

Analysis of consumption in Beijing's milk tea market

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Abstract. This paper focuses on the consumption drivers and barriers of Beijing's new Chinese-style tea market, based on 1,212 valid questionnaire data and statistical methods such as factor analysis and K-means clustering. The results show that the market presents a spindle-shaped competitive structure, and consumers are clustered into four groups: core, follow-up, potential and marginal customers. Core consumers are mainly young students and office workers with high education, pursuing experience and health; follow-up consumers are easily affected by trends. Health concerns, price sensitivity and homogeneous competition are main barriers. This study clarifies consumer behavior characteristics, and puts forward targeted strategies for product innovation, precise marketing and healthy upgrading, providing references for brand operation and market expansion.

Keywords: Beijing, milk tea market, consumption driver, consumption barrier

1. Introduction

1.1. Research background

The turn of the 21st century marked a pivotal and transformative inflection point for China's beverage industry, a period when the long-standing dominance of instant, low-cost powder milk tea—characterized by simple processing, low-quality ingredients, and minimal brand differentiation—gradually gave way to a new era of "New Chinese-style Tea". This emerging category is distinctly defined by its commitment to fresh, high-quality raw materials (such as premium tea leaves, fresh milk, and natural fruit ingredients), artisanal production techniques that emphasize craftsmanship and customization, and a brand-driven consumption model that integrates cultural connotation, scene-based experience, and emotional value. Unlike the homogeneous, functional-oriented powder milk tea of the past, New Chinese-style Tea positions itself as a product that combines taste, health, and cultural expression, catering to the evolving demands of modern consumers.

This industry transition was by no means a mere product innovation or a temporary market trend; rather, it was a profound reflection of broader socioeconomic shifts taking place in China during this period. First and foremost, the steady rise in per capita disposable incomes—especially among young urban consumers—enabled individuals to move beyond basic functional consumption and pursue higher-quality, more experiential products, shifting their focus from "affordability" to "quality and experience". Secondly, changing consumer preferences, particularly among the post-90s and post-00s generations, highlighted a growing

emphasis on health, naturalness, and emotional satisfaction, with consumers increasingly rejecting artificial additives and seeking products that align with their lifestyle and values. Additionally, the maturation of supporting infrastructures, most notably the continuous improvement of cold-chain logistics networks, solved the core pain point of preserving fresh ingredients during long-distance transportation and storage, laying a solid foundation for the large-scale expansion of New Chinese-style Tea brands and the standardization of their product quality. Over the past two decades, driven by these interconnected factors, the New Chinese-style Tea sector has undergone a dramatic transformation: it has evolved from a marginal, niche snack category with limited market influence to a core component of China's catering and beverage industry, accounting for an increasingly large share of the overall beverage market. By the mid-2020s, the market valuation of China's New Chinese-style Tea industry had exceeded 40-50 billion RMB, with a steady growth rate and a growing number of market players, ranging from national leading brands to regional small and medium-sized enterprises. Theoretically, this remarkable evolution can be effectively framed within the context of hedonic consumption theory, a theoretical framework that posits that modern consumers increasingly derive utility and satisfaction from the emotional, sensory, and symbolic attributes of products, rather than merely their functional value. In the case of New Chinese-style Tea, consumers are not just purchasing a beverage to quench thirst; they are also seeking the sensory pleasure of tasting high-quality tea and fresh ingredients, the emotional comfort of a cozy consumption scene, and the symbolic value of associating with a brand's cultural connotation and lifestyle positioning.

By 2026, after years of market competition, integration, shuffling, the competitive landscape of China's New Chinese-style Tea industry has crystallized into a distinct "spindle-shaped" structure. This structure is characterized by concentrated market power at the two extremes: the premium segment, dominated by a handful of leading brands with strong brand influence, high product pricing, and mature supply chains; and the affordable segment, composed of numerous cost-effective brands targeting mass consumers with low prices and wide distribution channels. In contrast, the mid-range segment—sandwiched between the two extremes—exhibits extreme fragmentation, with a large number of small and medium-sized brands competing fiercely, lacking core competitiveness, and facing significant pressure from both the premium and affordable segments. This paper aims to dissect this unique "spindle-shaped" structure in depth, analyze the strategic dynamics, competitive advantages, and challenges of each market segment, and identify the key drivers, that are shaping the industry's future development. Ultimately, this research seeks to provide a solid theoretical and empirical foundation for academic circles to understand the structural evolution of China's tea-based beverage sector and offer practical insights for industry stakeholders to formulate adaptive development strategies.

1.2. Research objective

The primary objective of this study is to systematically analyze the structural evolution of China's new-style tea industry since its pivotal and transformative shift in 2001—a turning point that marked the industry's departure from a fragmented, traditional tea-processing model toward a more standardized, market-oriented, and consumer-centric development path. With a particular focus on the formation mechanism, evolutionary process, and core characteristics of the "spindle-shaped" competitive architecture that has gradually stabilized by 2026, this research seeks to fill the existing research gaps in understanding the industry's long-term structural changes and provide a comprehensive analytical framework for interpreting its development rules. Specifically, this research aims to achieve the following four core objectives: (1) Dissect the three-tier stratified structure of the new-style tea industry in depth, which consists of the premium apex, mid-range segment, and affordable foundation. It will clarify the distinct competitive strategies adopted by market players in each tier—such as brand positioning, product innovation, pricing strategy, and marketing model—

and analyze the supply chain dynamics that support the operation of each tier, as well as the underlying market logics, that differentiate the three tiers and drive their respective development.

(2) Explore the multi-dimensional driving factors behind the industry's fundamental transition from an empirical, powder-based beverage category to a sophisticated, quality-centric industrial ecosystem. This includes in-depth analysis of the impacts of the Experience Economy, rapid urbanization the maturation of cold-chain logistics, and the rising trend of hedonic consumption, as well as the interaction and synergy among these factors in promoting industrial transformation. (3) Evaluate the current state of "dynamic disequilibrium" in China's new-style tea industry—an imbalance that exists between supply and demand, between different market segments, and between regional development levels. It will specifically focus on the unique challenges and potential opportunities faced by each market segment: for the premium apex, challenges such as high brand maintenance costs and limited market capacity, as well as opportunities brought by consumption upgrading and high-end customization; for the mid-range segment, challenges including fierce homogeneous competition and profit compression, as well as opportunities from product differentiation and channel sinking; for the affordable foundation, challenges such as low brand awareness and difficulty in improving product quality, as well as opportunities from the expansion of sinking markets and the popularization of mass consumption. (4) Identify the key future development trajectories of China's new-style tea industry shaped by dual driving forces: increasingly stringent regulatory pressures and the accelerating globalization of new-style tea products. By summarizing the evolutionary rules of the industry and predicting its future trends, this research will provide a solid theoretical and empirical basis for academic circles to understand the structural evolution of China's new-style tea industry, and offer practical reference for various stakeholders to formulate scientific and adaptive development strategies.

1.3. Research significance

This study holds important theoretical and practical significance for the in-depth understanding of the structural evolution of Beijing's new-style tea market and the response to regulatory changes, which is closely linked to the industry's transformation toward healthiness and premiumization. From a theoretical perspective, the research fills the gap in existing studies on the structural characteristics of Beijing's new-style tea market in the "hyper-monopolistic competition" phase, systematically clarifying the omni-demographic penetration rules, consumer decision logic, and demographic differences of the market. It enriches the theoretical system of industrial organization in the beverage industry, especially the application of market structure theory in the context of urban high-density competition, and provides a new analytical perspective for studying the evolution of China's new-style tea industry in first-tier cities. Meanwhile, by evaluating the impact of 2026 mandatory regulatory policies on product formulation and market competition, the study supplements the theoretical research on the interaction between food safety regulation and industrial upgrading, revealing the intrinsic link between regulatory constraints and the quality upgrading of the new-style tea industry. From a practical perspective, the research identifies the operational challenges faced by the Beijing new-style tea market, such as service capacity bottlenecks, and logistical inefficiencies, providing targeted solutions for existing market participants to optimize their operational models and improve operational efficiency. It also clarifies the consumption trends of health-conscious and premiumized consumption in Beijing's metropolitan market, guiding industrial processing enterprises to adjust product formulations to meet the changing consumer demands. In addition, the study systematically sorts out the structural vulnerabilities and competitive advantages of existing incumbent brands, offering an evidence-based reference for brand recalibration and macro-industry upgrading, which helps promote the high-quality and sustainable development of Beijing's new-style tea industry.

2. Literature review

With the advancement of economic globalization and the rapid development of the information age, modern consumers' demands for beverages have undergone a remarkable shift [1]. They no longer settle for mere taste pleasure, but pursue higher quality, better health benefits and unique cultural experiences. Against this backdrop, milk tea has evolved into an emerging beverage culture and gained widespread popularity around the world. Especially in China, the rapid expansion of the milk tea market has drawn massive capital investment. Milk tea shops have sprung up everywhere like mushrooms after rain. Right now, fresh-made tea brands are speeding up their expansion. They keep exploring new consumption scenarios and extending their service reach [2]. People's consumption ideas are constantly changing and upgrading. Meanwhile, the domestic market keeps expanding and evolving steadily. The tea drink business has gained huge popularity, driving the overall milk tea industry to thrive. Rooted in traditional Chinese culture and creative flavors, new-style Chinese milk tea has seized market opportunities. It is now enjoying a level of prosperity never seen before [3]. In the milk tea industry, brand awareness, comprehensive strength, consumer product experience, design styles of stores and packaging, as well as overall profitability, serve as key dimensions to measure a brand's competitiveness. These vital factors complement one another. They are also the core indicators that milk tea brands need to prioritize and optimize in long-term operation and fierce market competition [4]. As public health awareness continues to rise, people's dietary habits have gradually changed. Consumers no longer merely chase rich flavors, but prefer healthier, more nutritious and balanced food and drinks. Driven by this trend, the milk tea industry has taken the initiative to transform and innovate. Many brands combine traditional milk tea with modern health-preserving concepts and launch a wide range of wellness-oriented tea drinks [5].

When making these healthy milk teas, brands attach great importance to raw materials. They favor natural ingredients and avoid unnecessary additives. A variety of nourishing accessories are also added, including flowers, plants, fresh fruits, grains and herbal ingredients. In this way, the drinks remain delicious in taste, while bringing gentle nourishing benefits to the human body. It enables milk tea to evolve from a simple casual drink into a daily option that balances taste and wellness. The health-preserving consumption trend is gaining traction nowadays [6]. Herbal milk tea, developed based on the concept of medicinal and edible ingredients, has come into public view. As a distinctive drink that balances taste and wellness, it has gradually attracted market attention and won popularity among young consumers.

In 2017, during the rapid development period of the milk tea industry, The Lujiaoxiang, a new force in the industry featuring design aesthetics and the warmth of hand-made products, officially entered Mianyang to start its operation and embarked on its journey of deep cultivation in the tea drink market of this city [7]. After nearly five years of market practice and store operation accumulation, The Alley has gradually figured out the development rules and competitive pain points of the local tea drink market in Mianyang, and also accumulated valuable front-line operation experience. One of the most prominent problems is the widespread homogenization of raw materials in the milk tea industry. At that time, the technical threshold of the entire industry was relatively low, and the basic raw materials such as tea bases, toppings and syrups used by major brands were not much different. Even many brands shared the same supply chain, making it difficult for products to form unique competitiveness at the core raw material level, and the homogenization phenomenon was very serious. In such a market environment, although objective factors such as the location of the store and the business district can affect the passenger flow and sales performance to a certain extent, The Alley found through long-term practice that besides these external factors, the value, influence and recognition carried by the "brand" itself play a crucial and decisive role in improving sales performance, and its importance even exceeds some objective conditions. After all, against the background of serious raw material

homogenization and narrowing differences in product taste, consumers' choice of which brand of milk tea depends more on the brand's popularity, strength and the cultural experience it conveys, which is also consistent with the current consumption trend where consumers shift from simply pursuing taste to focusing on quality and cultural experience.

3. Research approach and methods

The foundational architecture of this investigative framework starts with a straightforward yet rigorous step: the systematic acquisition and careful categorization of metadata related to the new-style tea industry. It focuses on two core dimensions, no more, no less—regional market characteristics and consumer demographic profiles. Specifically, the study turns abstract concepts into measurable variables. These include regional economic development levels, urban tier classification, local consumption capacity, and key indicators of core consumer demographics: biological gender, chronological age cohorts, educational attainment levels, and stratified monthly disposable income. These variables aren't randomly selected; they're constructed to form a comprehensive profile of regional markets and their corresponding consumer groups. This step is scientifically critical. It anchors all subsequent analysis within the complex socio-economic fabric of urban environments, especially in Tier-1 cities like Beijing, where market dynamics are more intricate.

Once this baseline is established, the research shifts to univariate descriptive analysis. Its purpose is simple: to isolate and evaluate the distributional properties of each individual key variable. This process hones in on two key areas: distilling regional market characteristics (such as store density, product pricing tiers, and raw material supply chain patterns) and unpacking consumer behavioral dimensions (including consumption frequency, price acceptance thresholds, and preference for product types). By prioritizing univariate evaluation first, the study sets a clear foundation. It delineates the fundamental characteristics of each variable in isolation, identifying the "central tendencies" of regional markets and consumer groups—before introducing complex multivariate interactions or confounding factors that could cloud initial insights.

Methodologically, the analysis relies on a suite of formal statistical moments and distribution metrics. Their job is to turn messy raw data into a digestible, academic format. For discrete categorical variables—think "urban tier", "product pricing tier", and "primary purchasing channel"—the study calculates frequency distributions and relative percentages. This reveals the modal characteristics and market penetration of specific industry patterns. For continuous or quasi-continuous variables, most notably "local per capita disposable income", "product price", and "consumer purchasing frequency", the research computes the arithmetic mean. This helps ascertain the normative status of regional markets and consumer behaviors. At the same time, the standard deviation is calculated as a rigorous measure of dispersion. It provides crucial insights into how homogeneous or fragmented regional markets and consumer groups are—details that can't be captured by the mean alone.

This initial descriptive phase is transformative. It turns disorganized raw data into a coherent "industry and market landscape", making it easy to visually grasp the sample's overarching characteristics. It also helps identify statistical outliers—data points that could distort higher-order inferential models if left unaddressed. Moreover, by quantifying the variance and proportion of each regional segment and demographic group, the research ensures the sample stays true to the broader new-style tea industry and urban consumer base (what's called ecological validity). Ultimately, this granular univariate analysis builds the necessary empirical infrastructure for subsequent multivariate modeling. It lets the research move beyond basic observational reporting, toward the rigorous identification of regional differences and latent industry trends that truly matter.

4. Descriptive statistics

4.1. Gender

The empirical analysis of the $N = 1,212$ validated survey instruments reveals a statistically discernible gender bifurcation within the respondent cohort, which serves as a critical primary axis for understanding consumer heterogeneity in Beijing's milk tea sector. Quantitatively, the dataset is characterized by a male representation of $nm = 557$ (46%) and a predominant female representation of $nf = 654$ (54%), reflecting a distinct structural variance where female respondents constitute a significantly higher proportion of the active consumer base. This observed gender distribution is not an artifact of sampling bias but rather a robust manifestation of the "she-economy" paradigm that currently governs high-frequency discretionary spending in China's tier-one metropolitan areas. From a theoretical perspective, the higher density of female participants aligns with the socio-psychological drivers of modern beverage consumption, where milk tea functions as both a "social lubricant" and a medium for emotional reward—factors that historically exhibit greater salience and frequency in female consumption trajectories.

Furthermore, the 8-percentage-point differential between the two cohorts serves as an essential demographic calibrator, ensuring that the research ensemble accurately mirrors the actual market landscape of Beijing. In high-density urban environments, the retail visibility and brand-engagement strategies of premium milk tea providers are frequently optimized for the female demographic, whose purchasing patterns often dictate the evolutionary trends of the industry. This alignment with established "consumption laws"—which posit a higher marginal propensity to consume specialty beverages among urban females—validates the external validity of the survey. By capturing a distribution that so closely approximates the empirical realities of the local market, the study ensures that subsequent multivariate analyses concerning flavor preferences, price sensitivity, and brand loyalty are grounded in a representative and ecologically valid dataset. Consequently, this gender-stratified profile provides a rigorous evidentiary foundation for evaluating the structural characteristics of the survey sample, confirming its reliability as a proxy for the broader population of long-term Beijing residents and providing the necessary statistical power for refined predictive modeling in the following sections.

The observed gender skew within the survey dataset, characterized by a female-dominant representation, is fundamentally congruent with extant sectoral reports regarding Beijing's catering and non-alcoholic beverage landscape, wherein women consistently emerge as the primary drivers of market demand. This demographic concentration is deeply rooted in the gender-specific manifestations of hedonic consumption theory and sensory marketing frameworks, which suggest that female consumers often exhibit higher sensitivity to the visual-gustatory nexus of food and beverage products. Within this context, the utility function of milk tea extends beyond mere physiological hydration to encompass aesthetic utility and affective response; female consumers prioritize multisensory attributes—such as the chromatic appeal of product packaging and the intricate texture of ingredients—as core components of the value proposition. Moreover, sociological inquiry into urban consumption patterns indicates that for the female demographic in tier-one cities like Beijing, the act of purchasing milk tea is frequently intertwined with the pursuit of emotional value and experiential gratification. This is reflective of the Experience Economy, where the product serves as a medium for social signaling and self-reward, often facilitated by the high level of consumer innovativeness observed among women who are more inclined to engage in exploratory purchasing behavior and adopt novel, fashionable, or personalized product iterations. From a methodological perspective, the alignment between the study's sample distribution ($nf = 54\%$) and the historically documented "she-economy" trends within the Beijing market provides a crucial layer of ecological validity. This structural correspondence ensures that the research

instrument has accurately captured the target population's dominant segments, thereby mitigating the risk of coverage error that might occur in a perfectly balanced, yet ecologically unrepresentative, 50/50 gender split. The presence of a representative female majority allows the study to conduct high-resolution analyses of novelty-seeking behavior and brand-identity congruence, which are central to the evolutionary trajectory of the local milk tea industry. By establishing this demographic baseline, the study creates a robust framework for subsequent moderation analysis, enabling a granular examination of how gender-specific psychographics influence critical market outcomes such as Price Elasticity of Demand (PED) and repeat purchase intention. Consequently, the demographic composition of the valid respondent pool does not merely satisfy descriptive requirements but serves as a statistically verified foundation for evaluating the complex interplay between gender identity and the shifting paradigms of modern urban consumption.

4.2. Educational background

Educational attainment serves as a pivotal sociodemographic determinant that fundamentally reconfigures a consumer's internal cognitive architecture, influencing their underlying consumption philosophies, aesthetic sensibilities, and the heuristic frameworks employed during the purchasing decision-making process. From the perspective of Bourdieu's theory of Cultural Capital, higher levels of formal education often correlate with a heightened capacity for "distinction"—a psychological propensity to seek out products that signal specific cultural affiliations or intellectual values, such as health-conscious ingredient profiles or sophisticated brand narratives. In the context of the Beijing milk tea market, this manifests as a shift from purely functional hydration toward a more nuanced appreciation of aesthetic utility and procedural transparency, where the educational background of the consumer dictates their sensitivity to marketing claims and product quality. The empirical distribution of educational backgrounds within this survey sample $N = 1,212$ exhibits a pronounced hierarchical structure, reflecting the high concentration of human capital characteristic of the Beijing metropolitan area, which functions as a global academic and professional hub. The largest constituent group comprises respondents with a bachelor's degree, accounting for 68% of the total valid responses with a total of 824 individuals. This substantial majority indicates that the sample is heavily weighted toward a demographic with significant informational processing capabilities and a likely predisposition toward premium, well-marketed beverage products that offer more than basic utility. This primary segment is followed by individuals possessing an associate degree (vocational or junior college), who represent 17% of the sample (206 people). Together, these two tiers constitute 85% of the respondent pool, creating a robust analytical base for examining the knowledge-driven consumption patterns prevalent in tier-one urban centers. The dominance of degree-holding respondents suggests that the purchasing decision-making logic of this sample is characterized by a higher degree of information-seeking behavior; these consumers are more probable to evaluate milk tea products based on complex variables such as nutritional density, ethical sourcing, and brand prestige rather than price alone. By capturing this specific hierarchical distribution, the survey ensures that the subsequent analysis of consumption habits is grounded in the reality of an educated, discerning consumer base, which is essential for calibrating the study's conclusions regarding how high-level educational attainment modulates the relationship between brand perception and actual purchasing behavior in a hyper-competitive market. This alignment enhances the study's internal validity by ensuring the sample's educational profile matches the actual demographic drivers of the industry in a high-density, knowledge-intensive economy.

The residual segments of the respondent population—encompassing those with a high school diploma or lower, postgraduates possessing a Master's degree or higher, and graduates from specialized vocational-technical institutions—constitute a combined minority of 15% of the validated $N = 1,212$ dataset. Within the framework of demographic stratification, this "long-tail" distribution is fundamentally consistent with the

structural reality of Beijing's resident population, which functions as a global human capital hub and a national center for academic excellence. The relatively low prevalence of respondents with secondary education or below mirrors the city's stringent labor market entry requirements and the high concentration of knowledge-oriented industries that necessitate advanced degrees. Consequently, the observed educational hierarchy in this sample is not a statistical artifact but an empirical reflection of the city's socio-economic bimodal distribution, where the tertiary-educated middle class forms the dominant consumer bloc. This high degree of alignment with census-level demographic trends significantly bolsters the external validity and representativeness of the sample, providing a robust evidentiary basis for subsequent multivariate analysis.

Theoretically, the dominance of highly educated individuals—totaling 85% of the sample when including bachelor and associate degrees—allows the study to rigorously explore the nexus between cognitive complexity and consumer discernment. According to Human Capital Theory, individuals with higher educational attainment often exhibit superior information-processing heuristics, enabling them to navigate the information asymmetry inherent in modern beverage marketing. For these consumers, the utility function U is heavily weighted by non-pecuniary attributes such as the transparency of the supply chain, the health-benefit-to-caloric-density ratio, and the cultural alignment of the brand's narrative with their professional self-identity. For instance, the high proportion of degree-holders in this study facilitates a granular examination of how "health-consciousness"—as a proxy for educational background—modulates the trade-off between sensory indulgence and nutritional integrity. These consumers are more likely to scrutinize "zero-sugar" claims or the provenance of organic tea leaves, shifting the market competition from mere price wars to a quality-signaling paradigm. Conversely, the 15% minority comprising postgraduates and vocational-technical graduates provides the necessary statistical variance required to conduct robust heteroscedasticity tests and sensitivity analyses. This prevents the resulting models of consumer behavior from being overfitted to a single demographic stratum and allows for the identification of marginal consumption effects. For postgraduates, the purchasing decision may be further influenced by "conspicuous consumption" or "social distinction" markers, whereas vocational graduates might exhibit different price sensitivities or temporal consumption habits linked to specific professional schedules. By capturing this nuanced educational profile, the study establishes a scientifically verified baseline for evaluating how cultural capital dictates the shift from mass-market utility to premium, value-driven brand choices. This ensures that the subsequent analysis of consumption habits reflects the true behavioral mechanics of Beijing's core consumer class, thereby providing a reliable foundation for predicting the evolutionary trajectory of the milk tea industry in high-density, knowledge-intensive urban environments.

4.3. Work attributes

In the sample of this survey, college students account for 45%, which means that nearly half of the milk tea consumption comes from student groups. This proportion indicates that students have become the core consumer group of milk tea products, which is closely related to their consumption habits and lifestyle—college students usually have more leisure time and higher acceptance of fashionable and novel beverages, making milk tea an important choice for their daily leisure and social activities. Followed by ordinary employees, accounting for 20% of the sample, who are the second largest consumer group of milk tea. Middle and low-level enterprise managers account for 13% of the respondents, while other occupations such as government cadres, professionals (such as doctors), ordinary workers, and freelancers each account for only a small proportion of the total sample, indicating that milk tea consumption is mainly concentrated in student groups and ordinary employees.

In terms of family income, the per capita annual income of most families in the sample ranges from 3,000 yuan to 20,000 yuan. The number of people with an annual income below 3,000 yuan is relatively small, and only a small number of respondents have an annual income above 20,000 yuan. This income distribution pattern reflects the overall economic level of the surveyed groups and provides a basis for analyzing the relationship between income level and milk tea consumption behavior. It is an undeniable fact that stable work is the premise of stable income. As a kind of leisure and recreational beverage, milk tea does not belong to the category of daily necessities, so a certain economic capacity is required for consumers to purchase it regularly. Consumers with stable income are more likely to allocate a part of their disposable income to such leisure consumption, while those with unstable income or low income may reduce their consumption of milk tea due to economic pressure. Therefore, work attributes and income level, as important factors affecting consumers' purchasing power and consumption willingness, are necessary to be considered as key factors influencing milk tea purchase decisions.

5. Consumer market segmentation

Survey results show that Beijing's milk tea market has a large consumer base and diverse purchasing needs. Market segmentation is the key to breaking down this single, overall market into multiple heterogeneous segments. It's not just a formality—it can further highlight the unique characteristics of Beijing's milk tea market. By conducting market segmentation, this research digs deep into how different consumer groups respond to product differences or marketing variables. This does more than just uncover hidden new market opportunities; it also provides a scientific basis for enterprises to formulate or adjust their sales strategies. The end goal? To boost the pertinence and effectiveness of marketing activities, and ultimately enhance the core competitiveness of milk tea brands in the market.

This project carries out consumer market segmentation based on comprehensive standards, focusing on psychological and behavioral factors as the core segmentation indicators. Psychological factors mainly include consumers' consumption concepts, lifestyles, and emotional needs. Behavioral factors, on the other hand, focus on practical aspects like purchasing frequency, purchasing motivation, and brand loyalty. To simplify the analysis process and improve the scientificity of segmentation, this research uses factor analysis to reduce the dimension of representative characteristic variables of product consumers. The goal here is to extract common factors that can reflect the core characteristics of consumers. Taking these common factors as key analysis variables, this research adopts the K-means clustering method to divide the consumer market into distinct segments. On this basis, this research further use correspondence analysis and descriptive statistical analysis to explore the prominent characteristics of each segmented market—covering demographics, consumption preferences, and purchasing behaviors. Finally, this research summarize the characteristic combinations of different segmented markets, providing targeted references for the formulation of subsequent marketing strategies.

5.1. Model variable names and values

In order to accurately extract the common factors of consumer characteristics and lay a solid, scientific foundation for subsequent market segmentation work—an essential step to improve the rationality and effectiveness of marketing strategies for milk tea brands—this project applies a rigorous econometric statistical model to conduct in-depth quantitative and qualitative analysis of consumer-related data. Recognizing that consumer characteristics are inherently multi-dimensional and complex, involving a variety of interrelated factors that jointly affect purchasing decisions, the research does not adopt a single or

superficial analysis perspective, but instead starts from the two core dimensions of consumers' psychological factors and behavioral factors. These two dimensions are widely recognized in academic and industrial circles as the most critical and representative aspects that affect milk tea consumption decisions, as they directly reflect consumers' intrinsic needs and external consumption behaviors. On this basis, the research team comprehensively combines the detailed results of a large-scale questionnaire survey conducted in target markets and the unique product attributes of milk tea products in the current market. After multiple rounds of repeated screening, data verification, and indicator optimization, and eliminating variables with low representativeness and poor data validity, the team finally selected eight representative variables that can fully reflect consumer characteristics.

These eight variables are closely related to consumers' daily milk tea consumption behavior and intrinsic psychological needs, covering all key links from the generation of consumption motivation to the completion of consumption behavior and even post-consumption evaluation. Specifically, they include consumers' willingness to pay, brand loyalty, taste preference tendency, consumption frequency, consumption scenario selection, health awareness, social demand motivation, and price sensitivity. Together, these eight variables can comprehensively and systematically reflect the obvious differences in consumer characteristics among different groups, effectively avoiding the one-sidedness and inaccuracy caused by single-dimensional variable selection. In this way, they provide reliable, comprehensive, and accurate data support for the subsequent factor analysis work and the subsequent market segmentation work based on factor results.

In the process of variable selection, the research team always adhered to the principles of scientificity and representativeness, and conducted a multi-faceted inspection and verification of each candidate variable. On the one hand, each selected variable is supported by mature relevant theoretical basis in the field of consumer behavior, such as consumer behavior theory which emphasizes the interaction between individual needs and consumption behavior, and psychological demand theory which focuses on the intrinsic motivation of consumers. At the same time, each variable has been verified by preliminary data analysis, including descriptive statistics and correlation preliminary judgment, to ensure that it can truly reflect the core connotation of consumer characteristics and has practical guiding significance for subsequent research. On the other hand, in order to avoid the impact of redundant information on the analysis results, the research team conducted correlation analysis and collinearity test on all candidate variables. Through calculating the correlation coefficient between variables and the Variance Inflation Factor (VIF), the redundancy and overlap between variables were effectively avoided, ensuring that each variable has its unique explanatory significance. At the same time, the team also strictly checked whether there were omissions of core characteristics of consumers, and consulted relevant industry experts and front-line market researchers to ensure that no key factors affecting milk tea consumption decisions were missed. This scientific and rigorous variable selection method not only greatly improves the efficiency and accuracy of subsequent data analysis, reduces the complexity of the analysis process, but also lays a solid foundation for the rationality and operability of the final market segmentation results, making the subsequent marketing strategy formulation more targeted and feasible.

5.2. Pre-test

Before conducting formal factor analysis, a pre-test is absolutely necessary and cannot be skipped under any circumstances. Its main purpose is simple and straightforward: to carefully verify whether the selected variables are suitable for factor analysis, and to eliminate any variables that may affect the accuracy of the analysis results in advance. This pre-test is not a perfunctory formality; it is a key link that determines the quality of the entire factor analysis process. Only by doing this thoroughly and rigorously can this research

ensure the scientificity and reliability of the subsequent analysis results—there is an unbreakable logical connection here: no pre-test, no credible conclusions. For this study, after collecting and sorting out all the research data, this research first calculated the KMO (Kaiser-Meyer-Olkin) statistic, and the final result was 0.776. This number is not only greater than the critical value of 0.7, which is a widely recognized key threshold in factor analysis, but also far exceeds the minimum standard of 0.6 for acceptable factor analysis. It clearly indicates that the selected variables have a high degree of commonality, meaning they share certain inherent connections and overlapping information, which can be effectively extracted and integrated through factor analysis. In short, the research data is fully suitable for factor analysis, and there is no problem in carrying out subsequent analysis work.

Meanwhile, in order to further verify the rationality of the selected variables, this research also conducted a Bartlett's test of sphericity, and the results showed that the significance level of the test is 0.000, which is far less than the commonly used significance level of 0.05 in statistical analysis. What does this specific result mean for our research? It means that this research can confidently and firmly reject the null hypothesis that the correlation coefficient matrix is an identity matrix. In other words, the selected variables are not isolated from each other; instead, there is a significant correlation among them, and this correlation is statistically meaningful, not a random coincidence. These pre-test results are conclusive and convincing. They fully demonstrate that the selected variables meet all the strict requirements of factor analysis, whether in terms of commonality or correlation. This not only eliminates the hidden dangers that may exist in the subsequent analysis process but also lays a solid and reliable foundation for the subsequent work of extracting common factors, conducting factor rotation, and carrying out scientific market segmentation based on the factor analysis results. After the pre-test of the questionnaire, the research team further conducts in-depth analysis on the communality of each selected variable, so as to systematically evaluate the effect of subsequent factor extraction and ensure the scientificity and reliability of the factor analysis results. The pre-test is an essential link in the research process, which effectively avoids the deviation of the formal survey data caused by unreasonable questionnaire design, thus laying a solid foundation for the accuracy of the subsequent communality analysis and factor extraction. The detailed analysis results show that the initial communality of all eight selected variables is above 0.5, with the lowest value reaching 0.52 and the highest value up to 0.78, which indicates that the common factors to be extracted can effectively explain more than 50% of the information contained in each original variable, and even explain nearly 80% of the information for some core variables. This fully proves that the selected variables have strong correlation with the potential common factors, and the information contained in them can be effectively captured and integrated by the common factors.

In academic research on factor analysis, there is a general consensus that a variable with an initial communality above 0.5 means that it has a good degree of correlation with other variables in the research system, and can be well integrated into the common factor structure without obvious information loss. In contrast, if the initial communality of a variable is lower than 0.5, it indicates that the variable has weak correlation with other variables, and the common factors cannot effectively extract its core information, which usually requires eliminating such variables to ensure the validity of factor analysis.

Therefore, the overall effect of factor extraction in this study is good, and the selected variables all meet the basic requirements of factor analysis. This result not only verifies the scientificity and rationality of the previous variable selection work but also ensures that the subsequent common factor extraction work can accurately reflect the core characteristics of consumer variables, filter out the key information that affects consumer behavior and psychological needs, and further provide a reliable, solid theoretical and data basis for the follow-up K-means clustering analysis and market segmentation work, laying a foundation for the

formulation of targeted marketing strategies. In the initial stage of factor analysis, which serves as the core link of extracting core information from original variables and simplifying the research dimension, the number of common factors to be extracted is scientifically determined according to the eigenvalue criterion—a widely accepted and commonly used selection method in academic factor analysis. This criterion is based on the principle that eigenvalues can reflect the amount of information carried by each factor, and only factors with sufficient information carrying capacity are eligible to be extracted as common factors, so as to ensure the rationality and effectiveness of the subsequent analysis.

The detailed analysis results show that among the factors derived from the eight selected consumer characteristic variables, there are three eigenvalues that are above or around 1, with the specific values being 3.215, 1.872, and 1.034 respectively. This result is completely in line with the common eigenvalue selection standard in factor analysis: in most academic studies related to factor analysis, an eigenvalue ≥ 1 is usually regarded as the core criterion for extracting common factors, as factors with eigenvalues less than 1 carry less information than a single original variable and thus have no practical significance for integrating and simplifying variable information. Meanwhile, the cumulative variance contribution rate of these three extracted common factors reaches 71.961%, which directly indicates that the three common factors selected in this study have excellent explanatory power for the original variables. Specifically, the three common factors can collectively explain 71.961% of the total variance of the eight selected consumer characteristic variables, which is far higher than the general standard of 60% for acceptable explanatory power in academic research on factor analysis. This significant gap fully demonstrates that the three extracted common factors can effectively capture and integrate the core information contained in the eight original variables, without missing key content related to consumer characteristics. The excellent explanatory effect of the three common factors not only verifies the scientificity of the eigenvalue selection criterion adopted in this study but also confirms the rationality of the previous variable selection and communality analysis. More importantly, it lays a solid, reliable theoretical and data foundation for the subsequent market segmentation work based on these common factors, ensuring that the market segments divided later can truly reflect the differences in consumer characteristics and meet the practical needs of targeted marketing strategy formulation.

5.3. Explanatory factor variables

Based on the results of the previous factor extraction analysis, this study systematically summarizes three common factors that can comprehensively and accurately reflect the core characteristics of milk tea consumers. These three common factors, extracted through the eigenvalue criterion and verified by communality analysis, have excellent explanatory power for the original eight consumer characteristic variables, laying a solid foundation for further interpreting consumer needs and behaviors. However, the initial factor component matrix obtained directly after factor extraction often has the problem of unclear factor loading distribution—specifically, many original variables may have relatively high load coefficients on multiple common factors, which makes it difficult to clearly distinguish the corresponding relationship between each original variable and the common factors, and further hinders the accurate definition and reasonable interpretation of the specific connotation of each common factor. To address this problem, further clarify the clear relationship between each original variable and the three common factors, and effectively improve the interpretability and distinguishability of the common factors, this study performs a varimax rotation on the initial factor component matrix. Varimax rotation is an orthogonal rotation method widely used in factor analysis; its core purpose is to maximize the variance of the load coefficients of each original variable on different common factors, that is, to make the load coefficient of each original variable on one common factor as large as possible, and as small as possible on other common factors. This rotation method can

effectively eliminate the ambiguity of factor loading, make the division of common factors more distinct, and thus facilitate the research team to accurately define the connotation of each common factor based on the corresponding original variables. The rotated component matrix obtained after varimax rotation clearly presents the load coefficients between each of the eight original variables and the three common factors, with each load coefficient reflecting the strength of the correlation between a specific original variable and a common factor. Generally, a load coefficient with an absolute value greater than 0.5 is considered to have a significant correlation; the rotated matrix clearly shows which common factor each original variable is mainly associated with, and the strength of this association. This clear loading coefficient distribution not only solves the problem of ambiguous factor correlation in the initial matrix but also provides a direct, intuitive, and reliable basis for the research team to define and interpret the specific connotation of each common factor, laying a key foundation for subsequent market segmentation and consumer demand analysis.

5.4. Calculation of factor scores

After successfully extracting the three common factors and clearly defining their specific connotations through the rotated component matrix, this study further calculates the factor scores for each respondent in the sample. The core purpose of calculating factor scores is to quantify the level of each common factor for each individual respondent, converting the abstract common factors into specific, measurable numerical values. This quantitative conversion is a crucial prerequisite for the subsequent K-means clustering analysis, as K-means clustering relies on numerical data to classify samples into distinct groups based on similarity, and factor scores effectively provide the standardized quantitative indicators needed for this clustering process. The calculation of factor scores is strictly based on the factor score coefficient matrix, a key output of the factor analysis process that directly reflects the weight of each original variable in the corresponding common factor. Each coefficient in the matrix represents the degree of influence that a standardized original variable exerts on the corresponding common factor—higher absolute values of coefficients indicate a stronger contribution of the original variable to the common factor, while positive or negative signs indicate the direction of the correlation (positive or negative) between the original variable and the common factor.

According to the factor score coefficient matrix, the research team derives the final factor score formulas for the three common factors. These formulas take the standardized values of the eight original consumer characteristic variables as independent variables and the scores of the three common factors as dependent variables. By substituting the standardized data of each respondent's answers to the eight original variables into the corresponding formulas, the quantitative calculation of each common factor's level for each respondent is realized. This ensures that each respondent has a specific score for each of the three common factors, which not only quantifies the differences in consumer characteristics among different respondents but also provides a solid, standardized data basis for the subsequent K-means clustering analysis to divide the consumer market into distinct segments. For details, please refer to Formulas (1), (2), and (3).

$$F1 = -0.031X1 + 0.192X2 + 0.279X3 + 0.327X4 + 0.338X5 + 0.36X6 - 0.051X7 + 0.037X8 \quad (1)$$

$$F2 = 0.007X1 - 0.585X2 - 0.027X3 - 0.059X5 - 0.167X6 + 0.514X7 + 0.419X8 \quad (2)$$

$$F3 = 0.811X1 - 0.134X2 + 0.306X3 - 0.059X4 - 0.13X5 - 0.011X6 + 0.002X7 - 0.323X8 \quad (3)$$

5.5. Summary

Through a series of systematic, rigorous, and sequential analyses carried out in Section 9.1, including scientific variable selection, questionnaire pre-test, common factor extraction, factor connotation interpretation, and factor score calculation, this study finally obtains three core common factors that can

comprehensively, systematically, and accurately reflect the core characteristics of milk tea consumers in Beijing. Each link of the analysis process is closely connected and mutually verified, ensuring the scientificity and reliability of the final common factors. The variable selection process fully considers the representativeness and scientificity of each index, the pre-test effectively optimizes the questionnaire design and ensures the validity of the survey data, the factor extraction is based on the eigenvalue criterion and verified by communality analysis, the factor interpretation relies on the varimax-rotated component matrix to clarify the connotation of each factor, and the factor score calculation converts abstract factors into measurable quantitative indicators. These three common factors are named Consumption Attitude, Product Requirements, and Purchasing Behavior respectively, in line with the core connotation of each factor and the actual characteristics of milk tea consumption. Each common factor corresponds to a clear, specific connotation and covers a set of closely related original variables, forming a complete and independent index system. Specifically, the Consumption Attitude factor mainly reflects consumers' subjective cognitive tendencies and emotional preferences toward milk tea consumption, including their recognition of milk tea as a consumption choice, their emotional dependence on it, and their perception of its social value; the Product Requirements factor focuses on consumers' objective demands for the intrinsic attributes of milk tea products, such as taste, quality of raw materials, health attributes, and product innovation; the Purchasing Behavior factor mainly covers consumers' specific behaviors in the process of purchasing milk tea, including consumption frequency, purchasing channels, price sensitivity, and scene selection.

Meanwhile, through the accurate calculation of factor scores based on the factor score coefficient matrix, this study clarifies the linear combination relationship between each common factor and the corresponding relevant original variables. This conversion process effectively reduces the dimensionality of the original multi-dimensional, interrelated consumer characteristic variables, integrating the eight original variables into three concise, representative, and non-redundant common factors. This not only simplifies the complexity of subsequent data analysis but also retains the core information of consumer characteristics. The results of this series of systematic analyses not only verify the scientificity and rationality of the selected variables and the adopted factor extraction methods—proving that the variables can effectively reflect the core characteristics of milk tea consumers and the factor extraction process is in line with academic norms—but also lay a solid theoretical and data foundation for the K-means clustering analysis to be carried out in the following sections. By taking the factor scores of the three common factors as the core clustering indicators, the subsequent clustering work can accurately classify milk tea consumers in Beijing into distinct market segments according to their characteristic differences, thus providing reliable, targeted support for the subsequent accurate segmentation of the Beijing milk tea consumer market and the formulation of adaptive marketing strategies.

6. Conclusion

Clustering analysis is one of the most widely used methods in market segmentation research. Its core purpose is to group respondents with similar answers to core research questions into the same category. This method is valuable for its ability to effectively identify internal differences and similarities among consumer groups. It helps researchers accurately grasp the characteristics of each segmented group, laying the groundwork for targeted analysis. In this study, the selection of clustering methods was not arbitrary. This research fully considered the research questions, the attributes of the survey samples, and the specific requirements of market segmentation. In order to ensure the scientificity, rationality and accuracy of the consumer group division results, this research conducted a comprehensive, systematic comparison and multi-dimensional verification of different mainstream clustering methods in the field of data analysis. The selected clustering methods included

hierarchical clustering and K-means clustering, which are the two most widely used unsupervised learning algorithms in consumer behavior research. In the comparison process, this research not only analyzed the basic principles and implementation steps of each method but also evaluated them from multiple core dimensions, such as computational efficiency, clustering accuracy, sensitivity to initial parameters, adaptability to sample size, and operability in practical research. After repeated testing, data validation and careful comprehensive evaluation, this research finally determined the K-means clustering method as the core technical method for dividing consumer groups in this study. Compared with other clustering methods, this method has distinct and irreplaceable advantages: it has high computational efficiency, which can quickly process large-scale data sets without excessive consumption of computing resources; it has strong operability, with simple implementation steps and low requirements for the professional skills of researchers, which is convenient for subsequent repeated verification and result reproduction; at the same time, it has good stability, and the clustering results obtained under the same parameter settings are relatively consistent, not easy to be affected by accidental factors. These outstanding characteristics make the K-means clustering method highly suitable for the large sample size of this study, effectively solving the problem of low efficiency and poor stability of other methods in processing large-scale data, and thus ensuring the scientificity, reliability and validity of the final clustering results.

In this clustering analysis process, this research took the three common factors extracted through factor analysis in the early stage as the core analysis variables, which laid a solid foundation for the accuracy and rationality of the clustering results. These three common factors are specifically Consumption Attitude, Product Requirements, and Purchasing Behavior—three core dimensions that comprehensively reflect the internal and external characteristics of consumers in the research field. Among them, Consumption Attitude mainly includes consumers' cognitive tendencies, emotional preferences and value judgments towards the products involved in the study, which directly affects their purchasing decisions; Product Requirements focus on the specific needs and expectations of consumers for product quality, function, price, appearance and other aspects, which is an important basis for distinguishing different consumer groups; Purchasing Behavior covers consumers' purchasing frequency, purchasing channels, purchasing amount, and decision-making cycle, which can intuitively reflect the actual consumption habits and behavioral characteristics of consumers. By taking these three mutually complementary and comprehensively covered factors as clustering variables, this research ensured that the divided consumer groups can truly reflect the differences and characteristics of different consumer groups, making the subsequent analysis of consumer behavior and demand more targeted and meaningful.

Dividing consumer groups through K-means clustering is a natural extension of the previous factor analysis. It deepens our understanding of consumer differences by moving from abstract factor extraction to concrete group classification. Specifically, this research adopted the K-means clustering method. It divides the consumer market from both psychological and behavioral perspectives, which aligns with the comprehensive segmentation standards this research set at the start of the study. This consistency ensures the rigor of our research design. Once the clustering division is complete, this research describes and names each segmented consumer group. This research bases this on the scores of each market segment on the three common factors. This approach allows us to clearly distinguish the unique characteristics of different consumer groups, making their differences tangible and easy to interpret. On the other hand, the results of this clustering analysis serve a broader purpose. They lay a solid foundation for the sections ahead, where this research will further explore different segmented markets. This research will also study the characteristic combinations of these groups in terms of demographics, psychology, and consumption preferences. This work is of great practical significance.

It provides a clear basis for formulating targeted marketing strategies, ensuring that enterprises can better meet the diverse needs of different consumer groups.

Based on the results of K-means clustering analysis, four distinct consumer groups are identified. Each group is named and characterized according to the scores of the three common factors—Purchasing Behavior, Product Requirements, and Consumption Attitude—as follows: The first type of consumers: They have high scores in all three dimensions—Purchasing Behavior, Product Requirements, and Consumption Attitude. This indicates that this group purchases milk tea frequently. They hold a high evaluation of milk tea products, have positive expectations for the industry's future development, and are willing to try new products. Combining their comprehensive performance in these core dimensions, this study defines this group as the "core customers" of milk tea products. As the main force of milk tea consumption, core customers not only buy milk tea regularly but also have high standards for product quality and a positive attitude towards the industry. They are an important group that milk tea brands must focus on maintaining. The second type of consumers: They score relatively high in Product Requirements and Consumption Attitude, but their score in Purchasing Behavior is moderate. This proves they have expectations for the milk tea industry's future and put forward high demands for product quality. However, their purchase frequency remains low. Possible reasons for this may be limitations from time, economic capacity, or consumption scenarios. Therefore, this study classifies this group as the "potential customers" of milk tea. With a positive attitude and high product demands, potential customers have great potential to be converted into core customers through targeted marketing strategies.

The third type of consumers: They have a high score in Purchasing Behavior but low scores in Product Requirements and Consumption Attitude. This means they purchase milk tea frequently, yet have low expectations for the industry's future and low requirements for product quality. Their purchase behavior is mainly driven by market trends, not by deep recognition of milk tea products or the industry. Thus, this study identifies this group as the "follow-up customers" of milk tea. Follow-up customers have high purchase frequency but low brand loyalty, and their consumption behavior is easily influenced by trends and public opinion. The fourth type of consumers: They have a relatively high score in Consumption Attitude but low scores in Purchasing Behavior and Product Requirements. This indicates they have no special demands for milk tea products and rarely purchase them in daily life. However, they hold positive expectations for the milk tea market's future development. They may pay attention to the milk tea industry but have not yet formed a regular purchase habit. Therefore, this study defines this group as the "peripheral customers" of milk tea. With proper guidance, peripheral customers—who have a positive attitude towards the industry—can be converted into potential customers or even core customers.

Given the importance of core customers as the main force of milk tea consumption, building a targeted membership system is an effective strategy to bind this group. The membership system built based on mini-programs is conducive to optimizing the consumer shopping experience in a comprehensive and in-depth manner. Unlike traditional membership models that require consumers to download independent apps or carry physical membership cards, the mini-program-based membership system can be directly accessed through mainstream social media platforms that users use daily, eliminating the cumbersome steps of downloading, registering, and logging in to a separate application. This seamless access method makes the entire purchasing process more convenient and efficient, allowing consumers to complete member registration, product browsing, order placement, and after-sales consultation in one stop without switching between multiple applications. This feature is particularly aligned with the high consumption frequency and high requirements of core customers, who often pursue time-saving and hassle-free shopping experiences and are more likely to be attracted by such convenient service models, thereby increasing their willingness to interact with the brand

and make purchases. In addition, brands can effectively increase the stickiness of core users and significantly improve their repurchase rate by providing members with a series of exclusive and personalized promotional activities. These well-designed activities not only include basic points accumulation, conventional membership privileges, and exclusive discounts but also extend to more diversified benefits such as limited-time flash sales for members only, early access to new products, free shipping services, and exclusive after-sales support. By differentiating these benefits from ordinary non-member consumers, brands can make core members feel valued and respected, strengthening their sense of identity and belonging to the brand. This sense of exclusivity will further encourage members to choose the brand first when making relevant purchases, thereby forming a stable repurchase habit and driving long-term sales growth for the brand.

A scientific and hierarchical points system can be established as the core of the membership operation mechanism: when members accumulate a certain number of points through daily purchases, participating in brand promotional activities, sharing products with friends, or completing designated tasks (such as signing in every day, filling in personal information completely), their membership level will be automatically upgraded. Each membership level corresponds to distinct and escalating benefits, such as higher discount rates, more points per consumption, exclusive gifts, priority access to brand events, and even personalized customer service. This hierarchical incentive mechanism can effectively stimulate members' continuous consumption motivation, as they will actively pursue higher membership levels to obtain more valuable benefits, and in this process, their loyalty to the brand will be continuously enhanced, turning ordinary members into core loyal customers who are willing to recommend the brand to others. When consumers register as members through the mini-program, they can be gently asked to enter their birthday date, with a clear explanation that the information will only be used to provide birthday benefits, ensuring the protection of their personal privacy. On the member's birthday, the brand can push special birthday benefits through the mini-program in a timely manner, such as birthday coupons with higher denominations, free small gifts, or extra points rewards, along with warm and sincere birthday blessings customized with the member's name. This humanized and emotional service is not limited to simple transactional interactions but goes deep into the emotional needs of consumers, making members feel cared for and valued by the brand in daily life. This humanized service model can effectively enhance the emotional connection between consumers and the brand, breaking through the limitations of simple transactional relationships. When consumers perceive the brand's sincerity and care through these details, they will not only have a higher sense of recognition and trust in the brand but also be more willing to maintain long-term interactions with the brand. This emotional bond can further improve core customers' brand loyalty, making them less likely to be attracted by competitors' promotions, thereby reducing the risk of customer loss and helping the brand establish a stable and high-quality customer group, which lays a solid foundation for the brand's long-term development and market competitiveness.

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