

Analysis of E-commerce Transformation of Historic Brands: Take Holiland as an Example

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Abstract: With the improvement of living standards, after solving the problem of food and clothing, people's attention to snacks and refreshments has increased, which has promoted the rise of China's dessert market; At the same time, the wide application of e-commerce provides tools for industry upgrading. Through literature analysis and case analysis, this paper studies how the famous Chinese dessert brand 'Holiland' has transformed its historic brands with the new era through e-commerce transformation, regained business opportunities and occupied a large market share. This paper hopes to analyze the success of 'Holiland', and explores whether time-honored brands can improve the value of brand reputation through the rational use of e-commerce, and transform and upgrade to adapt to the current era of social Internet + electronics. After analysis, this paper finds that if time-honored brands can make reasonable use of e-commerce, they can attract the love of the whole new customer base --like the main force of consumption - the young people of the Z generation.

Keywords: Holiland products, time-honored brands, e-commerce transformation

1. Introduction

E-commerce is a business activity centered on commodity exchange by means of information network technology. It is currently a more acceptable channel for young consumers to approach commodity information, and e-commerce can help time-honored brands characterized by repeat customers as their main target consumers. This paper notes that since 2020, the overall profit and income of Holiland have shown relatively stable growth [1]. Sweep away the haze of "declining operating efficiency, being overtaken by similar brands, and reducing market share" since 2014. After preliminary paper collection and literature reading, this paper found that most of the research in related fields focused on listing the specific practices of the 'Holiland' brand transformation, or focusing on the success of a company, and did not extend to how other similar historic brands can learn from it and successfully transform. This paper specifically focuses on the reasons for marketing profitability from Holiland, the reason for the brand revival and how to learn from them, the advantages and dilemmas faced by historic brands, and the feasibility of e-commerce transformation of historic brands. This thesis carefully examines a number of research papers related to brand transformation methods, brand marketing strategies, etc., and summarizes its own views and opinions. This paper can give references to more desserts or related industries to quickly recover the market by summarizing successful case experiences.

2. The “Holiland” Brand

2.1. Introduction of Holiland

In 1992, Holiland was founded in Lanzhou, China. Born in Lanzhou in September 1992, Holilai Enterprise is a long-standing production and operation of cakes, bread, pastries, dim sums, coffee drinks, mooncakes, rice balls, zongzi and other products, with nearly 1,000 directly operated chain stores distributed in more than 80 large and medium-sized cities across the country, it is different from other old stores with a long history to 'regular customers' as the consumption object. Its main consumer groups are young people and adults aged 18-40. Among them, most of them are young women, college students or new to the workplace, have high willingness and strength to consume or those who like all kinds of anime images, pay attention to experience, believe that appearance is justice, and are willing to pay for love.

2.2. Holiland's Explosive Data Performance

Holiland frequently appears on various social platforms such as Weibo, Douyin, Xiaohongshu and even brushes the screen, attracting the attention of users with its avant-garde packaging and delicious pastries, and occupying the public's field of vision with continuous screen brushing to attract users to buy. For example, the dynamics of the Harry Potter joint Mid-Autumn Festival gift box released by Holilandwood's official Weibo received 7,000+ retweets and 6,000+ comments and likes in just one day. The basic data of the official accounts of Holiland in major social media platforms is shown in Table 1. On the whole, Weibo, WeChat and Xiaohongshu are the main communication positions of Holiland. At the same time, we compared the number of views and likes of Holiland with its competitors on Chinese social media, and it was clear that Holiland, which made full use of e-commerce for promotion, gained more attention. The specific comparison data is shown in the following Table 2.

Table 1: The brand influence of "Holiland" on different social media.

social media	Wechat	Weibo	Red Booklet	TikTok	Bilibili
Fans	/	152w	13.9w	24.4w	1929
interaction	More than half of the articles received 10w+ views	215.8w(Like)	55.3w(Like and favorite)	3.6w (Like)	643 (Like)
content	36 articles	900+	242	10	10
Earliest published time	2015/01/23	2013/01/17	2019/07/10	2021/09/14	2020/12/02

Table 2: Comparison of the influence of "Holiland" with its competitors.

Average number of likes per video/note	TikTok	Red Booklet	Weibo	Bilibili
Holiland	900+	1200+	200+	60+
Bao's Pastry	30+	400+	50+	/
Toly Bread Co., Ltd.	30+	300+	18+	200+
BreadTalk	20+	/	5+	/
Bliss Cake	25+	10+	200+	5+

2.3. The Reason for the Explosion of Holiland

2.3.1. The Younger Manager

Since 2020, after Holiland completed the replacement of the old and new managers, two young people from the 90s took over as brand managers, injecting new ideas into the development of the enterprise. The two managers deeply understand the role of electronic communication speed in promoting products. Using online social platforms to create a new personal and brand image, in 2021, one of the managers, Luo Cheng, started shooting a series of humorous videos of office scenes on Douyin and Xiaohongshu platforms as a "rich second-generation boss with social fear". So far, the whole network has accumulated nearly 2.7 million fans, with tens of millions of views, attracting many fans and huge basic views. At the same time, the two young people rectified the offline stores of "Holilai", created different theme stores in various cities, visually beautified the stores, and also put forward higher image requirements in the recruitment of salespeople. Under this series of measures, the image and temperament of 'Holiland' stores have been improved, which is different from many traditional store-style bakeries, more in line with the aesthetics of young people, and has become one of the "check-in" points for consumers [2].

2.3.2. The Rejuvenated Product

Due to the addition of the second-generation manager, product innovation was born, and the Internet celebrity single product "half-cooked cheese" was born, which swept through major online platforms. In 2014, the brothers traveled to Japan to persuade a pastry maker to help Holiland develop a half-cooked cheesecake, which began selling in 2015 [1]. A year later, the online channel was opened, and the sales on Tmall exceeded 100,000 in just a few months, becoming a hit, and it is still the main item of Holiland. At the same time, the two principals pay attention to cooperating with other different categories of brands to launch joint products. According to incomplete statistics, from October 2019 to June 2020, the sales of joint products launched by Holly Lai in Tmall online flagship stores reached 30 Ten 10,000 pieces are ranging from 700,000 pieces [3].

2.3.3. Rejuvenation of Copywriting

Holly is good at using young copywriters on social media to build strong connections with young people. They not only resonate with young people with the help of some popular memes and harmony memes popular on the Internet, but also successfully form a trend among young people by cooperating with Internet celebrities with a large number of fans, attracting the attention of a large number of fans. This clever marketing tactic has allowed Holly to gain wide exposure and word of mouth on social media, and its brand image has been consolidated and enhanced among young people. Young people have joined the fan camp of Hollywood, and further expanded the influence of the brand by sharing Holly's products and activities.

3. How Historic Brands Can Learn from Their Successful Experiences

3.1. Existing Advantages of Historic Brands

First, the brand aspect. In China, historic brands have their own brand stories, such as Luo Hong, the founder of Holilai brand, who decided to make his own cake because he couldn't find his favorite cake for his mother's birthday on the market. And in 1991, he opened his first cake shop and started the business of artistic cakes. These time-honored brands are loved by consumers through warm stories [4]. Second, the product aspect. Each historic brand has its own unique production process, and has become a "taste in the memory of a generation" featuring it. Third, the management aspect. Many

time-honored enterprises have a professional operation team to propose appropriate development strategies for the development of time-honored brands in response to market changes. For example, Holiland has a food quality inspection system as a food industry [5].

3.2. The Dilemma Faced by Historic Brands

Poor brand communication. Some time-honored Chinese brands are not good at using new media such as social platforms to integrate publicity resources, relying too much on brand reputation, and it is difficult to generate sustained appeal to consumers. As a result, most time-honored brands have weak cross-regional coverage, and only form a limited market in local cities, which cannot be regarded as a national brand in essence. Insufficient brand culture innovation. From a realistic point of view, most time-honored brands only define the cultural connotation of the brand through the original market habits, and their product functions, categories, designs, added value, etc. are far inferior to the new brand-name products, resulting in a widening gap between the overall image of the brand and consumer demand and the situation of the times. The mechanism of time-honored enterprises is rigid. Some time-honored brands adhere to the traditional operation and management mechanism of the planned economy period, which affects the vitality of enterprises and limits the exertion of brand operation effects. Improper brand extension practices. Long-established enterprises do not consider using existing brand innovation to launch new products or enter new markets, but choose to stabilize their share in the existing market in the long-term development.

3.3. Application Feasibility and Necessity of E-commerce Transformation

As a brand that uses e-commerce to achieve transformation, the Holiland brand is a good answer to how to solve the above problems. Make more use of social media publicity to create brand trends: use novel technology theme stores to attract young people to use social media interaction to check in and potentially promote products and brands; Break away from traditional thinking, co-brand with brands, film and television works in different fields, and use electronic media to create fashion trends on specific festivals; Use new technologies to create a new brand image and manage the image of people. Through the "fan effect" of the manager itself, attract followers to buy products and become potential spokespersons. Continuously absorb external information through electronic media, track trends in real time, quickly update products, and reduce aesthetic fatigue. From the perspective of the industry, most of China's time-honored brands are distributed in the wine industry, food, catering, medicine, clothing, tea industry, etc. Among them, the food processing industry ranks first, followed by the catering and accommodation industry, and the number of the above two types of Chinese time-honored brands exceeds 60% of the total number currently recognized, that is, similar industries with Holiland account for a huge proportion. From a geographical point of view, these time-honored Chinese brands are mostly concentrated in provinces and cities with deeper history and high economic development level, as shown in Figure 1. The top provinces and cities include Shanghai (99), Beijing (79), Jiangsu (66), Zhejiang (65), Shandong (52), etc., accounting for 46.3% of the total number of recognitions [6]. Many historic brands in the catering industry, most of which are concentrated in economically developed cities. Let the method that works for Holiland also work for many older brands.

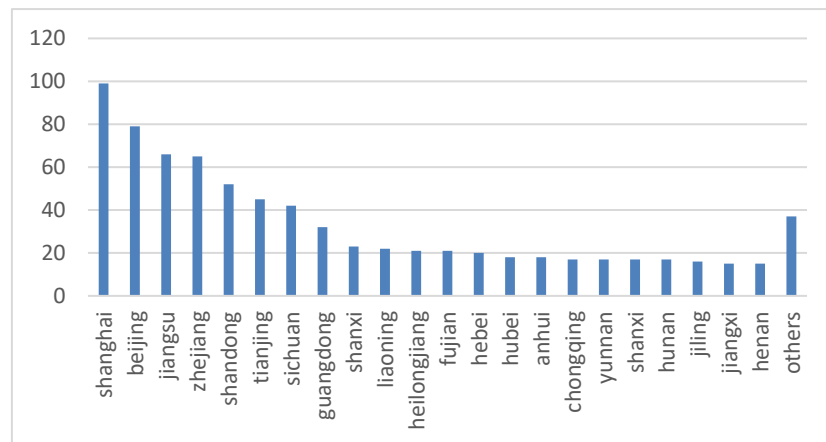


Figure 1: The number of time-honored Chinese enterprises in each province and city.

4. Conclusion

This paper explores how Holiland is using e-commerce to transform and quickly capture the majority of market share, why other similar established brands need to learn from them, and the feasibility and necessity of e-commerce implementation. The conclusion is that e-commerce is developing rapidly, and if we can closely link e-commerce and all walks of life, the future marketing methods will definitely be changed and get better and better. Of course, there is much that could be improved in this paper: for example, only case studies and data analysis methods are used, only the application of the domestic market is analyzed, and there is no discussion of how to make good use of e-commerce in the context of globalization. In the future, this paper will continue to study whether a series of new technologies such as big data and the Internet can comprehensively communicate enterprise information in the context of globalization and allow enterprises to learn from each other.

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