

Case Name

Nanjing Street Stall

Theory

Brand marketing; Joint marketing (culture+)

Key words

Time-honored business; Traditional culture; Hua Yang Cuisine

Background

As time goes by in economic and social development, some traditional snacks face various challenges and difficulties. Many once glorious time-honored brands have encountered difficulties due to various problems, such as outdated service levels and poor personnel management. Gone with the brands are the culture and particularity of the place they represent. Nanjing Street Stall was founded in 1994, and it is a classical restaurant representing the unique Huaiyang cuisine, which locals and tourists love. As a famous specialty restaurant, it brings together the memory of Nanjing cuisine and its history and culture of the early 1900s. In the face of fierce market competition, making connections between local traditional snacks and consumers needs to be done.

Marketing strategy

1. Nanjing Street Stall opens 34 stores in major first-tier cities across China, covering first-tier cities such as Beijing, Shanghai, Shenzhen, Nanjing, Tianjin, and Wuhan as well as bringing the Jinling (ancient name of Nanjing) food culture with Nanjing characteristics to Hong Kong and overseas markets. In 2016, Nanjing Street Stall moved into Sanga Phi (Singapore) and opened our first overseas store. While preserving the traditional taste, it spared no effort to promote and inherit Nanjing culture by organizing food-tasting public welfare activities in the region.

2. Popular online social media is also one of the channels for traditional snacks to return to market competition. Combine the Online brand culture promotion with the official app's marketing for fans. Through the media platform that already has millions of followers, we promoted the food culture with unique local characteristics and held a series of special activities to advertise the traditional food culture of Nanjing.

Outcomes

The daily 4-hour queue of record-making in Nanjing is still intact. A wide variety of dishes such as saltwater duck, Mei Ling (first name of Madame Chiang-Kai-Shek) congee, Wangfu (Imperial court) pickled chicken, and roasted duck buns have captured the hearts of foodies and have become synonymous with Nanjing cuisine. Inheriting the traditional Huaiyang food culture in Xinjiekou, the restaurant has been innovative and progressive, forming a unique signature culture. Nanjing Street Stall has become a name card of Nanjing.

Implications & Challenges

As the classical restaurant brands are gradually joining the competition with the online media, the negative comments from consumers, such as unfavorable taste, sluggish service, and indifferent attitude, result in the gradual loss of customers. In regard to marketing, what action should be taken?

案例名称

南京大牌档

理论依据

品牌营销；联合营销（文化+）

关键词

老字号；传统文化；淮扬菜系

背景资料

随着时代变迁和经济社会发展，一些传统的小吃面临着各种挑战和困难。全国范围内，不少曾经辉煌的老字号都因为服务水平、人才管理等方面跟不上时代等各种问题遭遇发展困境。与其一同消失的，还有其所代表的地方特色与文化。南京大牌档始创于 1994 年，是展示独特淮扬菜系的古典饭店品牌，深受本地人和游客的喜爱。作为著名的特色餐厅，将上世纪初的南京美食记忆与历史文化，融会贯通。在面对激烈的市场竞争，如何能拉近当地传统小吃与消费者的距离是经营者急需考虑的。

营销策略

1. 在全国主要一线城市开设 34 家门店，覆盖北京、上海、深圳、南京、天津、武汉等一线城市。作为文化传播者，将具有南京特色的金陵饮食文化带到香港以及海外。在 2016 年进驻新加坡，开设第一家海外门店。在保留传统味道的同时，通过在当地举办美食品鉴的公益活动，不遗余力的发扬和传承南京文化。
2. 深受年轻人喜爱的网络社交媒体也是传统小吃回到市场竞争中的渠道之一。在线上进行品牌文化宣传。与官微小程序粉丝营销相结合。通过已拥有百万粉丝的媒体平台，推广别具民俗特点的饮食习惯，举办一系列的特色活动，传播南京传统的饮食文化。

成果

在南京每天 4 小时的排队记录几乎无人打破。盐水鸭、美龄粥、王府泡椒鸡、烤鸭包等多种多样的美食俘获了吃货的心，俨然已经成为南京美食的代名词。在继承原新街口的南京大牌档的传统淮扬系饮食文化基础之上，又有创新和升华，形成独具代表性的美食文化印记，已成为南京的一张美食名片。

反思与挑战

随着老字号的餐饮品牌也逐渐加入到网络媒体的竞争，消费者对他们的负面评价例如口感无法接受，上菜速度比较慢，服务态度冷淡等导致顾客慢慢流失。在市场营销方面，该如何做？