

Research on the Digital Transformation strategy of Holiland Bakery Brand from the Perspective of Big Data

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Abstract. With the increasing importance of data as a critical asset for businesses, particularly in the context of intense market competition, companies must leverage big data to devise more effective development plans, predict market trends, and assess risks. Utilizing big data in this manner enables administrators to formulate more strategic management and marketing approaches, thereby enhancing the core competitiveness of enterprises. While many studies have focused on Holiland's transformation strategy, particularly its efforts to rejuvenate the brand through co-branded marketing and multi-channel sales, few have explored how big data can drive Holiland's digital transformation. This paper aims to fill that gap by analyzing Holiland's current strategies, including cross-border co-branding, multi-channel sales, preferential marketing, information systems, and international expansion, highlighting their limitations. The author suggests that to maintain a leading position in the industry, Holiland should embrace digital transformation by investing in digital infrastructure and utilizing VR technology to build a comprehensive digital ecosystem. This approach not only secures Holiland's competitive edge but also provides a blueprint for other bakery brands seeking to navigate the digital landscape.

1 Introduction

1.1 Research background

With the Interim Provisions on Accounting Treatment of Enterprise Data Resources formulated and issued by the Ministry of Finance of China coming into effect on January 1, 2024, data has become an important asset for enterprises and should be used rationally. Data, as a commodity and a resource, is an integral part of making an organization successful. Businesses need to use big data to inform the path of progress, despite the fact that the world today faces a series of issues such as COVID-19, war, globalization and localization, security, and cyber security. But whatever the conditions, everything has to work. The Industrial Revolution 4.0 era has arrived, and technology, individuals, and organizations drive the new world and world order. In recent years, there has been vigorous development of big data,

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mobile and portable technology, and artificial intelligence. The collection and analysis ability of consumer behavior data has been greatly improved, which has promoted great changes in the digitalization of supply chains and the construction of digital infrastructure of various enterprises. Today, 89% of business decisions are made on a human basis. In the future, big data can predict market dynamics and assess risks so as to help enterprise managers make rational decisions and reduce operating costs and trial-and-error costs. At the same time, through big data analysis of consumer preferences, enterprises can formulate differentiated sales strategies in time to better promote the sustainable development of enterprises and create broader profit space. Enterprises provide customers with a good consumption experience by establishing a digital ecosystem. A digital ecosystem is a group of interconnected information technology resources that can function as a unit. The digital ecosystem is made up of suppliers, customers, trading partners, applications, third-party data service providers, and all corresponding technologies. According to the 2023-2028 Special Research Report on In-depth Market Research and Investment Prospects of China's Baked Goods Industry released by the China Business Industry Research Institute, the market scale of China's baked goods industry in 2022 reached 287.4 billion yuan. The compound annual growth rate of the past five years was 8.30%, indicating that the industry has great potential for development [1]. The market scale of the traditional baking industry is expanding, and the competition between industries is gradually becoming fiercer. As a leader in the baking industry, how to take a series of measures to improve the core competitiveness of the enterprise through a digital transformation so as to achieve the goal of corporate sustainable development of Holiland.

1.2 Literature review

Cai and Li cited the example of Holiland's co-branded marketing in the era of highly developed mobile Internet and deeply studied Holiland's marketing strategy. What's more, they questioned college students' views on such incidents [2]. Wang discussed how Holiland adjusted its brand image and improved its business level from the three aspects of store image change, social media communication, online support, and offline development, and gave reasonable suggestions for the innovative design of baking brands [3]. Cao took the study of brand co-branded marketing strategy as the starting point. This writer took Holiland as an example and analyzed existing problems so as to lay down effective optimization strategies [4]. Based on the research results of a large number of domestic and foreign baking enterprises, Li made a detailed analysis of the macro environment of the baking industry and the internal environment of Holiland by applying the knowledge system of strategic management. The author put forward the problem of how Holiland should formulate, implement, and control the business strategy in order to maintain the leading position in the baking industry under the fierce competition in the baking industry [5]. Most of the articles studied Holiland's transformation strategy to rejuvenate the company through co-branded marketing and multi-channel sales. However, few articles have been proposed to promote Holiland's digital transformation based on the perspective of big data. Digital transformation is the process of developing and optimizing technology capabilities and integrating them with the physical activities of businesses and organizations. At present, the enterprise digital transformation policy has not been further implemented in enterprise management.

1.3 Research framework

This article will analyze the advantages and disadvantages of Holiland's digital transformation measures, such as the cross-border launch of co-branded products, multi-

channel sales products, preferential marketing strategy, information construction strategy, and Internationalization strategy. The author will put forward reasonable improvement measures combined with the development of new technologies.

2 Case description

Holiland was founded by Luo Hong in Lanzhou in 1992. Now, it has hundreds of millions of yuan as fixed assets. At present, Hollyland has nearly 1,000 directly operated chain stores in more than 80 large and medium-sized cities in China. Holiland operation has achieved large-scale and industrialized operation, which has congenital advantages compared with other small and medium-sized bakery brands. In terms of food safety, Holiland is almost ahead of other brands in the domestic bakery industry. In Beijing, Tianjin, and Shenyang, Holilai has invested and established domestic first-class large-scale modern food industrial parks in accordance with the international GMP standards of the pharmaceutical industry. These include the largest large-scale modern aseptic food factory in the industry through high investment in technology and production facilities and equipment. Holiland strictly eliminates quality problems and ensures the production of high-quality products that are good for sale [6]. Holiland mainly produces cakes, breads, pastries, midpoints, mooncakes, and other products. In recent years, Holiland has developed markets for coffee, Chinese tea, beverages, sweet soup balls, and zongzi. Among them, "Holiland parboiled cheese" is one of the most classic products of Holiland. Holiland has established a huge chain operation system and always adheres to direct sales management to ensure the high quality of products. As a classic bakery brand, Holiland has gradually developed younger. Holiland actively cross-boundary co-branded with the IP, large amounts of people's attention, such as HEYTEA, Harry Potter, Barbie, Tom and Jerry. A variety of innovative bakery products and beautiful paper handbags are very popular with young customers. At the same time, Holiland opened Pink Me theme stores in Xi'an, Nanjing, and other cities. These stores have pink decorations, pink baking products, pink shop assistant clothing, and so on. It is aiming to attract more customers to take photos. Customers will post photos and share shopping experiences on social platforms such as Xiaohongshu and TikTok, raising brand awareness. Holiland also has a high-end production line- Black Swan Cake, which is famous for its exquisite shape and one-to-one personalized service, bringing a unique experience to high-end consumers.

3 Analysis on the problem

3.1 Cross-border launch of co-branded products

Nowadays, the Internet is highly developed, and new information is constantly coming into being. The young consumer group, as the main force of consumption, is also keen to pursue fresh things. In order to meet market demand, Holiland began to carry out co-branded marketing strategies in 2019, which improved brand awareness in a short period of time.

Holiland cooperates with new things according to the current hot spots in time. For example, after the movie Barbie was projected onto the screen in 2023, Holiland developed a cake containing multiple Barbie elements and designed a series of peripheral desserts. In 2024, according to one of the most popular dramas during the summer vacation time, ChangXiangSi, Holiland developed a cake shaped like a phoenix flower. Holiland sells the mooncake with its own personality characteristics designed for each character in the drama, which also integrates the elements of Chinese traditional culture. Holiland co-marketing cooperation covers a wide range of fields, such as HEYTEA, Awatan, Judydoll, Pop Mart, Ultraman, Harry Potter, Line Friends, Lots-o'-Huggin' Bear, Light and Night, and so on,

including games, makeup, anime, drinks, food and other industries. Holiland deeply explored the consumption preferences of the above audience groups. According to consumer demand, Holiland designed corresponding products and paper handbags. Some articles have proposed that Holiland has produced 4 kinds of co-branded products on average every month since October 2019. Cross-border co-branding is mainly characterized by the pursuit of fast launch speed and the acceptance of overlapping cooperative categories [3]. However, as all industries are marketing by co-branding to raise product attention, consumers will experience a case of aesthetic fatigue and become unwilling to pay for co-branding in the future [4]. At the same time, Holiland launches new products too fast. Holiland may not ensure the quality of novel products. However, the Internet is used for publicity in the early stage, which cannot meet the expectations of consumers. Eventually, this behavior will have a bad, negative effect [4].

3.2 Multi-channel sales products

Some scholars have proposed that Holiland adopts the Uni marketing layout of “Online + Offline”. Holiland used an awful lot of traffic platforms online to increase clicks by creating Top-selling item keywords such as “Holiland parboiled cheese”. The advantage of offline channels is that they establish a more real and powerful connection between brands and consumers. These channels will help consumers learn about the brand in depth. Holiland has such a huge offline chain operation system, which enhances the attractiveness of its own products [7]. However, Holiland failed to accurately send messages according to the needs of audience groups, which lacked customer stickiness. When Holiland cooperates with multiple digital platforms such as Jingdong, Taobao, TikTok, and WeChat mini-programs, multi-channel sales may have management loopholes, resulting in inconsistent after-sales service levels of products. This accident will affect the number of sales and customer consumption experiences. What’s more, Holiland mostly sells products with short shelf life. The imperfect logistics system management and setting will lead to product quality problems. Some articles pointed out that Holiland has opened nearly 1,000 direct-operated chain stores in more than 70 large and medium-sized cities across the country. But Holiland has not expanded its scale without restriction. Holiland has always insisted on independent management without opening up to join, which has ensured product quality to a certain extent [8]. However, most of the store sites are concentrated in first-tier cities and second-tier cities. The rest of the small cities have not been developed. In fact, these smaller cities also have a group of potential consumers. These customer resources will be wasted because they can only learn about Holiland on the Internet but can not immediately buy them in real life. Holiland also does not open theme stores near famous tourist attractions and lacks innovation awareness. To a certain extent, Holiland misses the chance to promote prod and sales.

3.3 Preferential marketing strategy

Some studies have shown that Holiland’s relevant promotions and promotional information in the market are particularly scarce compared with other competitive brands. At the same time that other brands’ desserts have set up policies of group purchase discounts, Holiland has no group purchase discounts on existing platforms such as Meituan and Tiktok. In addition, the price reduction treatment of some products is close to the production date or on consumers’ birthday. There are a few other interesting and participatory promotion strategies [9]. The lack of Holiland’s preferential marketing strategy and price elasticity will directly affect the purchase desire of price-sensitive people. And there is no broad market in many cities with weak economic development. These conditions will result in a decrease in the number of customers and customer stickiness. Holiland might lack a price advantage over

others in the industry. These will also affect consumers' evaluation of the product and set off a chain reaction, leading to a decrease in product popularity.

3.4 Information construction strategy

Some scholars have pointed out that in modern cities, information resources have become important strategic resources for enterprises. It is necessary to manage information resources effectively from a strategic perspective and as a strategic property. Companies should connect information resource management with the strategic planning of enterprises and identify information resources and profit opportunities at every level of enterprises so as to build new competitive advantages [5].

In the era of the centrality of mobile and portable technology, Holiland fails to combine the advantages of customer resource management with big data technology so as to allow companies to grow and adapt to the development of the times. This system will also assist managers in making decisions.

3.5 Internationalization strategy

Some scholars have shown that with the reshaping of domestic consumption patterns in the new consumption era, consumers are deeply influenced by cultural confidence and feelings of family and country. Especially appearing in baked goods and other catering categories. Producers tend to pay more attention to the comprehensive expression of product quality and aesthetic design [10]. Holiland failed to integrate Chinese traditional culture deeply with its products and lacked an international perspective. In recent years, China has put forward the strategy of developing a strong cultural country, which stimulates people's interest in the in-depth exploration and inheritance of China's extensive and profound history and varied traditional culture. At the same time, with the deepening of economic globalization and trade globalization, Holiland will conform to the trend of The Times and build an international trading platform. It is necessary for Holiland to consider how to reduce the influence of objective factors such as the huge cultural differences and the eating habits of local consumers so as to build an international brand image successfully. At the same time, it contributes to the spread of traditional Chinese culture. To promote Chinese traditional culture to the world and contribute strength.

4 Suggestions

4.1 Data-driven marketing

Holiland wants to stay ahead in a highly competitive industry. The brand value and image can be enhanced by cooperating with Olympic champions. While taking into account their own development, Holiland should actively participate in public welfare activities and contribute their own strength to the sustainable development of society. Holiland can use marketing automation tools, big data collection and analysis technology, and other tools to fully learn about customer behavior data so as to conduct new product research and development, market positioning, and promotion strategies. These actions will provide personalized services according to different customers to improve product core competitiveness. Holiland promotes the products and brand story on digital platforms such as TikTok and XiaoHongshu, using social media influence to raise product awareness and attract customers to the brand. Holiland can encourage consumers to share their ideas about the products on the digital platform in order to improve products. Holiland can also use VR

technology to open offline immersive experience exhibitions. In this process, image authorization cooperation with major IPs and famous people. For example, under the perspective of VR technology, consumers can interact with their favorite IP to complete cake-making and other things. This method can attract the corresponding audience to buy products and creative cultural products. It also can improve the added value of products. Holiland can cooperate with Nintendo and other game companies to create a “Holiland Cabin” module in the game so that players can learn more about Holiland by operating “Holiland Cabin” while playing the game. The area of publicity can be expanded. With the deepening of economic globalization and trade globalization, Holiland should deeply integrate into Chinese elements and use international digital platforms such as Facebook and Instagram to promote the platform construction of international trade. It is also necessary for Holiland to develop new products that are good for sale through online surveys and other ways to learn about the eating habits of local consumers so as to build an international brand image.

4.2 Digital supply chain management

Some scholars have mentioned that enterprises should deepen the application of digital technology and speed up the process of digital transformation. These enterprises are supposed to play a full role in the advantages of government policy and enterprise innovation. They can create a unique digital transformation path by using digital technology to promote product innovation, production process innovation, and management organization innovation [11]. Holiland should strengthen the training of digital talents and establish its own digital ecosystem. At the same time, consumers’ privacy must be ensured, and the need for cash piles on a much greater scale than ever before. Digital transformation and sustainability costs are in excess of anything ever required before. Holiland establishes a customer demand forecasting system through big data analysis, collection, and collation to realize effective inventory management and accurate procurement forecasting. This will reduce the cost of production and service. Holiland controls the quality of its products from the source, sourcing high-quality ingredients from Japan and other places. Nowadays, the government advocates low-carbon energy saving. Holiland can cooperate with famous industrial robot production enterprises in the baking base in order to achieve efficient and environmentally friendly production. It can greatly improve the operational efficiency of the supply chain and actively undertake social responsibilities. On account of most of Holiland’s products’ short shelf life, offline and online platforms should be integrated, and unified management should be carried out to improve the speed of cold chain logistics transportation so consumers can receive the purchased products as soon as possible. Holiland should also strengthen the training of online after-sales service to improve customers’ purchasing experience.

4.3 Digital infrastructure construction

Holiland has established an online and offline multi-channel sales model. Now Holiland should use big data for digital precipitation and private traffic operations. Holiland continues to optimize digital platforms such as mini-programs and collect user data for analysis. To build a user portrait, Holiland calculates customer consumption and eating habits in order to achieve precision marketing and personalized recommendations. It can also reduce operating costs. Holiland can let consumers add enterprises via WeChat to establish close ties with enterprises and provide various welfare preferential strategies for customers from time to time by establishing communities to improve user stickiness and re-purchase rates.

5 Conclusion

5.1 Key findings

With the further optimization and development of big data and artificial intelligence in the future and the continuous improvement of people's living standards, especially in the service industry, such as the baking industry, bakery brands are in fierce competition and serious homogenization of the development environment. To adapt to the development of the times combined with digital technology innovation has become the key to winning in the market competition. Enterprises must pay more attention to the development of management, production, and marketing in the direction of rejuvenation and intelligence. In this way, enterprises can improve their core competitiveness. Enterprises should also pay attention to the construction of brand value while carrying out their own development, taking into account the sustainable development of society and contributing their own strength to the prosperity and development of the country. Taking Holiland as an example, this paper makes a comprehensive analysis of its existing problems and deficiencies from five aspects: cross-border launch of co-branded products, multi-channel sales, preferential marketing strategy, information construction strategy, and internationalization strategy. The author proposes to combine VR technology and big data analysis technology to promote enterprise digital transformation and improve enterprise operation level. Finally, the enterprise formulates a more optimized management marketing strategy so as to control costs better, increase sales, and highlight the advantages of enterprises. These methods can lay the foundation for the sustainable development of enterprises. Holiland should also stand in the position of consumers and know more about customers' needs in-depth to formulate corresponding marketing strategies. Holiland should fully understand and respect local dietary habits and cultural differences when exploring national markets.

5.2 Limitations

Due to the author's lack of theoretical knowledge and limited research methods, although this paper puts forward some detailed suggestions for transformation, it lacks primary data and mainly cites secondary data. In the future, the author will collect primary data by giving out online questionnaires and other forms to make the paper more rigorous.

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