 8% compared with that of 2018, and the total retail sales of consumer goods reached 41.16 trillion yuan, with a slightly lower growth rate than the same period last year. The consumer market continued to maintain a stable and weak recovery.

Traditional retail enterprises are not only facing the decline of sales and daily customer flow, but also facing the continuous increase of operating costs, such as: warehousing and logistics distribution, store rent, human resources costs. At the same time, the development of informatization is backward, the market scale is constantly eroded, there is no new profit growth point, the talent cannot be attracted, the new technology cannot be fully utilized, the consumption experience is poor, the transformation is always but there is no substantive breakthrough, all these are the difficulties faced by the traditional retail industry. On the other hand, online shopping develops rapidly, VR shopping scene, web celebrity with goods sales, fragmented consumption, experiential economy, community business, often big screen with small screen, connected with the whole screen of the consumption proposition. It can be seen that while developing rapidly, but companies fight height, growth momentum is falling and guest costs more and more high, such as Alibaba and JD.com TMT giant is to revaluation of offline channels, expand the entity stores, acquisition of mergers and acquisitions of domestic and foreign retail giant enterprises.

Ma Yun put forward the concept of "new retail" for the first time at the Cloud Conference held in Hangzhou in 2016. He believed that there would be no simple e-commerce in the future, instead, it might be new retail, which means that online and offline logistics will be deeply integrated in the future, and only then will the new retail come into being. Ma Yun believes that the core of his definition of new retail lies in the reconstruction of the "human goods yard", so as to produce a new form of business. Liu Qiangdong, CEO of JD.com, proposed in 2017 that the fourth retail revolution would be based on Internet e-commerce and bring human beings into the era of artificial intelligence through technological innovation.' The nature of retail will not change,' Mr. Liu said. 'What will change is the infrastructure.' The era of "boundless retail" will be accelerated by the upgrading of infrastructure.

On January 23, 2018, Carrefour China joined hands with Tencent and Yonghui to deeply integrate WeChat payment, cloud computing and supply chain. It can be seen that two super giants, Alibaba and Tencent, will

soon appear in China's retail market. Whether it is Ma's "new retail" or Liu Qiangdong's "fourth retail revolution," capital markets and technological forces all believe that physical retail may be the next outlet, which provides unlimited opportunities for China's physical retail market.

1.1.2 Research Purpose

Founded in 1959, Carrefour Group is the pioneer of hypermarket business, the largest retailer in Europe and the second largest international retail chain group in the world. It now has more than 11,000 operating retail units in 30 countries and regions. In 2018, Carrefour's operating revenue in China was nearly 30 billion yuan, ranking in the top 10 of China's top 100 FMCG (supermarket/convenience store) chains in 2018. On June 23, 2019, Suning International, a wholly-owned subsidiary of Suning Tesco, proposed to acquire 80% of Carrefour China shares for 4.8 billion yuan.

As a traditional retail giant, how does Carrefour adapt to the new retail trend of the industry? How to use online and offline channel resources to help it achieve business growth? How to grasp the pain points of consumers, to provide consumers with a new shopping and value-added service experience?

Research purpose of this article is through the case analysis, selecting of carrefour China as a case study of carrefour China's existing marketing strategy and market positioning, to analyze its market competition pattern and main problems, and based on the theory of new retail to carrefour China in the fierce competition in the retail market, to maintain rapid growth to provide a full range of strategic Suggestions, which can provide the reference for the relevant enterprises.

1.2 Literature Review

1.2.1 Research on Marketing Strategy

Retail industry along with the start of the first industrial revolution, the development of mechanization production gave rise to the influx of wholesaler, department stores in large cities on the map, along with the economic crisis and the development of automobile industry, retail industry ushered in the super market, with the continuous improvement of living standards, consumers better quality for the material proposed shopping more convenient, such as convenience stores, stores, shopping center arises at the historic moment, the Internet into the homes of the 90 s, electronic commerce gradually rise, nowadays the convergence of Internet and retail has given rise to new retail, retail at various stages of the development of the most urgent to solve forever is the marketing strategy. At present, the theoretical model surrounding marketing strategy has been mature. McCarthy (1960) first put forward the 4P Theory in his book Marketing. He believed that the profitability of an enterprise is mainly affected by four aspects, namely Price, Product, Promotion and Place.

4Ps theory provides a framework for marketing, but from the standpoint of 4Ps theory is standing in the perspective of enterprise marketing theory, slaughter friends (1990) put forward that the core of corporate profits is the Consumer demand, from the perspective of the Customer marketing research to produce the 4Cs theory, respectively is a Customer Cost, Customer Value, Customer Convenience and Customer Communication. Wajire P (2017) believes that better sales growth can be achieved in the retail market if images are classified according to the specific categories they belong to.

Lekhwar S(2019) believes that big data analysis can bring greater opportunities and possibilities to the retail industry. Michael(2002) believes that retail includes commodity management, personnel management and financial management. Commodity management includes commodity price and sale management, commodity inventory management, commodity loss management, personnel management including the composition of the organizational structure of the staff, rules and regulations management, financial management including sales data collection and accounting, inventory, change, record payment methods.

1.2.2 Research on New Retail

The concept of "new retail" was first put forward by Jack Ma in the cloud conference in 2016, and then the concept gradually stepped into the public's vision. Under the background of new retail, Alibaba, JD.com and other Internet giants successively entered the bureau with a strong force, and a series of innovative business models were born. Ali institute in new retail research report (2017) pointed out that the core of the new retail is the inner demand for this, the experience to consumers as the center, reconstructing the traditional supermarket distribution channels and space, the integration of multiple formats, improving consumer's shopping experience, open online a body to all channel sales, from the aspects of mode of operation, product positioning, etc for different levels of innovation.

Wang Zhengpei (2019) believes that new retail is centered on consumers' experience. While analyzing and predicting consumer behavior, manufacturers participate in production decisions and value chains, solve the pain points and development bottlenecks in traditional retail, and better realize the development of retail. Du Ruiyun et al. (2018) believe that the business development model is gradually changing from producer-oriented to consumer-oriented. Online focuses on payment function to generate transactions and provide low price and convenient consumption mode, while offline focuses on commodity experience and screening to provide a good shopping environment.

Su Dongfeng (2017) defined new retail from the perspective of "three new", namely, consumer shopping value (" new value "), "Internet +" dynamic new technology (" new technology "), and synergy of business ecosystem (" new synergy ").The retail industry in the future will develop towards more functional shopping value, enjoyment shopping value and social shopping value. The development and application of new technology

will drive the retail industry to a higher level to realize the integration development of goods, services and experience.

1.2.3 Literature Summary

To sum up, the domestic and foreign research on marketing strategy system and mature theory, can very good service from the traditional marketing, with the improvement of residents' living standards, per capita disposable income increased, the constant innovation of science and technology, puts forward higher requirements for the retail consumers, the "new retail" arises at the historic moment, the "new retail" aspects of the research was still in the stage of foundation and the exploration stage, mature marketing strategy under the new retail environment, exposed some shortcomings, the traditional marketing strategy for the enterprise in the fierce market competition to provide more competitive and prospect theory basis. There are relatively few researches on the difficulties faced by enterprise development, consumer demands and marketing strategy innovation. Under the guidance of 4Ps theory, Porter's Five Forces Model and STP theory, this paper proposes solutions to Carrefour's shortcomings in the marketing process under the background of new retail, and discusses the optimization of marketing strategies.

2. Theoretical Framework

2.1 the New Retail

2.1.1 New Retail Theory

New retail new mode (retail), is an individual, enterprise, which is based on the Internet, by using intelligent, big data, cloud computing and other advanced technology, production, circulation of commodities and online sales of upgrading the link, and then create a new retail ecosystem, and the online and offline + logistics in-depth integration of new business model¹.

In 2016, the State Council general office issued "opinions about promoting entity retail innovation transformation, on the issue of promoting online fusion, made clear that" to guide the entity retail enterprises gradually raise the level of informationization, the offline logistics, service, experience and other advantages and online business flow, cash flow, information flow integration, develop intelligence, network of the whole channel layout."

Under the new retail background, the core essence of retail stores around customers is quality, service and experience. New retail model based on the Internet thought, is the enterprise in combination with digital, intelligent product after the upgrade, aims to promote online integration process, make the Internet resources

¹ Yang Lingya. The connotation, characteristics and types of "new retail" [J]. Modern marketing (next issue), 2019 (12): 8-9

and entity retail terminal to form resultant force, so as to complete the consumption price is given priority to guide value is given priority to upgrade the overall transformation, this is the shopping center development direction in the future. In the future, brick-and-mortar retail enterprises must rely on big data and use scientific and technological means to reduce the cost of goods and services, which is the basis for the survival of the retail industry in the future.

Table 1: Difference between New Retail and Traditional Retail

Category	New Retail	Traditional Retail
Shopping Channel	Multi channel connection including online and offline	Offline physical stores
Shopping Scenario	Store, livestream, APP, VR, mini-program, touch screen, smart shelf, mini store, smart delivery, etc	Physical shop shopping, with on-site payment and goods taken
Value System	A variety of personalized experience scenarios with high-quality service; Achieve profit goals through of tangible and intangible goods	Rely on offline stores to sell goods to customers and earn the price difference
Time and Space	Without time and space limitations, with various payment method	Fixed time and space
Business Mode	With the help of cloud computing, intelligence, big data and other advanced technologies, customer behavior is analyzed to meet their needs, and personalized marketing scheme is formulated	The operator infers the consumer's demand according to his own work experience with low accuracy
Service	Customer-oriented	Goods-oriented

Source: Author Collection and Analysis

2.1.1.1 New Retail Main Features

(1) Focus on the Customer's Perspective

The new retail model puts more emphasis on customer-centered, attaches importance to the sense of customer experience, and tries its best to meet the personalized needs of customers through online and offline all-channel. While providing customers with high-quality goods and services, it also brings them higher spiritual pursuit and enjoyment.

(2) Digital and Intelligent Precise Marketing

Retail enterprises rely on advanced Internet-based technologies such as AI face recognition system and user big data analysis to establish a comprehensive and accurate personal database for each customer. For example, when the customer scans the two-dimensional code or is monitored by the face recognition system, the database system can obtain the customer's personal information, consumption trajectory, consumption location, consumption ability and other data through the background system and form the consumption data, and the

background system will analyze and integrate these data, known as consumer portrait. The logistics of goods in retail stores realizes the intellectualization of the Internet of Things. The intelligent hardware of the system covers the functions of goods inventory, intelligent payment, VHL, etc., and constructs a new experiential retail consumption scene.

2.2 the Marketing Strategy and found

2.2.1 Marketing 7Ps Theory

In 1981, on the basis of the 4Ps marketing theory (product, price, promotion and channel), Beinart and Boombs put forward the 7Ps marketing theory, adding three Ps, namely: People, Process and Physical Evidence. 7Ps constitute the basic framework of service marketing.

(1) Personnel

In the 7P marketing mix, it is a very important component. In the service process, people, including customers and employees, are directly or indirectly involved in the marketing service process, and in this process, added value is added to the total supply of existing social services and products.

(2) Process

The process in which services are realized through certain procedures, mechanisms and activities (i.e., consumer management process). The market environment in the marketing process is unpredictable, so it is necessary to timely monitor and adjust the whole business process in order to achieve steady development.

(3) Physical Evidence

Physical evidence includes material environment, information display, price display, etc. The purpose is to get closer to the needs of customers, make the things that customers cannot touch before turn into tangible services, so as to recognize and feel the service quality provided.

(4) Products

Enterprises provide tangible or intangible products to consumers according to their needs in order to achieve marketing objectives.

2.2.2 Marketing 4Cs Theory

From the perspective of consumers, 4C marketing theory aims to pursue consumer satisfaction. The 4Cs represent the four factors of customer, convenience, cost and communication.

(1) Customer

Customers, the establishment of customer-centered marketing concept, all business activities are around how to fill the needs of consumers. While consumers have different levels of demand, enterprises should do a good job of understanding what different customers are pursuing, such as customers' preferences, requirements for goods, ways of being served, etc. Only by studying more and comprehensively analyzing customers, from

buying habits to buying behaviors, can we better serve customers and meet their needs. What enterprises provide consumers is not only the commodity itself, but also the attached service value and the derived potential customer value.

2.2.3 Segmentation, Targeting and Positioning

Market Segmentation, Targeting and Positioning Theory includes S, T and P. Market Positioning: S refers to market segmentation and T refers to market targeting, while P refers to market positioning.

(1) Market Segmentation

Market Segmentation According to the differences in consumer demand, the existing resources of enterprises to select the target market. The marketing strategy formulation lays the foundation. The foundation of future marketing strategy formulation, improve the efficiency of the enterprise. Variable factors generally include: geographical variables, such as administrative region division, natural geographical environment, urban population differences, etc.

(2) Market Targeting

The target market is the specific target group, brand type and activity field determined by the enterprise after the final analysis. The main business object of the enterprise is the consumer group in these market segments. Choose a target market conducive to their own advantages and seize the opportunity, the best is the competitors have not found or do not pay attention to the blank area.

(3) Market Positioning

Market positioning is the result of market segmentation and target market selection. Factors affecting market positioning include: existing brands, customer demand, competitors' brands, corporate image and so on. Market positioning includes: target market positioning, based on their own advantages to establish the target market; Enterprise positioning, according to the market positioning to require their own product quality, staff service attitude, personal image, in line with their own positioning image, improve the reputation of the enterprise; Product positioning, enterprises should be clear about their own and competitors in product use, quality and other aspects of the similarities and differences, and accurate positioning of the market; Competitive positioning, clear their own market position, do not use each other's advantages, use their own advantages to select more valuable goods and better services¹.

3. Retail Business Environment Analysis

Based on the literature review of business model, this chapter reviews the status quo of foreign retail business model, summarizes the business development process of China's retail industry since the founding of new

¹ Wu Yanxia. The study on the location and marketing strategy of block B of JY shopping plaza [d]. Yunnan University, 2013

China, and analyzes the general models of retail enterprises in different development periods, and expounds the types, characteristics and Enlightenment of business model innovation in China's retail industry. Compared with domestic retailers, foreign retail enterprises have the advantages and characteristics of high technology content, networking and high degree of intelligence. In contrast, domestic retail enterprises are still in the growth period in terms of scale and business model. China's retail industry, which has developed in a relatively short period of time, has developed rapidly. It is imperative to make great efforts in the transformation of business model in order to stand on the same competitive platform with international competitors.

4. Carrefour China Development Background, Marketing Environment, Customer Analysis, Marketing Strategy, and Problem Identification

4.1 Carrefour China Development Background

4.1.1 Carrefour China the Introduction

The Carrefour Group was founded in 1959 in Boulogne, France by its founders, the Fourier-de Frey family. It created a new type of retail business, the hypermarket. Carrefour entered other countries and regions in 1969. It was listed in Paris in 1970. After years of development, Carrefour is now Europe's largest retail enterprise, with operations in more than 30 countries and regions around the world. Carrefour's mission is to strive to provide consumers with affordable and satisfactory goods and services, and to make its own contribution to the promotion of local business economy.

Carrefour entered the Chinese market in 1995. With its advanced supermarket management methods and business philosophy of "Happy Shopping Carrefour" and "One-stop Shopping", Carrefour has been well received by many customers. Carrefour has opened many stores in China in just a few years. It has also introduced two retail formats, Dia Discount and Champion Food Supermarket. Carrefour established its regional sourcing network in China in 2002, with its global sourcing headquarters in Shanghai and regional sourcing centers in 10 other cities. By the end of 2008, Carrefour had been in a peak state for 13 years. In 2009, Carrefour began to decline, losing to RT-Mart and Wal-Mart. Faced with the impact of e-commerce in China, Carrefour's market share in China has continued to decline.

4.1.2 Carrefour China Development Situation

From 2006 to 2018, Carrefour's revenue in China increased from 2.48 billion euros to 4.14 billion euros, with CAGR of 4.36%. In 2014, Carrefour's operating revenue in China experienced negative growth for the first time, and then again in 2016 and 2018.

4.2 Carrefour China Marketing Strategy under New Retail Format

4.2.1 Partnership and Cooperation Model

4.2.1.1. Relationship with Customers

In the past, it was difficult for supermarkets to obtain user data, and physical retailers could only collect and analyze the cashier receipts of customers based on POS machines. Even if some of the information was simple, it was difficult to understand customers' preferences and consumption habits. Now Carrefour needs to use Tencent platform to establish a member database through the circle of friends advertising, small programs, etc., the membership rate has reached 90%. Carrefour has added 2.5m members in just three months. With the formation of continuous interaction with customers, Carrefour also through the online mall, shopping websites and other online communication with customers.

4.3 Identification of Carrefour China Problems

4.3.1 Laggard Business Model

Carrefour has a high dependence on various derivative charges and weak supply chain and commodity operation capacity. With the increasing concentration of Carrefour's purchasing power, Carrefour's bargaining power becomes stronger, which further squeezes the profit of suppliers and deteriorates its relationship with suppliers, which leads to the loss of suppliers, price raising of suppliers, frequent shortage of goods and slow commodity update, which directly damages the shopping experience of consumers. From the perspective of financial indicators, the turnover days of accounts payable and accounts receivable of Carrefour are higher than the level of the same industry, that is, the supply chain funds are occupied for a long time; However, when the zero-supply relationship deteriorates, it is difficult to collect various fees and the weekly shift of accounts receivable is slow.

4.3.2 Lagged Market Response

In the face of the rapidly changing Chinese consumer and retail landscape, Carrefour China is slow to respond, on the one hand, because of its lack of incentives and weak execution; On the other hand, as a multinational group, the Chinese team has poor autonomy in large investments and important decisions related to logistics center, supply chain, new channels and so on.

4.3.3 Consumers' Shopping Needs Cannot Be Met

With the rise of online shopping, express delivery and take-out, "hoarding" becomes outdated, especially among young people. Even if they don't shop online, walking two steps to the convenience store has become the inner choice of lazy people, who are less willing to make the long journey to the supermarket. The physical stores of large supermarket groups need to optimize the environment, provide better shopping experience and

promote sales. On the other hand, we should also develop online shopping business and follow consumers from offline to online. In addition, in the store to open fresh food and beverage stores or entertainment facilities, do have a certain appeal to consumers, can establish a brand image.

5. Marketing Strategy Plan for Carrefour China under New Retail Format

5.1 Rebuild "People -Goods - Place" Scheme

5.1.1 Precision Digital Marketing of Consumers

The growth rate of Chinese consumers through online shopping is much faster than that of other countries. Consumers' demands for commodities have changed from price to quality. High-quality, high-tech, personalized and petty bourgeoisie life represent consumers' upgrading direction. Merchants through personal basic information, professional information for consumers, consumption level, daily habits, recent browse commodity information analysis and processing, such as the consumer portrait by the initial fuzzy group to all is a clear picture, can more clear and accurate forecasting consumer shopping needs to search goods, such as the pursuit of fashionable white-collar choice in consideration of the product style of product performance, brand reputation, appearance, etc., then consider price of the product, product power consumption situation, college students shopping preference is durable goods, the price is materially beneficial, a variety of functions, style, good-looking, etc.

5.1.2 Intelligent Supply on Demand and Intelligent Push through Application

Carrefour combines products according to demand to provide consumers with an optimal supply chain. It forecasts consumption and corresponding goods based on the search preferences, shopping tendency and type of ordered goods of people in different cities and regions, and optimizes supply chain, transportation and storage warehouse to minimize the order cost and achieve the fastest consumption and transportation.

In 2019, Carrefour made a breakthrough in the development of FMCG and general merchandise categories through the acquisition of Wanda Department Store and Carrefour China. While giving full play to the advantages of scale procurement, it establishes the FMCG supply chain performance model integrating Suning stores and Carrefour warehouses, and promotes the in-store and in-home sales of FMCG products with full scene, high time efficiency and low cost.

5.2 Design customer-centric Shopping Experience to Meet Consumers' Needs

5.2.1 Satisfy the Commodity Demands of Consumers

With the rapid economic development, China's retail industry has gradually shifted from confrontation to

integration of online and offline. Consumers have become the main driving force affecting the development of the retail industry. Only those merchants who can more accurately grasp consumer needs can win the favor of consumers and thus win the market.

At present, under the background of the overall economic growth slowing down, the rapid improvement of urbanization level and the accelerated transformation of retail formats, Chinese consumers show five characteristics: quality of goods, consumer differentiation, mobile consumption, aging population and diversified channels. Along with economic development, increasing commodity subdivided, the demands of consumers for goods by original demand to the quality of life needs, art demand, individuality demand, convenient, personalized customization demand changes, such as different consumer demands for goods is not the same, Carrefour China should actively screening of all kinds of brand for consumers, style, function and price of different products for customers to choose.

5.2.2 Satisfy the Service Demands of Consumers

Service is an important guarantee for consumers to get better consumption experience. Carrefour should meet consumers' service demands from the following aspects.

(1) Property of goods and services. Consumers to purchase the commodity has its fixed working content, such as service is to provide consumers with photography, camera to record images, the information such as time, such as printers is to provide printing services for the consumer, after connecting the computer to print documents, pictures, web pages, etc, the most basic goods is its service properties, different specific requirements and service for the consumer, as the cost of goods, consumers need more complex functions of goods, provide consumers with more than the desired goods and services, such as mobile phones gradually covered the electronic navigation, photographic camera, consumer pay expends, the Internet, and other functions. In addition to washing, drying, self-cleaning and other functions of washing machine, Carrefour should provide commodities with different composite functions at different prices, so that consumers can have more functions and attributes when shopping a certain commodity.

5.3 Supportive Measures

5.3.1 Strengthen Corporate Culture Construction

Enterprise structure changes to adapt to the new retail. Traditional retail chain mode is "back-end hair force to promote the commodity business", as a enterprise's Marketing Department as the leading factor, and the age of the Internet, close to the user's ports have the optimal decision-making, the sales staff is the most understanding of consumer demand and online customer service personnel, they have a direct dialogue with consumers, understanding of consumer demand, so Carrefour management pattern must be changed to send force to pull the terminal business "front end". Carrefour should establish consumer intention to find, purchase

intentions and offline purchase intent on cable, online purchase intention through consumers search bar on the mobile phone APP to retrieve, collect many times to retrieve similar search keywords but did not click on any product interface, summary search after browsing multiple similar items but has not your order of commodity information, summary search with the personnel of the service after consulting the concerned problems for the product details page consulting information, to find and search for related products to market research in a timely manner. Offline purchase intention is summarized through consultation and understanding between the sales staff and consumers after they naturally enter the store.

6. Conclusions

6.1 The Main Conclusions

Carrefour has been committed to build the national retail enterprises, this article through 7Ps, 4Cs theory analyzes the marketing status quo, Carrefour through porter five model analyzes the marketing environment, Carrefour through STP strategy analysis, and put forward under the new retail marketing strategy, think Carrefour should reconstruct the goods a, precise marketing digital consumer, clear through large data marketing consumer portrait. On-demand intelligent supply and APP intelligent push, personalized to meet the needs of consumers, the perfect integration of online and offline, to provide consumers with the ultimate shopping experience. The construction of consumption scene insists on making efforts on the mobile end, insisting on the Internet of stores, increasing the number of cloud stores, reducing the operating cost of enterprises, and giving full play to the characteristics of cloud store sales collaboration, experience, service and localized marketing. At the same time, it actively meets the new demands of consumers for goods, with a higher product mix with higher cost performance, higher quality and appearance level, standardization and personalized functions. To meet consumers' demands for content, social experience, sharing and communication, cultural identification, value identification, consumer evaluation and feedback; To meet consumers' new demands for services, commodity service attributes, targeted discounts, seamless integration of different scenarios, on-call personalized services, convenient and flexible experience and payment, perfect after-sales service and value-added services.

6.2 Research Limitations and Prospects

Due to subjective factors such as my limited academic level and objective factors such as the fact that many reform measures of Carrefour China have not been implemented for too long, there are still many areas to be further studied in this paper.

In the era of the Internet, people's consumption level is constantly improving, consumer preferences and consumer segmentation are ever-changing, scientific and technological innovation is changing with each day, and online and offline integration and mutual promotion are deepening. It is necessary to combine theoretical learning with practice through a large number of literature and books. However, due to my limited experience, there are still some shortcomings in the research content. I hope to make continuous improvement in the future research and keep trying to make it more perfect and comprehensive.

References

- [1] Barney Jay. Firm resource sand sustained competitive advantage[J].Journal of Management, 1991, 17 (1): 99-120.
- [2] Brown,S.1992. Retail Location:a Micro-Scale Perspective. Aldershot: Avebury(Ashgate Publishing).
- [3] C.K.Prahalad, G. Hamel. The Core Competence of the Corporation[J].Harvard Business Review, May-June, 1990.
- [4] Colin Campbell-Hunt.What have we learned about generic competitive strategy ? A meta-analysis[J].Strategic Management Journal, 2000, 21 (2): 127-154.
- [5] Cheng Yu, sun Jianguo. Theoretical model of business model: elements and their relations [j]. China's industrial economy, 2013 (01): 12-16.
- [6] David J. Collins, Cynthia A. Montgomery. Corporate strategy: Based on resource theory [M]. Beijing: machinery industry
- [7] Davies,M. and Clarke,I.1994.A Framework for Network Planning. International Journal of Retail and Distribution management,22(6),6-10.
- [8] Chen Yiwen, Wang Chuanxu. Decision making and coordination research of manufacturers, transporters and retailers considering carbon emissions [j]. Shanghai management science, 2015 (04): 56-62
- [9] Deng Yang, Wang Yang. A study on the transformation and development of department stores in China under the omnichannel environment [j]. Enterprise economy, 2015 (11): 135-140
- [10] Du Ruiyun, Jiang Kan. New retail: connotation, development motivation and key issues [J]. Price theory and practice, 2018 (05): 7-9.