Proceedings of the 5th International Conference on Financial Technology and Business Analysis (ICFTBA 2026)
DOI: 10.54254/2754-1169/2026.39348

Optimization of Cross-Border E-Commerce Marketing Strategies for Haoyue Feather Co., Ltd.'s Down Bedding in the U.S. Market: A 4P-Based Case Study

Zheyi Han

De Anza College, Cupertino, USA
18858192666@163.com

Abstract. With the continuous growth of global cross-border online consumption, the United States, boasting a mature e-commerce ecosystem and strong consumer purchasing power, has become a core market for Chinese home textile and bedding enterprises to expand overseas. However, during the transformation to cross-border e-commerce, many domestic down manufacturing enterprises generally encounter development bottlenecks such as severe product homogenization, insufficient brand premium, and high customer acquisition costs (CAC). Based on the 4P marketing theory (product, price, place, and promotion), this paper analyzes the company's deficiencies in product grading, pricing mechanisms, omnichannel collaboration, and content marketing. The findings indicate that the enterprise's over-reliance on single platforms and low-price, high-volume strategies, coupled with insufficient local market insights and brand accumulation, restricts its development. Therefore, this paper proposes a systematic optimization plan covering differentiated product stratification, value-oriented pricing, omnichannel collaborative operation, and long-term brand marketing, and provides implementation guarantees from the aspects of organization, funds, supply chain, and compliance. This research offers a practical case reference for traditional foreign trade factories to transform into cross-border e-commerce brands.

Keywords: Cross-border e-commerce, 4P marketing theory, Down bedding products, US market, Marketing strategy

1. Introduction

In the post-pandemic era, global consumer habits have accelerated the shift towards online shopping, and cross-border e-commerce has emerged as a new engine driving the growth of international trade [1]. As one of the world's largest consumer markets for home textile and bedding products, the United States shows a stable and continuous growth trend in consumers' demand for high-quality sleep products. China has significant competitive advantages in down raw material supply, production capacity, and manufacturing technology, which lay a solid industrial foundation for the export of down bedding products [2]. However, many traditional down manufacturing factories still adhere to the traditional "OEM/ODM" foreign trade mindset during the transformation

© 2026 The Authors. This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (https://creativecommons.org/licenses/by/4.0/).

DOI: 10.54254/2754-1169/2026.39348

to cross-border e-commerce, overly relying on low-price competition and high-volume OEM production. In overseas markets, due to the lack of independent brand premium capabilities, these enterprises have extremely weak resistance to raw material price fluctuations and rising platform commissions, resulting in continuously compressed profit margins.

Haoyue Feather Co., Ltd. (hereinafter referred to as "Haoyue Feather"), an industrial and trading enterprise specializing in down products, has encountered prominent growth bottlenecks while expanding its cross-border e-commerce business in the United States. Its operations on Amazon and TikTok suffer from low customer repurchase rates, weak brand awareness, and rising marginal traffic costs. A core challenge facing the firm is moving beyond intense price competition and developing a differentiated marketing strategy.

Existing research has largely focused on general categories in cross-border e-commerce, with relatively limited attention to marketing strategies for niche categories such as down-filled home textiles [3]. This study integrates the 4Ps of marketing, cross-border e-commerce, and brand globalization theories, using Haoyue Down as a case study. It not only contributes to theoretical understanding but also provides practical solutions for traditional manufacturing enterprises seeking to transition to cross-border branding. The research primarily employs case analysis, literature review, and competitive analysis to examine the company's current status and draw insights from benchmarking against overseas brands. Literature research method: This method sorts out academic literature and theoretical models at home and abroad regarding cross-border e-commerce, brand marketing, and the development of the home textile industry, providing a solid theoretical framework for this paper.

Competitor comparison analysis method: By benchmarking against leading domestic down home textile brands in the United States, this method conducts multi-dimensional comparisons in terms of product matrix, omnichannel layout, and brand marketing to identify gaps and extract successful experiences.

2. Business status quo and 4P problem diagnosis of Haoyue Feather Co., Ltd.

2.1. Overview of the company's business status

Haoyue Feather Co., Ltd. focuses on the research, development, and production of down quilts, down pillows, and home filling products, with a complete domestic raw material base and large-scale production capacity. In its cross-border business expansion, the company adopts the "direct supply from the origin + cross-border direct mail/overseas warehouse" model to directly sell products to the US end-consumer market. In terms of channel layout, the company takes its Amazon store as the core sales platform and simultaneously conducts content-driven traffic acquisition and scenario-based promotion on short-video platforms such as TikTok. However, the company's overall marketing operations remain relatively reactive, reflecting limited insight into the needs and preferences of U.S. consumers.

2.2. Diagnosis of marketing strategy problems based on the 4P theory

2.2.1. Product: abundant styles but lack of strategic support

• Fuzzy product line stratification: Although the company offers a wide range of product styles, the selling points of traffic-driving products, profit-generating products, and high-end image products are not clearly defined, failing to form a hierarchical promotion effect. High-end products face

DOI: 10.54254/2754-1169/2026.39348

challenges in supporting premium pricing, while profit margins on traffic-driving products experience severe pressure [4].

• Insufficient localization adaptation: Product development only meets basic indicators such as size requirements, without in-depth segmentation according to the climate differences in different regions of the United States (such as the temperature difference between the north and the south), the lightweight needs of young renters, and the special material needs of allergy-prone individuals [5].

• Lack of value visualization: The core quality indicators of down products (such as fill power, down content, and down traceability) are not effectively presented on product pages and packaging, and the products lack overseas mainstream environmental and safety certifications such as OEKO-TEX [6].

• Weak supporting services: The lack of additional value such as cleaning and maintenance guides for American families, standardized after-sales support, and storage accessories directly weakens users' long-term repurchase intentions.

2.2.2. Price: stratified but flawed pricing logic

• Absence of value-based pricing: The pricing system mainly adds a markup based on production costs, without reasonable premium pricing based on American consumers' perceived value of high-quality goods and on competitor benchmarks. For example, the company's 90% white duck down pillow is priced at $38, while competing products with the same fill power are priced at $42–48. This pricing fails to reflect the product's material advantages, resulting in homogeneous low-price competition [7].

• Fragmented omnichannel pricing: The pricing of the same products on different platforms such as Amazon, TikTok, and independent websites lacks unified planning, triggering buyers' price-comparison psychology, causing internal traffic losses and a decline in customer trust.

• Lack of hedging against raw material price fluctuations: The prices of raw materials, particularly down, experience strong cyclical fluctuations. The existing static pricing system lacks a dynamic adjustment mechanism, and rising raw material prices directly erode the enterprise's operating profits.

• Absence of repurchase-based pricing: The lack of a membership subscription system, promotional packages, and exclusive discounts for old customers makes it difficult to lock in the long-term customer lifetime value.

2.2.3. Place: multiple channels but low collaborative efficiency

• Isolated data across multiple platforms: Buyer data across different channels are isolated, making it impossible to build a unified overseas user profile, resulting in low overall operation efficiency [8].

• Low conversion rate of platform linkage: There are significant losses in the jump between TikTok content marketing and Amazon and independent websites, and an effective closed-loop of "content marketing-live streaming/private domain conversion-platform fulfillment" has not been established.

• Imbalanced channel risks: Sales are highly dependent on third-party platforms (mainly Amazon), which accounts for 82% of total overseas revenue, while private domain traffic and independent websites take up only 7%. The company is therefore highly vulnerable to changes in platform rules and commission adjustments.

DOI: 10.54254/2754-1169/2026.39348

2.2.4. Promotion: frequent activities but inefficient promotion system

• Over-reliance on short-term discounts: Marketing methods are single, with heavy reliance on large-scale platform promotions such as Prime Day for passive price cuts. The proportion of discount costs is too high, and brand content marketing and scenario-based marketing are severely lacking [9].

• Shallow Influencer Collaboration: The company engages only in short-term, scattered sample giveaways to influencers and has not built a long-term KOL/KOC collaboration matrix, which prevents it from accumulating brand reputation and consumer trust.

• Declining advertising efficiency: Over-reliance on in-platform search advertising leads to thin organic traffic and a continuous increase in customer acquisition costs (CAC). For instance, the company's Amazon CAC rose from $7.2 in Q1 to $9.8 in Q3, while organic traffic share stayed below 12%.

• Scattered word-of-mouth management: There is a lack of a 24-hour rapid intervention mechanism for negative reviews and an effective incentive mechanism for user-generated content (UGC) product reviews, failing to transform customers into secondary brand promotion nodes [10].

3. Optimization measures

In response to the structural shortcomings diagnosed above, this chapter proposes targeted optimization strategies to facilitate the company's shift from a "low-price, high-volume" model to a "brand-premium" model.

4P optimization logical framework

This study builds a 4P optimization framework. Optimizations are carried out from four dimensions: product, price, channel and promotion. Product optimization focuses on differentiation and localization; price optimization adopts value orientation and dynamic pricing strategies; channel optimization emphasizes omnichannel collaboration and private domain precipitation; and promotion optimization centers on brand content and word-of-mouth conversion.

3.1. Optimization of product strategy: from abundant styles to perfect strategies

Clarify product stratification: Reconstruct the product line and establish clear "blockbuster traffic-driving products (for high-volume sales), high-profit core products (for profitability), and high-end brand-building products (for brand image building)" to avoid product homogenization.

In-depth localization adaptation: Based on the real-life scenarios in the United States, launch down quilts of different thicknesses according to the north-south climate differences; develop easy-to-store and portable products for young renters; and develop anti-mite and anti-allergy fabric down products for allergy-prone individuals.

Strengthen value visualization: Clearly display fill power test reports and down traceability QR codes on product listings and packaging, and seek authoritative overseas certifications such as OEKO-TEX to build quality trust.

Complement supporting services: Enclose English-version down cleaning and maintenance guides, portable air storage bags, and after-sales service guarantee cards with the products. A dedicated customer service channel is provided to respond to users' questions about down care, which helps differentiate the company's after-sales experience and enhances the repurchase barrier through high-value-added services. Build value benchmarks: Break away from the cost-plus pricing

DOI: 10.54254/2754-1169/2026.39348

mindset and set reasonable premium prices based on the perceived value of quality in the US market and the consumption habits of American families.

3.2. Optimization of price strategy: from stratified but flawed pricing logic to value-based pricing

Build value benchmarks: Break away from the cost-plus pricing mindset and set reasonable premium prices based on the perceived value of quality in the US market and the consumption habits of American families.

Implement omnichannel price control: Establish a cross-platform price control mechanism to ensure that the prices on Amazon, TikTok, and independent websites are the same or have a reasonable price gradient, preventing the loss of credibility caused by price wars.

Introduce dynamic pricing and hedging mechanisms: Closely monitor the trend of the down raw material market, set price buffers, and establish a dynamic price adjustment system linked to market conditions.

Lock in customer lifetime value: Launch membership discounts, bundled promotions of down pillows and quilts, and exclusive repurchase vouchers for returning customers. Members can also receive priority access to new product samples and free fabric maintenance consultations in order to increase average order value (AOV) and customer lifetime value (LTV).

3.3. Optimization of channel strategy: from multi-channel layout to multi-channel collaboration

Connect the user data center: Integrate cross-platform buyer profiles, eliminate data silos, and achieve refined operations.

Improve the full-link conversion efficiency: Build a full-link process of "TikTok/Instagram content marketing→ independent website retention/precipitation→ Amazon fulfillment/conversion" to reduce traffic jump losses.

Diversify channel risks: Gradually increase the sales proportion of the independent direct-to-consumer (DTC) website to reduce dependence on the rules of a single third-party platform.

Dynamically allocate resources to high-growth channels: Maintain the market share of mature channels and increase marketing resource investment in emerging social e-commerce channels such as TikTok Shop.

4. Strategy implementation guarantee system

Organizational guarantee (specialized personnel for specific responsibilities): Reconstruct the cross-border e-commerce team and set up dedicated positions for independent website operation, short-video advertising placement, and after-sales service to ensure seamless implementation of strategies.

Financial guarantee (pre-budgeted): Allocate dedicated marketing budgets on a quarterly basis, with priority given to KOL partnerships, platform advertising, and improvements to store presentation.

Supply chain guarantee (advance preparation for peak seasons): For major U.S. shopping periods such as Black Friday and Christmas, complete inventory planning and overseas warehouse allocation two to three months in advance to reduce the risk of logistics delays.

Risk guarantee (compliance first): Establish a legal compliance team to thoroughly study tariff policies, intellectual property rights, and consumer product safety regulations to prevent trade

DOI: 10.54254/2754-1169/2026.39348

barriers and infringement risks.

Optimization of Promotion Strategy: From Short-Term Discounts to Long-Term Brand Marketing

1. Optimize the marketing budget structure: Reduce spending on price-based promotional discounts and reallocate the budget toward brand storytelling, holiday-themed marketing campaigns, and high-quality content creation.

2. Build a KOL/KOC cooperation matrix: Establish long-term and in-depth cooperation with leading home furniture/lifestyle bloggers and conduct a large number of real-life product reviews by mid-and tail-end KOCs to create a continuous stream of content marketing.

3. Improve the efficiency of advertising placement: Shift from single-type search advertising to a combination of "search advertising+precise information flow advertising+brand keyword protection", aiming to lift the proportion of organic traffic from 12% to 20% within one year.

4. Regularize word-of-mouth management: Establish a 24-hour negative review response mechanism and a user-generated content (UGC) product review incentive plan to transform real positive reviews into brand digital assets.

5. Conclusion

The problems faced by Haoyue Feather Co., Ltd. in the US market, such as product homogenization, price competition, single-channel dependence, and passive promotion, essentially stem from weak brand awareness and extensive operations. Through strategy reconstruction based on the 4P framework—namely, differentiated product stratification, value-based pricing, omnichannel collaborative operation, and brand-oriented promotion—the company can effectively overcome its growth bottlenecks. Meanwhile, the corresponding organizational, financial and risk compliance guarantees should be deployed to support the strategy execution, promoting the brand to achieve a dual leap from a "low-price, high-volume" model to a "brand premium" model and an improvement in profitability. This research focuses on a single enterprise case, and the universality of the conclusions is limited by the characteristics of the home textile industry and the specific resource endowments of the enterprise. For future research, larger samples of home textile brands can be collected to verify the general applicability of this 4P optimization framework. Besides, further quantitative research can be carried out to measure the actual impact of brand premium strategies on sales and profit margin changes.

References

[1] Zhang, X. M. (2023). Research on the brand globalization path of Chinese manufacturing enterprises under the background of cross-border e-commerce. *Journal of International Trade, 2023*(4), 45–58.

[2] Li, H., & Wang, Q. (2022). Optimization of overseas marketing strategies for home textile enterprises based on the 4P theory. *Journal of Commercial Economics, 2022*(18), 88–91.

[3] Smith, J., & Johnson, A. (2021). Consumer perception and value assessment in e-commerce bedding products. *Journal of Interactive Marketing, 55*(2), 112–126.

[4] Chen, C. Dilemmas and countermeasures for the transformation of traditional industrial and trading enterprises into DTC cross-border e-commerce.

[5] Brown, R. (2020). Cross-border supply chain management and demand forecasting in North America. *International Journal of Logistics, 41*(3), 205–219.

[6] Liu, Y. (2022). Insights into consumer behavior in European and American home markets and coping strategies for cross-border e-commerce. *Economic Review*, (9), 101–108.

[7] Miller, P., & Davis, K. (2022). Dynamic pricing strategies in multi-channel e-commerce environments. *Journal of Retailing and Consumer Services, 68*, 103045.

[8] Zhao, J. G. (2021). Research on multi-platform data synergy and omnichannel marketing in cross-border e-commerce. *China Business and Market, 35*(11), 67–75.

DOI: 10.54254/2754-1169/2026.39348

[9] Williams, E. (2023). The impact of social commerce and influencer marketing on consumer trust. *Journal of Marketing Communications, 29*(4), 389–405.
[10] Sun, L. (2022). Research on overseas social media word-of-mouth operation and user conversion for cross-border e-commerce enterprises. *E-Commerce*, (6), 52–56.