

# **IMPROVING MARKETING STRATEGIES: A SHOPPER SURVEY OF PX MART, CARREFOUR, AND COSTCO**

By

Ming-Chia Lee

李鳴家

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DEPARTMENT OF INTERNATIONAL AFFAIRS

This senior paper was presented

by

Ming-Chia Lee

It was defended on

November 28, 2020

and approved by

Reviewer 1: Yu-Hsuan Lee, Assistant Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer 2: Mark Lai, Associate Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Adviser: Daniel Lin, Associate Professor, Department of International Affairs

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# **Improving Marketing Strategies: A Shopper Survey of PX Mart, Carrefour, and COSTCO**

Ming-Chia Lee

Wenzao Ursuline University of Languages, 2021

## **Abstract**

There are many different types of markets nowadays. Each focus on different target customers and provides different marketing strategies. Some stores keep coming up with new ideas in order to attract more shoppers. However, not every marketing strategy is efficient. The purpose of the study is to investigate shoppers' perceived influences of different stores' market strategies on their shopping behaviors. Customers from the PX Mart (a supermarket), Carrefour (a hypermarket), and COSTCO (a wholesale store) were surveyed with an online survey to provide their feedbacks. A total of 568 valid questionnaires were collected. The findings show that 1) different respondents with different status in marriage, age, and occupation have different ideas toward marketing strategies used by PX Mart; 2) different respondents with different status in marriage, age, and occupation have different ideas toward marketing strategies used by Carrefour, and 3) different respondents with different status in education background have different idea toward marketing strategies used by COSTCO. This indicates that each store did attract shoppers with its specific marketing strategies.

Key words: Marketing Strategies, PX Mart, Carrefour, COSTCO

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# INTRODUCTION

## Background

There are many types of markets in Taiwan, for example grocery stores, convenience stores, shopping malls, department stores, traditional markets, supermarkets, hypermarkets, wholesales store, and online shops. Each market has its own strategies to attract more shoppers. Some of them provide the delivery service, some of them provide the fresh products, some of them provide the cheaper prices, and some of them focus on the high-quality products. For example, the cheaper supermarket tends to fit in the local community and try to increase the density of their stores, as for the higher price stores, they focus on customers' shopping experience.

There are some factors that influence customers decision of which type of store they are going to buy their necessities, such as the convenience, geographic, and type of product. The research shows that majority of the customers tend to consume in the parity stores, and 63% of the them go to the store near their house which takes less than ten minutes to get there because of the convenience.<sup>1</sup>

As for the customers who go to the higher-level supermarkets, they usually look for the organic products, coffee, tea and import products. The types of products also influence customers decision on which stores should they go. Divide it into three part, the food, the necessities, and as the whole. A research shows that for the food, 29.2% of the customers will go to the supermarket, 27% of the customers will go to the hypermarkets, 5.5% of the customers will buy online, and the rest of them will go to the convenience stores, pharmacy and so on. For the necessities, 16% of the customers will go to the hypermarkets, 14.4% of

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<sup>1</sup> 王莞甯, "超市競爭白熱化, 市場見二大趨勢," 王莞甯, 2018, accessed April 18, 2020,

<https://news.cnyes.com/news/id/4155812>.

the customers will buy online, and 13.6% of the customers will go to the supermarkets. As for the whole, the top three places customers tend to consume are supermarkets (23.8%), hypermarkets (23.2%), and online shopping (8.5%).<sup>2</sup>

Another research shows that the occupation might influence customers' decisions as well. Some group of people tend to go to the specific type of market they usually went. The data show that housewives in Taiwan tends to go to supermarket to buy the grocery for their family, and singles tends to go to stores to buy their necessities.

With so many factors influencing the customers, the stores in Taiwan are trying their best to survive in the modern society. They are trying to combine the delivery service with other food delivery companies. They also expand the numbers of the store, take PX Mart as example, they only have 68 stores at the beginning, and now there are almost 1000 PX Mart in Taiwan. PX Mart also create the mini store which focus on the fresh foods and cooking ingredients.

To overcome the challenges that have so many competitors, hypermarkets are developing into the smaller store, such as decrease the numbers of the products, provide the 24 hours service. And the supermarkets are developing into bigger market. All these changes make market more complex and the boundary of store become blurry.<sup>3</sup>

Stores should come up with some new strategies that is convenience to more group of people in order to attract them to consume. They should also notice the current society trend

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<sup>2</sup> The report shows about which type of market customers went the most based on different goods they are going to purchase: "台灣民生消費品市場趨勢," 市場報告, 2019, accessed April 18, 2020, <https://www.kantarworldpanel.com/tw/publications#downloadThankyou>.

<sup>3</sup> Current market problem in Taiwan: 王莞甯, "台灣零售業出現 3 大質變, 量販、超市和超商界線趨於模糊," 王莞甯, 2018, accessed April 16, 2020, <https://news.cnyes.com/news/id/4006972>.

to establish more suitable strategies. For example, Taiwan society is facing population ageing in recent years, there are more and more senior customers than before. The store can set up some strategies that fits the seniors or provide the products that they have more interests in. Store can also come up with the new strategies that create the differentiation between other competitors. For example, create the membership, reward cards that attract more customers.

Environment friendly is another main trend in recent years, more and more people pay attention on environment issues. The store can provide more environment friendly strategies to not only attract more customers but also contribute to the society and the environment. For example, recycle the useless battery which can change to specific products for free, get the discount buy using own cups or bags, provide more less-package products. These strategies should be operated more and promote to the society.

The news shows that Walmart is the biggest retail store in the world, it is the store started from America, they focus on developing new technology and redesign the logistic rather than expand the numbers of store.<sup>4</sup> Stores in Taiwan can learn from other successful companies in the world, to develop new strategies that helps to survive in the current society and avoid the problems of having too many stores.

Store can focus more on how to attract customers by using new strategies than expand more and more stores. The strategies should fit the society trend such as the population ageing, environment issues, delivery service, technology developing to make it more efficiency. And to avoid turning the hypermarket into smaller market which will blurry the boundary of the stores.

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<sup>4</sup> The current growing markets in Taiwan and the problems they are facing: 何佩珊, "台灣前十大零售通路僅一家電商入榜, 產業發展欠缺創新領頭羊," 何佩珊, 2018, accessed April 16, 2020, <https://www.bnext.com.tw/article/49319/offline-retail-much-bigger-than-online-in-tw>.

## **Motivation**

If the stores come up with the new strategies, not only the shoppers can have better life but also the owner can gain more profits. Shoppers can have more convenient life and save money if they can buy the necessities near their living area with the reasonable price. And the store owners can gain more profits if they successfully attract more shoppers to purchase at their store by using efficient market strategies.

The social issues such as environment issue, population ageing problem might be improved by the strategies like promote environment friendly products, using own shopping bags and so on. The customers and owners can contribute to the society by these strategies.

## **Research Purpose**

The purpose of the study is to investigate shoppers' perceived influences of different stores' marketing strategies on their shopping behaviors. Based on the different marketing strategies used by different stores, find out which strategies are more efficient and attract more shoppers. And find out what can the stores improve.

## **Research Questions**

1. What shoppers perceive on the price, place, promotion, and product strategies used by the PX Mart?
2. What shoppers perceive on the price, place, promotion, and product strategies used by the Carrefour?
3. What shoppers perceive on the price, place, promotion, and product strategies used by the COSTCO?

### **Contribution**

The finding of this research may be the strategies used by different stores in Taiwan. And shoppers' thoughts about those strategies, which are their favorite and which are their less favorite. To know what kind of the strategies can attract more customers, what marketing strategies can be improved.

### **Limits**

It may be hard to research all different groups of shoppers' opinions about different strategies used by the stores in Taiwan. And collect their opinions about how they think the store can improve and try to prove that these ideas are workable and efficient for the stores to benefit both shoppers and owners.

### **Delimits**

My study will only focus on the three different kind of stores in Taiwan, which are supermarkets, hypermarkets, and wholes market, to study their marketing strategies. As for the research population, I will focus on the shoppers, to research their thought about the strategies used by these three stores and the opinions about how the stores can improve.

## LITERATURE REVIEW

### Improving Marketing Strategies

#### Marketing Strategies

##### History of Marketing Strategies

Marketing strategies is as old as the history of business itself; the only difference is that the concept of marketing strategies was not formally formulated until recently. According to the research, there are three important indexes to know better about the history of marketing strategies, which are liberalization, globalization, and privatization.

Divided the whole marketing strategies history in to two parts by before and after liberalization, globalization, and privatization.<sup>5</sup> The marketing strategies used by the firms in about 1898 to 1991 before the liberalization, globalization, and privatization are business level strategies, database-marketing strategies, compare and contrast strategies, pricing strategies, advertising marketing, identify key customers, regional marketing, flexible marketing and so on. As for the marketing strategies used after liberalization, globalization, and privatization in about 1992 until now are customization, team marketing strategies, social marketing strategies, nationwide strategy, internet marketing plans, visual positioning, social media strategies, global communication, globalization strategies, e-marketing, promotional marketing, niche marketing, international marketing and so on. The former period focus more on the basic business development and start trying to identify the key customers. And the later period focus more on the using the new technology such as media and internet, they also focus on expand their business nationwide and worldwide.

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<sup>5</sup> The history and different definitions of marketing strategies: "A Historical Overview of Marketing Strategies," 2011, International Journal of Multidisciplinary Research.

## **Purpose of Marketing Strategies**

Business cannot run without having the suitable strategies to lead the plans. It shows the importance for the companies to have the marketing strategies, and the marketing strategies are usually formed before started the business. There are many different definitions for the marketing strategies. Marketing strategy helps the business to use their limited resources more appropriate and efficient in order to create more profits. Marketing strategies refers to the marketing goals and the plans that related to the product and service price, distribution, and new product development. It is also mentioned as multi-year plans. And it is not only involved in the internal environment, but also external environment in a SWOT analysis which stands for strengths, weaknesses, opportunity, threats.

“Marketing strategy is also known as the method that a company uses to create brand awareness and persuade consumers of the need to purchase their products or services.” An American professor Michael Porter, who is well known in the business strategies and management realm once said “marketing strategy is about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors.”<sup>6</sup> The main purpose of the marketing strategies is to use the limited resources to find out the best plans to satisfy the customers’ needs.

## **Marketing Strategies Principles**

There are few marketing principles that firms should consider before making any strategies. The firms should know how to manage customer heterogeneity, customers vary widely in their needs and preferences, and managing customer dynamics is also important since customers’ needs change over time. They can know customers better by knowing their

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<sup>6</sup> "A Historical Overview of Marketing Strategies."

location, age, gender, interests, education level, job title, income level, relationship status, language, favorite websites, buying motivations, buying concerns and so on.<sup>7</sup>

Expect for the customer concern, competitors are the other issue that firms should consider as well. Competitors decides the stores' price and sales, no decisions are made without having competitors. The firms should also aware that the resources are limited, making good use of the limited resources is another important factor.<sup>8</sup>

By knowing the things that firm should notice while they start to make their marketing strategies, there are other four principle that stores should check. First, specialization, which means to focus all your effort on the specific realm. Second, differentiation, the reason why customers should buy the product from your company. Third, segmentation, find out who are the specific customers. Last but not least, concentration. Firms needs to identify the goal, target the customers, and have something that differentiates your firm.<sup>9</sup>

#### **4Ps in Marketing Strategies**

4Ps in the marketing strategies is also known as marketing mix, which stands for the price, product, promotion, and place. According to the Nuseir, M. T. and H. Madanat, price is the value that charged against the service or product provided to a customer, it impacts significantly on customer's psychology and helps to decide to repurchase a product; product is the goods or services that are launched in the market to be consumed or to be used by customers to satisfy their needs and demands; promotion is the advertisement of a product to sell it to a customer, communicating with customers using different kind of advertising; and

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<sup>7</sup> How to build the marketing strategies: Jonathan Chan, "No Plan=No Customers: How to Build a Profitable Marketing Strategy," Jonathan Chan, 2019, accessed April 25, 2020, <https://foundr.com/marketing-strategy>.

<sup>8</sup> Introduce the important factors while building the marketing strategies: Robert W. Palmatier, and Shrihari Sridhar, *Marketing Strategy: Based on First Principles and Data Analytics*, vol. 3 (Palgrave, 2017). <https://b-ok.cc/book/3607852/fa4c33>.

<sup>9</sup> Guild line and the ideas to build the better marketing strategies for the business: Jackie Jarvis, *85 Inspiring Ways to Market Your Small Business: Inspiring, Self-Help, Sales and Marketing Strategies That You Can Apply to Your Own Business Immediately*, vol. 2 (2010). <https://b-ok.cc/book/848551/f7b841>.

place is the availability of a product to a customer, where the firm wants to sell their products.<sup>10</sup>

Marketing mix is a major factor of the customer loyalty, if the store fit the customer satisfy, then the customers will come along with the customer loyalty, which brings them keep purchasing the products from the store.<sup>11</sup> The store needs to manage the brand and quality of the product, the distribution channels of the place they want to sell their products, the pricing strategies of their price, and the advertising and communication of the promotion to fit the customer satisfy in order to enhance the customer loyalty.

## **Marketing Strategies in Taiwan**

### **History of Marketing Strategies in Taiwan**

In the early period of Taiwan there are several stages focusing on different strategies. In the 1950s, Taiwan implemented the import substitution strategy, it focuses on the labor industry, and the government was trying to help the small business. In the 1960s, Taiwan implemented the export promotion, the government still focus on the labor industry, but in this period the domestic had already adequate, they tend to export the products instead of keep importing. In 1970s, Taiwan implemented the second import substitution strategy, but the government focus on the heavy industry this time. In this period, the industry develops too fast that they can no longer afford the resources and the energy power, so they decided to produce their own resources in order to offer the market. And in 1980s, Taiwan implements the high-tech industry, in this period, Taiwan no longer have the advantage of the labor, so the

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<sup>10</sup> Introduce the basic information about 4ps: Mohammed T. Nuseir, and Hilda Madanat, "4ps: A Strategy to Secure Customers' Loyalty Via Customer Satisfaction," *International Journal of Marketing Studies* 7 (2015), <https://booksc.xyz/book/71225309/270786>.

<sup>11</sup> Akroush, and Mamoun Nadim Awwad, "An Integrated Approach to Marketing Strategy Formulation and Implementation," (2003), <http://web.b.ebscohost.com/ehost/detail/detail?vid=1&sid=0a98bf9f-743c-41bf-9f92-e077ae199c31%40sessionmgr103&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=64AB16625C622BA9&db=ddu>.

government turn to develop the high-tech industry.

## **Current Marketing Strategies in Taiwan**

Firms in Taiwan currently focus on the brand strategies, since the research shows that how important the brand is and how it can effectively attract more customers.<sup>12</sup> Howard Schultz, the chief executive officer of Starbucks coffee once said that he thought if customers believe and trust the brand like them do, then the customers will be loyalty to the brand. By increasing the customer loyalty, the firms can successfully attract more customers.

Expect for the brand strategies, firms also need to transfer to the most effective way through the globalization. Lots of business in Taiwan pay more attention on developing internationally nowadays. In the high-tech generation, using high technology like internet is essential, too.<sup>13</sup>

## **Approaches to Improve Marketing Strategies in Taiwan**

### **Successful Cases and Unsuccessful Cases in Taiwan**

There are successful and unsuccessful marketing strategies cases in Taiwan. For the successful cases, take the PX Mart for example. PX Mart develop different strategies in different period of time, in 1998 they started to transfer into an private business, in 1998 to 2000 they slowly expand their stores, in 2000 to 2006, they expand different channels, in 2006 to 2011, they focus more on establish the brand, and in 2012 to 2015, they started to find the differences and expand the channels.

PX Mart also use the different strategies in each specific realm like product, channel,

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<sup>12</sup> How the brand affect the business: Karen Leland, *The Brand Mapping Strategy: Design, Build, and Accelerate Your Brand*, vol. 9 (Entrepreneur Press, 2016). <https://b-ok.cc/book/3582355/4aa156>.

<sup>13</sup> Introduce some of the world known brand and the brand strategies: 吳慈珮, 朱俐穎, and 周霞麗, "台灣品牌發展策略思維," *產業雜誌*, 2018, <https://www.tier.org.tw/achievements/pec3010.aspx?GUID=8353449a-ffd1-49d8-8597-f3dbd9d1a1a8>.

price, and customers. For the product, from 1998 until now, they first focus on the grocery, later on, they also sell makeups products, fresh foods, and add the organic foods lately. For the channel, they first place their store in the rural area to surround the urban, later on, they develop the store that sells grocery, fresh foods, and organic foods, and in recent year, they develop the new kind of store called I-mark. For promotions, they change their strategies from price trend store into value trend store. As for the customers, the change their strategies from focusing on the family and middle age customers to focus more on the younger customers.<sup>14</sup> The reason why PX Mart can be so successful is because they keep fixing their marketing strategies to fit the changing world, they also come up specific strategies for different realm.

For the unsuccessful cases, take the seven-eleven unmanned store for example. Seven-eleven convenience store came up with the new idea about opening an unmanned store, at first, many customers visit the store because they were interesting about the new idea. But through the time past, less customers went to shop there anymore. The study shows that customers tend to go to the store that have clerks to help them and ask questions, and the unmanned store cannot really handle all the customers when they crowded in at the same time. The strategy did not work successfully because the firm did not really know the customers' needs, their interests, and their buying motivation.<sup>15</sup>

## **Ways to Improve Marketing Strategies**

It is an important work for stores to improve their marketing strategies in order to fit the

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<sup>14</sup> Pxmart's growing and marketing strategies: "這些年，全聯如何變身零售巨頭？3 個關鍵策略，缺一不可！," StockFeel 股感知識庫, 2016, accessed April 25, 2020, <https://www.managertoday.com.tw/columns/view/52233>.

<sup>15</sup> The unsuccessful case example: 葉冠玟, "超商 | 7-11 無人店喊卡！一次失敗策略，給零售業的啟示," 2019, accessed April 26, 2020, <https://www.managertoday.com.tw/topic/view/58/post/28800>.

current situation in the society. There are several steps that the stores should notice while they are trying to improve the marketing strategies. First, they can analyze their data, in this way, they can know more background information and being able to make some changes. Second, they have to make some adjustment, firms cannot use the same strategies all the time, which will struggle them from being more success. Third, they should focus on the top customers, which means they have to consider about their target customers all the time while they are making new strategies.<sup>16</sup> Last but not least, the firms should keep their eye on what the market trend is and how the society changes, by knowing that, they can have better idea of what direction should they go.<sup>17</sup>

### **Disadvantages of Current Marketing Strategies**

There are still some problems exist in the firms in Taiwan, said by the international brand management consultant company, Interbrand, which provide the well-known standard Best Global Brands every year. Interbrand points out some issues that the firms in Taiwan are facing, for example, the firms in Taiwan is lack of the knowledge of managing the intangible assets, they did not control the final market trend and consumers' demand, lack of the high level brand manager, lack of the integration global brand. And these are the main disadvantages that the firms in Taiwan having now.<sup>18</sup>

### **Population**

#### **Shoppers in Taiwan**

There are now many different types of stores in Taiwan. The most common ones are

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<sup>16</sup> Ways to improve the marketing strategies: Micah Pratt, "5 Steps to Improve Your Marketing Strategy," 2013, accessed April 25, 2020, <https://www.business.org/marketing/seo/steps-to-improve-your-marketing-strategy/>.

<sup>17</sup> Teck-Yong Eng, and Giulia Quaia, "Strategies for Improving New Product Adoption in Uncertain Environments: A Selective Review of the Literature," *Industrial Marketing Management* 38, no. 3 (2009), <https://booksc.xyz/book/3622331/d7d19f>.

<sup>18</sup> 吳慈珮, 朱俐穎, and 周霞麗.

supermarkets, hypermarkets, and wholesales markets. This research will focus on PX Mart, Carrefour, and COSTCO's marketing strategies since they are the representative one in their own realm. Also, they are still developing and well-known by people nowadays.

### **PX Mart And Its Shoppers in Taiwan**

PX Mart is one of the successful examples of supermarket in Taiwan. In 1998, they transfer into a private business and sell mostly the grocery. PX Mart is famous of its cheap price and it is located in the community. In 2004, they started to sell fresh food and cosmetic products in the store.<sup>19</sup> In 2006 to 2008, they cooperate with an advertisement company and create the famous advertisement called Mr. PX Mart, which makes PX Mart more well known. In 2008, they published the welfare card as a reward card to hold more activities to the customers. In 2014, they added more organic foods and fresh foods in the store, which earns 17% of the total income.<sup>20</sup>

PX Mart sells products cheap but they sell a lot at the same time so they can still gain the profits. For the future plan, they got the idea related to IT, which is the device that allowed customers to use their own smartphone to scan the code on the vegetable or fruits in the store, and they can see the resume of the product such as where is it come from.

For the shoppers who often go to PX Mart, 70% of them are women age over thirty years old. PX Mart's target customers are between age thirty-five to fifty-five years old.<sup>21</sup> Housewives, small families, single young generation tend to shop at PX Mart.

Recently, more and more young people like to shop at the PX Mart because of the new

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<sup>19</sup> 郭家宏, "你沒意識到的全聯商品策略: 全聯 10 年前開始賣生鮮, 因為只賣這個東西的超市會被淘汰," 2019, accessed April 23, 2020, <https://buzzorange.com/techorange/2019/01/09/fresh-food-in-px-mart/>.

<sup>20</sup> 李培慈 et al., "超級市場消費行為之探討-以全聯為例," 2013, 企業管理學系, 國立屏東大學.

<sup>21</sup> The target customers of PX Mart: 何佩珊, "社群發功+商品調整, 愈來愈多年輕人走進全聯," 2018, accessed April 24, 2020, <https://www.bnext.com.tw/article/48572/social-media-and-product-adjustment-push-more-young-consumers-become-pxmart-member>.

strategies. PX Mart come up with the advertisement with young people carrying the bag with PX Mart logo on it, trying to combine the fashion and youth into the brand.<sup>22</sup> They also have some new strategies on new products, such as adding more dessert, beers, different kind of beverage to attract more younger shoppers. PX Mart came up with different strategies in different period of time to fix in the changing community, which makes it so successful.<sup>23</sup>

### **Carrefour And Its Shoppers in Taiwan**

Carrefour is a famous example of hypermarket in Taiwan. Carrefour located in the rural area and sells whole kind of products to the customer. It is a French company which came to Taiwan in 1987. At first, there are two types of Carrefour market, one of them is the large wholesale storage located in the industry area and took the membership rules, another is the hypermarket located in the business and living area sells detail to the other customers. In 1997, they created their own brand. In 2002, they redesign the environment in the store and tried to add restaurants, entertainment and other ideas in it. In 2010, they develop the store called market Carrefour, which is smaller and closer to the neighborhood. In 2011, they cooperate with the bank to publish the co-brand credit card.

Carrefour also design different marketing strategies to the product, place, and promotion. For the product strategies, Carrefour provided the different package and combination based on different group of customers, they created their own brand product, import executive products such as chocolate and alcohol. For the place strategies, they cooperate with the shopping mall while they are trying to expand the store, emphasize the

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<sup>22</sup> How PX Mart connect with younger generation customers: "【品牌行銷】廣告道：全聯不只要讓你很省，更要讓你很潮？", 2017, accessed April 25, 2020, <https://www.expbravo.com/4918/廣告道-全聯不只要讓你很省-更要讓你很潮.html>.

<sup>23</sup> 楊家寧, "台灣零售產業之競爭優勢與策略分析-以全聯超市為例" (國立清華大學, 2017), <https://ndltd.ncl.edu.tw/cgi-bin/gswweb.cgi/ccd=CSstssc/record?r1=1&h1=0>.

thematic display, put in restaurants and other stores. For the promotion strategies, Carrefour try to cooperate with other industry such as bank and mobile industry.<sup>24</sup>

The target customer for Carrefour is about twenty to forty years old, their customers' income are higher than others stores'.<sup>25</sup> Carrefour rented about 65% of its hypermarket to other store such as restaurants, movie theaters, sport stores, kids playground and so on, which created the phenomenon that families likes to go to Carrefour to spend their weekend.

### **COSTCO And Its Shoppers in Taiwan**

COSTCO is the famous wholesale store in Taiwan. It is the company from America, there are not many COSTCO in Taiwan. There are some characteristics of this unique wholesale market, for example, COSTCO provide only two to three popular products for each item, they reject to display the massive products on the shelf, they choose the brand of each product carefully, they do not sell too many kinds of products in the store, they sells under 4000 products, which can save a lot of cost on storage.<sup>26</sup>

COSTCO is known for its quantity of the product; they provide the bigger size of the product to save the package cost and delivery fee and increase the ability to bargain with the supplier for the cheaper price.<sup>27</sup> One third of the product in the store are fixed, one third of the products are changed irregular, and the last one third of the products are based on members' opinions. COSTCO provide the high quality, known brand, acceptable price to the

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<sup>24</sup> Development of carrefour: Stella, "量販奇兵家樂福—瘦身搶攻社區商機," 股感知識庫, 2016, accessed April 25, 2020, <https://www.stockfeel.com.tw/量販奇兵家樂福—瘦身搶攻社區商機/>.

<sup>25</sup> The target customers of carrefour: 李華, "65%體驗業態, 20-40歲目標客群, 家樂福這樣做"社區mall", " last modified December 24,2017, 2017, accessed April 26, 2020, <https://kknews.cc/zh-tw/finance/3xvlz53.html>.

<sup>26</sup> The advantages of the Costco: "好市多店數少, 為什麼大家卻願意特地前往消費? ", StockFeel 股感知識庫, 2015, accessed April 26, 2020, <https://www.managertoday.com.tw/columns/view/51776>.

<sup>27</sup> 顏鳳汝, "體驗行銷、體驗價值、顧客滿意度與顧客忠誠度-以南部 costco 量販店為例" (遠東科技大學, 2014), <https://ndltd.ncl.edu.tw/cgi-bin/gs32/gswweb.cgi/ccd=i4Owsl/record?r1=1&h1=1>.

customers and earn the customer loyalty. Membership is another characteristic of COSTCO, they set up the membership in order to know what their customers want to buy.

As for the target customers, COSTCO focus on the restaurant owner, retail owner, family with better economy status.<sup>28</sup> New members are usually recommended by other people who already joined the COSTCO membership.

### **Factors That Influence Shoppers' Decision**

While consumers want to purchase something, they will go through the decision process, which including information search, alternative evaluation, purchase decision, and post-purchase behavior. There are lots of other factors that will also influence customers' decision about which market they are going to, for example, the brand, product price, the cleanliness of the shopping environment, convenience, security, range of retails, information points, specific retails, range of serviced, size of the shop, parking space, whether it is a good place to meet friends, extensive range of restaurant and beverage, free Wi-Fi, entertainment facilities, hosting of the event and so on.<sup>29</sup>

A study shows that customers now are more knowledgeable and sophisticated, they value more on overall retail experience, in order to attract more customers, stores should provide the better overall experience for them. The research also points out that the customers in Taiwan cares more about the free Wi-Fi and free parking in the mall rather than the range of service.<sup>30</sup>

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<sup>28</sup> 莊婉潔, "專訪台灣好市多股份有限公司總經理張嗣漢," 2019, accessed April 25, 2020, <https://www.trademag.org.tw/page/newsid1/?id=438107&iz=6>.

<sup>29</sup> Denise Steckstor, "The Effects of Cause-Related Marketing on Customers' Attitudes and Buying Behavior," 2 (2012), <https://b-ok.cc/book/1227550/c860df>.

<sup>30</sup> Factors that will influence customers' buying behaviors: Jonathan Hsu, "Market Outlook and Consumer Behavior," 2015, accessed April 23, 2020, [https://www.ecct.com.tw/file/pdf/CBRE\\_20150325%20Taipei%20ECCT%20Presentation.pdf](https://www.ecct.com.tw/file/pdf/CBRE_20150325%20Taipei%20ECCT%20Presentation.pdf).

## **Method of Data Collection**

### **Survey**

#### **Shoppers in Taiwan**

Shoppers are one of the important factors in Taiwan's market. Markets will develop different marketing strategies to attract more shoppers. Each market usually has their own target customers and sometimes they will come up with the specific marketing strategies for different group of shoppers, for example, the ideas to attract younger generation shoppers. And this is the reason why shoppers are the importance study population in this research. To know about shoppers' opinions in order to improve the marketing strategies.

#### **Methodological Approach for Similar Studies**

Lots of similar studies related to marketing, which had already been published are all using survey as their method of data collection. First example is the research about the relationship between service recovery, brand image, customer satisfaction, and customer loyalty. And this research is focusing on the different types of supermarkets in Tainan area.<sup>31</sup>

According to the research, the researcher first does the literature review to know the basic information in order to set up the hypothesis. In this report, there are six hypotheses, the service recovery has the positive influence to the brand image, the service recovery has the positive influence to the customer satisfaction, the brand image has the positive influence to the customer satisfaction, the customer satisfaction has positive influence to the customer loyalty, the service recovery has the positive influence to the customer loyalty, and the brand image has positive influence to the customer loyalty.

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<sup>31</sup> The similar cases using survey as methodology: 莊雅榮, “服務補救、品牌形象、顧客滿意度與顧客忠誠度關係之研究-以大台南地區不同類型的量販店為例” (遠東科技大學, 2018), <https://ndltd.ncl.edu.tw/cgi-bin/gs32/gswweb.cgi/ccd=frRsCv/record?r1=1&h1=0>.

After setting up the hypotheses, the researcher decided which scale is going to be used, for example, this research use the Likert scale to measure the service recovery by divided it into seven degrees, which are, strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. The researcher also mentions the resource of the scale and give the operational definition.

After giving the operational definition and suitable scale for different hypothesis, the researcher started to design the survey. Expect for the main research questions, the researcher also ask basic information in the questionnaire, for example, gender, age, marriage status, education background, occupation and so on, in order to know better about the relationship between those factors and the research questions. As for the way of processing the survey, the researcher uses the random way to pick up the study population. After doing the survey, the researcher code and analyze the data they received to make the conclusion and check if the hypothesis they made in advance are being supported or not.

Another example of the similar studies using the same method of data collection is the research about the lifestyle and behavior of the department store customers in the Kaohsiung area.<sup>32</sup> In this research, the researcher wants to know how the age, gender, income, education, religion and other factors will affect the customer behavior. The researcher also gives the operational definition and take the random survey method to process the survey. After the survey, the researcher also uses the software called SPSS to analyze the data they collected. And do the conclusion and suggestions at the end.

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<sup>32</sup> The similar cases using survey as methodology: 謝佳恩, “高雄地區購物中心及百貨公司之消費者其生活型態與消費行為之研究” (國立中山大學, 2012), <https://ndltd.ncl.edu.tw/cgi-bin/gs32/gswweb.cgi/ccd=frRsCv/record?r1=1&h1=1>.

## Advantages of Using Survey

There are few important processes while doing the survey, first is to know what the research issue is, consider the variables, choose the data collection method, choose the operationalization, test the quality of the questionnaire, choose the population and sample design.<sup>33</sup>

The questionnaire is the medium of communication between the researcher and the respondents.<sup>34</sup> The research shows that survey had been used in three different kinds of purposes most frequently, first is the measurement of public opinion for newspaper and magazine, second is the measurement of political opinions that help candidates in the elections, and the third one is the market research designed in order to understand customer preferences and interests.<sup>35</sup>

One of the reports also pointed out the advantages of using survey, first of all, the survey allows the researchers to collect more data in the relatively short period of time, and it is less expensive. The survey can also collect the broader range of information, for example, personal facts, attitudes, past behaviors, and personal opinions.<sup>36</sup>

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<sup>33</sup> Basic introduction about how to process the questionnaires: Willem E. Saris, and Irmtraud N. Gallhofer, *Design, Evaluation, and Analysis of Questionnaires for Survey Research*, 2 ed. (Wiley, 2014). <https://b-ok.cc/book/2488656/7f3728>.

<sup>34</sup> Ian Brace, *Questionnaire Design: How to Plan, Structure and Write Survey Material for Effective Market Research*, 2 ed., *Market Research in Practice* (Kogan Page, 2008). <https://b-ok.cc/book/769820/62ebfe>.

<sup>35</sup> Introduction to the survey research method: Floyd J. Fowler, *Survey Research Methods*, 5 ed. (SAGE Publications, 2013). <https://b-ok.cc/book/3423195/b52b1f>.

<sup>36</sup> Kendra Cherry, "When to Use Surveys in Psychological Research," last modified April 07, 2020, accessed May 04, 2020, <https://www.verywellmind.com/what-is-a-survey-2795787>.

## **METHODOLOGY**

### **Research Design**

For this research, I am going to use the one-shot case study. And use the survey as method of data collection. First of all, I will do the literature review to research three different companies to represent supermarket, hypermarket, and the wholesales market, which are PX Mart, Carrefour, and COSTCO. After knowing different marketing strategies used by these three stores, I am going to design a questionnaire to do the survey on shoppers who went to these stores, to know their opinions about the marketing strategies and how can it be improved.

### **Sources of Data**

The source of data for this research is from the survey, the questionnaire will help to collect the needed data to do the further data analysis, which included shoppers' thought about the marketing strategies used by PX Mart, Carrefour, and COSTCO, their opinions about these strategies, and how do they think these strategies can be improved.

The place where data being collected will be on the internet, the study population will do the survey on the internet. They will be able to access a link on the internet to guide them to the questionnaire webpage. The questionnaire link will be shared by friends to their friends or family, and their friends and family can share it to more friends. In this way, it can be able to collect the different age group of study population data. By doing the internet survey, it is able to collect more questionnaires and being able to do more accurate data analysis.

The population will be the shoppers who went to these tress markets, which are PX Mart, Carrefour, and COSTCO. The study population had the experience of shopping in these three stores and being able to give their personal opinions about their marketing strategies which is important for this research. There are specific questions for these three stores, the respondent

will do the questionnaire based on their own shopping experience.

### **Instrumentation and Data Collection**

Questionnaires will be the instrumentation for data collection in this research and it will be made in the Google form. Since the research topic is about the marketing strategies used by PX Mart, Carrefour, and COSTCO in Taiwan, the questions in the questionnaires will focus on the 4Ps, which is the major part of marketing strategy. Ask the study population about the questions related to the product, price, promotion, and place strategies used by these three stores and their opinions about these stores. For example, how will the location of the store, the diversity of the product, promotion activities, and advertisement affect the decision of which store you are going to shop at. Also, the questions to the shoppers' experiences to each individual store will be include in the questionnaire. For example, is PX Mart, Carrefour, or COSTCO's location, price, products well enough, what is the best part of the store and what can be improved. The personal information such as gender, age, occupation, education background, monthly income will be asked in the questionnaire as well, in order to analyze how these factors influence their decision.

By using google form to create the questionnaire as the instrumentation for data collection can also shows the degree of how study population agree with the statements. There will be the degree selections below the questions in the questionnaire, the study population, which are the shoppers, can choose the most suitable one based on their feeling. The degree will be using Likert five points scale, from strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. By using Likert scale, it is able to measure how each factor affect shoppers' decision.

And the data from the questionnaires can be transformed into excel in the google form, makes it easier to do the data analysis in the next step. In the excel, the questions from the

questionnaires will be list in order, and the answers from the study population will be listed in below. It can clearly show the answers and the number of data being collected.

The validity of using survey as method of collection is relatively higher than other research methods. In this research topic, it requires lots of different responses and opinions from different shoppers who has been to PX Mart, Carrefour, and COSTCO. Survey can collect different data done by different shoppers at the same time. And it takes less time to finish a questionnaire, which will also increase the willing for shoppers to fill out. After collecting the questionnaires, the data will be able to transform into the excel, makes it easier to do the data analysis.

The reliability of using survey is one of the concerns, it is hard to make sure all the answers done by the respondents are true, especially for the questions related to personal information, such as, age and income. When it comes to the questions asking about age and income, the respondents usually have less willing to fill in. In this situation, change the way for the respondents to answer is one of the solutions to increase the reliability. For example, instate of asking the respondents to fill in their age or income, provide the range scale for them to choose can effectively increase their willing to answer.

### **Tools for Data Analysis**

The tool for data analysis in this research is SPSS. Since most of the explain variables and result variables in this research shows in different degree, such as shoppers' feeling about how location, diversity of the products, promotions activities, advertainments affect their decisions, these variables will be analyzed by using linear regression in SPSS. The result will show whether each variable affect the decision of which store they are shopping at or not.

As for the categorical variables, such as gender will be analyzed by using T test in SPSS.

The result will show whether the variable will affect the decision of which store they are shopping at or not, and if the variable did influence shoppers' decision, it will also show which variable affect more.

## **DATA ANALYSIS**

568 questionnaires were collected for this research. The attribute variables of the respondents included gender, marriage status, age, education background, monthly income, and occupation. For gender, most of the respondents were female. For marriage status, most of them were unmarried. For age, they were mostly twenty-one to thirty years old, only few of them were between thirty-one to forty years old. For education background, most of the respondents had been to college, just one of them had been to elementary school or below. For monthly income, most of them were below 20000 new Taiwan dollars, and less of them were between 60001 to 70000 new Taiwan dollars. Last, for occupation, most of them were student and only few of them were retired. The detail information for the demographic and percentage of respondents was shown in Table 3 in Appendix 2.

### **Factor Analysis**

The questionnaires were divided into five parts. The construct validity of “general marketing strategies” were able to do the factor analysis because the data showed the degree of the respondents’ feelings. There were three factor loadings for “general marketing strategies”, which are “promotion strategies”, “place strategies”, and “product strategies”, the result was displayed in Table 1.

**Table 1. Summary of General Marketing Strategies' Factor Analysis**

<b>Code</b>	<b>Questions</b>	<b>Promotion strategies</b>	<b>Place strategies</b>	<b>Product strategies</b>
D5	<i>the store's TV advertisements will affect my willing to shop there</i>	0.663		
D7	<i>the stores' reward card activities will affect my decision to shop there</i>	0.820		
D8	<i>the stores' membership will attract my decision to shop there</i>	0.770		
D6	<i>the stores' flyer will affect my decision to shop there</i>	0.617	0.407	
D2	<i>the stores provide the parking space or not will affect my decision to shop there</i>		0.769	
D3	<i>the stores have the dining area or not will affect my decision to shop there</i>		0.762	
D1	<i>the stores are widely distributed or not will affect my decision to shop there</i>			0.761
D4	<i>the store's variety of products will affect my decision to shop there</i>			0.747

After doing factor analysis, each factor loadings' average was calculated in the COMPUTE function in SPSS. The questions in each factor loadings were plus together and divided by the total amount of the questions. For example, the "promotion strategies" factor loadings' average was  $(D5+D7+D8+D6)/4$ .

## MEAN Test

Construct validity related to the product that the respondents would buy in the PX Mart, Carrefour, and COSTCO were analyzed in the MEAN function in SPSS. The dependent variables were classified into four parts based on different product items. As for the independent variables, there were gender, age, marriage status, education background, monthly income, and occupation. The detail was displayed in Table 2 below.

**Table 2. MEAN Test for The Products That Respondents Would Buy in Each Market**

Attribute	Dependent variable	Independent variable
Fresh food	<i>I usually go to PX Mart to buy fresh foods (PX1)</i> <i>I usually go to Carrefour to buy fresh foods (CF1)</i> <i>I usually go to COSTCO to buy fresh foods (CC1)</i>	gender, age, marriage
Daily supplement	<i>I usually go to PX Mart to buy daily supplements (PX2)</i> <i>I usually go to Carrefour to buy daily supplements (CF2)</i> <i>usually go to COSTCO to buy daily supplements (CC2)</i>	status, education background , monthly income, and
Snacks	<i>I usually go to PX Mart to buy snacks (PX3)</i> <i>I usually go to Carrefour to buy snacks (CF3)</i> <i>usually go to COSTCO to buy snacks (CC3)</i>	occupation
Cooked food	<i>I usually go to PX Mart to buy cooked foods (PX4)</i> <i>I usually go to Carrefour to buy cooked foods (CF4)</i> <i>I usually go to COSTCO to buy cooked foods (CC4)</i>	

Next data analysis was focus on PX Mart, Carrefour, and COSTCO’s marketing strategies. Each three research questions explore on one specific market’s marketing strategies. Each market’s marketing strategies were divided into two parts, first part was the “common strategies”, which represent the strategies used by all three markets, second part was the “specific strategies”, which represent the strategies only used by one specific market. It was analyzed in the T-test and ANOVA function in SPSS. The independent variable was

also gender, age, marriage status, education background, monthly income, and occupation.

### **PX Mart's Marketing Strategies**

For this part of analysis, it includes two major factors related to PX Mart, which are "PX Mart's common marketing strategies" (abbreviated to PXCMS below) and "PX Mart's specific marketing strategies" (abbreviated to PXSMS below).

Next, both factors were used as dependent variable to do the T-test and ANOVA test. As for the independent variable, gender and the marriage status were independent variable for T-test. Age, education background, and occupation were independent variable for ANOVA test.

Last, "the product that respondents buy in the PX Mart" were used to do the Mean test in order to show the significant difference between each factor.

### **Gender Difference**

The result showed that there is no significant difference between gender and both factors. For the factor PXCMS, the significance is 0.373 ( $p=0.373$ ), which is above 0.005. As for the factor PXSMS, the significance is 0.293 ( $p=0.293$ ), which is also above 0.005.

### **Marriage Status Difference**

The result showed that there is significant difference between marriage status and the factors PXCMS, but no difference between marriage status and the factor PXSMS.

For the factor PXCMS, the significance is 0.000 ( $p=0.000$ ), which is below 0.005. And the unmarried people (average=3.9095) is more significant than the married people (average=3.6915).

As for the factor PXSMS, the significance is 0.954 ( $p=0.954$ ), which is above 0.005 and show no significant difference.

### **Age Difference**

The result showed that there is significant difference between age and the factors PXCMS, but no difference between age and the factor PXSMS.

For the factor PXCMS, the significance is 0.000 ( $p=0.000$ ), which is below 0.005. People below twenty years old (average=4.0167) is more significant than the people between thirty-one to forty years old (average=3.5944), people below twenty years old (average=4.0167) is more significant than the people between forty-one to fifty years old (average=3.5907), and people between twenty-one to thirty years old (average=3.9203) is more significant than the people between forty-one to fifty years old (average=3.5907).

As for the factor PXSMS, the significance is 0.749 ( $p=0.749$ ), which is above 0.005 and show no significant difference.

### **Education Background Difference**

The result showed that there is no significant difference between gender and both factors. For the factor PXCMS, the significance is 0.008 ( $p=0.008$ ), which is above 0.005. As for the factor PXSMS, the significance is 0.019 ( $p=0.019$ ), which is also above 0.005.

### **Occupation Difference**

The result showed that there is significant difference between occupation and the factors PXCMS, but no difference between occupation and the factor PXSMS.

For the factor PXCMS, the significance is 0.001 ( $p=0.001$ ), which is below 0.005. As for the factor PXSMS, the significance is 0.240 ( $p=0.240$ ), which is above 0.005 and show no significant difference.

### **Products That Customers Buy in The PX Mart**

For the questions related to the respondent will buy the fresh food in each market or not, the result only showed that gender have the significant difference in PX Mart. 71% of the female will buy the fresh food in the PX Mart, and 55% of the male will buy the fresh food in the PX Mart.

For the questions related to the respondent will buy the daily supplement in each market or not, the result showed that age have the significant difference in PX Mart. 90% of the people whose age is above fifty-one years old went to the PX Mart to buy daily supplement but only 63% of the people whose age is between thirty-one years old to forty years old went to the PX Mart to buy daily supplement.

For the questions related to the respondent will buy the snacks in each market or not, the result showed that gender have the significant difference in PX Mart. 85% of the female went to the PX Mart to buy snacks, and 75% of the male went to the PX Mart to buy snacks.

For the questions related to the respondent will buy the cooked food in each market or not, the result showed that there is no factor that have the significant difference in PX Mart.

## **Carrefour's Marketing Strategies**

For this part of analysis, it includes two major factors related to Carrefour, which are “Carrefour’s common marketing strategies” (abbreviated to CFCMS below) and “Carrefour’s specific marketing strategies” (abbreviated to CFSMS below).

Next, both factors were used as dependent variable to do the T-test and ANOVA test. As for the independent variable, gender and the marriage status were independent variable for T-test. Age, education background, and occupation were independent variable for ANOVA test.

Last, “the product that respondents buy in the Carrefour” were used to do the Mean test in order to show the significant difference between each factor.

### **Gender Difference**

The result showed that there is no significant difference between gender and both factors. For the factor CFCMS, the significance is 0.522 ( $p=0.522$ ), which is above 0.005. As for the factor CFSMS, the significance is 0.623 ( $p=0.623$ ), which is also above 0.005.

### **Marriage Status Difference**

The result showed that there is significant difference between marriage status and the factors CFCMS, but no difference between marriage status and the factor CFSMS.

For the factor CFCMS, the significance is 0.000 ( $p=0.000$ ), which is below 0.005. And the unmarried people (average=3.6667) is more significant than the married people (average=3.4202).

As for the factor CFSMS, the significance is 0.048 ( $p=0.048$ ), which is above 0.005 and show no significant difference.

### **Age Difference**

The result showed that there is significant difference between age and the factors CFCMS, but no difference between age and the factor CFSMS.

For the factor CFCMS, the significance is 0.000 ( $p=0.000$ ), which is below 0.005. People below twenty years old (average=3.7350) is more significant than the people between forty-one to fifty years old (average=3.3109), people between twenty-one to thirty years old (average=3.6850) is more significant than the people between forty-one to fifty years old (average=3.3109).

As for the factor CFSMS, the significance is 0.095 ( $p=0.095$ ), which is above 0.005 and show no significant difference.

### **Education Background Difference**

The result showed that there is no significant difference between gender and both factors. For the factor CFCMS, the significance is 0.205 ( $p=0.205$ ), which is above 0.005. As for the factor CFSMS, the significance is 0.263 ( $p=0.263$ ), which is also above 0.005.

### **Occupation Difference**

The result showed that there is significant difference between occupation and the factors CFCMS, but no difference between occupation and the factor CFSMS.

For the factor CFCMS, the significance is 0.001 ( $p=0.001$ ), which is below 0.005. The student (average=3.6644) is more significant than the retired people (average=2.8000).

As for the factor CFSMS, the significance is 0.060 ( $p=0.060$ ), which is above 0.005 and show no significant difference.

### **Products That Customers Buy in The Carrefour**

For the questions related to the respondent will buy the fresh food in each market or not, the result showed that there is no factor that have the significant difference in Carrefour.

For the questions related to the respondent will buy the daily supplement in each market or not, the result showed that marriage status has the significant difference in Carrefour. 97% of the married people went to Carrefour to buy daily supplement, 87% of unmarried went to Carrefour to buy daily supplement.

For the questions related to the respondent will buy the snacks and cooked food in each market or not, the result showed that there is no factor that have the significant difference in Carrefour as well.

### **COSTCO's Marketing Strategies**

For this part of analysis, it includes two major factors related to COSTCO, which are "COSTCO's common marketing strategies" (abbreviated to CCCMS below) and "COSTCO's specific marketing strategies" (abbreviated to CCSMS below).

Next, both factors were used as dependent variable to do the T-test and ANOVA test. As for the independent variable, gender and the marriage status were independent variable for T-test. Age, education background, and occupation were independent variable for ANOVA test.

Last, "the product that respondents buy in the COSTCO" were used to do the Mean test in order to show the significant difference between each factor.

### **Gender Difference**

The result showed that there is no significant difference between gender and both factors. For the factor CCCMS, the significance is 0.522 ( $p=0.522$ ), which is above 0.005. As for the factor CCSMS, the significance is 0.623 ( $p=0.623$ ), which is also above 0.005.

### **Marriage Status Difference**

The result showed that there is no significant difference between marriage status and both factors. For the factor CCCMS, the significance is 0.487 ( $p=0.487$ ), which is above 0.005. As for the factor CCSMS, the significance is 0.022 ( $p=0.022$ ), which is also above 0.005.

### **Age Difference**

The result showed that there is no significant difference between age and both factors. For the factor CCCMS, the significance is 0.057 ( $p=0.057$ ), which is above 0.005. As for the factor CCSMS, the significance is 0.007 ( $p=0.007$ ), which is also above 0.005.

### **Education Background Difference**

The result showed that there is significant difference between education background and the factors CCCMS, but no difference between education background and the factor CCSMS.

For the factor CCCMS, the significance is 0.003 ( $p=0.003$ ), which is below 0.005. And people who went to junior high school (average: 4.4722) is more significant than people who went to junior college (average: 3.5890), people who went to junior high school (average: 4.4722) is more significant than people who went to college (average: 3.5375), people who went to junior high school (average: 4.4722) is more significant than people who went to graduate school or above (average: 3.3131).

As for the factor CCSMS, the significance is 0.070 ( $p=0.070$ ), which is above 0.005 and show no significant difference.

### **Occupation Difference**

The result showed that there is no significant difference between occupation and both

factors. For the factor CCCMS, the significance is 0.371 ( $p=0.371$ ), which is above 0.005. As for the factor CCSMS, the significance is 0.007 ( $p=0.007$ ), which is also above 0.005.

### **Products That Customers Buy in the COSTCO**

For the questions related to the respondent will buy the fresh food in each market or not, the result showed that there is no factor that have the significant difference in COSTCO.

For the questions related to the respondent will buy the daily supplement in each market or not, the result showed that age, marriage status, monthly income, and occupation have the significant difference in COSTCO. 86% of the people whose age is between thirty-one years old to forty years old went to COSTCO to buy daily supplement but only 54% of the people whose age is between twenty-one years old to thirty years old will buy daily supplement in COSTCO. 80% of the married people went to COSTCO to buy daily supplement, but only 56% of the unmarried people went to COSTCO to buy daily supplement. 95% of people whose monthly income is above 80001 new Taiwan dollars went to COSTCO to buy the daily supplement, but only 53% of people whose monthly income is below 20000 new Taiwan dollars or between 30001 to 40000 new Taiwan dollars went to COSTCO to buy daily supplement. 90% of the government officials went to COSTCO to buy daily supplement, but only 52% of the student went to COSTCO to buy daily supplement.

For the questions related to the respondent will buy the snacks in each market or not, the result showed that there is no factor that have the significant difference in COSTCO.

For the questions related to the respondent will buy the cooked food in each market or not, the result showed that age, marriage status, and monthly income have the significant difference in COSTCO. 78% of the people whose age is below twenty years old went to COSTCO to buy cooked food, but only 49% of the people whose age is above fifty-one years old went to COSTCO to buy cooked food. 69% of the unmarried people went to COSTCO to

buy cooked food 54% of the married people went to COSTCO to buy cooked food. 73% of the people whose monthly income is between 30001 to 40000 new Taiwan dollars went to COSTCO to buy cooked food, but only 20% of the people whose monthly income is between 70001 to 80000 new Taiwan dollars went to COSTCO to buy cooked food.

### **Summary**

Based on data analysis, the major findings for the three research questions can be classified as follow:

1. Different respondents with different status in marriage, age, and occupation have different idea toward marketing strategies used by PX Mart.
2. Different respondents with different status in marriage, age, and occupation have different idea toward marketing strategies used by Carrefour.
3. Different respondents with different status in education background have different idea toward marketing strategies used by COSTCO.

For the strategies used by the PX Mart, all three independent variables including marriage status, age, and occupation showed the significant difference on PX Mart's common strategies.

For the strategies used by the Carrefour, all three independent variables including marriage status, age, and occupation showed the significant difference on Carrefour's common strategies as well.

For the strategies used by the COSTCO, education background showed the significant difference on the COSTCO's common strategies.

## DISCUSSION

There were three research questions for this research and each question got a major finding after the data analysis.

### **Discussion 1: What shoppers Perceive on The Price, Place, Promotion, and Product Strategies Used by The PX Mart**

For the research question “what shoppers perceive on the price, place, promotion, and product strategies used by the PX Mart”, respondents with different status in marriage, age, and occupation have different idea toward marketing strategies used by PX Mart. Unmarried people go to PX Mart more often than the married people, and people below twenty years old to thirty years go to PX Mart more often than people between forty-one to fifty years old, which means they got more younger generation shoppers. It also meets the characteristic of PX Mart’s target customers.<sup>37</sup>

According to the respond for the questionnaires, most of the respondents were satisfied with PX Mart’s product various, product price, and location. It reflects to the PX Mart’s goal to sale the product in the cheap price and located in the community.

But the strategies such as the reward card and advertisement did not influence shoppers much. Only 25.6% of them were attract by the reward card and 28.6% of them were attract by the advertisement.

The most popular product in PX Mart is snacks, and second to forth are daily supplement, fresh food, and cooked food. In compare with other two markets, when shoppers want to buy snacks and fresh foods, PX Mart will come up in their mind first. It could also evidence that 17% of the total income were from fresh food.

### **Discussion 2: What Shoppers Perceive on The Price, Place, Promotion, and Product**

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<sup>37</sup> 何佩珊, "社群發功+商品調整, 愈來愈多年輕人走進全聯."

### **Strategies Used by The Carrefour**

For the research question “what shoppers perceive on the price, place, promotion, and product strategies used by the Carrefour”, respondents with different status in marriage, age, and occupation have different idea toward marketing strategies used by Carrefour. The result also showed that unmarried people go to Carrefour more often than the married people, and people below twenty years old to thirty years go to Carrefour more often than people between forty-one to fifty years old. Student also go to Carrefour more often than the retired people. The customers were younger as well and fits the target customer for twenty to forty years old.<sup>38</sup>

According to the respond for the questionnaires, most of the respondents were satisfied with Carrefour’s product various and product price. The strategies for import product and the indoor shops in the Carrefour did attract more shoppers to shop there.

But the shoppers were not that satisfied with the location because Carrefour have less stores and located in the rural area. They advertisement did not showed much affect as well.

The most popular product in Carrefour is daily supplement, and second to forth are snacks, fresh food, and cooked food. In compare with other two markets, when shoppers want to buy daily supplement, they would like to choose carrefour first.

### **Discussion 3: What Shoppers Perceive on The Price, Place, Promotion, and Product**

#### **Strategies Used by the COSTCO**

For the research question “what shoppers perceive on the price, place, promotion, and product strategies used by the COSTCO”, respondents with different status in education background have different idea toward marketing strategies used by COSTCO.

According to the respond for the questionnaires, most of the respondents were satisfied

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<sup>38</sup> 李華

with COSTCO's product various and product price. The strategies for seasonal products and the restaurants in the COSTCO did attract more shoppers to shop there.<sup>39</sup> 60.5% of the respondents were attract by the seasonal products that COSTCO provide. 53.9% of them were attract by the restaurant in COSTCO.

But for the location, advertisement, and the strategies such as membership, did not successfully attract shopper to shop there. 35% of them were not satisfied with the membership strategy. 38.1% of them were not satisfied with the location.

The most popular product in COSTCO is snacks, and second to forth are cooked food, daily supplement, and fresh food. In compare with other two markets, when shoppers want to buy cooked food, they would like to choose COSTCO instead of other two markets.

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<sup>39</sup> , "好市多店數少, 為什麼大家卻願意特地前往消費? ."

## CONCLUSION AND SUGGESTION

PX Mart's marketing strategies did reflect on their shoppers perceive, including the widely distributed location, fresh food section, and the cheap price strategy which is one of the main reasons why PX Mart can attract more shoppers than other stores.<sup>40</sup> Besides, the target customers for PX Mart was thirty-five to fifty-five years old and they were trying to expand to the younger customers recent years. The result did show that except for housewives or small families, customer in younger generation below twenty years old or twenty-one to thirty years old went to PX Mart more often nowadays. However, the advertisement and that reward card did not affect much to shopper's decision than expected.

Carrefour's marketing strategies also reflect on their shoppers perceive, including the target customer and the import products. Shoppers were attracted by the import product which is harder to find at other stores. And the target customer for Carrefour was twenty to thirty years old, the result also showed that younger generation whose age between twenty-one years old to thirty years old and whose occupation is student tend to shop at Carrefour. However, the rank of the most acceptable price, Carrefour was listed at the bottom. Shoppers though Carrefour's price is higher than other two stores.

COSTCO's marketing strategies did reflect on shoppers perceive as well. The seasonal product and the restaurant in the store did attract more shopper to shop at COSTCO. However, the strategies of membership did not accept by majority of the respondents, so did the distributed of location is so rare that makes some of the potential shoppers hard to get there.

In general, each store did attract shoppers with their specific marketing strategies. The results fit their target customers as well and even expand to other groups of shoppers.

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<sup>40</sup> , "這些年，全聯如何變身零售巨頭？3 個關鍵策略，缺一不可！"

Therefore, according to the result, the advertisement strategies did not work so well to attract more shoppers. Shoppers did not have much perceive on the advertisements. Last, the environment friendly strategies which were suggested by the experts but not being used frequently by the stores can be used to attract more shoppers since more and more people are paying attention on the environment these years.

## Appendix 1

### 顧客對於市場行銷策略想法調查 -以台灣全聯、家樂福、好市多為例

各位女士、先生，您好：

本問卷純屬學術性質研究，主要的目的為了解顧客對於全聯、家樂福、好市多在台灣市場行銷策略的看法以及消費經驗。本問卷採用不記名方式填寫，所得資料僅作綜合分析，請安心作答。感謝您在忙碌之中撥空填答提供寶貴意見！

文藻外語大學國際事務系學士班

指導教授：林建宏 教授

研究生：李鳴家 學生

中華民國一百零九年七月

1. 我通常會去全聯買以下哪類商品（可複選）  
 生鮮  生活日用品  零食  熟食
2. 我通常會去家樂福買以下哪類商品（可複選）  
 生鮮  生活日用品  零食  熟食
3. 我通常會去好市多買以下哪類商品（可複選）  
 生鮮  生活日用品  零食  熟食
4. 我最能夠接受 \_\_\_\_\_ 的產品價格  
 全聯  家樂福  好市多
5. 超市分佈廣泛與否會影響我去哪間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
6. 超市有沒有提供停車位會影響我去哪間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
7. 超市有沒有用餐區會影響我去哪間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
8. 超市商品的種類會影響我去哪一間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
9. 超市發布的電視廣告會影響我去哪一間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
10. 超市的平面宣傳單會影響我去哪一間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
11. 超市的集點活動會影響我去哪一間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
12. 超市的會員制度會影響我去哪一間超市的決策  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意

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### 顧客消費經驗-全聯(PX Mart)

1. 全聯的產品種類讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
2. 全聯的產品定價讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
3. 全聯的分佈地點讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
4. 全聯的服務態度讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
5. 全聯的購物環境讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
6. 全聯的集點活動會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
7. 全聯的廣告會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
8. 我認為全聯很棒的地方

- 
9. 我認為全聯可以改進的地方
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### 顧客消費經驗-家樂福(Carrefour)

1. 家樂福的產品種類讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
2. 家樂福的產品定價讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
3. 家樂福的分佈地點讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
4. 家樂福的服務態度讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
5. 家樂福的購物環境讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
6. 家樂福的廣告會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
7. 家樂福的進口商品會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
8. 家樂福的賣場內商店會吸引我到店購物

- 非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
9. 家樂福的賣場內餐廳會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
10. 我認為家樂福很棒的地方
- 
11. 我認為家樂福可以改進的地方
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### 顧客消費經驗-好市多(COSTCO)

1. 好市多的產品種類讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
2. 好市多的產品定價讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
3. 好市多的分佈地點讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
4. 好市多的服務態度讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
5. 好市多的購物環境讓我感到滿意  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
6. 好市多的會員制度會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
7. 好市多的廣告會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
8. 好市多的季節性限定商品會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
9. 好市多的賣場內餐廳會吸引我到店購物  
非常不同意 1○ 2○ 3○ 4○ 5○ 非常同意
10. 我認為好市多很棒的地方
- 
11. 我認為好市多可以改進的地方
- 

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### 基本資料

1. 性別：○男 ○女
2. 年齡：○20 歲以下 ○21-30 歲 ○31-40 歲 ○41-50 歲 ○51 歲以上
3. 婚姻狀況：○未婚 ○已婚

4. 教育程度：小學及以下 國中 高中（職）專科 大學 研究所及以上
5. 月收入：20000 元及以下 20001-30000 元 30001-40000 元 40001-50000 元  
50001-60000 元 60001-70000 元 70001-80000 元 80001 元及以上
6. 職業：商業 工業 服務業 學生 家管 退休 軍公教 自由  
業

## Appendix 2

**Table 3. Demographic of Respondents**

Attribute	Demographic	Percentage (%)
Gender	Male: 167	29.7%
	Female: 396	70.3%
Marriage status	Married: 144	25.8%
	Unmarried: 414	74.2%
Age	Under twenty years old: 62	11%
	Twenty-one to thirty years old: 324	57.2%
	Thirty-one to forty years old: 30	5.3%
	Forty-one to fifty years old: 69	12.2%
	Above fifty-one years old: 81	14.3%
Education background	Elementary school or below: 1	0.2%
	Junior school: 7	1.2%
	High school: 56	9.9%
	Junior college: 77	13.6%
	College: 390	69%
Monthly income	Graduate school or above: 34	6%
	Below 20000 new Taiwan dollars: 307	55.5%
	20001 to 30000 new Taiwan dollars: 71	12.8%
	30001 to 40000 new Taiwan dollars: 53	9.6%
	40001 to 50000 new Taiwan dollars: 46	8.3%
	50001 to 60000 new Taiwan dollars: 34	6.1%
	60001 to 70000 new Taiwan dollars: 6	1.1%
	70001 to 80000 new Taiwan dollars: 15	2.7%
80001 new Taiwan dollars or above: 21	2.7%	
Occupation	Business: 57	10.2%
	Industry: 35	6.3%
	Service industry: 65	11.7%
	Students: 301	54%
	Homemaker: 20	3.6%
	Retired: 10	1.8%
	Government officials: 22	3.9%
	Freelance: 29	5.2%
Other: 18	3.3%	

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