

## STUDY ON MANAGEMENT STRATEGY OF LAWSON CONVENIENCE STORE IN CHINA

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**ABSTRACT:** Lawson convenience store, as one of the earliest convenience stores to enter the Chinese market, its business strategy in China is undoubtedly more successful, but at the same time, there are some problems that hinder Lawson convenience store's business development in China. In this paper, based on the analysis of Lawson convenience store development status in China, the analysis of Lawson convenience store in China development problems, and put forward the corresponding countermeasures and suggestions. For example, adjust the expansion strategy in China and settle in the commercial centers of second and third-tier cities; Establish logistics distribution center to realize unified distribution; Strengthen their own brand management, the development of quality own brand goods; Accelerate personnel training, enhance service consciousness, innovate service means and content, improve service quality and level, etc. It is hoped that the research of this paper can provide some help and reference for Lawson convenience store and even other convenience stores in operation and management.

**KEYWORDS:** *Lawson's convenience store; Operating in China; Business strategy*

### I. INTRODUCTION

Convenience stores belong to a new type of retail business which can provide consumers with emergency procurement services and bring more convenience to consumers. With the rapid development in the past 20 years, they have become a typical representative of the retail business with great market advantages in the world. In the 1990s, because the convenience stores in Japan were nearly saturated in the domestic market and the corresponding demand existed in the international market, many famous Japanese chain convenience stores began to develop abroad gradually. In the 1990s, China had the first convenience store, and with the development of more than 30 years accumulated a lot of business experience, now has developed more mature. Due to the rapid development of China's economy, China's retail market has gradually opened to foreign enterprises. Foreign retailers have realized that China's market contains huge non-development potential and have settled in China one after another. A typical example is the rapid rise and expansion of convenience stores with local Japanese characteristics in China. Lawson is the second largest convenience store in Japan, which gives the convenience store industry a foothold in the market and is a well-known convenience store that can operate effectively in our country. In the process of constantly entering the Chinese market, what kind of development advantages it has, what kind of business strategy it has used, how to stand out and occupy a place in the highly competitive retail industry in China, what difficulties it is facing in the process and so on are the focus of my discussion. I have carried out a comprehensive investigation and research on the business model and business strategy of Lawson's convenience store in China, analyzed the driving factors and development strategy of Lawson's convenience store in China, and gave the reference for the sustainable development of Lawson's convenience store in China.

### II. THE DEVELOPMENT OF LAWSON CONVENIENCE STORES IN CHINA

#### 2.1 Development History

Lawson's Milk Store was officially established in 1939 in Ohio, USA. In 1975, Lawson convenience store began to enter Japan, in the form of a chain of convenience stores in Japan to operate. Lawson is part of a chain of franchised convenience stores, most of which are located in Japan's Kansai region. With the gradual expansion into the global market, it can now be found in Hawaii, Indonesia, Thailand, Shanghai, Hangzhou, Chongqing, Dalian, Beijing and other Chinese cities, and its business situation is also booming. Lawson Convenience Stores officially entered the Chinese market in 1996. As the first foreign chain convenience store in Shanghai, Lawson Convenience Stores at that time had carried out the sale of typical convenience store

products such as "Kanto Boil" and "Rice Ball". In 2010, Lawson Convenience Store was the first foreign chain convenience store in the western region to enter Chongqing. In 2011, Lawson Convenience Store was the first foreign chain convenience store in Northeast China to enter Dalian. Since then, Lawson convenience store convenient Beijing area established a branch, in the northeast, north China, east China, the west and other areas have established the core company, thus speeding up the occupation of China's retail market process.

## 2.2 Development Scale

In recent years, Lawson convenience store's invasion of our market appears to be very rapid. From a single store in 1996, Lawson now has 868 stores nationwide (as of December 31, 2020), with 342 new stores opening between February and August 2018 alone. Lawson stores are mostly located in Shanghai, where they have the largest number of stores and the fastest growing. At the same time, Wuhan, which has more universities and a fast growing retail industry, is doing well, ranking second only to Shanghai. At December 31, 2020 statistics, Lawson convenience store number in China a total of 843, 618 in Shanghai, 111, 54, is located in Dalian city is located in Chongqing, 35 located at Beijing, 25, is located in Hangzhou, located in Hefei, 15, 10 is located in Wuhan, Lawson convenience store in Japan do the planning of the future of the China market, the number of chain stores have a hope that more than 10000 in 2025.

**Table 1** Development of Lawson in China (1996-2020.12.31)

city	The number of stores	The number of employees
Shanghai	618	5023 people
Chongqing	111	1178 people
Dalian	54	532 people
Beijing	35	345 people
Hangzhou	25	236 people
Hefei	15	145 people
Wuhan	10	78 people
Other cities	8	--

Lawson in Shanghai have a good beginning, and will look to other line area of the market, to promote the convenience store on our country's retail trade market to occupy, when Lawson decided to move into China's market has been found in China market because of the huge development potential, from the first time in our country into a now has 20 years of time, now our market is obviously a big chunk of the world retail eyes "fat". Since the establishment of the first Lawson convenience store in Shanghai in 1996, it has brought about earth-shaking changes in China's retail industry. By the end of 2020, there will be 618 Lawson stores in Shanghai, employing more than 5,000 people. Lawson's business model offers new hope to those who want to start their own businesses but don't have enough opportunities.

**Table 2** Market Share of Lawson in China (2015-2020)

Year	The market share
In 2015,	5.80%
In 2016,	7.90%
In 2017,	11.20%
In 2018,	15.80%
In 2019,	19.60%
In 2020,	22%

## 2.3 Reasons for Its Development

First, the support of national policies. Starting in the 20th century, the Chinese government slowly relaxed regulations and issued numerous preferential policies. Relaxed the qualification provisions and registered capital provisions, deleted the unnecessary foreign investment enterprise audit process, so as to promote the foreign affiliated convenience stores can smoothly enter the Chinese market. Secondly, the economic

development speed of our country has been rapidly promoted. Convenience stores entered a society with a GDP per capita of more than \$3,000. By 2001, the GDP per capita of the first-tier cities with the fastest economic development in China was about 3,000 US dollars. With the increasing disposable income of Chinese people, Shanghai, in particular, has met the prerequisites for Lawson convenience stores to enter and flourish. Finally, with the development of China's economy, people's concept of consumption has changed accordingly. Among them, with the increasing number of means of payment and the rise of takeout industry, the advantages of convenience store are fully demonstrated, and convenience has become the primary consideration of students and workers.

#### **2.4 The Process of Adaptive Adjustment**

In July 1996, Lawson convenience store formally entered the Chinese market, opened its first foreign chain convenience stores in Shanghai, China, will be "the Kanto cook", "rice ball" is characteristic of the Japanese diet culture as characteristic brand products into the Chinese market, with passion and Japanese services quickly won the favor of Chinese consumer groups. The collision of different cultures is bound to bring different sparks. Lawson's growth in the Chinese market has not been smooth. In 2010, Lawson Convenience Store entered Chongqing market. Within three years, Lawson Convenience Store rapidly expanded to 53 stores in Chongqing. But at the same time, Lawson's convenience stores began to appear the phenomenon of "not agreeing with the environment". In 2013, Lawson closed a total of 5 stores. In three years in Chongqing, Lawson's convenience stores closed a total of 8 stores.

Of Lawson's 53 stores in Chongqing, only 30 percent are profitable, while the remaining 70 percent are in the red. Chongqing Lawson convenience store general manager Futian Xiaocun thinks, to the Chongqing local people's consumer psychology and consumption habits do not have a very good grasp, is the main reason that causes Chongqing Lawson convenience store operating difficulties at present. Therefore, since 2014, Chongqing Lawson convenience store began to "seek change", according to the Chongqing people's love and taste demand for flour, developed a new product - "noodle family", favored by Chongqing locals, thus reversing the declining situation of Chongqing Lawson convenience store. Since then, Chongqing Lawson's convenience store turned a loss into a profit, nearly 60% of the stores daily turnover as high as 6000 Yuan, the gross profit maintained at about 30% level, and located in the North New District of Chongqing with dense flow of people in Nexus and Shapingba Xinyang Square stores, daily turnover reached 8800 Yuan and 8000 Yuan respectively.

Lawson convenience store will Japanese cultural characteristics and Chinese people's living habits skillfully combined together. Lawson convenience stores to market in our country are making strategic adjustment now food production and the adoption of raw material, through constant changes to make the product more relevant local habits, in wuhan, for example, Lawson convenience store and the local supermarket giant from best warehouse established strategic cooperative relations, to create the "Rawson 30," the joint brand and the development. Not giving up Japanese characteristics is mainly reflected in the store decoration, and the linkage with Japanese animation works, and other measures are in line with the psychological needs of the young generation in China. At the same time, Lawson convenience store also made the box lunch into the store flagship product in time according to the market trend, which complies with the demand change of the Chinese market and realizes the development of localization.

### **III. LAWSON'S CONVENIENCE STORE IN CHINA IS USED AS A REFERENNCE BUSINESS STRATEGY**

#### **3.1 Accurate Site Selection Strategy**

In the process of Lawson convenience store entering the global market, the choice of store location plays a very key role, which affects the sustainable development of Lawson convenience store. If the location of the store is not appropriate, the operation effect of the convenience store is bound to be affected; If the location selection is appropriate, it will promote the continuous development of convenience stores to a large extent. In our country, Lawson convenience stores mainly play the function of community-type convenience stores. Lawson's convenience store, which emphasizes business efficiency, chose the neighborhood as its location mainly because of its low rental costs, which are nearly 50 percent less than those of stores near office buildings. Therefore, in the comprehensive staff salary, store operating costs and other factors, the choice of the right price store is very critical. Compared with domestic convenience stores, Lawson convenience stores choose the community market with a more long-term vision, thus gaining a huge market advantage. The target customers of Lawson convenience stores are the people in the community, which are densely distributed, thus reducing the operation risk of the convenience stores to a great extent. In fact, Rawson's convenience stores choose to open stores in the community is mainly to provide respect to the community residents. On the one hand, it can solve the urgent needs of residents, and on the other hand, it can also bring some humanized community services for residents. For example, booking flowers for festivals, picking up dry cleaning for the

elderly and so on. Community type convenience store development prospect is very broad, Lawson convenience store will maintain the existing leading advantage of continuous development, to the community convenience center transformation, so as to bring higher quality service for the community residents.

### 3.2 Unique Franchise Strategy

As we all know, franchising, a unique business model, can achieve mutual benefit and win-win results, improve the operating efficiency of franchisor and franchisee to a large extent, make them move towards the same direction and give full play to their internal potential as much as possible, and also reduce the operating risks of cooperative enterprises. In the process of entering the Chinese market, Lawson franchising makes the franchisee obtain many favorable conditions, on the one hand, it increases the total number of stores, on the other hand, it promotes Lawson's progress through a more effective and more characteristic business model. Rawson has always been to carry out the "let members gain" principle, in order to achieve mutual benefit and reciprocity between with the franchisor of league, the goal of diversification, Rawson requires 65% of the gross profit attributable to partner, 35% of the gross amount belong to the franchisor, the proportion of allocation methods greatly guarantee the interests of members, and also makes more entrepreneurs to join to create value. In order to avoid damage to the franchisee's interests and reduce the operation risk at the beginning of the store, Rawson will take the operation effect of the store as an important reference factor in the profit distribution. The primary condition for profit distribution is that the gross profit of the franchisee must exceed 192,000 yuan. This regulation makes the lowest profit of the franchisee can be guaranteed and maintains the interests of the franchisee. Considering the development prospect of the convenience store industry, especially in the economically developed cities in China, the ever-accelerating pace of life and the rapidly improving quality of consumption have become its distinctive features, and the modern convenience store retail industry can just meet the needs of the people's current life.

### 3.3 Localization Management Strategy

The situation varies from region to region. Before building a new store, Rawson does a lot of preparation work, including location investigation and market research, especially to make it suitable for the local people's living habits. Through the implementation of localized business strategy, Lawson convenience stores get rid of the situation of three consecutive years without profit, so as to be able to occupy a place in the retail market in China. In the process of implementing localized management strategy of Lawson, the most typical representative city is its mountain city in China - Chongqing. Chongqing has a reputation as the capital of Chinese cuisine, and Lawson will have a very broad development prospect here. However, it is disappointing that during the development of Rawson in Chongqing, although the number of stores is on the rise, the operating effect is not ideal. In fact, Rawson copied a similar convenience store when he first moved into Chongqing, selling items such as steamed buns, boxed lunches, rice balls and sushi. However, in order to better fit the living habits of local people, Rawson thinks there is still a lot of room for improvement. The friendly Chongqing people also put forward some improvement schemes in terms of products, such as adding Chongqing noodles and other food with local characteristics.

### 3.4 The Whole Store Integration Promotion Strategy

When business is not as good as it should be, Ms. Rawson cleverly uses sales to encourage customers to buy. However, Rawson did not use the previous promotion means to lower the price of the goods, because although this can increase the sales of the products to a certain extent, but also reduce the gross profit margin of the products, it is difficult to achieve the goal of profit promotion. And it's hard for Rawson to judge whether lowering the price of the product will keep the value of the brand intact. Therefore, Lawson adopted the sales model of full gift promotion, supplemented by price discounts, to break the deadlock of ineffective promotion of convenience stores in the past. This sales model enhanced the shopping desire of customers in the store, and thus promoted the growth of operating profit of the store. This is also known as "store-wide integration". The concrete implementation process for shop integration promotion: a businessman sort store product according to certain standard and promotional methods to find out the most suitable for mutual benefit and reciprocity, on the basis of analyzing the consumer shopping psychology, contact the advantage of the products, so that play the largest value of products and services reach consumers and businesses a win-win situation. From the perspective of the enterprise, in fact, as long as Lawson carries out the promotion activities of the full set of points and gifts, the customers will start the relevant topic because of the product promotion. However, this process invisibly realizes the promotion purpose of Lawson convenience store, increases the operating profit and expands the influence of the brand. From the perspective of customers, the style of gift rolls presented by collection points is not fixed, which makes customers curious and makes them more interesting in the shopping process.

#### IV. LAWSON'S CONVENIENCE STORE IN CHINA BUSINESS PROBLEMS

##### a. Slow Expansion of Stores in the Chinese Market

More than 90% of Lawson's stores in Japan belong to franchised stores, but its total number of franchised stores in China is very small, and the growth of the number of stores in the Chinese market is slow. This is mainly because the franchise fee required by Lawson is much higher than that of local convenience stores in China, and there are also very strict regulations in terms of store opening standards. For example, in the joining conditions of domestic convenience stores only requires a storefront area of more than 50 square meters, but Lawson stipulates that the area should be close to 100 square meters. At the same time, Lawson's franchise costs at least 200,000 yuan, which leads to the loss of a large number of investors. Although Lawson's business philosophy is very excellent, the high rent is still a big obstacle for those who want to join. After all, it only costs about 100,000 yuan to build a new domestic convenience store. As a result, Lawson's strict franchise conditions largely hamper the store's development. Convenience stores now operate in such a way that they can only achieve their profit targets by fully promoting franchises, but Lawson's current "stringent requirements" are bound to hinder the pace of profitability and expansion. Lawson, meanwhile, in the process of development in our country, because of its excessive discretion in decision, so that when dealing with the market trend reflected more slowly, always action behind the thought, can lead to the development of domestic convenience store to get the corresponding space and time, so if Lawson may adjust timely comply with market trend, and then the operation effect is bound to get promoted in our country.

##### b. The Logistics Distribution System has not been Established

The successful operation of convenience stores is inseparable from a complete logistics distribution system. In Japan, Lawson convenience stores have a complete unified distribution center, but in China, they do not have the conditions of a unified distribution center, which to a large extent hinders the development of Lawson convenience stores. First, compared with supermarkets, convenience stores must have a small number of unified distribution conditions and a very strict standard in cold chain logistics. The formation of a unified distribution center is a crucial link in the development process. Lawson convenience stores are mostly distributed in Jiangsu, Zhejiang and Shanghai areas, and it is difficult to develop in other areas, mainly because logistics is still the dilemma it is facing at present. Second, the choice of store location is largely affected by distribution centers. If stores are scattered or insufficient in a certain area, it will be difficult for them to afford the high fees of distribution centers. Therefore, Lawson convenience stores are stuck in the development process. Complete logistics distribution system in the present, can be said is a convenience store on the entire cost of the shop in the most cost items, so it can be seen that Lawson convenience store is the lack of sufficient investment ability, if failed to have unified distribution center, however, will inevitably lead to Lawson convenience store in the sustainable development of our country.

##### c. Brand Awareness Needs to be Improved

At present, tens of thousands of convenience stores have appeared in China's market, including Today convenience store and 711 convenience store, etc. However, most of the convenience stores sell similar kinds of goods, so it is difficult to retain customers. Lawson convenience store in the process of operation in China is also faced with problems including its brand influence and lack of trust. Lawson convenience store not fully, the condition that the primary audience for their products, and not according to the primary audience the psychological needs of product development, and it also does not have enough competitive advantage of commodities (products and services), so as to make the Lawson convenience store commodity structure and the structure of the supermarket or a snack bar in our country is very similar, unable to effectively forms the internal differentiation competition. Lawson has not paid much attention to the establishment of the commodity supply chain management system with the headquarters of convenience stores as the core in the past, and the product innovation is insufficient. Most of the products are purchased through the one-to-one transaction before, and the product research and development with the cooperative enterprises centered on convenience stores and self-product research and development are insufficient, resulting in poor operation effect. Moreover, Lawson convenience stores do not have a variety of convenient services, service quality there is a lot of room for improvement. Because the product positioning of Lawson convenience store is vague, the service scope of Lawson convenience store overlaps with that of supermarkets and snack bars. As a result, the brand image of Lawson convenience store is not clear in the mind of customers. The reputation and influence of the brand still need to be strengthened.

##### d. The Service Level is Lower than in the Past

In the changing market environment, the quality of products and services often determines the operation effect of convenience stores. As products tend to be more and more homogeneous, only in the service can stand out, thus producing higher added value. Therefore, the level of service quality to a large extent determines the consumers. As the number of Lawson convenience stores continues to grow, its human resources

strategic management has also produced a great shortage, staff recruitment and staff training is difficult to implement in accordance with strict standards, so that Lawson convenience stores in the development of China has produced a decline in the quality of service. Indispensable to the high quality service is always belong to Lawson convenience store competitive advantage, therefore in the process of our development should also attach importance to the quality of customer service, efforts to staff training still need to continue to strengthen, after all, if the service is difficult to let the consumer satisfaction, make the customer to the senses of Lawson convenience store, so will inevitably lead to a drop in the consumer, thus giving the peers self-producing and opportunities. At the same time, the current development of convenience stores in China is that most stores do not have the proper service concept. They fail to realize that only with high-quality service, customers can get the highest value return at the lowest cost, can they retain customers smoothly. This requires managers to be able to have enough management ability, and constantly improve the service level of staff. Service is an "invisible and intangible" product. High-quality service can generate high added value for enterprises. Today's convenience stores can sell products on the one hand, and provide comfortable services for customers on the other hand, so that they have a distinct market positioning. However, Lawson convenience stores in the process of continuous development, apparently did not cause attention to this aspect.

## V. LAWSON'S CONVENIENCE STORE'S CHINA MANAGEMENT COUNTERMEASURE

### a. Adjust the Expansion Strategy in China

Lawson's convenience stores should thoroughly investigate the economic development level of each region and improve their business strategy in our country. Rents in first-tier cities are currently very expensive, and renting a perfect store location can be a huge expense. Therefore, if you want to ensure the sustainable development of the store, Lawson convenience store should be flexible in the selection of store location, and can not ignore the research and analysis of the center of the university town, bustling street stores, large shopping centers, etc. Secondly, Lawson convenience stores also need to have a long-term vision, under the premise of ensuring their own competitive advantages, the newly established core business circle to carry out research. For example, when entering the commercial centers of second and third-tier cities, the brand influence should be enhanced by the popularity of famous locations. Lawson convenience stores need to take multiple measures at the same time. In addition to collecting information through new media, newspapers and other channels, Lawson convenience stores should also innovate the way to obtain information. Try to set up shop in the same type of stores clustered in the area, or set up shop in specialized markets. At the same time, a comprehensive investigation should be carried out in terms of store rent. Differences in transportation, location and other factors can make a huge difference in rent. In examining the location of the store, Lawson's convenience store should not only consider the rent of the store, but also need to pay attention to the value of the store. For example, an investment of 100,000 Yuan in a store with an annual rent of 300,000 Yuan, or an investment of 300,000 Yuan in a store with an annual rent of 100,000 Yuan, will certainly bring different benefits and operating efficiency. Lawson convenience stores can not ignore the considerations in this regard. For example, shops in Guangzhou province cover an area of about 70-80 square meters, and the morning flow is generally 80-100 / min, and the evening flow is 200-300 / min. The rental cost of such shops is about 45,000-68,000 Yuan, which is one of the typical representatives of cost-effective shops.

### b. Establish a Logistics Distribution Center

With the rapid growth of the number of convenience stores in China, the backward logistics distribution system has been restricting the further development of chain enterprises to a large extent. The distribution centers of supermarkets are characterized by high quantity and low frequency, but the retail industry, especially the convenience store industry, needs unified distribution conditions of various types and small quantity, and the delivery frequency should be classified according to the specific situation of various products. In the past, the distribution model of goods is that suppliers need to be responsible for the transportation of goods in various convenience stores. However, if a unified distribution center can be established, suppliers can send the products needed by different convenience stores to the distribution center together, and then the distribution center will distribute them to the surrounding stores respectively. On the one hand, this distribution mode can improve the efficiency of distribution, reduce the manpower input, and also simplify the ordering procedure to a certain extent. On the other hand, it also enables convenience stores to reduce the frequency of their orders and avoid the interference caused by high-frequency replenishment of goods. The most important point is that the unified distribution center can deliver goods quickly and instantly, so the convenience store does not have to worry about the situation of stock shortage. However, it is not easy for any chain convenience store to establish a unified distribution center. The huge construction expenditure and logistics costs are the problems that the chain store needs to solve. However, if a more rapid and efficient supply chain model can be formed among manufacturers, distribution centers, distributors and even customers, domestic convenience stores will develop into a highly competitive retail format among chain enterprises.

### c. Strengthen its Own Brand Management

Just selling some products that are common to all convenience stores will make the development of convenience stores tend to be mediocre, and the profit can hardly meet the expectation. Therefore, Lawson convenience stores need to have precise positioning and innovate products by analyzing the big data of consumers. Nowadays, consumers are paying more and more attention to brands. If you want to occupy a place in the market and sustainable development, you must have your own brand. Convenience stores are just starting business, and the entry requirements are not strict, so the market competition is huge. At the same time, the product types sold by each convenience store are too similar, and the business model of chain convenience stores is also very similar. Therefore, the establishment of brand can promote the enterprise to achieve differences to a large extent. In the process of improving the brand management, Lawson convenience store needs to pay attention to the following: first, the production of its own brand should not only focus on the price, high-quality products and services can retain customers, if the brand product quality problems will lead to a great blow to the corporate image; On the contrary, it will gradually increase consumers' trust in the brand. On the basis of a good image, the design and release of new products can make the new products more competitive in the market. Second, Lawson convenience store in the process of developing brand independent products, the best should be designed with high profit and lack of products in the market, so as to open a gap with some medium price, slow turnover brands. As the independent brand belongs to the category of strong brands, consumers lack sensitivity in the price of such products, so the independent brand can get enough profits. Third, Lawson convenience stores need to strengthen the supervision of production, logistics, sales, products and other processes, to ensure that the sales channels are reasonable and effective, and to produce products that can meet the needs of customers.

### d. Improving the Quality of Services

First, we should pay more attention to personnel training, so that enterprises can have a technical team with a high level of service. If an enterprise wants to gain sufficient competitive advantage, it must be able to bring high-quality products to the market. Enterprises selling products to consumers is a service, and talent is the basis of an enterprise to ensure the quality of service. Therefore, strengthening the training of talents is the guarantee for enterprises to maintain service quality. Lawson convenience store not only need to introduce sufficient experience, with the corresponding theory of high-level management talents, but also need to strengthen the staff training, on time assessment, evaluation and other processes, so as to improve the ability of the enterprise staff. Due to the continuous enhancement of staff capacity, the management mode becomes more and more efficient, and the service quality will also be improved. Second, enhance the awareness of service. Due to the rapid progress of the society, the public's attention to the quality of service is increasing, especially in the service industry, the public has more stringent requirements on it, which also brings greater challenges to the business operation and other aspects. Therefore, Lawson convenience store should follow the development trend of The Times and understand the criticality, complexity and permanence of high quality service in time. In the development of management and service work, we should pay attention to the training of staff service ability, configure the corresponding advanced facilities, reduce the number of management, enhance the accuracy of service, improve service ability and operational efficiency. Thirdly, the importance of service innovation should be emphasized, the service process should be humanized and detailed, and the types of services should be increased to expand people's consumption desire, so as to achieve a win-win situation for both consumers and merchants. The brand image should be enhanced through high-quality services, so as to promote the sustainable development of China's convenience store market.

## VI. CONCLUSION

In this paper, starting with the current situation of Lawson convenience stores in China, the paper studies the difficulties Lawson convenience stores are facing in the process of development in China, and gives the corresponding solutions: first, improve the business strategy in China; Secondly, the establishment of logistics distribution center; Thirdly, improve their own brand management; Finally, enhance the sense of service. I look forward to my research to Lawson convenience stores and similar stores to bring some reference and suggestions. Today, Lawson convenience stores still have some deficiencies to improve, after the corresponding adjustment, play Lawson's own advantages, promote Lawson convenience stores in China can be improved in the operation efficiency, occupy a place in the global market. Due to the limited time and level of writing, the countermeasures and suggestions put forward in this paper still have many shortcomings, such as how to adjust the business strategy in China, how to obtain more stable and loyal customer groups and so on, which need to be further studied.

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