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BUSINESS PLAN

SHAN TEAROOM



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CHAPTER 1: INTRODUCTION

1.1. TOPIC BACKGROUND

In Vietnam, the custom of drinking Tea has existed for a long time. Vietnamese consider that drinking Tea is the meaning of enjoying and a humanistic and spiritual meaning: the spirit of respect of Truth. It represents the soul, emotions and personality of our Vietnamese people. Therefore, Tea drinking is an integral part of Vietnamese culture. It has become an art, a culinary hobby, but drinking Tea is also a unique and beautiful culture in Vietnam. Tea present everywhere, from holidays to weddings, Tea brings friends and family together in conversation and celebration. The cup of Tea has brought people together. Moreover, Tea also plays an ending role in every meal, every family. In other words: Tea is the beginning and also the end of a day, and then the next day opens a new day.

Drinking tea is not only beneficial to one's health, but it also aids in the relief of depression and relaxation. According to the Herbalist - Pharmacist Bang Cam (Health and Life Newspaper), tea has a high nutritional value. It includes about 400 ingredients, the majority of which are beneficial to the body. These ingredients include caffeine, theophylline, aromatic essential oils, carbohydrates, vitamins, acids, amines, and various minerals such as Calcium, Phosphorus, Iron, and others. Their main functions include refreshment, mental refreshment, weight reduction, handy diuretic, cough relief, bright eyes, etc. (Herbalist - Pharmacist Bang Cam, 2019). And, particularly in today's world of stress and worries, where people often forget to give themselves their own time and space, it's important to unwind with family, friends, and colleagues. As a result, a space to enjoy tea is the perfect place to maintain the best qualities of life.

People assume that enjoying tea is an elegant pleasure for the elderly only, but it is not. At present, several tea shops in Hanoi are receiving the enthusiastic response of many young people. Each tea shop has its style of design and recipes as well. Nonetheless, the common point is that they all aim for an authentic enjoyment space - where tea lovers can leave their worries and fatigue behind to immerse themselves in the sweet aroma of a delicious cup of tea.

Stemming from that fact, in Hanoi, several teahouses have appeared gradually with a unique form of operating, such as folk music tea style or Japanese tea style. For example, "Hien Tra Truong Xuan", a tea shop recognized by a prestigious Vietnam website - Toplist, is a well-known place for tea lovers. For many years, this is a special place to enjoy the art of Vietnamese tea. Customers will enjoy the famous teas in all parts of the country made by the father and son of tea artist Hoang Anh Suong (Toplist, 2020). Besides, "Thuong Tra" tea shop, "Tam tra"... is also frequented by many people. Such tea shops are gradually becoming the destination for many customers from every class.

However, despite being widely known, the number of such teahouses in Hanoi is not many because understanding the benefits of drinking tea in Vietnam, especially in Hanoi, has not yet been widely disseminated. That is why we, the "Shan" team, with a passion for tea, want to increase the popularity of tea among Vietnamese people not only to satisfy customers' tea-drinking needs but also to preserve our national identity.

1.2. MARKET PROBLEM IDENTIFICATION

Currently, in the Hanoi market, traditional tea shops tend to favour more ancient forms, so there is limited diversity in age and personality of people who come there. Through our consultations in some traditional tea houses, we found that most traditional tea houses target people who are about 30 years or older. Those teahouses, on a first glance at their setup, might seem a bit unattractive to young people. Therefore, we, Shan Tea shop, wish to create a tea-drinking space to suit most ages but still retain the traditional features and national identity.

- Target market: Working adults who live in Hanoi have an interest and love for drinking tea within a laid-back but classy traditional-style space.
- Competitors: Currently, tea is one of the potential markets in Vietnam, and specifically Hanoi. Therefore, there are many competitors in the industry, such as Tam Tra Quan, Vo Uu Tra Quan, Thuong Tra, Bach Hac Tra Quan, Moc Hoa Tra. On the other hand, the significant growth of the coffee chains model in Vietnam is considered the tea industry's indirect competitors.

1.3. OPPORTUNITY RECOGNITION

Hanoi is the capital of Vietnam, so it can be seen that there is a very high concentration of population. There are many banks, offices here, especially there are many schools, universities, colleges, so the number of students, lecturers, and office staff here are numerous. Therefore, in our opinion, this is a market with great potential for service sectors, especially food and entertainment services.

Besides, we have our unique blend of quality and healthy ingredients. The ingredients to create our drinks are mainly tea and the flowers that flavor the tea. Our customers will not have to worry about our drinks' harmful chemicals because the ingredients we use come entirely from nature. That is why, along with the skillful combination between tea and flowers and drinks of Shan Tearoom will bring perfect health such as cooling the body,, preventing acne, effective from within and long if using the product for a long time. This factor will increase our customers' trust and will likely continue to support us for the long term.

1.4. COMPANY INTRODUCTION

Name of project: Shan Tearoom

Scope of business: Providing beverage services

Business model: Tea shop serves mainly flower-marinated tea with traditional specialties of Vietnam

Business Card:



Logo



Slogan

Our slogan has meaning: Trải nghiệm của riêng bạn (make your own experience)

Vision: At Shan Tearoom, we aim to bring people together and share the moments, talk about small stories in everyday life within a peaceful, tranquil space, sipping tea and enjoy the flavor of life. We believe that what we do can create a cohesion of positive relationships and experiences of ones who come to our store and bring it out to the world.

Mission: With a passion for tea, one of Vietnam's national identities, we strive to be a friendly, healthy, and healthy presence wherever we serve or appear. Our mission is to preserve and develop the traditional beauty of Vietnamese tea drinking.

Core value: The best way to maintain customers' trust and loyalty is our dedication to serving customers every day. That means we have to know what we stand for and act in a standard way. At the Shan Tea Room, our values determine our reputation. Those values can be expressed as the following ideas:

- BE TRADITIONAL - Bringing the beauty of tea drinking culture to our customers.
- BE NATURAL - Our tea is always made of the most organic and natural ingredients.
- BE HEALTHY - We are always on mission to research and develop our product with various uses that are good for health.

Target of SHAN Tearoom

- During the first six months, first establish the shop, perfect the decoration, open the store to business, and achieve sales of VND 100 million per month.

- In 2022 payback and achieve revenue of 200 million VND per month
- The target by 2026 (5 years) to achieve a solid growth of 10% / year and the business size to reach 3 billion VND.

Location:

Our store is located at no.153 Trich Sai Road, Tay Ho district, Hanoi

Design of SHAN Tearoom

We design and decorate our store as vintage as Hoi An architecture from around the 16th-19th century. This might give customers a nostalgic feeling of Vietnam from some older day. Together with a color scheme of green, yellow and brown, we represent a classy part of the traditional design.

The main color gamut is warm yellow, woodwork are brown or green.



Figure 1.4. 1 Design of Shan Tearoom 1



Figure 1.4. 2 Design of Shan Tearoom 2



Figure 1.4. 3 Design of Shan Tearoom 3



Figure 1.4. 4 Design of Shan Tearoom 4



Figure 1.4. 5 Design of Shan Tearoom 5



Figure 1.4. 6 Design of Shan Tearoom 6

1.5. PRODUCTS AND SERVICES

1.5.1. Products

We divided our menu into 3 main categories: the first is flower-marinated tea, the second is original tea and the third is tea mix; besides, we also provide the Vietnamese traditional foods such as Che Lam or Peanut candy, and other side dishes.

SHAN TEAROOM			
No1. Trà ướp hương trên nền trà Shan Tuyết <i>Flower-marinated Tea</i>			
	Giá theo cốc Price per Cup	Giá độc ẩm (1 người/single pot)	Giá quần ẩm (từ 3 - 5 người/group pot)
Nhài: Jasmine	40.000vnd	50.000vnd	100.000vnd
Bưởi Pomelo flower	40.000vnd	50.000vnd	100.000vnd
Sen Lotus	55.000vnd	65.000vnd	130.000vnd
Ngâu Aglala duperrreana	40.000vnd	50.000vnd	100.000vnd
Gừng Ginger	40.000vnd	50.000vnd	100.000vnd
Mộc quế Osmanthus fragrans	40.000vnd	50.000vnd	100.000vnd
No2. Trà nguyên chất <i>Original Tea</i>			
Trà Ô Long Oolong Tea	40.000vnd	50.000vnd	100.000vnd
Shan Tuyết Shan Tea	40.000vnd	50.000vnd	100.000vnd
Hồng trà Black Tea	40.000vnd	50.000vnd	100.000vnd
No3. Trà hoa <i>Tea mix</i>			
Trà đậu biếc chanh mật ong <i>Butterfly pea tea with lime & honey</i>	45.000vnd	90.000vnd	
Trà cúc vàng táo đỏ kỷ tử <i>Yellow daisy tea with red algae & wolfberries</i>	45.000vnd	90.000vnd	
Trà hoa bất tử <i>Stavflower tea</i>	45.000vnd	90.000vnd	
Trà cam quế mật ong <i>Cinnamon orange tea with honey</i>	45.000vnd	90.000vnd	
No4. Đồ ăn kèm <i>Side dishes</i>			
Thạch hoa quế <i>Osmanthus fragrans Jelly</i>	20.000vnd		
Thạch hoa đậu biếc <i>Butterfly pea Jelly</i>	20.000vnd		
Bánh đậu xanh/ Chè lam/ Keo lạc <i>Green bean cake/ Che Lam/ Peanut Candy</i>	5.000vnd		
No5. Extra			
Sữa tươi <i>Fresh Milk</i>	10.000vnd		
Mật ong <i>Honey</i>	10.000vnd		

Figure 1.5.1. 1 Menu of Shan Tearoom

1.5.2. Services

The regular serving process at SHAN Tearoom is:

When customers enter the shop, a service staff will greet them and guide them to choose a suitable table to sit down. Then, the service staff will bring the menu for them to order, together with a glass of water for each customer. After that, the barista will prepare the beverage, the service staff will bring the beverage to the table and perform tea making or guide the customers to make the drink on their own along with instruction pamphlets.

CHAPTER 2: MARKET ANALYSIS

2.1. MARKET ANALYSIS SUMMARY

2.1.1. Industry overview

In recent years, the food and beverage industry (F&B) in Vietnam has been evaluated as one of the culinary service industries with the most strong and long-term development potential today.

According to VietnamReport, F&B holds the highest proportion in Vietnamese spending expenditure, accounting for 35% of monthly spending and 15% of the country GDP; this number is forecasted to continue to increase, when socio-economic development, people's living standards are improved, especially the middle class in society is rising. Research data from Statista shows that the revenue from the F&B market in Vietnam reaches 200 billion USD in 2019, up 34.3% compared to 2018. And it is expected that by 2023, the revenue of this industry will be doubled to approximately \$ 408 billion.

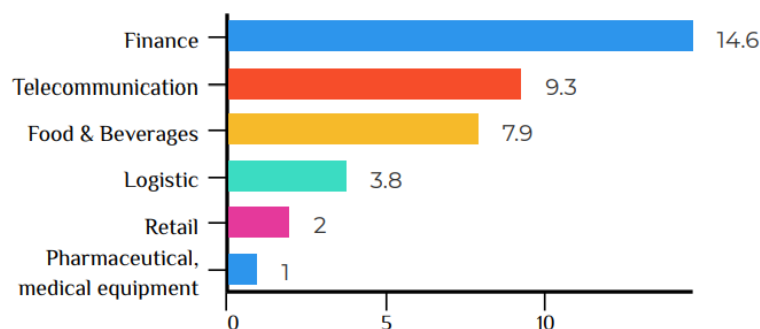


Figure 2.1.1. 1 Proportion of Revenue in VNR500,2019 – The Industries with High Potential Growth
(Unit:%) (BritCham Vietnam, 2019)

The F&B sector accounted for 7.8% of Vietnam revenue in 2019 according to VNR500 ranking and is considered to be the fastest-growing industry in both quantity and quality.

Statistics of Dcorp R-Keeper Vietnam and Statista show that the F&B industry in Vietnam currently has 540,000 food and beverage shops, 22,000 coffee shops, bars and more than

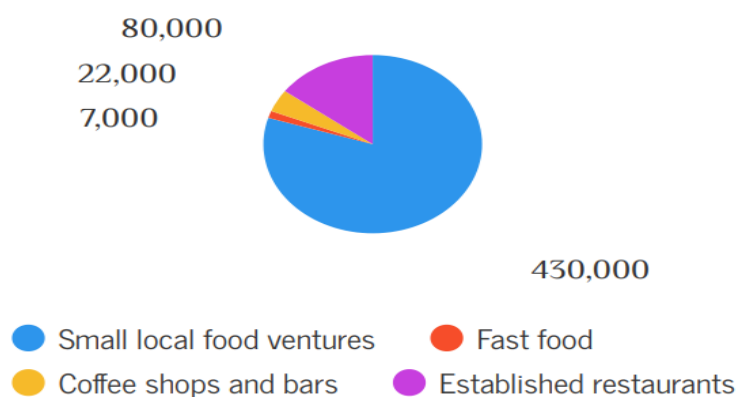


Figure 2.1.1. 2 Total number of Food & Beverage shops in Vietnam (BritCham Vietnam, 2019)

80,000 chain model restaurants. It is forecasted that this industry in Vietnam will have a 5-6% growth rate in the period 2020 - 2025.

Nielsen calculates, by 2022, Vietnam has about 33 million people classified in the urban middle class and will increase to 95 million by 2030. The middle class includes households with a cost of consumption. over 15 USD / person/day, of which 30-40% of income is spent on drinks and food (Nielsen, 2019).

2.1.2. PESTEL analysis

Political factors

The Vietnam Communist Party is a political organization, involving a critical role and deep involvement within the political and legal of Vietnam.

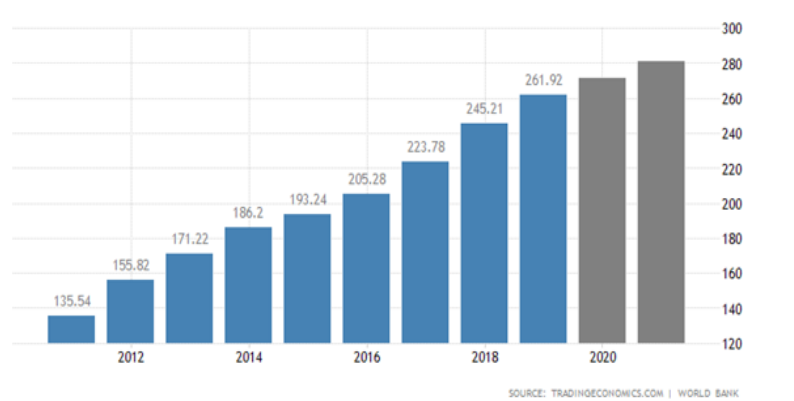
The president is the elected head of state and the commander-in-chief of the military, while the prime minister is the head of state.

The Vietnam Government has issued a number of policies to support the tea sector. The policies aim to support households and individuals who are farmers, cooperatives, agricultural production co-operatives in the province and policy implementation agencies.

For instance, the government also had a Regulations on the implementation of policy on supporting agricultural production development in Lai Chau Province for the period 2017-2021, this policies about the development of tea plants for concentrated raw material areas, such as support 100% of the price of new plant varieties, support 100% of primer fertilizers (inorganic fertilizers or synthetic microbiological fertilizers) according to the process; support for land conversion, reclamation and land preparation.

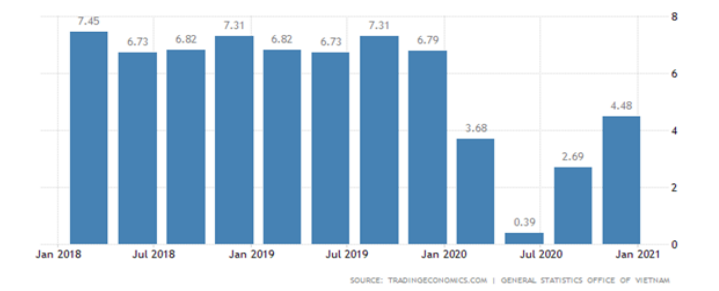
Economic Factors

- GDP: The Gross Domestic Product (GDP) in Vietnam was worth 261.92 billion US dollars in 2019, according to official data from the World Bank and projections from Trading Economics. The GDP value of Vietnam represents 0.22 percent of the w world economy.



2.1.2. 1 GDP of Vietnam in years (Tradingeconomics, 2019)

- GDP Annual Growth rate: Vietnam's gross domestic product advanced by 4.48 per cent year-on-year in the fourth quarter of 2020, accelerating from a marginally revised 2.69 per cent growth in the previous period, as the economy gradually returned to normal conditions, after loosening the lockdown measures to contain the spread of the coronavirus, the preliminary estimate showed. Considering the whole year of 2020, the economy expanded 2.91 per cent from a year earlier.



2.1.2. 2 GDP Annual Growth rate of Vietnam in years (Tradingeconomics, 2021)

- Inflation rate: The consumer prices in Vietnam dropped 0.97 per cent year-on-year in January of 2021, reversing from a 0.19 per cent rise in the previous month, mainly due to a fall in prices of both transport (-10.27 per cent vs -11.68 per cent in December 2020) and housing & construction materials (-3.55 per cent vs 0.19 per cent), while food & catering services inflation eased (1.03 per cent vs 2.68 per cent). Meantime, prices continued to increase for both education (4.13 per cent vs 3.80 per cent) and textiles, footwear, hat (0.47 per cent vs 0.37 per cent). Annual core inflation, which excludes volatile items, fell to 0.49 per cent in January.



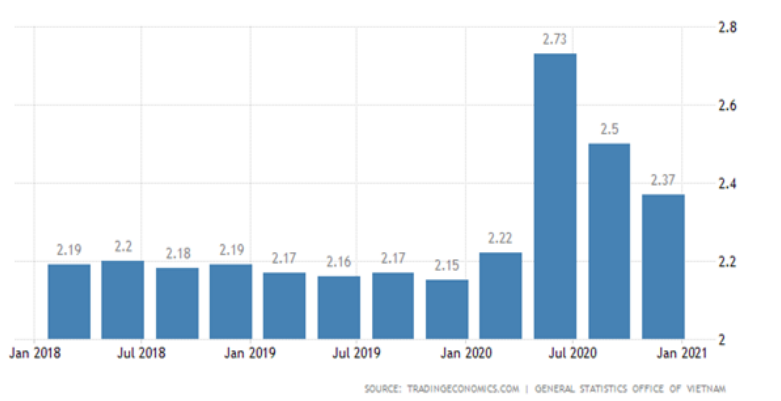
2.1.2. 3 Inflation Rate of Vietnam in years (Tradingeconomics, 2021)

- GDP per Capita: The Gross Domestic Product per capita in Vietnam was last recorded at 1964.50 US dollars in 2018. The GDP per Capita in Vietnam is equivalent to 16 percent of the world's average.



2.1.2. 4 GDP per Capita of Vietnam in years (Tradingeconomics, 2019)

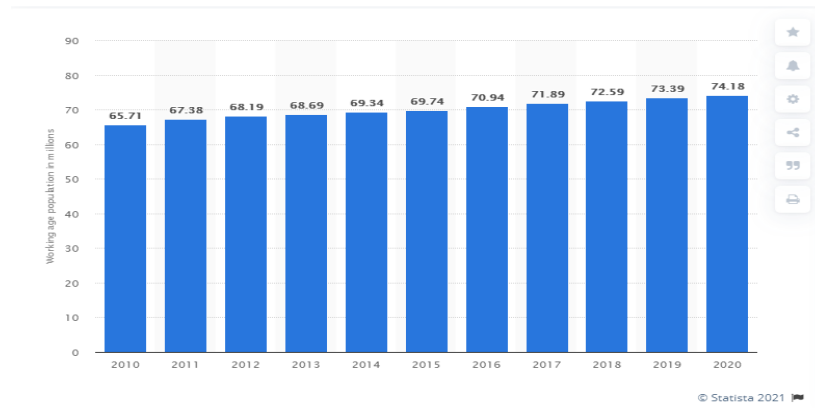
- Unemployment rate: The unemployment Rate in Vietnam decreased to 2.37 per cent in the fourth quarter of 2020 from 2.50 per cent in the third quarter of 2020.



2.1.2. 5 Unemployment Rate of Vietnam in years (Tradingeconomics, 2020)

Social Factors

The total population of Vietnam is around 96 million (Worldometer, 2020). The median age in Vietnam is 32.5 years. An emerging middle class is growing rapidly in the country and is expected to reach 26% by 2026 (The World Bank Group, 2020). Though Vietnam has made massive economic progress over the years, there is a growing concern about wealth distribution. The gap between the rich and the poor is very huge and growing further..



2.1.2. 6 Working age population in Vietnam from 2010 to 2020 (in millions) (Statista, 2021)

In 2020, the working age population in Vietnam amounted to approximately 74.18 million people. In that year, the population of Vietnam was approximately 97 million people.

Drinking tea is considered a routine daily for Vietnamese. Unlike Japanese or British tea etiquette, Vietnamese tea culture does not require as many rituals to enjoy this healthy drink. In fact, sipping tea is a familiar activity yet a subtle art in Vietnam. Vietnamese often drink tea after meals to help digestion and cleanse the smell of food. Depending on their age and purpose, people will pick different types of tea. According to statistics, at present, each Vietnamese person consumes about 0.47 kg/tea/year, the domestic consumption output is about 45,000 tons of green tea.

Technology factor

The reality is that tea production is still facing many major challenges:

- Production is still mostly on farm households (accounting for 65% of the area).
- Difficult to concentrate on applying modern technology and farming methods.
- Small, fragmented and less focused on one profession
- Lack of production organization and value chain management
- Production is also spontaneous, according to the movement
- Investment in intensive farming is low
- Lack of job skills
- Low quality products and lack of food safety
- Difficult to attract domestic and foreign investors.

Links among actors in the value chain of the tea industry in Vietnam are weak, especially between enterprises and farmers. There are many levels of middlemen collectors involved

in the value chain which reduces the quality of tea during the gathering and delivering process.

On the other hand, realizing the situation, the Vietnam government has brought several policies such as Decree on Mechanism and policies on encouraging investment in agriculture and rural resources, implemented many activities to encourage people to invest in tea development. Thanks to that, people have bravely brought many machines into tea production. In which, people reciprocate 50% of the value of machinery.

Environmental Factors

Vietnam is located in South-Eastern Asia, bordering the Gulf of Thailand, the Gulf of Tonkin, and the South China Sea, alongside China, Laos, and Cambodia.

Vietnam's area is 329,560 km² in total including 325,360 km² of land and 4,200 km² of water surface. Vietnam's terrain is a low, flat delta in the South and North. Vietnam has more than 4,700 km of land border and 3,444 km of coastline generate a strategic advantage for trade development.

Rapid economic development has led to unsustainable exploitation of natural assets that may impact the future potential for growth. Vietnam is badly affected by air pollution. Similarly, water pollution is a big problem and has a significant impact on human health.

Vietnam has very suitable soil and climatic conditions for the development of the tea industry. Vietnam already has various famous tea such as: Shan Tuyet (Ha Giang), Suoi Giang (Yen Bai), B'lao tea, Cau Dat Oolong tea ... Tea industry attracts a large workforce, more than 6 million people in 34 provinces, especially the northern and western mountainous provinces. Currently, Vietnam is also a tea producer and exporter ranking the fifth in the world.

Legal Factors

Vietnam has a one-party ruling system with unicameral National Assembly (NA). The country became a member of the United Nations in 1977, a member of the Association of Southwest Asia Nations (ASEAN) in 1995, the Asia-Pacific Economic Conference (APEC) in 1977, and WTO in 2006.

In July 1995, diplomatic relations with the USA were re-established, followed by the BTA in 2000 and the permanent Normal Trade Relation (PNTR) in 2007. Together with the

WTO membership, the BTA with the USA, many other bilateral agreements and international conventions help to strengthen the political and economic status of Vietnam. By now, Vietnam has diplomatic relations with 167 countries and territories and trade relations with more than 150 countries.

After the EVFTA Agreement comes into effect, tea import tax to EU countries will be fully exempted, which is a huge opportunity to expand markets for Vietnamese tea exporters. Therefore, Vietnam needs to strengthen the chain of links between tea production and consumption, improve the quality of tea products, and promote the national brand of Vietnamese tea in the international market to take advantage of this agreement.

2.2. TEA IN VIETNAM

Vietnam is known as one of the largest tea growing and exporting areas. The northern and North-Central mountainous regions are the main areas for tea plantations in Vietnam. Tea is a high-volume commodity. In Vietnam, tea is planted in 34 of 64 provinces all over the country and cities growing tea with a total area of 123 thousand hectares.

Tea appeared to be an indispensable part of Vietnamese culture. Tea has been consumed in Vietnam for centuries by everyone regardless of their social or educational status. Most homes have a ceramic tea set, and a hot cup of tea is considered a basic courtesy when a guest arrives. Tea plays an important role in Vietnamese's daily life.

The demand for tea consumption of Vietnamese people is always high. Especially on Tet holidays or important events. Not only for daily drinking, but tea can also be used as gifts for greeting occasions. Therefore, domestic tea consumption is also always at a stable level.

The Department of Crop Production (Ministry of Agriculture and Rural Development) said that, according to statistics, at present, each Vietnamese person consumes about 0.47 kg/tea/year, the domestic consumption output is about 45,000 tons of green tea. In particular, the price of tea consumed domestically currently has an average price of 8-10 USD / kg, the average volume per person in the Tea segment is expected to amount to 1.0kg in 2021 (Statista, n.d.).

2.3. ANNUAL GROWTH RATE

Revenue in the Tea segment reached 552 million USD in 2020. Sale of tea export office quota is estimated that the whole year will reach 220 million USD. Domestic sales reached 315 million USD. The sale of tea export small quota is 17 million USD and the total revenue of the tea industry was 552 million USD in 2020. The market is expected to grow annually by 7.5% (CAGR 2021-2025).

Domestic tea consumption stands at 45,000 tonnes in 2020 with a product structure of 51% of black tea, 48% green tea and other 1% tea, raking in 315 million USD. The sector has been challenged this year by various hardships triggered by COVID-19, with disrupted supply, export contracts delayed, and lower tea prices sought, while transport costs remain high (Phạm Hiếu, n.d.).

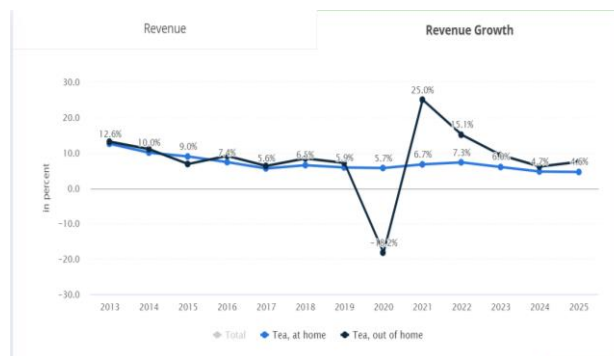


Figure 2.3. 1 Revenue Growth Rate of Tea Segment in years (Statista, n.d.)

2.4. MARKET TREND ANALYSIS

In terms of increasing disposable income, a high proportion of the young population and a growing middle class, consumers gradually become intelligent and lead a green and healthy lifestyle through the use of organic and clean foods. For at least the next 3 years, organic food and the use of environmental protection materials and packaging are forecasted to experience a milestone. A number of government health campaigns have been launched, and the awareness of people about food safety, clean food has also been raised. Although this has just emerged, it is a good indication of the fact that there is still room for growth of this niche market. Promoting health-related benefits in products has also become more being involved with many manufacturers in Vietnam.

Experts in the food & beverage industry also believe that organic and natural-origin as well

as convenient and one-of-a-kind products for young people will be the main trends in the market in the near future.

A quick survey of consumer behaviors in the country's two major cities, Hanoi and Ho Chi Minh City, conducted in September 2019, also shows that consumers' top priorities when buying foods and drinks are Nutritious (60.3%) and Organic (51.5%).

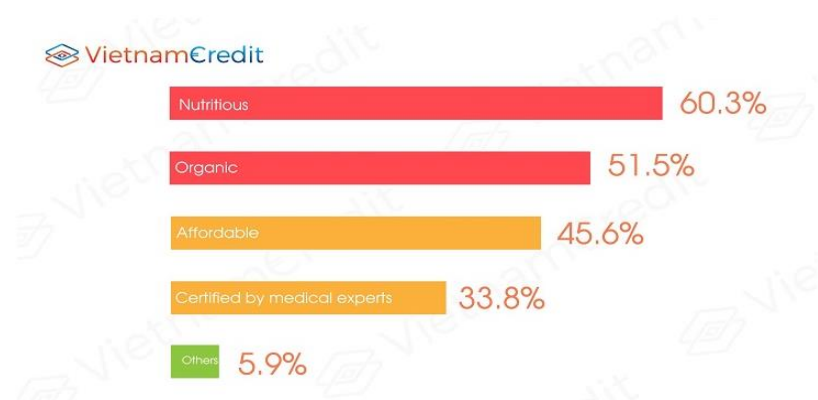


Figure 2.4. 1 Survey of Consumer Behaviors in Hanoi and Ho Chi Minh City in 2019 (VietnamCredit, 2021)

2.5. OVERALL COMPETITION

With the decline of the milk tea trend in recent years, it can be seen that the milk tea firms and shops in the region have gradually decreased and are no longer as bustling as before.

In the Hanoi area, there are numerous teahouses, such as “Thuong Tra Quan”, “Thien Son Tra Quan”, “Moc Hoa Tra”, “Hien Tra Truong Xuan”, “Vo Uu Tra Quan”. Furthermore, each of the tea houses – which have been shown above, have their own signature and specialty products as well as unique decorations, that’s why their reputation in the teahouses industry has been well-known broadly.

Otherwise, the growth of the major coffee chains is remarkable. Not only the revenue, but also the number of stores have increased significantly in years.

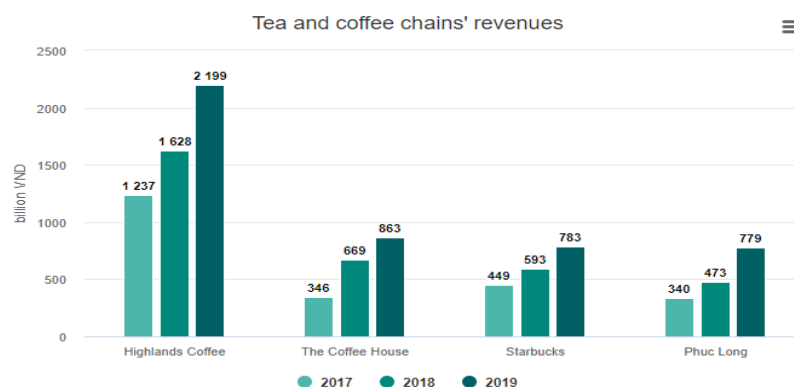


Figure 2.5. 1 Tea and Coffee Chain’s Revenue in Vietnam per year (VnExpress, 2019)

Highland still occupies the top position in terms of revenue, while the race for No. 2 is no less fierce by Starbucks, Phuc Long, and The Coffee House. Wandering around the big buildings and commercial centres, Highlands Coffee is making a big leap after the slowdown. In 2019, the Cao Nguyen Coffee Service Joint Stock Company - the owner of the Highlands Coffee chain, recorded revenue of nearly VND 2,200 billion, an increase of 35% compared to the previous year.

On the other hand, In 2019, the revenue of The Coffee House chain reached 863 billion VND, an increase of nearly 30% compared to 2018. Otherwise, Starbucks is ranked at third place in terms of growth rate with 783 billion VND in 2019, behind Phuc Long's 65 per cent and Highlands Coffee's 35 per cent. In contrast, as a coffee chain associated with milk tea, Phuc Long achieved revenue of nearly VND 780 billion in 2019, an increase of 65% compared to the previous year. Revenue growth was expanded as this chain expanded its network, moving to the north of Vietnam.

2.6. MARKET SEGMENTATION

2.6.1. Customer segmentation (Demand size)

Below, in the graphs provided by Statista Global Consumer Survey in October 2020, we could briefly observe an illustration of customer segmentation by age, income, and gender in Vietnam.

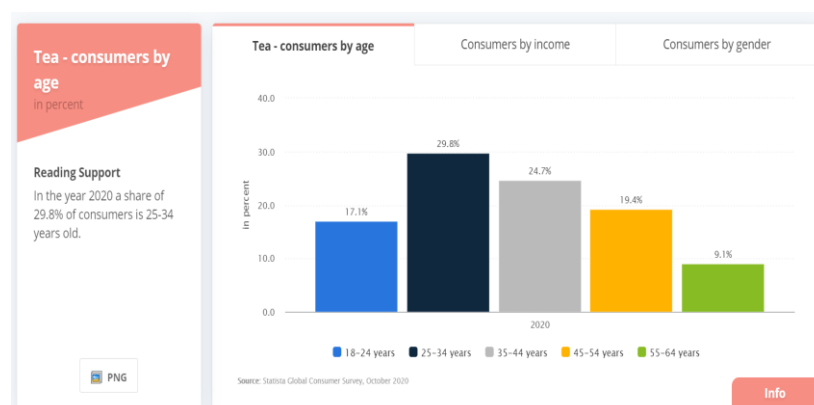


Figure 2.6.1. 1 Tea Consumers by Age (Statista, n.d.)

At the first glance, the graph shows that a large portion of tea consumers are in the age of 25 to 34 years (29.8%), and just below is the 35 to 44 years group (24.7%).

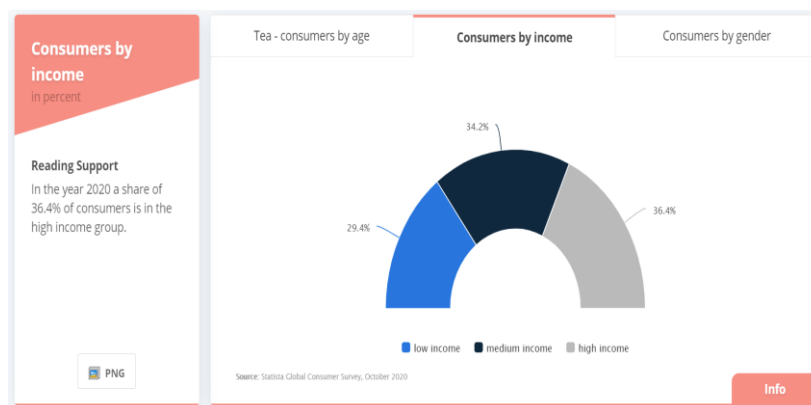


Figure 2.6.1. 2 Tea Consumers by Income (Statista, n.d.)

By the World Bank, in 2020 the income levels are divided into 4 groups: Low income (under \$1,036), low-middle income (\$1,036 - \$4,045), high-middle income (\$4,046 - \$12,535) and high income (above \$12,535)

By income, Statista divided consumers into low, medium, and high-income groups, which take 29.4 percent, 34.2 percent, and 36.4 percent, respectively. In other words, even though every Vietnamese from any income group is consuming a relatively equal amount of tea, the middle and high income groups clearly have a quite bigger interest in the beverage.

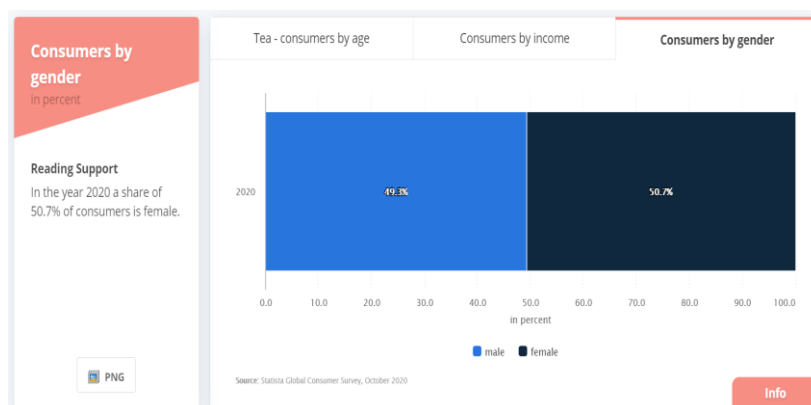


Figure 2.6.1. 3 Tea Consumers by Gender (Statista, n.d.)

The differences between the two genders of consumers are not remarkable. Female tea drinkers exceed male drinkers only by 1 percent.

2.6.2. Target segments

We conducted a survey on North-Vietnamese's (mostly Hanoi-an) tea-drinking habits for a deeper understanding of the market. It included a total of 317 respondents. The results relating to this section are demonstrated in the charts below.

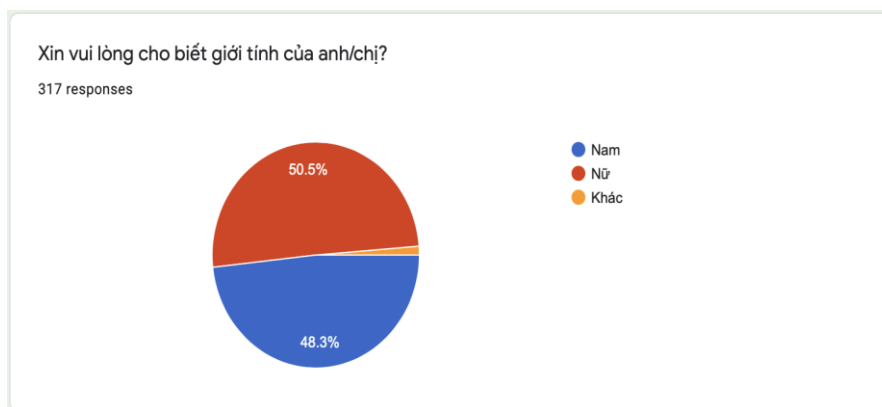


Figure 2.6.2. 1 Our survey - Respondents

The genders of respondents are roughly the same on male and female with 50.5 percent of females, 48.3 percent of males, and only 1.2 percent “rather not say”.



Figure 2.6.2. 2 Our survey – Respondents’ Age

A vast majority of the respondents (58%) are from 18 to 25 years old. Following up age groups are: over 45 with 16.4 percent, from 26 to 35 with 15.1 percent, and 36 to 45 with 10.4 percent.

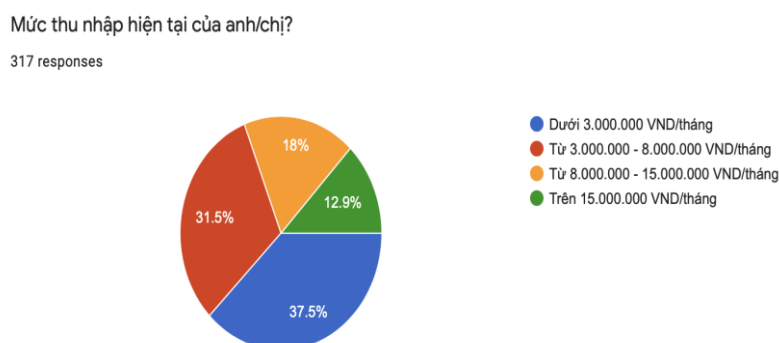


Figure 2.6.2. 3 Our survey – Respondents’ Income

Our respondents' income (in VND) is diverse in the four ranges: under 3 million per month, 3 to 8 million per month, 8 to 15 million per month, and over 15 million per month. A large portion of the pie chart consists of people with income under 8 million VND per month (69%), and the rest (31%) have income over 8 million.

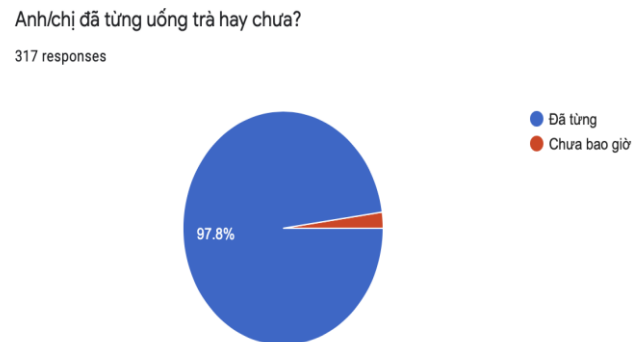


Figure 2.6.2. 4 Our survey – Number of Tea Drinker

Most of the respondents (97.8%) have had tea in the past. Only 2.2% of them (7 people) have never had tea before.

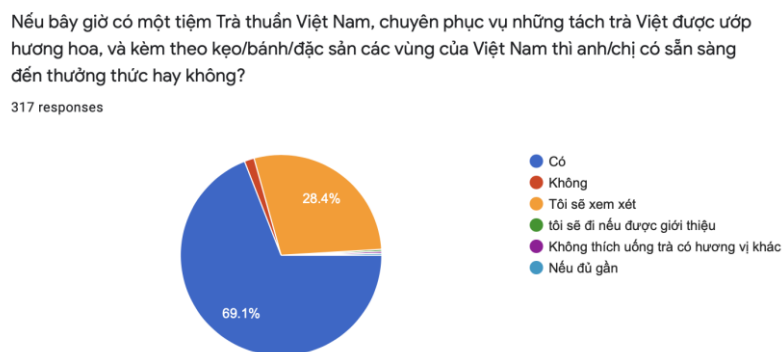


Figure 2.6.2. 5 Our survey – The Interest Level of Respondents on Our Business Model

As our final question to the survey, we ask them about their willingness to go to a new traditional tea place with specialties in Vietnamese flower-marinated tea. 69.1 percent of the respondents are willing to go there, 28.4 percent would consider it, and only 1.6 percent of them give a straight “no” to the question. Other responses could be listed under “no” or “considering.”

Conclusion of the survey

Our survey got a large number of respondents in the range of 18 to 25 years old, however, a large portion of this group consists of people with income under 8 million VND per month and generally don't spend a lot of time in a tea house or don't really have much of an interest in a traditional tea place. On the other hand, with the mass number of coffee shops in Hanoi, a traditional tea shop might not be the first choice for most of those young Hanoi people. Many of them might find spending their time in a coffee shop easier and less time-consuming. Hence, we decided to set our target group at a more mature age within a higher income group.

Our target segments

We range our target customers from 25 to 35 years old, both males and females who live in Hanoi. We focus on customers from the middle and upper class who love traditional tea, who enjoy spending time on a long quality conversation, need a decent space for taking photos or a tranquil working environment. We divide our target into two groups:

- Young adults (25 to 30 years old) who are young and have moderate to high income are mainly focused customers. This group consists of working professionals and office workers who mostly need a quiet and classy place to rest at lunch break, to spend their free time on the weekend, to meet up with their clients or to work outside of their usual workplace. Additionally, with our traditional clothes rental service, we are able to attract a relatively large number of people (mostly female) from the group.
- Adults (30 to 35 years old) who have a high income are also potential customers. This group consists of mostly moderate to high-level professionals or businessmen who need a tranquil environment to work, to meet up with clients, friends or simply ones that have the love for tea drinking and enjoy a cup of flower-marinated tea in their free time.

Our newly established tea shop mainly focuses on gaining market share from Hanoian people with stable incomes. However, due to our advantage of geographical location, another important segment of potential customers could be established:

- Foreigners: This group consists of foreigners of own ages and genders. Since the West Lake area is majorly popular for foreign tourists to stay when they visit Vietnam or for the expatriates to live, they may become a crucial passersby customer group.

2.6.3. Specific target customer portrait

Demographics

- Age group: 25-35
- Gender: both
- Education: graduate
- Occupation: Office-worker
- Location: Live in Hanoi

Psycho-graphics

- Interest: Art, Healthy lifestyle
- They come to our tea shop to find a less stressful place to spend their free time or enjoy life at a much less busy pace.
- They are concerned about the quality of their beverage, quality of service, and the place's tranquility.
- Potential turn-off: dirty table or floor
- They would recommend our business to a friend if the product's quality, the decorations suit their interest.
- They would come to our shop once a week and would mainly purchase for themselves

2.7. COMPETITION

2.1.2. Competitors

In the gourmet teahouse industry, competition depends on the quality of teas, knowledgeable tenders, and cultivation and education of a loyal customer base. In Vietnam, specifically Hanoi, there are numerous tea houses as well as coffee shops. Customers can easily find and experience a teahouse or a coffee shop around Hanoi city by themselves. With the growth of the Food & Beverage Industry in recent years, the model of coffee chains is taking the lead with spectacular growth figures, such as Highlands Coffee, The Coffee House. Nevertheless, the demand for organic products in Vietnam is increasing significantly, thus the teahouses model is considering having a broad number in the near future. To compete equally, knowing the competitors distinctly will help the business plan more effectively. Therefore, there are both direct and indirect competitors in Hanoi that are affecting our teahouse.

2.1.3. Direct competitors: SWOT

In Hanoi, the number of teahouses in Hanoi have risen distinctly considering the demand for organic products and a spacious place to relax during the day. In that case, there are three teahouses, which “Tiem Tra Shan” is taking into consideration as direct competitors. These teahouses have built a solid reputation in the market as well as among tea lovers around Hanoi.

Quan Tra Thanh Thoi

- Location : 231 Trich Sai Street, Buoï Ward, Tay Ho District, Hanoi..
- Design : Minimalistic, elegant style with simple white - brown tones, Modern style mixed with a bit of classic, brings us to a quiet, peaceful space.
- The teahouse menu centre has an extraordinary diverse fruit tea with its own unique flavour.
- Quan Tra Thanh Thoi has 3 floors with a lake view.
- Indoor and outdoor space.
- The menu has many choices including a variety of teas from hot to cold, in addition to a number of sweet cakes.
- Price : 35.000 VNĐ – 90.000 VNĐ

Vo Uu Tra Quan

- Location : Number 3, Vo Van Dung Street, Dong Da District, Hanoi
- Design : spacious and quiet, decorated with Asian style (but not with a fixed style: pictures of India, Nepal; Vietnamese calligraphy; staff wearing kimonos and ao dai ...)
- The shop has 3 floors, the first floor is a tea room with natural light, the second floor has air conditioning, lots of windows and green trees, the third floor is a tea meditation, yoga and a bookcase.
- On Wednesday and Saturday nights, there are traditional music performances with zither, flute, gourd, guitar ... In addition, there are also meditation, yoga classes ...
- At Vo Uu, serving and selling various types of teas from hot to cold , crafted from natural flavours, delicious and nutritious.
- Price : 30.000VNĐ – 70.000VNĐ

Thuong Tra

- Established in 2010, “Thuong Tra” is widely known among tea lovers.
- Location : Room 301, collective 2 Tong Dan, Hanoi. Center of Hanoi City.
- Design: Ancient, unique, gentle and delicate, the space has a nostalgic hint of Hoi An.
- Indoor and outdoor space.
- Variety of teas to enjoy (traditional teas, flower teas, scent teas,..)
- Side dishes : green bean cake, lotus seed coated with sugar, peanut candy, ”Cha” cake.
- Price : 50.000VNĐ – 200.00VNĐ.

In the context of the increasing competitions in the market, knowing about the strength and the weakness of competitors is essential for the business. Here are the SWOT analysis of the top 3 rivals in the teahouses market.

<i>Competitors</i>	<i>Strengths</i>	<i>Weakness</i>	<i>Opportunities created</i>	<i>Threats represented</i>
<i>Thanh Thoi Tra Quan</i>	<ul style="list-style-type: none"> - Located at Hanoi Centre (Ho Tay District) - Modern style mixed with classic. - 3 floors included indoor and outdoor. - View of West Lake. 	<ul style="list-style-type: none"> - Does not sell online. 	<ul style="list-style-type: none"> - Online sale. 	<ul style="list-style-type: none"> - Not only selling tea-drinking products but also smoothies, juices.

<p><i>Vo Uu Tra Quan</i></p>	<ul style="list-style-type: none"> - Decorated with Asian style (but not with a fixed style: pictures of India, Nepal; Vietnamese calligraphy; staff wearing kimonos and ao dai ...) - Traditional music performances, and also mediation, yoga classes. - 3 floors included indoor and outdoor. - Selling raw tea products. 	<ul style="list-style-type: none"> - Does not sell online. 	<ul style="list-style-type: none"> - Online sale. - Vietnam traditional style. 	<ul style="list-style-type: none"> - Not only selling tea-drinking products but also smoothies, juices.
<p><i>Thuong Tra Quan</i></p>	<ul style="list-style-type: none"> - Widely known among tea lovers. - Located at Hanoi Centre. - Decorated with Hoi An style. - Variety of teas 	<ul style="list-style-type: none"> - Does not sell online. - Space is limited with one floor only. - Can't contain many customers at once. 	<ul style="list-style-type: none"> - Online sale. - Offering a spacious place for customers. 	<ul style="list-style-type: none"> - Offer a competitive price. (50.000-200.000VND)

	to enjoy (traditional teas, flower teas, scent teas,..)			
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Table 2.1.3. 1 Competitors' SWOT Analysis

2.1.4. Indirect Competitors

Indirect competitors are businesses that offer slightly different products and services, but target the same group of customers with the goal of satisfying the same need. These are sometimes also known as substitutes. The indirect competitors here are known as the coffee chains in Vietnam.

In Vietnam, the five biggest coffee chains account for 15.3 percent of the market share, of which, Highlands Coffee holds 7.2 percent. Revenue of Highlands Coffee reached VND 2,200 billion in 2019, up 35%, and continues to reach new peaks. In 2020, the number of Highlands Coffee shops in Vietnam is estimated at 311 stores. This brand goes up by hitting on coverage instead of customer taste. Maintaining a simple and easy-to-choose beverage menu but Highlands is creeping through the big buildings and shopping centers, present in prime locations (VnExpress, 2019).

The second place is The Coffee House. Established in 2014, The Coffee House has over 152 stores nationwide. In 2019, The Coffee House's revenue had an increase of nearly 30% compared to 2018, reaching 863 million VND. The difference of this chain is that it does not invest in stores in golden locations, but has a rich menu of drinks, affordable prices, high-speed wifi, large area, targeting young customers (VnExpress, 2019).

2.2. BUSINESS STRATEGY ANALYSIS

2.2.2. SWOT of SHAN Tearoom

Strengths	Weaknesses
<ul style="list-style-type: none"> - West Lake location - Abundant variety of flower-marinated tea 	<ul style="list-style-type: none"> - New business - Not yet have much experience or reputation in F&B business

<ul style="list-style-type: none"> - 100% organic ingredients - Partnership with some delivery app business 	
Opportunities	Threats
<ul style="list-style-type: none"> - Could attract a large number of customers on the weekend - Foreign tourists and expats would be interested in a traditional tea place - Could earn royal customers who are health-conscious - Online sales 	<ul style="list-style-type: none"> - Threat of substitutes products is high, due to the low interest in traditional tea of young people and the mass number of coffee or bubble tea shops - A more complicated development due to the Covid-19 pandemic might shut the place down unexpectedly

Table 2.2.2. 1 SWOT of Shan Tearoom

2.2.3. Value proposition

Product Value

- Healthy
- Various types of flower scent
- Quality organic ingredients: Ingredients are selected through a strict process, fresh, and suitable for food safety and hygiene
- Classy traditional but youthful image

Service value

- Attentive, professional staff, who are dedicated to guiding customers to order and enjoy their drinks
- Delivery service available through Now, Baemin, Frab food
- Security guards are always looking after motor vehicles for customers

Satisfying customers' needs

- Provide a calming, tranquil atmosphere: assure to provide consumers with an elegant, comfortable space to enjoy their tea
- Free wi-fi, charging slots available

- Provide takeaway paper cups
- Creating a friendly and professional environment

Unique selling proposition

Our customers choose their own tea-drinking experience.

As we learned from the survey, many potential customers don't have adequate knowledge of tea making or understanding the process's simplicity. Therefore, to avoid long dry and boring lectures on the history or how to make tea and educate them, we need to provide our customers a more efficient way to engage them in the tea-making process and a deeper understanding of the product. Therefore, along with traditional service, we offer them an option to make tea on their own by giving out an instruction pamphlet or with direction from our staff.

This way, on the other hand, we can also create the feeling of affinity and being in-group with our business culture as they find accomplishment in learning something new with us.

Below is a demonstration of the instruction pamphlet:



2.2.4. Competitive advantages

Our business follows a differentiation-focus strategy to develop our competitive advantage.

In the narrow market segment of tea drinkers, we focus on people from 25-35 years old.

Within that segment, we strive to appeal to health-conscious customers with our 100%

natural and organic ingredients and our specialties of various types of flower-marinated tea plus various types of side snacks. In comparison with our competitors, who generally only specialize in one or two types of flower-marinated tea, our shop provides them with a more abundant variety of choice.

Additionally, unlike most other traditional tea shops, we offer our customers a choice of tea for individuals or takeaways. Our partnership with Grab Food, Baemin and Now is one large advantage for us to enable and increase online sales.

Moreover, we have a geographical advantage of location on the side of the West Lake, a famous destination for Hanoian people for going out on the weekend. Plus, with the expatriate community living quite nearby, we could attract even a larger number of passers-by customers.

Finally, for most businesses in the beverage field, store design and decoration could be a crucial competitive advantage. Many coffee shops in Hanoi have followed the success of “Cong Ca Phe” and decorate their shop in a style that could remind customers of the subsidy period or somewhat of a vintage time. Tea houses, on another hand, often attempt to design and decorate their shop with a quite traditional look. Therefore, at SHAN Tearoom, we need to take a different approach on the matter. We strive to create a tea place that has Hoi An style, which is a rekindling trend in cafe decoration, and make it look more luxurious and classy.

CHAPTER 3: MANAGEMENT AND MARKETING

3.1. OPERATION

3.1.1. Locations

We look forward to building Shan Tearoom in the most convenient location for trading as possible, as this is one of the key elements in a successful operation. After 2 months finding our suitable location, we decided to choose no.153 Trich Sai Road, Tay Ho district, Hanoi to become where to begin.

Boasting a terrace and views of West Lake, 153 Trich Sai is situated in Tay Ho district. Property surroundings can be said to include:

- 1.5 km away from Thien Nien pagoda

- 1.9 km away from Van Nien pagoda
- 2.8 km away from Thu Le Zoo
- 2.9 km away from Vincom Metropolis
- 2.9 km away from Vietnam Museum of Ethnology
- 3.1 km away from Hanoi Botanical Garden
- 3.2 km away from Ho Chi Minh museum
- 3.4 km away from One Pillar Pagoda
- 3.5 km away from Ho Tay Water Park
- 3.6 km away from Ho Chi Minh Mausoleum
- 3.6 km away from Quan Thanh Temple

Besides, there are several apartments and guest houses near 153 Trich Sai, such as:

- 0.2 km away from Moon West Lake Serviced Apartment
- 0.3 km away from Gennie House 2, Minimalism Home...

Or five-star hotels such as:

- 1.7 km away from The Five Residences Hanoi, Elegant Suites Westlake
- 1.8 km away from Oakwood Residence Hanoi
- 1.9 km away from Diamond Westlake Suites...

The location on google map is as below:

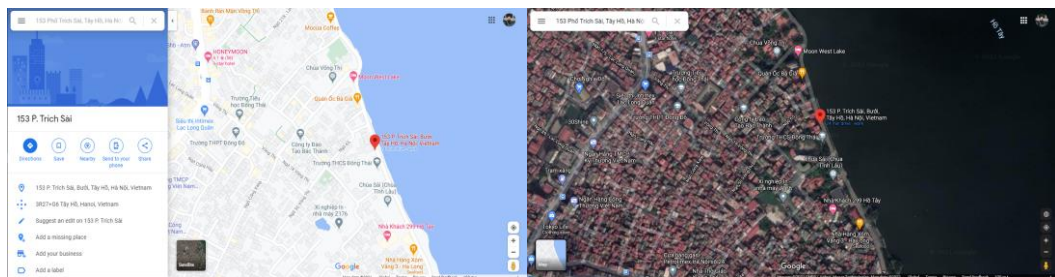


Figure 3.1.1. 1 Location of Shan Tearoom 1

3.1.2. Facilities and Structure Cost

After estimating what should be done with our tearoom based on the current house, we finally found a interior design, construction company and calculated the number of tables and chairs or lights, detailed cost is as below:

Design and Facilities Cost Estimation:

Interior design, construction cost						
Number	Furniture	Unit	Quantity	Cost per Unit (VND)	Expense (VND)	References
01	Design	sqm	150	180,000	27,000,000	https://noithatmyhouse.com/
02	Brick floor 6206	sqm	150	175,000	26,250,000	https://primeviet.com/gach-b
03	Wallpaper type C70 + construction	sqm	90	90,000	8,100,000	http://giaydantuongnnt.com/c
04	Wooden bookshelf	pcs	2	2,530,000	5,060,000	https://hoaphathanoi.vn/prod
05	Snake Plant	pcs	15	15,000	225,000	https://shopee.vn/C%3%A2
06	Zamioculcas zamiifolia	pcs	9	25,000	225,000	https://shopee.vn/C%3%A2
07	Philodendron Imperial Red	pcs	3	450,000	1,350,000	https://shopee.vn/C%3%A2
08	Magnolia	pcs	6	200,000	1,200,000	https://caycanhanoi.vn/cay-c
09	Vintage Window decor	sets	6	500,000	3,000,000	https://www.salonhung.com/
10	Old Books decor	kgr	15	40,000	600,000	https://dogocu.vn/san-pham/t
11	Strlitzia Nicolai	pcs	3	690,000	2,070,000	https://www.sendo.vn/cay-ch
12	Decorative Shelves	pcs	2	1,599,000	3,198,000	https://tiki.vn/ke-trung-bay-p
13	Whole store painting (include 100m2 plastered ceiling (+25000VND/m2), 150m2 scraping old paint (+12000VND/m2))	sqm	250	55,200	13,800,000	http://sonnha.giabaonhieulm
14	Interior utility lines (electric and waterway)	sets	1	9,660,000	9,660,000	https://noithatkendesign.vn/
15	Store signs	sqm	2	1,500,000	3,000,000	https://quangcaophang.com/b
16	Indoor blackboards	pcs	12	201,250	2,415,000	https://noithatkendesign.vn/
17	Woodwork and bar setup	sets	1	38,640,000	38,640,000	https://noithatkendesign.vn/
18	Table set	sets	30	1,690,500	50,715,000	https://noithatkendesign.vn/
19	Decorative lighting	sets	3	4,830,000	14,490,000	https://noithatkendesign.vn/
20	Renting deposit	month	1	23,000,000	23,000,000	
21	Opening Ceremony	sets	1	8,800,000	8,800,000	https://sukiengroup.vn/to-chu
22	Business License	sets	1	3,400,000	3,400,000	https://thanhlapdoanhnghiepy
	Total				246,198,000	

Table 3.1.2. 1 Design and Facilities Cost Estimation

Equipment & Tools Estimated Cost

Equipment and Tools							
Group	Number	Supplies and Equipments	Unit	Quantity	Cost per Unit (VND)	Expense (VND)	References
01	1	Pos combo: PosApp D3, PAXP LAN/ PAXP USB printer, cash tray, 3-year use of Selling Management Software	sets	1	8,950,000	8,950,000	posapp.vn
	2	Swipe card machine	pcs	1	1,800,000	1,800,000	https://posapp.vn/may-quet-th
	3	Audio system	sets	3	1,749,000	5,247,000	https://shopee.vn/%C4%90%
	4	Fridge	pcs	1	7,800,000	7,800,000	https://thegioidienmay247.vn
	5	Water boiler	pcs	1	1,610,000	1,610,000	https://tstjse.vn/san-pham/ma
	6	Electronic scale	pcs	1	180,000	180,000	https://shopee.vn/C%C3%A2
	7	Cup dryer	pcs	1	2,900,000	2,900,000	https://tiki.vn/may-say-chen-l
02	07	Ceramic teapot (with tea cups, tea strainer and gongdao cup)	sets	30	360,000	10,800,000	https://shopee.vn/product/779
	08	Tea scoops set	sets	3	51,000	153,000	https://shopee.vn/Set-6-D%E
	09	Teapot heating Base	pcs	30	199,980	5,999,400	https://www.lazada.vn/produ
	10	Glass teacup	set	60	79,000	4,740,000	https://www.lazada.vn/produ
	11	Glass teapot	pcs	30	249,000	7,470,000	https://shopee.vn/B%E1%BB
	12	Glass cup	pcs	30	130,000	3,900,000	https://shopee.vn/-Ch%C3%9
	13	Inox spoons	pcs	50	7,500	375,000	https://shopee.vn/Th%C3%A
	14	Inox tea filter	pcs	6	22,000	132,000	http://www.dolambanh.com/d
	15	Ceramic dishes	pcs	30	55,745	1,672,350	http://rebatngo.org/san-pham
	16	Tea tray with slots (for ceramic teapot sets)	pcs	30	155,000	4,650,000	https://shopee.vn/4-M%E1%9
	17	Tea tray without slots (for glass teapot sets)	pcs	30	155,000	4,650,000	https://shopee.vn/Khay-tr%E
	18	Bowls (for excess water)	pcs	15	30,000	450,000	https://shopee.vn/Bát-gáo-D
	19	Glass jars (to store tea)	pcs	20	100,000	2,000,000	https://shopee.vn/H%C5%A9
20	Silicon mold (to make jelly)	pcs	10	17,000	170,000	https://shopee.vn/Khu%C3%9	
03	21	Ash trays	trays	10	11,000	110,000	https://www.horesca.vn/gat-t
	22	Tissue box	pcs	6	50,000	300,000	https://shopee.vn/H%E1%BB
	23	Glass reed	pcs	5	70,000	350,000	https://shopee.vn/C%C3%A2
	24	Broom sets	sets	2	99,000	198,000	https://shopee.vn/Chổi-quét-n
	25	Mop set	sets	3	149,000	447,000	https://shopee.vn/C%C3%A2
	26	Duster	pcs	5	54,000	270,000	https://shopee.vn/Ch%E1%B
04	27	Cloth for Staff uniform	metre	15	50,000	750,000	Ninh Hiep Market
	28	Table wipes	pcs	20	5,000	100,000	https://shopee.vn/-Xu%E1%9
	29	Dish cloths	pcs	20	1,500	30,000	https://shopee.vn/-M%C3%A
2	31	Card Visit	set	3	60,000	180,000	http://temniemphong.vn/bang
	32	Menu	pcs	10	38,500	385,000	https://mythuatdaklak.com/in
	33	Pamphlet	pcs	40	2,400	96,000	https://incatalog.com.vn/bao-
	Total						78,864,750
Total Amount of Interior design, construction cost and Equipment and Tools						325,062,750	

Table 3.1.2. 2 Equipment and Tools Estimated Cost

3.1.3. Milestones & Metrics

Milestones

Milestones Table		
No.	Milestone	Deadline
1	Define Products and Services	February 26, 2021
2	Ownership & Structure	February 28, 2021
3	Market problem identification	March 2, 2021
4	Opportunity recognition	March 4, 2021

5	Analyse Vietnam's tea market	March 7, 2021
6	Market development stage	March 9, 2021
7	Market trend Analysis	March 11, 2021
8	Customer segmentations	March 11, 2021
9	Target segments	March 12, 2021
10	Specific target customer portrait	March 13, 2021
11	Target Market Segment Strategy	March 15, 2021
12	Competitors (Supply size)	March 18, 2021
13	Market share overview	March 22, 2021
14	Define Channels	March 24, 2021
15	Define Key partners	March 26, 2021
16	Define Key resources	March 27, 2021
17	Define Key activities	March 29, 2021
18	Value proposition	March 30, 2021
19	Differentiation	
20	Competitive advantages	
21	Selling points	
22	Define shop style	April 1, 2021
23	Find Locations	April 4, 2021
24	HR Management	April 6, 2021
25	Design brand identity	April 7, 2021
26	Find Architecture and Engineering Services and order	April 10, 2021
27	Build Revenue Model	April 13, 2021

28	Create Customer Relationship strategy	April 15, 2021
29	Define Cost structure	April 16, 2021
30	Calculate Cost Projected	April 18, 2021
31	Analyse 6Ps	April 22, 2021
32	Build MKT Plan Strategy	April 24, 2021
33	Sales Strategy	April 25, 2021
34	Financial Plan	April 27, 2021
35	Business License	May 9, 2021
36	Pre-Opening Parties	May 15, 2021
37	Grand opening	May 17, 2021

Table 3.1.3. 1 Milestones table

Metrics

of customers who purchase tea drinks in a day

of customers who purchase food to serve with tea in a day

of customers who purchase tea drinks in a month

of customers who purchase food to serve with tea in a month

of customers who share or repost our posts

of Facebook page views

of Instagram account follows

of Tik Tok views

of Youtube channel views

month to month inventory

product cost vs price

3.1.4. Activities and Cost Projected

a. Channels

The Channel Building Phase describes how our Shan Tearoom communicates with and reaches its Customer Segments to deliver its Value Proposition.

Awareness

We use social media to promote our brand and business.

- Facebook: Facebook is one of the first social media platforms to be concerned about.

More than 1.4 billion people around the world use Facebook on a daily basis, and several times a day. It is assured that most future buyers are on Facebook and are constantly using it to communicate with their families, friends, and acquaintances, or even with their favorite brands. Therefore, SHAN Tearoom chooses Facebook as one of the main indirect platforms to show off goods and services as well as to answer questions from our audiences.

- Instagram: Along with Facebook, Instagram is one of the most popular social media sites in Vietnam. From collecting feedback to marketing goods, Instagram continues deploying tools to help us optimize the use of the social media photo-sharing site. In addition, young adults who are our target audience are increasingly interested in using Instagram instead of Facebook. Instagram's image is also easy to rearrange to suit customers' tastes, which usually would take us several months to do the same thing on Facebook. As Instagram is a photo-sharing social media platform, posting visually appealing imagery that suits our strategy is one crucial activity to spread brand awareness.

Purchase

Our products and services are sold via 2 channels: direct and indirect.

- Direct: Shan Tea room can be found at no.153 Trich Sai Road, Tay Ho district, Hanoi.
- Indirect: Now Food, Baemin, GrabFood, Facebook, Instagram

Delivery

In addition to takeaways option, we also provide delivery service through our collaboration with popular distribution companies such as GradFood, Now and BaeMin.

b. Key partners

Supplier

As far as raw materials are concerned, we aim to find a reliable source of quality raw materials. Selecting renowned, well-known vendors can guarantee the consistency of our drinks. Various vendors have been listed below which are considered as our primary choices:

- **Loc Tan Cuong:** Established in 2013, Loc Tan Cuong is one of the prestigious brands in raw tea distribution. LOC TAN CUONG's products are clean tea products, with no preservatives, no flavouring substances, and are not mixed with low-quality tea. Tan Cuong Tea provides their consumers the best health and lucid product. Possessing more than 15 tea products and different kinds of tea, Loc Tan Cuong is trusted by Shan Tea Shop and entrusted with the mission of selling clean tea with the ancient snow Shan tea line of Ta Xua.



Address:

Store 1: 189 Giap Nhat, Thuong Dinh, Thanh Xuan, Hanoi.

Store 2 : 589 Hoang Van Thu , Ward 4, Tan Binh District, Ho Chi Minh City.

Store 3 : 52A Thanh Da, Ward 27, Binh Thach District, Ho Chi Minh City.

Hotline: 024 7301 4747 (Hanoi)

Email: loctancuong@gmail.com

Fanpage: <https://www.facebook.com/tralocancuong/>

Website: <https://loctancuong.com>

- Bee Mart: Beemart is a prestigious address in the field of supplying baking ingredients as well as the basic ingredients of the preparation industry. A catalog of over 1500 diverse products serving the basic to professional blending industry. Stretching from the product lines of ingredients (sugar, tea, honey...); Equipment and machinery necessary for coffee shops: lines of grinders, coffee makers, cups; Tools for bartender, barista, .. to decorative items for cafes, bars, ... With its brand name and prestige confirmed, Beemart.vn is committed to providing customers products with quality assurance.



Address:

No. 5, Lane 26 Nguyen Khanh Toan, Hanoi

No. 6 Lane 68 Quan Nhan, Hanoi

No. 246 Lo Duc, Hai Ba Trung, Hanoi

Hotline: 1900 636 546

Email: support@beemart.vn

Fanpage: <https://www.facebook.com/beemartvietnam/?fref=ts>

Website: <https://www.beemart.vn/>

- Thien Nhien Supermarket: Thien Nhien Supermarket is a brand specializing in the production, as well as wholesale and retail distribution of beauty products for women originating from nature such as starch, essential oils, flower teas, herbal teas ... 100% commitment to natural ingredients, no preservatives, flavors and colorants. With 5 years of establishment, Thien Nhien Supermarket served hundreds of thousands of domestic and foreign customers. Thien Nhien

Supermarket is proud to be one of the leading units in natural beauty products with the output of hundreds of tons per year, distributed wholesale and retail nationwide.



Address:

No.1: No. 79 Duong Thanh, Hoan Kiem District, Hanoi (0973,592,295)

No.2: No. 5 Trieu Khuc, Thanh Xuan District, Hanoi (0986,723,327)

No.3: Near Linh Ung Pagoda, Sieu Quan, Ta Thanh Oai, Thanh Tri, Hanoi

Hotline:

Hotline 1: 0982.716.617

Hotline 2: 0982.715.517

Warranty Support: 024.6253.1618

Mail: Sieuthithiennhien.vn@gmail.com

Website: <https://sieuthithiennhien.vn/>

IT Support

The introduction of technology to the operating processes of the teahouse provides unique advantages. With a huge volume of orders, staff will have trouble monitoring and ordering clients, and consumers will not be able to keep track of sales. Investing in a sophisticated tea shop operations tech framework to better overcome all tough sales issues for employees. Around the same time, it allows customers to control and monitor their business more specifically.

PosApp: PosApp is a software to manage professional cafes, cafes, and restaurants for phones, tablets, and also supports running on the PC desktop, compatible with all available hardware devices.



PosApp provides many outstanding features compared to traditional offline software with the following advantages:

- Support Remote ordering, payment on the spot, manage anytime, anywhere, anywhere
- All instant updates from 1 device to another device in the whole system to help information be available at all times
- Super fast sales even when wifi is weak or disconnected
- Only 5 minutes of registration, installation can start using immediately

Delivery KPs

- Baemin is a food delivery service in Korea that recently entered Vietnam market in May 2019 after acquiring VietnamMM. In Korea, Baemin is called Baedal Minjok and is the leading food delivery application at the Kimchi embassy. Since its recent debut in Vietnam, Baemin has been giving out numerous promotion programs.



- Another delivery partner of SHAN tea room is GrabFood. As Grab is the most popular ride-hailing service company in Vietnam, Grabfood has its undeniable competitive advantage. With more than 175,000 GrabBike partners nationwide, the delivery speed of Grab is fast and convenient.



- Now is the first delivery application launched in the Vietnam market that reaches major national popularity. This is also the name that first comes into customers' mind when mentioning food delivery service.



Generally, in terms of benefits, the new online food-selling framework model has several positive advantages for restaurants and restaurant partners that would at first be appealing to businesses. Programs like GrabFood, Baemin, Now own a range of customers up to millions of users, so when "Tiem Tra Shan" comes to sell on these apps, the possibility of our beverage bar can continue. Getting those millions of consumers free of charge without ads and promotional promotions is the first benefit we've found. The second benefit is that food delivery will not be cut directly now that sales partners on apps like GrabFood, Now, even will be supported in terms of shopkeeper's expense. Separate management program (for Merchant) to collect orders, upgrade dishes right on the application, or for restaurants with a vast number of clients equipped with POS devices to handle order management and sales to simplify the operation and improve efficiency. Specifically, after customers purchase dishes, the owner will get an order stating what the meal is and they can start cooking the dish immediately. The dishes will then be collected instead of making shippers stay at the restaurant and place orders themselves. The procedure will be shortened drastically, and sales performance can be increased.

Nevertheless, the sale of dishes on the applications as mentioned above will not be completely free, although restaurant partners have access to large customers. However, in exchange, we have to share Revenue with providers like Grab, Now. Discounting charges are typically deducted from 20% to 30% by these businesses. The vending of food on these applications would only be profitable if only the number of orders per day can cover the cost. Thus, if the number of orders put in our shop is limited, this model will not be able to make large profits due to higher costs. Secondly, customer data exchange has always been the issue that brands have to face when adapting to the concept of digital food sales.

However, in our view, selling food to online food apps SHOULD be applied because its advantages are higher than drawbacks. Careful research is necessary to optimize the dish's cost and make the most return for the restaurant. Specifically, the price could be raised a little to cover the cost of discounts.

c. Key resources

Resources Assumptions

- Physical:
 - Buildings: 23.000.000 VND/month
 - Equipment: 69,044,050 VND
 - Raw materials: 36,090,720 VND/month
- Financial:
 - Startup Costs: 1,484,009,651 VND
 - Personal Funds/Family & Friend Contributions: 1.500.000.000 VND
- Human: Start with 13 part-time employees for staff/barista at 15.000VND/hour
- Intellectual:
 - Business License: 7.275.000 VND

No.	Categories	Quantity	Price	Total Amount
1	Fees for filing business registration documents at the business registration office of the Department of	1	100000	100000

	Planning and Consultancy			
2	Fees for posting of company incorporation statements on the national business registration portal	1	300000	300000
3	Fee for depositing bank accounts	1	1000000	1000000
4	Business-license tax	1	2000000	2000000
Total				3400000

3.1.4. 1 Business License Cost

3.1.5. Revenue model

A revenue model is used to manage a company’s revenue streams, predict income, and modify revenue strategy. The revenue itself is one of the main KPIs for a business. Measuring it annually or quarterly, we are able to understand how our business operates in general, and whether we should change the way we sell the products or charge for them.

3.2. ORGANIZATIONAL STRUCTURE AND HUMAN RESOURCE MANAGEMENT

3.2.1. Ownership & Structure

Ownership

We are a small company owned and operated by Nguyen Kim Chi, Dan Viet Anh, Tran Quoc Bao, Ngo Huu Hai Nam and Phung Thi My Hanh, as an LLC.

Structure

Shan Tearoom is established not only to make profit but also to inspire the love of flower-marinated tea to everyone. With such missions, it is necessary to build a strong foundation, a strong structure.

Therefore, we plan to recruit qualified and seasoned workers who truly understand the business and have the skills required to help us accomplish our goals and objectives. They

must also recognize our basic principles, what we stand for, and also be able to express this easily to others, as well as to lower-level workers.

Below is the business structure at SHAN Tearoom:

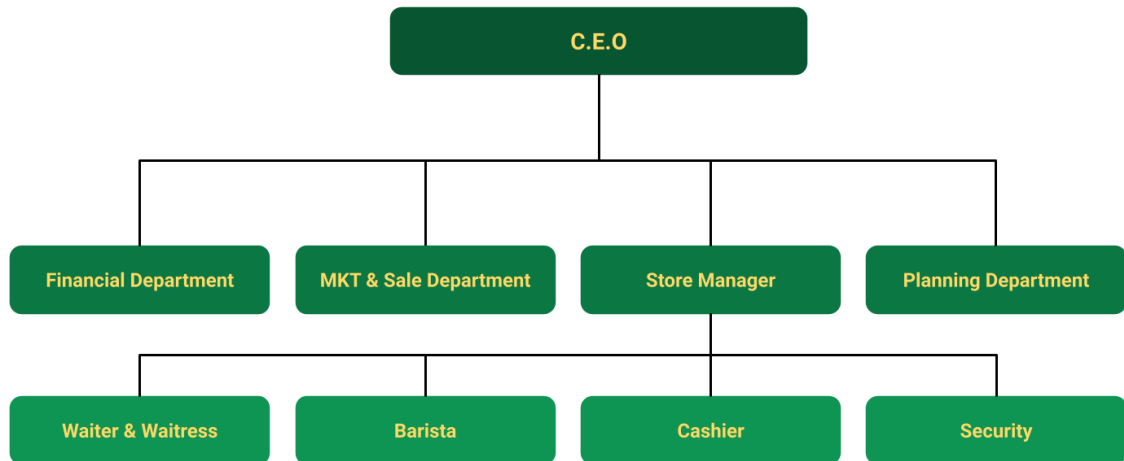


Figure 3.2.1. 1 Operational structure of Shan Tearoom

3.2.2. Job roles and responsibilities

a. Chief Executive Officer (1 person)

The CEO's role includes

- Responsible for the overall strategic direction of “Shan Tearoom”.
- Communicates and ensures the implementation of the vision and objectives of the organization to employees.
- Continually remains and evaluates the success of the organization.
- Responsible for speaking on behalf of the company to government agencies, and with the public.
- Make decisions about your business in the short and long term.
- Establish and implement the vision and goals of the business.
- Evaluate the work performance of departments in the enterprise.
- Identify challenges that businesses may face, seize opportunities from the market.
- Ensuring that businesses fulfill their responsible commitments to the social community.
- Risk assessment of the business, ensuring those risks are monitored and significantly reduced.
- Propose a strategic goal, and make sure it is specific and measurable.

Functions, duties and powers of CEO

Plan

- The strategy of implementing the company's vision, mission, and core values.
- Implementing resolutions, business plans and investment plans of the Company that have been approved.
- The company's business strategy, business system development, distribution. Strategy, plan, and budget of each division / department to execute the company's business plan.
- Detailed business plan for each fiscal year on the basis of meeting the requirements of the appropriate budget as well as the financial plan.

Proposing measures to improve operations and company management.new product development

- Decide new product lines and diversify existing products.

Branding

- Decide the company's branding strategies, campaigns and programs.
- Decide which programs to attract customers.

Finance

- Responsible for financial norms.
- Approve financial regulations and regulations on the authority to sign and approve financial.
- Browse your expenses within the approved budget.
- Decide all matters including the signing of commercial and financial contracts, organizing and operating the company's daily business operations according to best management practices.
- Prepare long-term, annual and monthly estimates of the Company for long-term, annual and monthly management activities of the company according to the business plan. Annual cost estimates (including balance sheet, report on production and business activities and expected cash flow report).

Policy

- Browse business, distribution, marketing, HR, purchasing, credit policies.

Management

- Decide the number of employees, salary, bonus, benefits, appointment, dismissal and other terms relating to their employment contract.
- Approve the company's organizational structure, block, and scope of responsibility.
- Browse salary structure, payroll scale, payroll factors.
- Browse salary and bonus regulations.
- Review staff evaluation results and decide on staff reward levels.
- Agreement and approval of targets for functional departments.
- Evaluate the activities of the Blocks and adjust the necessary plans.
- Execute the annual business plan.

b. MKT & Sale plan (2 people)

Marketing - Manager of Digital Marketing

- Responsible for managing the company's marketing initiatives.
- Management, developing and increasing brand awareness for businesses.
- Using market research and analysis to direct marketing strategy and planning from the R&D department.
- Overseeing the production of all promotional materials and marketing campaigns.
- Establish and maintain relationships with partners, media agencies and service providers related to marketing activities of the business.(E-commerce platforms, KOLs, ...)
- Manage Digital Marketing channels such as (website, social network and email).
- Create ideas and design product images, banner, poster, standee, ...
- Idea, shoot viral clips, post them on social networking sites (Facebook, Tiktok, Instagram, ...)
- Receive marketing campaign information from CEO, receive budget from finance department.
- Responsible for communication incidents.
- Reporting marketing and sales results to senior executives.

Sales

- Selling products and services using solid arguments to prospective customers
- Performing cost-benefit analyses of existing and potential customers

- Maintaining positive business relationships to ensure future sales.(Customer Service & CRM).
- Receive or suggest revenue targets.
- Seeking new customers.

c. Finance (1 person)

- Providing financial reports and interpreting financial information to managerial staff while recommending further courses of action.
- Advising on investment activities and providing strategies that the company should take. (planning, capital mobilization,...)
- Maintaining the financial health of the organization.
- Calculate wastage of materials based on product formulation and reported consumption of raw materials from the tea room management.
- Responsible for the errors, inaccuracies in the report.

d. Planning (1 person)

- Monitors tearoom's budget, inventory, and production schedule.
- Maintaining the optimally efficient inventory of production materials.
- Creating planning studies and generates reports about new products
- Reviewing development proposals to ensure compliance with codes and regulations.
- Managing all general planning issues for the tearoom

e. Store Manager (1 person)

- Responsible for overseeing the daily operations of a store, making sure it runs smoothly and effectively.
- Developing tearoom strategies to raise customers' pool, expand the tearoom's traffic and optimize profitability
- Meeting sales goals by training, motivating, mentoring and providing feedback to tearoom's staff
- Ensuring high levels of customers satisfaction through excellent service
- Developing and implementing HR strategies and initiatives aligned with the overall business strategy
- Bridging management and employee relations by addressing demands, grievances or other issues

- Managing the recruitment and selection process
- Disseminating marketing campaigns to staff and customers
- Responsible for the COG and COL
- Reporting daily sales and daily material usage
- In charge of backroom tea ingredients storage
- Secures supplies and makes sure ingredients taken are recorded and accounted for
- Liaises with planning manager as to what is needed in the store

f. Tearoom's staff (5 part-time barista staffs, 1 full-time security guard, 8 service staffs)

Accountant/Cashier

- In charge of preparing the financial reports and statements on behalf of the organization
- Responsible for administering payrolls to employees working in the tearoom
- Prepares and submit accurate tax documents on behalf of the organization
- Managing cameras and invoices
- Ensure that the tearoom is kept clean always
- Ensures that the conveniences are kept clean for both employees and customers
- Ensure that there are adequate cleaning supplies and replenish depleted supplies
- Advise customers on making orders.

Barista

Preparation before shift start:

- Clean the bar, the work space, rearrange the space for most efficiency and assure hygiene and food safety
- Check all the ingredients for storage and condition.
- Make sure all tools and equipment are in good working and hygienic condition
- Prepare all the ingredients according to store's recipe
- Report to store manager or supervisor if anything occur

Main duty during shift:

- Make beverage according to the orders
- When doing so, the barista need to make sure drinks are made following the recipe and meet the standard of color, fragrance and decorations

- Manage time to make drinks avoiding overload of order, make sure drinks match customer's demand and serve in time
- Check again to make sure that no problem occur

Cleaning the bar workspace:

- This is very important because the bar workplace is exposed to customer's observation
- A messy or dirty bar might ruin their taste or worse, we might lose their trust
- All tools and equipment need to be cleaned and organized before, during and after the shift
- All ingredients need to be stored in the correct place and condition.

Other works:

- Advice customer to choose their drink if needed
- Make drinks with special request outside of the recipe if customer ask for
- If any incident occur, report to the store manager
- Check all equipment daily for maintenance
- Aware the next-shift of any problems in advance

Service staff

Responsibilities:

- Greeting customers
- Advise customers on making orders
- Serving
- Observe and respond to customer's request
- Check the product before serving

Requirement:

- Enthusiastic, friendly. Quickly pickup and understand customer requests.
- Always observe and cover the entire store space.
- Check the product quality and arrange orders reasonably.
- Quickly control and arrange seats for customers.
- Handling situations quickly and reasonably.
- Check serving products with receipt

- Check product quality based on: color, volume. In case of error or bad quality, ask barista to redo and notice the manager
- Observe and clean, arrange tables and chairs neatly, sweep and clean the shop space.
- Handle any situation incurred.
- Do all jobs in the checklist and notice the next shift for any problems.

Security Guards

Responsibilities

- Ensure security and order, prevent any cases of disruptive, sabotage, illegal access into the premises.
- Preventing begging, selling lottery tickets, irrelevant marketing into shops
- Supervising people entering and leaving, actively detecting suspicious objects to coordinate monitoring
- Preventing inflammable and explosive objects, dangerous objects: guns, knives, explosives, poison ... carried into the area
- Guide and arrange the parking lot neatly and reasonably. Record and control tickets for customers. In case of ticket loss, keep the vehicle and request customers to present relevant documents, if not, keep the vehicle for later handling.

3.2.3. Human Resources Management

a. Foundation team

- C.E.O: Nguyen Kim Chi
Education: graduate
Experience: 4-month marketing planner intern in Le Group of Companies
Live in Hanoi.
- Marketing & Sales: Tran Quoc Bao
Education: graduate
Experience: 4-month worked as marketing assistant intern at Alma Company.
Live in Hanoi.
- Finance: Dan Viet Anh
Education: graduate
Experience: 4 months working as Customer Service at Apax Leaders.

Live in Hanoi.

- R&D/Planning: Phung Thi My Hanh

Education: graduate

Experience: 8 months working as sale at FPT University

Live in Hanoi.

- Store Management: Ngo Huu Hai Nam

Education: graduate

Experience: 3 months working as service staff at NATURAW

Live in Hanoi.

b. Personnel Plan

For the Management team

- Organize classes on products, tools, ... ensure 100% understanding of the properties, functions, origins, materials of products and tools in the store.
- Make sure all management teams understand the rules of the business and the store.
- There are separate training sessions for each management department with specific content, suitable for each function (marketing, finance, planning, sale, ...)
- Participate in workshops for organizations to gather more information that will benefit the business.
- To train teamwork skills, the departments must understand the functions and properties of other departments to be able to operate smoothly and increase work efficiency. Requires all management managers to be able to work with the staff (colleagues, store staff, security, customers, ...).
- Organize field surveys in localities where raw materials are produced.
- Organize team building events,....

For staff members

- Set a clear goal and promotion roadmap, salary increase review every 3 to 6 months
- After 3 months working, the store manager will check and evaluate the training quality of service staff for promotion into barista position.
- After 3 months working, the store manager will check and evaluate the training quality of the baristas for promotion into cashier.
- Promotion roadmap: Service staff → Barista → Cashier → Supervisor → Shop chief → Store manager

- Training on products, tools and equipment, make sure 100% of baristas understand clearly the characteristics, usage and origin of all products, tools and equipment in the shop.
- Make sure all staff
- Make sure all staff are aware of and understand the store's rules.
- Standard service training for waiters and baristas.

c. Recruiting strategy

Step 1: Proposed recruitment needs

- Management reports the need to recruit employees for missing or new positions for the director.
- Priority: Shaping the initial criteria of a vacancy, having an overview of the upcoming recruitment plan.

Step 2: Identify and synthesize the recruitment demand.

- The number of employees recruits: Depending on recruitment needs.
- Job vacancies: Including all positions, the most popular is still window staff.
- Costs to implement recruitment: After synthesizing recruitment needs, it will be submitted to the Board of Directors to review and check the candidate's information through the necessary vacancies in the company.
- Priority: Give detailed information about recruitment needs, from which a suitable recruitment plan can be made.

Step 3: Set up a recruitment plan

- The Director of each Department reviews recruitment needs and makes a suitable recruitment plan for the vacancy:
- Set the requirements for the application: academic background, age, gender, expertise, experience.
- Determine the time and place to perform recruitment jobs.
- Select to recruit knowledge: test knowledge, skills, interview.
- Priority: Applying systematic and detailed procedures, thereby helping to choose the best applications that merge with the vacancy. Estimate before the recruitment cost, recruitment time, number of employees to be recruited.

Step 4: Perform recruitment

- Preparation: presenting standard applications.
- Recruitment announcement: announcement on fanpage:
<https://www.facebook.com/tiemtrashan>
- Receive and select records, review records, experiences, work results that candidates have achieved.
- Receive and select records, review records, experiences, work results that candidates have achieved.
- Conduct interviews to exclude ineligible candidates. The interview round aims to have a more specific view and find the most potential candidate.
- Review and answer interview results to candidates and make appointments to shop for candidates who pass the interview round. In addition, the unsatisfactory candidates are also notified of rejection from the company via email.
- Candidates who pass the interview round will agree on the company's salary and remuneration policy. Discuss the requirements that candidates must meet while working at the company.
- Priority: Ensure the decision of the quality profile. Directly assess the quality of the candidate.

Step 5: Determine and receive new employees.

- The Directors of each Department will review and decide to recruit. The process of negotiating and signing labour contracts provides job instructions for candidates. Sign commitments to the confidentiality of information, assets, and working time between the two parties are needed. Depending on the different positions requiring different probation periods, the probation process within two weeks, after two weeks, employees who meet the company's requirements will come to sign a formal contract.
- For part-time waiters at our Tearoom, less experience is acceptable, the most important is the working attitude so that the probation process will quickly occur. As for positions that need much knowledge and problem-solving skills, such as store managers, supervisors, marketers, or technicians, need to take the probation process seriously to recognize whether this employee meets company requirements.
- Priority: Probation is required for office jobs. The part-time jobs will have a shorter probation period, reducing recruitment time and creating excitement and confidence for new employees. Create a legally binding relationship between the

two parties, thereby helping the job be stable, no complaints will arise later, or handled fairly according to what was committed.

d. HR Policy

Recruit policies

Selection policies:

- The skills and abilities required
- Staffs:
 - Moral, honest, hardworking and responsible.
 - Active, observable and punctuality.
 - Always respect and support customers and colleagues actively.
 - Complete the tasks assigned by the superior.
 - Full compliance with the rules and regulations.
- Baristas:
 - Ability to transmit knowledge to customers and colleagues in an effective way.
 - Knowledgeable of teas, drinks and ingredients.
 - Knowledge of dispensing tools and equipment.
 - Managing inventory ability.
 - Meticulous and circumspection.
- Orientation policy for new employees:
 - Introduce and help employees get acquainted with corporate culture.
 - Helping new employees to settle in their positions.
 - New employees will learn the knowledge, skills and behaviors required to function effectively in the near future. The faster they integrate, the better results of their work, the easier it will be to contribute to the business's achievements.

Probation policies

- Part-time staff: no probationary time.
- Full-time employee: probation for 1 month, receive 85% of salary, not yet paid social insurance.
- Temporary replacement policy: When your staff is short at an unfavorable time, organizations need to come up with a few solutions / ways to find personnel to fill

that vacancy in a period of time. so that the organizations can execute a full recruitment campaign as planned.

- Case 1: All employees resign at once. Rely on salary retention policy to limit the ability of employees to quit unexpectedly without notice. Managing employee personal information through an employee's profile to control human resources, finance. When employees unexpectedly resign in large quantities without warning, the department will assign staff at the manager level to participate in the operations at the store. Recruit and train new employees urgently. In a worst case scenario, the store will have to suspend all the operations to recruit and train the new staff.
- Case 2: Few number of employees assigned. Rely on salary retention policy to limit the ability of employees to quit unexpectedly without notice. Managing employee personal information through an employee's profile to control human resources, finance, ... When employees take unexpected breaks in small amounts without notice, the department The manager will assign other staff to work overtime during the week, ensuring a sufficient number of employees in each shift. At the time being, organizations need to recruit and train new employees immediately.

Training policy

- The store will keep 200,000 VND of the part-time staff's salary every month within 8 months. This will be the fee for training at the store. After 1500 work hours, they will be returned a total of 1,600,000 VND. This is also to make sure staff work with responsibilities and avoid unscheduled leave.
- 6 baristas and 6 service staff will be trained prior to the grand opening.
- Means of training:
 - Direct training: Manager-level employee will handle direct professional training to staff
 - Indirect training: Hand out hard copies of training policy and store staff rules together with online training video to guide shop operations.
- Schedule training time: Baristas will have to go through 2 main training programs: 1 on iced beverage and 1 on hot drinks. Manager-level employees will go through training on upgrading professional skills.

- Evaluation of training results: Make a detailed assessment of each employee's skills. Based on that result to consider salary increase or promotion for each employee.

Leave policy

- For staff members:
 - Employees are not allowed to change work schedules without agreement of the store manager and HR department.
 - Any wish for a change of work schedule needs to be confirmed and approved by the store manager 24 hours in advance. This cannot happen more than once a month.
 - Any special circumstances need the approval of the HR department for unexpected leave. Every staff member can only ask for unexpected leave once a month and no more than thrice a year.
 - On late arrival and early leave (no more than 10 minutes), staff members need to inform the store manager at least 2 hours prior to the shift for approval. This can only occur thrice a month at most.
- Store personnel management process:
 - 300,000 VND penalty for uninformed leave.
 - Employees at the store working in shifts, under the part-time regime, will be entitled to one day off per week according to the arrangement of the store manager and HR department; this day cannot coincide with public holidays and every Sunday.
 - Taking 1 to 2 days off: When there is a good reason to take the leave, the employee should notify the store manager at least 1 working week in advance, arrange a reasonable replacement, and get approval.
 - Taking 3 to 4 days off: When there is a good reason to take the leave, the employee should notify the store manager at least 1 working week in advance, arrange a reasonable replacement, and get approval of both the store manager and the HR department.
 - Taking more than 5 days off: When there is a good reason to take the leave, the employee should notify the store manager at least 1 working week in advance, arrange a reasonable replacement, and get approval of both the store manager and the HR department. This is not encouraged.

- On special occasions, employees should notice the HR department and the board of management. On some specific occasions, employees will discuss with the HR department on non-paid leave, suspense or termination of the labour contract.
- For manager-level employees:
 - Family leave: The number of days off is limited to 3 days, extra leave needs permission from the board of managers.
 - Maternity leave: The maternity leave policy is based on the country's regulations
 - Sick leave: When employees are sick, they should have time to recover. The sick leave period is usually 3 days. If no information is received on the employee, we will send a representative to check the situation.
 - Quitting: There are two cases: quitting and being laid off. Quitting work has many reasons, which can come from both the employee or the business. If it is from the employee, the employee must give 1 month's notice. If it is from the company that the employee is not qualified, violates the discipline, ... should be forced to terminate the cooperation, the decision will be effective within 24 hours.

Day-off Regulations

- Shan Tearoom is open all week (including holidays). Employees will be notified specifically about time off and work assignment schedule by managers.
- Part-time Employees: 1 day off / week, 4 days off/month, as arranged by the manager, and the day off cannot coincide with Saturday, Sunday.
- Lunar New Year day-off schedule: off from 28 Tet to the 3rd due to Lunar calendar.

Contractual policy

A contract that demonstrates a legally binding contract between an employer and an employee is extremely important to the business. A labour contract should have the following elements:

- Include a record number: Profile code will be more convenient in storage.
- Include full information: Information can be mentioned such as employee personal information, company information, job name, job functions, company regulations

that employees need to follow. policies, annexes, benefits such as social insurance, salary, bonus, remuneration, contract term, ...

- The contract proves the absolute legal value that the two parties must comply with. If any violation occurs, it should be dealt with according to the contract.

Salary Policies

Pay frequency: monthly

Benefits for employees (insurance, grants, ...)

Payment method: to employee's bank account

Wage keep policy

At the end of the month, accountant will calculate the main salary detail for each employee based on the monthly timesheet

- Overtime salary during weekdays = Regular salary per hour x 150% x Overtime hours. (For manager-level employee).
- Overtime salary during weekends (Sunday) = Regular salary per hour x 200% x Overtime hours (For manager-level employee).
- Overtime salary during public holidays, Tet = Regular salary per hour x 300% x Overtime hours (For all employees).

For manager-level employees

- Shareholders' earnings are divided equally according to the profits of the business after all expenses are subtracted.
- Earning = Profit after tax / 5 = (total revenue - total cost - tax)/5
- Salary will be paid on the fifth of every month through the bank account provided
- Social insurance premiums.
- Vacations trip:
 - o Annually, based on the result of our business activity, top managers will make the decision on time, location and budget for a vacation trip.
- Training fee supports:
 - o The business will pay for any training fee for managers and staff that need to go on to meet the job requirements.
- Seniority bonus:

- Employees working for over 3 years will get a seniority bonus.
- Seniority bonus = Number of months in seniority x Monthly seniority bonus
- Monthly seniority bonus will be calculated based on the business performance and the contribution level of each employee. The manager will decide with a document at the end of the lunar new year.
- Bonuses for turnover:
 - By the end of the year, employees who reached sales goals will get a 3% bonus on the revenue generated.
 - If the sales team reaches its sales goals, they will get a 2% bonus on the revenue generated.
- Tet bonus:
 - Based on the business results, if there is profit, the company will deduct from the profit to reward employees with the bonus depending on the profit per year.
 - The specific bonus level for each employee depends on the effort contribution, the quality of the work, the full compliance with the rules and regulations of the Company.
 - Annually, the manager will make a written decision on the bonus rate for each employee.

For staff members

- Part-time employees (including: cashier, barista, service staff): Starting salary: 15,000vnd / hour.
- After 3 months of work will be considered for a raise to 17,000 VND / hour.
- After the next 3 months, after being considered for a salary increase once, the maximum salary increase of 20,000 VND / hour will be considered.
- Security guard salary is about 10,000,000 VND / month, social insurance premiums when signing an over-three-month contract.
- Employees will be paid last month's salary on the 10th to 15th next month.
- Working on special occasions (Vietnam Independence day- 02/09, Lunar New Year, New Year 01/01, International Workers Day- 01/05), the salary will be calculated as: Salary (special occasions only) = salary per hours x 150%.

Employee assessment policy

Employee attitude

- One of the most important factors to judge employees is their attitude. In addition to the professional skills, working attitudes, and progression are factors that help employees develop. The good qualities of the employees will be a big plus for them.
 - Honesty
 - Hard-working, enthusiastic at work
 - Respect colleagues and customers
- Managers can evaluate employees' respect for customers and colleague through daily activities, behaviors and words such as:
 - Polite, sincere, open-minded attitude in communication, relationships
 - Respect the opinions of colleagues and customers
 - Listen, sympathize
 - Do not have an offensive attitude toward colleagues or customers
 - Professional working style
 - The will to seek progress
 - Optimistic and careful at work

Working capacity of employees

Employee capacity is the main factor to evaluate personnel in the business. Capacity is measured by the level of work, the result of work and the development of employees

- The level of work

The employee's work is assessed by the job and the time at which it is performed. In other words, each individual's KPI. In addition, managers also need to consider the objective factors that affect each individual's work at different times.

- Development

With the set KPI levels, managers can evaluate employees through criteria such as:

Employees achieve their goals before or after the deadline

The difficulties in the work process and resolution of staff

Lessons learned by employees through the work done

Employee growth according to KPI gradually increasing

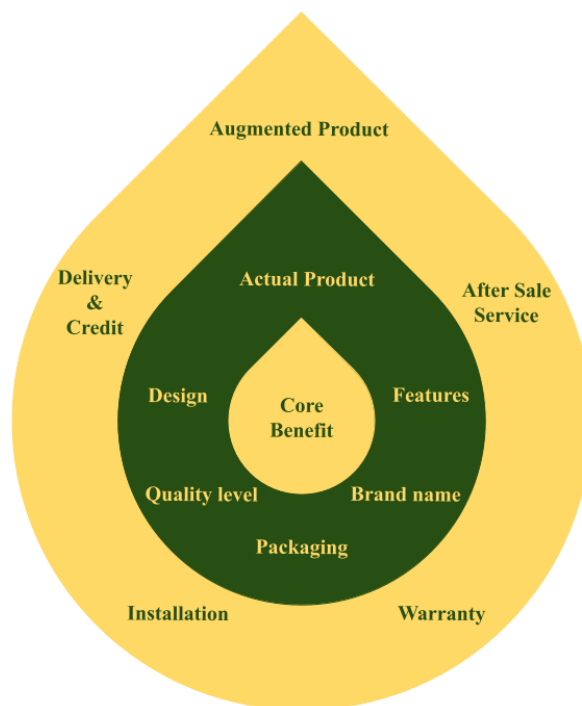
- Level of work completion

The level of job completion is a signal for the manager to best evaluate the employee's working capacity. From there, the manager will make training plans to improve the skills and capabilities of employees to a new level.

3.3. MARKETING PLAN

3.3.1. 6Ps

a. *Product*



Core benefits: Enjoying traditional Vietnamese drinks with 100% natural ingredients, which are good for health.

Actual product:

Product Features

- Marinated flowers based on Shan Tuyet tea

We chose Shan Tuyet tea to marinate with flowers - by adding natural flavors to them during processing, and use 100 percent Shan Tuyet tea from Ta Xua (Son La). Growing in the area at the altitude of approximately 2,000 m above the seawater level where it is covered with cloud all year round with high humidity, pure and

cool climate, Ta Xua Shan Tuyet tea has the typical of being fresh and big and covered with snow more ancient tea in other regions (Chè Duy Thịnh, n.d.).

- Use with or without milk, honey or sugar
- Size: tea pot for single drinkers, couples or groups
- Price: 40,000 vnd-120,000 vnd
- Benefits: each type of tea has its own benefits, for example:

Jasmine tea: Jasmine tea has various uses for both physical and mental health, such as: reducing the risk of cancer, helping to lose weight, fighting bacteria, regulating blood circulation, or reducing stress, etc (Dr. Ai Thuy, 2019)

Grapefruit blossom tea: Since ancient time, when it comes to grapefruit, we know that this fruit brings many benefits, including women's favorite uses such as skin beauty and weight loss. Besides eating grapefruit, it is possible to make tea from its blossom to enjoy it longer. Grapefruit blossom tea also helps support anti-aging, supplements vitamins, prevents cancer, and regulates menstruation. Grapefruit blossom tea, when combined with honey, will have a significant effect on helping us burn more energy (Ngoc Linh, n.d.)

Lotus tea: Referring to lotus tea, everyone knows this tea has excellent insomnia treatment. Besides, lotus tea also has many other effects, such as: supporting weight loss because the essence in lotus leaf supports the functioning of the spleen, prevent fat formation through metabolism; good for health and female beauty, helps removing dead cells, dirt, circulating blood, making our skin brighter and smoother; Lotus has the effect of regenerating blood cells, so it is used a lot in the treatment of anemia medicine; help strengthen bones; reduce stress, etc (An An, 2019).

Aglaia duperreana tea: In traditional medicine, Aglaia duperreana tea has a sweet and spicy taste, helps to dissolve aggregates, relaxes the inside of the body, and it has the effect of helping to stay awake, clean lungs, alert mind, bright eyes, and refreshment. Aglaia duperreana flower is often used to treat uncomfortable bloating in the chest, nasal choking, asthma, cough, and dizziness, poison boils, etc. Aglaia duperreana tea can be taken as a daily drink, but it must be in specific dosages. The average daily consumption of 20-30g is reasonable for an adult (Le Duy, 2019).

Fragrant olive Tea: Fragrant olive tea has a slightly bitter, pungent taste. It also has several good benefits to physical and mental health, such as efficiency lossing; improves immunity; improving a function; reducing features; preventing diabetic

disease; cancer prevention; improvement of hearing; skin structure improvement (2'DAY GREEN, 2018).

Ginger tea: Ginger tea is one of the most popular tea that has been used in quite a large number of medical uses: relieve nausea; helps to strengthen the immune system; helps strengthen brain function; help reduce osteoarthritis pain; relieve muscle pain or menstrual cramps; help with weight loss; improve intestinal diseases; regulate blood sugar; reduce bad cholesterol (Nongsansay.vn, n.d.).

- Original Tea

We have Oolong Tea, Ta Xua Shan Tuyet tea and Black Shan Tuyet tea

Black Shan Tuyet Tea: black tea has a full and rich flavor because the leaves are fully oxidized. During oxidation, water evaporates from the tea leaves and they absorb oxygen. This process creates dark-colored tea leaves with robust and pronounced flavors like honey and cream (CBTL Blog, 2020).

Oolong Tea: Also known as “wu long” tea, this type of tea is partially oxidized and falls somewhere between black and green tea. The intriguing tones and complex flavor profiles of oolong teas delight tea enthusiasts, as they are bolder than green teas but subtler than black teas. Oolong teas often have floral and fruity aromas.

Ta Xua Shan Tuyet tea: Green teas are unoxidized and have subtle flavor profiles blending vegetal, sweet, and lemony tastes.

- Use with or without milk, honey or sugar
- Size: tea pot for single drinkers, couples or groups
- Price: 40,000 vnd/85,000 vnd

Benefits: each tea has its own benefits, such as black tea has antioxidant properties or may boost heart health and 8 other evidence-based health benefits (Healthline, n.d.); while according to the website - Healthline, green tea contains healthy bioactive compounds, increases fat burning, and may protect the brain from aging etc.,. Final is about oolong tea benefits, which contains aiding weight loss, lowering blood pressure, improving sleep and 12 benefits more (Simple Loose Leaf, 2019).

- Tea Mix: includes Butterfly Pea Tea, Yellow Daisy Tea, Immortal Flower Tea and Cinnamon orange tea. All the ingredients are organic.

- Use with or without milk, honey or sugar
- Size: tea pot for single drinkers, couples or groups
- Price: 45,000 vnd/90,000 vnd

- Benefits: They help reduce anxiety and stress, acts as an antiseptic, promotes healthy hair and supports digestion. These teas are also known to have anti-ageing properties (Etti Bali, 2017).

Side dishes: along with traditional Vietnamese dishes as green bean cake, che lam (Chè lam – made from ground glutinous rice), peanut candy..., we also have flower jellies, made from Butterfly Pea, Fragrant Olive, Jasmine.

- Size: one size for each individual
- Price: 5,000 vnd/25,000 vnd

- Packaging and labeling
- Services

Shan tearoom will have the service such as home delivery.

The core service that Shan provides to customers is giving them an instruction card on how to brew tea specifically by themselves. After selecting a drink on the menu, a waiter will bring a set of tea-making kits and ingredients; customers will be asked whether they would like to brew tea by themselves or not. If the answer is no, the waiter, who is fully qualified for the job, will brew the tea product for the customer and in reverse. The instruction cards will be provided in both situations.

- Augmented Product:

Delivery: Associated with three online delivery units: Grab food, Now, Beamin to sell products online.

Credit: 3 payment methods for customers to choose from cash payment, bank transfer, and card swipe.

After-sale service:

- SHAN Tearoom provides the following activities in customer care after sales:
- Mail - Follow up: Mail is considered a cheap and effective way to maintain customers. According to an Emarsys whitepaper, 80 percent of businesses surveyed used email marketing to retain customers. The mails are collected as soon as customers order tea drinks. We will send emails to customers mainly to thank them and listen to their suggestions. They will be given coupons for their next purchase (depending on our policies or occasional campaigns) or advertisement of new products.

b. Price Strategy

Shan Tearoom's setting price is based on Product-cost and Cost-based. The price of the product is the result of combining Fixed costs and Variable Costs. Fixed costs consist of renting space cost, the wage for staff and shippers, etc. Variable costs include packing and all materials such as tea, flowers, sugar, honey, etc. Shan Tearoom uses the simplest pricing method is cost-plus pricing – adding a standard mark up to the cost of the product, and other strategies such as product line pricing; optional product pricing, bundle pricing, price adjustment, discount, allowance pricing, segment pricing.

- Phase 1 - Grand Opening (17/5-31/5): since Shan Tearoom is a new brand, we will use penetration pricing to penetrate the market. This pricing policy would assist us in attracting people's interest to a new brand and encouraging them to try new drinks. The price range of a new product will be cheaper (sales up to 25% all the menu). Besides, we can test the price sensitization of customers and their responses to the new product before setting the price and making flavor suitable for customers.
- Phase 2 - After opening
 - o Product Line Pricing: The price depends on different product types such as original tea, flower-marinated tea, tea mix. For example, the price of original tea is from 40.000VND to 85.000VND, flower-marinated tea is from 40.000VND to 120.000VND. Besides, the size of the product is one of the factors to separate the price. This Pricing Strategy will help customers have more options to make their own choice.
 - o Optional Product Pricing: We have some extra beside the main drinks which are milk, honey and sugar. The price that customers would pay is determined by what they add to their main drinks; the more they add, the more they pay. The price of extra is 10.000VND. Customers have a range of choices to make their own drink.
 - o Product Bundle Pricing: A bundle of tea and side dishes is cheaper than buying tea and side dishes separately. For instance, Shan Tuyet tea is 40.000VND/cup, fragrant olive jelly is 20.000VND and the Bundle is 58.000VND.
 - o We will also use different Price Adjustment Strategies to attract customers and get more revenue: First of all, we can use Discount and Allowance

pricing such as Quantity discount. For example, customers who are active on Facebook or Instagram can use the “Check-In” option to share with friends as they visit our physical location then receive a discount of 10% on the total bill. Moreover, we will use Seasonal discount on special days of the year such as 30/4-1/5. Second is Segmented pricing. We will set the price by Customer – Segment Pricing, the women on 8/3 will get the product at lower price (discount 20% all the menu); or, Time – Segment Pricing, the customers who order from 8a.m to 12a.m will get the 5% discount for the main drinks. Another Pricing Adjustment Strategy is Promotional Pricing - Seasonal Promotion. We will choose the time of flower season to run this strategy such as Promotion for Jasmine Season, Grapefruit Season or Lotus Season.

Below is some visual demonstration of our voucher cards:



c. Place

Site selection criteria include:

- Style of operation: traditional and elegant style, which should be located in an advantageous location, spacious, and not too crowded.
- Demographic: Based on predefined target customers, who are working and preferring places that are not too teeming, but with enough pace to integrate and relax. In addition, tourists targeted are necessary as well , in order to preserve and develop the tea culture, so the selected location must also be on the list of attractions.

- Foot traffic: Our teahouse location should be on the road surface, easy to seek, and also not at the corner of the road. The area should have a steady flow of traffic, without frequent traffic jams. Open space such as lakes, parks must be given priority.
- Accessibility and parking: Since the target customers are working people, a parking facility for motorbikes is essential. Moreover, finding a private house is the priority criteria when finding a renting place. Our teahouse needs to modify the house's design and construction to the permitted extent, and the electricity and water lines are stable as well.
- Competition: we prefer our Tea shops located in the area that have several restaurants that offer food and service, but minimize direct competitors, a.k.a other teahouses.
- Proximity to other businesses and services: We want to find locations in the crowded office area and as mentioned above, types of catering, cafeteria services as well as other entertainment must be contained in the area.
- Image and history of the site: When referring to the Teahouses, the first image should be youthful and a peaceful place that everyone would choose when going out with friends, dating or relieving stress. Our team will also prioritise a place with its history to attract tourists to explore. Also, no less important is the past of the place we choose to hire, it should be a clean place with no spiritual problems, fire,...
- Ordinances: Avoid locations with poor security.
- The building infrastructure: A place with two or three floors, each floor 50-90m², with stable infrastructure, full utilities, airy, with lots of windows, would be suitable for our Teahouses.
- Utilities and other costs:
 - Budget: about 20.000.000 - 25.000.000VNĐ/month.
 - 1 month deposit.
 - Pay by term of 3 months/time.
 - Electricity and water charges are according to regional standards.
 - No additional charges.

So, the sites that meet these criteria include: Trich Sai or Ve Ho street, Tay Ho district; Pham Huy Thong, Ngoc Khanh, Ba Dinh district, Hoang Cau lake, O Cho Dua, Dong Da district, around Hanoi city.

After 2 months searching and evaluating, along with some difficulties due to the Covid-19 pandemic, the location chosen that meets the above criteria is: 153 Trích Sài, Tây Hồ, Hà Nội. The detailed information is as below:

- Usable area: 3 floors, 50 sqm each, total usable area is 150 sqm
- Structure: Ground floor, second floor and rooftop.
 - o Ground floor: 50 sqm, 1 restroom, 1 storage room, 1 changing room, surveillance camera available.
 - o Second floor: 50 sqm, 1 restroom. Balcony with 6 by 1 metre wide, glass door, surveillance camera available
 - o Rooftop: 50 sqm, collapsable cover.
 - o Elevator and stairs available
- West Lake view
- Frontage: 6 metre
- Sidewalk: at the front and on lakeside, 6 metre long and 4 metre wide on each side
- Parking space available

d. Promotion

Our tearoom concentrates on owned media and paid media to gain the interaction through our campaigns via Facebook, Instagram, TikTok, group seeding, email marketing and reviews. Firstly, we create the campaigns for opening period which is divided into 3 phases: the first is from 04/04 to 16/05 - Promotion plan before Opening Ceremony, the second is from 17/05 (Grand Opening) to 31/05 - Promotion during Opening Ceremony, and the last is from 01/06 to 15/06 - Promotion plan for Post-opening Ceremony.

Promotion plan before Opening Ceremony (04/04/2021 - 16/05/2021)

- Purpose: to raise awareness of our target audiences and to Create interest in Shan tearoom.
- Target Audience:
 - o People from 25 to 35 who live in Hanoi, especially visit West Lake regularly

- People who have interest in tea and have healthy lifestyles
- People who want to find a less stressful place to spend their free time or enjoy life at a much less busy pace
- Expected KPI:
 - Facebook's reach: 1k - 2.9k per day
 - Instagram's reach: 1k per day
 - Tiktok: more than 3000 views/video
- Main Activities:
 - Online promotions via Facebook and Instagram: not to order or sell products but to sell the solutions for whom finds a place or space to enjoy tea, as well as create a network of tea lovers by creating the contents about sharing the love and experiences about tea with the number of 15 posts per month.
 - Tiktok: create our own channels with self-made short video, follow the hashtag challenges and create our own hashtag: #trà☘. First of all, we will create 15s videos to share the process of making flower-marinated tea or some information/fun facts about tea with these hashtags: #tealover (413.8m views); #tea_lover (67.9m views); #tealovers (169.6M views); #trà (39.9M views); #vietnamesetea (238.9K views); #phaché (6.6M views); #douong (13.6M views); #howtomake (435M views); #drinks (3.2B views); #greentea (203.8M views). Second is to build the hashtag #trà☘ (557.9K views) with more contents about tea because this hashtag has not focused on tea but on K-pop idols, which we can take advantage of its build-in fans and views. Last but not least, we will absolutely join in the hashtag challenges such as: #monngontainha (70.6m views); #tiktokhuongnghiep (1.7B views); #learnontiktok (93.4B views); #lifemasters3 (918.1M views) with the contents about how to make tea, how to drink tea, or how to distinguish among types of tea...
 - Marketing Gift (includes invitation letters to the Opening Ceremony and Product Sample): We will send our gift combo to 50 potential customers who we know that they have interest in tea or who usually interact with us on social media channels.
Budget is less than 5.000.000 VND.

The campaigners are from the marketing team.

Promotion during Opening Ceremony (17/05/2021 - 31/05/2021)

- Purpose: raise awareness, create interest and generate sales
- Target Audience:
 - o People from 25 to 35 who live in Hanoi, especially visit West Lake regularly
 - o People who have interest in tea and have healthy lifestyles
 - o People who want to find a less stressful place to spend their free time or enjoy life at a much less busy pace
- Expected KPI:
 - o Facebook's reach: 1.8k - 5.3k per day
 - o Instagram's reach: 2k per day
 - o Tiktok: more than 3000 views/video
 - o Offline store: at least 80 visits per day
 - o Revenue: at least 7 millions VND per day
- Main Activities:
 - o Sale promotions: Promotional Pricing - Grand Opening ceremony, "Check-In" option to get discount: Customers who post their check-in image(s) on the Facebook accounts will receive a discount of 10% on the total bill
 - o Online promotions via Facebook and Instagram: not to order or sell products but to sell the solutions for whom finds a place or space to enjoy tea, as well as create a network of tea lovers by creating the contents about sharing the love and experiences about tea with the number of 15 posts per month. We also create minigame on Facebook: share and react the image taken in Shan Tearoom with our hashtag and receive our product samples
 - o Group Seeding: Create 20 accounts on Facebook and 5 accounts on Instagram to seed on the Facebook groups and Instagram (the Facebook groups will be listed below with the contents about introducing the new tearoom in Hanoi and its products, or check-in corners.

No.	Group name	Number of members	Link
1	Hội suốt ngày hỏi "Ăn gì bây	271,8K	https://www.facebook.com/groups/anginhi

	giờ nhi?"		
2	Hội Review đồ ăn có tâm	667,0K	https://www.facebook.com/groups/reviewdoan
3	Hội những người yêu bếp	200,7K	https://www.facebook.com/groups/728800987464801
4	Ở nhà vui thấy bà!	1.1M	https://www.facebook.com/groups/onhavuithayba/
5	YÊU BẾP(Esheep Kitchen family)	1.7M	https://www.facebook.com/groups/groupyeubep/
6	GHÉT BẾP, KHÔNG NGHIÊN NHÀ	1.1M	https://www.facebook.com/groups/ghetbepkhongnhien_nha/
7	Cộng Đồng Dân Cư Tây Hồ	21.1K	https://www.facebook.com/groups/chodoanngonsach/
8	Hội review các quán Coffee - Tea đẹp độc !	31,3K	https://www.facebook.com/groups/711274262398605/
9	Hà Nội Riviú - Riviú.vn	436.4K	https://www.facebook.com/groups/Thanhriviu.Hanoi/
10	Hội thích uống trà	34,0K	https://www.facebook.com/groups/273793216117701/
11	Hội Yêu Trà	22,2K	https://www.facebook.com/groups/137559003593559/
12	NGHIÊN TRÀ	9,4K	https://www.facebook.com/groups/885325738632769/
13	Ăn Sập Hà Nội!!!	407,9K	https://www.facebook.com/groups/ansaphn/
14	Hà Nội Review Tất Tàn Tật	113,4K	https://www.facebook.com/groups/243553143341609/

- Tiktok: remain our own channels with self-made short video, follow the hashtag challenges and build our own hashtag: #trà☘. First of all, Create 3 15s-videos per week to share the experiences with Shan tearoom customers with the popular hashtags we chose before. We will invite our customers to join in our TikTok channel with the hashtag #trà☘ about showing their process of making tea or checking in our "virtual" corners. Moreover, we

will continue joining in the hashtag challenges such as: #monngontainha (70.6m views); #tiktokhuongnghiep (1.7B views); #learnontiktok (93.4B views); #lifemasters3 (918.1M views) and exploring new hashtag challenges.

- Reviews from acquaintances: We are FPT students and we have a good relationship with some of the micro-influencers of FPT or FPT's friends such as:

Mrs. Pham Tuyet Hanh Ha (facebook.com/phamtuyethanhha);

HaMy Trinh (facebook.com/hamyy19);

Đức Captain (facebook.com/DucCaptainFUSW)... or

Vương Anh (facebook.com/haya.busa.96742),

Hoàng Thị Linh Chi (facebook.com/hoangthi.linhchi.988)...

- Email Marketing: to thank the customers for using the products and listen to their suggestions, or announce to be given coupons for the next purchase (depending on our policies or occasional campaigns) or to advertise new items.

Budget is less than 5.000.000 VND.

The campaigners are from the marketing team.

Promotion plan for Post-opening Ceremony (01/06/2021 - 15/06/2021)

- Purpose: to raise awareness of our target audiences and to Create interest in Shan tearoom.
- Target Audience:
 - People from 25 to 35 who live in Hanoi, especially visit West Lake regularly
 - People who have interest in tea and have healthy lifestyles
 - People who want to find a less stressful place to spend their free time or enjoy life at a much less busy pace
- Expected KPI:
 - Facebook's reach: 1k-2.9k per day
 - Instagram's reach: 1k per day
 - Tiktok: more than 2000 views/video
 - Offline store: maintain 60-80 visits per day
 - Revenue: at least 6 millions VND per day

- Main Activities:
 - Online promotions via Facebook and Instagram
 - Group Seeding: Create reviews on F&B Facebook groups
 - Tiktok: Tiktok: remain our own channels with self-made short video, follow the hashtag challenges and build our own hashtag: #trà.
 - Budget is less than 2.500.000 VND.
 - The campaigners are from the marketing team.

e. People

First, we want to outline the seven standards of store operations: A.C.H.I.E.V.E. These are seven standards that we set out for our employees to follow to operate smoothly and bring the best products and services to customers.

A: Accuracy with Speed.

Ask our staff to be meticulous and precise, but they still need to be speedy. Products for customers must ensure quality as well as images, besides products, are served in the shortest time, to avoid losing customers time. The request is a maximum of 3 minutes per item when the barista receives the order. In addition, when receiving complaints from customers, the store staff will have to handle the problem correctly based on the store's principles, guaranteeing the interests of customers and the policies, handling the problem in the fastest time.

C: Cleanliness.

Ensure the store environment is clean, and the storage space is cool. The staff will clean the store according to the timetable. Cleaning the toilet then doing the checklist, cleaning the table after customers leave, keeping the bar area clean, tidy, and getting there, and cleaning all preparation tools and machines at the end of the day are all that need to be done. Next, ensuring food hygiene and safety. Products are served to customers made from fresh ingredients, selected carefully and still in use within their expiry date. Opened products that have not been used up must be clearly marked with the opening time and expiry date, to avoid wasting the product and using rancid food to serve customers.

H: Hospitality.

Staff always serve and welcome customers with a warm and friendly image. All the friendliness, politeness and enthusiasm of the service staff are always a plus point in the

eyes of customers about the restaurant's customer care regime. Friendly in communication; receiving and responding to customer requests; support, guide and give the most suitable advice; listening and answering all questions and complaints of customers during the meal;... is one of the requirements of the service staff in creating sympathy with customers.

I: Interior comfort.

The cafe is not a place where people rushed past, bought, and left. But in Vietnam, cafes are the meeting and gathering places for each group of people. Whether it's running coffee shops, sidewalk cafes, morning coffee or luxury coffee samples to check-in, you need to provide enough amenities. It is the Internet, fan, air conditioner if it is an air-conditioned cafe. Other amenities such as a safe parking area will also make guests feel comfortable when they go to a cafe. Ensuring certain privacy for customers. It is shown through the seating arrangements, tables and chairs. Tables and chairs can be stretched or assembled, depending on the number of groups of guests. Open space for people to move easily, less collision. Moreover, the space is just large enough for the staff to serve more quickly.

E: Excellent product.

- Products serving customers must ensure four standards:
- Product recipe.
- Product service speed.
- Product performance.
- Product flavor.

V: Value of Money

- Formula:

$$\text{Value of Money} = \frac{\text{Quality of Product} + \text{Quality of Service}}{\text{Price of Product}}$$

- The price of the product is unchanged, so in order to increase the Value of Money, we need to increase the quality of the product and the quality of service for the customer.

E: Executing Marketing Program

Employees will be trained and understood about the Marketing programs that are run at specified intervals. Then they will guide customers to the store, apply a marketing strategy to increase sales for the store.

F: Process

6 basic steps to customer service:

- Welcome customers.
- Consulting customers to choose products.
- Re-order and ask for the member card if capable of getting some discounts then make the payment. In case customers haven't registered the membership, ask them for becoming Shan Tea room's members.
- Receive and finish process order.
- Thanks and follow the customers' experiences, Ask them to follow our Facebook fan page or Instagram account to receive our events and promotion programs.
- Goodbye customers.

3.3.2. Customer Relationship

a. New customer

To be able to grow larger, Shan Tearoom is actively searching for new clients and future customers. Potential customers could be reached and engaged across various platforms, such as from our customer's relationship, Facebook advertises, or TikTok videos,... However, potential consumers might have little to no knowledge about our goods and services. Therefore, it is crucial to present positive conduct to please them at the first time coming into the shop.

Appearances of the shop or the staff could be the first things appealing to a customer's eyes. Therefore, a guideline for standard clothing and the appearance of staff needs to be established and followed. For example, staff needs to look clean and tidy, wear the store's uniform and always put a smile on their face while greeting customers.

Our tranquil and classy atmosphere is one of the key points to attract customers. Therefore, to protect the tranquility and classiness of the tearoom, staff are also forbidden to do several things during work hours, such as: talking too loud, making noise, or acting inappropriately or unprofessionally in any circumstances.

All staff will be trained to stay polite and smile when talking to customers, keeping a professional image while handling their order quickly and respectfully.

After new customers come to SHAN Tearoom and experience our service and products, they would be encouraged to give feedback and we will improve our business based on those opinions.

Finding new customers might come from the sources below:

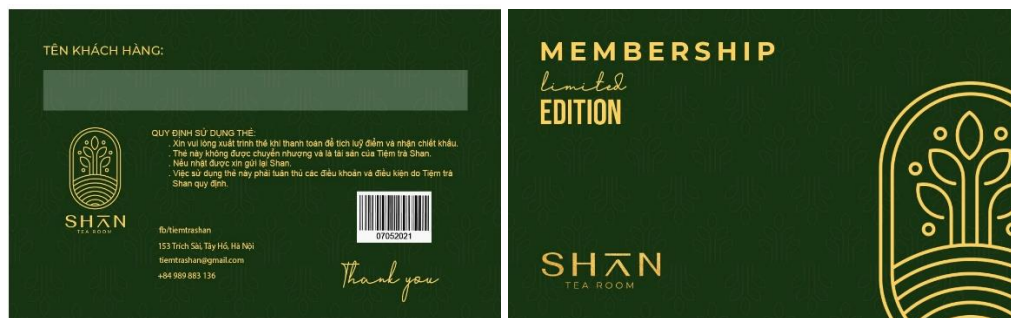
- Customers who bring their friends or family members who have never visited the store will receive a 10% discount of the total bill, up to 50,000VND.
- Customers who check in at the store and post public on social media will be offered an extra drink. And from there, the shop can find new customers.
- Facebook groups that we can post our promotion: Kitchen Love Association, Hanoi Food Review, Hanoi Riviú - Riviú.vn...
- Hire the KOLs (key opinion leaders) to promote the shop's image
- Use Youtube or Tiktok to share promotion videos.

b. Loyal customer

Regulars are the ones who have experienced our products/services, frequently use, and are willing to pay higher prices to use our goods and services. Taking care of the regulars is crucial to any business. Below are some of our recommendations:

- To express gratefulness, we keep our customers' data details and purchasing history to help us understand their shopping patterns. The data will then be arranged and analyzed for a follow-up and after-sales service.
- Moreover, keeping in touch with our customers could show that we are caring about them and respecting their needs, which is shown that their visit is welcomed. Additionally, to help them feel more belonged, it is absolutely necessary to send out gift cards and promo-event information on the customers' birthdays or other special occasions..
- It is essential for Shan Tearoom to build trust with the customer, which could be expressed through how their feedback is listened to and how their suggestions are dealt with.
- Shan Tearoom can also organize the workshops to introduce and promote a new line of products to the loyal customers firstly then collect the reviews from them.

- Setting up and building a tea-drinking community on Facebook to share information and experiences in tea drinking and tea making is definitely a good choice to engage with our tea lovers.
- We also have the "Loyalty Card." This card is valid for two years. With this pass, consumers can have exclusive benefits such as earning points above 100,000 VND valued bills, getting nine free points on the menu (except combo)... And the indispensable here is the "Customer Rating". We're going to divide consumers into three groups:
 - Silver member: is a consumer category with a minimum purchasing volume of 1,000,000 VND. After 7 points, this category of customers will earn a free drink.
 - Gold member: is a category of consumers with a minimum purchasing volume of 3,000,000 VND. After getting 5 points, this category of customers will earn a free drink.
 - Diamond member: a group of customers with a minimum purchasing price of VND 5,000,000. This group of consumers would get a free drink with 5 points, in addition to a 5 percent discount on each bill (maximum 50,000 VND).



CHAPTER 4: FINANCIAL PLAN

4.1. INCOME STATEMENT & CASHFLOW

Optimistic Case - Income Statement						
		06/2021	2022	2023	2024	2025
Revenue		729,000,000	1,545,480,000	1,638,208,800	1,736,501,328	1,840,691,408
COGs		-76,235,753	-152,471,506	-152,471,506	-152,471,506	-152,471,506
Net Sales		652,764,247	1,393,008,494	1,485,737,294	1,584,029,822	1,688,219,901
Labor cost		-182,160,000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
S&A Expense		-87,600,000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
EBITDA		383,004,247	853,488,494	946,217,294	1,044,509,822	1,148,699,901
Depreciation		-25,924,080	-51,848,160	-55,384,660	-64,773,363	-73,453,220
EBT		357,080,167	801,640,334	890,832,634	979,736,459	1,075,246,681
Tax expense (20%)		-71,416,033	-160,328,067	-178,166,527	-195,947,292	-215,049,336
Net income		285,664,134	641,312,267	712,666,107	783,789,167	860,197,345
		06/2021	2022	2023	2024	2025
Cash Inflow						
Net Sales		652,764,247	1,393,008,494	1,485,737,294	1,584,029,822	1,688,219,901
Total cash		652,764,247	1,393,008,494	1,485,737,294	1,584,029,822	1,688,219,901
Cash Outflow						
Initial Investment	-325,062,750					
Salaries		-182,160,000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
Other operating expense		-87,600,000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
Tax payments(20%)		-71,416,033	-160,328,067	-178,166,527	-195,947,292	-215,049,336
Total cash out	-325,062,750	-341,176,033	-699,848,067	-717,686,527	-735,467,292	-754,569,336
Net Cash Flow	-325,062,750	311,588,213	693,160,427	768,050,767	848,562,530	933,650,565
		NPV	3,229,949,752			
		IRR	146.5%			
		PI	10.94			
		Payback period	0.52			

Figure 4.1. 1 Optimistic Case – Income Statement of Shan Tearoom

		Most-likely Case - Income Statement				
		06/2021	2022	2023	2024	2025
Revenue		485,100,000	1,028,412,000	1,090,116,720	1,155,523,723	1,224,855,147
COGs		-53,257,513	-106,515,026	-106,515,026	-106,515,026	-106,515,026
Net Sales		431,842,487	921,896,974	983,601,694	1,049,008,697	1,118,340,121
Labor cost		-182160000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
Other Expense		-87600000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
EBITDA		162,082,487	382,376,974	444,081,694	509,488,697	578,820,121
Depreciation		(25,924,079.76)	51,848,159.52	55,384,659.52	64,773,362.86	73,453,220.00
EBT		136,158,407	434,225,134	499,466,354	574,262,060	652,273,341
Tax expense (20%)		-27,231,681.47	-86,845,026.74	-99,893,270.74	-114,852,412.05	-130,454,668.16
Net income		108,926,726	347,380,107	399,573,083	459,409,648	521,818,673
		06/2021	2022	2023	2024	2025
Cash Inflow						
Net Sales		431,842,487	921,896,974	983,601,694	1,049,008,697	1,118,340,121
Total cash		431,842,487	921,896,974	983,601,694	1,049,008,697	1,118,340,121
Cash Outflow						
Initial Investment	-325,062,750					
Salaries		-182,160,000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
Other operating expense		-87,600,000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
Tax payments(20%)		-27,231,681	-86,845,027	-99,893,271	-114,852,412	-130,454,668
Total cash out	-325,062,750	-296,991,681	-626,365,027	-639,413,271	-654,372,412	-669,974,668
Net Cash Flow	-325,062,750	134,850,806	295,531,947	344,188,423	394,636,285	448,365,453
		NPV	1,292,510,164			
		IRR	71.11%			
		PI	5.0			
		Payback period	1.64			

Figure 4.1. 2 Most-like Case – Income Statement of Shan Tearoom

		Pessimistic Case - Income Statement				
		06/2021	2022	2023	2024	2025
Revenue		362,700,000	768,924,000	815,059,440	863,963,006	915,800,787
COGS		-48,659,895	-97,319,790	-97,319,790	-97,319,790	-97,319,790
Net Sales		314,040,105	671,604,210	717,739,650	766,643,216	818,480,996
Labor cost		-182,160,000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
Other Expense		-87,600,000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
EBITDA		44,280,105	132,084,210	178,219,650	227,123,216	278,960,996
Depreciation		-25,924,080	-51,848,160	-55,384,660	-64,773,363	-73,453,220
EBT		18,356,025	80,236,050	122,834,990	162,349,853	205,507,776
Tax expense (202)		-3,671,205	-16,047,210	-24,566,998	-32,469,971	-41,101,555
Net income		14,684,820	64,188,840	98,267,992	129,879,882	164,406,221
		06/2021	2022	2023	2024	2025
Cash Inflow						
Net Sales		314,040,105	671,604,210	717,739,650	766,643,216	818,480,996
Total cash		314,040,105	671,604,210	717,739,650	766,643,216	818,480,996
Cash Outflow						
Initial Investment	-325,062,750					
Salaries		-182,160,000	-364,320,000	-364,320,000	-364,320,000	-364,320,000
Other operating expense		-87,600,000	-175,200,000	-175,200,000	-175,200,000	-175,200,000
Tax payments (202)		-3,671,205	-16,047,210	-24,566,998	-32,469,971	-41,101,555
Total cash out	-325,062,750	-273,431,205	-555,567,210	-564,086,998	-571,989,971	-580,621,555
Net Cash Flow	-325,062,750	40,608,900	116,037,000	153,652,652	194,653,245	237,859,441
		NPV	417,748,487			
		IRR	27.08%			
		PI	2			
		Payback period	3.57			

Figure 4.1. 3 Pessimistic Case – Income Statement of Shan Tearoom

4.2. REVENUE STREAM

Optimistic Revenue											
Channel	Type of Tea	Number	Product	Unit	Price (VND)	Quantity	Total Price of each size (VND)	Revenue (VND)			
								Daily	Monthly	6 months	Annually
Offline	Marinated-flower Tea	01	Jasmine Tea	Cup	40,000	6	240,000	440,000	13,200,000	79,200,000	158,400,000
				Single pot	50,000	2	100,000				
				Group pot	100,000	1	100,000				
		02	Pomelo Tea	Cup	40,000	3	120,000	270,000	8,100,000	48,600,000	97,200,000
				Single pot	50,000	1	50,000				
				Group pot	100,000	1	100,000				
	03	Lotus Tea	Cup	55,000	3	165,000	435,000	13,050,000	78,300,000	156,600,000	
			Single pot	65,000	2	130,000					
			Group pot	140,000	1	140,000					
	04	Aglaia duperreana Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000	
			Single pot	50,000	1	50,000					
			Group pot	100,000	1	100,000					
	05	Ginger Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000	
Single pot			50,000	1	50,000						
Group pot			100,000	1	100,000						
06	Fragrant olive Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000		
		Single pot	50,000	1	50,000						
		Group pot	100,000	1	100,000						
07	Oolong Tea	Cup	40,000	5	200,000	400,000	12,000,000	72,000,000	144,000,000		
		Single pot	50,000	2	100,000						
		Group pot	100,000	1	100,000						
08	Shan Tuyet Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000		
		Single pot	50,000	1	50,000						
		Group pot	100,000	1	100,000						
09	Black Tea	Cup	40,000	4	160,000	360,000	10,800,000	64,800,000	129,600,000		
		Single pot	50,000	2	100,000						
		Group pot	100,000	1	100,000						
Tea-Mix	10	Butterfly Pea Tea	Cup	45,000	2	90,000	180,000	5,400,000	32,400,000	64,800,000	
			Group pot	90,000	1	90,000					
	11	Yellow Daisy Tea	Cup	45,000	2	90,000	180,000	5,400,000	32,400,000	64,800,000	
			Group pot	90,000	1	90,000					
	12	Cinnamon Orange Tea	Cup	45,000	2	90,000	180,000	5,400,000	32,400,000	64,800,000	
Group pot			90,000	1	90,000						
13	Strawflower Tea	Cup	45,000	1	45,000	135,000	4,050,000	24,300,000	48,600,000		
Group pot	90,000	1	90,000								
Online	Marinated-flower Tea	01	Jasmine Tea	Cup	45,000	3		135,000	4,050,000	24,300,000	48,600,000
		02	Pomelo Tea	Cup	45,000	2		90,000	2,700,000	16,200,000	32,400,000
		03	Ginger Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000
		04	Fragrant olive Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000
	Tea-Mix	05	Butterfly Pea Tea	Cup	45,000	2		90,000	2,700,000	16,200,000	32,400,000
		06	Yellow Daisy Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000
		07	Cinnamon Orange Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000
		08	Strawflower Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000
										0	
Offline	01	Fragrant Olive Jelly	plate	20,000	1		20,000	600,000	3,600,000	7,200,000	
	02	Butterfly Pea Jelly	plate	20,000	1		20,000	600,000	3,600,000	7,200,000	
	03	Green bean cake	plate	20,000	1		20,000	600,000	3,600,000	7,200,000	
	04	Che Lam	piece	5,000	1		5,000	150,000	900,000	1,800,000	
	05	Peanut Candy	piece	5,000	1		5,000	150,000	900,000	1,800,000	
Online	1	Fragrant Olive Jelly	plate	20,000	1		10,000	300,000	1,800,000	3,600,000	
	2	Butterfly Pea Jelly	plate	20,000	1		10,000	300,000	1,800,000	3,600,000	
										0	
Offline	01	Rock Sugar	10 gram	0	3		0	0	0	0	
	02	Honey	20ml	10,000	3		30,000	900,000	5,400,000	10,800,000	
	03	Milk	50ml	10,000	3		30,000	900,000	5,400,000	10,800,000	
Online	1	Rock Sugar	10 gram	0	3		0	0	0	0	
	2	Honey	20ml	10,000	1		10,000	300,000	1,800,000	3,600,000	
	3	Milk	50ml	10,000	1		10,000	300,000	1,800,000	3,600,000	
Total								4,050,000	121,500,000	729,000,000	1,458,000,000

Table 4.2. 1 Optimistic Revenue Stream of Shan Tearoom

Most-likely Revenue															
Channel	Type of Tea	Number	Product	Unit	Price (VND)	Quantity	Price (VND)	Revenue (VND)							
								Daily	Monthly	6-months	Annually				
Offline	Marinated-flower Tea	01	Jasmine Tea	Cup	40,000	3	120,000	320,000	9,600,000	57,600,000	115,200,000				
				Single pot	50,000	2	100,000								
				Group pot	100,000	1	100,000								
		02	Pomelo Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000				
				Single pot	50,000	1	50,000								
				Group pot	100,000	1	100,000								
	03	Lotus Tea	Cup	55,000	2	110,000	315,000	9,450,000	56,700,000	113,400,000					
			Single pot	65,000	1	65,000									
			Group pot	140,000	1	140,000									
	04	Aglaia duperreana Tea	Cup	40,000	1	40,000	40,000	1,200,000	7,200,000	14,400,000					
			Single pot	50,000	0	0									
			Group pot	100,000	0	0									
	05	Ginger Tea	Cup	40,000	1	40,000	90,000	2,700,000	16,200,000	32,400,000					
Single pot			50,000	1	50,000										
Group pot			100,000	0	0										
06	Fragrant olive Tea	Cup	40,000	2	80,000	230,000	6,900,000	41,400,000	82,800,000						
		Single pot	50,000	1	50,000										
		Group pot	100,000	1	100,000										
Original Tea	07	Oolong Tea	Cup	40,000	2	80,000	130,000	3,900,000	23,400,000	46,800,000					
			Single pot	50,000	1	50,000									
			Group pot	100,000	0	0									
	08	Shan Tuyet Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000					
			Single pot	50,000	1	50,000									
			Group pot	100,000	1	100,000									
09	Black Tea	Cup	40,000	2	80,000	330,000	9,900,000	59,400,000	118,800,000						
		Single pot	50,000	1	50,000										
		Group pot	100,000	2	200,000										
Tea-Mix	10	Butterfly Pea Tea	Cup	45,000	1	45,000	135,000	4,050,000	24,300,000	48,600,000					
			Group pot	90,000	1	90,000									
	11	Yellow Daisy Tea	Cup	45,000	1	45,000	135,000	4,050,000	24,300,000	48,600,000					
			Group pot	90,000	1	90,000									
	12	Cinnamon Orange Tea	Cup	45,000	1	45,000	135,000	4,050,000	24,300,000	48,600,000					
Group pot			90,000	1	90,000										
13	Strawflower Tea	Cup	45,000	1	45,000	45,000	1,350,000	8,100,000	16,200,000						
		Group pot	90,000	0	0										
Online	Marinate d-flower Tea	01	Jasmine Tea	Cup	45,000	1		45,000	1,350,000	2,700,000	16,200,000				
				02	Pomelo Tea	Cup	45,000	2		90,000	2,700,000	16,200,000	97,200,000		
						03	Ginger Tea	Cup	45,000	0		0	0	0	0
								04	Fragrant olive Tea	Cup	45,000	1		45,000	1,350,000
	05	Butterfly Pea Tea	Cup							45,000	1		45,000	1,350,000	8,100,000
			06	Yellow Daisy Tea	Cup					45,000	1		45,000	1,350,000	8,100,000
					07	Cinnamon Orange Tea	Cup			45,000	1		45,000	1,350,000	8,100,000
							08	Strawflower Tea	Cup	45,000	1		45,000	1,350,000	8,100,000
Offline			Fragrant Olive Jelly	plate					20,000	1		20,000	600,000	3,600,000	21,600,000
			Butterfly Pea Jelly	plate	20,000	1				20,000	600,000	3,600,000	21,600,000		
			Green bean cake	plate	20,000	0		0	0	0	0				
			Che Lam	piece	5,000	0		0	0	0	0				
			Peanut Candy	piece	5,000	0		0	0	0	0				
Online			Fragrant Olive Jelly	plate	20,000	1		10,000	300,000	1,800,000	10,800,000				
			Butterfly Pea Jelly	plate	20,000	1		10,000	300,000	1,800,000	10,800,000				
										0					
Offline			Rock Sugar	10 gram	0	1		0	0	0	0				
			Honey	20ml	10,000	1		10,000	300,000	1,800,000	10,800,000				
			Milk	50ml	10,000	0		0	0	0	0				
Online			Rock Sugar	10 gram	0	1		0	0	0	0				
			Honey	20ml	10,000	0		0	0	0	0				
			Milk	50ml	10,000	1		10,000	300,000	1,800,000	10,800,000				
Total								2,725,000	81,750,000	485,100,000	970,200,000				

Table 4.2. 2 Most-likely Revenue of Shan Tearoom

Pessimistic Revenue													
Channel	Type of Tea	Number	Product	Unit	Price (VND)	Quantity	Price (VND)	Revenue (VND)					
								Daily	Monthly	6 months	Annually		
Offline	Marinated-flower Tea	01	Jasmine Tea	Cup	40,000	2	80,000	330,000	9,900,000	59,400,000	118,800,000		
				Single pot	50,000	1	50,000						
				Group pot	100,000	2	200,000						
		02	Pomelo Tea	Cup	40,000	1	40,000	40,000	1,200,000	7,200,000	14,400,000		
				Single pot	50,000	0	0						
				Group pot	100,000	0	0						
	03	Lotus Tea	Cup	55,000	1	55,000	260,000	7,800,000	46,800,000	93,600,000			
			Single pot	65,000	1	65,000							
			Group pot	140,000	1	140,000							
	04	Aglaia duperreana Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000			
			Single pot	50,000	1	50,000							
			Group pot	100,000	1	100,000							
	05	Ginger Tea	Cup	40,000	1	40,000	190,000	5,700,000	34,200,000	68,400,000			
Single pot			50,000	1	50,000								
Group pot			100,000	1	100,000								
06	Fragrant olive Tea	Cup	40,000	1	40,000	90,000	2,700,000	16,200,000	32,400,000				
		Single pot	50,000	1	50,000								
		Group pot	100,000	0	0								
Original Tea	07	Oolong Tea	Cup	40,000	1	40,000	90,000	2,700,000	16,200,000	32,400,000			
			Single pot	50,000	1	50,000							
			Group pot	100,000	0	0							
08	Shan Tuyet Tea	Cup	40,000	1	40,000	40,000	1,200,000	7,200,000	14,400,000				
		Single pot	50,000	0	0								
		Group pot	100,000	0	0								
09	Black Tea	Cup	40,000	1	40,000	40,000	1,200,000	7,200,000	14,400,000				
		Single pot	50,000	0	0								
		Group pot	100,000	0	0								
Tea-Mix	10	Butterfly Pea Tea	Cup	45,000	1	45,000	45,000	1,350,000	8,100,000	16,200,000			
			Group pot	90,000	0	0							
	11	Yellow Daisy Tea	Cup	45,000	1	45,000	45,000	1,350,000	8,100,000	16,200,000			
			Group pot	90,000	0	0							
	12	Cinnamon Orange Tea	Cup	45,000	1	45,000	45,000	1,350,000	8,100,000	16,200,000			
Group pot			90,000	0	0								
13	Strawflower Tea	Cup	45,000	1	45,000	45,000	1,350,000	8,100,000	16,200,000				
		Group pot	90,000	0	0								
Online	Marinate d-flower Tea	01	Jasmine Tea	Cup	45,000	3		135,000	4,050,000	24,300,000	48,600,000		
				Cup	45,000	1						45,000	1,350,000
		03	Ginger Tea	Cup	45,000	0		0	0	0	0		
				Cup	45,000	1						45,000	1,350,000
	Tea-Mix	05	Butterfly Pea Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000		
				Cup	45,000	0						0	0
		06	Yellow Daisy Tea	Cup	45,000	0		0	0	0	0		
				Cup	45,000	1						45,000	1,350,000
07	Cinnamon Orange Tea	Cup	45,000	1		45,000	1,350,000	8,100,000	16,200,000				
		Cup	45,000	0						0	0	0	0
08	Strawflower Tea	Cup	45,000	0		0	0	0	0				
		Cup	45,000	0						0	0	0	0
Offline						32							
				01	Fragrant Olive Jelly	plate	20,000	1		20,000	600,000	3,600,000	7,200,000
				02	Butterfly Pea Jelly	plate	20,000	0		0	0	0	0
				03	Green bean cake	plate	20,000	0		0	0	0	0
				04	Che Lam	piece	5,000	0		0	0	0	0
Online											0		
				1	Fragrant Olive Jelly	plate	20,000	1		10,000	300,000	1,800,000	3,600,000
Offline											0		
				01	Rock Sugar	10 gram	0	8		0	0	0	0
				02	Honey	20ml	10,000	10		100,000	3,000,000	18,000,000	36,000,000
Online											0		
				03	Milk	50ml	10,000	6		60,000	1,800,000	10,800,000	21,600,000
				1	Rock Sugar	10 gram	0	4		0	0	0	0
											0		
				2	Honey	20ml	10,000	2		20,000	600,000	3,600,000	7,200,000
											0		
				3	Milk	50ml	10,000	4		40,000	1,200,000	7,200,000	14,400,000
Total								2,015,000	60,450,000	362,700,000	725,400,000		

Table 4.2. 3 Pessimistic Revenue of Shan Tearoom

CHAPTER 5: CONCLUSIONS AND RECOMMENDATION

5.1. RISK ANALYSIS AND BACKUP PLAN

Not every teahouse opened can attract customers and bring high profits. Risks in the tea shop business are inevitable. And to cope with the risks, there must be appropriate backup plans. In this project, we have outlined the main risks as follows:

5.1.1. Costs incurred in the first stage of opening the shop

When deciding to run a teahouse, we have prepared a certain amount of capital through references from similar or estimated business models. However, other unforeseen costs cannot be avoided. When expenses are incurred, it may lead to the situation where we have to cut other previously expected costs (maybe the cost of purchasing materials, tools, equipment,...). This can affect the product quality and image of the shop.

Back-up plan: Must understand and carefully calculate the costs to open and operate a teahouse. It needs to prepare an additional contingency cost to be used when necessary to avoid wasting on the set amount used for the operation of the shop to pay for the site and materials and labor.

5.1.2. Fluctuation of market prices

The fluctuation of market price affects staff salaries, electricity costs, and prices of raw materials for preparation. A raise of all charges leads to influence of the price of the drinks in our tea shop.

Back-up plan: Always updated news on market prices to give timely and appropriate measures.

5.1.3. The increasing number of competitors

Today's users can easily find information about products and services. Therefore, businesses will have to compete with many competitors. At SHAN tearoom, we compete with direct competitors (teahouses) and indirect competitors (cafes, milk tea shops ...). Thus, if the shop does not have the right solutions in the time of harsh competition, losing its customers is inevitable.

Back-up plan: Carefully research, analyze and continuously collect information of competitors to understand their strengths and weaknesses. From there, the tearoom will offer appropriate innovations and healthy competition methods. In addition, the restaurant must have methods to retain customers (organize events at the restaurant and send invitations to customers, membership cards, holidays promotions...)

5.1.4. Financial risks

Financial risks can come from many reasons that we cannot foresee, such as: investors withdraw their capital, debts are not paid in time, they do not have reasonable business methods. ... That can lead to severe financial deficits and even bankruptcy.

Back-up plan: Hire good financial analysts and consultants. Prepare and grow a safety fund for such incidents.

5.1.5. Poor quality of the drinks

In the beverage and culinary business, risks in food safety and hygiene are likely to happen. There are many causes for this: poor preservation, poor restaurant hygiene, and inferior quality ingredients. And this is one of the risks that significantly affects the image of a tea shop. Despite being considered as high-quality and delicious, a shop could lose its image and precious customer even if one incident of poor hygiene and food safety.

Back-up plan: To avoid this, the shop must closely check the quality of the supply, must have measures to preserve the materials properly, always keep the shop clean and hygienic. Besides, one of the tea shop founders should take prestigious tea-making courses to ensure that the drinks on the menu always have the original taste and benefits to human health.

5.1.6. Employees quitting

The staff is an essential factor in creating the brand of the tea shop. Professional staff training takes time. However, training an experienced and enthusiastic team has been difficult; it is even more challenging to retain them. Sometimes the shop's experienced staff could quit their position unexpectedly, making the shop owner hire new employees and spend time training all over again. This will significantly affect the business process.

Back-up plan: First of all, the owner must understand his employees' characters and needs, sharing work with the staff instead of giving orders, must listen to the essential needs of employees, and create an effective working environment. A reasonable compensation strategy is crucial to retain quality employees. For example: giving gifts or increasing wages to employees on holidays, Tet; organize team building to build cohesion of all employees, make them feel like they belong to the place ...

5.1.7. The COVID-19 pandemic outbreak

The COVID-19 pandemic is currently having complicated development. Vietnam has a total of 2914 cases, 2516 cases cured and 35 cases of deaths (Sức khỏe và Đời sống, 2021). The government has made their best efforts in the fight against the epidemic. However, there are still a number of individuals who have violated the COVID-19 prevention regulations, so outbreaks sometimes reoccur, seriously affecting thousands of businesses

(restaurants have to close, employees have no job to do resulting in revenue loss, bankruptcy...).

Back-up plan: In response to such epidemic situation, our SHAN tea shop has taken the following response measures:

- Posting positive, meaningful message on social media, improving morales and building a good image for the business
- Posting articles about the benefit of tea drinking on human health.
- Shifting to online sales
- Make use of the new social media platform, Tik Tok, to connect better with customers.
- Assign employees to other online works

5.1.8. Risk of fire hazard

The risk of fire hazard is often neglected within small businesses in Vietnam. However, when such an incident occurs, the damage can be unpredictable and could lead to fatality of humans and the business.

Back-up plan: The regulations on fire protection need to be followed strictly. Insurance on fire hazard is extremely necessary.

5.1.9. Risk from suppliers

The risk from suppliers can greatly affect business operations. These risks might include: suppliers are late on deadlines, prices are raised without notices, bankruptcy or sudden loss of contacts with suppliers, etc.

Back-up plan: Partnership with two or more suppliers, avoid reliance on one source. Closely manage and pay attention to the business's supply chain.

5.1.10. Risk from logistics and delivery

Sometimes, a mistake in logistics and delivery can result in unpredictable consequences. For example: the shipping unit can't deliver the goods on time; the goods are lost or damaged during the shipping process. These can sometimes lead to suspension of operations.

Back-up plan: Pay attention and monitor closely to the shipping process and make sure that the supply chain does not rely solely on one supplier or one delivery partner.

5.2. FUTURE ORIENTED

In this project, we have planned medium-term (3 years) and long-term (5 years).

5.2.1. Medium-term plan

- Open two more Shan Tearoom in Hanoi.
- Achieve sales of 200 million VND per month.
- Recruiting twelve more employees.

5.2.2. Long-term plan

- Becoming a chain of stores present in prominent cities: Hanoi (5 stores), Ho Chi Minh city (3 stores), Da Nang (2 stores)
- Develop the shop's own signature drinks
- Develop a line of tea-bag products
- Selling teapot sets with our own design in collaboration with skillful pottery artists from Bat Trang

5.3. CONCLUSIONS AND RECOMMENDATION

5.3.1. Conclusions

Despite the decreasing number of traditional tea shops, in comparison with the growing number of cafe shops, there is an opportunity to enter the market. With our differentiation strategy, SHAN Tearoom strives to bring customers a aromatic, healthy and exciting tea drinking experience, along with the feeling of relaxation, delightfulness at our classy, tranquil space.

Through research, analysis, and evaluation, we believe that the establishment of SHAN tea shop is possible. And with the policies that the restaurant implements, we hope to bring satisfaction to every customer.

This project focuses not only on making profit but also on spreading the love of tea to everyone, especially the young generation. Through this business, we hope to build a long-lasting relationship with our customers; and together, we could continue Vietnam's long tradition of tea drinking.

5.3.2. Recommendation

In the following time, our team will continue working on the project. The business plan above may also be reviewed and taken recommendations to be edited and achieve a higher

level of feasibility. The execution of the project might be taken in consideration and carried out in the nearest future if possible.

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APPENDIX

Here is our link of Finance Plan on Excel online: [Shan Tearoom Finance](#)

Here is our link of Promotion Plan on Excel online: [Shan Tearoom Promotion](#)

Here is our link of Market Analysis Survey on Excel online: [Shan Tearoom Survey](#)

Here is our link of Making tea instruction on Doc online: [Shan Tearoom Making Tea](#)