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Haidilao's Oversea Expansion Research and Analysis – Example from Thailand

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Abstract. Haidilao was founded in Jianyang Sichuan, in 1994. After 28 years' development, Haidilao has become a great-renowned and industrial leading hot pot brand. Adhering to the culture of "people-oriented", Haidilao has developed its own business system. Until June 30, 2022, Haidilao has opened 1,435 directly operated stores worldwide. This paper is going to take the overseas strategy of Haidilao in Thailand as an example to analyze the overseas market of Haidilao through literature survey, case analysis and SWOT analysis, hoping the paper can contribute its own effort to the dissemination and sustainable development of Haidilao in Chinese food culture.

Keywords. Haidilao, overseas development, Thailand, SWOT

In 1994, Jianyang City of Sichuan Province established a chain brand of Sichuan hot pot -- Haidilao. After 28 years of development, Haidilao has become a leading middle and high-end hot pot brand in the world. As of June 30, 2022, Haidilao has opened 1,332 directly operated stores in China (including Hong Kong, Macao and Taiwan). It has a total of 103 directly operated stores in 11 other countries overseas. The number of directly operated stores in overseas countries is smaller than the scale in China, but Haidilao's directly operated stores overseas have higher per capita consumption than those in China. With the development of the Belt and Road policy, more and more people come to Thailand. The Chinese in Thailand trying to comfort themselves to against homesickness through food, and Haidilao is one of the ways. The research on the overseas development of Haidilao is conducive to the expansion of overseas markets and the spread of Chinese food culture overseas, and plays a role in the sustainable development of China's catering industry.

Literature review

1. Background of Haidilao

Haidilao CEO Yang Lijuan on the progress of the Woodpecker plan (2022) Haidilao is a Sichuan hot pot brand established in 1994, from the original Sichuan Jianyang Street ordinary hot pot restaurant to now the world's famous hot pot brand has been 28 years, by June 30, 2022 in the world is a total of 1435 directly operated stores, On March 23, 2022, Haidilao released its 2021 annual report. In 2021, Haidilao achieved revenue of 4111.1 billion yuan, up

43.7% year on year; Net profit was -4.163 billion yuan. On August 14, 2022, Haidilao issued a profit warning for the first half of 2022. The announcement shows that in the six months ending June 30, 2022, Haidilao revenue is expected to be no less than 16.7 billion yuan, compared with the same period of 2021 revenue of about 20.1 billion yuan, a percentage reduction of no more than 17%. Haidilao website (2022) under the leadership of Haidilao's chairman Zhang Yong, Haidilao has always been adhering to the "service first, customer first" philosophy, innovation as the core, change the traditional standardization and simplification of service, advocate personalized characteristic service, will be whole-hearted service as the basic concept, is committed to provide customers with "sweet, warm, comfortable" service; In terms of management, the company advocates the value of changing fate with both hands, creates a fair and just working environment for employees, and implements humanized and family-oriented management mode to enhance the value of employees. The most unique thing about Haidilao is that it has high brand awareness and high customer loyalty. It has customer viscosity that many other hot pot restaurants do not have. There is the delicious of Haidilao itself, but also cannot ignore the Haidilao service attitude, let many for the first time come to Haidilao customers are surprised, Haidilao really done it will be "the customer as god" this sentence, not just in the slogan of his many experiences for the first time the customer service attitude to feel embarrassed, But I have to admit that it is because of this that I have conquered many hot pot lovers. Wang Xue (2011) not only serves Shanghai Dilao by setting up four large-scale logistics distribution centers in Beijing, Shanghai, Xi'an and Zhengzhou. With the purpose of "large-scale procurement, mechanization of production, standardization of warehousing and modernization of distribution", he has formed a large-scale logistics supply system integrating distribution, storage, processing and procurement. Its production base in Chengdu has passed HACCP certification, QS certification and ISO international quality management system certification. All these prove why Haidilao can become a global famous hot pot brand in 28 years.

2. Overseas development

Xiaolong Yang (2012) Overseas development refers to going abroad and conducting overseas business development's overseas development is a process, from the domestic management of a region to the national within the scope of management, to the overseas development, between a few countries, continue to develop to compete in a dozen countries to become global businesses to compete on a global scale, is an enterprise to overseas development at different stages. Cheng, X. and Sang, J. (2012), as China's economic power and international status and influence, a new generation of immigrants, investors in overseas development goals and vision had the new change, profit is not the first purpose, more is about a "better life, better development" picture, therefore overseas can dig in new ideas for development and opportunities.

However, the current domestic catering enterprises to enter overseas market requires not only the idea of management thinking, management, market, enterprise strategy be well prepared, and the need to set up shop from overseas location, decoration, positioning, purchasing, personnel, logistics, product design, brand promotion and so on the concrete operations have comprehensive thorough plan arrangement, More importantly, the overseas promotion of catering enterprises also needs strategic attention and policy support from the national level, and information services and active guidance from domestic and foreign catering industry associations.

Haidilao opened its first outlet in Singapore in 2012, and has since gradually expanded its network of overseas restaurants. 10 years on, Haidilao now has a network of stores in Asia, North America, Europe and Oceania. As of March 31, 2022, Haidilao had opened 97 restaurants in 11 countries on four continents, according to the company's prospectus. From March 31, 2022 until the last practicable date, Haidilao opened six more restaurants in Singapore, the United States, Australia, Thailand and Malaysia. At present, the total number of overseas stores has reached 103. In terms of store distribution, Southeast Asia, which is close to China and has similar consumer tastes, is an important base for Haidilao to expand overseas. As of March 31, 2022, the number of Haidilao stores in Southeast Asia has reached 57, while Australia and the UK are currently the least distributed, with a total of 7 stores. Combining the specific locations of overseas stores, it is not difficult to see that the main layout of Haidilao is to transport hot pot, the "quintessence of China", to the gathering place of overseas Chinese with the same cultural roots and homology. Overseas performance is better than domestic, Haidilao announced to split the overseas business to impact the IPO (2022) foreign business has been an important strategy of Haidilao's internationalization. As of March 31, the company had 97 restaurants in 11 countries in Asia, North America, Europe and Australia, according to the prospectus. As of July 4, the restaurant chain has grown to 103 restaurants in more than 10 countries, including Singapore, Vietnam, Malaysia, Indonesia, South Korea, Japan, the United Kingdom, the United States, Canada and Australia. In 2021, the number of overseas outlets grew by just 21. But from the perspective of revenue, in 2021, the revenue of Haidilao's stores outside the mainland of China was 2.722 billion yuan, accounting for 6.9% of the total income from restaurant operation; That's down from 2.226 billion yuan in revenue and 8.1 percent in 2020. Although the proportion of overseas business is small, the overseas stores of Haidilao have higher per capita consumption compared with the stores in mainland China, and the "high price per customer" has become a major advantage of Tehai International. According to the financial report, the per capita consumption of Haidilao's overseas restaurants in 2021 was 197.9 yuan, equivalent to 1.9 times of the company's average and 1.8 times of the first-tier cities in China. In contrast, the per capita consumption of Haidilao customers in first-tier cities dropped from 116.2 yuan to 111.8 yuan, second-tier cities from 105.7 yuan to 101.7 yuan, and third-tier cities from 100.2 yuan to 95.7 yuan.

3. Development of Thai Chinese food

China and Thailand have had close contacts since ancient times. In 1988, Thailand became one of the destinations for Chinese tourists. In 1993, with the promulgation of the "China-Thailand Tourism Cooperation Agreement", the tourism cooperation between China and Thailand officially kicked off. With the development of the "Belt and Road" Initiative and ASEAN construction, the Thai government has put forward the "Thailand 4.0 National Economic Development Plan". The cooperation between China and Thailand is getting closer and closer. China has become the largest source of inbound tourists in Thailand, and Chinese restaurants in Thailand are also developing rapidly. The catering industry is an important industry for overseas Chinese to survive. It is not only the starting point of economic development for many Chinese overseas, but also a cultural "refuge" for Chinese. Food knows no borders, and Chinese food is an excellent way to spread culture. Chinese restaurants are an important platform to show and spread Chinese culture, and also an important window for people around the world to understand and understand China. With the development of the Belt and Road Initiative, the Thai government has put forward the "Thailand 4.0" strategy. The two

complement each other and are mutually beneficial. China-Thailand cooperation is entering a new stage of rapid development. "Food culture is an important part of Chinese culture. As an important platform to display Chinese culture, the development of Chinese restaurants is more conducive to the spread and exchange of Chinese culture. At the same time, the spread and exchange of Chinese food culture is more conducive to the development of Chinese restaurants. In order to promote China and Thailand food culture exchange, the Chinese cultural center in Bangkok, China cuisine association, jiangyin cuisine association to undertake the "source flavor of China" - China intangible cuisine into Thailand on 16 July 2016-19 was successfully held in Bangkok, Thailand, and through the food tasting, mutual communication, in-depth television and other forms of traditional Chinese food culture, Promote and publicize the intangible cultural heritage of Chinese cuisine. On the 45th anniversary of the establishment of diplomatic ties between China and Thailand and the occasion of Princess Maha Chakri Sirindhorn's 40th year of learning Chinese, Lee Kum Kee and the Confucius Institute jointly issued a new electronic version of the Chinese Cooking Textbook. The electronic textbook is based on the original Chinese, English, French and Western languages, and the Thai version has been added according to local conditions. The release of the e-textbook not only enrich is the teaching and cultural communication content of volunteer Chinese teachers, but also facilitates the volunteers to show the characteristics of Chinese food with a long history, excellent production and rich categories in a more comprehensive way, and promotes the communication and dissemination of Chinese culture by spreading the delicious food on the tip of the tongue.

4. SWOT analysis

SWOT was put forward in the early 1980s by Heinz Werrick, a professor of management at the University of San Francisco in the United States. Nowadays, SWOT is mostly used in enterprise strategy formulation and competitor analysis, which belong to internal analysis methods of enterprises. It conducts a systematic analysis from four aspects: S strengths, W weaknesses, O opportunities and T threats.(Gao Shujun) In the process of adaptability analysis, the senior managers of enterprises should, on the basis of determining various internal and external variables, adopt the four basic concepts of leverage effect, inhibition, vulnerability and problematic to analyze this model.

Leverage effect (advantage + opportunity)

Leverage effect occurs when internal advantages and external opportunities are aligned and adapted to each other. In this case, enterprises can use their own internal advantages to pry external opportunities, so that opportunities and advantages fully combined play out. However, the opportunity is often slightly transient, so the enterprise must be keen to catch the opportunity, seize the opportunity, in order to seek greater development.

Inhibitions (disadvantages + opportunities)

Inhibition means hindering, preventing, influencing and controlling. When the opportunities provided by the environment are not compatible with the internal resource advantages of the enterprise, or cannot overlap with each other, the advantages of the enterprise, no matter how large, will not play. In this case, the enterprise needs to provide and add some resources to promote the transformation of internal resource weakness into advantage, so as to cater to or adapt to external opportunities.

Vulnerability (advantage + threat).

Vulnerability means a decrease in the degree or intensity of advantage. When the environment poses a threat to the advantages of the company, the advantages cannot be fully played, and there is a fragile situation that the advantages are not good. In this situation, the enterprise must overcome the threat to exert its advantage.

Problematic (disadvantage + threat).

When the internal weakness meets the external threat of the enterprise, the enterprise is faced with severe challenges. If not handled properly, it may directly threaten the survival of the enterprise. The research methods of this paper will adopt literature survey method, case analysis method and SWOT analysis as the main research methods to analyze the overseas development of Haidilao company in Thailand.

Literature survey method: This paper uses the literature survey method in qualitative research to collect relevant reports of Haidilao at home and abroad by reading relevant literature materials, academic journals and news reports, and analyzes and summarizes the overseas development status of Haidilao.

Case analysis method: The case analysis method was developed by Harvard University in 1880 to analyze a single object based on a real case and related literature. This paper will analyze the overseas development of Haidilao in Thailand as an example.

SWOT analysis:

SWOT analysis is a systematic analysis from four aspects: strengths, W weaknesses, O opportunities and T threats. However, as a whole, SWOT can be divided into two parts.

The first part is strengths and weaknesses, mainly to analyze the internal factors of the organization, the second part is opportunities and threats, mainly to analyze the external factors of the organization, using this method to find and solve problems and clear the future development direction. This paper will analyze the overseas internal and external factors of Haidilao from the four aspects of Haidilao's overseas development opportunities, advantages and disadvantages and related threats.

Empirical Results

The results of This chapter are mainly divided into two parts. The first part mainly investigates and analyzes Haidilao's development at home and abroad by means of literature survey. The second part mainly analyzes Haidilao's advantages, disadvantages, opportunities and threats in overseas markets of Thailand by taking Haidilao as an example and using SWOT analysis. Haidilao has a total of 1332 stores in China (including Hong Kong, Macao and Taiwan). However, because each region is different, and the living environment, way and habit are also different, Haidilao has adjusted the taste of dishes, service attitude and store environment according to the local environment. And a brand want to have high visibility, or want to rely on food taste, food quality and high cost performance, and Haidilao not through a lot of advertising to promote, but by putting money in the raw materials as well as on the income of employees, increase employee loyalty let employees better service to customers. Green high-quality dishes, continuous innovation, high-cost performance and good service attitude support Haidilao's reputation, improve customers' loyalty to Haidilao, with the help of customers' mouth brand to occupy the market. Therefore, the overseas development of Haidilao is also the most

well-known of China's foreign food brands, and it is also the most popular choice for customers when they go out. Due to the impact of the COVID-19 epidemic, the catering industry is facing many difficulties, and the same is true for Haidilao. The global business situation of Haidilao began to decline, and Haidilao closed 300 stores in early November 2021. (Haidilao, Hermes announced recent results 2022) February 21, 2022 news, Haidilao issued a notice that it is expected to record a net loss of about 3.8 billion yuan to 4.5 billion yuan in 2021. Compared with the 2020 revenue of about RMB 28.6 billion, the group's 2021 revenue is expected to exceed RMB 40 billion, an increase of more than 40%. (Yang Lijuan, CEO of Haidilao, talks about the progress of woodpecker plan 2022) on March 23, 2022, Haidilao released the 2021 annual report. In 2021, Haidilao achieved revenue of 41.111 billion yuan, up 43.7% year on year; Net profit was -4.163 billion yuan. On August 14, 2022, Haidilao issued an interim profit warning for the first half of 2022. The announcement shows that in the six months ending June 30, 2022, Haidilao's revenue is expected to be no less than 16.7 billion yuan, compared with the same period of 2021, which is about 20.1 billion yuan, a percentage reduction of no more than 17%. Haidilao now has a total of 103 stores in 11 countries including Singapore, Vietnam, Japan, South Korea, Malaysia and Thailand. In 2021, its overseas operating income in China was 2.722 billion RMB, accounting for 6.9% of the total restaurant operating revenue, down from 8.1% in 2020.

(Overseas performance is better than domestic, Haidilao announced the split of overseas business impact IPO2022) financial results show that in 2021 Haidilao overseas restaurants per capita consumption is 197.9 yuan, equivalent to 1.9 times the average of the company, 1.8 times the domestic first-tier cities. In contrast, the per capita consumption of Haidilao customers in first-tier cities dropped from 116.2 yuan to 111.8 yuan, second-tier cities from 105.7 yuan to 101.7 yuan, and third-tier cities from 100.2 yuan to 95.7 yuan. On September 22, 2019, Haidilao opened its first direct-operated store in Thailand in Bangkok's Shangtai World Shopping Mall, where it launched a tomyum pot base that meets the taste of Thai locals and provides more than 100 fresh ingredients. Haidilao still maintains its unique style of service, featuring manicures, children's clubs and card games while waiting in line. Most of the waiters in Haidilao in Thailand are Thai people who can speak Chinese, so there is no problem in language communication when ordering food, and they will bring Sichuan opera performances with Chinese characteristics to customers, among which pulling noodles is also a major feature of Haidilao. In 2022, Haidilao has opened seven stores in Thailand, three in Bangkok, one in Phuket, two in Chiang Mai and one in Pattaya.

Results in SWOT analysis

Strengths

Personalized services.

There will be little gifts for you on your birthday, fruit snacks and even board games for you while you wait, free manicures, a children's club, babysat children while they are eating, and many other services that restaurants do not provide.

Employee Benefits

In order to better serve customers, Haidilao's employees are more generous in terms of salary and company benefits than other people in the same industry, which helps to improve the loyalty of employees to the company and the cohesion of the team. Employees with cohesiveness and loyalty can also bring profits and innovation ability to the company.

Capital advantage of fishing in nautical miles

Haidilao also has obvious advantages in capital. According to the Annual performance Announcement for the Year Ended December 31, 2021, Haidilao's annual income at the end of 2021 was 41,111,624,000 yuan, which was significantly higher than the annual income of 28,614,255,000 yuan in 2020. In addition, due to the impact of the epidemic on the catering industry, the rental prices of some shopping malls also began to decrease, which reduced the cost of directly operated stores for Haidilao's overseas development. The financial advantage of Haidilao can play an advantageous role in overseas expansion and development.

Weaknesses of Haidilao

Increase in labor cost

Due to the expansion of the company, Haidilao has a large number of stores, so it needs a large number of employees. Since the personalized service of Haidilao is inseparable from the service of employees, the service of each employee needs a long period of training, which leads to the increase of the cost of employees and higher requirements for management.

High price

Although Haidilao has high customer satisfaction, its price is about 30% higher than that of other industries in the same industry. Besides, the transportation cost of transporting dishes from China to overseas Thailand leads to the higher price of Haidilao in overseas Thailand than in China.

Haidilao is not highly innovative

Haidilao product innovation degree is not high, because hot pot is by the simple processing of ingredients and then in the way of shabu on the table, which makes hot pot and other catering in the innovation of the space is very limited, it is difficult to use product innovation to attract customers.

Scarcity of raw materials

Raw materials are scarce. Due to the cultural and geographical differences between China and overseas, food materials and utensils need to be transported from China to overseas, which increases time and operating costs. In addition, the impact of the epidemic has also increased the transportation cost.

Haidilao overseas opportunities

Increasing demand for Chinese food

With the increase of China's influence, the demand for Chinese catering in overseas markets has begun to increase. Take Thailand as an example, many Chinese people come to Thailand to study and work. Although the number of tourists to Thailand has decreased due to the impact of the epidemic, it cannot be denied that Chinese people in Thailand are the main consumer groups of Haidilao in Thailand.

Rapid development of network marketing

Nowadays, with the rapid development of network marketing, Haidilao also has a great opportunity for its development in Thailand. It can use the reputation of customers on the Internet to attract Thai Chinese and local Thais to eat in its stores, so as to improve the popularity of Haidilao in Thailand.

Logistics system began to improve

With the rapid development of the 21st century, the logistics system has also begun to improve, which is not a small support for Haidilao. It can further control its cost, improve the efficiency of products going overseas, and also increase the profits of Haidilao.

Haidilao Overseas threats

Localization

Localization is also a threat to Haidilao. Haidilao has the problem that its dishes and ingredients are not popular overseas. Take Thailand as an example, Haidilao is popular in China, while duck blood and other more visceral ingredients are not popular in Thailand, which reduces the diversity of dishes.

Market Competition

Internationally, a large number of Western food and fast food pose a great threat to the competitive market of Haidilao. For Haidilao in Thailand, the same type also poses a great threat, such as Xiaolongkan hotpot. All these competitors pose a great threat to Haidilao to seize the market.

Impact of COVID-19

Because of the influence of the new champions league outbreak, affected by a lot of catering industry, consumers are forced to reduce the number of dining out, as well as to the bottom of the sea, fishing, sea recoup oneself have the rent is high, the problems of high labor costs and high cost of ingredients, on December 31, 2021, after the outbreak began Haidilao gradually closed 300 stores in China and overseas.

<p>S (strengths)</p> <p>S1. Haidilao can offer customers personalized services</p> <p>S2. Employee benefits</p> <p>S3. Cashflow advantage</p>	<p>W (weaknesses)</p> <p>W1. Increase of labor cost</p> <p>W2. High price</p> <p>W3. The innovation of Haidilao is not developed.</p> <p>W4. Raw material shortage</p>
<p>O (opportunities)</p> <p>O1. The surging demand on Chinese food</p> <p>O2. The rapid development of online services</p> <p>O3. The perfection of delivery framework</p>	<p>T (threats)</p> <p>T1. The problems within localization</p> <p>T2. Market competition</p> <p>T3. COVID-19's impact</p>

Analysis of countermeasures of overseas development SWOT based on Haidilao

S+O leverage effect (advantage + opportunity)

1. Open the consumer market

With the increasing demand for Chinese food overseas, Haidilao first takes overseas Chinese as the main target consumer group to open the consumer market, and then opens the consumer market of local Thai with personalized services.

(S1+O1)

2. Improve visibility

Haidilao can use the means of network marketing and Haidilao itself in the financial advantage to invite the local network celebrity anchor to the restaurant for dinner publicity, to improve visibility to attract locals to the restaurant for dinner.

(S3 + O2)

W+O inhibition (weakness + opportunity)

1. Reduce labor costs

At present, with the rapid development of science and technology, Haidilao can strengthen the cooperation in logistics and use the logistics system to transport related technologies to serve customers and deal with dishes to reduce the increase of labor costs.

(W1 + O3)

2. Improve product innovation

Use network marketing to listen to the dining suggestions of overseas Chinese and local people in the store, and launch dishes in line with customers' expectations according to customers' suggestions, so as to improve product innovation.

(W3 + O2)

S+T Vulnerability (Advantage + Threat)

1. Solving Localization Problems

In terms of localization, Haidilao should introduce new ideas while maintaining its own personalized services to cater to local tastes and relevant features, such as introducing Tom yum Kung soup base in Thailand to better attract local residents and improve customers' dining experience.

(S1+T1)

2. Expanding the market

Haidilao shall make use of its own financial advantages to develop larger and broader supply channels to expand the market, develop new customers, enhance customer loyalty, and further seize the market in the industry competition.

(S3 + T2)

W+T Problematic (disadvantage + threat)

1. Reduce the number of employees

Haidilao can reduce the number of employees during the COVID-19 pandemic without affecting its own services, so as to reduce labor costs.

(W1+T3)

2. Use local ingredients

Cater to local tastes without affecting their own characteristics, adopt local ingredients or actively seek substitutes for local ingredients, and cater to local characteristics to improve and reduce costs.

(W2 + W4, T1)

Conclusion

As mentioned above, Haidilao has developed a unique business model with its own characteristics in China by virtue of "people-oriented", and this model is also very distinctive for overseas. This paper analyzes the advantages, disadvantages, opportunities and threats of Haidilao overseas by means of literature survey, case analysis and SWOT analysis.

The research mainly draws the following conclusions:

Haidilao provides its employees with higher wages and better company benefits than those in the same industry, so that they can provide better service and make personalized service the core competitiveness of the industry competition. With overseas Chinese as the main target consumer group, Haidilao uses network marketing (such as anchor recommendation, etc.) on this basis. Logistics system (such as TMS transportation management system, etc.), capital advantage to improve visibility to attract locals to eat in the restaurant. Haidilao can now in high-speed development of science and technology of using technology to reduce labor cost increases, the use of network marketing to listen to the overseas Chinese and local dining Suggestions, innovation to improve product innovation, also can be in does not affect its characteristic shape condition using local ingredients or find a substitute for the ingredients, reduce the transportation cost China to overseas, In this way, local residents can be better attracted, and cooperation in logistics should also be strengthened. Haidilao while maintaining their own advantages under the condition of the development of new customers, to cater to local tastes, such as in Thailand as Tom yam kung soup) actively looking for alternatives in terms of food, develop more broader supply channel, appliances and reduce costs, to cater to local improvement further seize market in the industry competition. Haidilao can reduce the number of employees during the COVID-19 pandemic without affecting its own services, so as to reduce labor costs. It can also use products and services to attract customers from these two aspects, improve customers' loyalty to products, and succeed in the industry competition in this respect. To sum up, there is still a long way to go for the overseas development of Haidilao. I hope that I can continue to learn and improve my own problems, and overcome the relevant factors brought by the epidemic as soon as possible.

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