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Руководитель работы, д.э.н.,
профессор
_____ Г.М. Грейз
_____ 2021 г.

Автор работы
студент группы ЭУ-222
_____ Чэнь Цзяпин
_____ 2021 г.

Нормоконтролер, к.п.н., доцент
_____ Е.В. Ярушина
_____ 2021 г.

Челябинск 2021

ABSTRACT

Chen Jiaping. Formation of the
competitive strategy of Pepsi-Cola in the
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This paper selects Pepsi-Cola as the research object, through an objective analysis of its implementation of its competitive strategy in China, as well as analysis of Pepsi-Cola's development status, basic overview, industry environment and market demand, internal and external environment of Pepsi-Cola, and consumer behavior. Pepsi-Cola's accumulated experience and existing problems in publicity management are used to explain in depth the problems and solutions in its publicity and development work, and to establish a competitive strategy system under the background of the new era of the company.

It is foreseeable that the establishment of a competitive strategy system under the background of the new era of Pepsi-Cola can be achieved with the help of the implementation of the network publicity brand strategy, the implementation of the network publicity product strategy, the promotion of the network publicity talent strategy, and the strengthening of the network publicity service strategy. The exploration of Pepsi-Cola's competitive strategy under the background of the Internet in the new era provides new ideas for the development of the current food and beverage industry. The promotion of its successful model can effectively enhance the market competitiveness of food companies and achieve the sound development of related industries. Summarize the implementation and current situation of Pepsi-Cola's competition strategy in China, and put forward feasible suggestions for the development of Internet marketing.

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INTRODUCTION

Pepsi has been living in the shadow of Coca-Cola since its birth. To win in the fierce competition, it must fight the main competitor as a challenger. The early follow-up strategy made Pepsi lose everywhere, but later bold challenges made it turn the tide. What changed Pepsi's destiny? What made it turn the unfavorable terrain into the best offensive angle? What made it nirvana from the commercial war? The author mainly analyzes the most distinctive and competitive aspects of PepsiCo's operations. Explore what tactics and competitive strategies it used to achieve its dominance in the beverage industry.

Pepsi entered the Chinese market and successfully passed through three stages: one is to establish a brand; the other is to activate the brand; and the third is to make consumers pay attention to, familiar with, and enthusiastic about the Pepsi brand. In short, Pepsi-Cola in the Chinese market focuses on the young generation and takes a comprehensive and three-dimensional brand competition strategy as the main tactical base to base itself in China.

The beverage industry has always been fiercely competitive, especially between Pepsi and Coca-Cola[12]. The difference in product quality itself is minimal. In this case, it is very important to find the difference between the brands. Pepsi is a brand with "emotions" through integration. Competitive strategy dissemination, Pepsi-Cola conveyed to consumers from four aspects: "cool" in advertising, "pro" in public relations, "tide" in cross-media propaganda, and "new" in online propaganda. The concept of "young" makes its main audiences involuntarily bring this concept into the purchase decision when choosing products. This "young" difference is the reason why consumers choose Pepsi, and it has become the basis for increasing Pepsi's sales.

According to the "Top 500 World Brands 2020" report, among the 500 world brands covering 50 industries, a total of 32 brands in the food and beverage industry in the consumer goods sector were selected, and the number of brands ranked second in

the industry. Among them, Pepsi Group (Pepsi), which Pepsi belongs to, ranks 26th, while its traditional competitor Coca-Cola (Coca-Cola) ranks 15th. In addition, beverage brands such as Nestle, Budweiser, Carlsberg, and others have also entered the top 100. The content of the above report shows the fierce competition in the beverage industry, and the rapid growth of China's beverage consumption and production market in recent years has also put forward an urgent need for the update of the food industry's competitive strategy.

My master thesis consists of three modules:

- 1). Theoretical Summary
- 2). Analysis of the current situation of Pepsi-Cola's competitive strategy in China.
- 3). Pepsi-Cola's strategy and optimization suggestions for responding to market competition in the new era

Based on the above analysis, this study selected Pepsi-Cola's competitive strategy formation and implementation in China as the topic, aiming to provide valuable reference for the development of related companies through the research of the world-renowned brand Pepsi-Cola's competitive strategy in the context of the new era network.

1 RELEVANT THEORETICAL RESEARCH

1.1 Research Background and Purpose

Research Background

In recent years, due to the impact of the financial crisis and the epidemic, the development of the entire international economic environment has been sluggish, especially the recession of traditional overseas markets, which has led more and more overseas brands to choose China, where the economic situation is good, to open up markets.

China's huge demographic dividend, rapid development speed and huge market consumer demand are the core reasons for imported fast-moving consumer goods to compete in China, and the increasing differentiation of Chinese consumers' consumption and the clear differentiation of consumer groups also provide corresponding measures for overseas brands to seize the Chinese market. Development environment.

As an important part of fast-moving consumer goods, beverages have always been a must for domestic and foreign brands. Among them, the carbonated beverage market, as the main force in the beverage industry, has also become the main battlefield for beverage companies to compete for the domestic market. For the time being, the domestic carbonated beverage market is still a battle between Coca-Cola and Pepsi. In the face of increasingly refined consumers and the development of the Internet market, the channels, methods, and forms of the dispute between the two music are becoming increasingly diversified, individualized, and fierce. This article takes the competitive strategy implemented by Pepsi-Cola in China as an example to study.

With the progress of human civilization, people's living standards continue to improve, and people's consumption concepts continue to see major changes. Beverage consumption no longer only satisfies the basic functions of clearing away heat and

quenching thirst, but paying more and more attention to the nutritional and health functions of beverages. At the same time, the demand for individualization is also increasing, driving the continuous segmentation of the beverage market. Differences in taste preferences and packaging are more attractive to different consumers. Following this, new beverage varieties and new products continue to emerge, showing a prosperous scene of a hundred flowers blooming and a hundred schools of thought contending. Thus breaking the dominance of Pepsi-Cola [15].

At present, the homogeneity of products in the domestic carbonated beverage market is serious. In recent years, due to the continuous international and domestic debates about the harm of caffeine in cola carbonated beverages to human health, it has brought a relatively large negative impact on the cola carbonated beverage market. Under the impact of emerging tea beverages and fruit juice beverages, although the production and sales of carbonated beverages are increasing year by year, their overall share in the beverage market is declining year by year [4].

In recent years, with the promotion and popularization of the Internet and smart phones, various screens around us have emerged one after another, and the traditional market environment has undergone earth-shaking changes. Traditional large companies like PepsiCo have occupied a large number of carbonated beverage markets in China and achieved impressive sales performance in the traditional market environment, using traditional propaganda modes and competitive strategies, but now the traditional market competition environment Earth-shaking changes have taken place. Faced with the rapidly changing network environment and market competition environment, as well as consumers who are becoming more refined in products and services, and more and more pursuing psychological satisfaction and sense of acquisition, Pepsi-Cola needs to change its traditional concept. It may not be an easy task to change the traditional propaganda strategy and mode, and companies sometimes refuse or even resist this change [28]. While the changes in the market competition environment bring some opportunities to the communication of enterprises, it will inevitably bring certain

challenges as well. Therefore, in the face of an increasingly complex environment, all companies must be prepared to face changes. If they still stick to the traditional propaganda mode and competitive strategy, and lack a competitive strategy to deal with the new environment, then the company will not be able to achieve long-term development. development of.

Pepsi-Cola is regarded as a global leader in soft drinks and has a dominant position among fierce market competitors. It leverages the power of the Internet to perfectly shape its brand concept, and achieves proficiency in the use of Internet competition methods. Faced with fierce market competition, Chinese companies should learn and learn from the experience of other successful companies. Compared with developed countries, China has not adopted Internet competition for a long time. Although certain results have been achieved in recent years, There are still many shortcomings that hinder its further development. Only when enterprises give full play to the role of network resources and adopt effective Internet competition methods can they continue to expand their market influence and increase market share. Since PepsiCo has achieved great success in Internet competition, it is necessary for us to explore the reasons for its success. This research can provide feasible suggestions for China's fast-food industry to carry out interconnected competition activities, which will help improve the Internet competition in my country's fast-moving consumer goods industry. Level, thereby expanding its market influence and achieving rapid development.

Research purposes

With the continuous revitalization of China's economy and the continuous growth of the market capacity of the fast-moving consumer goods industry, carbonated beverage products are gradually refined, and the market demand is gradually increasing, how to maintain a healthy and orderly development of the Chinese beverage market, and how companies can communicate in competition Avoiding unnecessary problems in the process is something that companies must consider when formulating a competitive strategy. It is under this background that this article analyzes the competition of the

Pepsi-Cola beverage brand in China through specific cases. The status quo of the strategy, put forward the problems that companies have encountered in the process of implementing the competitive strategy, and put forward targeted improvement suggestions based on the specific market environment situation, so as to promote the fast-moving consumer goods market represented by beverages to usher in greater development. The competitive strategy experience is summarized for the relevant beverage companies to learn and use for reference in the process of corporate development and competition.

With the slowdown of China's economic growth, enterprises through strategic transformation to improve their competitiveness are of vital importance to the development of the macro economy and the growth of micro enterprises. Existing studies have shown that competitive strategy is an important factor that affects a company's competitive advantage and is closely related to its value.

1. Theoretical significance

With the development of the times, the competitive environment and methods of enterprises have greatly changed the original competitive market, and provided valuable opportunities for the development of enterprises in the network age. Market competition strategy, as an important part of the enterprise development strategy, occupies a very important position in the daily management and development of the enterprise. How to use effective propaganda theories and analysis methods to objectively analyze the status quo of the industry and its own advantages, disadvantages, opportunities, challenges, etc., is a problem that needs to be solved urgently in the current enterprise development. With the help of SWOT analysis method, PEST analysis model, Porter's five forces analysis model and the application of various propaganda theories in Pepsi's propaganda strategy, this research has strengthened the applicability of related theories and has strong theoretical significance.

2. Practical significance

At this stage, China's social and economic development can be described as rapid, and its influence has penetrated into all aspects of life. The search for Pepsi's competitive strategy under the background of the new era has brought new development opportunities and propaganda concepts to the current food and beverage industry, and also embodies the combination of Internet + thinking in the new era and traditional industries. The promotion of its successful model can not only help food companies improve their own market competitiveness, but also achieve the sound development of related industries. With the help of Pepsi-Cola's new media promotion strategy, it can help related companies better analyze the product market, seek their own positioning, and explore development opportunities, so as to formulate related development goals and corporate competition strategies based on their own conditions.

Research innovations and shortcomings

This article selects the current carbonated beverage brand (Pepsi) that is highly active in the market and is closely related to people's lives. The case selects the successful competitive strategy of large multinational companies to expand the Chinese market. It is no longer a theoretical generalization, but closer. People's real life has a certain meaning and reality in life, and the current domestic research on the carbonated beverage market in the fast-moving consumer goods industry is still in a blank state. This research has a certain degree of innovation, and at the same time, it will carry out creative competition for the future carbonated beverage companies. Strategic implementation activities have a certain theoretical value and practical guidance value.

Even though the author has consulted a large amount of literature, the propaganda strategy of the carbonated beverage market is a huge and complicated subject. In view of the limited information available to the author on related issues, lack of information, low data integrity and accuracy, as well as the current theoretical level and capacity limitations, some issues need to be further demonstrated and researched. However, due to the lack of internal data, ambiguity and lack of reliability, and the discontinuous network data, there are only data in recent years. Therefore, we can only study the

recent situation in a more detailed manner, and fail to develop different targets for different age groups in different regions. Differentiated analysis of the audience.

1.2 Research Content and Research Methods

The research content of this thesis mainly covers the following parts.

Chapter One, Theoretical Summary. Including the topic selection background, research significance, research content, research methods, and research models, as well as a summary of related research concepts, related research has laid a theoretical foundation for the article, thus providing a reference for this research.

Chapter Two, analysis of the current situation of Pepsi-Cola's competitive strategy in China. From the aspects of current situation and characteristics, methods, system analysis, current situation evaluation, etc., Pepsi-Cola's competitive strategy work under the background of the new era is analyzed. Introduced the Pepsi-Cola company and its market positioning in China, as well as the formation of Pepsi-Cola's market competition strategy, and analyzed the problems of Pepsi-Cola's competition in the Chinese market through research models. Comprehensive analysis to provide empirical evidence for the discovery and resolution of related issues in the following text.

Chapter Three, Pepsi-Cola's strategy and optimization suggestions for responding to market competition in the new era. Introduced the strengthening of the traditional 4P competitive combination (products, prices, channels, promotions), as well as the safeguard measures of Pepsi-Cola's strategy to respond to the competition under the background of the new era, as well as the author's own suggestions on the optimization of Pepsi-Cola's competitive strategy in the new era in China based on the full text analysis and measures.

Finally, conclusions and prospects. The work done in this research is summarized, and several aspects that should be paid attention to in the follow-up research are put forward.

Research ideas

This article uses the theories and methods of the implementation of different channel competition strategies such as Internet advertising under the background of the new era, and analyzes the development status, basic situation, industry environment and market demand of Pepsi-Cola, and derives the accumulated experience and methods of Pepsi-Cola's development in China. Existing problems, from the perspective of the formation of its competitive strategy, analyze Pepsi-Cola's strategy and cases in China's competition, summarize Pepsi-Cola's competitive strategy and current situation in the context of China's mutual new era, and launch a new era of competition for the company Put forward feasibility suggestions, and finally, summarize the research results of this article, and summarize the corresponding experience that can be used for reference.

The research methods include the following:

1. Reference method

By looking up the literature on Cnki and various search engines, the current domestic and foreign literature research on PepsiCo's competitive strategy in China, the consumption status of China's beverage market, and PepsiCo's relevant competitive strategy in the new era are systematically sorted out. Complete the construction of the overall framework of the article to form an understanding and cognition of the work of the thesis.

2. Theoretical Research Method

Combining competition theory, PEST analysis model, SOWT analysis model, Porter's five forces model and other in-depth explanations, provide an objective analysis basis for subsequent research, and increase the scientificity, rigor and rationality of the logical analysis of the article.

3. Inductive analysis

Taking Pepsi-Cola's work in China as the research object, through its implementation of competitive strategy and final results in various media tools and channels such as search engines such as the Internet, it provides a basis for the research on the establishment of Pepsi-Cola's competition system in the new era. Use logical induction to explore the combination of the above-mentioned theory and data analysis, and summarize the deficiencies and perfect measures of Pepsi's competitive strategy work.

1.2.1 Research Model (PEST Analysis Model, SWOT Analysis Model, Porter's Five Forces Model)

1) PEST analysis model

PEST analysis refers to the analysis of the macro environment. The macro environment is also known as the general environment, which refers to all the macro factors that affect the industry and enterprises. Analyze the macro-environmental factors. The specific content of the analysis will be different for different industries and enterprises according to their own characteristics and business needs, but generally, the four major external environmental factors that affect the enterprise should be analyzed in the four categories of politics, economy, society and technology. Simply put, it is called the PEST analysis method.

Analysis object:

1. Political environment

The political environment includes a country's social system, the nature of the ruling party, and the government's guidelines, policies, and decrees. Different countries have different social characteristics, and different social systems have different restrictions and requirements on organizational activities. Even in the same country with the same social system, in different periods, due to the differences in the ruling party, its government's policies, characteristics, and policy tendencies have constantly changing

attitudes and influences on organizational activities.

Government policies have a wide range of impacts on the business operations of enterprises. Even in countries with a more developed market economy, government intervention in the market and enterprises seems to increase unabated, such as antitrust, minimum wage restrictions, labor protection, social welfare, etc. Of course, many government interventions are often indirect, often using tax rates, interest rates, exchange rates, and bank deposit reserves as leverage, using fiscal and monetary policies to achieve macroeconomic regulation, and intervening in foreign exchange rates to ensure international financial and trade order. . Therefore, when formulating corporate strategies, it is very important to judge and predict the long-term and short-term nature of government policies. Corporate strategies should be prepared for the government's long-term role policies; short-term policies can be based on their effective time or Effective period and make different responses.

The operation of the market requires a set of rules of the game and a system of rewards and punishments that can ensure the order of the market, which forms the legal system of the market. As a compulsory manifestation of the will of the state, laws and regulations have a direct regulatory role in regulating the market and corporate behavior. The economic role of legislation is mainly reflected in three aspects: safeguarding fair competition, safeguarding the interests of consumers, and safeguarding the best interests of society. Therefore, when formulating strategies, companies must fully understand existing legal regulations, and pay special attention to those that are in the pipeline. This is an important prerequisite for enterprises to survive and participate in competition in the market.

2. Economic environment

The economic environment mainly includes two aspects: macro and micro. The macroeconomic environment mainly refers to a country's population and its growth trend, national income, gross national product and its changes, as well as the level and

speed of national economic development that can be reflected by these indicators. The microeconomic environment mainly refers to factors such as the income level, consumption preference, savings situation, employment level and other factors of consumers in the area where the enterprise is located or the area it serves. These factors directly determine the current and future market size of the company.

3. Social environment

The social and cultural environment includes the educational level and cultural level, religious beliefs, customs, aesthetic views, values, etc. of residents of a country or region. Cultural level will affect the level of needs of residents; religious beliefs and customs will prohibit or resist certain activities; values will affect residents' recognition of organizational goals, organizational activities, and the existence of the organization itself; aesthetic views will affect people's attitudes towards the content, methods and results of activities organized.

4. Technical environment

In addition to investigating the development and changes of technical means directly related to the activities in the field in which the enterprise is located, the technological environment should also promptly understand:

- (1) The state's investment and support focus on scientific and technological development;
- (2) Technology development trends and total research and development expenses in this field;
- (3) Technology transfer and technology commercialization speed;
- (4) Patent and its protection status, etc.

The PEST analysis model can be used to analyze the investment environment, market opportunities, and potential development of the industry in which the company

is located, so as to objectively evaluate the market conditions that the company faces.

2) SWOT analysis

In 1971, Andrews proposed the SWOT enterprise situation analysis model. By analyzing the company's strengths, weaknesses, opportunities and threats, four combinations of "opportunities of advantage", "opportunities of disadvantages", "threats of advantages" and "threats of disadvantages" can be obtained strategy.

The so-called SWOT analysis refers to the situation analysis based on the internal and external competitive environment and competitive conditions. It enumerates various major internal advantages, disadvantages, and external opportunities and threats closely related to the research object through investigations, and follows the matrix form Arrange, and then use the thought of system analysis to match various factors together to analyze, from which a series of corresponding conclusions can be drawn, and the conclusions usually have a certain decision-making nature.

Using this method, it is possible to conduct a comprehensive, systematic, and accurate study of the situation in which the research object is located, so as to formulate corresponding development strategies, plans and countermeasures based on the research results. According to the complete concept of corporate competitive strategy, strategy should be an organic combination of what an enterprise can do (that is, the strengths and weaknesses of the organization) and what it can do (that is, environmental opportunities and threats).

In a sense, the SWOT analysis method is subordinate to the internal analysis method of the enterprise, that is, the analysis is carried out within the established condition according to the enterprise's own conditions. SWOT analysis has its foundation. The famous competitive strategy expert Michael Porter's competition theory provides a thorough analysis and explanation of the "possible" aspects of an enterprise starting from the industrial structure, while the competency school management experts use the value chain to deconstruct the value creation process of the

enterprise, Pay attention to the analysis of the company's resources and capabilities.

SWOT analysis is based on the combination of the previous two, represented by scholars of the resource school, and the internal analysis of the company (that is, the research orientation concerned by management authorities in the mid-1980s) with the competence school as the representative. The external analysis of the competitive environment of the industry (that is, the central theme of the earlier strategic research, represented by Andrews and Michael Porter) combined to form its own structured and balanced system analysis system. Compared with other analysis methods, SWOT analysis has significant structural and systematic characteristics from the beginning. As far as structuring is concerned, firstly, in terms of form, the SWOT analysis method is expressed as constructing a SWOT structure matrix, and assigning different analysis meanings to different areas of the matrix. Secondly, in terms of content, the main theoretical basis of SWOT analysis also emphasizes the analysis of the external environment and internal resources of the enterprise from the structural analysis.

SWOT analysis is often used to formulate group development strategies and analyze competitors. In strategic analysis, it is one of the most commonly used methods. When conducting SWOT analysis, there are mainly the following aspects:

Analyze environmental factors

Use various investigation and research methods to analyze various environmental factors in which the company is located, namely external environmental factors and internal capability factors. External environmental factors include opportunity factors and threat factors. They are the favorable and unfavorable factors that the external environment has a direct impact on the company's development. They are objective factors. The internal environmental factors include advantages and weaknesses. They are the company's own existence in its development. The positive and negative factors are subjective factors. When investigating and analyzing these factors, we must not only consider the history and current situation, but also consider future development issues.

Advantages are the internal factors of the organization, including: favorable competitive situation; sufficient financial sources; good corporate image; technical strength; economies of scale; product quality; market share; cost advantage; advertising offensive, etc.

Disadvantages are also internal factors of the organization, including: aging equipment; chaotic management; lack of key technologies; backward research and development; shortage of funds; poor management; product backlog; poor competitiveness, etc.

Opportunity is an external factor of the organization, including: new products; new markets; new demands; the removal of barriers in foreign markets; competitor mistakes, etc.

Threats are also external factors of the organization, including: new competitors; increasing alternative products; market tightening; industry policy changes; economic recession; changes in customer preferences; emergencies, etc.

The advantage of the SWOT method is that it considers the problem comprehensively, is a systematic thinking, and can closely integrate the "diagnosis" and "prescription" of the problem, clearly organized and easy to test.

Analysis model:

Strengths and Weaknesses Analysis (SW)

Because the enterprise is a whole and because of the wide range of sources of competitive advantage, it is necessary to make a detailed comparison between the enterprise and its competitors in each link of the entire value chain when analyzing the advantages and disadvantages. Such as whether the product is novel, whether the manufacturing process is complicated, whether the sales channel is unblocked, and whether the price is competitive, etc. If an enterprise's advantages in one or several areas are the key success factors that enterprises in the industry should possess, then the

comprehensive competitive advantage of the enterprise may be stronger. What needs to be pointed out is that to measure whether a company and its products have a competitive advantage, one can only stand from the perspective of existing potential users, not from the perspective of the company.

Opportunity and Threat Analysis (OT)

For example, the current threat of piracy in society: pirated alternatives limit the maximum price of the company's products, and alternatives not only threaten the company, but may also bring opportunities. Companies must analyze whether alternatives bring about the company's products or services, or provide higher profits or value; the transfer costs of buyers switching to alternatives; what measures the company can take Reduce costs or increase added value to reduce the risk of consumers buying pirated alternatives.

Overall analysis

On the whole, SWOT can be divided into two parts: the first part is SW, which is mainly used to analyze internal conditions; the second part is OT, which is mainly used to analyze external conditions. Using this method, you can find out the factors that are good for you, worthy of promotion, and things that are not good for you and you should avoid, find out the existing problems, find solutions, and clarify the future development direction. According to this analysis, we can classify the problems according to their priorities, clarify which are the problems that need to be solved, which can be delayed a little bit, which are obstacles to strategic objectives, and which are tactical problems, and these research objects List them, arrange them in a matrix form, and then use the thoughts of system analysis to match various factors to analyze, and draw a series of corresponding conclusions. The conclusions usually have a certain decision-making nature, which is beneficial to leaders and management. To make more correct decisions and plans.

3) Porter's Five Forces Model [29]

Porter's five forces model was proposed by Michael Porter in the early 1980s. He believes that there are five forces in the industry that determine the scale and degree of competition, and these five forces collectively affect the attractiveness of the industry and the competitive strategic decisions of existing companies. The five forces are the competitiveness of existing competitors in the industry, the ability of potential competitors to enter, the ability of substitutes, the bargaining power of suppliers, and the bargaining power of buyers.

Porter's five forces model brings together a large number of different factors in a simple model to analyze the basic competitive situation of an industry. The five power models identify the five main sources of competition, namely the bargaining power of suppliers and buyers, the threat of potential entrants, the threat of substitutes, and finally, competition between companies in the same industry.

In a sense, competitive strategy stems from a deep understanding of the law of competition that determines the attractiveness of the industry. In any industry, whether it is domestic or international, whether it produces products or provides services, the law of competition will be reflected in these five competitive forces. Therefore, Porter's five forces model is a strategic analysis tool that companies often use when formulating competitive strategies.

Analytical method

In a sense, it belongs to the micro analysis in the external environment analysis method. Porter's five forces model is used in the analysis of competitive strategy, which can effectively analyze the customer's competitive environment. Porter's "Five Forces" analysis method is a static cross-sectional scan of the profitability and attractiveness of an industry. It shows that the average profitability of enterprises in the industry. Therefore, this is a measure of the industrial situation, not an enterprise. A measure of ability. Usually, this kind of analysis method can also be used for entrepreneurial ability analysis to reveal what kind of profitability the company has in the industry or industry.

Supplier's bargaining power

The supplier mainly influences the profitability and product competitiveness of existing enterprises in the industry through its ability to increase the price of input factors and reduce the quality of unit value. The strength of the supplier's power mainly depends on what input elements they provide to the buyer. When the value of the input elements provided by the supplier constitutes a large proportion of the buyer's total cost, it is very important to the buyer's product production process, or when the quality of the buyer's product is seriously affected, the supplier's potential bargaining power for the buyer is greatly enhanced. Generally speaking, a supplier group that meets the following conditions will have a relatively strong bargaining power:

1. The supplier industry is controlled by companies that have a relatively stable market position and are not subject to fierce market competition. There are many buyers of their products, so that every single buyer cannot become an important customer of the supplier.

2. The products of each supplier's enterprise have certain characteristics, so that it is difficult for buyers to switch or the conversion cost is too high, or it is difficult to find substitutes that can compete with the supplier's products.

3. The supplier can easily implement forward union or integration, but it is difficult for the buyer to implement backward union or integration. (Note: Simply in Chinese terms, the shop bullies its customers)

Buyer's bargaining power

Buyers mainly influence the profitability of existing enterprises in the industry through their ability to lower prices and demand higher product or service quality. The influence of buyers' bargaining power is mainly due to the following reasons:

1. The total number of buyers is small, and each buyer's purchase is larger, accounting for a large proportion of the seller's sales.

2. The seller's industry is composed of a large number of relatively small-scale enterprises.

3. What the buyer buys is basically a standardized product, and it is economically feasible to purchase products from multiple sellers at the same time.

4. Buyers have the ability to achieve backward integration, but sellers cannot integrate forward. (Note: Simply according to the Chinese language, the guest is bullying the host)

Threat of new entrants

While new entrants will bring new production capacity and new resources to the industry, they will hope to win a place in the market that has been carved up by existing companies. This may lead to competition with existing companies for raw materials and market share. Eventually, the profitability of existing companies in the industry will decrease, and if serious, the survival of these companies may be endangered. The severity of the threat of competitive entry depends on two factors. This is the size of the barriers to entry into new fields and the expected response of existing companies to entrants.

Entry barriers mainly include economies of scale, product differentiation, capital needs, conversion costs, sales channel development, government actions and policies, cost disadvantages that are not dictated by scale, natural resources, geographical environment, etc. Some of these barriers are difficult to replicate Or a counterfeit way to break through. The expected response of existing companies to entrants is mainly the possibility of taking retaliatory actions, which depends on the financial situation, retaliation records, fixed assets scale, industry growth rate, etc. of the relevant manufacturers. In short, the possibility of a new enterprise entering an industry depends on the relative size of the potential benefits, the cost and the risks to be borne by the entrant's subjective estimation of the entry.

The threat of substitutes

Two companies in different industries may compete with each other because the products they produce are substitutes for each other. This kind of competition derived from substitutes will affect the industry in various forms. There is a corporate competitive strategy.

1. The increase in product price and profit potential of existing enterprises will be restricted due to the existence of substitutes that can be easily accepted by users.

2. Due to the intrusion of substitute producers, existing companies must improve product quality, or reduce prices by reducing costs, or make their products distinctive, otherwise their sales and profit growth goals may be frustrated.

3. The intensity of competition originating from substitute producers is affected by the switching cost of product buyers.

In short, the lower the price of the substitute, the better the quality, and the lower the user switching cost, the stronger the competitive pressure it can generate; and the intensity of this competitive pressure from substitute producers can be specifically measured by examining the sales growth of substitutes. Rate, production capacity of substitute manufacturers and profit expansion.

The degree of competition among competitors in the industry

The interests of companies in most industries are closely related to each other. As part of the overall corporate strategy of each company's competitive strategy, its goal is to enable its own company to gain an advantage over its competitors. Therefore, in During the implementation, conflicts and confrontations will inevitably occur, and these conflicts and confrontations constitute competition among existing enterprises. The competition among existing enterprises is often manifested in price, advertising, product introduction, after-sales service, etc. The intensity of competition is related to many factors.

Generally speaking, the following situations will mean intensified competition

among existing companies in the industry. This is that the industry has low barriers to entry, more evenly matched competitors, and a wide range of competition participants; the market is becoming mature and product demand is increasing. Slow; competitors attempt to use price reductions and other means to promote; competitors provide almost the same products or services, and the user conversion cost is very low; if a strategic action is successful, its revenue is considerable; powerful companies outside the industry have taken over the industry After weak companies, they initiate offensive actions, and as a result, the newly-accepted companies become the main competitors in the market; the exit barriers are higher, that is, the cost of exiting competition is higher than continuing to participate in competition. Here, exit barriers are mainly affected by economic, strategic, emotional, and socio-political considerations, including: asset specificity, fixed costs for exit, strategic mutual restraint, emotional unacceptability, government and society Various restrictions and so on.

Disadvantage

There have been many controversies about the practical application of the five forces analysis model. The more consistent view is that the model is more of a theoretical thinking tool than a strategic tool that can be operated in practice. The theory of the model is based on the following three assumptions:

1. The strategist needs to understand the information of the entire industry, which is obviously difficult to do in reality.

2. There is only a competitive relationship between the same industry, no cooperative relationship. But in reality, there are many kinds of cooperative relationships between companies, not necessarily a life-and-death competitive relationship.

3. The scale of the industry is fixed. Therefore, only by seizing the opponent's share to occupy more resources and market. However, in reality, companies often acquire greater resources and markets not by eating their opponents but by working with

them to make the cake of the industry bigger. At the same time, the market can increase capacity through continuous development and innovation.

Significance

Michael Porter's main contribution to management theory is to build a bridge between industrial economics and management. The significance of Porter's competitiveness model is that there are three types of successful strategic ideas in the struggle of the five types of competitiveness, that is, the total cost leadership strategy, the differentiation strategy, and the concentration strategy.

1.3 Relevant Theories of Corporate Competitive Strategy

Competitive strategy

In the management classic best-selling CEO 12 articles, the competitive strategy is considered a part of the corporate strategy, which guides and manages the plans and actions of specific strategic business units under the constraints of the overall corporate strategy. The core problem to be solved by a company's competitive strategy is how to establish and maintain the specific position of the company's products in the market by determining the relationship between customer needs, competitors' products and the company's products[14].

Competitive strategy, "the father of competitive strategy" Michael Porter, his book can be found on the shelves of many business school students, university professors, company CEOs, and even national leaders; his theory of "competition and strategy" He has been or is being studied in-depth by most countries and companies around the world; his academic achievements have been listed as formal and important discussion topics by domestic economic conferences in the United States and many worldwide economic academic forums. As the British "The Economist" magazine commented on him: If anyone can turn management theory into a respectable academic principle, that person is Michael Porter.

Corporate strategy is a strategic system. In this strategic system, there are competition strategy, development strategy, technology development strategy, marketing strategy, information strategy, talent strategy, and other strategies. Don't equate competitive strategy with corporate strategy. Competitive strategy is only a part of corporate strategy. It is also called business-level strategy or SBU strategy, which is to guide and manage the plans and actions of specific strategic business units under the constraints of the overall corporate strategy. The core problem to be solved by a company's competitive strategy is how to establish and maintain the specific position of the company's products in the market by determining the relationship between customer needs, competitors' products and the company's products.

The original meaning of strategy is strategy for war, and the extended meaning is strategy. A strategy is a big strategy, a strategy for holistic, long-term, and fundamental issues. Competitive strategy is a strategy for competition, development strategy is a strategy for development, and any strategy is a strategy for what.

There are four essential characteristics of strategy: one is integrity, one is long-term, one is basic, and the other is strategic. Competitive strategy is a strategy for overall, long-term, and basic issues in competition, and development strategy is a strategy for overall, long-term, and basic issues in development.

Since the end of the 1990s, the famous American strategist Michael Porter proposed that under the guidance of the three basic competitive strategies of cost leadership strategy, differentiation strategy and centralization strategy, companies have almost all adopted price wars and functions. Battles, advertising wars, sales promotion wars, service wars, category wars to establish their own competitive advantages, in order to defeat competitors. However, good wishes have not been transformed into a beautiful reality. Excessive blows to opponents have not made themselves better. Instead, business families in their fields are facing ordinary low profits or losses, and everyone is caught in a price war. In the dilemma of functional warfare, advertising warfare, promotion warfare, service warfare, and category warfare, the more people

want to defeat their competitors, the worse they become, and finally a pattern of double defeats and multiple defeats appears. If you use an image metaphor, the competitive strategy is a "blood" battle.

Four levels:

1. Formal competition

The first type of competition is product form competition, which is the narrowest type of competition, which reflects the view that enterprise competition is mainly product brand competition. These brands are similar products, have the same product characteristics, and face the same market segments.

2. Category competition

The second level of competition is the competition between products or services with similar characteristics, which is called product category competition. When defining competitors, companies should focus on competitors at this level.

3. Generic competition

The third level of competition is product category competition. Generic competition is oriented to a longer time span, focusing on alternative product categories, and is a competition between products or services that meet the same customer needs.

For example, soft drinks and orange juice compete in "quenching thirst" and so on.

4. Budget competition

The fourth level of competition is more extensive and is the "confrontation" proposed by the propaganda master Philip Kotler, that is, budget competition. This level of competition considers all products and services in the market that compete for the same consumer's wallet share.

The market environment for enterprises is unprecedentedly fierce competition.

How to develop in the competition is a topic that every company is thinking about. According to Professor Michael Porter's competitive strategy theory, the profit of an enterprise will depend on the competition between the same industry, the competition between the industry and the alternative industry, the bargaining between the supplier and the customer, and the result of the joint action of potential competitors.

Competitive strategy is that an enterprise takes offensive or defensive behavior in the competition of the same use value. The popular strategy is to lower the price, which not only hits the opponent, but also harms oneself, forming a negative effect and entering a vicious circle. The correct competitive strategy is:

1. Total cost leadership strategy
2. Differentiation strategy is also called unique strategy
3. Centralization strategy is also called target concentration strategy, target concentration strategy, and specialization strategy

The first strategy is to make the greatest efforts to reduce costs, reduce commodity prices through low costs, and maintain a competitive advantage. To achieve cost leadership, it is necessary to strictly control costs in terms of management, and put the cost reduction indicators on the head as much as possible. Companies in a low-cost position can obtain profits higher than the industry average. When competing with your competitors, you can still get profits when your opponents have no profit due to your low costs. You take the initiative, you are the winner.

The second strategy is that the products or services provided by the company are unique, or have multiple functions, or new styles, or more beautiful. If a unique strategy can be achieved, it will become a viable strategy to win extraordinary returns in the industry, because it can establish a defensive position against the five competitive forces, and use customers' loyalty to the brand to gain a competitive advantage.

The last strategy is to focus on a specific customer group, a subdivision of a

product series, or a certain regional market. The premise is that the company can serve a narrow strategic target with higher efficiency and better results, so as to surpass competitors in a wider range. It can be seen that the strategy has the potential to win revenues exceeding the industry average.

The scope of application of this article's competitive strategy.

The term strategy originated from the military field. With the development of social economy, the term strategy has been extended to the field of business management and has been widely developed. Corporate strategy is a strategic system, generally divided into three levels: overall strategy (company-level strategy), competitive strategy (business-level strategy), and functional strategy (functional-level strategy) [33]. The American management scientist Porter put forward the competitive strategy theory based on the analysis of the industrial environment, which specifically refers to the corporate competitive strategy. The research object of Porter's competitive strategy theory is enterprises. The research of this article is based on Porter's competitive strategy theory on Pepsi-Cola's competitive strategy identification research, and uses public data (financial data, financial data, Promote statistical data, patent data, etc.) as empirical research samples.

2 ANALYSIS OF THE STATUS QUO OF THE FORMATION OF PEPSI-COLA'S COMPETITIVE STRATEGY IN CHINA

2.1 Introduction of PepsiCo and its Market Positioning in China

It is said that around 1893 AD, Caleb Bradham, a young pharmacist from North Carolina, USA, was thinking about preparing different soft drinks, and then giving them

to his patients for refreshing. One of the most popular is the black drink called "Brad's Drink". The ingredients are carbonated water, sugar, vanilla, a rare oil, pepsin, and cocoa beans. In 1889, Caleb registered its own Coke trademark: Pepsi Cola, Pepsi and Pepsin (pepsin) are only one letter difference, so Pepsi can be called "Pepsin Coke." An artist neighbor of Caleb designed the first logo for the brand. After a century of ups and downs, Pepsi is now evenly divided with Coca-Cola, and its logo has also undergone tremendous changes. Nowadays, even if the word "pepsi" is removed from the logo, people can fully recognize that it is the Pepsi brand.

Pepsi-Cola has gradually become the world's leading company in the more than 100 years since its establishment. In 1982, PepsiCo entered the Chinese market. With the help of the company's high-quality products and advanced propaganda concepts, Pepsi-Cola quickly occupied a place in my country's beverage market, and its beverages such as "Hedy", "Milinda" and "Deluxe" have also become well-known brands in China. According to the survey results of the internationally renowned organization ACNIELSEN, Pepsi has become one of the most popular soft drinks among Chinese young people.

PepsiCo is a beverage and snack food company. With 140,000 employees in more than 200 countries and regions around the world, in 2004 sales revenue was 29.3 billion U.S. dollars, making it the fourth largest food and beverage company in the world. The company is headquartered in New York City. PepsiCo was established in 1965 by the merger of PepsiCo and Frito-Lay, Inc. The company has nearly a hundred affiliates, mainly including Pepsi-Cola Beverage Company, Flito-Lay Company (fast food restaurant), Beer Snack Restaurant (providing Italian-style pastries, etc.), North American Transportation Company and Wilson Sporting Goods Company, etc. The company's subsidiaries are widely distributed, covering 48 states in the United States and more than 100 countries and regions abroad.

In December 2018, the "Top 500 World Brands 2018" compiled by the World Brand Lab was announced, and Pepsi ranked 25th. In July 2019, released the 2019

Fortune Global 500: Ranked 154. In July 2020, Forbes 2020 Global Brand Value Top 100 was released, and Pepsi ranked 36th [25].

The world's leading beverage and snack food company: PepsiCo is one of the most successful consumer product companies in the world, with 140,000 employees in more than 200 countries and regions around the world, and sales revenue of US\$29.3 billion in 2004, making it the fourth largest food and beverage company in the world. Beverage company. In the Fortune Global 500 rankings published in 2004, PepsiCo ranked No. 166, and was named No. 1 in Fortune's "World's Most Admired Beverage Company" for two consecutive years. PepsiCo was ranked in the top ten in "Forbes" magazine "The Most Valuable Company Brands in America" in 2004. In the ranking of the world's most valuable brands selected by Business Week in August 2003, the Pepsi-Cola brand under PepsiCo ranked 23rd. PepsiCo's predecessor, PepsiCo, was founded in 1898. Pepsi-Cola merged with Frito-lay, the world's largest manufacturer and seller of snack foods, to form PepsiCo in 1965.

The history of PepsiCo in China can be traced back to the beginning of China's reform and opening up policy. In 1981, PepsiCo signed a contract with the Chinese government to build a Pepsi-Cola bottling plant in Shenzhen, announcing the beginning of the investment in China and becoming the first batch of American businesses to enter China. One of the partners. By 1994, PepsiCo had made a major breakthrough in its business expansion in China, and the Pepsi (China) Investment Co., Ltd. was formally established in Shanghai with the approval of the Chinese government. The establishment of this investment holding company integrates PepsiCo's business and investment development in China. Today, PepsiCo has established more than 20 joint ventures or cooperative enterprises throughout the country, with a total investment of more than 300 million U.S. dollars. At present, PepsiCo is full of confidence in China's economic development prospects and huge market potential, and is continuing to strengthen its trade with China.

In 1995, Pepsi (China) Investment Co., Ltd. was established, headquartered in

Shanghai. In terms of beverages, PepsiCo has set up 22 beverage bottling plants and 1 concentrate plant in 21 cities in China, with a total investment of more than 8 billion yuan. In terms of snack foods, Pepsi Foods officially entered China in 1993. As of 2009 In December, PepsiCo had 4 food production plants and 6 farms in China, with a total investment of more than 800 million yuan. In the past five years, PepsiCo has paid more than 5.2 billion yuan in national profits and taxes in China. PepsiCo Greater China has become the largest market for PepsiCo International Group (beverages).

Pepsi's market positioning

Pepsi found the market from young people, positioned itself as a new generation of cola, and successfully instilled the product concept of "new generation choice" into young people's consumption concepts, thus gaining more market share. In China, Pepsi-Cola also targets the 15-30-year-old people. This age group has a unique personality, rich imagination and creativity, pursues fashion and alternatives, and has a cool feeling. They like avant-garde and have rebellious personality traits; they often choose products based on innovative and alternative products, without considering other factors, and Coke can attract the attention of this kind of people with its unique taste. Since Pepsi entered the Chinese market, through a series of advertising planning and marketing, it has broken through the positioning limitations of the Coke market and focused on the younger generation who has not yet formed a fixed taste preference, thus finding a breakthrough in the competition with Coca-Cola. Pepsi uses advertising, live events, sponsored sports, campus performances, etc. to let more consumers know and understand the Pepsi brand. At the same time, it clearly advocates "fresh, exciting and unique" and proposes a "new generation" of consumer taste and lifestyle. . In China, Pepsi is winning the hearts of more young people with its youth, fashion, passion brand image and accurate positioning, and it has become the spokesperson of the younger generation of popular culture [19].

1. Pepsi's core brand value

Pepsi has a close relationship with the younger generation for many years. As everyone knows, Pepsi's early slogan "The Choice of the New Generation" vividly interprets Pepsi's unique, innovative and positive brand personality. Over the years, the spirit of the new generation has become a bridge between Pepsi and young people. The unique and trend-setting Pepsi-Cola encourages the new generation to pursue more of themselves and their lives. And get more from life, and all this is Pepsi's global philosophy. In 1998, PepsiCo established "Unlimited Desire" as Pepsi's new slogan, which is also a common portrayal of the ideals of today's new generation. "Desire for infinity" is the attitude of life and the common goal of Pepsi and the new generation of the world.

"Ask For More" is the core value of Pepsi-Cola's brand, and it is also the perceptual appeal that Pepsi brings to young people: Although we can't change the world, we will get a wonderful life from our lives; we pursue an independent life, and we are more concerned about the future. Full of infinite vision; we believe that the world is full of opportunities and that life will be extremely exciting. We firmly believe that: we are the pioneers who lead the trend, dare to do, and dare to try; we have independent personalities, have our own thoughts and lifestyles; we constantly improve the requirements of ourselves and others, and constantly put our thoughts into actions.

In China, the Pepsi brand and young people have jointly embodied the core value of the "Ask For More" brand as tangible actions, such as sponsoring the Chinese Football League A in order to fully support the development of Chinese football. At the same time, it continues to bring the best music to the young people in China, such as hosting celebrity concerts and inter-school music competitions in China[9].

In short, the Pepsi brand's business philosophy ranges from "a new generation of choice" to "Ask For More", from visualization to practice, and is a higher-level brand core value. The establishment of core values is very necessary for enterprises. It is to establish a good communication bridge between enterprises and target consumers, thus effectively establishing their favorite brand image in people's hearts[40].

2. Pepsi's packaging

Pepsi-Cola chose blue. On the pure white background, the blue font "PepsiCola" is similar to the Chinese running script. The blue characters are very eye-catching against the white background, showing an active and enterprising state. As we all know, blue is a symbol of sophistication, innovation and youth. Pepsi's color is in perfect harmony with its corporate image and positioning.

3. Pepsi ads

Pepsi's advertisements always have an appeal that fits the brand. It always positions its products on an international brand, and promotes its own new trend and popularity all the time, implying the aging and decay of Coca-Cola. In terms of advertising performance, whether it is humorous, tender, or passionate, there is always a good idea to capture the psychology of consumers. Pepsi's "star" strategy and localization route have achieved good results. Pepsi's long-term global advertising model of "music + sports" is gradually becoming the future trend of global brand advertising [8].

From Leslie Cheung, Andy Lau, to Jolin Tsai, Luo Zhixiang, Huang Xiaoming and other celebrity endorsements, Pepsi can always choose the new generation of stars to promote the theme of the new generation of Coke. For example: "Every time I choose a song or release a record, I have my own choice. It is not my character to chase the wind. Everyone has their own choice, I choose Pepsi." Many consumers in mainland China, maybe I have all heard this slogan from Andy Lau. As a movie, video, and singer popular in mainland China, Hong Kong and Taiwan, Andy Lau's appeal is huge. This is an advertisement made by Pepsi to open up the Chinese beverage market. The cooperation between Aaron Kwok and Pepsi began in 1998. Its "Raining in the rain to buy Pepsi for the girl next door", "Pepsi blue can pack aging", "Sing Pepsi theme song with Faye Wong", "Being the first theme of Pepsi Chinese Football League lead singer" "Song" and other versions of advertisements have become Pepsi's best advertisements.

At the sales points of Pepsi Beverages across the country, what we can never avoid is Guo Tianwang's persistent, firm, and enthusiastic longing eyes. Guo Tianwang's outstanding appeal and appeal has been unanimously recognized by Pepsi, and he has been upgraded to become a brand image spokesperson in Asia.

Pepsi's celebrity advertising strategy can be described as unique and second to none, using idol stars that the new generation likes as the spokesperson for its products. It has become a distinctive feature that distinguishes Pepsi from other products. With the help of celebrity's popularity and sense, Pepsi has continuously launched celebrity advertisements one after another. Let Pepsi's name be deeply rooted in the minds of generations of consumers.

1. Music and sports, a combination of two swords

Over the years, Pepsi has focused on "unlimited music, unlimited sports, and unlimited excitement", and has constantly used specific implementations to interpret the popular culture of young people. In China, through the theme of "Working hard to win", the most dazzling celebrity endorsement brand in the pop music world is activated, and close promotion activities have greatly enhanced Pepsi's brand influence in the Chinese market and strengthened Pepsi's brand tension. Shaping power. In 1998, Pepsi changed its corporate spirit from "the choice of a new generation" to "Ask of More". Activities with the themes of "Desire for infinite and exciting football" and "Infinite music and desire for infinite" wave after wave. These activities are based on "Infinite Desire", covering a wide range of areas and far-reaching influence. In one fell swoop, they have become the king brand that can most represent the popular culture of young people in the Chinese market. "ASK FOR MORE" has become the spoken language of the younger generation.

2. TV commercials

Advertising plays a very important role in Pepsi's successful market positioning. Pepsi's TV commercials are the most important part of Pepsi's advertising strategy.

Pepsi's TV commercials are creative, with elements such as popular and avant-garde added to cater to the psychology of young consumers.

3. Network promotion

Pepsi's online advertising strategy is much less influential than TV advertising, but it has also achieved good advertising effects. Because the cost of online advertising is much lower than that of TV advertising, online advertising activities have a greater impact than TV advertising. Advantages: TV advertising is generally a short-term behavior, while the Internet is often a long-term behavior. According to data, Pepsi-Cola's online advertising has never stopped since 2001. We can often see dynamic and eye-catching Pepsi flash advertisements on comprehensive portal websites such as Netease, Sina, and Sohu.

4. Outdoor advertising

Pepsi's outdoor advertising is not much different from its competitors. It is basically evenly divided. The exposure rate of Pepsi's outdoor advertising is also quite high. It can be seen on bus stop signs, supermarkets, and catering companies. Deepening the strength of the brand has a huge effect.

5. Public welfare activities

While PepsiCo aims to make profit, it has not forgotten its own social responsibilities and is enthusiastic about public welfare undertakings. While giving back to the society, it also enhances the brand's goodwill in the hearts of consumers. One of Pepsi's activities, "Start aspiration, support mother's water cellar", is to raise funds on Pepsi's official website. The media participated in a public welfare activity to raise money from water-deficient areas in the west to dig a mother's water cellar. Strong reaction.

After years of brand building and dissemination, Pepsi-Cola's fashionable, passionate and dynamic image has long taken root in the hearts of young people, and its

brand value has been continuously strengthened and improved.

2.2 Formation of Pepsi's market competition strategy

The first battle: the same 5 cents

Although the Great Crisis that began in 1929 and the Second World War, Pepsi did not hesitate to reduce the price to 5 cents/pound to survive, which is half the price of Coca-Cola, so that almost every American knows that "5 cents can buy twice as much." "Pepsi-Cola" mantra, Pepsi is still unable to get rid of the circumstances. In the beverage industry, Coca-Cola and Pepsi are market leaders and market followers (challengers) [7].

As a market follower, there are two strategies to choose from: launch an attack on the market leader to gain more market share; or participate in the competition, but not let the market share change significantly. Obviously, after nearly half a century of practice, PepsiCo has discovered that the latter option cannot even guarantee the survival of the company and is not feasible. So Pepsi began to adopt the former strategy and issued a powerful challenge to Coca-Cola. This is exactly what the "Pepsi heroes" such as Steele and Kent Callaway did after World War II[5].

The second battle: the generation of Pepsi

At this time, there is a very favorable environment for the development of Pepsi-Cola. After World War II, the United States gave birth to a large number of young people. They have not been baptized by the war of a major crisis. They are confident and optimistic. They are very different from their predecessors. These little guys are growing up and will gradually become the main force of the United States. The business appetite is both big and new, which provides the basis for PepsiCo's promotional activities for the "new generation"[6].

However, all of this came to light after Pepsi gave its objectively existing

advertising business to the BBDO (Batton-Barton-Destin and Osborne) advertising agency in 1960. At that time, Coca-Cola overwhelmed Pepsi with an absolute advantage of 5:1. BBDO analyzed the changes in consumer psychology for consumers, focused its firepower on the "traditional" image of Coca-Cola, and made various efforts to portray Pepsi as a drink for young people. After four years of brewing, the slogan "Pepsi-Cola New Generation" was officially launched and has been in use for more than 20 years.

The third battle: advertising war [17]

Ten years later, when Coca-Cola tried to respond to Pepsi's advertising for capturing the next generation, its advantage over Pepsi had been reduced to 2:1. At this time, BBDO assisted PepsiCo to formulate a further strategy, launching a full-scale attack on Coca-Cola, which was called the "Pepsi-Cola challenge" by the world. Two battles were fought very well.

The first great battle is the tasting experiment and subsequent publicity activities.

In 1975, Pepsi-Cola conducted a tasting experiment in Dallas. The trademarks of Pepsi-Cola and Coca-Cola were removed and the letters M and Q were used as secret codes. The results showed that Pepsi-Cola is more popular than Coca-Cola. Subsequently, BBDO publicized this. The advertisement showed that the loyal customers of Coca-Cola chose Pepsi marked with the letter M, while the Coca-Cola marked with the letter Q was not cared about. The advertising completely reached the level of Pepsi and BBDO. Intended purpose: to allow consumers to reconsider their loyalty to the "old" Coke and compare it with the "new" Coke. Coca-Cola couldn't do anything about it, except to accuse it of being relatively unethical and critically believe that people have a natural preference for the letter M. As a result, Pepsi's sales soared and the gap with Coca-Cola narrowed to 2:3.

At the end of 1983, BBDO advertising agency hired Michael Jackson to shoot two commercials at a cost of 5 million U.S. dollars, and organized the Jackson brothers to conduct advertising travel. The smash hit rock star has won the enthusiastic hearts of the

younger generation for Pepsi, and Pepsi's sales have soared just one month after the advertisement was aired. According to Pepsi-Cola's own statistics, approximately 97% of Americans watched the commercials 12 times during the year it was broadcast. Almost at the same time, Pepsi took advantage of the conflict of interests between Coca-Cola and packagers, and the Federal Trade Commission's opposition to the beverage industry's franchised packaging system, to win over several packagers, and the Coca-Cola Company suffered a very public setback in 1984[20]. In May, the fast-food chain Burger King, which is responsible for the official beverage supply, was dissatisfied with Coca-Cola's switch to its rival McDonald's, so it handed over a contract with Pepsi to provide 30 million liters to 2,300 Burger King fast-food restaurants across the United States. Beverages alone add 30 million U.S. dollars in revenue to PepsiCo every year. Burger King's "defection" has benefited Pepsi a lot. John Scarlin, the manager of Pepsi-Cola, who is only in his 30s, firmly believes: "For the two reasons of taste and sales, Pepsi-Cola will eventually defeat Coca-Cola." This prediction has finally become a reality. Less than three years after Pepsi launched the challenge, the US "Business Week" began to doubt whether Coca-Cola had sufficient defensive skills and sales methods to resist Pepsi's fierce attack.

On June 12, 1978, the cover of "Business Week" was impressively printed "Pepsi-Cola Wins Champion". A · C · Nielsen's monthly survey report on the sales of beverages in stores shows that Pepsi has entered the leading position of Coca-Cola for the first time.

Color: red and blue. In fact, the logo designs of Coca-Cola and Pepsi may best reflect the characteristics and positioning of the two. Coca-Cola chooses red, with white Spencer cursive script "Coca-Cola" printed on the bright red background. The white lettering on the red background gives a leisurely beating state, while the cursive script gives people coherence. , Streamlined and elegant. , Red and white, with traditional colors, looks simple and elegant without losing vitality. Pepsi-Cola chose blue. On the pure white background, the blue font "Pepsi Cola" is similar to the Chinese running

script. The blue characters are very eye-catching against the white background, showing an active and enterprising state.

As we all know, blue is a symbol of innovation and youth. The pioneer of the high-tech industry, IBM, chose blue as the company's main color, called "Blue Giant". The color of Pepsi and its corporate image and positioning have reached perfection. Unite.

The fourth battle: starting from the vacuum zone

Pepsi not only launched the most powerful challenge to Coca-Cola in the domestic market in the United States, but also challenged Coca-Cola in markets around the world [26].

Just like the domestic market, Pepsi has little room for Coca-Cola's first entry advantage. Pepsi's strategy is to enter the "vacuum zone" where Coca-Cola has not yet entered or entered the failure. At that time, the company's chairman, Donald Kent, after in-depth investigation and investigation, found that The Soviet Union, China, Asia and Africa also have large blank areas that can make a difference.

Kent's best friend, American President Nixon helped a lot. In 1959, the American Exhibition was held in Moscow. Kent used his special relationship with the then-U.S. Vice President Nixon and asked Nixon to "find a way to get the Soviet leader to drink a glass of Pepsi." . Nixon obviously had an anger with Khrushchev, so in front of the cameras of reporters from various countries, Khrushchev held Pepsi with a satisfied expression. This is the most special advertisement. Pepsi has since gained a foothold in the former Soviet Union. This has also greatly promoted Pepsi's entry into the countries and regions of the former Soviet Union. However, although Pepsi entered the former Soviet Union market, it failed to realize its plan to establish a factory in the Soviet Union and monopolize the sales of Coke in the former Soviet Union.

Therefore, in 1975, Pepsi-Cola Co., on the condition of helping the former Soviet Union sell vodka, obtained the power to establish a production plant in the former Soviet Union and monopolize its sales, becoming the first private company in the US to

break into the former Soviet market. This incident immediately caused a sensation in the United States, and major newspapers reported the news with headlines.

In Israel, Coca-Cola seized the opportunity and set up branch factories first. However, this move caused a boycott from Arab countries. Pepsi saw an opportunity and immediately abandoned Israel, which had not benefited, and gained access to other markets in the Middle East in one fell swoop. Occupying every corner around the Arabian Sea, Pepsi has become an everyday vocabulary in Arabic.

At the end of the 1970s, the Indian government announced that only Coca-Cola could publish its formula before it could be distributed in India. As a result, the two parties could not reach an agreement. Coca-Cola withdrew from India. There is no secret to Pepsi's formula, so it took the opportunity to establish a grain processing plant and increase agricultural products. In exchange for exports, etc., they entered this important market.

Pepsi-Cola has always regarded Nixon as its secret weapon when expanding the international market. After the fiasco of Nixon's campaign in the 1960s, Pepsi continued to actively support him. Mr. Kent hired Nixon as PepsiCo's consultant and consultant with an annual salary of \$100,000. A lawyer, Nixon used his relationship to travel around the country to peddle Pepsi, and after the successful election of the US president, Kent was appointed as the president's economic policy adviser, giving him the opportunity to influence economic policy, thereby creating a favorable position for Pepsi to compete with Coca-Cola in the world market. When competing with Coca-Cola in the international market, PepsiCo is very good at relying on political circles, seizing special opportunities, and using unique means to grab the market from Coca-Cola.

The Fifth Battle: Diversification

Due to the fierce competition in the beverage industry, in order to avoid risks, Coca-Cola and Pepsi opted for diversification. However, the benefits of diversification for the two companies are very different. Pepsi once again defeated Coca-Cola in this

special competition.

Since the 1970s, the Coca-Cola Company has aggressively entered other industries that are not related to beverages. In water purification, wine brewing, shrimp farming, fruit production, film and television and other industries, it has invested heavily in, merged and established companies in these industries, including January 1982. In September, the company spent 750 million US dollars to acquire a huge transaction of Colombian studios. However, the return of these investments to the company's shareholders was pitiful, and its return on capital was only 1%. It was not until the mid-1980s that the Coca-Cola Company focused on its main focus. As a result, profits have risen sharply.

Pepsi is lucky. Since the 1960s, it has tried to break a single business category, rapidly develop other industries, and make the company a diversified company. Since 1977, Pepsi entered the fast food industry, and it successively took KFC Food Company (KFC), Pizza-hut, Italian pizza and Taco Bell's Mexican restaurant. Pepsi's opponent this time is the fast food king McDonald's. KFC, Pizza Hut and Teke Bell were all just Some hot and cold restaurants only have a slight advantage in their own small market. After Pepsi merged them, they immediately put forward: the target and opponent "should not be another fried chicken shop or pie shop in the city, but should be Great McDonald's!" So Pepsi again challenged the strong players in the fast food industry.

It was the era of rising inflation in the United States, and McDonald's food prices continued to rise along with prices. Pepsi saw the right time and started its offensive with this as a breakthrough. The company continued to try to reduce costs and formulated the "simplification and simplification". "Simplify and simplify" principle (this does not refer to the production and quality of food, but to minimize non-food operating expenses), such as preparing some food in advance, grilling beef outside the store, minimizing kitchen land, reducing labor costs, and modifying menus, put fast-made menus on the front to speed up circulation. As a result, sales quickly reached twice as much as before, and employees were only half of what they used to be. Due to

the rapid increase in revenue, the cost was greatly reduced, and the profit skyrocketed. Contended, and drove the sales of Pepsi-Cola beverages.

Pepsi also pioneered a new “home delivery” promotion method for the fast-food industry. At the time, PepsiCo’s President Wayne Callaway said: “If we just wait for busy people to come to the restaurant, we will not be prosperous. The supply of chicken and pies is as convenient as it depends on the time.” Pepsi-Cola's high-quality, low-cost food, efficient and diverse services have won the favor of customers, sales record year after year, and soon become the most profitable catering company in the world. Even McDonald’s was under great threat. In the late 1970s and early 1980s, McDonald’s had an annual profit rate of 8%, and Pepsi Fast Food’s annual profit rate was as high as 20%.

Pepsi finally caught up with its competitors on the 92nd anniversary of its birth. In 1990, the two types of cola evenly divided the market. In terms of retail, Pepsi even exceeded \$100 million. In that year, Nielsen spent 9,000 consumers in the United States, Europe, and Japan. The authors conducted a survey and ranked the top 10 most influential brands in the world. Both Pepsi and Coca-Cola received this award, ranking 6th and 8th respectively. Pepsi-Cola has realized the dream of becoming the favorite company of customers all over the world. 1997 PepsiCo’s global sales totaled 29.292 billion U.S. dollars in 2009, ranking 92nd in the Fortune 98 Fortune 500, and won the revised world championship in the beverage industry. Coca-Cola can only be runner-up, with sales of only 18.868 billion US dollars, ranking 201st.

Pepsi in China

Since Coca-Cola is the first American company to enter China, it has an incomparable first-in advantage to Pepsi, and Pepsi is also a challenger in China.

Pepsi-Cola's competitive strategy in the Chinese market is mainly:

1. Targeting young people and sports-loving people as the target market. In March 1999, the Chinese Football Association announced that the Chinese Football

Association and the International Management Group formally signed an agreement after friendly negotiations. Pepsi-Cola will buy out the naming rights of the Pepsi-Cola National Football League A for the next 5 years, from 1999 to 2003, League A will be named Pepsi-Cola National Football League A. At the same time, the contract stipulates that other beverages are prohibited from entering League A clubs and teams. In one fell swoop, it monopolized the propaganda rights of China's largest sports market and expanded its influence among sports fans. In addition, Pepsi's advertisements are all focused on fashion, trendy, youth or sports people.

2. Focus on the development of Beijing and major large and medium-sized cities in the south. Now Pepsi-Cola has been manufactured in 12 domestic bottling plants, including Beijing, Shanghai, Shenzhen, Guangzhou, Fuzhou, Nanchang, Guilin, Chengdu, Chongqing, and Changchun. Except for Changchun and Beijing, all other cities are southern cities. Among them, Shanghai, Fuzhou, Chengdu, and Chongqing are considered to be the most important territories of Pepsi-Cola.

3. Mergers and acquisitions of domestic beverage companies. In 1993, Pepsi-Cola established PepsiCo Asia Beverage Co., Ltd. in Guangzhou and set up two concentrate production plants: one responsible for production and the other responsible for the production of local brands. In 1994, it reached an agreement with Tianfu Cola and Beibingyang Beverage Company to establish Chongqing Pepsi Tianfu Beverage Co., Ltd. and Beijing Pepsi Beibingyang Beverage Co., Ltd.

4. Diversified operations.

PepsiCo's beverage and catering business has been launched in China. At present, the domestic products of Pepsi-Cola beverages include PepsiCo, 7 Up, Mirinda, Mountain Dew, Arctic Ocean, etc. Pepsi-Cola catering in China is mainly KFC fried chicken and Pizza Hut pizza. Since 1993 when Pepsi-Cola signed a memorandum of mutual cooperation and development with the China National Light Industry Council, the company has invested 700 million US dollars in the same domestic project. It has 12

joint venture bottling plants and 3 enrichment production plants. Pepsi-Cola International Group It also plans to set up 9 new factories in China in the next 5 years. Together with local partners, the company will transfer advanced technology and equipment and introduce a modern management market system.

PepsiCo's aggressive expansion results are remarkable. In 1994 alone, the company's sales in China increased by 50%. However, in the Chinese Coke market, Coca-Cola still has an absolute advantage.

On February 2, 1999, the "China Business News" of the Wahaha Group Tongda, which launched Ultra Cola, conducted a survey on consumers across the country to "scoring Ultra Cola". The Beijing Bureau of Statistics calculated and calculated that 63% of the people were in the first choice to buy Coke is Coca-Cola. 34% of people prefer Very Coke, while Pepsi is only 3%. According to analysis, Chinese people have two mentalities, advocating foreign life and caring for domestic products. Coca-Cola became synonymous with "Cola" with its pure American taste. It is unanimously loved by the former mentality, while Very Cola has won over the latter group; Pepsi's positioning for young people has not been universally recognized, so it is at the bottom, and even the fledgling Very Cola can't compete. It seems that Pepsi is in China. there's still a long way to go.

However, with Pepsi, the spirit to challenge strong players, outstanding marketing and sales experience, and talent gathering advantages, PepsiCo will never be left behind. The good news is yet to come.

2.3 Analysis of the Problems in the Competition of Pepsi-Cola in the Chinese Market

2.3.1 PTST External Environment Analysis

1. Analysis of the macro environment of the market

(1) my country's economic level is constantly developing and improving, the beverage consumption market capacity is growing steadily, and the consumer's ability to

pay is also growing rapidly. However, only a few domestic companies in my country, such as Master Kong, Uni-President, and Wahhaha, have competitive strength.

(2) In terms of political and legal factors, China's entry into the WTO, various legal systems are becoming more and more perfect, the beverage industry management policies are becoming more and more perfect, and the market environment is getting better and better.

(3) In terms of social and cultural factors, with the changes in people's life concepts and consumption habits, beverages are often chosen for consumption in places such as travel, eating, and gatherings. The flavor, packaging, and convenience of purchase of various beverages all promote people's interest. However, many young consumers in the domestic market are more inclined to buy carbonated drinks.

2. Market micro-environment analysis

(1) Pepsi-Cola and its suppliers: Because Pepsi-Cola has strong strength and sufficient funds, it can gain the trust of its suppliers and there are no problems in the supply of raw materials. At the same time, the suppliers selected by Pepsi-Cola Company have a good reputation to ensure the output and quality of the products.

(2) Pepsi-Cola publicity channels: Pepsi has completed the nationwide publicity network coverage with the help of distributors' strong regional influence and logistics capabilities. At the same time, the publicity channels are continuously integrated and reformed, breaking the original channel pattern and establishing modern channels, new channel management such as ready-to-drink channels and traditional channels.

(3) Analysis of target consumers: Pepsi-Cola's target consumer group is mainly young people. Compared with mature or older consumer groups, younger consumer groups are confident and optimistic, dare to accept new things, and have low brand loyalty. , So that Pepsi can find a consumer group that can compete with Coca-Cola; at the same time, this consumer group likes innovation and adventurous, and the spirit of Pepsi-Cola is more likely to arouse their recognition and resonance; and this group of

people has sufficient purchasing power and growth potential. Continue to contribute to the growth of Pepsi-Cola's sales and show an upward trend.

(4) Competitor analysis: In the domestic carbonated beverage market, the two world giants, Coca-Cola and Pepsi, account for more than 80% of the market share, and Coca-Cola generally occupies more market share. According to relevant news reports: Master Kong and Pepsi the market share occupied by the alliance will exceed that of Coca-Cola.

(1) Analysis of PEST's external environment

1. Political environment

Pepsi is a beverage and snack food company. It is the fourth largest food and beverage company in the world and enjoys a high reputation in the world. So far, the Chinese government has issued some guiding opinions and suggestions, such as: "Guiding Opinions on Promoting the Healthy Development of Online Shopping", "Several Opinions on Accelerating the Development of E-commerce", and "Interim Measures for the Management of Online Commodity Transactions and Related Service Behaviors" These opinions have greatly promoted the implementation of various new media propaganda strategies and created a good political environment for the development of enterprises[13].

2. Economic environment

With the rapid growth of China's economy, the continuous construction of the network and the rapid popularization of communication equipment provide a guarantee for the implementation of new media propaganda strategies. At the same time, the consumption level of Chinese residents has increased, coupled with the fierce competition in the beverage market, therefore, modern enterprises need to use new media channels to explore publicity strategies [27].

3. Social environment

In the 44th China Internet Development Statistical Report, as of June 2019, China's Internet penetration rate was 61.2%, and the number of mobile Internet users in China has reached 847 million. Such a large scale of netizens provides a basis for the social environment for companies to carry out new media promotion strategies.

4. Technical environment

In recent years, new media is not only an important way for people to socialize, but also an important mode for enterprises to carry out network operations. People learn about the company's publicity activities through various business platforms such as Weibo, WeChat, and Douyin. And through these platforms online likes, forwarding, lottery and other activities to increase the public's enthusiasm for participating in new media publicity activities. In addition, the professionalism and accuracy of new media in information mining and collection, resource integration, etc. have also been further improved [3].

2.3.2 Analysis of Porter's Five Forces Competitiveness

1. The bargaining power of the supplier

Relying on Pepsi Group's "Fortune 500" status, stable consumer groups, good future development prospects and current huge market share, Pepsi-Cola has initially completed its expansion in the Chinese market. At this stage, Pepsi-Cola has established a number of factories in China and has reached long-term, stable and good cooperation with raw material suppliers. In the future, with the continuous implementation of Pepsi-Cola's new media promotion strategy, its market influence and product sales will be further improved, and this huge demand for raw materials will continue to stabilize the cooperative relationship between Pepsi-Cola and its suppliers, which shows that supplier bargaining Ability is not high.

2. Bargaining power of buyers

With the continuous development of my country's beverage market, there have

been many types of products including carbonated beverages, fruit juices, vegetable juices, milk-containing beverages, vegetable protein, solid beverages, tea beverages, special-purpose beverages and drinking water. At this stage, the price range of the product has been expanded to the price range of 1 yuan with drinking water as the main product, the price range of 2 yuan with carbonated beverages and tea beverages as the main products, and the price range of 3 yuan with juice and various plant beverages as the main products. Districts, and various more expensive functional beverages. Among them, the price of Pepsi is relatively low, the product positioning is relatively popular, and the willingness of terminal consumers to bargain is not strong. On the other hand, the main purchasers of Pepsi-Cola products are various distributors, and the implementation of its new media promotion strategy and the development of e-commerce in my country will also attract more product distributors. Therefore, the buyer's bargaining power is not high.

3. The ability of potential competitors to enter the industry

According to the life cycle theory, Pepsi-Cola has entered the mature stage of the product life cycle, and the market has entered a relatively saturated state [10]. "Pepsi" and its main competitor "Coca-Cola" both occupy a huge market share, extremely high brand awareness, and a stable consumer customer base. At this stage, Pepsi and Coca-Cola have invested heavily in new media publicity work, thereby reducing the ability of potential competitors to enter the industry [34].

4. Ability to replace new products or services

In recent years, with the continuous improvement of domestic public health awareness, people have paid more attention to functional health products such as plant foods, natural functional foods, low-sugar health foods, and high-protein foods, which will have a potential impact on the sales of Pepsi - Cola . At this stage, Pepsi-Cola has positioned its main sales target at young people who consume more carbonated beverages, and with the help of the huge influence of new media, it has continuously

strengthened its brand awareness, forming a youthful, fashionable, and energetic brand characteristic, thereby making relevant consumption. Those who maintain a high degree of loyalty can weaken the substitute ability of related new products to a certain extent.

5. Competitiveness of competitors in the same industry

In China, Pepsi's competitors in the same industry are mainly Coca-Cola, which also has a Fortune 500 background. At this stage, Coca-Cola's market share, brand value, and company rankings are better than Pepsi. In recent years, Coca-Cola has also paid attention to the importance of new media in increasing product attention and sales, and has adopted related promotion strategies, which has strong competitiveness.

2.3.3 Analysis of Competitive Strategy Portfolio

Three competitive strategies

1. Cost leadership strategy The price leader is generally the price leader with economies of scale. Entering

After the Chinese market, Pepsi-Cola adopted a penetration pricing method based on the consumption structure of the Chinese market, and first adopted a low-price strategy, which not only prevented competitors from entering the market, but also expanded PepsiCo's market share.

For example, in 2018, Pepsi-Cola launched more than 200 customized and unique Pepsi-Cola emoticons, which strengthened interaction with consumers through packaging language. PepsiCo uses such a low-cost communication channel to greatly increase brand exposure, increase the possibility of interacting with consumers, and stimulate consumers' desire to buy to a certain extent, thereby realizing the greatest benefits.

2. Differentiation strategy

Pepsi's brand image is very distinctive, and its advertising elements are more

individualized and diversified. Through cooperation with football stars such as Messi, Kaka, Beckham, Ronaldinho and Raul, Pepsi relies on the charm of the stars to influence consumers' desire to buy.

3. Specialization strategy

Since Pepsi's market positioning is the consumer group of young people, PepsiCo has carried out a series of methods such as packaging design and slogan design according to the preferences of young people, conveying its own unique concepts, and establishing "young, lively, and modern" in line with the new The brand image of a generation of young people.

2.3.4 SWOT Comprehensive Situation Analysis

SWOT analysis

1. Strengths

First, PepsiCo has entered a diversified business path to develop sports goods sales. Second, it has a strong innovation ability and a professional scientific research team. Third, it has a fixed consumer group, mainly a consumer market for young people. Fourth, form a brand effect and have a brand advantage.

2. weakness

First, the product contains caffeine that causes obesity. Second, the increase in management costs. Third, it has a very fierce competitive relationship with Coca-Cola in the same industry. Fourth, Pepsi has a lower share than Coca-Cola.

3. Opportunity

First, the market potential is huge, and health products such as tea beverages need to be developed. Second, continue to develop new products.

4. Threat

First, the residents' thoughts and lifestyles have changed. In recent years, people have pursued a healthy diet and lifestyle. Second, the competitor Coca-Cola has a higher market share. Third, the prices of raw materials continue to rise, which increases the purchase cost of enterprises.

2. Consumer behavior analysis

It can be seen from Figure 1 that the sales of soft drinks in China have shown an upward trend from 2012 to 2016, but have shown a downward trend in 2017 and 2018. According to statistics, in 2018, the sales volume of my country's soft drink industry was 15.634 million tons, an increase of 6.87% compared to the same year. From the perspective of production and sales rate, before 2018, the production and sales rate of my country's soft drink industry generally maintained between 96% and 99%, but it exceeded 100% in 2018. The main reason is that the market demand continues to increase and the backlog The inventory has been processed in a timely manner.

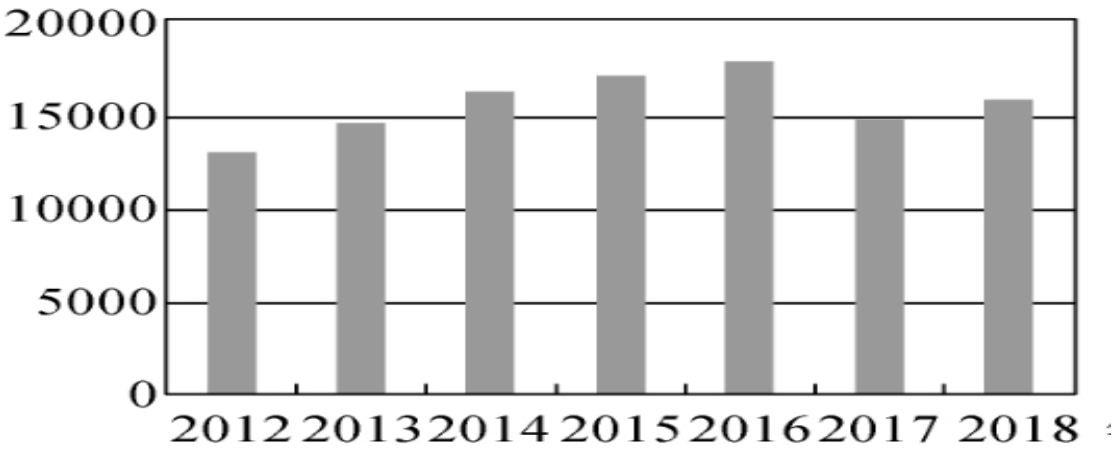


Figure 2.1 1-2012-2018 China's soft drink sales changes (China's beverage sales/10,000 tons)

[Source]: China Beverage Association

3 PEPSI-COLA'S STRATEGY AND OPTIMIZATION SUGGESTIONS FOR RESPONDING TO MARKET COMPETITION IN THE NEW ERA

3.1 Strengthen the Traditional 4P Competitive Combination (Products, Prices, Place, Promotions)

4P promotion strategy

(1) Product strategy

In recent years, Pepsi-Cola's differentiated publicity strategy in terms of product taste and product appearance has achieved remarkable success. In 2018, Pepsi has won the love of consumers through its unique expression packaging design, extending the original single can of beverages into a series and other strategies, which has greatly expanded Pepsi's brand influence and market share.

In the future, Pepsi-Cola should continue to leverage its advantages in the new era of broad online audiences and fast dissemination. While increasing its product quality promotion, it will continue to explore effective measures to develop new products and enrich its product system, and continue to use relevant methods of new media promotion. Raise hot topics[11].

(2) Price strategy

Phase 1: Low price strategy

When the economy is in a downturn, Pepsi's philosophy is to always be five cents lower than Coca-Cola's price, and to always have a little more product capacity than Coca-Cola. This low price and preferential strategy has won Pepsi a larger market share.

Phase 2: Competition-oriented price strategy

With the booming economy, people's income level and consumption level increase, PepsiCo adopts a competitive-oriented price strategy. In the context of the Internet age, consumers tend to compare products horizontally.

The convenience of obtaining information in the Internet age and the birth of various price comparison websites have made it easy for consumers to compare prices of different products horizontally. In practice, customers often use their own comprehensive judgments on products and prices to choose to buy those "cost-effective" products. In recent years, the popularity of Taobao Double Eleven and the 618 shopping festival on JD.com has demonstrated the success of the price strategy. Although the "price reduction" promotion strategy has high advertising investment and low product profit margins, it still plays a significant role in the long-term goals of building corporate reputation, seizing the consumer market, and cultivating consumer groups.

In the future, Pepsi-Cola's price competition strategy work should focus on highlighting its price strategy, using various product promotions to attract the buying behavior of consumer groups, and arouse consumers' attention with the help of a wide range of new media audiences. In addition, PepsiCo can also try to directly establish a micro-mall payment model for consumer terminals, and regularly issue product coupons and customize related discount activities for registered users of the platform. Use the convenience of micro-payment to achieve the purpose of simultaneous physical online sales, and Appropriately provide preferential prices to bind mall customers, so as to enhance the attention and interaction of Pepsi-Cola micro-platform users.

(3) Place strategy

In recent years, with the continuous development and rapid popularity of e-commerce, Pepsi's sales channels have also been continuously increasing. With the help of advanced propaganda strategies of new media, Pepsi-Cola will attract more product franchisees. In the future, Pepsi-Cola should establish a more complete product supply network and information sharing platform to provide diversified, fast-updated, comprehensive information and more convenient search for groups in need. And use the establishment of e-commerce platform to continuously shorten the publicity channels and reduce too many intermediate agency links. In addition, it should build a digital warehousing and logistics system, and improve its own product distribution capabilities through effective control of local logistics resources.

At this stage, there are few analyses on the increase in market quota of enterprises, the increase in brand influence, and the increase in product sales regarding new media promotion strategies. In order to further clarify the role of the new media promotion strategy. Pepsi-Cola's sales channels and sales departments at all levels should establish monthly, quarterly, and annual strategic goals, pay attention to the important role of new media tools in promotional work, and use the influence of new media to promote various promotional activities, and continue in actual publicity work. Summarize experience and achieve a good unity of cost reduction and improvement effect.

1. DS sales model: direct company visit and distribution PepsiCo mainly conducts direct company visit and distribution through other retail channels such as supermarket channels, commissary channels, catering channels, and entertainment venue channels.

2. WAT (Wholesale Collaboration) sales model: Wholesalers and end-point retailers sell orders, make plans and deliver goods are the main procedures for PepsiCo and distributors to discuss cooperation. Due to the rapid development of network technology, Pepsi's sales model is also constantly changing. Through the effective promotion strategy of new media, Pepsi-Cola has attracted more and more franchisees.

In the future, Pepsi-Cola should establish a more complete product supply network and information sharing platform. It should also build a digital warehousing and logistics system, and improve its product distribution capabilities through effective control of local logistics resources.

(4) Promotion strategy

In recent years, the launch of social software such as forums, Weibo, and WeChat has laid a solid foundation for the development of new media. Commercial promotion such as adverts, online promotional videos, corporate theme songs, business red envelopes and other forms have also come in. Business operators can interact with netizens through these forms, thereby enhancing the business effect of the company and establishing a good reputation for the company [38].

Facing the urgent needs of online audiences, some business operators have also taken the lead in joining the product promotion. The above methods have effectively shortened the distance between the enterprise and the majority of consumers, thus laying the foundation for the good reputation of the enterprise. The launch of Pepsi-Cola's "Bringing Music Home" series of online advertisements in 2016 has greatly increased its attention and sales. In the future, Pepsi-Cola should increase its attention to all kinds of new media promotion media, and use advertising promotion, placement of advertisement, establishment of WeChat official account, network opinion leader promotion, selection of image spokespersons, etc. to strengthen its own promotion work.

In the future, as the market continues to expand and competitors continue to increase, Pepsi's new media camp

The sales department should strengthen the research on the content of new media users and the attention degree of different new media publicity strategies, and use differentiated publicity strategies to enhance the company's own competitiveness. Continuously optimize the ranking of Pepsi-Cola in major search engines, enrich the

content of new media promotion platforms such as Weibo, Tieba, and forums, and increase the interactivity of new media publicity work through analysis of the effectiveness of related activities, and enhance various corporate publicity work The level of attention. In practice, the selection of new media promotion strategies is not static, but the best single or combined strategy needs to be selected based on market response, profitability, and cost calculations.

3.2 The Safeguard Measures of PepsiCo's New Era Competitive Strategy

3.2.1 Build Brand Quality

The American Marketing Association (AMA) puts forward: “Brand is a name, mark, symbol, pattern design or a different combination of them, used to identify a product for sale and distinguish it from competitors’ products. [1]” It can be seen that, Brands play a very important role in the survival and development of an enterprise. Therefore, Pepsi-Cola should also increase its attention to the brand, and combine new media promotion to enhance consumers' awareness of the brand.

1. Highlight quality brands

"Product quality" is the foundation of business operations and the top priority of food companies. Relying on more than 100 years of development background, Pepsi has always adhered to higher standards for product quality, and has a strong ability to control various sources of raw materials. Pepsi-Cola’s new era competitive strategy should highlight its superiority in product quality, stable taste, safety and hygiene, so that consumers can fully realize the excellence of Pepsi-Cola’s product quality, so as to build a tangible brand of its own products[35].

In recent years, with consumers’ increasing preference for natural, low-sugar, and healthy beverages, the proportion of carbonated beverages in the beverage market has declined slightly, and the popularity of fruit and vegetable beverages, tea beverages, and functional beverages has continued to increase. With the continuous increase of various

beverage brands and types, Pepsi-Cola should continue to use new media strategies in the future to increase consumer recognition of product quality, thereby consolidating its existing market share.

2. Improve brand awareness

The term "cognition" originated from Neisser's book "Cognitive Psychology" in the 1960s, and usually refers to the process by which people recognize external things. Brand recognition is a measure of consumers' recognition of brand connotation and brand value. It is a measure of the company's core competitiveness and brand value from the perspective of consumers. In today's increasingly fierce market competition and severe product homogeneity, brand awareness has a very important influence on consumers' choice behavior. Consumers' brand cognition usually comes from the actual experience of the company's promotional activities, surrounding or online reviews, and is ultimately formed through the evaluation of products or services. Pepsi-Cola should rely on various new media information platforms to strengthen consumers' awareness of its own brand.

The core value of the brand remains unchanged

With the rapid development of science and technology, people's living standards have gradually improved, and at the same time, people's psychology of comparison and pursuit of feelings has been fostered. This has caused some products and services to abandon their original ideas, and swarms of pursuit of current trends and homogenization. The phenomenon is particularly serious. Under this circumstance, the core value as the leading part of the brand has become the top priority of the company in formulating creative communication strategies. The core value of a brand is the soul of a company that can continue to survive and develop in fierce competition, and it is also the highest goal of the company's corresponding brand building. It is irreplaceable. The personality of a company can be enhanced with other companies. No matter what kind of activities the company is carrying out, what kind of propaganda and

communication strategy is planned, the core value of an enterprise itself must be consistent throughout. At any time, place and under any circumstances, it must be based on the core of the company. Value is the main line. Without the backbone of core value, an enterprise will have no soul. An enterprise that has lost its soul has no future for development, and it is impossible for sustainable development [24].

In the development history of Pepsi-Cola for more than one hundred years, Pepsi-Cola has always maintained its youthful vitality and sustained and stable development for a long time. It is inseparable from its long-term unified corporate core value. The core value of an enterprise is the most intuitive way to spread. The performance is the change in its advertising slogans. Pepsi advertising slogans over the years: 1898 refreshing, delicious, Pepsi, 1903 refreshing, refreshing, and improving digestion, 1905, the delicious drink, 1906, natural drink-Pepsi, 1907, 1907 Pepsi: delicious , Health, 1909 Pepsi: make you full of energy, drink Pepsi in 1910, make you satisfied, 1923 this is health: Pepsi taste Pepsi, you will like it, 1928 Pepsi, inspire your morale, the same price in 1932 , Double enjoyment, the same price in 1939, double the amount, 1940 Pepsi is your drink, tempting taste in 1943, 1945 Pepsi: more, better, best taste in 1949, Spend less money, more volume and more vitality in 1950, fresh and refreshing in 1953, socializing in 1958, drinking Pepsi and Pepsi to increase friendship, 1959 Pepsi makes you feel relaxed and happy, this is Pepsi in 1961, it belongs to the young Heart, rise up in 1963. You belong to the new generation of Pepsi. In 1964, you are full of vitality. You are the new generation of Pepsi. In 1967, the taste was unique. Pepsi surging forward to taste the incomparable Pepsi. Live/dedicate to you in 1969. Get it from life, and Pepsi from dedication. In 1971, I had a Pepsi day. In 1973, I became a Pepsi person and felt free. In 1975, Pepsi challenged. Let your feelings decide. In 1976, you have the Pepsi era. The spirit of Pepsi gave Pepsi a challenge. Drink Pepsi in 1982 and enjoy the delicious food for a lifetime! In the era of Pepsi, you can experience Pepsi now in 1983, Pepsi in 1984, the choice of a new generation, Pepsi in 1987:

The choice in America, my dear in 1990, this is what you need, and you can't live

without it in 1992-Pepsi, Young and happy in 1993, drinking Pepsi. In 1995, there was no choice but to change a new page in 1996: Pepsi, the choice of a new generation in 1998. The choice of a new generation (Ask for More), 1999 Pepsi in the year, yearning for infinite happiness of Coke, Pepsi in 2003, this is Coke, in 2004, Dare for More, Dare to Be No. 1, in 2007, breakthrough in creation and discovery of More, in 2008, the whole people danced together In China, when we gather together in 2008, we will share with Pepsi. In 2009, I created a sympathy with China. In 2010, I started aspiration. In 2011, aspiration is power. In 2012, I will bring "happiness" home [39]. In Pepsi's bottle promotion, the meaning of interaction and sharing was added. From the copywriting on the lyrics bottle, line bottle, and praise bottle, it can be seen that Pepsi is no longer as large as the previous publicity and communication activities. Instead of casting the net, it has recognized the new generation of young people who have grown up with the Internet, placing more emphasis on the youth and vitality of products, and focusing on cooperation and interaction with young consumers. Whether it is the launch of new products, the shooting and release of new advertisements, and even the choice of publishing platforms and media, they all reflect the corporate image of being positive, young, optimistic, and daring to fight [36].

All in all, although companies must keep pace with the times and constantly adapt to changes in consumers' consumption trends, they must also continue to introduce new products, change new packaging, and release new advertisements, but at the same time, the core value concept of the company is also keeping up with the times. And continue to enrich and develop on the original basis. In the course of more than one hundred years of enterprise development, the only constant is the classic taste of the product [37]. As the pope of modern advertising, David Ogilvy once pointed out: "Brands such as Pepsi are successful because they create a coordinated image and persist in implementing them in advertising."

3.2.2 Build the Company's Talent System

Talent Strategy

Pepsi Group has three criteria for selecting talents: "the smartest, the most honest, and the most driving spirit of hard work". It is not easy for a manager to survive in the Pepsi Group. The company's requirement for managers is "either go up or leave." Very smart talents, one hundred percent of their energy is released. The company will provide them with a fast-growing career ladder and generous remuneration, allowing them to take important responsibilities early, and have a high degree of freedom within their respective scope of work, as well as other excellent A working environment where the three colleagues work actively and cooperatively. These have played an extremely important role in the strategic development of PepsiCo.

The core of Pepsi Group's talent strategy is to attach great importance to the final work results. Achieved goals, effective and results, will be continuously promoted within the Pepsi Group. Pepsi Group's tolerance for managers who fail to achieve their goals is very low. If the work is not effective, then this person will be quickly eliminated from the company.

Eliminate personnel

People who have always been unable to accomplish their goals should be eliminated from the enterprise. In leadership positions, such people are more harmful to the enterprise. At least they must be removed from the leadership position and put them in the air. Eliminating personnel is the last and most powerful means for those who cannot achieve their goals.

Pepsi Group conducts an annual evaluation of its employees. The evaluation results are divided into four categories: outstanding performance; praiseworthy; average performance; poor performance. The evaluation is mainly based on the comparison of the employee's specific performance and its goals. The Personnel Department makes a statistics on the evaluation of the personnel of each department. If the department reaches the specified target, then the department is praised, and the proportion of outstanding performance personnel is higher.

Personnel who performed poorly or failed to complete their goals were fired or quit their jobs voluntarily. Approximately 3% of PepsiCo employees receive a "poor performance" year-end assessment. These people are limited to correcting their mistakes within 3 to 4 months. If their performance does not improve significantly, they will be fired immediately.

company culture

There is a Chinese saying, "Three feet of ice is not cold in a day". It is not enough to rely on clear and difficult goals and tough systems as a means.

As a company's software is to cultivate and strengthen the company's unique value and culture is the guarantee for the company's long-term development. In terms of company values and culture, PepsiCo also emphasizes the importance of results and how people can keep their promises and achieve the goals set in advance. People's credibility and honesty are the most valued in the company's culture and values. The company's culture and values apply to people who love challenges, self-love to compete, and like to work with those who are capable.

Of course, the management of the Pepsi Group also has shortcomings. For example, the company overemphasizes "value on results". It will make people short-sighted and only see short-term results while neglecting long-term goals. Another example is that the company attracts a group of ambitious people, who naturally have a strong sense of crisis and pressure, and indirectly encourages these people to build their own defensive walls, such as organizing their own network of relationships within the company and helping them. Form a faction, play with your wrists, etc.

Corporate Culture Pepsi is a well-known large enterprise. It has a history of more than 100 years since its birth in 1898. During this period, it was on the verge of bankruptcy and its business was bleak, but after all, it was able to turn the dangers into trivialities, make great strides, and usher in today's glory. Pepsi's victory is the same as all victory companies, thanks to its visionary leadership, his business strategy, strict

management and continuous launch of products that adapt to the market and have new ideas. But the most important part of Pepsi's unique victory experience is the culture it bestows on the company and its products.

The Pepsi brand's philosophy is "Hopelessness" and advocates an aggressive career attitude for young people. The implication is that for young people, there are endless opportunities and fantasies, and they can indulge in reverie and seek. In order to promote this concept, Pepsi chose football and music as the basic brand and corporate culture carrier, using Jackson, Britney Spears, Aaron Kwok, Faye Wong, Jolin Tsai, Huilin Chen, Xiuwen Zheng, Jay Chou, A large number of celebrities such as Beckham, Rivaldo, Carlos, Fan Zhiyi, Li Weifeng, Qi Hong, as brand spokespersons, strongly advocated the energy advocated by corporate culture, and made Pepsi "the choice of a new generation" and promoted "happy freedom". The style is generally understood and accepted by people, especially young people. In this way, many people have made it clear why the products of "Pepsi" deliberately reflect a dynamic and joyful style from simple packaging to the expansion of event series and functional series, so that many young people have become "Pepsi" loyal and enthusiastic. Consumer.

1. Professional talent system structure

With the continuous renewal of modern enterprise development concepts, the competition between products and services in the past has escalated into competition for corporate talents. Modern enterprises under the background of new media propaganda and e-commerce should pay attention to the advanced nature of human resources. The construction of a professional talent system can promote the better development of various tasks and daily management of the enterprise, which is of great significance. At the same time, the development of new media competition strategy also makes relevant talents of enterprises have to pay attention to the business philosophy and market development under the network perspective. At this stage, Pepsi-Cola's new media promotion work is more outsourced to other companies, which has affected the construction of the company's own talent team and the improvement of its own

competitiveness to a certain extent. Therefore, Pepsi-Cola should pay attention to the important development model of talent strategy, and increase the work of constructing the enterprise's talent system.

2. Advanced performance management mechanism

Pepsi-Cola's new media publicity department should introduce advanced employee performance evaluation management methods, determine evaluation factors based on different employee positions and work content, establish a scientific incentive and promotion mechanism, so as to improve employee work efficiency and centripetal cohesion, and promote employee initiative Play. In the selection of performance evaluation indicators, evaluation factors should be set in combination with different positions of the enterprise. For example, the evaluation indicators of the logistics department can include the level of informatization, storage and transportation costs, etc.; the evaluation indicators of the sales department can include the total sales of products and the recovery of funds. Wait. By establishing the company's monthly, quarterly, and annual strategic goals, and summing up experience and countermeasures in time through the completion of work goals, at the same time, we must introduce an employee competition mechanism for the survival of the fittest, and implement the elimination system for the unqualified, and for the departments with outstanding goal completion Or staff provide material and spiritual incentives, including bonuses, the application of the job promotion system, training opportunities and paid holidays, etc., so as to enhance the staff's sense of work responsibility.

With the promotion of various network office systems, the level of enterprise informatization has also become an important feature to measure the degree of enterprise development. In the future, Pepsi-Cola's new media publicity department should focus on the introduction of management talents, scientific and technological talents, and business talents, actively organize employees to learn about finance, finance, technology, etc., and use advanced personnel training to improve the level of enterprise information management, and use Advanced management methods such as

performance evaluation method, promotion mechanism, material and spiritual incentive method, etc. build a complete management system. The employment of employees is open to the public, and the principles of openness, fairness and justice are followed in the selection process.

3.2.3 Establish Perfect Service Standards

Always be consumer-centric

In the mid-1980s, American propaganda master Don Schultz put forward the concept of "integrated propaganda and communication", which is essentially consumer-centric. However, due to the information asymmetry between companies and consumers, companies are still in a dominant position when organizing and planning communication activities. They are carried out in accordance with their own pre-planning, and will not solicit consumer opinions, nor will they solicit consumer feedback at the end of the event [2]. At this time, the so-called consumer-centricity is more of an empty slogan, just a formality. Now, with the popularization of networking and the instant communication of social media, the speed of information dissemination has been greatly accelerated. Now companies can no longer ignore consumers' feelings when they organize related activities. Consumers can communicate and communicate with each other on different platforms and social media through the Internet, and begin to firmly occupy the initiative and independent choice in product purchase. If companies continue to ignore the consumer experience, then consumers will take practical actions to "eliminate" the company out of the game.

To be truly consumer-centric, companies need to do the following: First of all, in the pre-planning of brand publicity and communication, they must fully consider the needs of consumers. Able to put down their body, communicate with consumers on an equal footing, and collaborate on creativity. Because in the self-media era, everyone is a producer of dissemination content, and at the same time a disseminator. Everyone can use the audience's existing media to publish the content they want to share in real time.

The network connects consumers as a whole. And this overall demand is precisely the guarantee for the survival of the enterprise. Consumers will give the product a score in their minds based on their own product experience. The evaluation basis is uncertain and random. This evaluation standard and evaluation score will have important reference value for subsequent consumers, and even affect their purchase behavior. Traditional word-of-mouth publicity is only face-to-face communication, but now due to the Internet, there are even some websites that can self-evaluate products or services, such as Dianping.com, Douban.com, etc. Good product experience can quickly spread, and this is the most intuitive manifestation of the transformation of communication into the purchasing power of the product is the company's sales performance; and for the negative experience of consumers, companies of course have to bear heavier losses than before. Focusing on the creativity of content, weakening the pursuit of material benefits, and having greater randomness have become an important feature of consumers' independent production of evaluation content. For the development of enterprises, these contents are undoubtedly the guideposts for future development.

Secondly, companies should leave enough room for consumers to participate in creative propaganda and communication activities, and even put aside all planning, follow the consumers' thinking, and follow them. Because no planner can judge their needs more timely and accurately than the consumers themselves. Under certain conditions, the loyal fans of the product are even more foresight and creativity than the corporate planning group. On the basis of carefully listening to consumers' opinions, enterprises should take care of the rough and precise, adopt reasonable opinions, and use them as the direction and goal of the future development of the company's products or services. Only in this way can the company develop more sustainable and more competitive. Of course, its sales performance will rise steadily, because the products are developed or improved in accordance with the needs of consumers from the perspective of consumers, and satisfy consumers. Needs have met their psychological needs and met their expectations. Consumers will share the usage of products or services with more potential consumers through various platforms, which can stimulate more

consumers' purchase motivation. The result of focusing on consumers is that the user's word-of-mouth communication has brought huge profits to the enterprise.

1. Pepsi wants to establish standardized services

Pepsi should pay attention to the importance of publicizing service levels for improving consumer satisfaction, and use the interactive features of various new media platforms to collect consumers' evaluations of their own service quality. And on the basis of subdividing the individual characteristics of consumer behavior, it will explore related services in combination with the development goals of the enterprise and the needs of target consumers.

Pepsi should take advantage of the interactive advantages of new media platforms such as Tieba, forums, and Weibo to allow consumers to participate in the formulation of relevant service codes of conduct. In the future, Pepsi-Cola should increase the establishment of service standards such as integrity, professionalism, and responsiveness in the training of employees on new media platforms, and use fast communication methods, timely solutions, and service concepts that focus on customer needs to improve consumers Satisfaction with their own services, thus shaping a good reputation.

2. Personalized additional services for consumers

Propaganda concepts, added value, functionalization, differentiation and resonance are important factors that affect consumers' choices. At this stage, although Pepsi-Cola has established preliminary contacts with consumers through large online platforms, related services are limited to price discounts, product information push, and forwarding of preferential activities, etc., and it does not really start from the needs of consumers and reflect the services. The characteristics of, innovation, care and personalization have also weakened the value of its fans to a certain extent. How to innovate in the content, form and service of the current attention system so that it can meet the increasing individual needs of consumers and increase the brand loyalty of consumers is to achieve

its own differentiated development under the background of the network development of Pepsi-Cola in the new era. Effective strategy [30].

In the future, Pepsi-Cola should increase the analysis and summary of the needs of fans under the network platform, and customize personalized service products for it within a certain limit, such as regular product discounts for users who follow Weibo, and holding Pepsi-Cola Sina Weibo fans new product release stars Meet and wait. Pepsi can let fans participate in the selection of service products through voting, hot topics, etc., so as to expand its influence while catering to the needs of the public. To further segment the consumer market by predicting the preferences of fans, so as to seize the psychology of their individual needs and expand their market share. Since the customized service method satisfies the needs of fans well and is of higher value to them, enterprises can also obtain higher profits from the service, thus achieving a win-win situation. In addition, Pepsi should also do a good job of maintaining fans, including holiday phrase care, appropriate comment interaction, etc. The official WeChat official accounts of Pepsi-Cola's various local branches should pay attention to the audience service section, carefully build interactive areas, encourage audiences to share experiences, selfie videos, pictures and other content, and increase user participation. In addition to feeling the reality of the price, it can also experience a real sense of attention and care.

3. Accurate information push service

Pepsi's publicity targets are mainly young people, who are eager to obtain real-time updates of fresh information, and have a high degree of attention to product information, especially all kinds of new products. In the context of traditional media, companies are lagging behind in pushing product information to consumers. With the help of advanced information technology in new media publicity, Pepsi can accurately push product information such as discounts, inventory, and website information to customers' mobile phones and mailboxes. The sending of relevant information is helpful to increase customer attention, deepen customer brand memory, and promote customer

browsing The purchase conversion rate has a very significant effect. Pepsi can try to open a WeChat mall or develop an App promotion platform on the WeChat platform. The target audience can realize the online and offline integrated service model of information inquiry, experience, interaction and purchase only through the operation of the platform.

In the future, Pepsi can increase the push of various product information through the construction of physical and online member databases. It should be noted that the push of relevant information should be based on the principle of customer needs and moderation, and the push of too much unnecessary information should not cause customer disgust.

3.3 Suggestions for optimizing Pepsi-Cola China's competitive strategy in the new era

3.3.1 Optimize Products

People say that customers are God, and all competitive strategies are based on product sales and enterprise development. Therefore, products that meet consumer needs are the foundation for a company to achieve rapid development. The competition strategy of network propaganda is based on the development of the Internet, which is based on the basic reform and development of traditional propaganda, and its operating mode is also very different. The trading location of products has changed from a real tangible market to an imaginary and simulated online market, and the types of consumers are also very different, from ordinary traditional consumers to new Internet consumers. In contrast, “online customers” in the Internet age are completely different from traditional consumers. Internet consumers have a strong sense of individual consumption, which means that when they choose products, they have a strong personality. The requirements of customers are also increasing, and the phenomenon of customized products by customers is becoming more and more common. In this case, companies should reflect on their sales model. Internet propaganda is extremely interactive compared with traditional propaganda. Internet propaganda helps companies

reduce costs, increase sales, and expand market share. Compared with traditional propaganda, customers in internet propaganda have more autonomy. Consumers can start from their own needs and characteristics. Consumers can truly shop around by choosing products that suit them globally, and this choice breaks through the limitations of time and space, and can quickly meet customer needs, thereby reducing customer transaction costs while also saving The customer's transaction time. The Internet provides a platform for all companies to display themselves on an equal footing. All companies have broken through the limits of their own scale and have full and equal access to information from all over the world. This is an excellent development opportunity for small and medium-sized enterprises. Internet propaganda can meet the individualized and diversified consumer needs of today's society, and realize the transformation from large-scale, non-differentiated propaganda in the past to personalized centralized propaganda.

It seems that PepsiCo can only achieve the publicity goals set by PepsiCo only by focusing on online consumers and providing products that meet its characteristics. PepsiCo should always consider issues from the perspective of consumers from designing products to selling products in order to produce products that meet consumer needs and expectations. In the process of product promotion, questionnaire surveys and research should be adopted to simulate consumption trends, and Use mathematical models to analyze consumption data to deeply understand consumers' psychological needs, and design high-quality products that consumers demand. It is necessary to strengthen the promotion of core products, and provide consumers with a variety of different, multiple choices, scientific and reasonable programs that meet their consumer desires. When Pepsi-Cola Company conducts network promotion, first, the network provides a good display stage for products. To make full use of the role of the stage, product information should be taken as a prominent point, especially the characteristics of core products; secondly, the product line should be transformed. The breadth and product portfolio approach takes into account both personalized products and large-scale customers, allowing customers to join in the design of the desired product. In this

way, Pepsi-Cola can not only improve production efficiency and publicity efficiency, but also enable the network publicity to achieve the goal of zero storefronts and zero inventory. In addition, Pepsi-Cola can make innovative improvements in the quality of its products. Pepsi-Cola can visually display the appearance and features of new or updated products to consumers by opening an online communication area. At the same time, it is also more convenient for companies to understand consumers' shopping psychology and market trends, so as to open up new markets and develop new consumer groups.

In recent years, Pepsi has also paid more attention to consumer needs, launched a form of commemorative packaging to cater to consumer needs, and cooperated with e-commerce platforms such as JD.com, Tmall and Yihaodian through "network exclusive" and "not for sale" forms.

3.3.2 Optimize Costs

Provide a cost that meets consumers' psychological expectations. Consumption cost contains many factors, currency cost is only one of them, consumers will also pay mental cost, time cost, physical cost, etc., so these factors need to be considered. In order to fully meet the expectations of consumers, PepsiCo must use the "total consumer cost" that consumers are willing to pay as the core standard of the plan when formulating sales plans. When formulating a plan, we should consider saving consumers' monetary cost, spiritual cost, time cost, and physical cost.

First of all, consumers and manufacturers are encouraged to participate in the formulation of the selling price of products, so that not only the pricing of products is customized by the manufacturers, but the consumers also have the right to choose, making the sales pricing more scientific and reasonable. Consumers' own purchase needs, through fully researching the market conditions, choose to purchase or customize their desired products and corresponding services at the minimum cost (product prices, purchase costs, etc.).

Secondly, in the process of Internet promotion, the energy and time cost of consumers should be reduced. Consumers often need to browse various websites and invest a lot of energy and time to obtain all the information about products. Therefore, in order to save consumers' energy and time cost, PepsiCo should increase the visibility of the website and improve its product search engine. At the same time, as well as through the design of a clear web interface, specific product information and quick links to similar products are introduced, so that consumers can find relevant product information as soon as possible.

Saving physical costs is the biggest advantage of online publicity. Merchants can implement door-to-door services, and consumers can buy the products they need without leaving home, which greatly saves customers' physical costs.

3.3.3 Optimize Convenience

Sales channels are becoming more convenient. The focus of 4C theory on content is how to better serve consumers, so that they can find their favorite products in the shortest time and in the fastest way [16]. For enterprises, on the basis of shopping navigation based on network promotion sites, it can help consumers find shopping areas. In addition, under the basis of the Internet, companies can also conduct publicity across time and space, pertinence, etc., so that consumers can enjoy shopping at any time and place. With the development of the times, the pace of life is accelerating, and a large proportion of consumers will choose online consumption when they consume, because online consumption is very convenient and their needs can be met at the same time. Pepsi-Cola Company analyzes the market situation and seeks to formulate appropriate price policies. In the process of implementation, it should analyze the industry environment to avoid blind competition on prices. And improve the function of Internet propaganda channels. In addition, PepsiCo should not focus solely on sales channels, but should also consider whether it is convenient for consumers. On the basis of the network, the distribution system can be displayed very easily. In this way, the corresponding distance between Pepsi-Cola and consumers can be reduced. In the

traditional sense of commodity sales, wholesalers and Retailers are both important links. However, these two links are gradually being replaced by online publicity, and this also greatly simplifies the sales channels. For the company, first, when the length of the sales channel itself becomes shorter, it indicates that the cost and price of the product itself will decrease; second, when the overall link of the sales channel decreases, the corresponding risks encountered by the new product in the market will also be reduced; third, For the company, it can eliminate the accumulated goods in the warehouse in the shortest time with the help of network channels. For consumers, shopping through the Internet is convenient, fast and very convenient.

In online sales, companies provide customers with product details, and then customers choose to purchase, pay, etc., which not only provides convenience for customers' purchase, but also makes customers more reasonable and satisfied in the purchase process, and improves customer satisfaction. On the other hand, the price selection of online sales is more abundant, and the price adjustment of enterprises can quickly inform consumers and promote consumption. In addition, online sales have broken through the constraints of time and space on sales. Enterprises and customers can communicate and trade in a timely manner, and the Internet provides a good atmosphere for communication between enterprises and customers, which improves customers' affirmation of products. And the degree of trust. In addition, the Internet has also expanded the channels for companies to promote products, such as publishing new products on the website, publishing promotional activities plans, accumulating popularity and increasing corporate brand awareness. Another example is to disseminate information about new products and promote products through WeChat.

In general, the Internet has gathered a lot of popularity and provided many business opportunities for businesses. Internet publicity strategies can better use various resources to publicize and promote products, which has a significant effect on improving the speed and effect of publicity.

3.3.4 Optimize Communication

At the moment, the Internet is more based on social relations. Communication activities carried out based on this, consumers can obtain corresponding information, and they can study products by building a bounded rationality model and some information models. In the sales process, the completeness of information has an impact on consumers' preferences. In the bounded rationality model, each consumer makes purchasing decisions randomly. In some information models, consumers' preference for choice is a rational choice as the information continues to improve. Therefore, it is considered that online sales promotion uses social relationship channels to disseminate product information is an extremely effective means.

For sales, communication is the best way. Through communication, companies can seamlessly connect with consumers and better enhance their own competitive advantages. Among the original propaganda methods, companies seldom communicate with consumers, and consumers are generally in a passive position. Under such conditions, the cost of propaganda by companies will increase to a large extent, while one-way sales are greatly increased. This will lead to consumer resistance. The interactive propaganda that regards the Internet as an intermediate link focuses on the Internet propaganda tool in the enterprise, so it is very convenient to communicate with consumers. Regarding 4C theory as a basic content propaganda method, the focus is more on communication rather than promotion. This situation will encourage consumers to find information that has a greater relationship with the content of the product through relevant channels, and at the same time understand and master the information. As for PepsiCo, it should optimize its use of promotion and establish communication bridges with consumers in order to communicate more closely with them. First, re-examine the relevant elements involved in the communication combination and how to use them, such as the corresponding personal sales, online advertising, direct publicity, and public relations.

Second, the corresponding network usage conditions involved in the entire

purchase process should be rationally evaluated, so that communication can serve consumers to the greatest extent. Pepsi-Cola has a timely understanding of consumers' evaluations, and uses online platforms to communicate and communicate with consumers one-on-one so as to grasp the psychology and preferences of consumers.

CONCLUSION

In general, the Pepsi selected in this article is a relatively typical case of world-renowned beverage companies adopting competitive strategies when entering China. As the research object, the current development status, basic overview, industry environment and market demand are analyzed, and it is concluded that Pepsi is in Publicize the accumulated experience and existing problems in management, through specific analysis and research on this, analyzed in the Chinese beverage market, the Pepsi brand in the specific competitive strategy and implementation process in the specific competitive strategy and implementation process worthy of our learning and reference as well as the problems that have arisen, And put forward corresponding countermeasures and enlightenment accordingly. It is hoped that the countermeasures and suggestions compiled can be enlightened and used for reference by carbonated beverage companies in formulating actual competitive strategies.

In recent years, the domestic beverage industry has developed rapidly, and the annual output is gradually increasing. Consumers' market demand for beverages is also increasing. Beverages have become an indispensable part of people's lives. As carbonated drinks are a big cake in the beverage market, all beverage companies are eyeing, especially the development of national brands of state-owned carbonated drinks is hindered. It is necessary to keep pace with the times, innovate products, adjust product competition strategies, and improve publicity and communication methods. National carbonated beverage brands can re-emerge! If you are still obsessed with the status quo, stand still, stand still, and do not conform to the trend of social development, then not only Pepsi, but all enterprises will face the fate of being abandoned by the times. So as the final summary chapter. Understanding the formation of PepsiCo's competitive strategy has practical and theoretical guiding significance for the development of related companies.

The first chapter is the explanation of all the relevant theories cited in this article. The thesis is devoted to studying the formation of Pepsi-Cola's competitive strategy and

the practical significance of enterprise's competitive strategy. Chapter 1.1 describes why the author wrote this paper and the significance of this paper. 1.2 Explains the main theoretical analysis models used in this article (PEST analysis model, SWOT analysis model, Porter's five forces model), and introduces in detail how the author uses these models to analyze problems, as well as the role of the analysis results of these analysis models, and how to use them . The model analyzes the development of the enterprise and the status quo facing the enterprise. This will use these analysis results in the second chapter to analyze the problem. 1.3 Describes the most important theory of this article-the related theory of corporate competitive strategy. The thesis is about the formation of Pepsi's competitive strategy. So what is competitive strategy, what is the significance of competitive strategy, why should companies use competitive strategy, and how to study one How about the formation of a company's competitive strategy? This is the specific content I described in 1.3. Through the understanding of the theoretical part of the first chapter, the author can continue the following research after having a theoretical foundation.

In the second chapter, the author describes in detail the current situation of Pepsi-Cola's competitive strategy in China, and analyzes the current situation using the theoretical analysis model of the first chapter, and then draws out the problems existing in the current situation. In 2.1, the author briefly introduced the background of Pepsi-Cola related companies. Under the premise that almost leading companies monopolize the market, from its birth to growth, setbacks to growth, to the final development to the status quo, to the general situation of expanding overseas markets. Finally, it tells how PepsiCo entered the Chinese market under the premise that Coca-Cola almost monopolized the Chinese market. And Pepsi-Cola's target positioning for the Chinese market. Challenge like Coca-Cola by establishing a new Pepsi brand image. The new generation of Pepsi-Cola has established a young, lively, and contemporary label to imply that Coca-Cola is old, outdated and outdated. In order to occupy the theme of the soda purchase crowd-the consumer psychology of young people. And used advertising to shout out its positioning: a new generation of choice. Its market positioning is to

discover the market from young people, define its own Coke as a new generation of Coke, and select the appropriate brand spokesperson (inviting new era and new event superstars) to pass the idol plot of a new generation of young people. The cultural transformation has begun. This step is also known as one of Pepsi's most successful brand success strategies.

Through the understanding of Pepsi's development, the author introduced the formation of Pepsi's market competition strategy in detail in 2.2. The first step is to dare to challenge the leading companies and occupy a part of the market through price wars. And by expanding overseas markets to increase visibility. Occupy a blank market. And through the diversification of corporate products to retain customers. Pepsi also went to the big cities to develop in China first, in order to obtain better development.

Then 2.3 is to use the analysis model introduced in Chapter 1 to specifically analyze the problems, precautions and development status of Pepsi-Cola's implementation of its competitive strategy in the Chinese market. Analyze the current situation of the Chinese market through PEST grandpa's environmental analysis. From the four aspects of politics, economy, society, and technology to analyze the external situation of the company, thereby changing the company's competitive strategy. And through the analysis of Porter's five power competitiveness, the competitiveness of existing competitors in the industry, the ability of potential competitors to enter, the ability of substitutes, the bargaining power of suppliers and the bargaining power of buyers, these five types. The combination of power affects the attractiveness of the industry and the competitive strategic decisions of existing enterprises. And SWOT comprehensive situation analysis, the company's advantages, disadvantages, opportunities and threats to get the company's current problems. And through the analysis of the combination of the three relevant three competitive strategies, the implementation of Pepsi-Cola's competitive strategy (cost leadership strategy, differentiation strategy, and specialization strategy) is obtained. And conduct consumer behavior analysis to analyze the current needs of the market, so as to adjust the

competitive strategy.

The last chapter, the third chapter, is a solution to the problems found and raised above, as well as a suggestion for the development of the current situation, and suggestions on Pepsi-Cola's strategy and optimization for responding to market competition in the new era. The main content of Chapter 3, the work result is "Proposals for Optimizing Pepsi-Cola's Competitive Strategy in China in the New Era"

In 3.1, the author used a new theoretical point, about strengthening the traditional 4P competitive combination (product, price, channel, promotion) 4P publicity strategy. 4P marketing theory is summed up as a combination of four basic strategies, namely product (Product), price (Price), promotion (Promotion), channel (Place), because the English prefixes of these four words are all P, plus Strategy (Strategy), so abbreviated as "4P's". The product focuses on the function of development, requires the product to have a unique selling point, and puts the product's functional appeal in the first place. Price (Price) According to different market positioning, formulate different price strategies. The pricing of products is based on the company's brand strategy and pays attention to the gold content of the brand. Channel (Place) companies do not directly face consumers, but focus on the cultivation of distributors and the establishment of sales networks. The contact between companies and consumers is carried out through distributors. Promotion (Promotion) Many people interpret Promotion as a "promotion" in a narrow sense, but it is actually very one-sided. Promotion should be a series of propaganda behaviors including brand promotion (advertising), public relations, promotion, etc. Here the author describes (1) the product: how does the product perform? What are the characteristics of the product? What is the appearance and packaging of the product? What is the service and guarantee of the product? (2) Price: Is the reasonable profit of the enterprise and the price acceptable to the customer considered? Is the pricing consistent? The company's competitive strategy? (3) Promotion: How does the company pass product information to consumers through advertising, public relations, business promotion, and personnel sales to facilitate

consumer behavior? (4) Distribution: What channel is the product sold through? How to deliver the product smoothly in the hands of consumers. How to use these to optimize the entire process and enhance the company's competitive strategy.

3.2 is about the safeguard measures of Pepsi's new era competitive strategy, and better develops the enterprise through the implementation of the enterprise's refined management and strategic implementation safeguard measures. The first is to build brand quality and enhance brand awareness. Then we need to build the company's perfect talent system. Here we have to talk about the talent strategy implemented by PepsiCo-Pepsi Group has three criteria for selecting talents: "The smartest, the most honest, and the most driving spirit of practical work." The core of Pepsi Group's talent strategy is to attach great importance to the final work results. In the end, the follow-up service work of a product must also keep up. It is necessary to establish perfect service standards at will. First of all, it is necessary to start with the consumer as the center. The enterprise must be truly consumer-centric to improve customer satisfaction.

3.3 is about the optimization suggestions of Pepsi-Cola China's new era competitive strategy, which is also based on the information obtained from the above problems and solutions. The first thing that is very important is the optimization of products, because people say that customers are God, and all competitive strategies are based on product sales and enterprise development. Therefore, products that meet consumer needs are the foundation for a company to achieve rapid development. Let it be the optimization of the cost, and the enterprise provides the cost that meets the psychological expectations of consumers, thereby obtaining a higher sales volume. Advocate that consumers and manufacturers jointly participate in the formulation of product selling prices, so that product pricing is not only customized by manufacturers, but consumers also have the right to choose, making sales pricing more scientific and reasonable. Then there is the optimization of the convenience of various measures. From the perspective of sales channels, and the 4C theory derived from the above 4P theory, the focus on the content is how to better serve consumers and make them in the

shortest time Inside, the fastest way to find your favorite products. The development of the Internet in the middle new era has provided great convenience for it, so Pepsi has achieved remarkable results in the new era based on the development of the convenience of the Internet. Then it is about the optimization of communication. Communication is the process of the transfer and feedback of thoughts and feelings between people and groups, in order to reach agreement and unblock the feelings. The basic structure of communication includes three aspects: information, feedback, and channels. Communication cannot be completed without any party. According to the specific structure, communication can be divided into two types: informal communication network and formal communication network. Through the research of "grass news", it is found that informal communication networks mainly have typical forms such as clustering, gossip, and accidental; formal communication networks include chain, wheel, full channel, Y-type and other forms. Therefore, companies need to work hard on communication to facilitate access to customer information, and for consumers to establish communication bridges to communicate more closely with them. Let communication serve consumers to the greatest extent. Pepsi-Cola Company has a timely understanding of consumers' evaluations, and uses the online platform to communicate and communicate with consumers one-on-one so as to grasp the psychology and preferences of consumers.

In summary, it is the main content of this paper. The "Internet +" era has greatly changed people's lives, especially in the execution of corporate competitive strategies. It has brought a huge impetus to the development of enterprises, and also provides a new business model for business. Internet technology should be fully utilized to allow enterprises to effectively develop their business and productivity in the new wave of international trade.

Based on the results of the paper, the author wrote and published a related article "Analysis of Pepsi's Main Brand Competition Strategy in China". If you are interested, you can search for relevant content on the <http://naukaip.ru> website. The research in this

article also has many shortcomings. Although the typical Pepsi is selected as a case, the relevant research is relatively macro, lacks detailed research on specific competitive strategies, and the author's level is limited. Therefore, relevant theories and conclusions remain to be discussed. Further strengthen.

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