



# Learning Management, Competitive Strategy of Jiangsu Zhong Nong Ke Company

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## Abstract

**Background and Aim:** The functional food industry has seen rapid growth in recent years, driven by increasing consumer awareness of health and wellness benefits. As consumer demands evolve, companies like Jiangsu ZhongNongKe Food Engineering Co., Ltd. are challenged to develop competitive strategies that align with shifting market preferences. This study aims to assess Jiangsu ZhongNongKe's market positioning by applying the 4P theory, focusing on product differentiation, competitive pricing, strategic promotion, and enhanced distribution channels. By identifying key factors influencing purchasing behavior and understanding competitor strategies, this research seeks to provide Jiangsu ZhongNongKe with a sustainable competitive advantage in the functional food market.

**Materials and Methods:** A mixed-methods approach was utilized in this study. Data collection involved both qualitative and quantitative methods: in-depth interviews were conducted with members of Jiangsu ZhongNongKe's executive team to understand strategic perspectives, while a structured questionnaire was distributed to 400 domestic customers. The questionnaire focused on factors influencing purchasing decisions, perceptions of product quality, pricing sensitivity, and brand loyalty. Data were analyzed using descriptive statistics for quantitative insights and content analysis for qualitative responses, providing a comprehensive view of consumer behaviors and market positioning.

**Results:** The analysis revealed that customer-centered product development and differentiated, high-quality functional foods significantly increase market awareness and brand competitiveness. Flexible pricing strategies tailored to customer demand were found to enhance product price competitiveness and market share. Additionally, establishing a strong online and offline presence through new media marketing and partnerships with health-focused institutions proved effective in boosting brand visibility and penetration. Lastly, experiential and relationship marketing, along with a VIP membership system, were shown to increase customer loyalty and engagement.

**Conclusion:** Jiangsu ZhongNongKe can achieve a sustainable competitive advantage by implementing a customer-centric strategy that emphasizes quality, flexibility in pricing, and diversified promotional approaches. By prioritizing consumer needs and leveraging strategic partnerships, the company is positioned to strengthen its market reputation and solidify its standing in the functional food industry. Future growth will be supported by continuously adapting to market trends and enhancing customer engagement through innovative marketing practices.

**Keywords:** Interdisciplinary Humanities, Social Sciences, China Agricultural Science Company, High-quality Products, Pricing Strategy, Marketing Channels

## Introduction

The rapid growth of the functional food industry reflects a global shift towards health-conscious consumption, which has driven companies to innovate and adopt effective competitive strategies to capture consumer attention. (Worapongpat, Thavisin, & Viphoouparakhot, 2024) As demand for functional foods continues to rise, developing sustainable competitive strategies that address diverse consumer preferences, differentiate products, and engage health-conscious buyers becomes crucial. This study aims to analyze the competitive strategies of Jiangsu ZhongNongKe Food Engineering Co., Ltd. using the 4P framework (Product, Price, Place, Promotion), applying both theoretical and practical perspectives. and (Worapongpat & Somchob, 2024)

At present, due to the importance and high demand of functional food for modern human life, the development of functional food with different effects has a broad market prospect. The sustainable development of the functional food industry cannot be separated from a good marketing strategy. (Ning



et al., 2023) However, due to the general improvement of people's life quality, the types of food in daily life are more abundant. In the face of huge competitive pressure in the industry, it is of reference significance to conduct systematic research on the marketing strategy of functional food. (Yanga, Wongkumchai, & Worapongpat, 2023)

Functional food enterprises are very important to modern human life, and the demand is strong today. The development of functional food with different functions has a broad market prospect. Functional food market challenges not only reflected in the health of the food itself wisdom and develop new functional categories, and consumers of functional food, therefore, how to develop new challenges to the market and can resist all kinds of nutritional food industry competition of functional food, has become the current main pressing problem Yukai, Wongkumchai, & Worapongpat, 2023) In this research project, through learning the 4p theory, the purpose is to sink the market, determine the consumer groups according to the specific theory and positioning, to make a more comprehensive research on this advantageous strategy. (Zhi Chao, Wongkumchai, & Worapongpat, 2023) In addition, this research chose Jiangsu division company, the company executive team interview, according to several theory suitable for enterprise development to design the questionnaire survey, the company across the country customer questionnaire survey, and the theory of the questionnaire and data analysis, including the related factors affecting consumer purchase, competitors marketing strategy analysis, etc. (Dongling & Worapongpat, 2023)

To study the advantage competitive strategy of Jiangsu Zhongke Company, from different aspects of the global development of the functional food industry, so that under the influence of different factors, the future development of the enterprise has a specific advantage strategy marketing plan. (Dongjie & Worapongpat, 2024)

The study is significant in both theoretical and practical contexts. Theoretically, it explores competitive strategies in the functional food industry by examining the 4P framework, the Resource-Based View (RBV), and Porter's Five Forces model. These perspectives help understand both the internal resources needed for sustainable competitive advantage and the external market forces that influence business strategies. Practically, the findings provide actionable insights for Jiangsu ZhongNongKe to refine its competitive strategies in the functional food market. By focusing on product quality, flexible pricing, effective promotion, and expanding distribution channels both online and offline, the study offers strategies to enhance the company's competitive edge and secure long-term growth in a rapidly changing market.

## Objectives

1. To examine and apply the 4P marketing theory (Product, Price, Place, Promotion) and identify other relevant theories that are most suitable for the strategic positioning of Jiangsu ZhongNongKe Food Engineering Co., Ltd.
2. To develop a competitive market strategy tailored to Jiangsu ZhongNongKe's strengths and market conditions, aimed at enhancing its competitive advantage and securing long-term success in the functional food industry.

## Literature review

This review examines the theoretical foundations and key studies on competitive strategies in the functional food industry, with a focus on Jiangsu ZhongNongKe Food Engineering Co., Ltd. It synthesizes relevant literature, highlighting the importance of frameworks like the 4P marketing model, and integrates additional theories such as the Resource-Based View (RBV) and Porter's Five Forces to explore sustainable competitive advantages in a rapidly evolving market.

The 4P marketing framework is crucial for competitive strategies in functional foods, focusing on Product innovation, Price accessibility, and Place and Promotion to reach the target audience. However, applying the 4P framework in China's functional food market presents unique challenges due to regional market dynamics, consumer preferences, and competitive pressures. (Zhou, Worapongpat, & Liuyue, 2024)

The Resource-Based View (RBV) emphasizes leveraging internal resources, such as innovation and brand reputation, to gain a competitive edge, while Porter's Five Forces helps assess external pressures, including the threat of new entrants and consumer bargaining power. These frameworks are vital for understanding the competitive dynamics in China's low-barrier, health-focused food market. (Jinlei, Worapongpat, & Wongkumchai, 2024)

Research consistently underscores the importance of product differentiation in gaining a competitive edge. Functional food companies focusing on unique health benefits, like immune support

or digestive health, are more likely to stand out. This strategy is closely tied to customer-centric marketing, which involves tailoring products to meet specific health needs, fostering consumer trust, and brand loyalty. (YongMing, Worapongpat, & Wongkumchai, 2024)

Studies also highlight the growing significance of digital marketing in the sector. E-commerce, social media, and personalized marketing help companies engage consumers, educate them, and drive loyalty. These strategies are essential for differentiating brands in a competitive market. (Worapongpat, 2024)

While significant literature exists on competitive strategies in functional foods, there is a gap in applying these strategies, especially the 4P framework, to China's market. Research often overlooks the cultural, economic, and regulatory factors shaping consumer behavior in China. This research seeks to address these gaps by developing a competitive strategy tailored to Jiangsu ZhongNongKe's market, considering both internal resources and external market factors. (Weiyi, Khamcharoen, & Worapongpat, 2024)

Digital marketing and e-commerce are transforming strategies in the functional food industry. Personalized marketing and influencer partnerships are enhancing consumer engagement, building trust, and fostering loyalty. This study will incorporate these trends to align Jiangsu ZhongNongKe's strategy with current digital marketing practices and consumer behavior.

### Conceptual Framework

This section can be improved by clearly defining the relationships between variables to clarify the framework's logic. Specifically, explaining how each independent variable (e.g., external environment analysis, factors affecting the external environment, and the 4P theory) relates to the dependent variable (competitive strategy) will establish a structured rationale for their interaction and influence on competitive outcomes.

To enhance organization, it would be useful to distinguish between theoretical foundations (e.g., 4P, STP, SWOT) and the specific variables derived from these theories. Presenting these theories as foundational constructs that inform key study aspects will reduce overlap and improve clarity, showing how each theory uniquely contributes to competitive strategy development. (Worapongpat & Khamcharoen, 2024)

A visual representation, such as a diagram with labeled variables, directional arrows indicating relationships, and clear distinctions between theoretical foundations and derived constructs, would further improve clarity. This visual aid would help readers quickly understand the framework's interconnections, reinforcing its logical consistency. (Worapongpat, Cai, & Wongsawad, 2024)

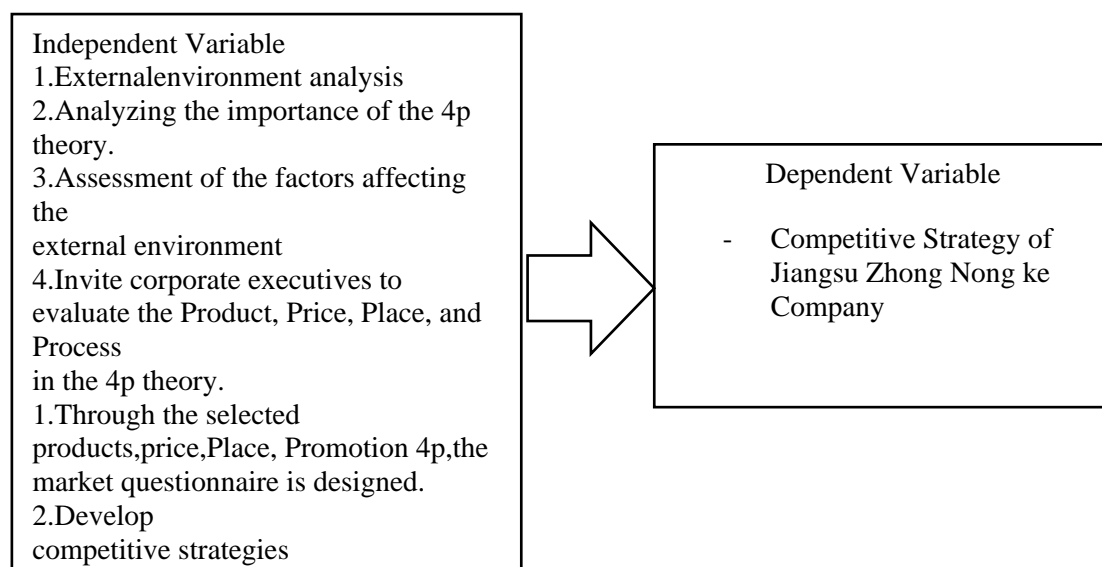


Figure 1: Conceptual framework

### Methodology

This study adopts a mixed-methods approach, integrating qualitative and quantitative data to comprehensively address the research questions and achieve the study objectives related to competitive strategy formulation in the functional food industry. The rationale for using a mixed-methods design is to combine the strengths of both approaches, thereby providing a richer and more nuanced understanding of the factors influencing the competitive strategies of Jiangsu ZhongNongke Company in the functional food sector. Specifically, qualitative data from interviews with senior executives will provide in-depth insights into strategic decision-making, while quantitative data from customer surveys will offer broader, generalizable findings on consumer preferences and behaviors.

### 1. Study Design

The research methodology consists of the following three primary components:

**Interviews with Senior Executives:** The study begins with interviews of five senior executives at Jiangsu ZhongNongke Company. These interviews aim to gain qualitative insights into the company's marketing strategies, the challenges faced in the competitive landscape, and the potential alignment with the 4P theory (Product, Price, Place, Promotion). The executive perspectives will guide the development of the subsequent customer survey.

**Customer Survey:** A structured online survey will be distributed to 800 customers of Jiangsu ZhongNongke. The survey will collect quantitative data on customer perceptions regarding the company's products, pricing, distribution channels, and promotional strategies. The survey is designed to capture a wide range of information, including demographic data (e.g., age, gender, occupation) and consumer preferences for functional foods.

**Seminar and Data Analysis:** After collecting survey responses, a seminar will be organized with the five senior executives to discuss the findings and validate the data. This step ensures that any consumer pain points, resistance to purchasing, and industry trends are addressed, which will contribute to the development of competitive strategies.

### 2. Population and Sample Size

The study targets 800 customers of Jiangsu ZhongNongke Company, who are part of an online WeChat group dedicated to the company's functional food products. These customers represent a mix of fitness enthusiasts, nutritionists, doctors, and general consumers. The sample includes individuals aged 18 and older, with an equal distribution between male and female participants. The breakdown of the sample is as follows:

**Demographic Information:** Respondents are categorized by age, gender, occupation, and monthly income.

**Survey Distribution:** The online survey will be distributed via WeChat, with a sample size of 400 responses collected over two weeks.

### 3. Research Tools

**Questionnaire:** The questionnaire is based on the 4P marketing framework and is designed to capture data on the following areas:

**Product:** Consumer perceptions of functional food products, including design, packaging, and efficacy.

**Price:** Customer evaluations of product value, pricing strategy, and willingness to purchase.

**Place:** Preferences for purchasing channels and locations.

**Promotion:** Attitudes toward promotional tactics, including brand awareness and consumer engagement.

The questionnaire contains 19 questions, grouped into five sections. The questions are developed in consultation with the senior executives and are pre-tested to ensure reliability and validity. A portion of the survey also includes demographic questions for contextual data.

**Interviews:** Interviews with senior executives are semi-structured, allowing for flexibility in exploring different aspects of the competitive strategy. The interviews aim to confirm findings from the questionnaire and offer deeper insights into organizational decision-making and external factors influencing strategy formulation.

### 4. Data Collection

The data collection process consists of three phases:

**Phase 1:** Administering the online survey to 800 customers via WeChat.

**Phase 2:** Analyzing the data from the survey to identify patterns and trends in consumer preferences and behaviors.

**Phase 3:** Conducting interviews with five senior executives to clarify insights from the survey and validate key findings.





The questionnaire will be open for two weeks, after which responses will be reviewed for logical consistency. Any contradictory or identical answers will be discarded to ensure the quality of the data. A total of 400 valid responses are expected.

### 5. Data Analysis

**SWOT Analysis:** The SWOT analysis will be used to assess the strengths, weaknesses, opportunities, and threats faced by Jiangsu ZhongNongke in the functional food market. The analysis will examine internal factors such as product quality, R&D capabilities, and brand influence, as well as external factors like market competition and distribution channels. The results of this analysis will help identify strategic opportunities and threats that the company should address.

**Descriptive Statistics:** Descriptive statistics will be employed to summarize and interpret the quantitative data from the survey. Key metrics such as mean, standard deviation, and frequency distributions will be used to identify trends in consumer attitudes and behaviors. Statistical software will be used to process and visualize the data.

**Qualitative Data Analysis:** The qualitative data from the interviews will be coded and analyzed using thematic analysis. This will involve identifying recurring themes or patterns that relate to the development of competitive strategies. The findings from the interviews will be integrated with the quantitative results to provide a comprehensive view of the competitive landscape.

### 6. Ethical Considerations

Ethical considerations will be adhered to throughout the research process. Informed consent will be obtained from all participants, and their privacy will be protected. The data collected from respondents will be kept confidential and used solely for research purposes. Ethical guidelines regarding online data collection will be followed to ensure transparency and respect for participant rights.

### 7. Integration of Qualitative and Quantitative Findings

The study employs a convergent design, in which both qualitative and quantitative data are collected simultaneously and analyzed separately. The findings from both methods will be integrated in the final analysis to draw comprehensive conclusions about the competitive strategies of Jiangsu ZhongNongke Company. This integration will allow for a deeper understanding of how customer preferences align with executive strategies and provide actionable recommendations for market advantage.

## Results

To strengthen the results section, a more structured and detailed approach can be adopted. Here's a refined outline of how to enhance the presentation of results:

1. **Linking Findings to Hypotheses and Objectives:** Provide clear connections between the results and the study's research questions or hypotheses. Explicitly explain how each key finding either supports or challenges the initial hypotheses. This provides a logical flow that allows readers to understand how the data validates the research objectives.

2. **Visual Representation of Data:** Include relevant charts, graphs, or tables to support key findings. For example, a pie chart showing consumer preferences for product types or a bar graph illustrating spending ranges on functional foods would visually highlight the most important insights. These visuals should align with the research questions and help readers grasp the data at a glance.

3. **Demographic and Psychographic Comparisons:** Break down results by demographic (age, gender, occupation) or psychographic (preferences, attitudes) groups. For example, if younger consumers (post-90s, post-00s) exhibit different preferences than older consumers, this distinction should be clearly outlined. This segmentation will help to identify trends and variations within the customer base, making the findings more comprehensive.

4. **Statistical Significance:** Introduce statistical measures such as p-values or confidence intervals where relevant. Indicating statistical significance for findings such as preferences for specific product features or pricing sensitivity helps to ground the study in academic rigor, making the claims more reliable.

5. **Integration of Qualitative Insights:** Since qualitative data was collected through interviews with senior executives, integrate these insights to add depth to the quantitative findings. For instance, direct quotes or summarized insights from the executives could help to contextualize the numerical data, providing a richer understanding of consumer attitudes and strategic recommendations.

6. **Organizing Findings by Research Objective:** Structure the results into sub-sections based on the research objectives. For example: **Product Preferences:** What did consumers like most about the functional food products? **Pricing Sensitivity:** How did consumers perceive the pricing of the products, and how did it influence their purchase behavior? **Marketing Channels:** Which distribution channels were most effective for reaching the target consumers? **Consumer Attitudes:** What are the main attitudes



toward functional food, and how do these shape purchasing decisions? Each sub-section should focus on answering one of the key research questions, providing clarity and organization.

7. Comparative Benchmarking: Compare the findings to other similar studies or market benchmarks. This could include average industry trends, competitor performance, or historical data on functional food consumption. This comparison allows readers to gauge whether the observed trends are unique to Jiangsu ZhongNongKe or reflect broader industry patterns.

8. Summary of Key Findings: Conclude the results section with a concise summary of the most significant findings. This summary should highlight the key takeaways, such as the strongest competitive advantages for Jiangsu ZhongNongKe, the primary market trends, and any notable consumer behavior insights that could inform strategic decisions.

#### **Refined Results Example:**

##### *Changing Concept of Healthy Eating*

As living standards improve, consumers are increasingly prioritizing nutrition and health benefits from food. This trend is reflected in Jiangsu ZhongNongKe's ability to cater to a growing market demand for functional foods, positioning itself as a leading brand in the industry. The company's emphasis on product quality and health benefits resonates with the evolving consumer attitudes toward food and wellness.

##### *Emerging Consumer Groups*

Notably, younger consumers (post-90s and post-00s) are becoming the dominant consumer base. These groups exhibit strong demand for personalized and high-quality functional foods. This shift presents both opportunities and challenges for Jiangsu ZhongNongKe to innovate and cater to their specific needs. Executives noted that younger consumers' preferences for unique and personalized offerings could drive future product development.

##### *Policy and Regulatory Risks*

Regulatory risks, especially regarding government oversight of the functional food industry, pose a significant threat to market players. Continuous changes in policies require Jiangsu ZhongNongKe to stay proactive in ensuring product compliance to avoid penalties and market disruptions.

##### *Rapid Technological Advancements*

The fast pace of technological innovation in food production presents both opportunities and challenges. Jiangsu ZhongNongKe needs to continually upgrade its production technologies to maintain product quality and stay competitive. Interviews with executives revealed a keen focus on R&D investment to integrate cutting-edge technology into new products, ensuring market leadership.

##### *SWOT Analysis of Competitive Advantage*

The company's strong research and development capabilities are key strengths, as evidenced by the successful launch of innovative products like the Ganoderma capsule. However, intense competition from both domestic and international brands represents a significant threat. The company must enhance its distribution channels, particularly through a stronger online presence, to counteract competition and increase consumer awareness.

Table 1. The results showed that functional food consumers' product perceptions were mainly focused on physical health, immunity, weight management, memory and concentration, and fatigue and stress reduction.

Question	Options	Number of people	Proportion
What is your main reason for buying functional foods? (Multiple choice is allowed)	Improve physical health	204	51%
	Enhance immunity	301	75.25%
	Improve the digestive system function	94	23.5%
	Promote weight management	237	59.25%
	Enhance memory and attention	300	75%
	Reduce fatigue and stress	338	84.5%
	Improve skin health	168	42%

The most important purpose for consumers to choose Functional Foods

Table 2. The results showed that consumers show different preferences and spending power on functional food price factors. Understanding these data can help functional food companies develop reasonable pricing strategies to meet consumer demand and increase the market competitiveness of their products.

Question	Options	Number of people	Proportion
The amount consumers are willing to spend on functional foods	Less than RMB 50	30	7.5%
	51-200 RMB	128	32%
	201-400 RMB	165	41.25%
	401-600 RMB	58	14.5%
	601-1000 RMB or more than 1000 RMB	19	4.75%

The amount consumers are willing to spend on functional food

Table 3. The results showed that. 30.78% of consumers search for Functional Foods through shopping platform recommendations and search engine keywords, while online shopping malls and video APPs such as TikTok, Amazon, Twitter, and YouTube are also factors that more consumers consider.

Question	Options	Number of people	Proportion
Channel constructi on analysis (multiple choices allowed):	Public Soft Text / Circle of Friends	225	56.25%
	Classmates/Friends Recommend	316	88.5%
	Shopping Platform Recommendation	296	74%
	Search Engine Search		
	Jitterbug, Quick Hands, and another short video app	149	30.78%
	Elevator advertising	39	9.75%
	Others	20	5%

Channels through which consumers obtain product information(multiple choices allowed):

Table 4 shows that various APPs and short video platforms are the best choice for consumers, and for companies, WeChat is also convenient for unified control and cost reduction. App messaging can affect consumers' experience, but it is also a better way to present large campaigns through APPs.

Question	Options	Number of people	Proportion
Analysis of product promotion	Text message	145	36.25%
	APP	138	34.5%
	WeChat public website, shopping mall	95	23.75%
	Enterprise Microsigna	18	4.5%
	No pushing required	4	1%

Table of how consumers want to accept functional food promotion

## Discussion

1. Research Objective 1: Creating a Product Portfolio from the Consumer's Perspective. Discussion of Findings: The first research objective focused on developing a product portfolio that aligns with consumer preferences. The results indicate that most consumers choose functional foods



based on their perceived need to strengthen their bodies conveniently and efficiently. This finding is consistent with previous studies, which have emphasized the growing demand for functional foods that provide tangible health benefits, particularly those related to immunity and physical well-being (Worapongpat & Bhasabutr, 2024). This preference underscores the importance of a product portfolio that addresses specific consumer needs, such as convenience and efficacy. Practical Implications: For Jiangsu ZhongNongKe, this insight suggests that focusing on the functional benefits of their products, such as immunity-boosting and health-enhancing features, should be prioritized in their product offerings. Additionally, incorporating convenient packaging and clear communication about product efficacy could strengthen their appeal to the target market. A challenge, however, may lie in balancing the broad range of consumer needs with the resources required for R&D and production diversification. Limitations and Future Research: While the study successfully identifies the strong consumer need for health-focused functional foods, it could benefit from exploring consumer perceptions in different geographic markets. Future research could expand the product portfolio based on regional differences in health priorities or cultural preferences.

2. Research Objective 2: Implementing a Market-Led Price Policy Discussion of Findings: The second objective examined the market-driven pricing strategy for functional foods. The findings revealed that consumers view the current prices of functional foods as high, indicating a misalignment between consumer expectations and the market price points. This aligns with previous research, which has shown that consumers are price-sensitive, especially when the perceived value of the product does not justify its cost (Worapongpat & Somchob, 2024). However, studies have also suggested that functional foods can command premium prices if their health benefits are communicated and perceived as valuable (Worapongpat, 2024). Practical Implications: For Jiangsu ZhongNongKe, the company may need to reassess its pricing strategy to make functional foods more accessible to a broader consumer base. Offering tiered pricing, introducing smaller-sized products, or emphasizing value-added benefits (e.g., organic or locally sourced ingredients) could attract price-sensitive consumers while maintaining profitability. The challenge will be in balancing affordability with maintaining product quality and the brand's premium image. Limitations and Future Research: The study's price sensitivity analysis was based on a general consumer group, and future research could segment the market based on income levels or willingness to pay. Exploring these factors would provide a deeper understanding of how different consumer segments perceive pricing.

3. Research Objective 3: Expanding New Media Marketing Channels Discussion of Findings: The third objective focused on the effectiveness of new media marketing channels. The results indicated that digital platforms, especially social media, are seen as advantageous due to their fast message delivery, wide reach, and low cost. These findings corroborate previous studies that have highlighted the growing importance of digital marketing in the food industry, particularly in reaching younger, tech-savvy consumers (Sophon & Worapongpat, 2025). Social media platforms like WeChat and TikTok, in particular, are effective tools for promoting health-focused products to younger demographics. Practical Implications: Jiangsu Zhong Nong Ke can capitalize on the increasing popularity of new media by enhancing its digital marketing strategies. By expanding their presence on popular social media platforms and engaging in influencer marketing or content-driven campaigns, the company can increase brand visibility and consumer engagement. However, the challenge lies in consistently generating content that resonates with the audience and maintains brand integrity across diverse digital platforms. (Worapongpat, Chaiwivat, Thavisin, & Sun, 2025) Limitations and Future Research: While social media marketing is effective, the study did not explore the potential oversaturation of digital marketing channels. Future research could investigate the diminishing returns of digital marketing efforts and explore how different types of content (e.g., informational, promotional) impact consumer behavior and engagement.

4. Research Objective 4: Implementing Diversified Promotional Measures Discussion of Findings: The final objective explored the need for diversified promotional strategies. The results showed that consumers prefer a variety of promotional tactics, including discounts, bundling, and seasonal promotions, which aligns with findings from previous studies indicating that consumers respond more positively to tailored promotional offers (Yasuttamathada & Worapongpat, 2025). Given that consumers have different preferences for how they receive promotions, companies must develop a





flexible promotional strategy to cater to diverse consumer needs. Practical Implications: For Jiangsu ZhongNongKe, implementing a combination of discount offers, loyalty programs, and limited-time promotions could improve customer retention and increase transaction frequency. By customizing promotions based on consumer behavior (e.g., targeting frequent buyers with loyalty incentives), the company can enhance its marketing effectiveness. However, the potential challenge lies in ensuring that promotional campaigns are well-targeted to avoid the risk of eroding brand value or overly discounting products.

## Conclusion

The study offers valuable insights into competitive strategies for Jiangsu ZhongNongKe in the functional food market. By aligning product offerings with consumer health needs, adjusting pricing strategies, leveraging digital marketing channels, and diversifying promotional measures, the company can strengthen its market position. However, challenges such as balancing price sensitivity with product quality, managing digital content, and creating personalized promotional strategies require careful consideration. Future research could further explore regional variations, market segmentation, and the impact of long-term promotional strategies on customer loyalty.

## Knowledge Contribution

This section aims to present the contributions of the current study to both theory and practice, with a focus on how the research enhances our understanding of competitive marketing strategies in the functional food sector, particularly through the lens of the 4P model.

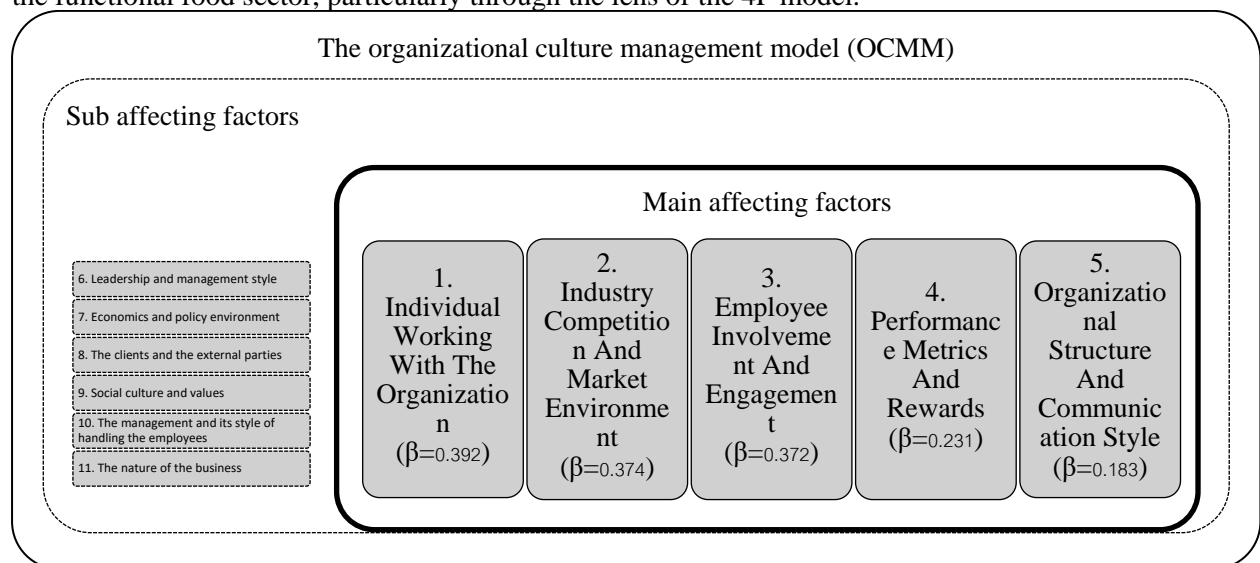


Figure 2: The organizational culture management model (OCMM).

### 1. Synthesis of Current Studies and Theoretical Contributions

This study enhances the 4P model by addressing consumer-centric strategies and price competitiveness in the functional food sector. It reveals how the 4P framework can be tailored to health-focused products, uncovering consumer behaviors like price sensitivity and preference for clear health benefits, thus advancing theories on consumer behavior in the functional food market.

### 2. Practical Implications and Industry Relevance

Businesses should prioritize product differentiation, quality, and health benefits while using flexible pricing to address price sensitivity. Digital marketing, including social media and influencer partnerships, will expand visibility. Experiential and relationship marketing can build long-term consumer loyalty.

### 3. Limitations and Future Research Directions



The study's regional focus limits generalizability. Future research should include cross-country comparisons and demographic analysis. Mixed-methods and longitudinal studies would provide deeper insights into consumer behavior and marketing strategy evolution.

#### 4. *Advancing the Field of Functional Food Marketing*

Integrating consumer-centric strategies with the 4P model helps businesses gain a competitive advantage in the functional food sector, encouraging further research into tailored marketing strategies for this niche market.

### Recommendation

The development of policies in the health food industry can be enhanced by recommendations focused on responding to consumer needs and building brand trust.

#### Recommendations for Companies

Companies should develop a product portfolio that caters to specific consumer health needs, such as heart health, weight management, or digestive health, based on research findings. Emphasizing high-quality, scientifically backed functional foods will help build consumer trust and brand recognition. In addition, adopting flexible pricing strategies that reflect market demand and economic conditions, such as tiered pricing and promotional offers, can appeal to different consumer segments.

#### Leveraging Digital and Traditional Marketing Channels

An integrated marketing strategy should combine both digital and traditional media to reach diverse consumer groups. For instance, social media can engage health-conscious consumers, while offline activities such as health seminars and in-store promotions can expand brand visibility and create direct consumer experiences. Offering experiential marketing activities, like workshops or product trials, can also foster long-term consumer loyalty.

#### Recommendations for Other Stakeholders

Government agencies should establish policies that ensure transparency and quality assurance in the functional food industry. Clear regulatory guidelines will protect consumers and ensure product standards are met. Public awareness campaigns can educate consumers on the benefits of functional foods, while incentives for companies investing in sustainable production practices can further promote health-conscious food production. Health organizations should collaborate with food companies to validate health claims and organize educational events to raise awareness of the role functional foods play in well-being.

#### Long-Term Strategic Considerations

To maintain competitiveness, companies must regularly monitor market trends and adjust their marketing and product strategies accordingly. Data analytics can track shifting consumer preferences, allowing companies to update their product portfolios and offer seasonal promotions or limited-edition products. This approach ensures the portfolio remains relevant to evolving consumer behaviors and health trends.

The development of health food products that align with consumer needs and building brand trust through comprehensive marketing strategies and supportive government policies can sustainably advance the health food industry. Regularly updating offerings and staying attuned to market changes will ensure that companies remain competitive and responsive to consumer demands.

### Suggestions

The sample size in this study is small. Future research should expand on it. Data should come from multiple sources, such as surveys and industry reports. This will give a more complete view of the market.

Utilizing Diverse Data Collection Methods. Future research should use both qualitative and quantitative methods. Interviews with stakeholders will provide insights into challenges. Larger surveys will offer statistical data to support marketing strategies.

Deepening the Analysis of Market DynamicsThe current study lacks depth in market analysis. Future research should examine consumer behavior, segmentation, and external factors like regulations. This will help companies understand the competitive landscape.



Comprehensive Marketing Strategy Optimization. The marketing strategy plan is a good start, but it needs more depth. Future studies should integrate multiple marketing frameworks, like the 4Ps and consumer behavior models. This will lead to more effective marketing strategies.

Leveraging Technological Tools for Data Collection. Future studies should use big data and AI to analyze market trends. These tools will help gather insights into consumer preferences and pricing trends. They will improve the accuracy of marketing strategies.

Investigating Broader Industry Trends Global trends, like health movements and sustainability, affect the market. Future research should explore how these trends impact consumer behavior and business strategies. This will help companies align with current and future market demands.

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