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## Research on Establishing Differentiated Competitive Advantages in Dandelion Children's Bookstore

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### ABSTRACT

Picture books are the preferred children's books in family of the developed country, in recent years, children book stores that mainly sell children's picture books are rising in cities of China, but almost all the book stores contains the issues such as single mode of business mode, the operators lack of capacity, poor marketing and so on. In this paper, the writer uses Six Force Interaction mode, SWOT mode and other theoretical tools to analysis the problem of Dandelion Children's book store which in Zhengzhou that how to establish competitive differentiation, then combine with the result of customer questionnaire survey, propose that the innovative training

### Keywords:

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### 1. Questions raised

Picture book is the first choice of children's books in developed countries. It is internationally recognized that picture books are the most suitable books for children to read. As Chinese parents pay more and more attention to children's early reading, in order to meet the growing market demand of domestic children's picture books and

children's books, more and more picture book libraries and children's book houses have appeared in large and medium-sized cities of China in recent years The first is "children's bookstore"), but the existing children's bookstores generally have the problems of single operation mode and lack of differentiation in competition.

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Dandelion children's library was established on July 5, 2009. It is a platform focusing on children's reading and children's happy growth. It has more than 400 loyal member customers. Its main business includes picture book rental, picture book sales, toy sales, music appreciation classes, film sharing, parent's salon, outdoor activities, reading promotion, growth lectures, etc. Growth related activities. Since its establishment, nonsystematic exploration and innovation have been carried out mainly from Chinese and English reading, happy growth, parent-child activities and quality education, but there are still some problems in the establishment of differentiated competitive advantage.

First of all, in recent years, hundreds of children's bookstores have been opened in Zhengzhou, with the same business model and projects. How to establish a differentiated competitive advantage in the increasingly fierce competition and make clear its own competitive strategy is an urgent problem to be solved in Meijie.

Second, with more and more in-depth contact with customers, it is found that parents and children still have more problems to be solved in their growth. How to find the service items that can be transformed into dandelion children's bookstore from these problems, and ensure to provide customers with more value-added services and more differentiated choices, it needs further research as a single operating bookstore.

Third, the traditional competitive ideas and methods can no longer meet the new requirements of market development. How to effectively use the new marketing ideas and methods to carry out the marketing activities of dandelion children's bookstore in a differentiated way, and promote the rapid development of the bookstore, is also a problem that needs systematic research.

Through the research of this paper, we hope to provide the dandelion children's bookstore with differentiated competitive advantages, explore more innovative service projects to meet the needs of customers, provide more effective marketing communication ideas and methods, and establish its differentiated competitive advantage in the industry.

## 2. Overview Analysis of the differentiated competitive advantage of dandelion children's Library Based on six forces interaction model

According to the defects and deficiencies of Michael Porter's five forces competition model, Chinese scholar Xiang Baohua (2005) summed up a kind of industry competition analysis tool, namely six forces interaction model, by using multidisciplinary theory comprehensively. From the perspective of interpersonal interaction of top management team, the six forces interaction model, based on the focus enterprise, does not make any presupposition, dynamic and systematic analysis of the contingency relationship between the competition and cooperation interaction among the six market forces directly related to suppliers, customers, substitutes manufacturers, complementary products manufacturers, manufacturers in the same industry and potential entrants. It is to guide enterprises to take corresponding strategies and build differences A comprehensive analysis tool of competitive advantage.

As for dandelion children's library, it is also faced with the influence of these six interactive forces. The influence of these six forces has an important role in the differentiation of competitive strategy innovation of dandelion children's library. This paper will use the six force interaction model to analyze the direction and choice of dandelion children's bookstore in competitive strategy innovation.

### (1)Suppliers

There are four main types of suppliers in dandelion children's Library: one is the seller and publisher of books; the second is the supplier of various related products, such as toy suppliers, stationery suppliers and even clothing suppliers; the third is various mutually beneficial enterprises providing services for various activities, such as Venus beer, Coca Cola and some picking bases; the fourth is to provide children with growth Teachers who provide education and help, such as craft teachers, English teachers, music appreciation teachers and family education counselors who help children with psychological

counseling. The first two categories are suppliers of physical goods, belonging to hardware suppliers; the latter two categories are suppliers of intangible services, software and intelligence.

Through the analysis of the physical products and intangible service providers of dandelion children's bookstore, except for a few excellent intelligence providers, they have strong bargaining power. However, as the whole children's quality education industry is in the exploratory stage, these excellent suppliers also need a win-win platform, so the overall bargaining power of suppliers is relatively weak. For excellent resources, dandelion children's bookstore should find a platform for win-win and common development, cooperate with it and improve its bargaining power. At the same time, it can also work with suppliers to develop new products and services suitable for children's quality education, so as to form differences in competition.

## *(2)Buyer*

There are two types of buyers of dandelion children's library. One is the target customers, which refer to the parents who pay attention to children's reading and physical and mental health development. These customers have high loyalty and high conversion costs. The second category is the distributors' customers, such as some training institutions, kindergartens and primary schools. Most of these distributors' customers say that they can share teaching resources with dandelion children's bookstore, Sharing customer resources, designing new teaching projects and organizing related activities.

Dandelion children's bookstore should develop innovative and irreplaceable product projects with obvious differentiation characteristics to increase the conversion cost of customers, integrate the actual and potential needs of customers with the development of new projects in the bookstore, so as to accompany the children to grow happily, so as to realize the win-win situation of the bookstore, distributor customers and target customers.

## *(3)Competitors in the same industry*

In recent years, with the continuous promotion of children's books such as picture books, children's bookstores with picture books as the main collection object

and operation carrier have sprung up in some large and medium-sized cities in China. As an emerging industry, children's bookstore attracts a lot of investment and technology, but also makes the number of competitors surge. There are many children's picture books libraries in Beijing, such as pickup book house, Gulu bear story room, ink box, etc. there are some representative children's Book Houses in Shanghai, Xi'an and other cities. Up to now, there are nearly 300 children's bookstores in the market of Zhengzhou, among which WANJIABAO children's library, picture book taxi and Little Bookworm are the representatives, followed by good book boy, school communication, picture book 365, etc.

Many children's bookstores only borrow books and picture books. Even if there are children's bookstores with courses, most of them are self-developed courses, which are very immature and waste a lot of human energy. The overall employees of children's bookstore are not strong enough in business sense, are not good at operation, and have limited marketing ability. Most of the operators lack industry management experience and are unfamiliar with sales, marketing, promotion, training and project development. The differentiated competition of the whole industry is not obvious. Based on the current situation of competition, dandelion children's bookstore should be based on the existing customer resource platform, deeply tap the existing customer value through project innovation, so as to establish its own differentiated competitive advantage, attract more customers, and make a breakthrough exploration for the development of the industry.

## *(4)Substitutes*

The substitute of children's library is to provide children's books with the same or similar functions as children's growth in different ways and ways. If the price of the substitutes is low, the quality is good, and the conversion cost of users is low, the manufacturers of the substitutes will have a strong competitive pressure on the children's bookstore.

In recent years, digital publishing has fundamentally expanded the content of relevant products for children's reading and growth with its technical advantages. Children's reading is no longer limited to traditional paper books. E-books, point reading pens, e-book bags, e-

magazines, APP applications and other forms of children's reading and growth are rich and colorful, which has become a substitute for paper reading and related products in children's library. At the same time, children's TV programs, online games, outdoor tourism and other leisure ways are also eating into children's reading time, which is also the alternative product of children's library.

For dandelion children's library, we should carry out project innovation as soon as possible, establish differentiated competitive advantages, develop irreplaceable product projects, and at the same time find a way to combine with digital reading, so as to achieve win-win results in new technology.

#### *(5) Potential entrants*

Children's study house, based on the concern of children's growth and parent-child relationship, once the concept and function of children picture books are popularized, the enterprises with certain market resources of children will enter into the reading and parent-child relationship projects of children picture books. For example, kindergartens, early education institutions and some training institutions, and even some children's picture book publishing houses may directly carry out forward integrated market operation, and some public welfare foundations will invest in the project.

According to the six force interaction model, the barriers to entry and the counterattack of the existing winners in the industry are the main obstacles to enter a certain industry. For dandelion children's study house, the threat of potential entrants depends on the entry barrier. Dandelion children's study houses should carry out project innovation or operation mode innovation to establish differentiated competitive advantage to improve the entry barrier of potential entrants.

#### *(6) Complementary products*

For dandelion children's bookstore, complementary product manufacturers can be divided into two aspects. One is the complementary enterprises of physical products, such as educational toy enterprises and educational equipment enterprises. Most of these enterprises are willing to cooperate with children's bookstore, which can help them promote products, or discover more needs of

customers and develop new products through cooperation. Second, complementary enterprises providing services for children's growth, such as children's training institutions, children's education institutions, etc. There are also some enterprises that focus on children's growth market, such as McDonald's, Dexter, Coca Cola and so on. Most of these institutions attach great importance to the cultivation of children's market. Dandelion bookstore has tried and explored this aspect with McDonald's, Coca Cola and some kindergartens and training institutions, and has achieved win-win results through visiting and experiencing activities. In the future, we can continue to explore extensive and in-depth cooperation with these institutions to establish differentiated competitive advantages.

Based on the cooperation model of dandelion, we should strengthen the cooperation between the publishing house and children's publishing house Strengthening cooperation with surrounding business forms, strengthening personnel training and so on, these are the ways that dandelion children's library can establish differentiated competition.

### **3. Specific countermeasures for dandelion children's library to establish differentiated competitive advantage**

The significance and role of differentiation competitive advantage in the business strategy of dandelion children's bookstore is obvious. According to the analysis of six forces interaction model, this paper thinks that dandelion children's library should take quality education as the main line, and implement differentiated competition strategies from project differentiation and marketing communication differentiation.

#### *(1) Differentiation of leasing projects*

First, arrange the book borrowing with the idea of quality education. The dandelion children's library, on the basis of rich collection resources, can classify bookshelves in columns according to the content of quality education, such as physical quality, psychological quality, moral character, aesthetic, life, hands-on, etc., and then the

horizontal classification is made according to the age standard under each column.

Second, increase the lease of learning equipment and experimental equipment. In the quality education system, the cultivation of children's practical ability is essential, and parents attach great importance to it. The price of high-quality learning equipment and experimental equipment is relatively high, and each child does not use it frequently. There are age restrictions on the use of many learning tools and equipment. Therefore, it is better for parents to buy and rent them. Therefore, in the differentiation of rental projects, dandelion children's library can increase the rental of learning tools and experimental equipment, and even some high-end educational toys can be used as rental projects.

### *(2) Differentiation of routine activities*

The regular activities of dandelion children's library can combine the four aspects of quality education closely, complement each other, stimulate each other, and increase some regular (such as once a month) parent-child handicrafts, experimental activities and reading clubs, which can also be combined with the contents of the reading club or the content of the curriculum system.

First, regular Chinese and English reading meetings. Dandelion children's library can hold regular reading meetings every Saturday, with the theme of physical and psychological quality, ideological and moral quality, scientific and cultural quality, and labor skill quality. Each time, one of the aspects is selected as the theme, and relevant picture books and children's books are systematically shared in turn. In the process of reading club, you can add games and interaction, or combine with related outdoor activities.

Second, practical ability training activities. Quality education requires that in the life and study of children, we should provide them with rich and operable materials, and provide the conditions for each of them to explore with their own hands and brains by using a variety of senses and ways. The improvement of scientific and cultural quality is inseparable from children's hands, brains and subjective initiative. The process of hands-on also improves children's labor quality. If parent-child activities are added in the process of hands-on production, children's ideological and moral quality can be cultivated.

### *(3) The difference of curriculum system*

In the curriculum system, different from other competitors, dandelion children's library is based on quality education and follows the principle of complementary examination oriented education and quality education. For example, courses with 24 solar terms as the main line, music appreciation course to improve aesthetic quality, painting course to cultivate children's creativity and imagination, go course to improve children's intellectual quality, English garden to cultivate children's language perception ability, and related courses to improve children's social awareness. To determine the differentiated competitive advantage of dandelion children's library by the curriculum design of exam oriented education and quality education.

### *(4) The difference of children's habit cultivation system*

In order to help children develop good habits of life, study and conduct, dandelion children's library can carry out the innovation of children's habit cultivation system with quality education as the main line through two aspects.

One is to share the reading of good habits based on picture books such as picture books of children's good habits. At the same time, some small theatres and games can be designed with picture books as templates for children to experience. Of course, the choice of picture books involves all aspects of life, study and conduct.

Second, we should realize that the sharing of picture book stories is only the propaganda and guidance of good habits. The cultivation of good habits is a gradual process, which needs continuous strengthening and tracking. Therefore, the dandelion library should also use NLP coach technology to provide long-term follow-up service and supervision and guidance for children's habit formation, and provide personalized training programs for different children's needs, so as to ensure the formation of good habits of each child.

### *(5) Differentiation of marketing communication mode*

The dandelion children's bookstore should deeply tap the existing customers, rather than the national chain mode of some children's picture book libraries. Therefore, it is necessary to conduct in-depth value mining of dandelion



children's Library's community marketing based on social media, combining with the consumption characteristics, consumption habits and consumption demands of the target customers of dandelion children's bookstore, and with the help of new marketing communication tools, From the perspective of the integration of online and offline marketing communication, the differentiated innovation of integrated marketing communication is carried out.

First, based on the depth of social marketing mining community marketing value. Although the dandelion children's library has now established a QQ group, it has a good starting point, but the development and use of this group is only reflected in the instant dialogue, more in-depth content resources have not been provided, and there is less long-term interactive content exchange. In the form of network community, dandelion children's library can choose its own form according to the characteristics of various network communities. For example, Baidu Post Bar can be used to establish communities; in view of the vigorous development of mobile Internet, wechat group is also a very necessary form.

Second, the integration of online and offline marketing communication. The members of dandelion children's bookstore have high customer loyalty and close contact, which makes the conversion cost from online to offline or from offline to online relatively low, and the online and offline integration operation is relatively easy to achieve. For example, offline promotion and online community integration can be adopted; online discussion and offline parents salon integration; online survey and offline satisfaction needs integration.

#### 4. Conclusion

This paper analyzes the differentiation competitive advantage of dandelion children's library through six forces interaction model, studies the problem of establishing differentiated competitive advantage in dandelion children's library, and puts forward countermeasures. The results show that: first, children's quality education is a way for children's bookstores to carry out differentiated competition, and then put forward

the differences of rental projects, routine activities, children's habit cultivation system, curriculum system and so on. Secondly, integrated marketing communication is a way for children's bookstores to carry out differentiated competition, and then it puts forward the differentiation ideas of marketing communication, such as deep mining of community marketing value based on social marketing, and integrated marketing communication of online and offline integration. The conclusion of the study on the competitive advantage of dandelion children's bookstores provides more competitive ideas for the operators of children's bookstores in China, which is conducive to the healthy development of the industry.

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