



**FPT UNIVERSITY**

# GRADUATION THESIS REPORT



**NUTS**  
mama

## **BUSINESS PLAN FOR “NUTSMAMA” RESTAURANT IN HANOI**

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## **ACKNOWLEDGEMENT**

We would like to thank the agencies, organizations, and individuals for their support and assistance during the project implementation to complete the project's successful Bachelor of Business Administration and International Business Certificate at FPT University, which enabled this graduation thesis to achieve a good result.

Primarily, our group wishes to express its gratitude to FPT University for providing a dynamic and creative environment in which we may learn and experience practical activities, get a great deal of experience in real life, and build amazing values for ourselves.

We would like to express our heartfelt gratitude to Dr. Trinh Trong Hung, who monitored, instructed, commented, and supported us with all of our knowledge and enthusiasm in order for us to complete the thesis as the most comprehensive graduation project.

Furthermore, we would like to thank the professors at FPT University's Faculty of Economics for their lectures, specialized knowledge, and life stories over the past four years, which have greatly aided us in perfecting this document.

Above all, the project could not be completed without the participation of all five group members in discussing, commenting on, and surveying the reality. To complete a business plan, the team members faced numerous difficulties and challenges, such as negotiating prices with each partner in the rain or heat. Evening debates and meeting deadlines together have helped us cherish the precious moments.

Last but not least, we cannot express our gratitude enough to our parents, brothers and sisters, and all of our friends who have supported us through all of the challenges we have faced. encountered in daily life

**Hanoi, August 25, 2021**

**The authors of this thesis**

## **ABSTRACT**

“Nutsmama” is a business plan for a Vietnamese restaurant which is planned on opening in Hanoi. This idea was innovated when the needs of the market rose. After extensive research into this market, we realized that our idea is really necessary and possible to work in. With the duty of bringing the service of pregnant and postpartum women to the community, we are willing to serve this model and accept the risks because of its uniqueness.

In general, our restaurant always welcomes everybody to come. But our target customer would be the pregnant and postpartum women particularly. The mindset when we create this project is not for business only, we also want to increase the value of Food&Beverage domain. Whereas this market is very potential, and the demand of people is also rising day by day. We can make amount of money from this as well as creating more services about the reproductive market.

To be successful and diminish the risks, we have to set up the plan including evaluate the chances of the market, market analysis, financial analysis, marketing. This business plan would be done as pragmatical as possible.



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## **PART I. INTRODUCTION**

### **1. The traditional qualities of Vietnamese Women**

Over time, the standards of women may change, but taking care of the family and raising children are still inseparable tasks. Women's happiness is being a wife and mother, wholeheartedly taking care of their loved ones in the family. When a woman gives birth to a child, she will give all her love to her children, take care, worry, and teach them to be a good citizen. Fulfilling the mother's duties is an instinct that has been ingrained in women's minds for generations. The mother is always busy, doing all the work and keeping the family happy. They are the teachers who guide and teach children from the first steps.

People can say that motherhood is the most sacred and noble task for Vietnamese women ever. It is the task of maintaining the race, consolidating cultural development achievements, building a strong Vietnam and carrying heavy loads, giving birth, giving birth, nurturing, and educating new Vietnamese generations to seem to have been essential for any woman. Whoever they are, they can still be a mother. Overall, for many people, change is not always seen as a good thing. However, motherhood is a notable change, as it is a beautiful and positive change in any woman's life. Most mothers would agree that motherhood is the best experience of their lives. To prepare for motherhood, we will have to learn and get used to the little things such as breastfeeding, comfort the baby, change diapers, choose reliable foods for the baby, and the stages of development. Children, how to raise them... However, motherhood will become a significant new job when we realize that we are responsible for taking care of a baby and who will love them unconditionally for the rest of their lives. Therefore, pregnancy and motherhood is a continuous cycle from life to life; no one can replace the role of women because they are half of this world, the beauty.

The most important thing in life is the spirit, the motivation for us to live better. Even if she has to make more sacrifices, a woman will forever fulfill her duties. Looking at the new baby "angel" was born, the mother smiled brightly, how much hardship, difficulty, and pain during pregnancy and childbirth faded away. Seeing the child grow up, mature, and have a stable life, at that time, the calluses on the mother's hands, the years of hardship, even blood and tears faded, the rest was overflowing with happiness. They

included the mother. Many people will ask, what is the motivation for a woman to be a mother to overcome those things and look at women who live their lives wholeheartedly for their children? We will have the answer that is motherhood.

## **2. The importance of a healthy diet during pregnancy and postpartum period**

For postpartum mothers, although the nutritional reserves during pregnancy have not been fully consumed, before giving birth and during childbirth, the mother has lost a lot of energy and nutrients. nutrition through blood loss during childbirth, mobilizing nutrients to produce colostrum in the last months of pregnancy, and secreting milk to feed the baby right after birth... Therefore, the need for energy and nutrients for nursing mothers is quite high and extremely important. Thus, nursing mothers need to have an appropriate diet, not forgetting that the work regime and rest are combined with a relaxed mental state.

During pregnancy, mothers need to spend time with their families to take care of them. Because, during pregnancy, a woman's body is extremely heavy and tired. Standing up or sitting down or any movement is difficult for them. In addition, to ensure adequate nutrition for the fetus to develop comprehensively, pregnant women must eat adequate amounts of adequate quality. Eating during pregnancy is extremely important because it directly affects the development of the fetus. When mothers eat any food during pregnancy, babies get it first. This means that the baby helps himself absorb nutrients from the pre-digested food. All the mother gets is "leftover food". That's why it's essential to make sure you get all the vitamins and minerals you need for pregnancy. The mother's food directly affects the amniotic fluid around the baby, so when swallowing amniotic fluid, the baby will taste that taste. Therefore, if there is a preference for a particular taste after birth, the baby will still love the taste. These flavors are all stored in the baby's brain during the mother's pregnancy. Besides amniotic fluid, the taste of the mother's intake also affects the taste of milk. Therefore, mothers should not eat and drink flavors that are not good for the baby in the womb. In addition, at each stage of pregnancy, a different amount of nutrients will be needed, supplemented with many types to ensure the health of the mother and the developing fetus. Good nutrition for the mother during pregnancy is essential for the health of the mother as well as the development of the baby from infancy to adulthood. If the mother during pregnancy does not meet the full range of nutrients, the fetus will have growth



retardation due to poor nutrition. Improving fetal and infant growth can significantly reduce morbidity later in life. Therefore, from the beginning of pregnancy, mothers need to pay attention to supplementing the necessary nutrients by the doctor's dosage.

### **3. Traditional meals of Vietnamese women during pregnancy and postpartum period**

It can be said that the meals of Vietnamese pregnant and postpartum mothers have been very strict before. They have to abstain from many foods that previous generations have told them are not good for themselves and their babies. But those are just folk beliefs passed down orally from generation to generation without any proof to be true. Nowadays, when society is more and more developed, and the medical background is also expanded, people have gradually become less strict about the meals of pregnant and postpartum mothers. They do not need to abstain as much as before, and some customs are also rejected instead of more scientific methods of care. Because of this, the foods that pregnant and postpartum mothers are allowed to eat are much more diverse than before. In addition to the wrong foods, which can affect the baby according to the doctor's advice, mothers can eat most foods from meat, fish, vegetables to functional foods.

### **4. Nutritional needs during pregnancy and postpartum period**

The need for energy and nutrients for pregnant women is higher than before pregnancy. During pregnancy, pregnant women need to supplement with adequate nutrients for the physical and brain development of the fetus. According to the US DRI (Dietary Recommended Intake), pregnant women must supply different amounts and ratios of nutrients depending on the trimester.

*The first trimester of pregnancy* is a period of formation of the structure and function of the fetal brain. During this period, folic acid is an essential nutrient, affecting the formation and development of the nervous system. Folic acid helps the neural tube close properly, preventing neural tube defects.

***The second trimester of pregnancy*** is a period of rapid fetal brain development. From week 20 until the end of pregnancy, the size and weight of the baby's brain will increase six times. Mothers need more energy for the healthy development of the fetus. Additional energy needs are +340 kcal per day (compared to pre-pregnancy energy needs). Accordingly, protein (an additional 71g/day) plays a vital role in providing energy for the body to help the baby build tissue structure, form functional organs and develop physically. Starting from the 20th week, nutrition plays a significant role in developing the brain and nervous system. The energy requirement for brain development from this stage accounts for 70% of the total energy requirement. Vitamin C (additional 85 mg/day), Vitamin E (15 mg/day), Salen (60 mg/day), Vitamin E (15 mg/day), Salen (60 mg/day) mg/day), necessary for collagen production and synthesis, protecting cell membranes, ensuring cell production and tissue and muscle development. In addition, pregnant women need to supplement 11 mg of zinc per day to strengthen the resistance of both mother and fetus.

***In this third trimester***, the baby's brain develops very quickly and is constantly perfecting, which is considered a mature stage for developing brain cells. DHA is an important nutrient that directly affects your baby's brain development and is recommended by DRI to supplement 140 mg per day. In addition to supporting brain development, DHA is also suitable for visual development and protects the integrity of nerve cells. Choline also supports brain development and protects neuronal integrity, recommended by the DRI for 450 mg per day. Vitamin D (additional 60 IU/day) and Calcium (additional 1000 mg/day) help the fetus develop the muscles, bones, and teeth well. In addition, pregnant women need to supplement with 28 g of Prebiotics fiber per day to promote beneficial bacteria and strengthen the immune system. During this period, energy needs increase by 450 kcal per day. For the two hemispheres of the brain to be formed and the brain develops well, pregnant women also need to supplement with iodine, which helps regulate biochemical reactions important for brain development. Iron and Vitamin B12 are essential nutrients that affect the fetus's brain development and are also necessary for blood formation, the development of red blood cells, blood vessels, and muscles in the baby's arms and legs. According to the DRI, every day, pregnant women need to supplement with 60 mcg of folic acid, 220 mcg of iodine, 27 mg of iron, and 26 mcg of vitamin B12.



*In the postpartum period*, the mother continues to be the source of food for the baby through breast milk. Therefore, it is necessary to supplement the mother's nutrition to ensure the development of the baby. In the first year of life, the baby's brain grows and matures, so the baby needs more DHA to connect brain cells, supporting the development of vision, and protecting brain cells. DHA content is recommended by DRI supplement 140 g per day. Along with DHA, Iodine (290 mg/day) helps regulate critical biochemical reactions in the brain. Vitamin D (600 IU daily) helps with better absorption of Calcium and phosphorus. The B vitamins are necessary for the process of providing energy, promoting metabolism. These are important processes that affect the overall development of the baby. Vitamin B1 needs to be supplemented with 1.4 mg/day, Vitamin B2 needs 1.6 mg/day, Vitamin B16 needs 2mg/day, and Vitamin B12 needs 2.8 mcg/day. Energy requirements increased by 450 kcal/day. Postpartum care is very necessary because, during labor, the mother loses a lot of strength. There is an old saying that "women give birth like breaking 20 ribs at the same time", saying that understanding the process of pregnancy and childbirth is very difficult and dangerous. As a matter of course, after getting through the pregnancy period, the mother needs to rest and recover from the damage that we call the postpartum period. Not staying at home is one of the causes of postpartum disease later, when the mother is very prone to headaches, back pain, body fatigue, illness, and unstable mood (Similac Viet Nam, 2018).

## **5. The idea of a project to provide meals for pregnant and postpartum mothers**

This is a project to provide nutritious meals for pregnant and postpartum mothers. The dishes have been researched and selected ingredients to ensure that mothers can eat during pregnancy and childbirth. The special thing in this project is that the dishes are combined with nutritious nuts such as cashews, almonds, walnuts, macadamia, peanuts, pistachios, and some other nuts. Nutritious nuts are beneficial for mothers during pregnancy and after giving birth. In addition, the dishes are also diversified to serve the needs fully. During pregnancy, pregnant women may crave more and be hungrier than usual because the body needs more energy to nourish the fetus. Instead of choosing unhealthy foods, let's think of good nuts for pregnant women and turn them into delicious dishes. Understanding the needs of pregnant and postpartum mothers, Nuts



mama has researched and incorporated nutritious nuts into dishes, promising to bring the best experience to customers at the restaurant.

## 6. Market opportunity and Problem identification.

Currently, taking care of pregnant women during childbirth and after giving birth has been widely noticed across the country. It can be seen that this is a relatively new market but has attracted the attention of many people. Health and nutrition issues of pregnant women are currently hot issues in a developing country like Vietnam. As the mother's nutrition will significantly affect the development of the fetus, it is terrific to be able to ensure a sufficient amount of nutrients. It can be seen that many places provide beauty services to restore the body after giving birth, but no place can offer a nutritious meal for pregnant women. It can be seen that more than 570 thousand new children were born in the first six months of the year, and this number has increased by 1.9% compared to 2019. Based on the number of new children, we can assume that the total of mothers had over 500 thousand. Besides, another survey in 2018 proved that Hanoi is the locality with the most significant number of children born in the country. It can be seen that this market is quite large, with the number of children and pregnant mothers existing each year, but no one has yet exploited it. That's why Nuts Mama was founded to solve that problem.

## 7. Company description

**Type of company:** Limited Liability Company

**Company name:** Nutsmama Company Limited (Nutsmama Co.,Ltd )

**Head office:** 102E3, Le Thanh Nghi, Hai Ba Trung, Ha Noi

**Business description:** "Nutsmama" is a restaurant specializing in providing nutritious food for pregnant and postpartum mothers. The restaurant is committed to bringing quality, delicious and nutritious meal to pregnant and postpartum mothers.

**Products:** The restaurant offers dishes combined with nutritious nuts that are very good for pregnant and postpartum mothers. Nutritional nuts are rigorously selected and qualified to be processed with raw material such as: beef, pork, chicken, shrimp, clean vegetables. Besides, the restaurant also has various other dishes such as soup, rice and salad. Drinking water comes from fresh fruits only used during the day.

**Services:** In addition to providing and serving nutritious meals combining nuts for pregnant and postpartum mothers directly at the restaurant, Nutsmama also promotes

home delivery service in cooperation with two most famous delivery units in Vietnam at the moment are ShopeeFood (Now) and GrabFood.

**Mission:** Give positive solutions to help pregnant and postpartum mothers have a reasonable diet. Improve health to help limit common diseases in women after giving birth.

**Vision:** Become the number one trust symbol in Hanoi about providing nutritious meals for pregnant and postpartum mothers with many branches all over Vietnam.

**Core values:**

- *Respect:*

Respect is the most important thing in any relationship. Nutsmama always respects customers, partners, suppliers, employees and all the dishes of Nutsmama that we made for customers. In order for customers to always feel respected, Nutsmama is ready to listen to any suggestions from customers. With complaints, we will repair and overcome, positive comments will be promoted.

- *Integrity:*

Integrity is always one of the metrics used to evaluate the ethics of a person or an organization. For that reason, Nutsmama always work with integrity. In order for customers to have the best experience at our restaurant, we will always be clear all policies about the interests of customers.

- *Friendliness*

Friendliness is one of the long-standing good nature of Vietnamese people. Friendliness not only creates a comfortable environment, but also makes everyone around feel happy and safe. Friendliness is the first step for Nutsmama to touch the hearts of customers.

- *Cleanliness*

In a survey, “Nutsmama” found that most mothers care the most about food hygiene and safety. Therefore, this is the first criterion that restaurants pay attention to when starting a restaurant project. Cleanliness is an important factor for creating reputation and success of a restaurant. Nutsmama always ensures food hygiene and safety because Cleanliness is the criterion to retain customers besides the quality and taste of the dishes.

## PART II. MARKET ANALYSIS

### 1. Market potential

#### 1.1. Overall analysis of the F&B market

Vietnam is a country with the most attractive culinary culture in Asia, the F&B industry is one of the most potential industries in the future.

On November 6th, 2020, the Vietnam National Administration of Tourism said that the World Travel Awards Organization had announced voting for the 27th World Travel Awards (WTA) Asia region in 2020 by online form line. Vietnam has been honored to receive the award "Asia's Leading Culinary Destination 2020" (World Travel Awards, 2021) and is nominated as "The World's Leading Culinary Destination." (Tong cuc Du lich, 2020). This is the 2nd year in a row that Vietnam ranks first in Asia in this category. (The first time at the 26th World Travel Awards ceremony- Vinpearl Convention Center Phu Quoc (Kien Giang province).

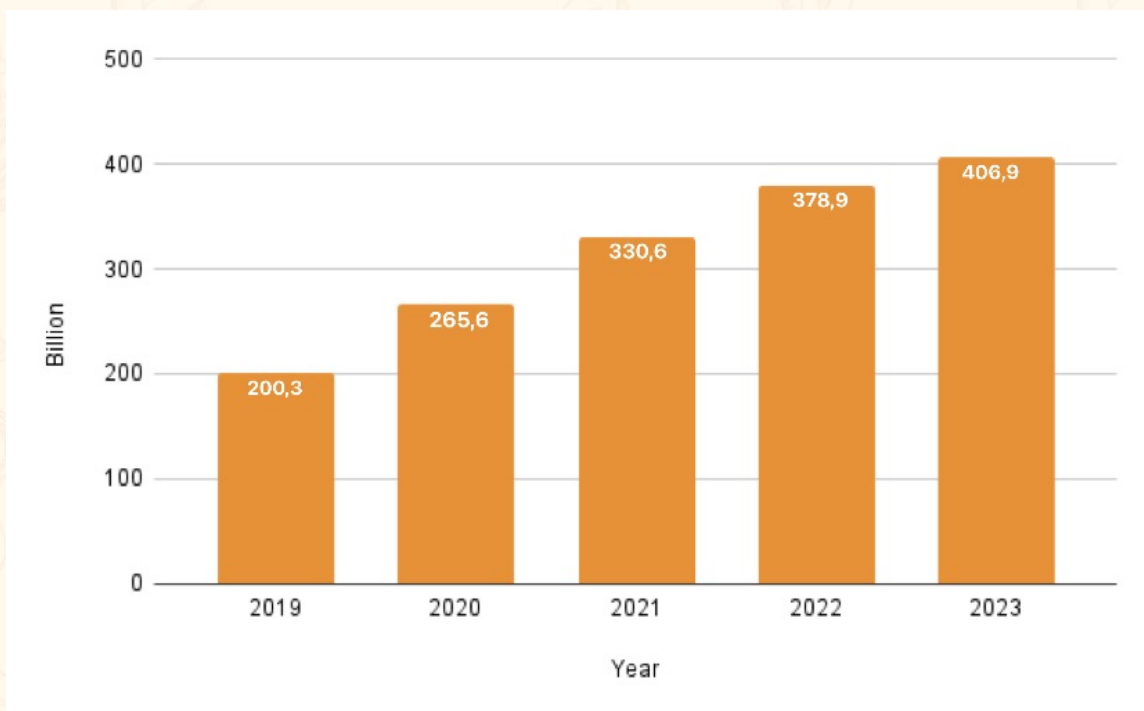


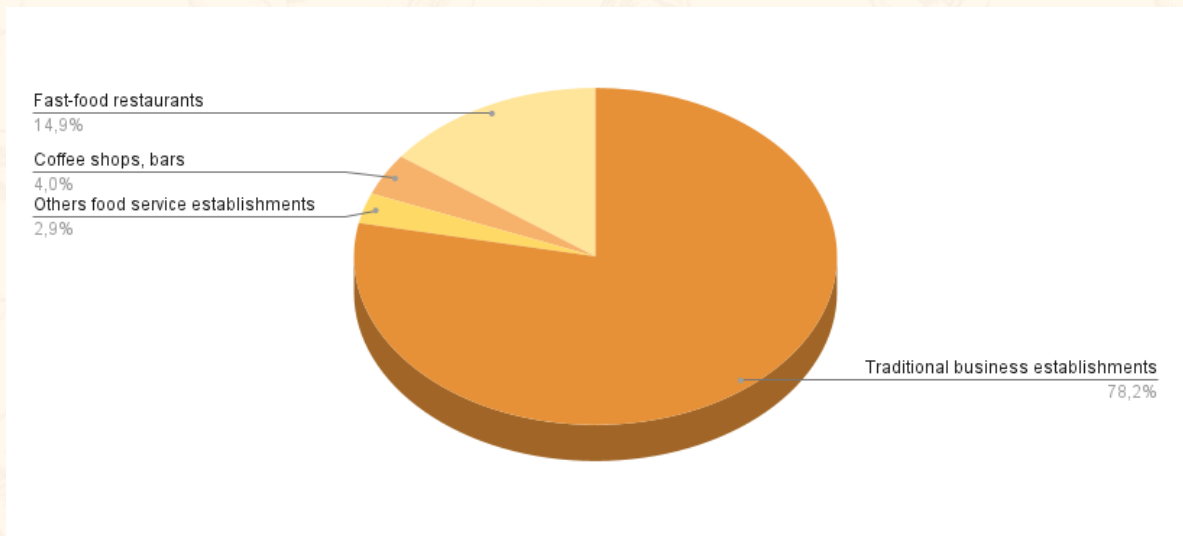
Figure 1: F&B industry revenue in Vietnam (unit: billion USD)

Source: (Vietnambiz, 2019)

According to statistics from Statista, the F&B market in Vietnam had a revenue of 200 billion USD and accounted for 15% of GDP in 2019, an increase of 34.3% compared to



the previous year. And the industry's revenue is expected to reach 408 billion USD in 2023. Along with an increasing middle-class population, it is estimated to reach 45 million by 2025 (Vietnambiz, 2019; Innovative, 2021). This information shows that the growth rate of the F&B industry is remarkable and shows no sign of stopping soon, making the F&B market continue to become an attractive "piece of cake" for investors.



*Figure 2: Total number of Food & Beverage shops in Vietnam*

*Source: (Vietnam Culinary and Cultural Association, 2021)*

According to Vietnam Culinary and Cultural Association (VCCA), the country currently has more than 550,000 food service establishments, including about 430,000 traditional business establishments and over 82,000 fast-food restaurants. Over 22,000 coffee shops, bars and about 16,000 other food service establishments. Year by year, this number increases rapidly and significantly.

According to Vietnam's report, spending in Vietnam on F&B accounts for the highest proportion, accounting for about 35% of monthly spending and 15% of national GDP. (Britchamvn, 2020).

According to a report by Decision Lab's, in the second quarter of 2016 alone, up to 340 million people in Vietnam (excluding children) went to restaurants in 3 main cities (Ho Chi Minh, Da Nang, Ha Noi) equivalent to 1.1 billion USD in revenue/quarter. In addition, the average amount per person pays for a meal, respectively: Ho Chi Minh: 69,599 VND, Da Nang: 65,526 VND Hanoi 80,327. The above figures show that the average expenditure per meal of the people in Hanoi is the highest compared to the

other two big cities. Hanoians are willing to pay more for a meal out (VietnamCredit, 2021).

## 1.2. Overview of the pregnant mother market

Year	2016	2017	2018	2019	2020
Value (Thousand)	1,605.95	1,605.35	1,598.19	1,584.85	1,566.56

Table 1: Viet Nam number of births 2016-2020

Source: (Knoema, 2021 )

In Vietnam, an average of 1.56 million babies have been born each year. Between 2015 and 2020, there had been approximately 8.1 million births in Vietnam. The number of births between 2020 and 2025 was forecasted to reach 7.5 million in the country (Statista, 2021).

According to the General Department of Population, there are about 24.2 million women of childbearing age (15-49 years old) in Vietnam by 2020. In the coming years, the number of women of childbearing age is forecast to continue to increase and will peak in 2027-2028. (Tong cuc Dan so, 2020).

According to the Hanoi People's Committee report, the number of births in the whole city in 2020 was 121,639 children (UBND Ha Noi, 2021). The above data shows that the number of pregnant mothers is vast, leading to increased demand for mother and baby care products.

Nielsen's report indicates that the revenue of the market of products and services for mothers and children in Vietnam can reach 7 billion USD with a growth rate of 30-40%. This number accurately reflects the excitement and potential of the market in recent times. The mother and baby market has great potential for development and is well worth the investment (ACTgroup , 2021)

### 1.2.1. Common diseases in women during pregnancy

Depression is a common health concern affecting women globally, especially during the perinatal period. The prevalence of this disease during pregnancy is estimated to range from 6.5% to 26.7% (Bao-Yen Luong-Thanh, Lan Hoang Nguyen, Linda Murray, Manuel Eisner et al, 2021). In Vietnam, about 10 -15% of women with postnatal

depression and 0,1 – 0,2% have postnatal psychosis (Nguyen Thi Hong Nhung, M.A, 2021)

According to the World Health Organization, up to 50% of pregnant women in the world are anemic. In which, iron deficiency anemia accounts for about 25-35 % in developing countries and 5-8 % in developed countries. Anemia in pregnant women is a major public health problem in many countries. The National Institute of Nutrition survey showed that 36.8% of pregnant women in Vietnam are anemic.

In addition, many phenomena occur in pregnant women such as insomnia, constipation, hair loss, cramps..., which cause many serious consequences for mother and child. Mothers are prone to miscarriage, high blood pressure, low birth weight, premature birth... The above risks come from many different factors, but the most common causes are due to the diet not providing enough nutrients, not enough nutrients. enough iron, vitamins and other micronutrients.

### ***1.2.2. The importance of nutrition***

- **During pregnancy:**
  - Maternal nutrition during pregnancy plays an important role in fetal development such as birth weight of the child, some birth defects, the child's intellectual development and some diseases. chronic non-communicable children in adulthood. (Bo y te, 2017)
  - Pregnancy nutrition with the mother's health: helping the mother gain appropriate weight, limiting some scientific complications for the mother, increasing the mother's ability to produce milk after birth, reducing the risk of some diseases for the mother and reducing some common problems encountered during pregnancy. (Bo y te, 2017)
- **During lactation:**
  - Nutrition helps mothers produce enough milk to breastfeed and ensure their health to feed and continue to work. (Bo y te, 2017)

### ***1.2.3. Food for pregnant and postpartum mothers***

Nutrients and foods play a vital role in women's health during pregnancy, childbirth and lactation, especially the health of young children. Many studies have proven that nutrition in these periods is a decisive factor for the mother's health and plays a decisive role in the formation and development of the fetus, the mother's health, physical and



mental health. Therefore, making a nutritionally balanced menu must be strictly implemented to contribute to the health care of pregnant women and lactating mothers, thereby improving their nutritional status and healthy mothers and children in Vietnam. Mothers' meals are often based on the old views of previous generations. In contrast, pregnant mothers must supplement many nutrients, prioritizing fatty, protein-rich fish meat, which they can eat as much as possible. More babies grow up faster. As a result, pregnancy also exposes many mothers to various health and even mental problems for a long time. Some mothers gain too much weight because their grandparents force them to eat... sticky rice and pork legs every day. As a result, after giving birth, the mother gained a few dozen pounds, but the child was not sure enough. Besides, according to the older adults' concept, the birth mother could only eat dried braised goby, water spinach and drink boiled water. In many families, mothers and grandmothers have to eat that menu for up to three months and ten days (the end of the confinement period). According to the old concept, eating the skin of foods such as green cabbage, sea fish, beef, water spinach ... will make your "door" (cervix) take a long time to "close" like when you were not pregnant. The birth mother eating shrimp also makes the womb not shrink. Postpartum mothers also have to abstain from eating fruits and drinking cold water, especially eating jackfruit for three months and ten days.

But there is still controversy about the difference in eating habits between the traditional and scientific ones. And since then, there have been many disagreements and resentments between mothers and grandmothers.

While nutritionists believe that before and after giving birth, mothers should eat a nutritious and varied diet, should only abstain from spicy, hot or stimulant foods to have enough milk for the baby and quickly recover physical recovery. Meals must be nutritious and delicious.

In addition to delicious home-cooked meals and providing adequate nutrients for the fetus, fast food choice outside the store has also become popular. Many restaurants have sprung up and blossomed before people's demand for fast, eye-catching, delicious and full of quality. With the vigorous development of 4.0 technology, pregnant women are often busy with their work and thousands of heavy housework. At the same time, mothers must always consider what to cook today. Many pregnant women choose to eat vermicelli, pho, chicken, duck eggs .... Partly because they want to be quick, convenient

and change their taste, partly because these are very addictive and addictive dishes. These foods are suitable for pregnant women to eat, but if they abuse these foods, they will have many potential risks of disease, and the mother cannot control the quality of these foods. Especially many noodles, vermicelli, cakes made from refined wheat flour, fried foods increase weight gain and contain a lot of salt. Continually eating a lot of sodium during pregnancy can lead to bloating, sadness, vomiting, worsening preeclampsia.

Currently, there is no restaurant serving the specific needs of pregnant women in the Hanoi market before and after giving birth. There are only a few nutritious dishes scattered in different stalls. It recognizes the above problem and wants to meet the needs of food, nutrition, and new dishes for mothers and babies. "Nutmama" - Nutritious combination menu for women before and after pregnancy" was born here. Both satisfying previous generations and bringing newness to mothers when combining dishes with nutritious nuts such as walnuts, macadamia nuts, .... promises to bring everyone a new wave of clean, quality cuisine, giving dinner absolute satisfaction and experience.

## **2. Market trend analysis**

### **2.1. The trend in consumer demand and behaviour in the F&B industry overall**

Due to the impact of the COVID-19 pandemic, consumers' shopping and eating habits have changed. This directly affects the trends of the food service industry in 2021 and the years to come, when everyone will focus on promoting health and strengthening the immune system.

*Enhancing the transparency of the entire supply chain*, for example, food hygiene and safety, environmental friendliness, business ethics, and branding will prevail. Consumers are looking for trustworthy brands, providing transparent products, and knowing how to build trust for customers at present.

*Foods of plant origin such as vegetables, tubers, fruits, nutritious seeds, etc.* The main reasons consumers consider plant-based foods are health, dietary variety, sustainability, and taste.



*Personalized Nutrition & Spending More Money on Quality Products:* Consumers often choose foods and beverages that fit their lives, leading to the popularity of the personalization trend. Many consumers can customize the menu themselves according to their lifestyle, preferences, beliefs, and needs. At present, consumers are interested in nutrition in food according to different ages. Young consumers will prioritize taste, and they will love delicious food. The elderly & elderly group will prioritize a healthy lifestyle and a scientific diet. Consumers are willing to spend a lot of money for advice on choosing the right nutritional products for them.

*Omnichannel* consumption makes it easy for customers to eat the food they want anywhere and in all circumstances from primary channels such as restaurant websites, restaurant ordering software to modern platforms. modern, popular today such as Baemin, Grab Food, Loship, ShopeeFood (Now)... Covid-19 gives consumers more time to stay at home and explore and create nutritious dishes for themselves. This drives the need to use kitchen utensils for cooking and exploring new culinary experiences.

*Focus on the immune system;* according to the report of the Innova 2020 survey, more than 60% of users are interested in foods and drinks that are good for the digestive system and the immune system. The results of this report are highly reasonable because at present, the need to improve resistance to fight the epidemic is an urgent issue of global concern.

*Influencers* have an increasingly important role, using a public figure or celebrity to endorse and promote a brand. Food promotion through Influencer on popular social networks increases food consumption immediately.

## **2.2. Shift in consumer perception of value**

Buzzmetrics Pregnancy Statistics shows that the topics discussed on social media are mostly Q&A on how to have a healthy pregnancy, joint issues, pregnancy emotions ... in which nutrition in pregnancy is the most concerning issue with the number of discussions accounting for 40% of the whole discussions about pregnancy. It is worth noting that Beauty issues during pregnancy are the second biggest concern, with a much higher amount of discussion than other topics such as Pregnancy Checks, Health Issues, Preparations for childbirth, etc.

In addition, many articles are looking for places to provide food for pregnant mothers who are busy with work or unable to cook. This shows that when a pregnant woman has



any concerns, she searches on social media. Many other women have been mothers to share their experiences, giving advice and advice considered highly reliable.

Although there are many indirect competitors by other restaurants, the competition is relatively high. But “Nutsmama” will always try to create the best meals, being the only restaurant that provides food combined with nutritious seeds exclusively for pregnant and postpartum mothers in Hanoi's confinement period. Interior. Not only meeting the needs of consumers, but the value of “Nutsmama” is also in its unique taste, nutrition and what it brings when combined with nutritious seeds. This is an opportunity for the restaurant to create its specific value, bring specific values to customers to keep a good feeling in the minds of consumers.

### **2.3. Change and evolution of industry**

According to BMI and Nielsen, the growth rate of Vietnam's food and beverage industry ranges from 14-15% in 2021.

Vietnam's GDP growth recovered the strongest in the ASEAN region thanks to the strict and reasonable control of the Covid-19 epidemic by the Government. IMF forecasts that Vietnam will be the second-fastest-growing economy in ASEAN with GDP growing by 6.5% in 2021, above the global average of 6% and then recovering to 7.2% in 2021.

Household spending recovering from Covid is well controlled: According to Fitch Solutions, Vietnam's household spending growth rate in 2021 is forecast to be 7% year-on-year, up 0.8% percentage points compared to last year. From the above data, we can easily see the increasing spending level; this proves that the Vietnamese F&B market is developing strongly (Phu Hung securities, 2020).

## **3. Competitor analysis**

### **Indirect competitors**

Although there is currently no restaurant specifically for pregnant and postpartum, they still have options for other alternative products to serve their own needs such as rice shops, noodle shops, etc. Noodle Soup; tea shops, juice shops; nutritional nut stores... it's not too difficult to find these items on the streets and alleys. These are the indirect competitors of the “Nutsmama” restaurant. Below is a summary of the general evaluations of these stores based on objective reviews giving the strengths & weaknesses of competitors in the area around Ha Noi.

	Substitute products (rice, porridge, soup...)	Nutritional nut stores
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Shops are anywhere and easy to reach</li> <li>• Any price is available, depending on the needs of each person.</li> <li>• Suitable for everyone (students, office workers, workers...).</li> <li>• The old shops have a certain number of loyal customers</li> <li>• Most shops have links via the ordering app.</li> </ul>	<ul style="list-style-type: none"> <li>• Many long-standing stores, showing prestige in the market.</li> <li>• Individuals who have experience as a mother, go through that period and understand the essential needs of nutrition.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Most store have a small space, a capacity of about 15-20 people.</li> <li>• Inconvenient when eating in groups.</li> <li>• Shops in traditional form.</li> <li>• Do not invest in the form and decoration of the shop.</li> </ul>	<ul style="list-style-type: none"> <li>• There are so many brands that they don't know which one to choose.</li> <li>• Many firms make fake, low-quality goods.</li> <li>• Many businesses are not reputable.</li> </ul>

*Table 2: Strengths and Weakness of competitor*

Some examples of indirect competitors in Hai Ba Trung district, Hanoi:

	<b>Com nieu KOMBO</b>	<b>Com ga xoi mo Hoang Nam</b>	<b>Bun dau mam tom</b>
<b>Price (VND)</b>	59,000 – 79,000	45,000 – 90,000	40,000 – 60,000
<b>Advantages</b>	<ul style="list-style-type: none"> <li>- Located in a convenient area</li> <li>- Sell on your own website and often have promotions on other sales platforms</li> <li>- Staff attitude, pleasant, enthusiastic</li> <li>- The rice is cooked in a bowl, so the rice is always kept hot when it reaches the customer</li> <li>- The space is spacious, clean, you can eat in groups of many people</li> </ul>	<ul style="list-style-type: none"> <li>- Highly appreciated through sales platforms (reasonable price, good quality &amp; service, not too narrow space)</li> <li>- Taste easy to eat, just mouth, eye-catching decoration.</li> <li>- The price for a meal above is also considered by all diners to be suitable for their pocket and the amount of money they spend.</li> </ul>	<ul style="list-style-type: none"> <li>- This shop belongs to the type of traditional</li> <li>- The shop will be clean</li> <li>- There are more reasonable prices</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>- Delivery time is quite long</li> <li>- The side dishes are quite expensive</li> </ul>	<ul style="list-style-type: none"> <li>- Food delivery is not guaranteed</li> <li>- Menu is not diverse</li> </ul>	<ul style="list-style-type: none"> <li>- Small space, lack of parking space.</li> <li>- Do not use forms of advertising on social networks</li> <li>- Do not participate in the delivery community through delivery platforms</li> </ul>

*Table 3: The table shows the advantages and disadvantages of indirect competitors*



## 4. Market Segmentation

### 4.1. Customer analysis

We surveyed pregnancy and nursing mothers (mainly Hanoi) to understand the market better. It included a total of 311 respondents. The results related to this section are shown in the graphs below.

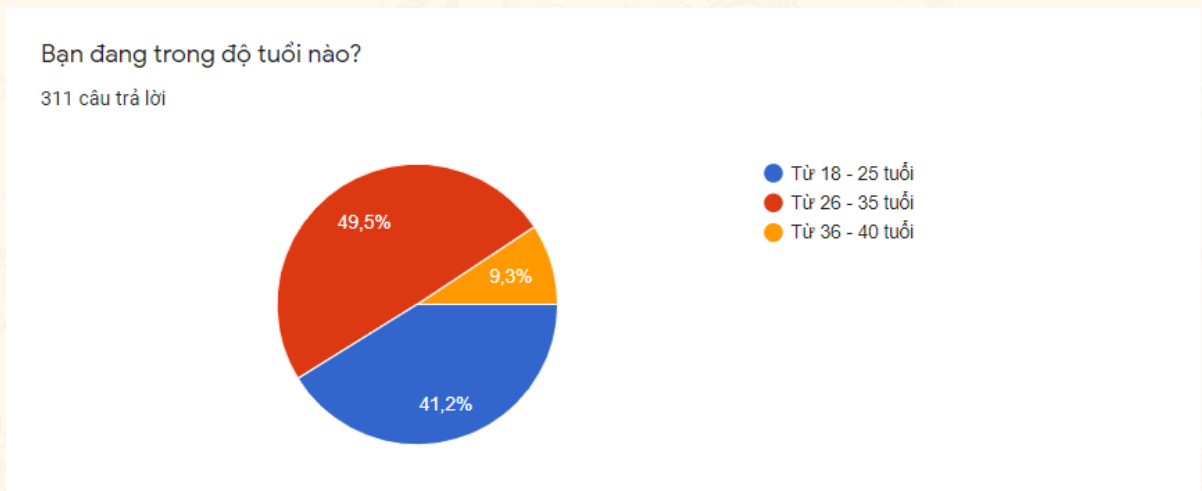


Figure 3: Our Survey - Respondents Age

The majority of women respondents (49.5%) were between 26 and 35 years old. The following age groups are: 18 to 25 years old with 41.2%, from 36 to 40 with 9.3%.

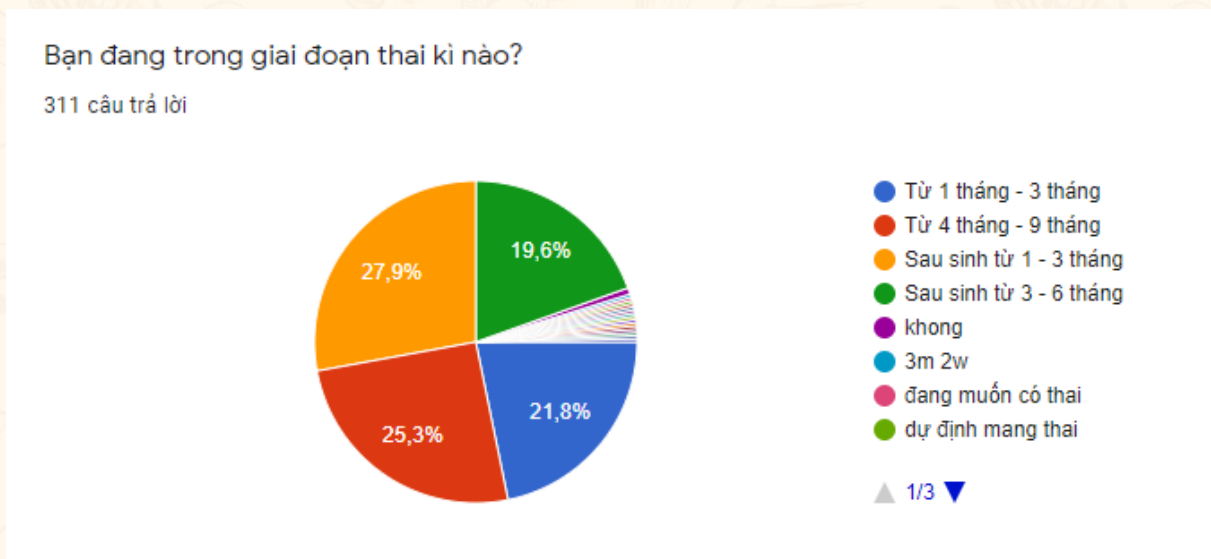


Figure 4: Our Survey – Respondents Pregnancy stage

According to the survey, the collection of mothers in all pregnancy stages before and after giving birth is: from 1 to 3 months (21.8%), from 4 to 9 months (25.3%), and after giving birth from 1 to 3 months (27.9%), 3 to 6 months after birth (19.6%), others (5.4%).



Figure 5: Our Survey - Respondents Income

Our respondents' incomes (in VND) varied in four ranges: from 3 million to 5 million per month, 6 to 10 million per month, 11 to 15 million per month and over 15 million per month.

Bạn có quan tâm đến chế độ dinh dưỡng khi đang mang thai và ở cữ không?

311 câu trả lời

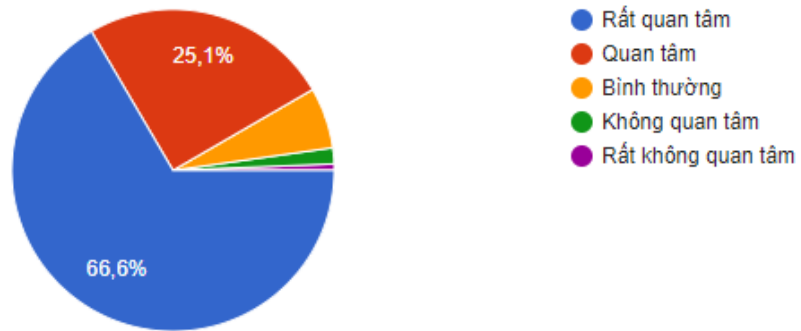


Figure 6: Our Survey - Respondents Nutritional concern

With 207 survey votes, equivalent to 66.6% of mothers, they are very interested in nutrition during pregnancy and nursing and 78 questionnaires equivalent to 25.1% of mothers are interested in this. We collected very few questionnaires about the level of average interest, not interested, very uninterested: 19 (6.1%), 5 (1.6%), 2 (0.6%).

Bạn có tìm hiểu hoặc biết đến dịch vụ cung cấp bữa ăn dinh dưỡng cho mẹ trong giai đoạn mang thai và sau sinh chưa ?

311 câu trả lời



Figure 7: Our Survey – Respondents

Most of the mothers surveyed (46.9%) are researching and have not experienced providing nutritious meals for mothers during pregnancy and postpartum. 30.9% of them have not inquired or known any service, showing that these mothers tend to build their healthy menu. 20.6% have experienced the same service.



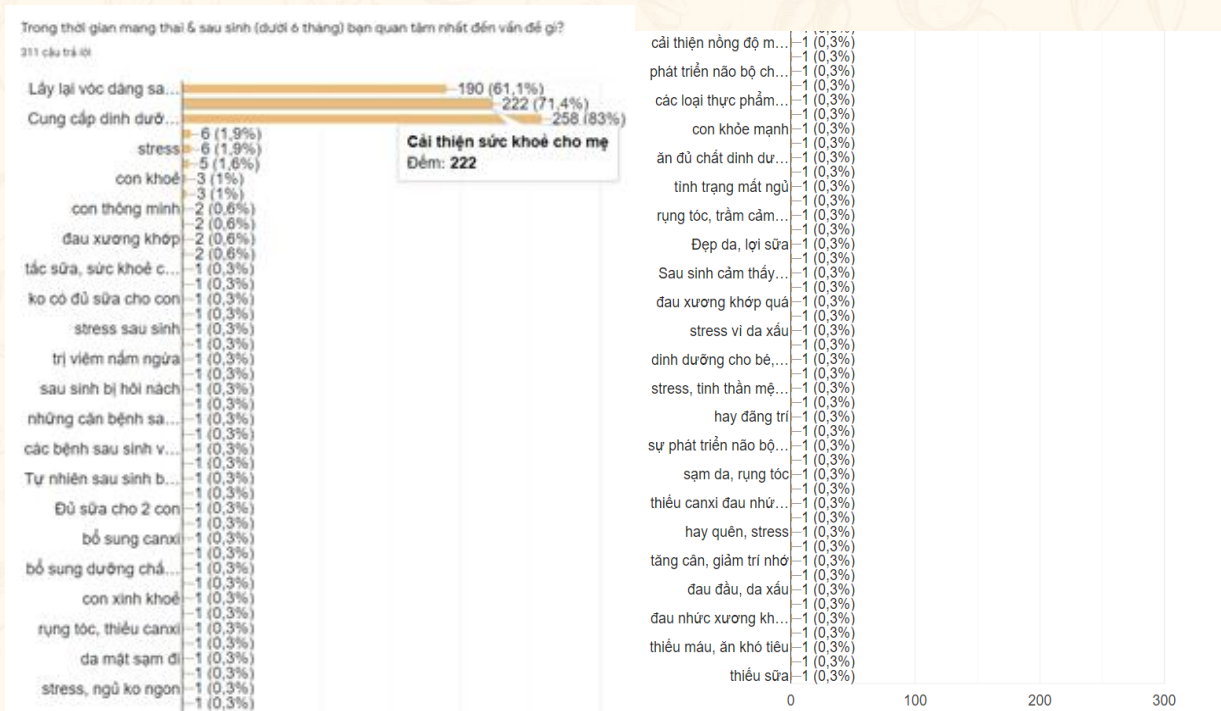


Figure 8: Our Survey - Respondents issues concern

According to the survey, during pregnancy and postpartum (under 6 months) the issues that are most concerned by mothers are: providing nutrition for mother and baby 258 (83%); improving maternal health 222 (71.4%); regain shape after birth 190 (61.1%).

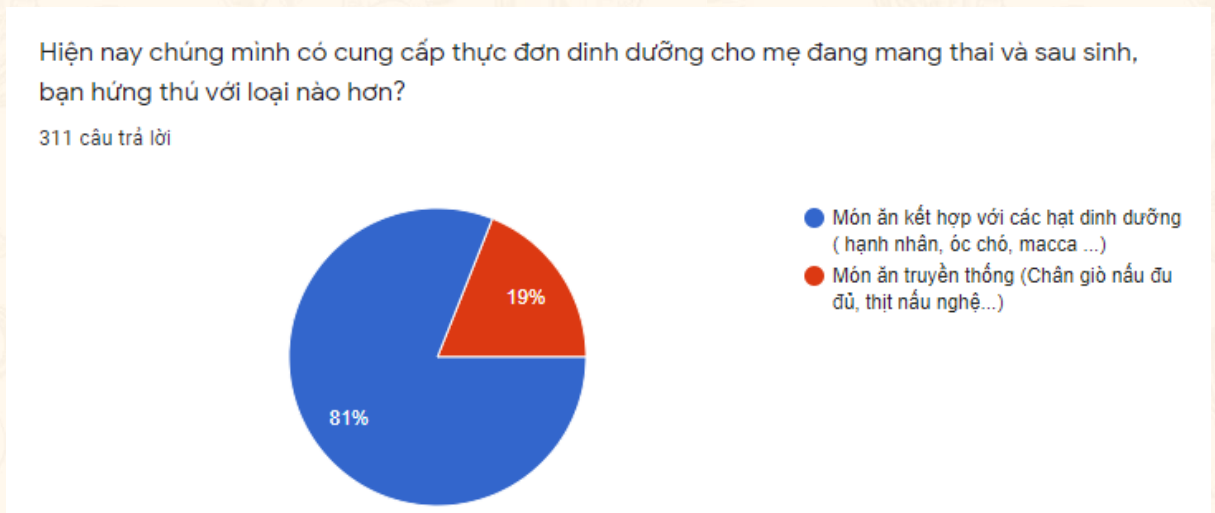


Figure 9: Our Survey - Respondents interest in service

Through the income of 311 surveys completed by pregnant and postpartum, the results are that 81% of pregnant and nursing mothers are interested in the service of providing food combined with nutritious seeds, almonds, walnuts, macadamia... and 19% of pregnant and nursing mothers still like traditional dishes (papaya cooked pork leg, turmeric cooked meat...).

Nếu có dịch vụ cung cấp bữa ăn kết hợp với hạt dinh dưỡng cho mẹ đang mang thai và mẹ sau sinh bạn có sẵn sàng trải nghiệm không?

311 câu trả lời

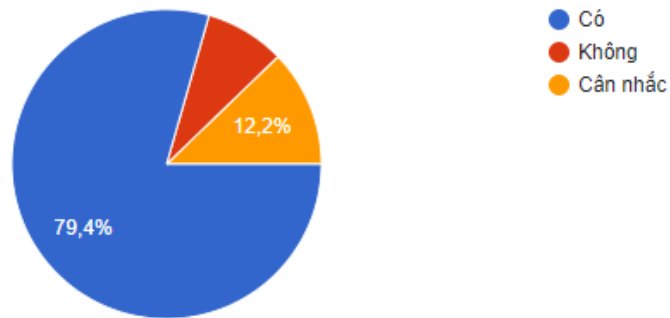


Figure 10: Our Survey - The Interest Level of Respondents on Our Business Model

In the survey, we asked them about their willingness to experience the service of providing meals combined with nutritious nuts for pregnant and postpartum mothers. 79.4% (247) of respondents are willing to go there, 12.2% will consider, and 8.4% directly answer "no" (we stopped the survey with these people). We continue to survey 285 people who are willing and considered to try this service.

Để trải nghiệm bữa ăn thì bạn muốn trải nghiệm bằng hình thức nào?

285 câu trả lời

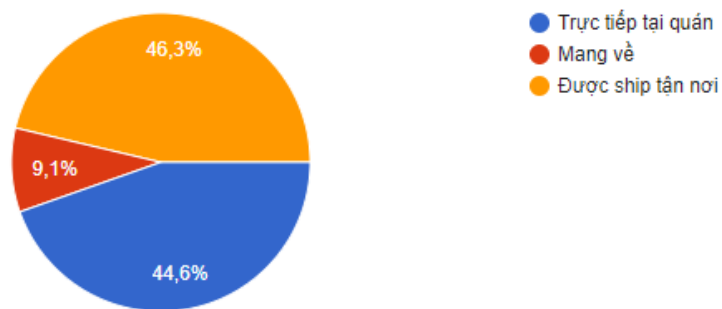


Figure 11: Our Survey - Respondents the form of food experience

In the survey, 46.3% of mothers wanted to experience home-delivered meals; 44.6% eat directly at the restaurant and 9.1% want to go to the store to buy.

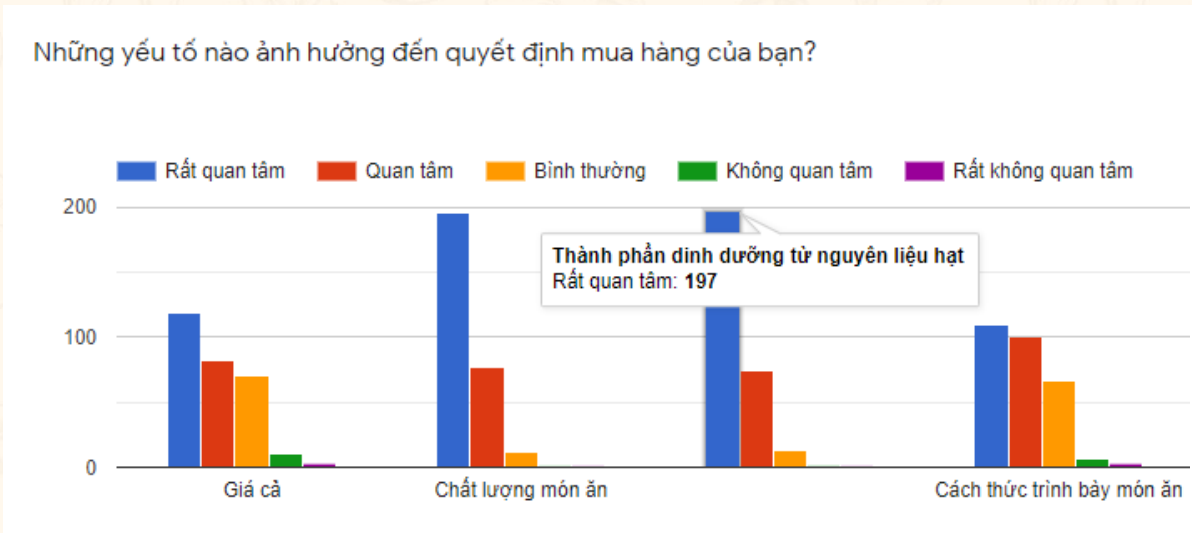


Figure 12: Our Survey - Respondents about factors affecting purchasing decisions

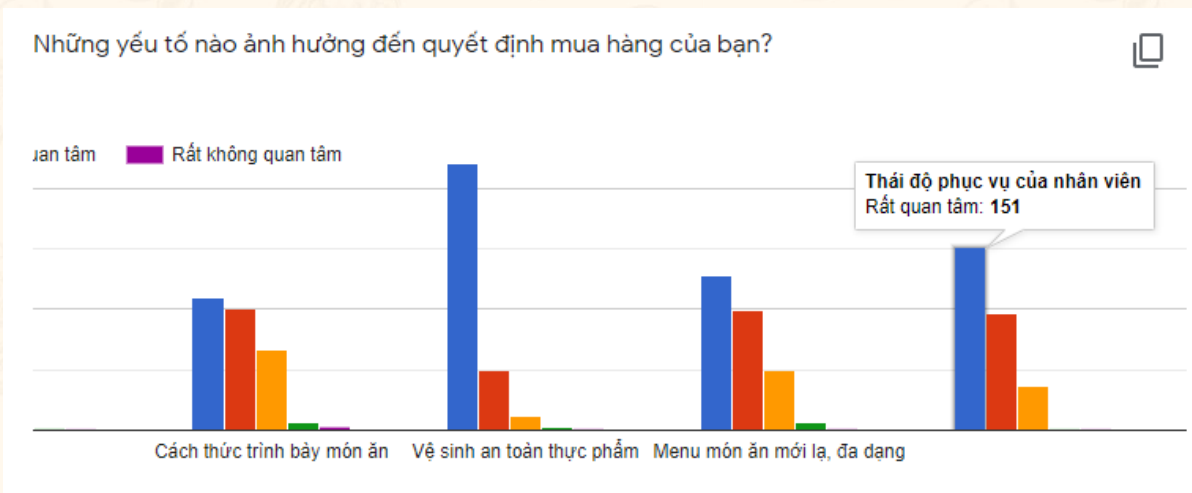


Figure 13: Our Survey - Respondents about factors affecting purchasing decisions

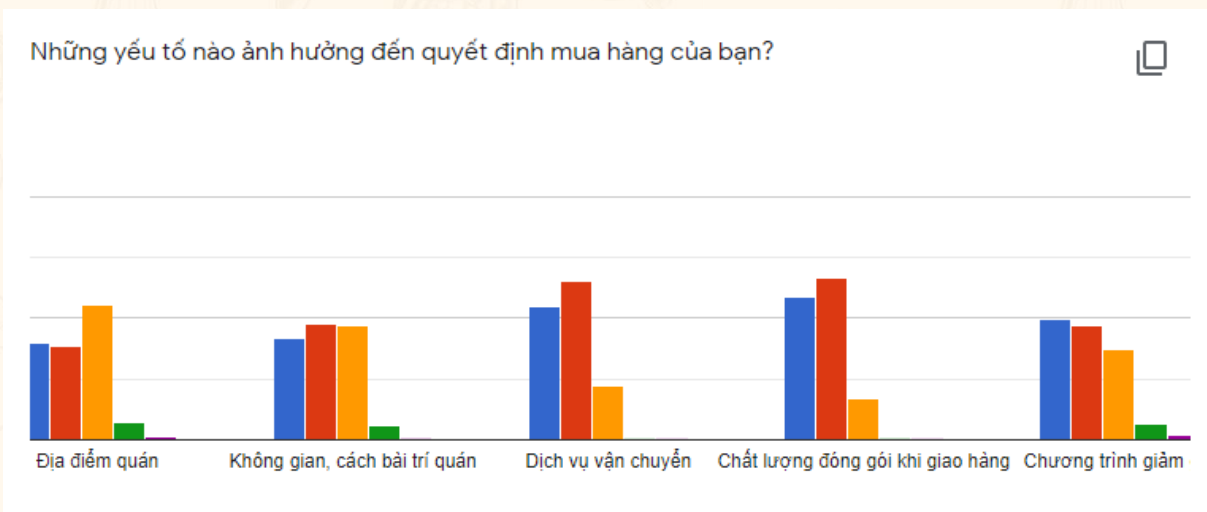


Figure 14: Our Survey - Respondents about factors affecting purchasing decisions



With figures 12, 13, and 14, we see three factors affecting the decision to buy are the most concerned mothers: food hygiene and safety, accounting for 221 survey votes; Nutritional composition from grain materials accounted for 197 and food quality accounted for 196 questionnaires.

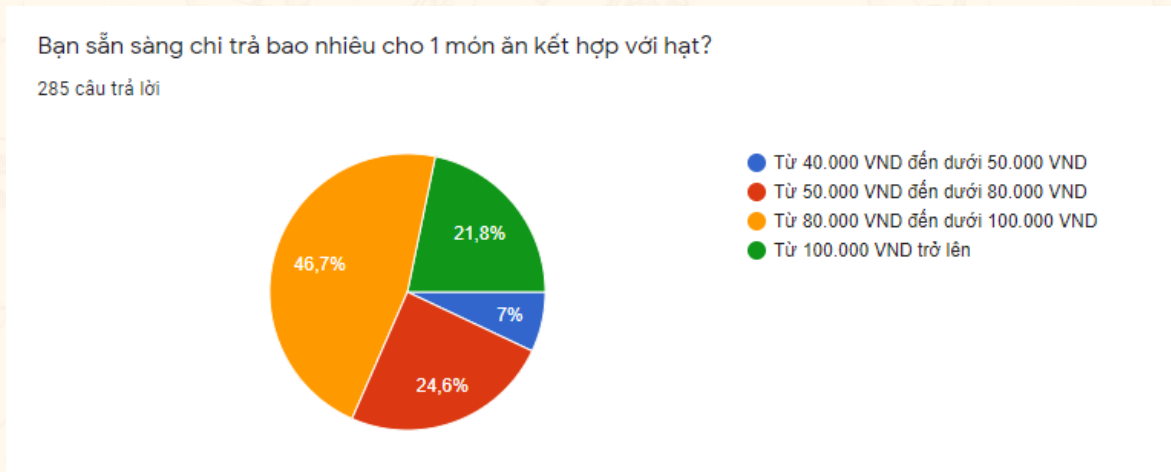


Figure 15: Our Survey - Respondents about paying for a meal combined with nuts

As our final question in the survey, we asked about the payoff for a nut-based dish. Respondents willing to pay from 80,000 VND to less than 100,000 VND accounted for the most with 46.7%, followed by from 50,000VND to less than 80,000VND, accounting for 24.6%; from 100,000 VND or more, accounting for 21.8% and from 40,000VND to less than 50,000VND, accounting for at least 7%. The payment is relatively high for 1 dish shows the mother.

### Conclusion of the survey

Our survey received many respondents between the ages of 18 and 25 and other age groups no less. In the last three months and three months after pregnancy the income level is 11 million VND/month or more and they are very concerned about nutrition while pregnant and nursing. This customer segment is always looking for services to provide nutritious meals for pregnant women and most have not experienced any related services. Providing nutrition for mothers and babies is always the most concerning issue. They are very interested in new dishes which are full of nutrients and food safety issues.

Therefore, “Nutmama” decided to choose pregnant and postpartum women as the main customers, especially pregnant and nursing mothers who cannot make nutritious meals

for themselves on the journey to motherhood. These customers need a service that provides delicious, nutritious, and healthy food and must ensure food safety and hygiene and be accompanied by friendly service.

## 4.2. Specific customer portraits

### 4.2.1. Demographics

- Age: 19 - 40
- Gender: Female
- Status: pregnant or postpartum (1-6 months)
- Income: above 6 million/month

### 4.2.2. Behaviour

- Women who are interested in nutrition during pregnancy
- Always looking for food delivery services for pregnant women, interested in new dishes and ready to experience new services.
- Consumers are pregnant, they want to experience the service through delivery. Help consumers not have to travel inconveniently.
- They emphasize food hygiene and safety, dishes with nutritious grain ingredients, and food quality.

### 4.2.3. Geographic segment

STT	DISTRICT	ACREAGE (km <sup>2</sup> )	POPULATION (people)	POPULATION DENSITY (people/km <sup>2</sup> )
1	Ba Đình	9.21	243.200	26.406
2	Bac Tu Liem	45.32	333.700	7.363
3	Cau Giay	12.32	280.500	22.768
4	Dong Da	9.95	422.100	42.422
5	Ha Dong	49.64	353.200	7.115

6	Hai Ba Trung	10.26	311.800	30.390
7	Hoan Kiem	5.29	153.000	28.922
8	Hoang Mai	40.32	443.600	11.002
9	Long Bien	59.82	294.500	4.923
10	Nam Tu Liem	32.19	240.900	7.484
11	Tay Ho	24.39	166.800	6.839
12	Thanh Xuan	9.09	286.700	31.540

*Table 4: The population size and area of 12 Urban districts of Hanoi*

*Source: (Ban do thanh pho Ha Noi, 2021)*

The average population density of Hanoi is 2.505 people/km<sup>2</sup> (Ban do thanh pho Ha Noi, 2021). “Nutmama” restaurant is located in Hai Ba Trung district, Ha Noi city, which is the center of concentration of significant hospitals and obstetric clinics such as Viet Phap hospital, Bach Mai hospital, Thanh Nhan hospital, Phuong Nam obstetrics and gynecology clinic, An Nhien obstetrics and gynecology clinic, obstetrics and gynecology clinic... and many other corporate offices. According to the table above, this area is very densely populated, attracting many pregnant women when going for antenatal care or office workers who do not have time to prepare food to bring to the company.



## PART III. VALUE PROPOSITION

### 1. Provide comprehensive development for unborn babies and infants

During pregnancy, the choice of food and nutrients to absorb will be decisive and significantly influence the feti (plural noun of fetus – babies in womb)’s development. Everything that pregnant mothers consume will be transferred to the small intestine, absorbed into the bloodstream. This nutrient-filled bloodstream will go directly to the feti through the umbilical cord. Therefore, a healthy diet is very important and urgent. Coming to “Nutsmama”, we will give a comprehensive development for the feti and pregnant mothers.

The nutritious nuts at “Nutsmama” are all very good for the comprehensive development of the feti from the womb through the food that the mothers consume. In addition, it also helps babies to have an abundant source of nutrition through breastfeeding.

**Walnuts:** organic acids that stimulate brain development, capable of increasing babies’ intelligence in long-term use.

**Almonds:** an excellent source of nutrients for the intelligence of babies after birth, preventing congenital disabilities, stimulating the development of the nervous system of the feti.

**Chestnuts:** provide vitamins, minerals, antioxidants... These are all essential nutrients for the development of young children. Some of the benefits can be mentioned, such as protecting heart health, making bones strong, preventing constipation, and giving babies bright skin. Moreover, chestnuts are very easy to eat, loved by many children, so adding chestnuts to the baby’s weaning menu is essential.

**Chia seeds:** positive effects on the development of the nervous system and brain of the feti.

**Lotus seeds:** helps children develop well in terms of nerves and brain. Lotus seeds help children have better and deeper sleep and support children’s good bone and joint system development. Lotus seeds have excellent properties to help clear body heat, prevent constipation in children and help children limit pain when teething.

**Peanuts:** help prevent congenital disabilities in the fetus, especially in the brain and spine area.

**Macadamia nuts:** make an essential contribution to babies' brain development thanks to their nutritional components (vitamins A, B, E, minerals, proteins, and fatty acids).

**Arenga pinnata fruit:** help supplement antibacterial nutrients and comprehensively support brain development.

**Oats:** Eating oats not only helps babies to be wise, increase memory & absorption, but is also suitable for digestion and heart, keeping babies healthy. With high nutritional content, rich in protein, rich in soluble fiber, B vitamins... Oats are the perfect choice for mothers for babies during the weaning period.

**Cashew:** Cashews are a good source of iron, which is essential for oxygen transport in the body and helps improve enzyme and immune system activity. Lack of iron in the diet can make baby's body tired, anemia and increase the chance of infection.

**Pistachios:** Provides protein and potassium, strengthens the immune system, provides healthy fats that do not cause weight gain.

It can be said that incorporating nutritious nuts into daily dishes will help children develop better, helping the baby's health for the rest of his life. (Vin ID, 2019)

## **2. Ensure the health for pregnant and postpartum mothers**

According to a survey, pregnant women often suffer from hair loss, lack of sleep, calcium deficiency, anemia, uncontrolled weight gain, etc. "Nutsmama" has researched and given menus that provide adequate nutrition. Nutrition for pregnant mothers improves resistance and support in reshaping the postpartum life rhythm or stabilizing nutrition during pregnancy.

All the seeds that "Nutsmama" used to cook dishes provide many beneficial nutrients for ordinary people and pregnant mothers. Some experts have suggested that eating nuts during pregnancy can improve cognitive abilities in children. Children of mothers who ate 56-85g of nuts a week during pregnancy tended to score higher on memory, attention, and IQ tests. Women are advised to eat nuts at least three times a week, especially almonds, walnuts, and chestnuts.

Any nut will provide the pregnant and postpartum mother with distinct health benefits. The following list contains special nuts that help to provide essential nutrients while also significantly improving mothers' health and mood.

**Almonds:** Almonds are rich in minerals (copper, manganese, phosphorus) and are a good source of vitamin E. Almonds help to improve digestion and regulate blood sugar and blood pressure – factors that are very important to reduce the risk of preeclampsia in pregnant women.

**Peanuts:** Peanuts are an excellent source of protein and folate (folic acid or vitamin B9), suitable for fetus brain and spine development. This simple snack also contains many other valuable minerals, such as biotin, copper, and manganese.

**Macadamia nuts:** This nutritious nut from the tropics also comes with countless health benefits. In addition to bringing many vitamins and minerals, macadamia nuts also contain fiber, which helps balance the digestive system. Macadamia also works to help control blood sugar and reduce inflammation.

**Pistachios:** Pistachios can be transformed into a wide variety of dishes, from a trail mix of nuts and dried fruit (Trail mix) to cakes and more. They are rich in antioxidants (e.g., vitamin E) and minerals (including zinc, iron, and selenium). Like other nuts, pistachios also contain fiber, so the digestive system needs to function correctly.

**Walnuts:** On the outside, walnuts are shaped like a brain, but the inside parts are rich in omega-3 – a nutrient that promotes brain health. Walnuts also contain various beneficial vitamins and minerals, which helps reduce the risk of cardiovascular diseases.

**Chia seeds:** Rich in Omega-3 fatty acids essential for baby's brain development. Each 100g of chia seeds contains 19.3g of Omega-3, eight times higher than salmon and many times higher than other foods. Chia seeds for pregnant women also contain twice as much folic acid as lettuce, which helps to replenish red blood cells and prevent neural tube defects in feti.

**Lotus seeds:** This nut is rich in protein, calcium, and phosphorus... good for the kidneys, spleen, mental health, and mood of the pregnant mothers. Lotus seeds also have a positive effect on the development of the nervous system and brain of feti. Lotus seeds can be processed into nutritious dishes such as a chicken stew with lotus seeds, tea ... to eat every week or every month.

**Arenga pinnata fruit:** The galactomannan contained in the nuts is a carbohydrate, limiting bone and joint pain in the last months of pregnancy. A large amount of water and fiber also helps pregnant women digest better, avoid constipation,



indigestion... For feti, stone seeds help to supplement antibacterial nutrients and support comprehensive brain development. However, pregnant women should not overeat, should consult a doctor to use the condition.

**Cashew:** This type of nut has no cholesterol, very safe for the heart. In addition, cashews are rich in magnesium and calcium, which contributes to building strong muscles and bones for feti. The nutrients in cashews also help pregnant women absorb iron more efficiently. Every day, pregnant women should consume about ¼ cup of cashews.

**Oats:** prevent the risk of diabetes and uncontrolled weight gain. Helps support the digestive process and improves bowel movements. Strengthens the immune system, improves bone health. healthy skin, blood tonic.

**Chestnuts:** Chestnuts are indispensable in the list of good nuts for pregnant women because they contain a lot of protein, calcium, fat, iron, zinc, phosphorus and vitamins. These substances have the effect of regulating blood flow, stimulating the functioning of the kidneys and providing nutrients to the muscles.

Nutmama's dishes combinations help pregnant women improve their health status and bring a comfortable mood. (Vin ID, 2019)

### **3. Package is environmentally friendly and safe for customers.**

We use bagasse food packaging in stead of styrofoam and plastic boxes to ensure customers' health. Bagasse boxes have better environmental protection than traditional styrofoam or plastic boxes because they are biodegradable. In particular, when storing hot foods, bagasse boxes also do not produce carcinogenic substances at all.

Our paper bag is made from kraft paper, which is 100% recyclable and environmentally friendly. If agro-plastic bags bring worries about waste treatment affecting the environment, then paper bags are the optimal solution to help you protect the green, beautiful and beautiful environment. Products are made from ktaft paper with good flammability, easy to decompose, and is environmentally friendly. In particular, Kraft paper also has the ability to be reused so that consumers can take advantage of them in daily life with super-saving efficiency.

## 4. Hygiene and food safety

“Nutsmama” always attaches great importance to selecting ingredients to ensure that the dishes comply with food hygiene and safety criteria. Nutsmama’s ingredients must always meet the criteria of freshness, cleanliness, and quality.

The first is about the selection of suppliers. “Nutsmama” chose companies that provide food because they are usually more reputable than sellers in the market. “Nutsmama” will find out the source of the ingredients by asking the suppliers for the necessary food certificates. “Nutsmama” must be clear about the manufacturing and expiry dates of the ingredients.

Next is preservation. Food is sensitive material, so it is easy to lose quality or spoil due to environmental factors. Therefore, to ensure that the food is fresh and delicious and meets the needs of food hygiene and safety, “Nutsmama” always has a strict food quality control process right from selecting the source of raw materials. Prestige food to the stage of receiving, storing, preserving, and processing.

Finally, “Nutsmama” always puts food safety and hygiene on top. Therefore, Nutsmama’s workspace is always neat, tidy, and clean. During the working process, Nutsmama’s employees must rely on the regulations set out to identify spoiled and substandard foods, preserve, prepare, check the temperature, clean the kitchen... Chefs must always wear protective gear such as hats, masks, gloves... They must regularly wash their hands, keep clothes clean during work.

Nuts mama always focuses on product quality and long-term customer experience rather than instant profits.

## 5. Greenspace

With many years of research and investment in interior design and layout, the restaurant has focused on greenery. It can be said that during pregnancy and after birth, any environmental factors can affect the health and mood of pregnant women. The reasonable arrangement of trees in the restaurant’s premises will help customers feel comfortable. Moreover, the combination of green space integrated inside the restaurant also creates a clean and green working environment for employees.

The space is decorated with green trees to increase the aesthetics, creating an abundance of shapes and colors of the landscape. Restaurants and eateries with green spaces covered by trees are not a new trend, but a combination and harmony of environmental protection factors, human integration with nature, conservation of life. Efficient for an

energetic working environment. The World Health Organization (WHO) has made many publications and studies on the importance of green space for public life and health. The spaces with many green trees bring people a feeling of relaxation and peace. In addition, decorating with trees will help “Nutmama” regulate the air, reducing hot temperatures and dust.

Moreover, the spaces with trees will reduce stress, promote mental and physical health, and improve air quality. The positive contribution of plants to home decoration has been recognized in many studies. In particular, Dr. Helen Russell, the University of Oxford in the UK, and David Uzzell, the University of Surrey in the UK are two typical examples that assert that trees reduce distractions from traffic noise outside the street, helping customers of “Nutmama” separates from the hustle and bustle outside the shop.

According to the US Department of Agriculture, the presence of plants in a room will increase the humidity of the air, creating a humidity suitable for human comfort from 30% to 60%. The humidity of the air for people and buildings should neither be too high nor too low. When the humidity in the room is too low, materials such as wood become damaged, and cracks appear. Excessive humidity creates condensation on windows and exterior walls, which can lead to structural damage. Therefore, “Nutmama” using green plants to decorate the shop’s space will help pregnant women regulate body temperature and reduce stress.



## **PART IV. KEY ACTIVITIES**

### **1. Key activities**

For "Nutsmama" to bring customers the best value, we need to have business plans before and during restaurant operations that must be highly meticulous and accurate. These are significant steps in the business model that the restaurant needs to do to accomplish its business goals. The "Nutsmama" restaurant needs vital resources to generate a revenue stream for the restaurant. The main activities of "Nutsmama" include:

#### **1.1. Restaurant management**

This activity is responsible for building the restaurant's operating system according to a stable process, training the restaurant staff, supervising all restaurant operations, and handling all issues related to restaurant operations that affect restaurant operations. In addition to coordinating business activities, restaurant managers are also responsible for managing human resources, finance, facilities, service quality, marketing, and resolving customer complaints.

#### **1.2. Inventory management**

Inventory management is a significant position in the restaurant business. Inventory management helps restaurant balance the need to stock goods for production and distribution activities, reduce inventory management costs, and increase revenue for businesses. Inventory management includes arranging supplies and materials, managing the receiving and delivering of goods, inventory control, statistics, and reports on the end-of-the-day quantities of used products. Inventory management needs to make statistics every day at the end of the hour to ensure that the source of raw materials is not lackable and enough for the next day to help the restaurant business run smoothly and operate stably.

#### **1.3. Cooking department**

The kitchen department is divided into many positions. The chef is the head who is directly responsible for cooking food for customers and managing food quality and safety, staff in the kitchen, creating new dishes on attractive new customers come to the restaurant. The sous-chef will process ingredients in the menu and management team in

the kitchen, such as kitchen assistants and waiters. The division of roles in the kitchen ensures that the customer's order process is guaranteed quality, ensures processing time, and saves processing materials to avoid waste, thereby providing customers with delicious meals and food that are safe.

#### **1.4. Serve**

In addition to the food element, the service department is also a position that significantly contributes to building the restaurant's image. As the department that directly serves diners to dine at the restaurant, the main tasks include: setting up tables, welcoming guests, taking orders from guests, serving food, and answering questions related to restaurant service. Customers listen to the legitimate requests of customers. Constantly communicating politely, dedicated to answering customers' questions, and being professional in every gesture, customer service will be a plus point to attract more customers to the restaurant.

#### **1.5. Financial management**

The cashier is the job position that is primarily responsible for performing the payment process for diners to dine at the restaurant. The main tasks of this job include checking the equipment, machinery, value-added invoices of the previous shift. If errors are detected, they will be corrected in time; Record customer order information and perform the invoice payment process for customers need to check the accuracy of the invoice information and transfer it to the service staff before bringing it to the customer; Support to handle customer's financial problems by the restaurant's regulations; Daily revenue and expenditure report, revenue tracking, arrangement of documents and invoices after each shift.

The accounting department needs to control all kinds of invoices, receive and check accounting vouchers. Receive invoices and receipts for raw materials every day to update the system. Control prices of imported goods to avoid shortages and backlogs; Asset management in the restaurant; Prepare payroll for employees; Prepare monthly/quarterly/year-end business reports and tax reports such as personal income tax, value-added tax, corporate income tax... At the end of the year, it is necessary to summarize revenue and profit: expenses and restaurant taxes in the financial statements.

## **1.6. Marketing & Sales activities**

To affirm the brand and stand firm in today's competitive market, marketing planning helps reach the right target audience and increase sales and profit. Marketing is the development of programs and strategies to promote and reach customers using the restaurant's services. Learn customer portraits, analyze competitors, write PR articles, design media publications to attract customers to access services and products through promotions. Create close customer relationships and implement care programs to bring the best benefits to customers. Sales activities will include activities to promote revenue on online and in-store sales platforms.

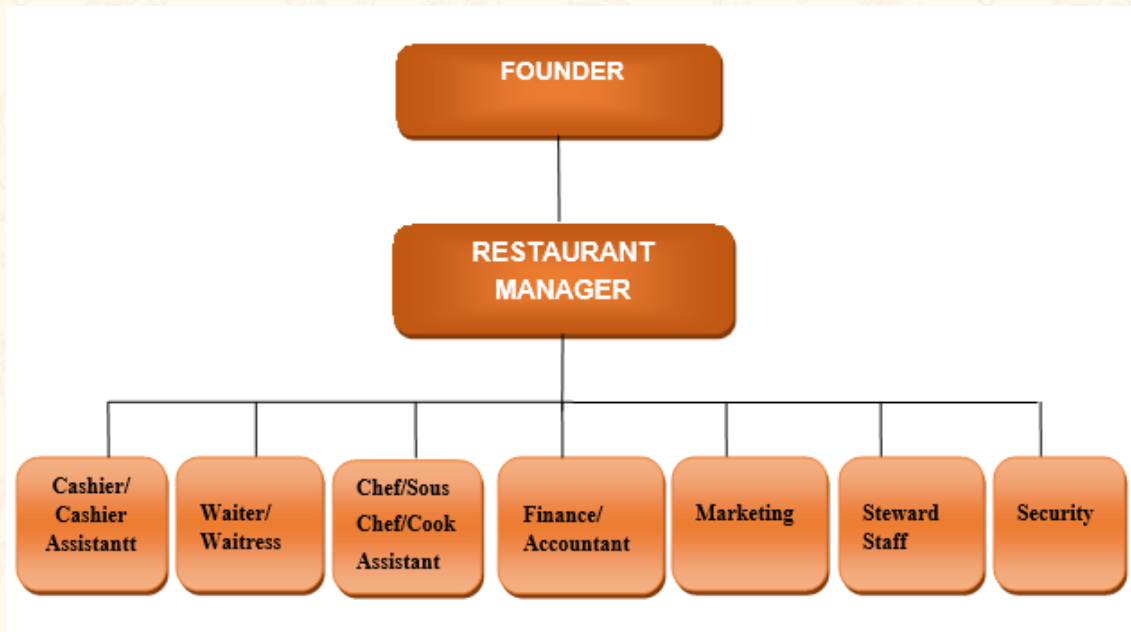
## **1.7. Customer care**

Taking care of customers is a vital restaurant activity with the motto "Listen - Understanding - Satisfaction" to satisfy customers.

Set up information channels to bring customers promotions, answer questions about services, products, prices, opening times, restaurant locations. Ready to listen, receive information when customers have problems, find out the causes, the ultimate goal to offer the most effective solution. Set up and implement a survey to measure customer satisfaction about products and services to have a reasonable adjustment method. Ensure proactive presence on all communication channels to respond to customers quickly and accurately.



## 2. Company structure and human resource orientation



*Figure 16: Organization structure*

### 2.1. Founder

The Founder is an essential person in the development of “Nutmama” restaurant because this is the person responsible for the establishment and existence of the restaurant. The Founder is the head who is responsible for the operation and development and operation of the company. The Founder is the person who represents the voice of “Nutmama” restaurant to the public and the law. Besides, Founder must have a vision and a feasible strategy to bring profit to the restaurant. The Founder is also the one who supervises and manages all departments and employees through working capacity and has the most impartial assessment to provide methods and navigation to help the entire restaurant operation run smoothly. It is important in business to grasp the challenges and opportunities of the market, so Founders need to be sensitive and ready to develop suitable alternatives to expand and develop new directions for the restaurant. Anticipating risks and seizing opportunities is an essential responsibility of every Founder.

### “Nutsmama” restaurant includes 05 Founders:

Pham Viet Linh: 20% of investment capital

Nguyen Ngoc Thuy Ngan: 20% of investment capital

Nguyen Thi Hong Thuy: 20% of investment capital

Nguyen Thi Tu Anh: 20% of investment capital

Pham Thi Van Anh: 20% of investment capital

## 2.2. Financial department

In each company, the financial part is always mobilized internally, with the government, between businesses. Corporate finance represents the success of service values in the process of business and production activities of enterprises. Therefore, in the restaurant business, the finance department needs a good accounting position and coordinates, manages production and business activities, monitors the market, controls internal control, etc... A restaurant with primary finance department will help the company to operate stably, including:

### 2.2.1. *Purchasing management*

Accountants will keep track of orders and invoices of all goods and raw materials to ensure stable operation and keep track of invoices daily; if there are errors, they will have to be corrected promptly to avoid causing damage to the restaurant.

### 2.2.2. *Asset Management*

Monitor the number of machines, assets, and tools used in the restaurant to ensure no waste of resources and promptly handle a breakdown and balance monthly revenue and expenditure.

### 2.2.3 *Tracking restaurant expenses*

The accounting system will track and classify the revenue and expenditure sources clearly in the restaurant system. It can be divided into the following data types:

**Employee payroll:** Transparency in salary payment is essential to help restaurants have quality staff and contribute to restaurant revenue.

**Inventory value:** inventory value is metric and tells us how much sales were made of that inventory.

### 3. Restaurant structure

<b>Restaurant manager</b>	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Merchandise Management</li> <li>• Human Resource Management</li> <li>• Restaurant asset management</li> <li>• Resolve customer problems and complaints</li> </ul>
<b>Cashier</b>	<ul style="list-style-type: none"> <li>• Enter customer purchase information</li> <li>• Manage customer payment process by regulations</li> <li>• Cashier assistant</li> <li>• Manage and arrange online orders</li> </ul>
<b>Cashier assistant</b>	<ul style="list-style-type: none"> <li>• Manage and arrange online orders</li> <li>• Support the waitress in case the restaurant is crowded.</li> </ul>
<b>Chef</b>	<ul style="list-style-type: none"> <li>• The leading management of restaurant food quality</li> <li>• Manage kitchen operations</li> <li>• Manage assigned assets</li> </ul>
<b>Sous chef</b>	<ul style="list-style-type: none"> <li>• Support the central kitchen, auxiliary kitchen in the process of preparing food</li> <li>• Prepare dishes according to the chef's instructions</li> <li>• In charge of receiving goods</li> <li>• Management of kitchen staff, housekeeping.</li> </ul>
<b>Cook assistant</b>	<ul style="list-style-type: none"> <li>• Prepare full bowls and plates before making dishes</li> <li>• Prepare food ingredients to prepare dishes.</li> <li>• Check the quality of food and ingredients before processing.</li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>• Preservation of vehicles, store assets</li> <li>• Welcoming customers in and out</li> <li>• Handling security issues that occur in the restaurant</li> </ul>



<b>Waiter/waitress</b>	<ul style="list-style-type: none"> <li>• Welcoming, advising customers to choose dishes</li> <li>• Serving dishes from the kitchen to guests</li> <li>• Control and maintenance of service tools.</li> <li>• Ensure restaurant hygiene and support other departments if free.</li> </ul>
<b>Steward Staff</b>	<ul style="list-style-type: none"> <li>• Maintain store cleanliness</li> <li>• Clean and maintain kitchen utensils</li> </ul>

*Table 5: Work roster at the restaurant*

## 4. KEY PARTNERS

With the desire to bring the most perfect service quality for each customer to experience the food at “Nutmama” restaurant. We appreciate the quality of products through each dish, so selecting the supplier segment is also carefully selected through the screening process, clear classification, and reputation to choose the best supply partners. Supply fresh ingredients to ensure the long-term survival of the restaurant. Choosing the right supplier to ensure the freshness of the product is not easy, but we have selected reputable, long-term, and well-positioned suppliers to choose from. The supplier provides that the input quality of the restaurant is always strictly selected, ensuring food hygiene and safety.

### 4.1. Nuts supplier



*Figure 17: Supplier's Logo*

**Company name:** PHUOC LONG MANUFACTURING TRADING COMPANY LIMITED

**Brand name:** “Phuoc Long”

**Address:** No. 140, DT.741, Phuoc Trung Quarter, Phuoc Binh Ward, Phuoc Long Town, Binh Phuoc Province.

**Phone number:** 0909677727

**Product:** Specializes in submitting, exporting and importing agricultural products in terms of nutritional seeds.

**Advantages:**

- As an available supplier in the restaurant operation team.
- Having a long operation time in the market, seeds are diverse and abundant and ensure nutritional safety.
- It is operated by a factory team, preserved by advanced technology methods to maintain grain quality at the best level.

#### 4.2. Fresh ingredients suppliers



*Figure 18: Supplier's Logo*

**Company name:** BAC TOM FOOD COMPANY LIMITED

**Brand name:** “Bac Tom”

**Address:** No. 15B, Thang Loi Street, Quynh Loi Ward, Hai Ba Trung District, Hanoi City.

**Phone number:** 024 3972 8797

**Product:** Specializes in providing green foods such as vegetables, tubers and fruits, and seafood.

**Advantages:**

- Ensure the source of green, clean, and clear vegetable ingredients.
- Reasonable prices, diverse sources compared to the market.
- The store system close to the restaurant is convenient for fast and cheap transportation of goods.



*Figure 19: Supplier's Logo*

**Company name:** MEGA MARKET HA NOI JOINT STOCK COMPANY

**Brand name:** “MegaMarket”

**Address:** No. 30 Vinh Hung, Vinh Hung Ward, Hoang Mai District, Hanoi City.

**Phone number:** 0916559078

**Product:** Specializes in providing wholesale of all kinds of vegetables, frozen goods, electronics.

**Advantages:**

- As a source of large quantities of goods, the price is lower than the market.
- There are many convenient business systems for transporting raw materials
- With a clear source of raw materials, a closed modern preservation process.



### 4.3. Supplier of image, brand identity



*Figure 20: Supplier's Logo*

**Company name:** HA NOI INDUSTRIAL FINE ART COMPANY LIMITED

**Brand name:** “In tiet kiem”

**Address:** 120 Hoang Quoc Viet, Nghia Tan Ward, Cau Giay District, Hanoi City.

**Phone number:** 0939674777

**Product:** Specializes in printing services such as business cards, banners, standees, etc

**Advantages:**

- Modern printing technology, diversified printing products.
- Reasonable price, fast printing, sharp image quality, professional service.

### 4.4. Delivery service provider



*Figure 21: Partner's Logo*

In addition to serving customers at the restaurant, "Nutmama" develops more delivery services through Grab food's ordering and ShopeeFood (Now). We choose to work with the most popular and city-wide partners to ensure the fastest and most professional order processing.

#### 4.5. Card payment service provider



*Figure 22: Partner's Logo*

For the convenience of customers when experiencing “Nutmama”, besides cash payment, our restaurant chooses a payment method through the 4.0 technology platform. To optimize convenience and speed for customers, “Nutmama” has cooperated with most banks such as Vietcombank, Agribank, Techcombank, Bidv... to diversify payment methods for customers to help save time and more convenience in buying and selling.

### 5. KEY RESOURCES

The restaurant business is one of the very developed fields today and requires excellent competition, so to operate stably in the restaurant industry needs many resources combined thoroughly. In addition to financial resources as the core and human resources, knowledge and partners are essential factors that demonstrate the restaurant's ability to operate and maintain.

#### 5.1. Financial resources

Financial resources are an important part of physical resources; besides there are intangible and tangible resources of the restaurant.

The financial resource here is cash. The total initial investment capital of the restaurant is currently **401,498,600 VND**. This money is used to pay the cost of registering legal papers, investing in payment machines and ground improvement equipment. Besides, the restaurant has a reserve amount of **598, 501,400 VND**. This amount is to prevent unintended damage, to ensure the smoothest business operation of the restaurant.

## 5.2. Human resources

Human resources at the restaurant “Nutmama” are also an important factor contributing to the successful development of the restaurant. Customers are mainly pregnant mothers and mothers in postnatal care who are very concerned about nutrition for mothers and babies, so Professional service is a matter of focus in training and management. The total number of employees of the restaurant is **16** people for both morning and evening shifts. Specifically, we need 10 employees for each shift, including part-time and full-time. We prioritize hiring people who have working experience, and the age group is from 19-25 years old; at this age, the learning process is quick, and the working energy is the most abundant. We choose part-time employees in positions such as cashier, cashier assistant, security guard, service staff to save costs and flexibly serve time. Each shift works 6 hours, ranging from 18,000VND - 20,000VND/month, depending on the time. The kitchen department has a chef, a sous chef, and a kitchen assistant who will work full-time. Salary ranges from 7,500,000VND - 12,000,000VND/ month depending on rank. Besides, we will also have a full-time Restaurant Manager with a salary ranging from 14,000,000VND - 16,000,000VND/ month depending on working capacity. Like part-time staff, our kitchen team also requires strict professional expertise and professional ethics to improve the best service quality at the restaurant. From time to time, the staff of “Nutmama” will make appropriate changes to ensure the restaurant's most stable operation and maintenance.

## 5.3. Supplier

We have a total of **06** suppliers including 04 ingredient suppliers and 02 delivery suppliers. Our restaurant's supply partners are rigorously selected through each product to ensure safe and quality raw materials through each stage of importing and producing finished products. Each material we have has its supplier to provide the highest product quality.

## 5.4. Intellectual property

Our restaurant "Nutmama" can be a pioneer in providing nutritious meals for pregnant and postpartum mothers most methodically and scientifically. We want to highlight the brand name “Nutmama” to create a unique impression on customers to help them identify “Nutmama” from other restaurants in the market.



## 6. CHANNEL

With the desire to provide the most complete and convenient service to customers, “Nutsmama” restaurant deploys two sales methods: direct and indirect. These channels help customers better experience products, services, and brands offered by “Nutsmama” restaurant. Moreover, through these sales channels, customers can better understand the core values that the restaurant wants to achieve, especially for pregnant and postpartum women.

### 6.1. Direct distribution channel

"Nutsmama" restaurant is located on Le Thanh Nghi street, which has a convenient two-way traffic location. It is the main road to 3 hospitals - where there are famous obstetrics departments in Hanoi such as Viet Phap, Bach Mai, Vinmec. The restaurant can serve up to 40 guests with many trees to create a comfortable and pleasant dining space for customers. Every detail in the restaurant is chosen to bring the best experience for pregnant and postpartum women. Through this distribution channel, the restaurant will not have to pay a commission for the third party and directly take care of the customer. If any problems arise during the service experience, customers will be resolved directly and quickly. Customers can make payments using various methods, including cash, and credit cards.

- **Direct selling process in the restaurant**

At the restaurant, customers will be served according to the following process:

First, the staff will rely on the number of guests to arrange the appropriate table. The customer will be able to choose dishes when they have a seat. The staff will record the order by iPad connected to the POS system, and the order's information will be reported to the cash register at the order counter and the kitchen. The chef receives the information and prepares the food. After the food is prepared, he will press the confirmation button on the system, and the order staff will be notified to bring it to the guest. If the customer wants to use more dishes while eating, the order staff will note the information, and the bill will be automatically updated on the restaurant's billing system. After eating, customers will pay at the restaurant's order counter and receive the bill. During the process, the restaurant only issues an invoice once when the customer confirms the payment successfully.

## 6.2. Indirect distribution channel

Because of the strong development of technology, more and more people are using food delivery services by mobile applications. This trend is expected to continue to thrive, changing the entire F&B industry, so "Nutmama" restaurant chooses two delivery apps to link online sales: Grab Food and ShopeeFood (Now). Currently, ordering food by using apps is increasingly popular, especially during the Covid-19 pandemic in 2020 and the first months of 2021. These delivery apps are fast, convenient, and safe, with low shipping costs, many promotions, and protection for everyone during the pandemic. The potential customers of the restaurant are pregnant and postpartum mothers - those who have to stay for a certain period will tend to order food at home rather than going to the restaurant. Therefore, using these online distribution channels will bring a stable source of income for the restaurant. This is also a way to help "Nutmama" get better brand recognition by customers when appearing many times on delivery apps. To become a partner of these two distribution channels, the restaurant must pay 1 million VND for the entrance fee and 25% commission per bill.

- **Selling process on e-commerce platforms**

Customers can find "Nutmama" restaurant on food ordering applications such as: Grab food, ShopeeFood (Now) with a radius of 1km to 25km. To order, customers can search for the name of the restaurant, the name of the dish or some keywords such as: "Com cữ, com mẹ bầu". After the order is confirmed with the shipper, the restaurant will receive the order via POS machine at the order counter and kitchen area. The chef will prepare the food within 10-15 minutes. The restaurant also has staff in charge of online orders. They will pack, take the receipt and give it to the shipper at the restaurant's waiting area. The distribution of staff will help the restaurant better control during peak hours. If a problem arises throughout getting and enjoying food, such as a wrong dish or a problem that makes the customer unsatisfied, the restaurant and the carrier will have policies to solve it.

## 7. MARKETING PLAN

### 7.1. SWOT analysis

<p style="text-align: center;"><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Relationship with supplier partners</li> <li>• Have knowledge about nutritious nuts</li> <li>• Marketing experience</li> <li>• Diverse and unique menu</li> <li>• Populated area, near three major hospitals and some Obstetric &amp; Gynaecological Clinic</li> <li>• Have a good capital</li> </ul>	<p style="text-align: center;"><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• New brand name</li> <li>• The restaurant's founders have no much experience in pregnancy and childbirth.</li> <li>• Not having much start-up experience</li> </ul>
<p style="text-align: center;"><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Number of target customers: stable and increasing</li> <li>• The need to change the menu after giving birth and pregnancy increases.</li> <li>• The development of online ordering and delivery apps: Grabfood, ShopeeFood (Now).</li> <li>• Families tend to be concerned about reproductive health.</li> </ul>	<p style="text-align: center;"><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Indirect competitors</li> <li>• External factors: natural disasters, epidemics, fires...</li> </ul>

Table 6: SWOT analysis

### 7.2. Marketing mix

#### 7.2.1. Product

"Nutmama" is the first restaurant to provide dishes prepared with nutritious seeds for pregnant and postpartum mothers in Hanoi. With a unique combination of nutritious foods and healthy nuts, "Nutmama" will bring to customers healthy and nutritious meals with more energy. Moreover, the taste of dishes at the restaurant promises to be more unique than the traditional meals of pregnant and postpartum mothers in the



confinement period. Nutsmama's menu is completely new and different from the current food market.

The combination of dishes with nutritious nuts is not only fresh but also provides most of the nutrients that pregnant and postpartum mothers need. Nutritious nuts that we use have high nutritional content, bringing many health benefits for both mother and baby. In a survey of “Nutsmama”, there are many diseases that pregnant and postpartum mothers encounter such as calcium deficiency, constipation, joint pain, memory loss, anemia, stress... “Nutsmama” restaurant has researched to come up with a reasonable nutritional menu, providing solutions to help pregnant women and postpartum mothers overcome diseases. Here are all the dishes that “Nutsmama” restaurant provides.

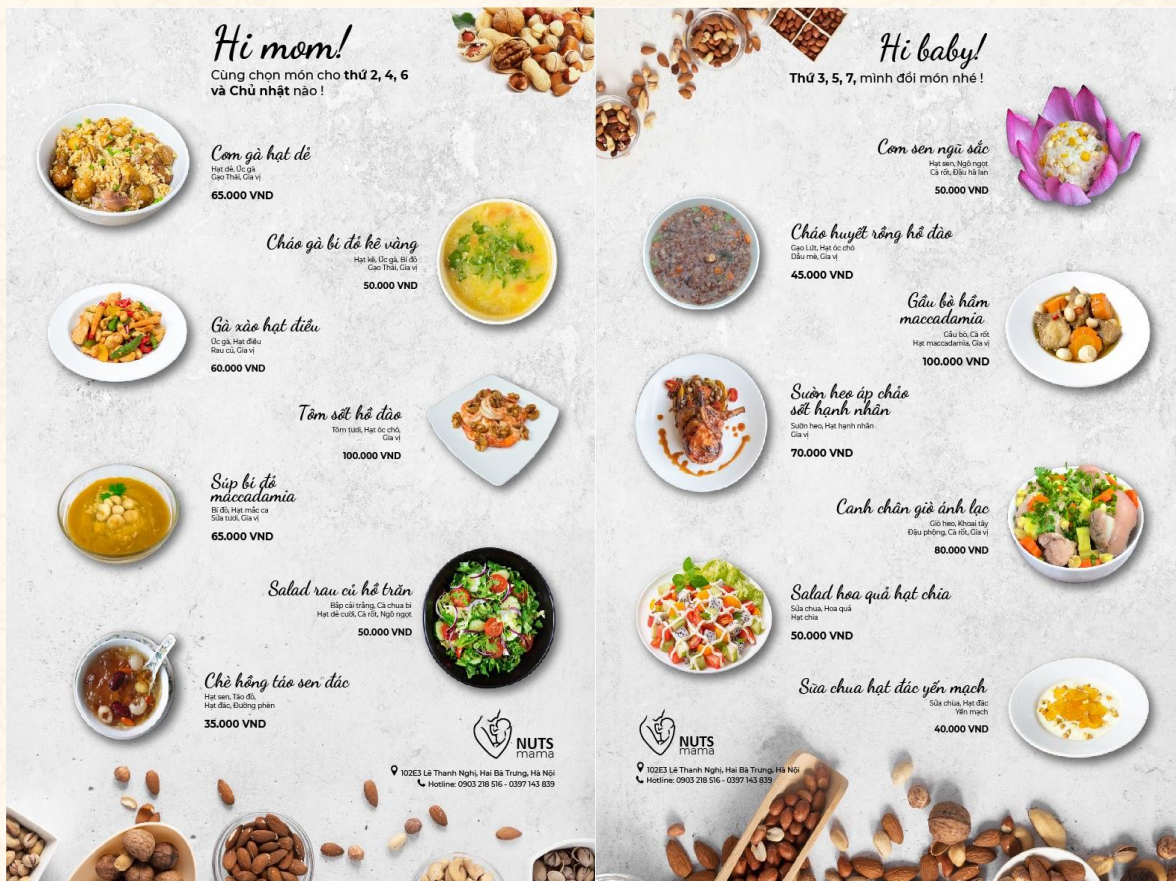


Figure 23: Nutsmama's menu

Standard dishes in each group include:

Food group	Dish	Seeds	Uses	Ingredient
<b>Rice</b>	Chestnut chicken rice (Com ga hat de)	Chestnut	Protect skin, good for bones and joints, reduce stress and fatigue for mothers	75g chestnuts, 125g white rice, 200g chicken breast, 10ml soy sauce, 10ml oyster sauce, 10ml cane sugar.
	Lotus seed rice (Com sen ngu sac)	Lotus	Good for the nervous system of the pregnant mother, the development of the nervous system, and the fetus's brain.	300g white rice, 30g lotus seeds, 20g sweet corn, 20g carrots, 20g peas.
<b>Porridge</b>	Walnut weedy rice porridge (Chao huyet rong ho dao)	Walnut	Help pregnant mothers sleep well, reduce depression for mother, increase the immune system for mother and baby.	50g brown rice, 30g walnut, 10ml sesame oil, 10g seasoning seeds.
	Yellow millet pumpkin chicken porridge (Chao ga bi do ke vang)	Millet	Reduce pregnancy symptoms, help prevent constipation, increase intelligence for the baby.	30g millet, 100g pumpkin, 100g thai rice, 100g chicken breast, 5ml olive oil



<b>Main dish</b>	Fried chicken with cashew nuts (Ga xao hat dieu)	Cashews	Increase iron for mother, help strong bones for baby.	200g chicken breast, 75g cashews, ½ red bell pepper, 20g peas, 3 baby corns, 10ml fish sauce.
	Shrimp with walnut mayonnaise (Tom sot ho dao)	Walnut	Add fat without causing weight gain, reduce stress, nourish the brain, beautiful skin, enhance milk.	100g shrimp, 50g walnut, 30g mayonnaise, 10ml fish sauce, 10g sugar.
	Beef stew with macadamia nuts (Gau bo ham Macadamia)	Macadamia	Boosts the immune system, provides vitamins A, B, E...	150g beef bucket, 30g macadamia nuts, 30g carrot, 10ml olive oil, 5g soy sauce, 5g sugar.
	Pan-fried pork ribs with almond sauce (Suon heo ap chao sot hanh nhan)	Almonds	Reduce the risk of premature birth, prevent birth defects	150g pork ribs, 50g almonds, 5ml soy sauce, 10ml oyster sauce, 10ml cooking oil, 5g sugar.
<b>Soup</b>	Macadamia nut pumpkin soup (Sup bi do Macadamia)	Macadamia	Boosts the immune system, provides vitamins A, B, E...	10ml cooking oil, 300 pumpkins, 43g onions, 14h macadamia nuts, 90ml fresh milk.
	Pork leg soup with peanut (Canh chan gio anh lac)	Peanut	Helps stimulate the regeneration of brain cells, develop thinking and enhance	150g pork leg, 60g carrot, 200g potato, 75g peanut, 15g seasoning.



			memory.	
<b>Salad</b>	Pistachio vegetable salad (Salad rau cu ho tran)	Pistachio	Strengthens the immune system, anti-inflammatory, reduces swelling and relieves joint pain	20g sweet corn, 10g white cabbage, 3 cherry tomatoes, 20g pistachios, 20g carrots.
	Chia seed fruit salad (Salad hat chia)	Chia	Maintain a stable weight, reduce the risk of gestational diabetes, and develop the brain of the fetus.	1 box of yogurt, 20g chia seeds, 50g apple, 75g watermelon, 50g mango.
<b>Desserts</b>	Lotus seed with Jujube and Arenga pinnata seed sweet soup (Che hong tao sen dac)	Pinnata	Avoid joint pain in the last months of pregnancy, help mothers digest better, and support brain development	15g lotus seeds, 15g dried apples, 15g peas, 15g rock sugar.
	Peanut oat yoghurt (Sua chua hat dac yen mach)	Oat	Prevent the risk of diabetes and weight gain, improve bone health, nourish blood	75g of peanuts, 30g of oats, 1 box of yogurt.

*Table 7: Ingredients Description*

We serve with two product groups for the standard set of a meal: the leading dish group and the side dish group.

**Main dishes include:**

- Rice: Lotus seed rice, Chestnut chicken rice

- Porridge: Walnut weedy rice porridge, yellow millet pumpkin chicken porridge
- Soup: Macadamia nut pumpkin soup, pork leg soup with peanut
- 04 main dishes: Fried chicken with cashew nuts, Shrimp with walnut mayonnaise, Beef stew with macadamia nuts, Pan-fried pork ribs with almond sauce.

Side dishes include:

- Salad: Chia seed fruit salad, Pistachio vegetable salad.
- Juice: apple, orange, mango, carrot, lemon, chia seed, coconut juice.
- Desserts: Lotus seed with Jujube and Arenga pinnata seed sweet soup; Peanut oat yoghurt.

### 7.2.2. Price

As a survey we collected, the orange part takes up the highest percent of the total, 46,7% in the range from 80,000VND to 100,000 VND. Green and Red parts account for 21,8% above 100,000VND and 24,6% in the range from 50,000VND to 80,000VND, respectively. In general, people are willing to pay the average price of a restaurant model. They care more about food quality than its price because they need to consume nutritious meals to take care of themselves and their baby, and the price is not the problem.

We know that if we set the range from 80,000VND to 100,000VND, which is responsible for the highest percentage on the menu, we can't compete with the other restaurants because it's not pleasant in a small Viet Nam restaurant. So, we decided to expand the range from 50,000VND to 100,000VND for main dishes. Dessert and juice would be under 50,000VND/ dish. We still warrant that it'll bring back the profit and then get the fastest possible payback.

#### Price formula:

- **Main dishes:**

To synchronous the method of calculating the price of dishes, we decided to use this formula:

$$P = [ R + (S+M+E+W+F) / (U*28*12) ] * Z$$

Note:

**P:** Selling price

**R:** Raw material cost

**S:** Salary

**M:** Marketing fees

**E:** Electricity cost

**W:** Water cost

**F:** Fixed Cost

**U:** Unit sale per day

**Z:** Expected profit per item

Example:

**Tom sot ho dao ( Shrimp with walnut mayonnaise )**

$$= [36,328 + (1,104,000,000+510,374,045+49,445,576+22,564,320+503,160,000) / (180*28*12)] * 138\%$$

$$= \mathbf{100,000VND}$$

Mon, Wed, Fri, Sun	
Dishes	Price (VND)
Fried chicken with cashew nuts	60,000
Yellow millet pumpkin chicken porridge	50,000
Chestnut chicken rice	65,000
Shrimp with walnut mayonnaise	100,000
Macadamia nut pumpkin soup	65,000
Pistachio vegetable salad	50,000
Lotus seed with Jujube and Arenga pinnata seed sweet soup	45,000

*Table 8: Price for dishes on even day*



Tues, Thurs, Sat	
Dishes	Price (VND)
Lotus seed rice	50,000
Walnut weedy rice porridge	50,000
Beef stew with macadamia nuts	100,000
Pan-fried pork ribs with almond sauce	70,000
Pork leg soup with peanut	80,000
Chia seed fruit salad	50,000
Peanut oat yoghurt	50,000

*Table 9: Price for dishes on odd day*

As we contained the survey, each dish would have the other expected profit because we take the range from 50,000 VND to 100,000 VND to approach more people. After collecting all costs, we ensure that the price still brings the profit of each dish.

- **Juice:**

The price of juice wouldn't have been chosen for high profit. Our priority is still comfortable from space to services. We want to serve every kind of form that the other restaurants also have. However, all items always have a profit, the price of juice would be below because we want prices to be on par with other shops to make a fair competition.

The method of calculating is still the same as the main dishes way:

Mon-Sun	
Dishes	Price (VND)
Apple juice	50,000
Orange juice	50,000

Mango juice	52,000
Watermelon juice	43,000
Carrot juice	48,000
Lemon chia seed juice	47,000
Coconut	58,000

*Table 10: Price for juice*

### **7.2.3. Process**

#### **7.2.3.a. Supplier selection process**

The supplier selection process for our restaurant is based on the following criteria: clear origin, reasonable price, reputation, and flexibility. These factors play a decisive role in getting quality and cost-effective suppliers to serve as a foundation for restaurant development.

#### **7.2.3.b. Raw material imports and preserve process**

We divide into two types of raw materials: Fresh ingredients (vegetables, fruits, meat) and Dry ingredients (nuts, rice, spices).

For meats, the restaurant uses the freezing method (about -18 degrees Celsius) to keep the freshness of the food without using harmful preservatives.

For vegetables and fruits, it has a longer freezing time than the meat group. The ideal freezing temperature for vegetables and fruits is 1 - 4 degrees Celsius.

So, the estimated time to import ingredients of the restaurant is as follows: Fresh ingredients will be imported every 3-4 days. Dry ingredients can be stored longer, so they will be imported once a month.

#### **7.2.3.c. Cooking process**

The restaurant is open for service from 9 am to 10 pm every day. The peak time is lunch and dinner, so the restaurant will prepare the dishes about 30-40 minutes before that time to keep up with online orders. After each day, the restaurant will aggregate online and offline orders to balance the imported ingredients.

#### **7.2.3.d. Payment process**

Customers can pay by cash and direct payment gateways such as Napas/ Visa / Master card. All orders, including online and offline, will be invoiced after payment.

#### **7.2.4. Place**

Green space and trees make pregnant women feel comfortable. With a combination of a variety of colors create a sense of harmony.

"Nutsmama" restaurant is located on 102E3 Le Thanh Nghi Street, Hai Ba Trung District, Hanoi City. Le Thanh Nghi street is the central street, the intersection of many other significant streets where the population density is very crowded. We chose Le Thanh Nghi because this area has the appearance of famous obstetrics departments such as Bach Mai, Viet Phap, Thanh Nhan, Vinmec Times City... and many other private maternity centers. Moreover, this street has a convenient two-way traffic location which suits for approaching the target customers and passersby.

Before we decided to rent this place, it was leased and also was the restaurant model. However, the old structure of that model is not suitable for our model, so we decided to renovate the premises with a floor area of 100 square meters and recondition the functions optimally in that area. To shape the restaurant's appearance as unique but still trendy, we choose modernism in architecture, mixing the raw elements of nature. Its characteristics are lightness and harmony with natural trees. It's lovely to most women. Our restaurant is divided into four categories: reception area, dining space, kitchen, and restroom.





*Figure 24: Nutsmama's view from outside*

We are commencing with the outside look. Our brand is outstanding obviously with the wooden signboard brown and the grey of the ventilation wall. To modernize the face, we decided to design the glass door as a come-in way. From the guests' view of the outdoors, they can see the overview of the inside of the restaurant. Moreover, we put the three-step stairway in front of the door instead of a path across the ground. This point makes our shop elegant and luxurious.

Furthermore, we own the broad pavement, so the guest doesn't care about the motorbike parking. To highlight the area, we fabricate the ventilation wall tiles on the left of the restaurant. Not many places have this style because of the style aversion to shaping the shop. All of these points make our restaurant's shape more remarkable to customers.



*Figure 25: Reception area*

Stepping into the restaurant, it'll be the reception area and place for the delivery staff and people who come to take away. Behind the desk's receptionist is the LED screen for campaigns or menus running on the net. They're put on wooden slats to create an eye-catching effect. Moreover, we want to make our space close to nature and friendly to humans, especially women and babies. We would plant trees as much as possible inside the shop. To raise the delegation, "Nutmama" will let the lamp be designed with rattan material. The main colors that "Nutmama" used to decorate are Brown, Vanilla Custard and White. Brown comes from the color of most of the nuts. Besides, we also see the vanilla custard inspired by the color of the colostrum. Colostrum is thin milk produced by mothers in the first few days after giving birth which is the best milk for babies. The last main color is white, the color of breast milk. Moreover, white is also the color of purity, embodying the saying "babies are like white paper"





*Figure 26: Reception area*

Opposite to the desk's receptionist position is the sofa. It is spent for the guests who come to take away or the delivery staff sitting there to wait for the products. We chose to put the sofa in there because "Nutmama" wants all people to feel comfortable when they open the door. Davenport has a soft cushion and creates the feel's customer to be treated at best.





*Figure 27: Dining area*

We are turning into the dining space, which accounted for the most significant room in the restaurant. It's also the place welcoming the main customers who come to enjoy the meals. So, it would be the most crucial investment we stay focused on. The leading tone of color we chose is white, associated with the brown of wood. The floor would be wood material which wood with the grain to minimize the slip of the floor. If the floor slips, it would be dangerous for pregnant women and babies. "Nutmama" have to be careful of choosing the suitable material which is not dangerous for customers. We're also using the green space to diminish the heat of wood because many positions were decorated with wood. Otherwise, we use a lot of lights inside the shop to make the restaurant brighter and brighter. On the right wall of the shop, we display some dishes of the restaurant by some paintings to give the attention or maybe recommend a meal when they feel strange about our model.

"Nutmama" has eight tables and permits to welcome the guest with 40 at maximum, including six tables of 4 seats and two long tables. The restaurant's rules set up the arrangement of tables, so it makes sure that every guest has enough privacy.



*Figure 28: Kitchen area*

Every restaurant has its kitchen, which is used for cooking and storing the stuff. We decided that the kitchen would have taken up around 20% of the total area of the building. Because we planned on selling items such as grains, fresh meat... so we need to have a way to preserve those things. And because the kitchen area is relatively small, we have set up this space to consist of 2 sections including the main cooking area and the storehouse on the opposite side. About inferiority, we use most of the raw materials to build up space as an industrial style. Moreover, we grab the imitation stone from the wall to bring out the raw feelings. All of them are a comprehensive color to the industrial kitchen.

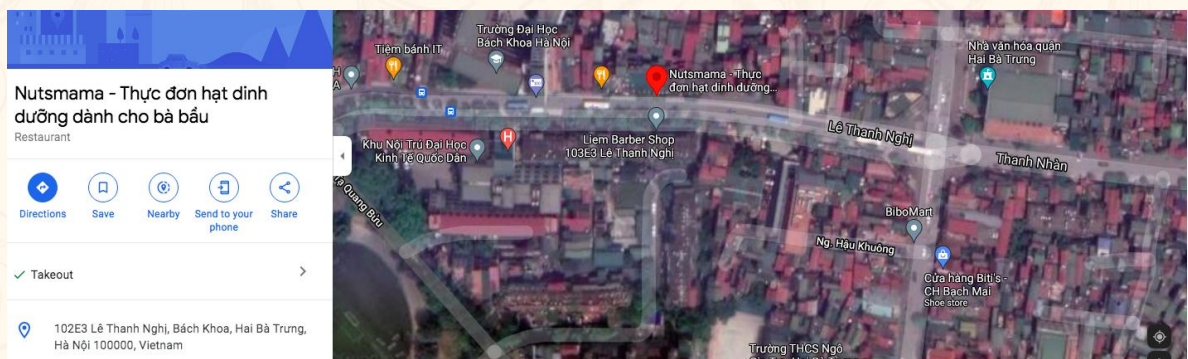




*Figure 29: Toilet area*

The restroom would be the smallest space in the restaurant. To save the area as much as possible, we decided to arrange only one toilet in this space instead of two as usual. It means that the woman and man would be in the shared space. Besides, the sink would have been put into that space. To maximize the green space in the restaurant, we also will let the small tree in the left sink. The toilet room is located in the dining area. The guests use the restroom without going through the kitchen. Although it's put in the dining area, the guests sit opposite the toilet that sees only the sink. It wouldn't be impolite when they have those seats.

### Google Location



*Figure 30: Location of Nutsmama on Google Maps*



Place the location of the restaurant on the map along with the restaurant illustration. This is small but very important, making it easy for customers to find the location and identify the restaurant through the image and description. The restaurant's address is indicated on the media posts and the brand identity kit for customers to remember easily.

### **7.2.5. Promotion**

#### **7.2.5.a. Logo definition explanation**

It is essential for most restaurants that the exterior and interior design reflect their style and goals. To achieve that in a fiercely competitive market, Nuts mama made a clear and necessary investment to create a brand identity “Nuts mama” based on bright colors and arrangement. Delicately placed to help diners have comfort.

#### **Logo meaning**

With the criteria and goal of focusing on mothers and babies, “Nutmama” skillfully portrays images of them in the logo delicately.

The logo is designed to look like a heart. The mother's arms are embracing her baby, it can be seen that the baby also becomes half of the "heart". Through the logo, “Nutmama” wants to convey the meaning that motherhood is extremely sacred, inseparable as well as an indispensable heart. The mother is like the left heart chamber, which has the function of pumping blood throughout the body. Based on that, “Nutmama” wants to affirm that mothers are an infinite source of life, all the good things they do are always for her child.

#### **Color picker**

The primary color is brown, which comes from the color of the nuts. Besides, we also see the vanilla custard inspired by the color of the colostrum. Colostrum is thin milk produced by mothers in the first few days after giving birth which is the best milk for babies. Looking at the logo, we feel the warmth of motherly love.



*Figure 31: Nutsmama's logo*

### **The brand identity**

Brand identity is an essential part of any restaurant. We have carefully invested in researching and expressing our brand identity on a variety of materials and utensils. We are coming from tissues, chopsticks, and uniforms. We want to bring a professional image to show the quality of investment coming from the outside.

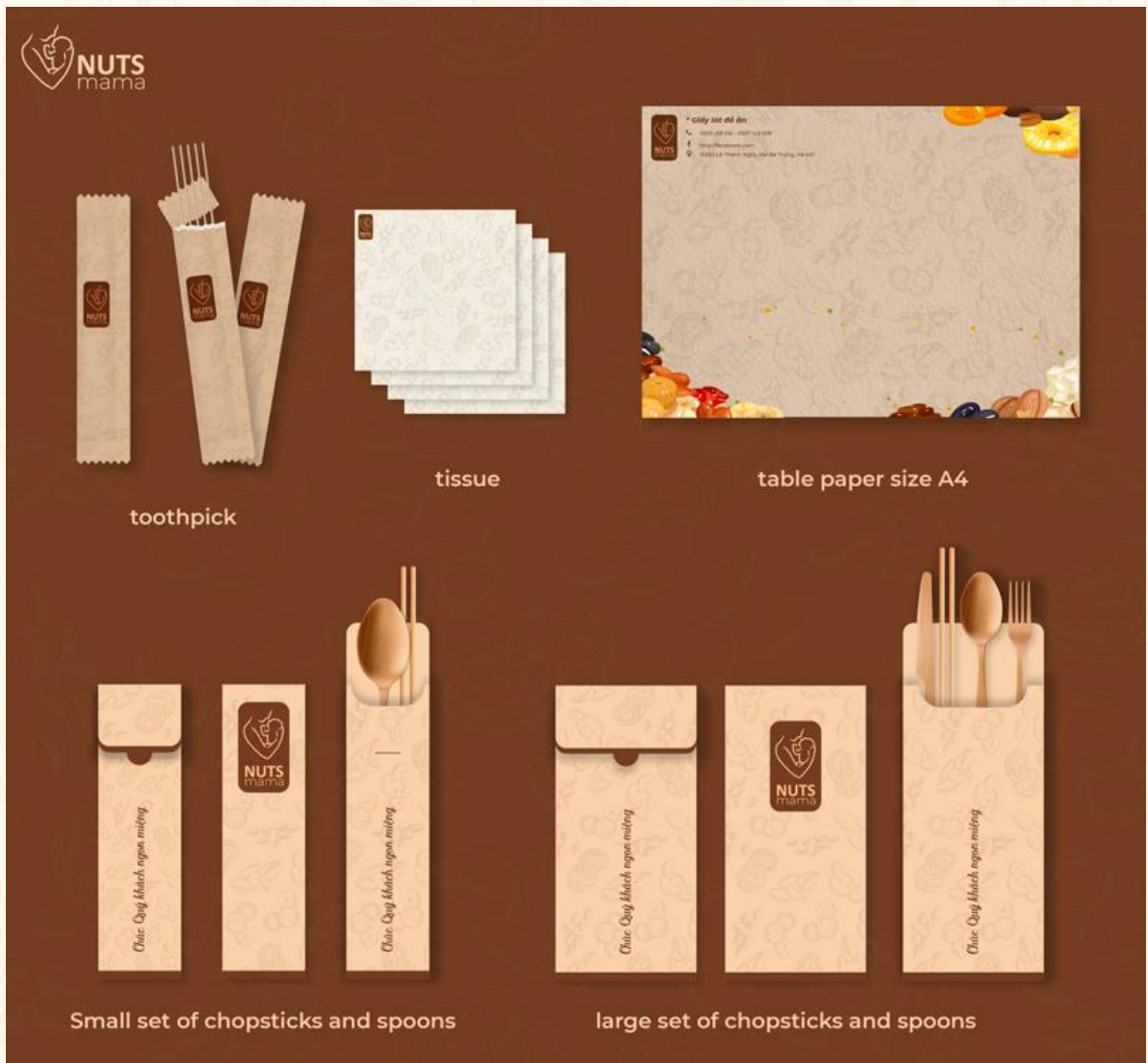


Figure 32: The brand identity

Chopsticks and spoon bags are all designed with a brand identity to create professionalism and cleanliness for users.





*Figure 33: The brand identity*

Bagasse boxes only need more than a month to biodegrade in nature because they are 100% organic origin. Unlike other types of foam plastic lunch boxes on the market today, bagasse boxes do not have a negative impact on the environment. Using bagasse boxes brings excellent benefits in the long run to health, contributing to the protection of the living environment. With the convenient design, friendly and elegant colors, the use of bagasse boxes for packaging helps “Nutmama” become more professional and advanced in customers' eyes. Because the bagasse box is made from 100% bagasse material, the fibers stick together, so the product is extremely sturdy, and can hold heavy food and food with soup.



*Figure 34: Nutsmama's uniform*

The uniform includes two types: an apron and a headscarf. The colors are all taken from the logo with a combination of brown and colostrum. With polo shirt material, it is comfortable but not restrictive, creating a friendly and approachable feeling for customers.



Figure 35: Nutsmama visit card



Figure 36: Nutsmama thank you card





*Figure 37: Nutsmama Paperbag*

Paper bags are made from kraft paper. Kraft paper is a completely biodegradable material. Besides, paper bags are also 100% recyclable. Therefore, kraft paper bags are very friendly to the natural environment and do not affect human health.

#### **7.2.5.b. The media channels**

"Nutsmama" is a new fresh air in the F&B market with novel products. Restaurants will use promotions to attract customers and increase brand awareness. The media channels the restaurant chooses to broadcast are:

- *Digital channels*

#### **Social media**

With the trend of spending a lot of time online, social networking is the most effective marketing tool. "Nutsmama" chooses Facebook and Instagram to attract customers' attention through investment articles and high-quality images. There will be a dedicated team to support the creation of food images, restaurant space, and promotion on social networks. In addition, the restaurant will regularly appear on food review groups for pregnant and postpartum women to better reach the target customers. Not only do we focus on advertising on the restaurant's social media channels, but we also collab with some mom and baby stores like KidsPlaza, ConCung, using co-marketing to reach more customers and build trust with them.

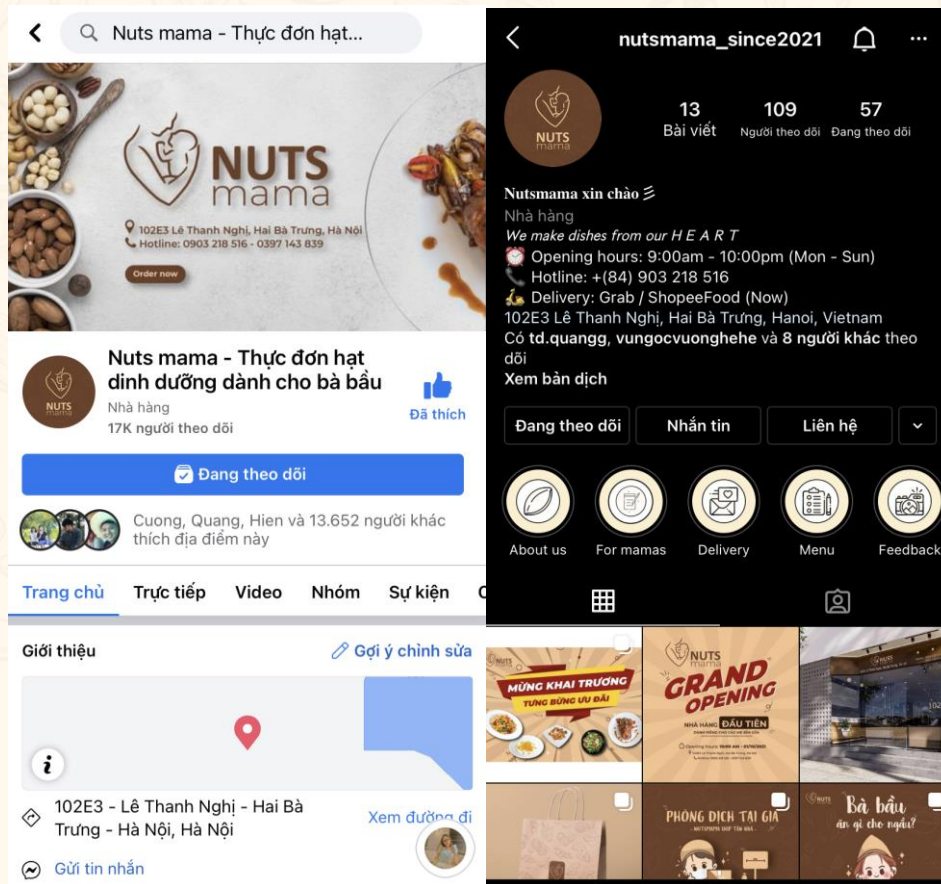


Figure 38: Restaurant's facebook and instagram

### Community group

On Facebook, the restaurant also created a group to share knowledge about pregnancy, tips for pregnancy and childbirth. The group named "*Nutmama - the wise pregnant mother's association*" will be for the restaurant's customers in particular and all mothers in general. This community group will be where the restaurant collects feedback, compliments, criticisms, and suggestions from customers about the products and services of "Nutmama". The admin team will regularly create minigames and giveaways to increase interaction, direct members to experience the restaurant's service, and increase revenue.

- *Traditional marketing channels*

### Offline event

On special occasions of the year such as grand openings and birthdays, the restaurant will organize celebratory events, launch promotions to thank customers and promote a



better image. In addition, the restaurant will invite nutritionists, hot moms to attend, try products to promote the restaurant's image, dishes and create trust for customers.

### **Banner advertising**

The restaurant will use banners, advertising posters, and flyers to communicate for discount events, contests on community groups, etc. Customers can access information about menus, prices, and sale programs through banners hanging at the store.



*Figure 39: Banner advertising*

### **Word of mouth**

By creating discount promotions to encourage customers to leave feedback, the restaurant can improve products and service quality. When eating new and delicious dishes, people often tend to check in to show off their friends on social networking sites or word of mouth, inviting friends to come to the restaurant next time. The image of the restaurant will be more friendly and closer to customers.

### **Public relation**

We will collaborate with YouTubers to reach a large number of customers with viral videos. The popularity of these advertising channels is undeniable when with just one video spreading on social networks, the restaurant's information can be conveyed to millions of people. This communication direction is also an effective way to educate customers and the market.



### 7.2.5.c. Stage by stage marketing

"Nutmama" is the first restaurant for pregnant and postpartum mothers to serve dishes combined with nuts. This startup model must approach customers and educate the market systematically, cost-effectively, and effectively. Therefore, the marketing plan will include specific stages with specific goals and clear budgets. The marketing plan will be based on SWOT analysis, Marketing mix, and Marketing funnel model (AIDA) to offer the most economical and appropriate marketing solution.

- *Pre-grand opening marketing stage*

#### Target

At this stage, "Nutmama" begins to enter the market with new products, so it is necessary to educate potential customers and give them an overview of the brand.

#### Customer persona

Customer persona		
<b>Customer demographic</b>	Age	19 - 40 years old
	Sex	Female
	Pregnancy status	pregnant and postpartum women (1-6 months)
	Income	Above 6 mil VND/ month
	Location	Hai Ba Trung District, Hoang Mai District, Hoan Kiem District, Dong Da District, Thanh Xuan District, Hanoi

<b>Hobbies/Interest</b>	<ul style="list-style-type: none"> <li>• Ready to experience a new dish.</li> <li>• Care about nutrition during pregnancy and postpartum period.</li> <li>• Passion on nuts.</li> </ul>
<b>Background</b>	<ul style="list-style-type: none"> <li>• Pregnant and postpartum women who don't have time to cook for themselves.</li> <li>• Many women want to change the menu after giving birth and pregnancy.</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Being the first restaurant to serve a menu that combines nutritious nuts for postpartum and pregnant women.</li> <li>• Many new nutritious dishes to introduce to friends and relatives</li> </ul>
<b>Preferred Channels</b>	<ul style="list-style-type: none"> <li>• Fanpage Facebook about food</li> <li>• Fanpage Facebook about pregnancy, and postpartum women.</li> <li>• Food delivery platform: Grabfood, ShopeeFood (Now).</li> </ul>

*Table 11: Customer persona*

### Overview plans

During this period, the restaurant focuses on online marketing through social networking sites to attract the attention and curiosity of customers before the opening day.

<b>Campaign's name</b>	“Nutsmama” market penetration phase
<b>Target</b>	Reach as many target customers in the region as possible before about a month to the launch to create product curiosity and desire.

<b>Time</b>	01/09 - 30/09/2021
<b>Campaign slogan</b>	“Nutsmama” - the first restaurant for moms
<b>Key message</b>	So far, eating during pregnancy and postpartum has always been a controversial issue between generations. Meal fusion between modern and traditional is challenging. "Nutsmama" will help customers reduce stress on nutritional supply during restriction because "Nutsmama" is the first restaurant to serve combination meals with nuts exclusively for pregnant and postpartum mothers. Besides new and nutritious dishes, all customers will also be served in the most professional and dedicated way.
<b>Channels</b>	Online: Social medias (Facebook, Instagram)
<b>Estimated budget</b>	VND 3,300,000

*Table 12: Overview pre-grand opening plans*

### **Timeline overview**

We use the Marketing funnel model (AIDA) to implement this phase. This plan will be implemented simultaneously on the restaurant's fanpage Facebook and Instagram. Below is the table of pre – opening marketing phase & timeline overview:

	<b>Time</b>	<b>Objective</b>	<b>Approach</b>
<b>Phase 1 A - Attention</b>	1/9 - 8/9	Empathize with eating problems during pregnancy	Giving new trends and perspectives when being a mother in the 4.0 era



		and postpartum.	Create a desire to change the daily menu during pregnancy and postpartum.
<b>Phase 2 I - Interest</b>	9/9 - 16/9	Presenting the unique uses of nuts for pregnant women and postpartum women are curious to customers.	Emphasizing message "Nutsmama" - the first nutritional unit restaurant for pregnant and postpartum women.
<b>Phase 3 D- Desire</b>	17/9- 24/9	Create a desire to enjoy a new menu, then give information about a restaurant exclusively for pregnant and postpartum women to be launched in Hanoi soon.	Using attractive food images to attract attention and create a desire to enjoy the menu.
			Create minigames to increase interaction with customers, navigate information about opening dates.
<b>Phase 4 A - Action</b>	25/9- 30/9	Giving sale promotion offers on opening day to call to action.	Revealing some photos of restaurants with green, clean, and beautiful spaces to stimulate customers' curiosity
			Create an attraction to wait to reach restaurants by offering special promotions and gifts on the grand-opening day.

Table 13: Table of pre – opening marketing phase & timeline overview

- *Opening marketing stage*

**Time:** 01/10 - 07/10/2021

**Estimated Budget:** VND 77,271,000

After the marketing phase attracts attention and creates sympathy with customers, the restaurant will proceed to the next stage, the restaurant opening phase. Because it is a new business model, the restaurant needs to be operated in the most smooth way to leave a good impression. During this period, the restaurant must also focus on getting customer feedback about products and services to fix problems. In addition to using discounts and gifts, the restaurant also promotes marketing communications with images and videos on social networking sites. Reviews and recommendations for "Nutmama" restaurant will be pinned to the top of the page at groups about pregnancy, childbirth, and mother & baby care. The following are marketing activities during the opening of the restaurant.

Grand opening week					
Activities		Duration	Channel	Budget (VND)	Total fee (VND)
<b>ONLINE</b>	Livestream the opening ceremony on the restaurant's Facebook fanpage	October 1st	Facebook Instagram	16,000,000	<b>34,689,000</b>
	Fanpage Facebook Ads	30 days	Facebook	3,000,000	
	Instagram Ads	15 days	Instagram	2,000,000	
	Seeding group	Flexible	Facebook	3,000,000	
<b>OFFLINE</b>	Decoration service & event organization	October 1st	Restaurant	10,689,000	

*Table 14: Table of marketing activities during opening week*



Figure 40: Media images of promotions on opening day

During the restaurant's opening week, several promotions, gratitude to customers apply to online orders on food delivery platforms and offline at the point of sale. Below are the table promotion activities of the restaurant for this opening.

Grand opening week					
	Promotion	Duration	Channel	Budget (VND)	Total fee (VND)
ONLINE	Discount 10% off up to 100k (apply for 25 guests/day)	October 1st - October 7th	Grabfood ShopeeFood (Now)	17,500,000	18,282,000
	Gift set minigame "lucky bill number"	Flexible	Facebook	782,000	



<b>OFFLINE</b>	Discount 10% off up to 100k (apply for 25 guests/day)	October 1st - October 7th	Restaurant promotion	17,500,000	24,300,000
	Free 1 cup of fruit juice for customers checking in at the restaurant			6,800,000	

Table 15: Table of promotion activities of the restaurant for opening week

- **Online-sale marketing stage**

"Nutmama" restaurant identifies potential customers as pregnant and postpartum women, who need time to stay at home and rest, so they tend to order food to take home rather than go directly to the restaurant. The restaurant focuses on e-commerce because it will be one of the vital product distribution channels of the restaurant. One month after opening, the restaurant will deploy online marketing forms on some platforms: social networks, food delivery apps, etc. This will help the restaurant reach customer files in Hai Ba Trung district and the broader area, thereby increasing revenue and brand recognition. During this process, the restaurant will estimate costs and divide to different platforms specific budgets depending on efficiency.

### Food delivery platforms

To organize sales through online distribution channels, restaurants need to register and run ads on food delivery platforms such as Grabfood, ShopeeFood (Now). The restaurant must pay 1 million VND for the entrance fee and 25% commission on each bill. The restaurant will plan to spend its budget running ads on the following platforms and the cost of advertising will be fixed per day.

Platform	Grabfood	ShopeeFood (Now)
<b>Keyword</b>	Com cữ, com mẹ bầu	
<b>Target customer</b>	Everyone	
<b>Budget/day</b>	VND 100,000	VND 200,000

<b>Duration</b>	10 days a month, only visible when the restaurant open	
<b>Estimated bills</b>	83	
<b>Budget/month</b>	VND 1,000,000	VND 2,000,000
<b>Total (11 months)</b>	<b>VND 33,000,000</b>	

*Table 16: Table of referral marketing platform keywords advertising*

During the next 11 months, the restaurant will maintain referral marketing platform keywords advertising to increase revenue. The reach and invoice numbers in the table above are all subjective estimates. This is just a hypothetical plan, and we will adjust the budget each day based on the platform's performance once we have done it and have a specific number.



Figure 41: Media images of Food delivery platforms

Besides, the restaurant also deploys many discounts and promotions to attract customers. Promotions will take place on holidays such as Lunar New Year, Christmas...The incentives will be flexible based on and change between months to attract customers, stimulate demand and create a new mindset of customers. The following is a table of promotion plans implemented in the fourth quarter of 2021.

Promotion	Happy day 11/11	Christmas	TET Holiday
<b>Detail</b>	VND 11,000 off shipping fee / each order	Free 100gr mixed nuts cake for all online orders	Discount VND 22,000/bills for the first 50 online orders of 2022



<b>Requirement</b>	November 11th only	Only online orders	Applicable to bills over 220k
<b>Amount</b>	83	166	50
<b>Time</b>	November 11th	2 days (23-24/12)	Flexible
<b>Estimated Budget</b>	VND 759,000	VND 2,158,000	VND 1,100,000
<b>Total fee</b>			<b>VND 4,017,000</b>

Table 17: Table of promotion plans implemented in the fourth quarter of 2021

### Co-marketing partnerships

Not only stopping at marketing on official social networking sites, “Nutmama” restaurant also cooperates with some mother and baby business partners such as KidsPlaza, ConCung.com for marketing cooperation. On fanpages of the stores, there will be media articles about the "Nutmama" restaurant, calling for customers to order. In addition, we will also combine to run promotions with discount vouchers, gift cards, etc. This cooperation will help "Nutmama" reach more customers and bring the brand closer to the target audience. In the process of cooperation, there will be some costs incurred, but these are small costs within the restaurant's budget.



Figure 42: Logo of partners

Co-marketing		
Partner	Details	Fee
KidsPlaza	Use discount vouchers from VND 50,000 - VND 100,000 as minigame gifts, giveaways for contests	VND 300,000
<a href="http://ConCung.com">ConCung.com</a>	in the community group "Nuts Mama-wise pregnant mothers."	VND 200,000
ShoppeFood (Now)	Post restaurant introduction, food review on Facebook fanpage and Instagram Foody.vn	VND 9,000,000
<b>Total fee</b>		VND 9,500,000

Table 18: Table of co-marketing promotion plans implemented in the fourth quarter of 2021

## Social advertisement

### Facebook & Instagram

Today Facebook and Instagram own millions of users due to the great effectiveness of advertising the restaurant's brand on these social networking sites. Advertising tools will help restaurants reach a more extensive and more standard customer base. In each social networking site, the behavior and target audience are also different, so the restaurant needs to agree on the content and images when using to market on these social networking sites to get the best communication effect. After the opening month of the restaurant, they will run ads on Facebook and Instagram with a fixed budget, as below table.

	Facebook	Instagram
<b>Duration</b>	Run Ads 10 days / month according to the promotion program	
<b>Budget/day</b>	VND 200,000	
<b>Estimated reach/month</b>	30,000 - 40,000	3000 - 4000
<b>Budget/month</b>	VND 2,000,000	VND 2,000,000
<b>Total (11 months)</b>	VND 44,000,000	



Table 19: Table of social platforms advertising

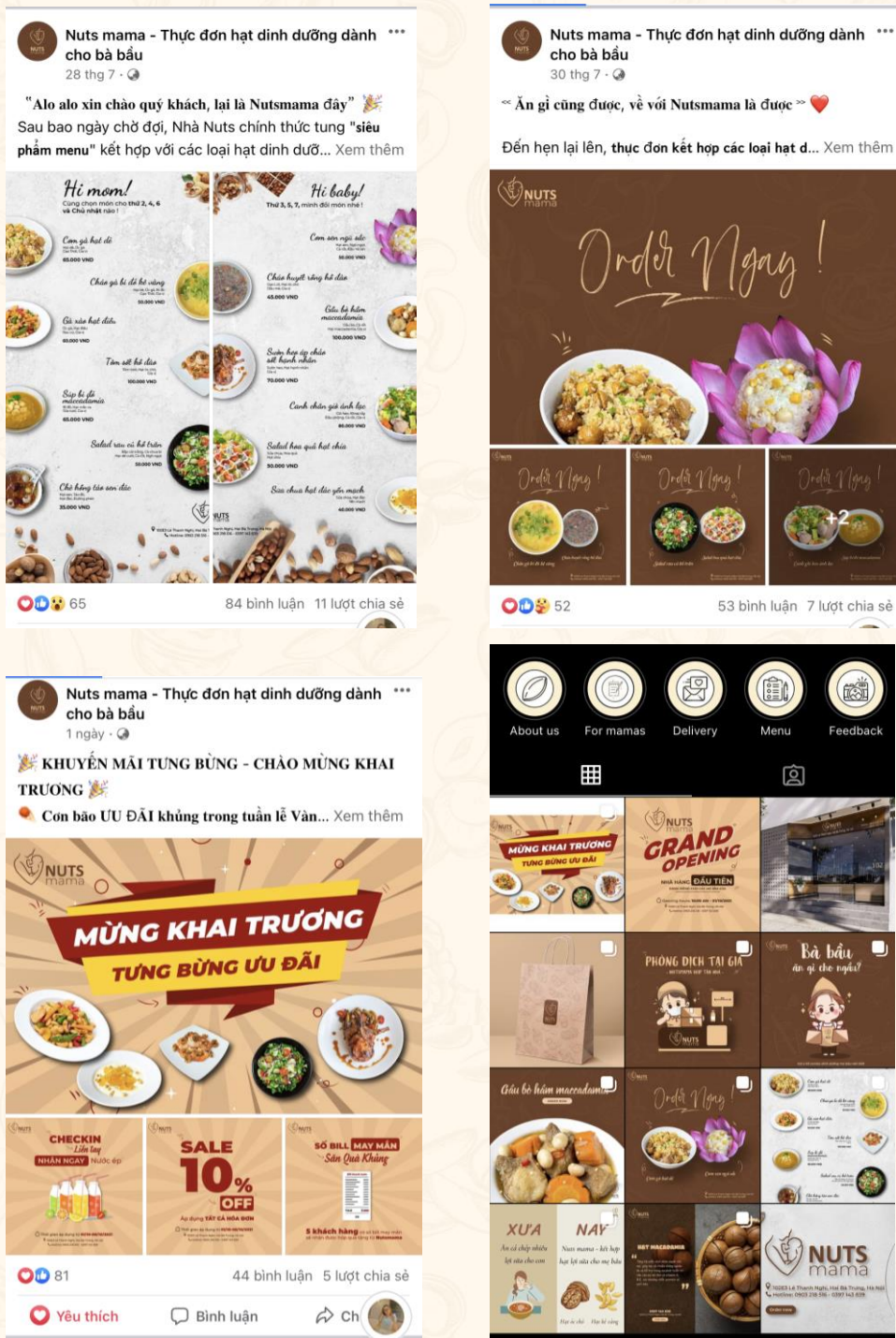


Figure 43: Restaurant's facebook and instagram

- **Offline marketing events**

Offline events are also prepared and organized by the restaurant according to the holidays, such as Mother's Day, Family Day, Father's Day, etc. Small gifts will be a way



to thank customers, help customers feel cared for, and post pictures and status on social networking sites. It is also a way of communication and word of mouth to promote the "Nutmama" brand.

Marketing fees for the whole first year's activities		
Phase	Time	Budget (VND)
Pre-grand opening	01- 30/09/2021	3,300,000
Grand opening week	01/10 - 07/10/2021	77,271,000
Online-sale marketing stage	November 2021 - October 2022	275,841,681
Restaurant offline marketing events		14,551,600
<b>Total (VND) 370,964,281</b>		

Table 20: Marketing fees for the whole first year's activities

- **Customer relationship**

Building good relationships with customers brings many benefits. The restaurant will use many different forms of customer care from online to offline, for the best service. Specifically, the methods of customer relationship management below:

**Improve communication skill with customer**

All staff will be well trained, friendly, and dedicated to customers throughout serving or supporting customers. Staff will be equipped with basic knowledge about the restaurant's dishes, such as the benefits of nuts, ingredients of dishes, to advise customers. It is an essential factor in building and maintaining customer relationships. The restaurant always wants to receive comments on service, food quality to improve and develop the restaurant. The restaurant always receives feedback from customers, whether positive or negative, there will be short surveys at the restaurant for customers to fill in. The restaurant deploys occasions such as feedback month, the "send feedback & receive gifts" program, etc., to encourage customers to give feedback to the restaurant.

**Automate customer support**

To optimize customer experience, "Nutmama" implements online customer care. There will be automatic information about prices, addresses, and menus available to answer customers when there is no staff on duty on the restaurant's Facebook. This way can help chat, collect basic information without guests having to wait too long. Sometimes just because customer support is delayed leads to customers getting frustrated and looking for other alternatives.

### Create membership programs

"Nutmama" launches special offers for loyal customers of the restaurant. All customers can register for a membership card to enjoy the restaurant's special offers. However, the membership card will be aimed at the targeted customers during the special milestones of pregnancy or the occasion in the year. Each membership card is valid for one year only. If the membership card has no new activities within one year, the restaurant will cancel the offer of those cards.

- Loyal customers will get 15% off when purchasing on their birthday or child's birthday.
- On International Children's Day, when loyal customers bring their children to the restaurant to eat, they will receive random gifts: Seed products, baby toys, vouchers...
- At the end of the year, the restaurant will summarize 10 customers with the highest total purchase bill and receive a New Year gift set from the restaurant.
- Priority receives messages when the restaurant organizes promotions and congratulation messages on occasion special: birthday, Tet...
- By taking photos, checking in at the restaurant, and uploading a review post on social media, customers will receive a 10% discount for the next purchase.

Membership promotions				
Benefit	Promotion detail			
	Mom's birthday	Baby's birthday	International Children's Day	Tet holiday
Sale 15% off /bill	x	x		
Gift			x	x

Congratulation message on occasion special	Promotions apply to all holidays of the year: Mother's Day, Family Day, etc.
To be notified about the restaurant's promotions and offers by text message	
Discount 10% off	Members take photos, and upload a review post on social media

*Table 21: Table of membership promotions*

### **Plan for Covid situation**

The restaurant's target customers are pregnant and postpartum women, they are quite sensitive and vulnerable, so the restaurant needs a special service plan during the Covid-19 epidemic. When customers come to the restaurant, they will be served according to special procedures for disease prevention as follows:

- The number of customers at the shop will be reduced by 50% compared to normal.
- Each customer is placed at a distance of 2m from each other, with a partition to ensure a distance
- Comply with the 5K recommendation of the Ministry of Health on Covid-19 disease prevention
- Prioritize consulting and communicating customers buying online on delivery apps



## PART V. FINANCIAL ANALYSIS & CONCLUSION

### 1. Initial Investment

#### 1.1. Initial Investment

No.	Name of capitals	Price (VND)	Total (VND)
1	Legal procedure	16,300,000	16,300,000
2	Rent	50,000,000	50,000,000
3	Renovation & Reconstruct fee	2,604,000	97,030,000
4	Cost of sales computers, software	16,400,000	24,790,000
5	Tooling cost	4,450	5,685,000
6	Furniture	28,238,000	84,879,000
7	Dish utensil	685,860	22,957,600
8	Cost of kitchen utensils	88,485,000	93,527,000
9	Marketing expenses on opening day	390,245	5,330,000
10	Costs enrollment application delivery	1,000,000	1,000,000
<b>Total</b>		<b>204,107,555</b>	<b>401,498,600</b>

Table 22: Initial Investment

With the initial investment cost, the store was set up with ten different categories to produce the total amount of money that the store had to invest at the first time. The total of those ten items will have a total investment of 401,498,600 VND. That's the correct number to invest in a restaurant with a good percentage.

## 1.2. Depreciation

Name	Monthly (VND)	Annually (VND)
Depreciation	5,767,851	69,214,216

*Table 23: Depreciation in month and year*

The table above contained all of the equipment cost that the restaurant will own. Depending on the items, some types will have a 7-10 years depreciation period, such as software, sales equipment, and kitchen tools... Because our model is for pregnant and postpartum mothers, we pay great attention to hygiene-related tools such as dishes and chopsticks. Bowls and chopsticks, the restaurant will buy in bulk, and the amortization time will be lower than other equipment in the restaurant, which is two years for the bowls and chopsticks.

## 2. Revenue Stream

As the bar chart above displayed, it can be shown how many percent of each dish would take up per day. We also would rely on these percentages of dishes as the number of meals in a day that restaurant would export the number of bills.

As with calculating the number of meals per day of the main dishes above, these data would be chosen for the number of juices in a day which is served.

So, the main dishes and juice would be the primary revenue sources that our restaurant can take. As I mentioned in the last section, each dish's price depends on the customer's desire in the survey that contained. So, we get the price on the menu that would range from 50,000 VND to 100,000VND. All dishes will not have the same profit, but each item will have a different percentage of profit so that the price of the dish can meet the needs of customers and create price competition in the market. Moreover, our restaurant will have three forms of enjoying the meal, including dine-in, takeaway, and delivery service, which is shown by 3 cases that are optimistic, most likely, pessimistic.

### **Main dishes:**

Form	Quantity of portion		
	Optimistic	Most likely	Pessimistic
Dine-in	104	80	40
Take-away	22	17	8
Delivery	108	83	42
<b>Total</b>	<b>234</b>	<b>180</b>	<b>90</b>

Table 24: The number of main dishes in a day

### Juice:

Form	Quantity of portion		
	Optimistic	Most likely	Pessimistic
Dine-in	83	64	32
Take-away	16	13	7
Delivery	86	67	33
<b>Total</b>	<b>187</b>	<b>144</b>	<b>72</b>

Table 25: The number of juices in a day

### 2.1. Most likely case

After estimating all the indicators, we need to sell 180 portions per day to have a profit in an appropriate period to get payback. 180 servings would be divided into three



fragments in the expected case, including dine-in, takeaway, and delivery. Furthermore, the restaurant has two kinds of menu. One for the even days and one for the odd days. So, we also have two types of revenue, and the total revenue would be calculated by adding two types of revenue.

<b>REVENUE ON EVEN DAYS</b>				
<b>Most likely (180 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Fried chicken with cashew nuts	45	60,000	2,687,264	<b>10,738,443</b>
Yellow millet pumpkin chicken porridge	9	50,000	445,755	
Chestnut chicken rice	39	65,000	2,511,085	
Shrimp with walnut mayonnaise	15	100,000	1,528,302	
Macadamia nut pumpkin soup	7	65,000	455,307	
Pistachio vegetable salad	34	50,000	1,687,500	
Lotus seed with Jujube and Arenga pinnata seed sweet soup	32	45,000	1,423,231	

*Table 26: Revenue on even day in most likely case*

<b>REVENUE ON ODD DAYS</b>				
<b>Most likely (180 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Lotus seed rice	38	50,000	1,921,114	<b>11,562,181</b>

Pecan brown rice porridge soup	9	50,000	438,515
Beef stew with macadamia nuts	11	100,000	1,085,847
Pan-fried pork ribs with almond sauce	42	70,000	2,967,285
Pork leg soup with peanut	39	80,000	3,123,898
Chia seed fruit salad	10	50,000	522,042
Peanut oat yoghurt	30	50,000	1,503,480

*Table 27: Revenue on odd day in most likely case*

<b>REVENUE OF JUICE</b>				
<b>Most likely (144 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Apple juice	30	50,000	1,486,775	<b>6,212,213</b>
Orange juice	8	50,000	400,928	
Mango juice	9	52,000	469,086	
Watermelon juice	21	43,000	897,912	
Carrot juice	24	48,000	1,130,617	
Lemon chia seed juice	25	47,000	1,177,726	
Coconut	11	58,000	649,169	

*Table 28: Revenue of juice in a day in most likely case*

<b>TOTAL REVENUE FOR MOST LIKELY CASE</b>	
<b>Name</b>	<b>Revenue per day (VND)</b>
Revenue on even days	10,738,443
Revenue on odd days	11,562,181
Revenue of Juice	6,212,213
<b>Total Revenue (Weekly)</b>	<b>121,125,811</b>
<b>Total Revenue (Monthly)</b>	<b>484,503,243</b>
<b>Total Revenue (Annually)</b>	<b>5,814,038,914</b>

*Table 29: Total revenue in week, month, year in most likely case*

Overall, the reached revenue would achieve the appropriate payback period for our expected, which is displayed by weekly, monthly, and annual revenue.

## **2.2. Optimistic case**

This case would be the best case that brings for us as much profit as possible. So, we predict that the optimistic case would increase revenue by 30% compared to the most likely case.

<b>REVENUE ON EVEN DAYS</b>				
<b>Optimistic case (234 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Fried chicken with cashew nuts	58	60,000	3,493,443	<b>13,959,976</b>
Yellow millet pumpkin chicken porridge	12	50,000	579,481	
Chestnut chicken rice	50	65,000	3,264,410	



Shrimp with walnut mayonnaise	20	100,000	1,986,792
Macadamia nut pumpkin soup	9	65,000	591,899
Pistachio vegetable salad	44	50,000	2,193,750
Lotus seed with Jujube and Arenga pinnata seed sweet soup	41	45,000	1,850,200

*Table 30: Revenue on even day in optimistic case*

<b>REVENUE ON ODD DAYS</b>				
<b>Optimistic case (234 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Lotus seed rice	50	50,000	2,497,448	<b>15,030,835</b>
Pecan brown rice porridge soup	11	50,000	570,070	
Beef stew with macadamia nuts	14	100,000	1,411,601	
Pan-fried pork ribs with almond sauce	55	70,000	3,857,471	
Pork leg soup with peanut	51	80,000	4,061,067	
Chia seed fruit salad	14	50,000	678,654	
Peanut oat yoghurt	39	50,000	1,954,524	

*Table 31: Revenue on odd day in optimistic case*

<b>REVENUE OF JUICE</b>				
<b>Optimistic (187 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Apple juice	39	50,000	1,930,742	<b>8,067,249</b>
Orange juice	10	50,000	520,650	
Mango juice	12	52,000	609,160	
Watermelon juice	27	43,000	1,166,038	
Carrot juice	31	48,000	1,468,232	
Lemon chia seed juice	33	47,000	1,529,408	
Coconut	15	58,000	843,019	

*Table 32: Revenue of juice in optimistic case*

<b>TOTAL REVENUE FOR OPTIMISTIC CASE</b>	
<b>Name</b>	<b>Revenue per day (VND)</b>
Revenue on even days	13,959,976
Revenue on odd days	15,030,835
Revenue of Juice	8,067,249
<b>Total Revenue (Weekly)</b>	<b>157,403,157</b>
<b>Total Revenue (Monthly)</b>	<b>629,612,630</b>
<b>Total Revenue (Annually)</b>	<b>7,555,351,555</b>

*Table 33: Total revenue in week, month, year in optimistic case*

Revenue makes the restaurant have a considerable profit, and the capital recovery rate is faster than the most likely case, which means the payback period is shorter. The optimistic case obviously exceeded expectations.

### 2.3. Pessimistic case

The detrimental case is literally the worst-case, and there are no restaurants that want it to happen. Because this case causes the loss of revenue for all businesses, even profit either, and if it lasts for a long time, it's definitely going to lead to out of money. And that's the consequence of the model's failure. However, every business still has to estimate this worst case. So, we decided to drop the revenue by 50% compared to the most - likely cause. The purpose of planning this case is to eliminate the percentage of lost money too much to lead to bankruptcy.

REVENUE ON EVEN DAYS				
Pessimistic case (90 servings/ day)				
Name	Serving	Price (VND)	Total (VND)	Revenue per day (VND)
Fried chicken with cashew nuts	22	60,000	1,343,632	<b>5,369,222</b>
Yellow millet pumpkin chicken porridge	4	50,000	222,877	
Chestnut chicken rice	19	65,000	1,255,542	
Shrimp with walnut mayonnaise	8	100,000	764,151	
Macadamia nut pumpkin soup	4	65,000	227,653	
Pistachio vegetable salad	17	50,000	843,750	
Lotus seed with Jujube and Arenga pinnata seed sweet soup	16	45,000	711,616	

Table 34: Revenue on even day in pessimistic case



<b>REVENUE ON ODD DAYS</b>				
<b>Pessimistic case ( 90 servings/ day )</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Lotus seed rice	19	50,000	960,557	<b>5,781,090</b>
Pecan brown rice porridge soup	4	50,000	219,258	
Beef stew with macadamia nuts	5	100,000	542,923	
Pan-fried pork ribs with almond sauce	21	70,000	1,483,643	
Pork leg soup with peanut	20	80,000	1,561,949	
Chia seed fruit salad	5	50,000	261,021	
Peanut oat yoghurt	15	50,000	751,740	

*Table 35: Revenue on odd day in pessimistic case*

<b>REVENUE OF JUICE</b>				
<b>Pessimistic (72 servings/ day)</b>				
<b>Name</b>	<b>Serving</b>	<b>Price (VND)</b>	<b>Total (VND)</b>	<b>Revenue per day (VND)</b>
Apple juice	15	50,000	743,387	<b>3,106,107</b>
Orange juice	4	50,000	200,464	
Mango juice	5	52,000	234,543	
Watermelon juice	10	43,000	448,956	
Carrot juice	12	48,000	565,309	

Lemon chia seed juice	13	47,000	588,863	
Coconut	6	58,000	324,585	

Table 36: Revenue of juice in pessimistic case

TOTAL REVENUE FOR PESSIMISTIC CASE	
Name	Revenue per day (VND)
Revenue on even days	5,369,222
Revenue on odd days	5,781,090
Revenue of Juice	3,106,107
<b>Total Revenue (Weekly)</b>	<b>60,562,905</b>
<b>Total Revenue (Monthly)</b>	<b>242,251,621</b>
<b>Total Revenue (Annually)</b>	<b>2,907,019,457</b>

Table 37: Total revenue in week, month, year in pessimistic case

Totally, it can be seen that revenue of pessimistic case bring back that it can make the restaurant loss amount of money and it's impossible to open. The payback period is too long to have profit. It will take 3.5 years to have discounted payback.

### 3. Cost Structure and Expense

#### 3.1. Fixed Cost

No.	Name of capitals	Units	Quantity	Price (VND)	Total		
					Optimistic	Most likely	Pessimistic

1	Internet fees	month	1	540,000	540,000	540,000	540,000
2	Sanitation fees	month	1	50,000	50,000	50,000	50,000
3	Social insurance	month	4	3,325,000	13,300,000	13,300,000	3,325,000
4	Health insurance	month	4	570,000	2,280,000	2,280,000	570,000
5	Unemployment insurance	month	4	190,000	760,000	760,000	190,000
6	Rent	month	1	25,000,000	25,000,000	25,000,000	25,000,000
<b>TOTAL (Annually)</b>					<b>503,160,000</b>	<b>503,160,000</b>	<b>356,100,000</b>

Table 38: Fixed Cost per month

<b>OPTIMISTIC (234 servings/ day)</b>				
No.	Job Title	Unit	Salary (VND)	Total (VND)
1	Manager	1	15,000,000	15,000,000
2	Cook Assistant	2	7,000,000	14,000,000
3	Head Chef	1	12,000,000	12,000,000
4	Sous Chef	1	10,000,000	10,000,000



MOST LIKELY (180 servings/ day)				
No.	Job Title	Unit	Salary (VND)	Total (VND)
1	Manager	1	15,000,000	15,000,000
2	Cook Assistant	1	7,000,000	7,000,000
3	Head Chef	1	12,000,000	12,000,000
4	Sous Chef	1	10,000,000	10,000,000

PESSIMISTIC (90 servings/ day)				
No.	Job Title	Unit	Salary (VND)	Total (VND)
1	Head Chef	1	12,000,000	12,000,000

Three types of insurance include social, health, and unemployment. We would take four units and spend it on four full-time employees, following the regulation government. The fixed cost in the optimistic case will be equal to the most likely case that is 41,930,000VND. Meanwhile, this number in the pessimistic case is just 29,675,000VND.

### 3.2. Variable Cost

Variable Cost (VND)				
Optimistic				
Name	2021	2022	2023	2024
Commission 25%	252,671,073	1,162,286,934	1,336,629,974	1,537,124,470
COGS	606,996,431	2,792,183,583	3,211,011,121	3,692,662,789
<b>Total</b>	<b>859,667,504</b>	<b>3,954,470,517</b>	<b>4,547,641,095</b>	<b>5,229,787,259</b>

Table 39: Variable cost by year in optimistic case

Variable Cost (VND)				
Most likely				
Name	2021	2022	2023	2024
Commission 25%	173,707,740	764,314,056	840,745,462	924,820,008
COGS	412,120,194	1,813,328,852	1,994,661,737	2,194,127,911
<b>Total</b>	<b>585,827,934</b>	<b>2,577,642,908</b>	<b>2,835,407,199</b>	<b>3,118,947,919</b>

Table 40: Variable cost by year in most likely case

Variable Cost (VND)				
Pessimistic				
Name	2021	2022	2023	2024
Commission 25%	88,730,644	372,668,706	391,302,141	410,867,248
COGS	213,159,282	895,268,984	940,032,433	987,034,055
<b>Total</b>	<b>301,889,926</b>	<b>1,267,937,690</b>	<b>1,331,334,574</b>	<b>1,397,901,303</b>

Table 41: Variable cost by year in pessimistic case

This part has a lot of changes each month. It's usually spent on raw materials mainly. Besides, the commission has no less important source. It depends on the number of online bills that are to be delivered by the app.

### 3.3. Salary

In this case, the restaurant has to set up a plan to increase the number of staff because the volume of customers rises, which means that the staff has to respond to the customer's command.

<b>OPTIMISTIC (234 servings/ day)</b>				
<b>No.</b>	<b>Job Title</b>	<b>Unit</b>	<b>Salary (VND)</b>	<b>Total (VND)</b>
1	Cashier	2	3,900,000	7,800,000
2	Waiter	6	3,900,000	23,400,000
3	Steward	2	4,500,000	9,000,000
4	Security	2	3,900,000	7,800,000
5	Cashier Assistant	2	3,900,000	7,800,000
<b>Total ( Fixed + Variable )</b>		<b>19</b>	<b>64,100,000</b>	<b>106,800,000</b>

*Table 42: Staff's salary per month in optimistic case*

In most likely case, we hire 16 employees in total with nine different positions. And it costs 92,000,000 VND for staff's salary.

<b>MOST LIKELY (180 servings/ day)</b>				
<b>No.</b>	<b>Job Title</b>	<b>Unit</b>	<b>Salary (VND)</b>	<b>Total (VND)</b>
1	Cashier	2	3,900,000	7,800,000
2	Waiter	4	3,900,000	15,600,000
3	Steward	2	4,500,000	9,000,000
4	Security	2	3,900,000	7,800,000



5	Cashier Assistant	2	3,900,000	7,800,000
<b>Total ( Fixed + Variable )</b>		<b>16</b>	<b>64,100,000</b>	<b>92,000,000</b>

Table 43: Staff's salary per month in most likely case

The worst-case scenario always has to cut the number of staff down when the restaurant can't make enough money to pay the salary. And when the shop has a customer deficit, it's unnecessary to hire a lot of staff to work.

<b>PESSIMISTIC (90 servings/ day)</b>				
No.	Job Title	Unit	Salary (VND)	Total (VND)
1	Cashier	2	3,900,000	7,800,000
2	Waiter	4	3,900,000	15,600,000
3	Steward	2	4,500,000	9,000,000
4	Security	2	3,900,000	7,800,000
5	Cashier Assistant	1	3,900,000	3,900,000
<b>Total ( Fixed + Variable )</b>		<b>12</b>	<b>64,100,000</b>	<b>56,100,000</b>

Table 44: Staff's salary per month in pessimistic case

### 3.4. Rent

Name	2021	2022	2023	2024
<b>Fee in year</b>	<b>75,000,000</b>	<b>300,000,000</b>	<b>315,000,000</b>	<b>315,000,000</b>

Table 45: Rent fee each year

The rental fee is relatively high, which is 35,000,000 VND per month for business. And it won't maintain that price for three years as we planned to open the restaurant. It will increase a few percent of the rental by year.

### 3.5. Operating Expense

Name	2021	2022	2023	2024
Commission (25%)	173,707,740	764,314,056	840,745,462	924,820,008
COGS	412,120,194	1,813,328,852	1,994,661,737	2,194,127,911
Salary	276,000,000	1,104,000,000	1,104,000,000	1,104,000,000
Rent	75,000,000	300,000,000	315,000,000	315,000,000
Depreciation	17,303,554	69,214,216	69,214,216	69,214,216
Marketing fee	99,051,181	530,838,988	393,188,235	432,507,059
Electricity	12,361,394	49,445,576	49,445,576	49,445,576
Water	5,641,080	22,564,320	22,564,320	22,564,320
Fixed cost	50,790,000	203,160,000	203,160,000	203,160,000
<b>Total Expenses</b>	<b>1,121,975,143</b>	<b>3,113,790,117</b>	<b>3,371,554,408</b>	<b>3,655,095,128</b>

Table 46: Operating expense

Commencing with the commission, the commission will be deducted from online orders through the app. The main partners chosen to cooperate are ShopeeFood (Now) and Grab food. They offered 25% of revenue for each online bill, no matter what interest or loss. Regarding COGS, depending on how many orders are sold, how much material will be consumed. This metric helps us control the cash flow for raw materials and ensure that it is always at least three times the revenue. Next is the rent, as seen, we have agreed to sublease the premises with a three-year contract for 35 million per month. By appointment and agreement, the landholder will increase the rent by 5% each year. As I mentioned in the depreciation part, it would depend on the lifecycle of each item to wear out the value, and then the price will also go down. About marketing fee, it relies on the campaign to spend money on. In the beginning, the restaurant will use different campaigns to promote the brand as much as possible, and it would be a wasted amount of money then. After that, a restaurant plan on using 5% of revenue for marketing

activities. Electricity and water bills will depend on how much will be used each month.

## 4. Financial analysis

### 4.1. Revenue Growth Rate

To match the business model and generate good profits, the restaurant predicts the sales growth rate through the optimistic, most likely, and pessimistic cases to be 15%, 10%, and 5%, respectively.

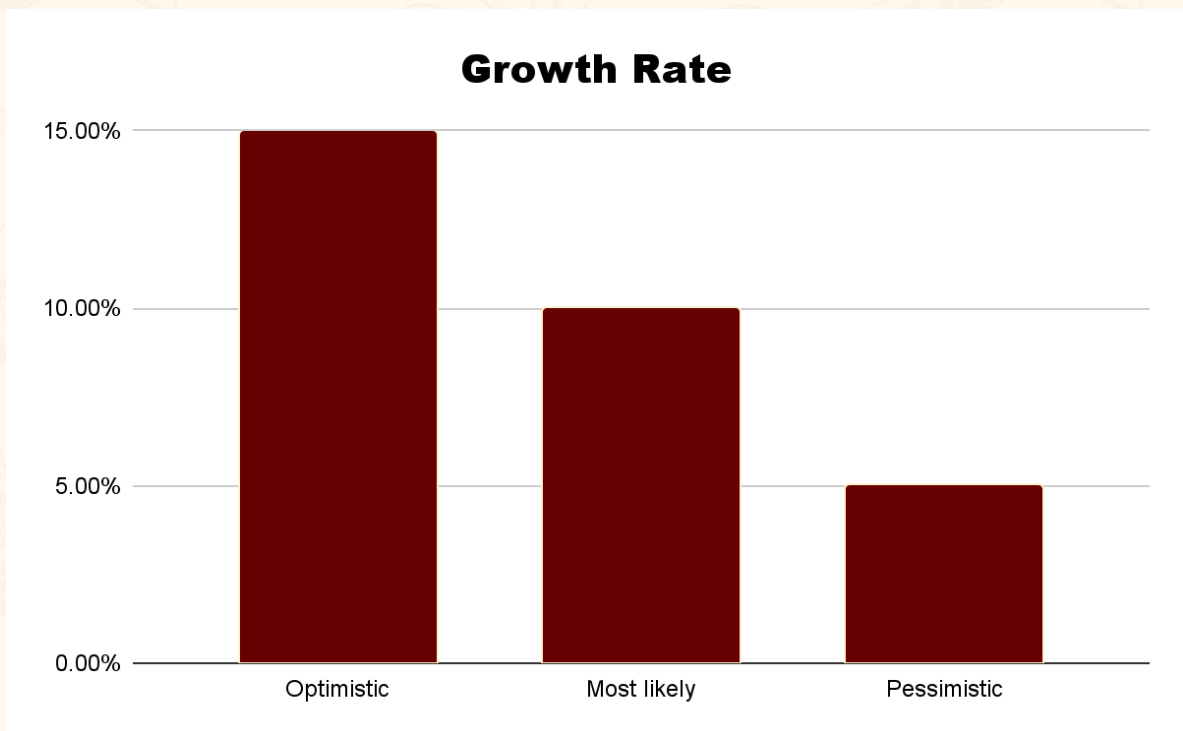


Figure 47: Growth Rate of “Nutmama” by year

### 4.2. Financial Project

#### a. Income Statement

INCOME STATEMENT				
OPTIMISTIC (234 SERVINGS/ DAY)				
Title	2021	2022	2023	2024



<b>Revenue (1)</b>	<b>2,182,903,435</b>	<b>10,041,355,799</b>	<b>11,547,559,169</b>	<b>13,279,693,045</b>
Unit Sale	234	234	234	234
Commission (2)	252,671,073	1,162,286,934	1,336,629,974	1,537,124,470
COGS (3)	606,996,431	2,792,183,583	3,211,011,121	3,692,662,789
Sale growth	15%	15%	15%	15%
<b>Gross Profit (4)</b> <b>= (1)-(2)-(3)</b>	<b>1,323,235,931</b>	<b>6,086,885,282</b>	<b>6,999,918,075</b>	<b>8,049,905,786</b>
<b>Expense</b>				
Salaries	320,400,000	1,281,600,000	1,281,600,000	1,281,600,000
Rent	75,000,000	300,000,000	315,000,000	315,000,000
Depreciation & Amortization	17,303,554	69,214,216	69,214,216	69,214,216
Marketing fee	99,051,181	639,306,942	577,377,958	663,984,652
Electricity	12,361,394	49,445,576	49,445,576	49,445,576
Water	5,641,080	22,564,320	22,564,320	22,564,320
Fixed cost	50,790,000	203,160,000	203,160,000	203,160,000
<b>Total Expenses</b> <b>(5)</b>	<b>580,547,209</b>	<b>2,565,291,055</b>	<b>2,518,362,071</b>	<b>2,604,968,765</b>
Earning Before Tax (6) = (4) - (5)	742,688,722	3,521,594,227	4,481,556,003	5,444,937,021
Taxes (20%) (7)	148,537,744	704,318,845	896,311,201	1,088,987,404
<b>Net Earnings (8)</b> <b>= (6)-(7)</b>	<b>594,150,977</b>	<b>2,817,275,382</b>	<b>3,585,244,803</b>	<b>4,355,949,617</b>

<b>Gross Profit Margin</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>
<b>Net Profit Margin</b>	<b>27%</b>	<b>28%</b>	<b>31%</b>	<b>33%</b>

Table 48: Income statement in optimistic case

<b>INCOME STATEMENT</b>				
<b>MOST LIKELY (180 SERVINGS/ DAY)</b>				
<b>Title</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue (1)</b>	<b>1,500,714,817</b>	<b>6,603,145,195</b>	<b>7,263,459,714</b>	<b>7,989,805,686</b>
Unit Sale	180	180	180	180
Commission (2)	173,707,740	764,314,056	840,745,462	924,820,008
COGS (3)	412,120,194	1,813,328,852	1,994,661,737	2,194,127,911
Sale growth	10%	10%	10%	10%
<b>Gross Profit (4) = (1)-(2)-(3)</b>	<b>914,886,883</b>	<b>4,025,502,286</b>	<b>4,428,052,515</b>	<b>4,870,857,766</b>
<b>Expense</b>				
Salaries	276,000,000	1,104,000,000	1,104,000,000	1,104,000,000
Rent	75,000,000	300,000,000	315,000,000	315,000,000
Depreciation & Amortization	17,303,554	69,214,216	69,214,216	69,214,216
Marketing fee	99,051,181	469,444,159	303,142,487	333,456,736
Electricity	12,361,394	49,445,576	49,445,576	49,445,576

Water	5,641,080	22,564,320	22,564,320	22,564,320
Fixed cost	50,790,000	203,160,000	203,160,000	203,160,000
<b>Total Expenses (5)</b>	<b>536,147,209</b>	<b>2,258,758,158</b>	<b>2,126,557,098</b>	<b>2,162,874,397</b>
<b>Earning Before Tax (6) = (4) - (5)</b>	<b>378,739,674</b>	<b>1,766,744,129</b>	<b>2,301,495,416</b>	<b>2,707,983,369</b>
<b>Taxes (20%) (7)</b>	<b>75,747,935</b>	<b>353,348,826</b>	<b>460,299,083</b>	<b>541,596,674</b>
<b>Net Earnings (8) = (6) - (7)</b>	<b>302,991,739</b>	<b>1,413,395,303</b>	<b>1,841,196,333</b>	<b>2,166,386,695</b>
<b>Gross Profit Margin</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>
<b>Net Profit Margin</b>	<b>20%</b>	<b>21%</b>	<b>25%</b>	<b>27%</b>

Table 49: Income statement in most likely case

INCOME STATEMENT				
PESSIMISTIC (90 SERVINGS/ DAY)				
Title	2021	2022	2023	2024
<b>Revenue (1)</b>	<b>766,571,440</b>	<b>3,219,600,049</b>	<b>3,380,580,052</b>	<b>3,549,609,054</b>
Unit Sale	90	90	90	90
Commission (2)	88,730,644	372,668,706	391,302,141	410,867,248
COGS (3)	213,159,282	895,268,984	940,032,433	987,034,055
Sale growth	5%	5%	5%	5%
<b>Gross Profit (4) = (1) - (2) - (3)</b>	<b>464,681,514</b>	<b>1,951,662,360</b>	<b>2,049,245,478</b>	<b>2,151,707,752</b>
<b>Expense</b>				



Salaries	168,300,000	673,200,000	673,200,000	673,200,000
Rent	75,000,000	300,000,000	315,000,000	315,000,000
Depreciation & Amortization	17,303,554	69,214,216	69,214,216	69,214,216
Marketing fee	99,051,181	335,197,101	101,417,402	106,488,272
Electricity	12,361,394	49,445,576	49,445,576	49,445,576
Water	5,641,080	22,564,320	22,564,320	22,564,320
Fixed cost	14,025,000	56,100,000	56,100,000	56,100,000
<b>Total Expenses (5)</b>	<b>391,682,209</b>	<b>1,505,721,214</b>	<b>1,286,941,514</b>	<b>1,292,012,384</b>
Earning Before Tax (6) = (4) - (5)	72,999,305	445,941,146	762,303,963	859,695,367
Taxes (20%) (7)	14,599,861	89,188,229	152,460,793	171,939,073
<b>Net Earnings (8) = (6) - (7)</b>	<b>58,399,444</b>	<b>356,752,917</b>	<b>609,843,171</b>	<b>687,756,294</b>
<b>Gross Profit Margin</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>
<b>Net Profit Margin</b>	<b>8%</b>	<b>11%</b>	<b>18%</b>	<b>19%</b>

Table 50: Income statement in pessimistic case

**b. Breaking even point**

PAYBACK PERIOD					
Year		2021	2022	2023	2024
<b>Total Cash out</b>	1,000,000,000	1,588,752,457	7,324,080,418	8,062,314,367	9,023,743,428

<b>Net Cash Flow</b>	- 1,000,000,000	594,150,977	2,717,275,382	3,485,244,803	4,255,949,617
<b>DCF</b>	- 1,000,000,000	594,150,977	2,470,250,347	2,880,367,606	3,197,557,939
<b>accumulation</b>	- 1,000,000,000	-405,849,023	2,064,401,324	4,944,768,930	8,142,326,869
<b>NPV</b>	7,311,206,244	<b>OPTIMISTIC CASE</b>			
<b>IRR</b>	151%				
<b>BEP</b>	<b>4.97</b>				

Table 51: Payback period in optimistic case

<b>PAYBACK PERIOD</b>					
Year		2021	2022	2023	2024
<b>Total Cash out</b>	1,000,000,000	1,197,723,078	5,289,749,892	5,522,263,381	5,923,418,990
<b>Net Cash Flow</b>	- 1,000,000,000	302,991,739	1,313,395,303	1,741,196,333	2,066,386,695
<b>DCF</b>	- 1,000,000,000	302,991,739	1,193,995,730	1,439,005,234	1,552,506,909
<b>accumulation</b>	- 1,000,000,000	-697,008,261	496,987,469	1,935,992,703	3,488,499,612

<b>NPV</b>	3,080,454,193	<b>MOST LIKELY CASE</b>			
<b>IRR</b>	85%				
<b>BEP</b>	<b>10.01</b>				

Table 52: Payback period in most likely case

<b>PAYBACK PERIOD</b>					
<b>Year</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Total Cash out</b>	1,000,000,000	708,171,996	2,862,847,132	2,770,736,881	2,861,852,760
<b>Net Cash Flow</b>	- 1,000,000,000	58,399,444	356,752,917	609,843,171	687,756,294
<b>DCF</b>	- 1,000,000,000	58,399,444	324,320,833	504,002,620	516,721,483
<b>accumulation</b>	- 1,000,000,000	- 941,600,556	-617,279,723	-113,277,102	403,444,381
<b>NPV</b>	275,858,528	<b>PESSIMISTIC CASE</b>			
<b>IRR</b>	19%				
<b>BEP</b>	<b>41.63</b>				

Table 53: Payback period in pessimistic case



## PART VI. CONCLUSIONS AND RECOMMENDATIONS

"Nutmama" is a new brand and focuses on providing services for pregnant women and postpartum women. Mainly it's a restaurant that makes a meal for them outdoors. In Ha Noi, there are no other services in the market like we're planning to serve. So, it's to our advantage that we're a monopoly in the market. On the other hand, it probably has some issues we have to handle.

Basically, every business plan takes its own risk that needs to be controlled. Risk management is a skill of which the founder has to be aware. Many business models have failed at their domain currently because of their bankruptcy. It's a part of the risk, and the directors have been unforeseeable. Nowadays, most startup mock-ups lack experience. And our plan is also the newest in the market, and it's probably taking the risk as usual. We are the leaders, so we have to take responsibility for all we planned to deal with the threat to minimize the troubles we'll face in the near future.

### 1. Risk from internal factors

#### 1.1. Food spoilage risk

- It's always a persistent problem for every restaurant. Expired food causes waste of food resources; It's the result of not having control over the quantity of food output and input. When a restaurant just cared about how much money they could spend on raw materials. It means that by buying in bulk, they can get the best price. Consequently, most restaurants don't know how long all those materials can last.
- To handle that, we need to manage the input materials. Calculate the stuff's shelf life. And from there, calculate how long it takes to enter the material once and in what quantity is enough for that period of time.

#### 1.2. Stealing from the staff in the shop risk

- A thief took the lost property in the restaurant not only from outsiders but also from the staff in the restaurant. The restaurant can quickly lose small items or

even cooking ingredients. That causes the restaurant to lose its balance and calculate whether the components are enough to cook for a pre-planned time.

- To deal with this issue, we need to check-in and checkout the materials in a day. Must check how many ingredients are used in a day at the end of the day, and the following day must check if the quantity is the same as the previous day or not.

#### **1.4. Fire risk**

- Most restaurants are dealing with these issues, and it's unavoidable. Because all of the stuff is processed into the kitchen, so when it's cooked, we can't avoid the grease gushing out on the table. In other cases, a restaurant needs an amount of electricity to run the shop, then it causes the electricity which is overloaded, and it's easy to make the fire. In consequence, it'll make the condition of the blaze spreading.
- To avoid it, the staff needs to stay focused on cleaning the kitchen before closing. Moreover, the founders have to invest in some fire extinguishers to ward off emergent cases.

## **2. Risk from external factors**

### **2.1. Competitor risks**

- Currently, "Nutmama" is the monopoly in the market. It means that we don't have any direct rivals in the area of providing nutritious meal service. It doesn't mean that we don't have in the future. If we run this model successfully and bring us a huge profit, a group of businessmen will enter this potential market. After that, we can get the trouble competing because of upgrading from the new entrant.
- To make a point, we need to plan on the long-term vision. We have the monopolist competition advantage so that we can be a trendsetter. Because our business is about food and beverage, we also have our recipes. In general, to be the best in this market, we have to develop through every single phase to be novel. Making every point is hard to imitate.

## 2.2. Pandemics and disasters

- At present, not only Viet Nam but also the whole world are fighting the pandemic, namely Covid-19. So, all the businessmen are struggling with their business, and some companies have also had to stop operating because of the economic devastation from the pandemic factor.
- To deal with that pandemic, the restaurant has to plan the way to prevent Covid-19 from following the government regulations strictly. Besides, the founders have to make the capital reserve on the alert against revenue deficit while complying with the rule during social distance.

## 2.3. Customer risks

- Each restaurant has a different mission, but they always target customers to achieve results. And customer satisfaction is the most crucial factor to decide whether they will return to our business or not. The quality of food and service attitude of the staff will be the factors that determine customers' satisfaction.
- To handle it, the founders have to take responsibility for training the staff when hiring them. Teaching them the culture of the restaurant, then they can work in line. Because the customer targets are pregnant women and postpartum women, managers must be subtle to take care of customers. Then all of them have a comfortable experience at the restaurant.

## 2.4. Supplier risks

- Suppliers play a significant role in restaurants. They provide the raw materials to let us make the meal. But in many cases of lack of materials from the suppliers, they don't have enough stuff to provide.
- To deal with this case, the restaurant's founder needs to make a contract with the supplier side in a long-term commitment. Besides, we need to find other sub-suppliers. To watch when the leading supplier can't supply things some days.

## 2.5. Law for brand name

- Nowadays, many brand names have been stolen by other businesses. And the brand name is the image, iconic, or the face of the business, but many founders have been subjective when they were no copyright registration on the code. The consequence of that is the customers don't know what the brand's real.



- To make a point, "Nutmama" needs a lawyer to protect the brand name. And we need to copyright registration our brand name to make sure that we are the monopoly in the market.

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## APPENDIX

### Survey

[https://docs.google.com/document/d/1RG-KLQchc3VdVibiSVBpOOMEcVDYeween59WKB1ObLQ/edit?usp=s\\_haring](https://docs.google.com/document/d/1RG-KLQchc3VdVibiSVBpOOMEcVDYeween59WKB1ObLQ/edit?usp=s_haring)

### Marketing Details

Marketing fees for the whole first year's activities				
Phase	Activities	Time	Budget (VND)	Total (VND)
Pre-grand opening	Pre-opening minigame gifts	01-30/09/2021	300,000	3,300,000
	Social platforms advertising		3,000,000	

	(Facebook)			
Grand opening week	Discount 10% off up to 100k (apply for 50 guests/day)	01/10 - 07/10/2021	35,000,000	77,271,000
	Gift set minigame "lucky bill number"		782,000	
	Free 1 cup of fruit juice for customers checking in at the restaurant		6,800,000	
	Livestream the opening ceremony on the restaurant's Facebook fanpage		16,000,000	
	Ads Fanpage Facebook		3,000,000	
	Instagram Ads		2,000,000	
	Seeding group		3,000,000	
	Decoration service & event organization		10,689,000	
	Online-sale marketing stage		Advertising on food delivery platform (Grabfood, ShopeeFood)	
	Social		44,000,000	



	platforms advertising (Facebook, Instagram)			
	Minigame gifts on community group		399,000	
	Influencer		180,000,000	
	Media material		242,681	
	Co-marketing fee (Kidplaza, Concung, Now)		18,200,000	
Restaurant offline marketing events	Promotion on holiday (Happy day 11/11, Christmas, Tet)		9,019,500	
	Gifts for loyal customers		4,600,000	
	Gifts for customer on 8/3 & 20/10		932,100	14,551,600
				<b>370,964,281</b>

## Details Benefits of Nuts

[https://docs.google.com/spreadsheets/d/1BVaTbMEV\\_nvYiZwshp\\_1iJ2kOOekMpmqpeLn-M76P\\_A/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1BVaTbMEV_nvYiZwshp_1iJ2kOOekMpmqpeLn-M76P_A/edit?usp=sharing)