

A Comparative Analysis of Dewu's Differentiation Marketing Strategy with Similar Platforms/ Competitors

Zhanming Zhang^{1,a,*}

¹The Affiliated International School of Shenzhen Unilink (ZHID), NO.6 Yousong Road, Shenzhen, China

a. zhangzhanming@ldy.edu.rs

*corresponding author

Abstract: In the rapidly evolving landscape of e-commerce, differentiation has become a critical strategy for platforms to maintain competitive advantage and foster consumer loyalty. This paper explores the differentiation strategies of Dewu (Poizon), a leading e-commerce platform in the streetwear and luxury goods market in China, and offers strategic recommendations for strengthening its market position. Dewu's existing strategies, such as emphasizing product authenticity, integrating social commerce, and leveraging cultural storytelling, have helped it establish a niche identity. However, the platform faces challenges related to brand dilution, consumer dissatisfaction, and increasing competition in a digital-first environment. By exploring opportunities in personalization, immersive technologies, and culturally-driven marketing, this paper proposes three key recommendations for Dewu's differentiation strategy. These strategies aim to enhance consumer engagement, strengthen brand loyalty, and create innovative shopping experiences. Through a comprehensive analysis of Dewu's challenges and opportunities, this paper underscores the importance of differentiation in sustaining competitive advantage in the e-commerce sector.

Keywords: e-commerce, differentiation, Dewu (Poizon), opportunities in personalization, culturally-driven marketing.

1. Introduction

E-commerce has transformed the retail landscape, pushing platforms to constantly innovate and differentiate themselves in an increasingly competitive market. In particular, niche platforms like Dewu (also known as Poizon), which specializes in streetwear, sneakers, and luxury goods, have built their market position on a foundation of product authenticity, cultural engagement, and social commerce. Differentiation, as a competitive strategy, plays a crucial role in such marketplaces, where the ability to offer unique value propositions and cater to specific consumer segments is key to sustaining growth. For Dewu, differentiation has been achieved through its emphasis on ensuring the authenticity of high-demand products, fostering a vibrant community through social media integration, and aligning its brand identity with contemporary youth culture in China.

Despite these strengths, Dewu faces significant challenges in maintaining its differentiation strategy amidst the dynamic and fast-paced digital environment. The risk of brand dilution looms large as the platform expands its reach to broader audiences through aggressive marketing and promotional campaigns. Moreover, as the digital marketplace becomes more crowded, consumer

expectations for personalized and engaging experiences are rising, increasing the pressure on platforms like Dewu to continuously innovate their service offerings. Additionally, emerging technologies such as augmented reality (AR) and virtual reality (VR) are transforming how consumers interact with brands online, presenting both challenges and opportunities for differentiation.

This paper seeks to explore Dewu's current differentiation strategies, analyze the challenges and opportunities it faces, and propose strategic recommendations to strengthen its position in the marketplace. By focusing on authentic storytelling, personalized consumer experiences, and the integration of immersive technologies, Dewu can maintain its competitive edge while addressing the evolving needs of its customer base. The following sections will provide an in-depth analysis of Dewu's differentiation marketing strategies, the potential pitfalls of brand dilution and consumer dissatisfaction, and the strategic opportunities available to the platform in a digital-first world.

2. Theretical Framework of Differentiation Marketing Strategy

2.1. Definition and Core Principles of Differentiation Marketing

Differentiation marketing has long been a fundamental concept within the field of marketing strategy, offering firms a path to achieving competitive advantage by creating distinct value for targeted customer segments. This approach involves distinguishing a company's products or services from those of its competitors to attract and retain customers, particularly in competitive markets. Differentiation involves differentiating the market offering to create superior customer value and they highlighted differentiating the company's products from those of its competitors to make them more attractive to the target market [1]. Differentiation strategies are designed to highlight specific attributes of a product or service that resonate with target audiences, ultimately positioning the company as more attractive than its competitors.

Researcher identified differentiation as one of the core strategies in his seminal work on competitive strategy [2]. According to the research, differentiation is achieved by providing unique value to customers through distinctive product attributes, customer service, or brand positioning [2]. This strategy allows firms to appeal to specific customer needs, thus avoiding direct competition on price alone, which can be detrimental in the long term. By fostering uniqueness, companies can command premium prices and build customer loyalty. Porter's framework has shaped much of the contemporary understanding of differentiation, emphasizing the importance of providing something distinct that competitors cannot easily replicate. Researcher further expands on differentiation within the branding context, emphasizing that successful brand differentiation is achieved through distinctive brand attributes that resonate with consumers and provide a competitive advantage [3]. Aaker highlights that strong brand differentiation enhances a firm's ability to build customer loyalty, create brand equity, and sustain its competitive position in the market. The unique characteristics of a differentiated brand not only enhance consumer recognition but also allow a company to reduce the intensity of competition by occupying a distinct space in the consumer's mind.

2.2. Common Differentiation Strategies

In the context of e-commerce, differentiation becomes critical given the low switching costs and price transparency that characterize online shopping [2]. For e-commerce platforms, differentiation may involve superior user experience, exclusive product offerings, personalized recommendations, or innovative technological features that improve the shopping experience.

Product differentiation remains one of the most direct methods for e-commerce platforms to distinguish themselves from competitors. Product differentiation in e-commerce can take multiple forms: offering exclusive product ranges, integrating with niche suppliers, or curating specialized

assortments that cater to specific customer segments [4]. Platforms such as Amazon and Alibaba have successfully implemented differentiation through vast product catalogs and the integration of third-party sellers, allowing them to offer a broad spectrum of goods that appeal to diverse markets [5]. Moreover, exclusive product offerings, such as limited-edition items or partnerships with specific brands, can help create a sense of scarcity and uniqueness. This type of differentiation is particularly effective in luxury e-commerce platforms like Net-a-Porter, where curated product selections enhance the platform's positioning as a premium, high-end marketplace [6].

Service differentiation is increasingly seen as a critical component in the success of e-commerce platforms. Providing superior customer service—whether through expedited shipping, seamless return policies, or 24/7 customer support—can foster customer loyalty and reduce churn rates [7]. Platforms like Zappos, for example, have built their reputation on outstanding customer service, including free shipping and no-hassle returns, which differentiates them from competitors who may focus primarily on price competitiveness. Additionally, the quality of the online shopping experience itself can serve as a key differentiator. An intuitive user interface, robust search functionality, and a mobile-optimized platform are essential for enhancing customer satisfaction [8]. Customer service elements such as personalized product recommendations, live chat support, and post-purchase engagement further augment the overall shopping experience, creating a competitive advantage in the e-commerce space [9].

Channel differentiation, particularly in terms of logistics and distribution, is an area where e-commerce platforms can significantly distinguish themselves. Fast, reliable delivery services have become one of the most sought-after differentiators in online retail. Amazon Prime's next-day or same-day delivery options are a clear example of logistics-based differentiation [10]. By leveraging an advanced logistics network, Amazon has redefined customer expectations regarding delivery times, creating a competitive advantage that smaller e-commerce platforms may struggle to match. Furthermore, platforms like JD.com and Alibaba's Cainiao logistics network have invested heavily in their supply chain infrastructure, enabling them to provide rapid delivery services across vast geographic regions. Efficient supply chain management not only enhances the customer experience but also strengthens the platform's value proposition by reducing delivery times, ensuring product availability, and minimizing order fulfillment errors [11].

Technological advancements have enabled e-commerce platforms to offer innovative features that enhance the shopping experience. Artificial intelligence (AI) and machine learning are increasingly being used to provide personalized shopping recommendations, dynamic pricing, and predictive analytics [12]. For instance, platforms such as Amazon and Alibaba use sophisticated algorithms to recommend products based on customers' browsing history, purchase behavior, and demographic profiles, creating a highly personalized shopping experience. AR and VR are emerging technologies that are transforming e-commerce, particularly in industries such as fashion and home decor. Platforms like IKEA and Warby Parker allow users to visualize how products would look in their own homes or on themselves, enabling consumers to make more informed purchasing decisions and reducing return rates [13]. This form of technological differentiation provides consumers with an immersive and interactive shopping experience, creating a distinct competitive advantage in the increasingly saturated e-commerce market.

3. Analysis of Dewu's Differentiation Strategy

Dewu, also known as "Poizon," is a leading e-commerce platform in China that specializes in the sale of limited-edition sneakers, streetwear, and luxury items. Since its inception, Dewu has distinguished itself from traditional e-commerce platforms through a range of differentiation strategies, positioning itself as the go-to marketplace for fashion-forward and trend-conscious consumers, particularly in the

niche of sneaker culture. This analysis will explore how Dewu's product, service, technological, and brand differentiation strategies have contributed to its success in a highly competitive market.

3.1. Product Differentiation

Product differentiation is at the core of Dewu's strategy, especially through its exclusive focus on limited-edition and hard-to-find products. Unlike broader platforms such as Taobao or JD.com, which offer a wide range of consumer goods, Dewu has carved out a niche by specializing in rare and collectible sneakers and streetwear, as well as other luxury items. This curated product selection directly appeals to a young, trend-savvy demographic seeking unique fashion items. The rarity of these products, combined with Dewu's ability to source exclusive items, allows the platform to create a sense of exclusivity and scarcity that significantly enhances its market appeal. Furthermore, Dewu's product offerings cater to a subculture within the fashion industry—sneakerheads and streetwear enthusiasts—who value authenticity, exclusivity, and originality. The platform's focus on limited-edition items not only drives consumer demand but also positions Dewu as a specialized destination for premium, hard-to-get items. This product differentiation strategy mirrors similar approaches used by luxury fashion retailers like Net-a-Porter, where the emphasis on exclusivity helps foster a dedicated consumer base [6].

3.2. Service Differentiation

Dewu has also leveraged service differentiation as a key competitive strategy, particularly through its comprehensive authentication services. In an industry where counterfeit goods are a major concern, Dewu's authentication system provides a significant value proposition to its users. Before any product is delivered to the buyer, it undergoes a rigorous authentication process carried out by experts to ensure its authenticity. This service alleviates concerns over purchasing counterfeit products, a common issue in the sneaker and luxury goods markets. This level of trust and security has become a core differentiator for Dewu, setting it apart from competitors who may lack similar authentication guarantees. Additionally, Dewu offers a unique buying and selling experience that integrates elements of a social platform, where users can engage in discussions, share product reviews, and even participate in product price evaluations. This social commerce aspect strengthens customer loyalty and increases user engagement, further differentiating Dewu from traditional e-commerce platforms. By blending marketplace functionality with a community-driven experience, Dewu enhances customer interactions and builds a strong sense of community around its brand, similar to how platforms like Zappos differentiate themselves through customer service [14].

3.3. Technological Differentiation

Dewu's use of technology to enhance user experience is another significant differentiator. The platform has invested in advanced technologies, including AI and big data, to provide personalized shopping experiences. For example, Dewu utilizes AI algorithms to offer personalized recommendations based on users' browsing history, preferences, and past purchases. This level of personalization fosters higher engagement and improves the likelihood of conversion, echoing the practices of global e-commerce giants like Amazon, which similarly rely on data-driven personalization to optimize customer experiences [12]. Moreover, Dewu has integrated features such as AR (augmented reality) try-on services, allowing users to virtually try on sneakers and other products before making a purchase. This immersive shopping experience not only engages users but also reduces return rates, as consumers can better assess product fit and appearance. AR technology has become an innovative differentiator in the e-commerce space, particularly for fashion and luxury goods, where the tactile experience of trying on items is traditionally a key part of the shopping

process [13]. By implementing AR, Dewu creates a more interactive and engaging customer journey, further setting itself apart from competitors.

3.4. Brand Differentiation

Dewu's brand identity is another critical element of its differentiation strategy. The platform has positioned itself as an authority in street culture and sneaker trends, leveraging this cultural capital to appeal to its target demographic of young, fashion-conscious consumers. Dewu's marketing strategy often involves collaborations with key opinion leaders (KOLs) and influencers in the fashion and sneaker communities, further establishing the platform's credibility and authenticity in these niches. Influencer collaborations, which are pivotal in building trust and extending reach, have been widely recognized as a key strategy in modern e-commerce branding [15]. In addition to influencer marketing, Dewu's brand is strongly associated with authenticity and expertise in the streetwear market. The platform's rigorous authentication process enhances its reputation as a trustworthy marketplace, which is crucial in an industry where counterfeit products are rampant. By aligning its brand with credibility, exclusivity, and trend leadership, Dewu differentiates itself not only from traditional e-commerce platforms but also from secondary markets that may not prioritize product authenticity. Furthermore, Dewu's emphasis on brand storytelling has helped create a loyal community of users who identify with the platform's values. Through targeted content marketing and social media engagement, Dewu consistently reinforces its brand narrative of authenticity, exclusivity, and cultural relevance. This approach is in line with the findings o highlighted the importance of brand differentiation in building long-term customer loyalty and market leadership [16].

4. Comparative Analysis with Similar Platforms

To understand Dewu's positioning and competitive strategies, it is crucial to compare it with similar e-commerce platforms that operate within the luxury, streetwear, and collectibles sectors. Platforms such as StockX, Goat, and Farfetch share similarities with Dewu in terms of target audiences and product offerings, yet they diverge in operational models, authentication processes, and user engagement strategies. This comparative analysis explores these distinctions and evaluates how Dewu leverages its unique attributes to differentiate itself from these competitors.

4.1. Target Audience and Market Focus

Dewu, StockX, and Goat all target a similar demographic—fashion-forward, trend-conscious consumers who seek limited-edition sneakers, streetwear, and luxury items. These platforms have capitalized on the growing demand for exclusivity and rarity, primarily driven by younger, digital-savvy consumers. However, while Dewu focuses heavily on the Chinese market and has become a dominant player in Asia, StockX and Goat have a more global reach, particularly in Western markets. Farfetch, on the other hand, occupies a different space by focusing more broadly on high-end luxury fashion, offering items from premium brands like Gucci, Prada, and Chanel alongside streetwear labels like Off-White and Yeezy. Dewu's local advantage in China allows it to cater to specific cultural preferences and consumption patterns, particularly within the sneaker and streetwear subcultures. Unlike its Western counterparts, Dewu integrates elements of traditional Chinese aesthetics with modern street culture, creating a unique brand identity that resonates with its domestic consumer base. This approach is in contrast to StockX and Goat, which maintain a more universal brand image, aiming to attract consumers across various geographies without tailoring their offerings to specific cultural contexts.

4.2. Authentication Processes

Authentication is a critical factor that sets platforms like Dewu, StockX, and Goat apart from general e-commerce marketplaces. With counterfeit products being a major concern in the sneaker and luxury goods industries, these platforms emphasize their authentication processes as a key differentiator. Dewu's authentication process is similar to StockX and Goat in that each product undergoes a thorough inspection by experts before being shipped to the buyer. This level of scrutiny reassures customers that the items they purchase are genuine, fostering trust and loyalty.

However, Dewu's authentication process has certain localized aspects that distinguish it from its competitors. For instance, Dewu places a strong emphasis on not just sneaker authentication but also the cultural significance and craftsmanship of certain Chinese artisanal products. This broader focus on authenticity extends beyond the product's physical characteristics to include its cultural value, which resonates particularly well with consumers who value traditional Chinese craftsmanship alongside modern fashion trends.

StockX and Goat also emphasize their authentication processes, but their focus is primarily on sneakers and other high-demand, globally recognized products. StockX has built a reputation as the “stock market of things”, where products are traded like commodities, and authentication plays a role in ensuring the integrity of this marketplace model. Goat's approach integrates technology into its authentication process, utilizing machine learning and artificial intelligence to enhance the efficiency and accuracy of its verification methods. In contrast, Dewu emphasizes the human expertise involved in its authentication process, which aligns with its broader narrative of cultural preservation and artisanal quality.

4.3. User Engagement and Social Integration

One of the most distinctive features of Dewu compared to StockX and Goat is its integration of social commerce elements. Dewu functions not just as a marketplace but also as a social platform where users can engage with content, share reviews, and discuss products. This community-driven aspect mirrors platforms like Xiaohongshu (Little Red Book) in China, where user-generated content plays a pivotal role in influencing purchasing decisions. Dewu users can interact with each other, share insights about products, and participate in discussions, creating a vibrant, interactive ecosystem that extends beyond simple transactions.

StockX and Goat, while offering community engagement through product reviews and limited user interactions, do not have the same level of social integration. Their platforms are primarily transactional, focusing on the buying and selling process. StockX, with its stock market-inspired model, emphasizes price transparency and the fluctuations in product value, encouraging users to view products as investments. This approach attracts a different type of engagement, where users are more concerned with market trends and resale value than with building a sense of community around the products themselves.

Goat has begun incorporating some elements of social commerce, particularly through its mobile app, where users can browse curated collections and follow influencers within the sneaker community. However, it has yet to match the level of social interaction found on Dewu, where community engagement is a core aspect of the platform's value proposition. Dewu's success in fostering a community-centered marketplace highlights the growing importance of social commerce in e-commerce, particularly within niche markets like fashion and streetwear.

4.4. Technological Innovation

In terms of technological innovation, Dewu, StockX, and Goat have all embraced advanced technologies such as AI and machine learning to enhance the user experience. Goat has integrated

AR technology, allowing users to virtually try on sneakers before making a purchase. StockX, while less focused on AR, leverages big data to provide users with detailed analytics about product demand, resale value, and market trends.

Dewu's use of AR technology, while similar to Goat's, is more integrated into its broader marketing strategy. By allowing consumers to visualize products in real-world settings, Dewu enhances the online shopping experience, making it more immersive and interactive. This feature is particularly appealing to younger consumers who expect a seamless blend of technology and commerce. Moreover, Dewu's focus on digital innovation extends to its personalization algorithms, which use consumer data to tailor product recommendations and marketing efforts more effectively than StockX or Goat.

5. Strategic Recommendations for Dewu's Differentiation Marketing Strategy

Dewu has established itself as a major player in the niche market of streetwear, sneakers, and high-demand luxury goods, particularly within the Chinese market. Its differentiation strategy, which includes elements such as product authenticity, social commerce integration, and a culturally resonant brand identity, has set it apart from competitors like StockX and Goat. However, as the e-commerce landscape evolves and competition intensifies, Dewu must continuously innovate its differentiation strategy to maintain its competitive edge. Below are three key recommendations for enhancing Dewu's differentiation marketing strategy, drawing from existing strengths while addressing emerging challenges in the digital marketplace.

5.1. Deepening Cultural Engagement and Authentic Storytelling

One of Dewu's core strengths lies in its connection to Chinese culture and the integration of traditional aesthetics with modern fashion trends. However, as the platform continues to grow, it must further deepen its engagement with cultural narratives to maintain its unique positioning in a competitive market. To enhance this strategy, Dewu should prioritize authentic storytelling that ties its products to both contemporary and traditional cultural elements. This could include highlighting the heritage and craftsmanship of specific products, such as sneakers or accessories designed by Chinese artisans or inspired by Chinese cultural symbols.

For instance, Dewu could launch a series of campaigns that focus on the narratives behind the creation of limited-edition items, tying them to Chinese cultural festivals, historical references, or notable contemporary cultural trends. By positioning these products within a broader cultural context, Dewu can differentiate itself not only as a marketplace but also as a cultural platform that offers more than just commodities—it provides culturally meaningful experiences. Such storytelling would resonate with both local consumers who are proud of their cultural heritage and international customers who seek unique, culturally significant items.

In addition, Dewu can enhance its brand loyalty by creating a dedicated content platform, such as a blog or a digital magazine, where these cultural narratives are expanded. Interviews with designers, behind-the-scenes looks at production processes, and features on the cultural relevance of certain fashion trends could deepen consumers' connection to the products and the platform. This approach would not only strengthen Dewu's differentiation but also build a deeper emotional connection with its users, increasing brand loyalty and customer retention.

5.2. Leveraging Data-Driven Personalization for Enhanced Consumer Experience

While Dewu has already made significant strides in using consumer data to enhance personalization, there is a growing opportunity to further refine this aspect of its differentiation strategy. Personalization in e-commerce is increasingly becoming a key factor in driving consumer satisfaction,

loyalty, and differentiation. By leveraging advanced data analytics, Dewu can offer a more tailored and individualized shopping experience that meets the specific needs and preferences of its diverse consumer base.

Dewu should invest in more sophisticated machine learning algorithms that can analyze user behavior, preferences, and purchase history to deliver hyper-personalized recommendations. These algorithms can predict what users are likely to purchase based on past interactions with the platform, enabling Dewu to offer more targeted suggestions. For instance, users who frequently purchase limited-edition sneakers could receive early access to upcoming releases, while consumers who show interest in accessories or apparel could be shown curated collections that match their style preferences.

Beyond product recommendations, Dewu can also utilize personalized marketing campaigns. Email marketing, push notifications, and in-app alerts can be customized to reflect a user's past purchases and browsing habits, ensuring that communications are relevant and timely. This would enhance the consumer experience by making interactions with the platform feel more tailored and responsive to individual tastes, rather than generic mass-market messaging.

Moreover, Dewu could introduce features such as personalized pricing models or exclusive offers based on loyalty levels or past engagement. For example, high-value customers could be offered early access to limited-edition products or receive customized discounts on their favorite brands. This level of personalization would strengthen Dewu's position as a consumer-centric platform, distinguishing it from competitors that rely on more standard and less personalized marketing approaches.

5.3. Expanding Immersive Experiences Through AR and VR Technologies

The integration of advanced technologies such as AR and VR presents a unique opportunity for Dewu to further differentiate itself in the digital marketplace. While Dewu has already explored some AR applications, such as virtual try-ons for sneakers, there is significant room for expanding these technologies to create more immersive and engaging shopping experiences. This would not only enhance consumer satisfaction but also strengthen Dewu's competitive advantage over other platforms that have yet to fully embrace immersive technologies.

For example, Dewu could introduce a VR feature that allows users to explore virtual showrooms or experience virtual pop-up stores featuring limited-edition releases. This would give consumers the sensation of being in an exclusive, high-end retail environment from the comfort of their homes, further enhancing the premium experience that Dewu seeks to offer. These virtual showrooms could be designed to reflect the aesthetics and branding of specific products or designers, creating a more immersive and memorable shopping experience.

In addition to virtual showrooms, AR technology could be expanded to allow consumers to visualize how different products would look in real-world settings. For example, users could use AR to see how a pair of sneakers would look on their feet, or how a piece of apparel would fit their body type, before making a purchase. This would significantly reduce the uncertainty that often accompanies online shopping, particularly in fashion and apparel, and would give consumers greater confidence in their purchasing decisions.

Furthermore, Dewu could capitalize on the growing trend of virtual events by hosting AR or VR-based fashion shows, product launches, or influencer collaborations. By offering users the chance to "attend" these exclusive events virtually, Dewu can deepen engagement and create a sense of community and excitement around its products. This level of interaction would set Dewu apart from its competitors, offering a more dynamic and innovative shopping experience that blends entertainment with e-commerce.

6. Conclusion

In an e-commerce landscape that is increasingly defined by rapid technological advancements and evolving consumer behaviors, Dewu's ability to differentiate itself through authenticity, cultural relevance, and community engagement has been instrumental in its success. However, the challenges posed by digital saturation and changing consumer expectations require a continuous evolution of its differentiation strategy. To address these challenges, Dewu must adopt a multifaceted approach that deepens its engagement with consumers while leveraging emerging technologies to enhance its competitive advantage.

Firstly, Dewu's commitment to authentic cultural storytelling must remain at the forefront of its differentiation strategy. By leveraging its unique position within the streetwear and luxury goods market, the platform can further cultivate emotional connections with its audience through narratives that highlight the craftsmanship and cultural significance of its products. This not only differentiates Dewu from competitors but also reinforces its brand identity in the minds of consumers, fostering long-term loyalty.

Secondly, Dewu should embrace the potential of data-driven personalization to offer a more tailored consumer experience. As e-commerce platforms become more sophisticated in their use of consumer data, personalization has emerged as a key differentiator in improving customer satisfaction and driving sales. By investing in advanced algorithms and machine learning tools, Dewu can offer hyper-targeted recommendations, personalized promotions, and exclusive access to limited-edition products, thereby enhancing consumer engagement and satisfaction.

Lastly, the integration of AR and VR technologies presents Dewu with a significant opportunity to create immersive and engaging shopping experiences. These technologies not only offer consumers the ability to interact with products in a virtual environment but also enhance the storytelling potential of the platform by allowing users to experience the product journey, from design to purchase. By investing in these immersive technologies, Dewu can differentiate itself from competitors who are slower to adopt such innovations and create a truly unique shopping experience that resonates with its digitally savvy audience.

In conclusion, Dewu's differentiation marketing strategy must continue to evolve to stay competitive in an increasingly digital marketplace. By focusing on authentic storytelling, personalized consumer experiences, and the adoption of emerging technologies, Dewu can enhance its brand identity, foster deeper connections with consumers, and secure its position as a leader in the niche streetwear and luxury goods market. These strategies not only address the challenges posed by brand dilution and consumer dissatisfaction but also position Dewu to capitalize on the opportunities presented by the digital transformation of the e-commerce industry. As consumer preferences continue to shift toward personalized and immersive experiences, Dewu's ability to innovate and differentiate will be key to its long-term success.

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