



# GRADUATION THESIS REPORT

## International Business



# MOMZY

## BUSINESS PLAN FOR “YOGA, MASSAGE, AND FETAL EDUCATION SERVICES FOR PREGNANT MOTHERS” IN HANOI MARKET

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## **ACKNOWLEDGEMENT**

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

First of all, our team would like to send our sincere thanks to FPT University for providing a dynamic and creative environment to learn and experience practical activities, gain a lot of life experience, and create great values for ourselves.

The most special thanks we would like to give to Dr. Trinh Trong Hung, who supervised, instructed, commented, and supported us with all knowledge and enthusiasm so that we could complete the thesis, graduation project in a complete way.

In addition, we would like to thank the Faculty of Economics of FPT University teachers for their lectures, specialized knowledge, and life stories over the past four years that have helped us immensely in perfecting this document.

Above all, the project could not be completed without the help of all five members to discuss, comment, and survey the reality. The team members have also overcome many difficulties and challenges to achieve a business plan, negotiating prices with each partner. Debating every day and meeting deadlines together have helped us cherish the beautiful moments.

Last but not least, we cannot express enough gratitude to our parents, brothers, and sisters, and all our friends who have supported us through all the difficulties we might be able to encounter in our daily lives.

**Ha Noi, August 26, 2021**

**The authors of this thesis**



## **ABSTRACT**

This project will open a health care centre for pregnant women in Hanoi, and the project was implemented after researching and surveying the needs and missing services of pregnant women pregnant. Pregnancy care market in Vietnam, especially in the Hanoi area. To provide the most caring and dedicated maternity care experience, we have combined maternal care with knowledge of raising children right from the womb. The last wish is to help the pregnant mother and the fetus be safe and have the most comfortable pregnancy.

Our target customers are pregnant women in the process of pregnancy, especially pregnant women between the ages of 20 and 45 with an average income or higher. Pregnant women who come to the centre will be consulted and cared for in the most reliable and dedicated way. Besides, we also want to professionalize and standardize the process of taking care of pregnant women in the best and proper manner to expand plans and open more maternity care centres in Hanoi and some other provinces and cities.

We will give a detailed plan of the business project in terms of market analysis, human resource management, financial planning, and marketing plan to make accurate economic forecasts. At the same time, we are looking at different aspects to develop solutions to remove and minimize the risks that may be encountered when implementing the project. Everything is done as closely and realistically as possible to provide a comprehensive evaluation project that can be implemented soon.



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## **I. INTRODUCTION**

### **1. Market overview**

#### **1.1. Overview of the pregnant women market**

Since the country's reunification in 1975, we have conducted five population and housing censuses according to the Prime Minister's decision. The 2019 census shown on April 1, 2019 is considered the most extensive census ever to collect basic information on population and housing across the entire territory of Vietnam.

The results of “Tong dieu tra dan so va nha o nam 2019” were announced on December 19, 2019. The General Statistics Office conducted in-depth analysis and research on population topics such as fertility, gender imbalance, population aging, migration and urbanization, and population projections for 2019-2069. According to the results, our country's population as of April 1, 2019 was 96.2 million, ranking third in Southeast Asia and 15th in the world. However, after three decades, the fertility rate of Vietnamese women has nearly halved from 3.8 children/woman in 1989 to 2.09 children/woman in 2019. These results confirm Vietnam has successfully implemented family planning intending to reduce fertility.

In addition, the General Statistics Office, in collaboration with the United Nations Population Fund (UNFPA) in Vietnam held on December 18 in Hanoi, pointed out that:

In 2019, among 63 provinces and cities, Ha Tinh had the highest fertility (2.83 children/woman), twice higher than Ho Chi Minh (1.39 children/woman). Over the past ten years, the whole country recorded 33 provinces with an increase in fertility and 29 with a decrease in fertility. Vietnam in 2019 has 22 provinces and cities in the group of fertility rates (TFRs) below-replacement fertility (2.1 children/woman), typically Da Nang, Can Tho and Ho Chi Minh City; 29 localities have TFR from 2.1 children/woman to less than 2.5 children/woman, including Hai Phong and Hanoi capital; 12 provinces belong to the group with high fertility rates of 2.5 children/woman or more. However, the number of localities with a fertility rate higher than the replacement fertility rate is increasing, from 29 provinces in 2009



to 41 provinces in 2019. According to the report, the total number of births in Hanoi in 2020 is 121,639 children., the birth rate reached 14.75% and decreased by 0.25% compared to 2019 (beyond the assigned target).

It is predicted that the population of Vietnam in 2029 will be 104.5 million people; in 2039 it will be 110.8 million people and by 2069 it will be 116.9 million people. In the first five years from 2019 - 2024 of the forecast periods, our country's annual population growth rate will be 0.93%. In the future, it is forecast that the population growth rate will continue to decrease and stop at the end of the projection period 2064 - 2069.

## **1.2. Overview of services for pregnant mothers**

### **a. Yoga:**

The Yoga practice style is increasingly popular because of the health and mental benefits that this subject brings to the practitioner. Yoga is for the file system is the oldest known quality and spirit in the world.

In Vietnam, Yoga has appeared since the twentieth century. One of Vietnam's first yoga masters, Nguyen The Truong (born in 1934 in Bac Ninh), had severe asthma. When he was young, he was a sick child who often had to go to the hospital, in the days of fighting illness, Nguyen The Truong suddenly remembered the yoga book his Chinese friends gave him when he went to practice. The book is only about 60 pages, written in ancient Chinese characters, with illustrations. He read it carefully and came up with the idea to practice Yoga for self-healing. From that day, quietly and persistently practice the movements and postures from easy to difficult. After his health improved a lot, he actively wrote books and popularized yoga to everyone.

Although it has appeared since the 40s of the last century, it was not until December 14, 2016, that the Vietnam Yoga Federation was established in Hanoi, "To meet the aspirations of practitioners and let Vietnamese Yoga Southern integration with World Yoga, the Ministry of Home Affairs has allowed the establishment of the Vietnam Yoga Federation, the Vietnam

Yoga Federation wishes to bring a healthy life to everyone in society, for those in the profession, unions will help raise the bar in this area."

In Yoga, self-development is an entirely separate process, and each person adapts to any exercise according to his preferences and conditions. That's why yoga succeeds at all ages, regardless of gender, and is free from disease.

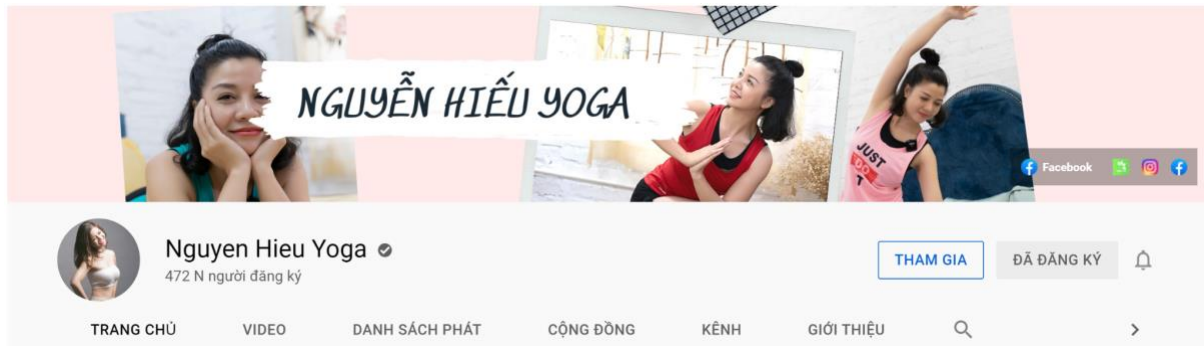
Moreover, Yoga is a gentle and very effective sport to improve your physical and mental health, so in recent times, it is also considered a very effective exercise for women. Female during and after pregnancy, you may sometimes feel that your body is not going the way you want it. Everything you once understood about your body now seems to be spiraling out of control. These changes make you seem disconnected from your sense of self.

With Yoga, it is said that the body will be different every day when stepping on the mat. With pregnancy, this is doubly true; Yoga during pregnancy will benefit expectant mothers and unborn babies. Yoga helps to reconnect with the body and embrace the long journey ahead. In addition, pregnancy and breastfeeding will cause many changes in shape and appearance, but moving and breathing exercises will help strengthen the body and mind, ideally for the fetus extra.

From the benefits that Yoga brings, there have appeared many Yoga centres and Youtube channels on the topic of Yoga for pregnant women set up to share Yoga exercises before, during, and after pregnancy, such as: "Yoga Luna Thai"; "Nguyen Hieu Yoga,"... received a lot of attention and subscribers.



*Figure 1: Yoga Luna Thai Channel*



*Figure 2: Nguyen Hieu Yoga Channel*

#### **b. Massage:**

Massage is a highly effective form of therapy as well as relaxation, the effects of Massage combined with full-body reflexology or therapeutic Massage, etc., everyone knows and uses this method of treatment and relaxation.

Massage has long been viewed as a form of therapy to complement other treatments such as medication. During this time, many people believe that using their hands to press on the body gently is an effective method to reduce pain symptoms in the whole body and increase health and resistance to the body.

Today, the medical value of Massage is recognized by everyone. This method is also one of the methods that are gaining a leading position in health and beauty care as an effective support measure for other treatment methods. Not only that, but it is also a means by which we can all maintain good health.

Pregnant women are a particular object that needs to be cherished and understood. A pregnant woman changes in appearance and temperament due to hormonal changes during pregnancy. In addition to proper nutrition and rest, pregnant women should also pay more attention to relaxation with massage therapies to be good for the mother and healthy for the baby.

Moreover, during pregnancy, a woman's body and physical as well as psychological change a lot. These changes can make a pregnant woman feel uncomfortable or resentful, uncomfortable



and giving birth cause stress. Pregnancy massage is also an effective therapy to help pregnant women relieve stress.

Currently, many centres expand massage services for pregnant women, including massage services at home. This is also one of the valuable services, helping pregnant women limit travel, but the cost for this service is much higher than using massage services at the centre.

Massage for pregnant women is a particular type of massage, requiring specific techniques to ensure safety for the fetus in the abdomen. Therefore, women need to choose a reputable pregnancy massage centre or hire experienced staff to massage pregnant women at home for more peace of mind.

#### **c. Fetal education:**

Fetal education is still a strange concept for Vietnamese pregnant women. Fetal education is understood as the nurturing of the fetus. This work consists of two main elements: good upbringing and good education. Science has proven that the fetus can understand and accept the emotions and messages conveyed by the mother with measures starting from pregnancy, adjust the internal and external circumstances of the body to avoid negative stimuli and influences, bring beneficial effects to the fetus, and promote the growth and development of the fetus. Fetal physical development and mental health of the fetus, so that the fetus develops whole and comprehensively.

In different countries, there are other methods of practicing fetal education. For example, for Fetal education in the US, the psychological activities of the pregnant mother, especially the loving mother, have a very positive influence on the fetus. Therefore, researchers advise women to always keep psychological comfort and have a proper diet. For example, in Japan, Japan is a country that attaches great importance to fetal education. Teaching methods of Fetal education are combined with folk theories and experiences. Together with education experts in Japan, medical experts have applied advanced techniques and equipment and introduced methods such as fetal medicine and psychological education in the fetal stage. Accordingly, the 5-month-old fetus can hear sounds from outside passing into the uterus and see light rays from outside

through the uterus. Therefore, when the mother lets the fetus listen to music or talk to the baby, it will help the fetus remember the sounds from parents and relatives, thereby allowing the baby to develop the brain in the best way.

In Vietnam, Fetal education is gradually being applied by many parents to desire healthy and intelligent children. There is no fixed time frame for when to conduct Fetal education. Parents should rely on the child's developmental milestones: hearing, smell, touch, sight, taste, etc., to choose the appropriate teaching method.

Many communication channels have been created on Fetal education to share fetal education exercises before, during, and after pregnancy, such as: "Le Hong Nhung"; "THAI GIAO va GIAO DUC SOM"... has received a lot of interest and registration.



Figure 3: Thai Giao va Giao Duc Som Channel

#### d. Periodic health check-up - Nutrition advice during pregnancy

Periodic health check-ups are essential for the development and health of pregnant women, and an appropriate diet also plays a vital role in the development of mother and baby. However, it was difficult to get regular health check-ups in the past because the income level of Vietnamese people was still relatively low. The amount of knowledge about maternal care is still limited, mainly based on the experiences passed down by grandparents or parents. Nowadays, people's income and expertise are increasing, which helps people access health care for pregnant women at the stage of pregnancy.

Routine antenatal check-ups bring many benefits such as:



- Understand the development of the fetus and the health of the pregnant mother through antenatal check-ups.
- Get advice on nutrition or what to avoid during pregnancy.
- Especially for women who have had a miscarriage, premature birth, or poor health, regular antenatal check-ups help limit the risks that have been encountered.
- Estimate the baby's birth date so that you can plan to prepare baby supplies

The results of several studies show that women who adhere to regular antenatal care schedules have a lower rate of fetal death than women who do not visit regularly. In addition, the percentage of children born to pregnant women who do not have antenatal care has a lower weight than those who regularly receive antenatal care.

#### **e. Vaccination service, gene screening**

In our country, the rate of babies born with congenital disabilities is relatively high. Congenital disabilities affect the happiness of each family with a sick child and affect the whole family's economy, and are also an economic burden for the entire society.

According to experts, genetic screening before pregnancy is essential to minimize the risk of possible risks. Couples planning to become pregnant should take the initiative to go for screening 3-6 months in advance. Genetic screening helps to achieve the highest accuracy of examination results. Help reduce common genetic diseases during pregnancy. This will help pregnant women prevent and have appropriate treatment if problems occur in the future. Along with that, pregnant women also need to be vaccinated before becoming pregnant such as measles - mumps - rubella, to help eliminate the risk of these diseases during pregnancy.

## **2. Story and Reason for choosing the topic**

Currently, although there are many health care services for pregnant women, most of them are single, lack synchronization, and do not have a centre integrating services for pregnant women. When pregnant, it is quite difficult for women to move, and some people have limited mobility.





Having a centre that integrates services so that pregnant women do not need to travel a lot and can still experience and enjoy those services in the same space would be an appropriate choice to provide convenience and safety. Besides, according to the Director-General of the General Department of Population and Family Planning, currently in Vietnam, the number of women of childbearing age (from 15-49 years old) is about 24.2 million. However, in Vietnam, knowledge about reproductive health care for pregnant women is not as highly appreciated as in Thailand, Korea, the USA, etc. Therefore, experts in this field are in Vietnam is not so much.

Realizing this, we decided to open a centre to provide services for pregnant women, including services: Yoga, Massage, and Fetal education. This will be an advantage for the company to develop more and more because currently, in Vietnam, there is no central system with the same model as ours. This development and synthesis will bring the most convenience to pregnant women during pregnancy health care because pregnancy causes many changes in a woman's body and mind. To improve this situation, taking proper care of the body will help pregnant women improve their health and reduce stress. Practicing yoga and massage properly helps to strengthen the health of pregnant women, strengthens resistance, improves blood circulation and helps support digestion, strengthens the bond between mother and baby in the womb. We are combined with teaching about fetal education and we will provide a real world fetal education teaching class, with live instructors and support.

Another point is that Hanoi will have more than 100,000 pregnant women by 2020. This shows the project's development potential, as well as a very high number of potential customers. Realizing the development potential of this model, we decided to develop a model of combined maternity care services and teaching the fetus from the time it was still in the mother's womb. We look forward to bringing a new and unprecedented experience in Vietnam.

### **3. Market opportunity and problem identification.**

#### **3.1. Market Opportunity**

Vietnam is a developing country with a golden population, and the population growth is always stable; the TFR index is always around 2%. Especially in big cities like Hanoi and Ho Chi Minh every year, the number of children born is always stable. As described in the "market overview,"





the total number of births in Hanoi in 2020 is 121,639 children, the number of children born in the city. Hanoi is relatively large, so care services for pregnant women during pregnancy will have a lot of potential for development. Especially the centres that take care of pregnant women during pregnancy. In the market today, although there are quite a few maternity care centres providing services such as Yoga, Massage, these services often lack consistency, mainly as individual services. As society develops and people's intellectual level increases, the awareness of women's health and beauty care during pregnancy is increasingly enhanced and focused. However, in Vietnam today, especially in Hanoi, Fetal education knowledge is mainly transmitted through online courses, so there are many risks in the quality of these videos, which quickly convey duplicate knowledge, not close to the reality of each subject. Pregnant mother image, or even give the wrong information. Realizing that this is a market that is not too new, but for its development in the short and long term is very potential, we decided to bring a model that can solve the problems encountered in this market above.

### **3.2. Identify the problem**

Although the services of taking care of pregnant women are not new, no centre combines all three services of Yoga, Massage, and Fetal Education. When pregnant, it is quite difficult for women to move, and some people have limited mobility. Having a centre that integrates services so that pregnant women do not need to travel a lot and can still experience and enjoy those services in the same space. bring convenience and safety.

In particular, Fetal education is a trend to take care of and teach children right when they are in the womb. However, mainly online courses often have normal content. Still, each pregnant mother has different points that teaching videos often only point to the most common point, lack of closeness to practically every pregnant woman. Therefore, after taking online courses during pregnancy, many pregnant women are often very confused and do not know where to start. In addition, the use of online Fetal education courses, especially free fetal education courses shared online, has many potential risks affecting pregnant women's health. Some of the free courses contain inaccurate content and are copied from various sources. For example, there is a course that teaches pregnant women to eat chocolate to reduce symptoms of morning



sickness. Still, it is not recommended that eating a lot of chocolate can lead to gestational diabetes and a number of other complications.

## **4. Company Introduction**

### **4.1. Company Description**

**Type of company:** Limited Liability Company

**Company name:** Thien An Limited Liability Company - Momzy Centre

**Head office:** A30/88 Trung Kinh, Cau Giay, Ha Noi.

**Description of business:** Momzy is a centre of Yoga, Massage, and Fetal education service established in early 2022, providing a space for exchanges between pregnant women, quality maternal and fetal care services with a team of staff, specialists, and reputable experts.

**Services:** The centre provides some health care - beauty services for pregnant women and fetuses such as Yoga exercises with balls and mats; facial massage, full body massage, foot massage with natural products and reflexology; nurture the fetus from the womb; provides counseling talk shows for pregnant women and family members on topics related to pregnancy.

**Slogan:** *"Health for mother, future for baby"*

As soon as a pregnant mother begins to become pregnant, she needs to be cared for, and the mother must be healthy so that the baby will be healthy and fully developed when she is born. We want to be an essential part of the pregnancy process, want to be the caregivers who cherish and cherish them, helping them to be healthier, more comfortable, and resilient to help support the process - giving birth so that they are healthy and develop to the fullest extent when the children are born.



#### **4.2. Vision**

Sharing and providing the best services for pregnant women who are in the process of being pregnant and want to teach their children from the womb with a new and unprecedented experience in Vietnam.

#### **4.3. Mission**

Support pregnant women and their families mentally and emotionally during the pregnancy crisis, creating a small community where pregnant women can share new knowledge, chat, and share experiences.

#### **4.4. Core value**

The core value that the Momzy centre aims to is Integrity – Prestige - Elite - Quality.

**INTEGRITY** - Momzy always puts the heart first, with the desire to support and help pregnant women during pregnancy, reducing the burden encountered. Momzy always puts the interests of customers first, strives to provide customers with the best quality services.

**PRESTIGE** - Momzy always keeps the reputation for each customer, ensuring to provide the best quality services to customers. Keep full faith when customers trust when coming to Momzy centre.

**ELITE** - Momzy always sets the standard for selecting the best caregivers for pregnant mothers because only elite people provide the best services. Ensuring perfect service quality is always our top priority.

**QUALITY** - Momzy wants to turn the centre into a place where, when it comes to Momzy, people will remember the difference, its quality, not to be confused with any other service centre. It is created from the passion and desire to provide perfect services for pregnant women, with a harmonious combination of services, making Momzy's unique quality.



## II. MARKET ANALYSIS & VALUE PROPOSITION

### 1. Market potential

#### 1.1. Concerns about the health of pregnant women and fetus

According to information shared by the experts at the Workshop on Strengthening the Implementation of the Department of Maternal and Child Health Monitoring taking place in Hanoi on October 22, 2020: Compared to other countries, Vietnam loses two women and 40 babies per day. Maternal and child mortality rates in our country have decreased in recent years, but relatively slowly. Giving birth in Vietnam remains a risky affair for many women and for their children as well. The process of pregnancy is extremely difficult, but pregnant women still face many health risks. Not only that, but it can also cause the death of pregnant women and fetuses. The fact that pregnant women have not been fully updated with the knowledge or have not had full access to health examination and counseling services during pregnancy and childbirth is the main cause of more than 600 deaths in Vietnam. Mothers and more than 10,000 infant deaths in Vietnam each year.

According to Assoc. Prof. Dr. Nguyen Truong Son, Deputy Minister of Health, over the years, reproductive health care, maternal and child health in Vietnam has made great progress in care work maternal and child health care. These important achievements cannot fail to mention the three times reduction in the maternal mortality rate, the nearly three times reduction in the infant mortality rate, and the reduction in the under-5 years' old mortality rate by half in recent times. In particular, the health index of pregnant women in Vietnam is superior to other countries with similar per capita income but still high compared to advanced countries in the region and the world.

Furthermore, the overcrowding of pregnant women at upper-level hospitals such as the National Hospital of Obstetrics and Gynaecology and the Hanoi Obstetrics and Gynecology Hospital is still a very difficult problem. At the upper-level obstetric hospitals, not only the examination area has many pregnant women coming to make an appointment, but even at the Obstetrics Department, the hospital also has to arrange a lot of extra beds for pregnant women along the

corridor. Although the hospital has implemented remedial measures, the overwhelming majority of pregnant women still occur. According to statistics, on average, hospitals are overloaded with 15% more patients each year. From the overload of health check-ups of pregnant women at higher-level hospitals, we realize that: Pregnant women are especially concerned with the health and benefits of themselves as well as the fetus during the pregnancy process.

## 1.2. Market of pregnant women services

Today, when pregnant women's awareness and interest in reproductive health is increasing day by day, understanding the benefits of services for pregnant women, there are many Yoga, Massage, Fetal Education programs that serve and bring good things to women and babies, especially in Hanoi capital. However, there are still no specific statistics on the number of centres providing this type of service.

With the development of society, accessing the information on social networking sites is becoming more popular and accessible. Information and main topics have been shared and shared according to the trend.

As for Yoga services, in the last few years, the movement of pregnant women practicing yoga is becoming more popular because scientific studies show that practicing yoga during pregnancy brings many benefits for both mother and baby. Proof of this is the massive growth in households and communities on online platforms like Facebook.

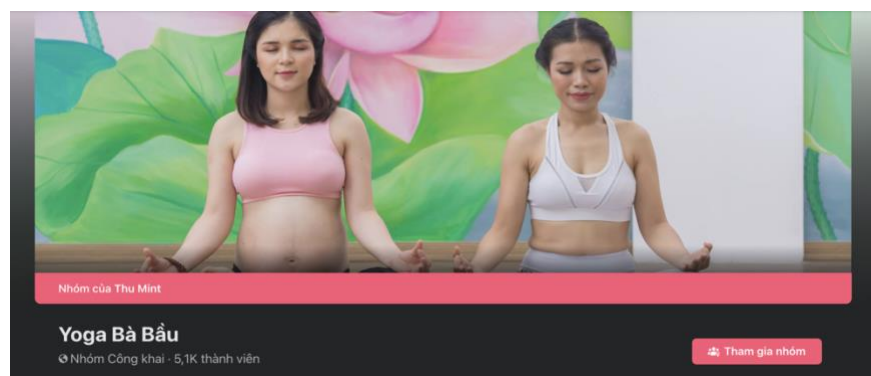


Figure 4: “Yoga ba bau” group

Groups focusing on yoga specifically for pregnant women are growing with the number of thousands of members.

Although it is not a new market for Massage services, the demand for the service is always high, especially today the taller people's incomes are, the higher their spending levels are. Especially the level of spending on health care services, including Massages, it is pretty common to spend from 250,000 VND to 500,000 VND for a relaxing massage session. And the level of interest in Massages, especially pregnant Massages, is increasing; the best proof of this is the high amount of interaction on groups and pages about pregnant massages like Mama Maia Spa with the number of followers is up to 84,872.



*Figure 5: “Mama Maia Spa”*

As for Fetal education today, it is still a relatively new service. However, nowadays, people are also increasingly interested in and learning about its benefits to the fetus. Scientific studies have also shown that teaching helps children develop a comprehensive brain from the womb, develop language, reflexes and increase emotional index in children, helping to bond emotionally between parents and baby. This is extremely important for mother and baby. From here, many websites share or sell teaching packages about Fetal education online or pages set up to share their own experiences about Fetal education methods with the number of members up to nearly 10,000.



Figure 6: “Thuc hanh Thai giao va giao duc som” group

## 2. Market trend analysis

### 2.1. Trends in customer needs and behavior in the pregnancy service industry in general

Currently, people are increasingly interested in and learning about knowledge related to pregnant women, especially during pregnancy. It is essential to pay attention to how to walk, stand and eat for the best development of the fetus. Moreover, the more modern society becomes, gradually the folk experiences in taking care of pregnant women are replaced by scientific knowledge with accurate tests of effectiveness. The level of seeking and interest is evident when participating in pregnancy sharing groups.

Groups with a massive number of members, from a few tens of thousands to hundreds of thousands of members, show that the level of interest is substantial.

The trend of using services for pregnant women is increasing because, in the past, people often thought that pregnant women would be ugly, bulky, and not toned, but now with scientific studies, it has been shown it's not entirely correct. Even when you are pregnant, you can still be beautiful scientifically and stay healthy and beautiful throughout your pregnancy.

Another misconception that makes services for pregnant women growing is that pregnant women should stay at home to limit their movements. This is a pretty misconception because exercise is reasonable and regular helps pregnant women determine obesity and maintain a stable weight. They reduce the risk of some common diseases during pregnancy such as diabetes, high blood pressure, back pain, constipation, etc. But how to exercise appropriately





and ensure safety for mother and baby? That is the condition for teaching Yoga, Massage, and Fetal education for pregnant women to develop significantly in the present and the future. Moreover, practicing yoga and massage brings health, but when pregnant women come to the centre, this will become a space for them to talk and share information about their health care. This will help pregnant women be comfortable and avoid depression - a fairly common problem during pregnancy.

Trends in Fetal education: In the past, people often only focused on the care and education of the fetus when the fetus was born but forgot a critical stage, which is the stage right from the time the fetus is in the mother's womb. On the contrary, the baby is already in the womb because the baby is receiving information even while in the womb. According to Rene Van de Carr, one of the pioneers in fetal education after his research proved that fetal education has a significant effect on children's development. For their study, Van de Carr, and co-author Marc Lehrer, collected data from more than 3,000 preschool-educated children from the university program. Here are some common characteristics of infants receiving stimulation during infancy: The critical time for a baby's brain development is from the fifth month of pregnancy until two years old. Children who fetal education teaches are better exposed to the outside world. They usually grow faster, speak earlier, perceive and develop controlled movements earlier, are less fussy, calm, alert, and happy.

Along with the change and development of society, gradually, the interest in the baby's education right from the womb is also more and more concerned. One proof of this is the robust development of the need for Fetal education for pregnant women in recent times. Online courses on Fetal education and groups from a few thousand members to tens of thousands of members are established to share knowledge related to dental education. This is the most unmistakable evidence for the trend of Fetal education being very concerned.



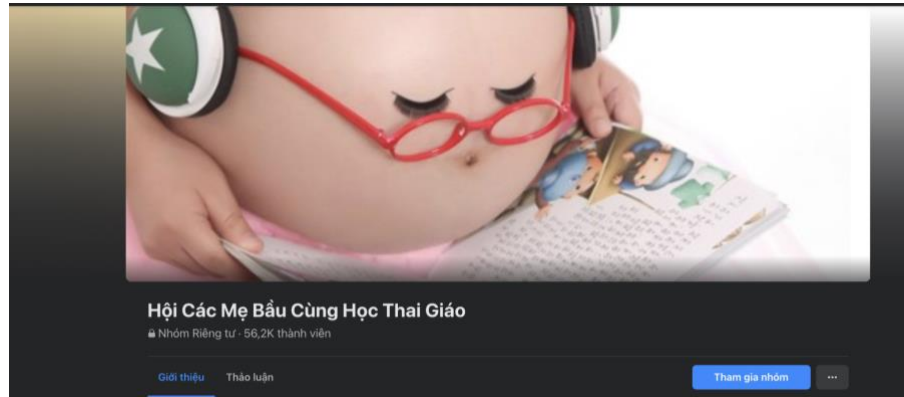


Figure 7: “Hoi cac me bau cung hoc thai giao” group

## 2.2. Changing customer perception

In the past, people often only focused on taking care of the mother's pregnancy but forgot that the baby in the womb also needed to be educated to realize the many benefits that it brings. People are willing to spend a certain amount of money to learn more methods to help mother and baby stay healthy, and these methods will help reduce a lot of complications during pregnancy. At the same time, the state is paying more and more attention to the health care of pregnant women through propagating knowledge about proper care for pregnant women, creating more policies to support and help pregnant women during pregnancy receive a reasonable salary. Promote mass organizations and organizations such as the Women's Union to be more involved in grasping knowledge to support pregnant women as quickly and as possible.

## 3. Market analysis

### 3.1. Customer segmentation

The target customers of Momzy target are pregnant women and their husbands or relatives. The centre chooses this customer file as their target customer for a few reasons:

#### Demographic segmentation

Through survey and market research, we found that the Trung Kinh area is a potential market because around this area, there are many apartment buildings where many young couples are

living and working. Because of services particularity, customers using the service, our target customers can only be pregnant women and be women of reproductive age. However, customers buying services can be their husbands or relatives. Specifically, our customers will be between 18 and 45 years old. In Vietnam, these services are still not widely available; moreover, the service price is relatively high compared to the per capita income of 4,230,000 VND/month (in 2020). So we target middle-class customers. According to the World Bank, the global middle class is defined as those with a standard of living higher than 15 USD/person/day, equivalent to 10,400,000 VND/person/month. As consumers' income levels increase, they have a higher demand for products, services, and spending for lifestyle or health.

### Geographic segmentation

In recent years, the urbanization rate in Hanoi city is taking place firmly; this is also an inevitable trend of big cities, reflected in the rapidly increasing urban population rate: From 8% in 1999 to 41% in 2009, and 49.2% in 2019 (Ha Noi: Ket qua so bo Tong dieu tra dan so va nha o, 2019). Momzy is in the centre of Trung Kinh street, Cau Giay district, Hanoi city. This place is densely populated, crowded with apartment buildings where many young couples are living and working. According to statistics of the People's Committee of Hanoi, Cau Giay district has the four-highest population density (23,552 people / km<sup>2</sup>), just behind Dong Da district (37,446 people / km<sup>2</sup>), Hai Ba Trung district (31,162 people / km<sup>2</sup>) and Thanh Xuan district (31,873 people / km<sup>2</sup>). Not only that, around the Trung Kinh area, there are many office buildings and hospitals suitable for the service business model for pregnant women.

District	Municipality	Population	Area	Population Density
Bắc Từ Liêm	Urban District	335,110	43.56	7,693
Ba Đình	Urban District	221,893	9.472	23,426
Cầu Giấy	Urban District	292,536	12.42	23,552
Đống Đa	Urban District	371,606	9.924	37,446
Hà Đông	Urban District	397,854	49.63	8,017

Hai Bà Trưng	Urban District	303,586	9.742	31,162
Hoàng Mai	Urban District	506,347	39.84	12,710
Hoàn Kiếm	Urban District	135,618	5.225	25,957
Long Biên	Urban District	322,549	60.29	5,350
Nam Từ Liêm	Urban District	264,246	33.59	7,868
Tây Hồ	Urban District	160,495	23.67	6,781
Thanh Xuân	Urban District	293,524	9.209	31,873

*Table 1: The population size and area of 12 Urban districts of Hanoi*

*(Source: Ket qua so bo Tong dieu tra dan so va nha o, 2019)*

### **Behavioral segmentation**

Through collecting 331 surveys completed by pregnant women and young people from about 18-45 years old it shows the data collected in the survey gives our potential assessments of the centre's future services. The collection and evaluation of this survey show that the level of awareness about our services and the results obtained are that a lot of people are interested and agree with it.

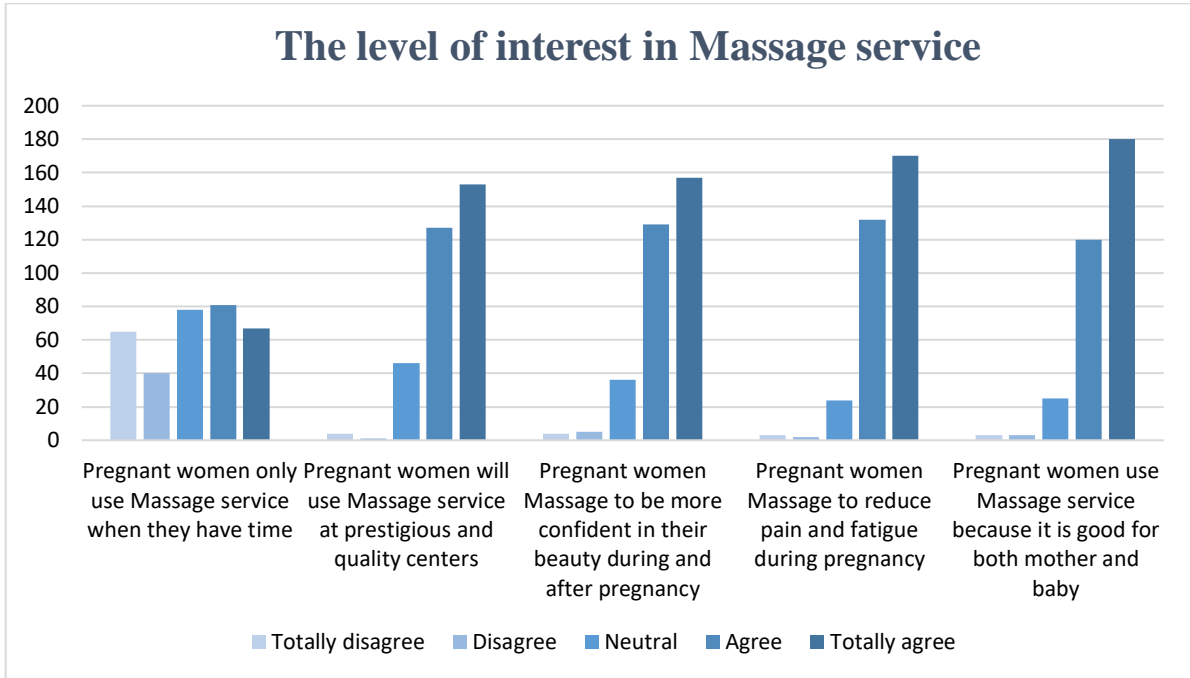


Figure 8: The chart shows the level of interest in Massage service

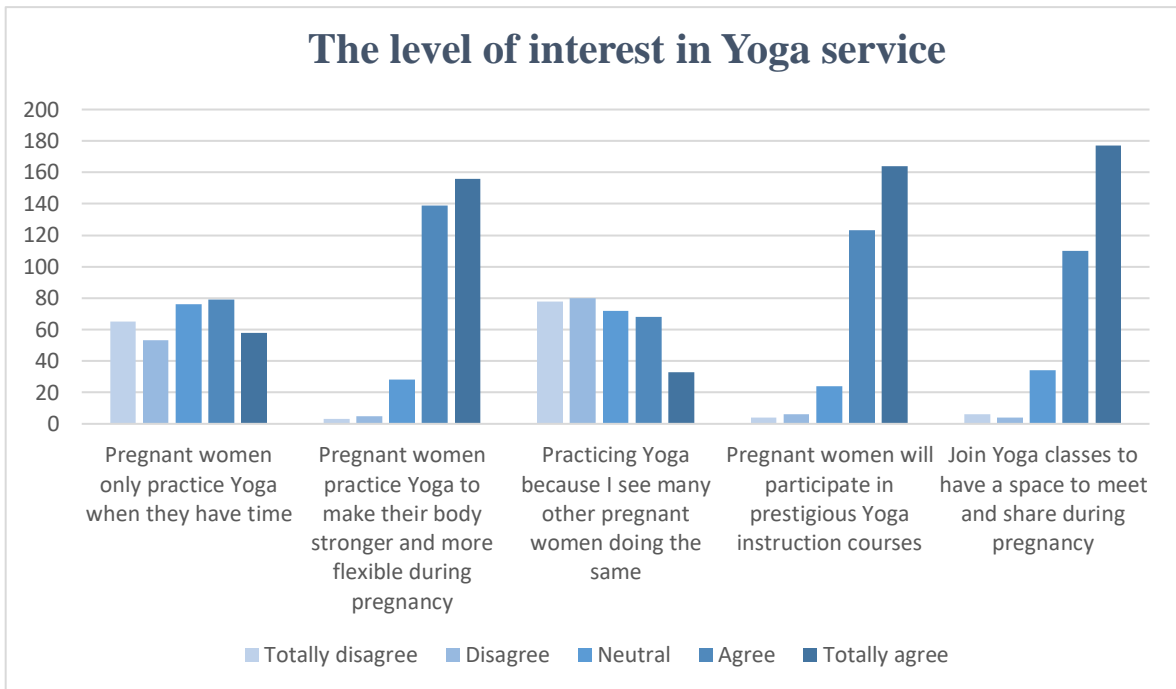
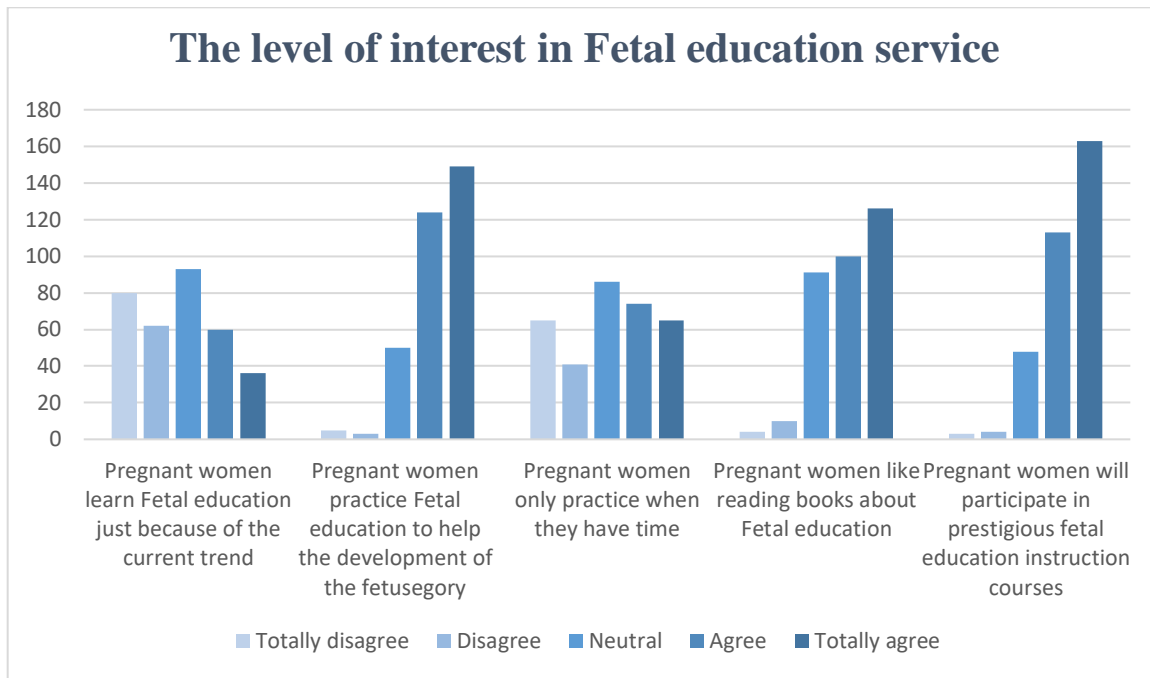


Figure 9: The chart shows the level of interest in Yoga service



*Figure 10: The chart shows the level of interest in Fetal education service*

The final criterion that we evaluate in the survey is the willingness and ability to pay for these services in the future. The survey shows that the willingness to pay for pregnant women services is relatively high, accounting for the most significant percentage, the desire to pay from 10 million VND or more accounts for 52% for pregnancy care services. This is a positive and potential spending level for using the centre's service and its suitable with our target middle-class customers. In particular, the survey about the willingness to participate when the service centre is open is exceptionally high, accounting for 98% of the total survey respondents. This shows that the level of service responsiveness from the beginning is outstanding. The survey showed the great potential of the services that the centre will provide soon.

**The amount of money paid for all services during pregnancy (9 months).**

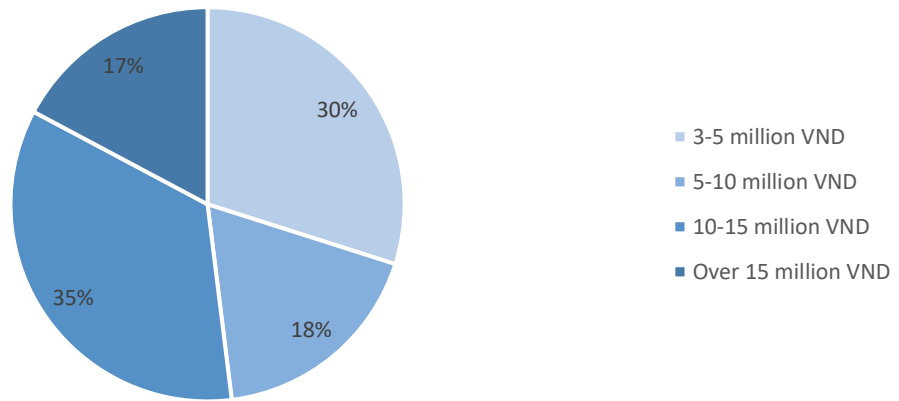


Figure 11: The chart shows the amount of money paid for all services during pregnancy

**The percentage of choosing the Yoga, Massage, and Fetal education services integrated center for pregnant women**

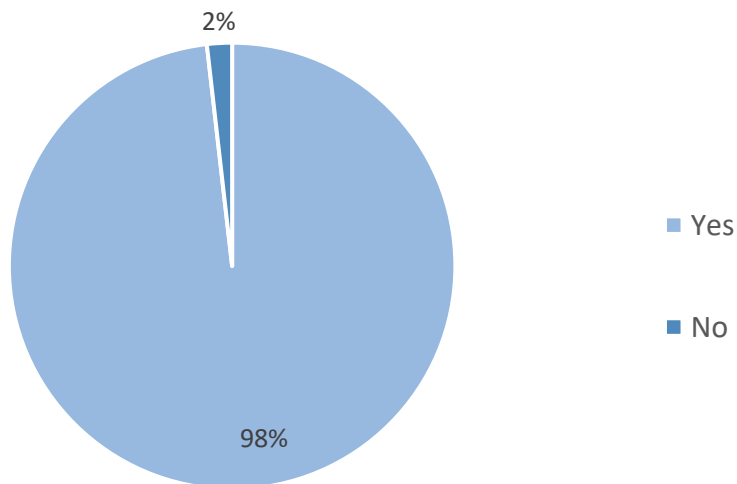


Figure 12: The chart shows the percentage of choosing the Yoga, Massage, and Fetal education services integrated centre for pregnant women



According to reference data, the number of births in Hanoi in 2020 is 121,639 children, equivalent to about 120,000 pregnant women in 2020. With that number of expectant women, we expect to reach about 5% of pregnant women living in Hanoi. This is the target market share that we find to be highly profitable while ensuring the best quality of service.

### **3.2. Competitor analysis**

#### **3.2.1. Direct competitor**

Currently, although there are many places to take care of pregnant women providing services such as yoga and massage, these services often lack consistency and are mainly individual services. Up to now, no centre in Hanoi integrates services for pregnant women like ours. Including the Trung Kinh area, according to our survey, there are quite a few places to do Yoga and Massage for pregnant women. Therefore, compared to the level of competition, this is our competitive advantage compared to the market. However, in addition to direct competitors that provide products like us, indirect competitors are also a problem we have to study and solve. First of all, the competitor will compete directly with our Momzy centre in Hanoi up to now.

Trung Kinh area is a crowded area of apartment buildings where many young couples live and work. Not only that, around the Trung Kinh area, there are many office buildings and hospitals suitable for the service business model for pregnant women. Near Momzy's location has two direct competitors Yoga Luna Thai and VietSun Care. This is intended to be a stiff direct competitor to our hub. Below is an assessment of their strengths and weaknesses based on objective reviews from Facebook, YouTube and subjective comments from competitors' observations and data collection.

- **Yoga Luna Thai - Trung Kinh**

According to what we researched on Yoga Luna Thai, our centre's main competitor is in the same area as Momzy. Their Yoga room is located on the 5th floor of the Homecity apartment building, located on the main road with a lot of traffic. However, because it is in the apartment, the address is difficult to find and not convenient. The room has a capacity of 20 guests/turn. They organize a week with three sessions on Monday, Friday, Friday, depending on whether

the customer can choose to join in the morning or afternoon. Yoga Luna Thai opens two main time frames, 09:00-10:00 and 18:00-19:00. The retail price is VND 90,000/1 slot; 3-month course: VND 2,970,000; 4 months get 1 month free: VND 3,960,000; 6-month course, get 3 months free: VND 5,940,000; 1 year course, get 10 months free with 1 exercise mat: VND 11,880,000.



*Figure 13: The room of Yoga Luna Thai*

- **VietSun Care - Trung Kinh**

According to the data we learned, VietSun Care is located on the 4th floor, in an alley at 100 Trung Kinh Street, so the geographical location is not favorable. However, the space is quite spacious, airy, cozy design space and has seven massage beds. They are mostly open from 09:00 - 20:00. The price of VietSun Care's essential package massage services for pregnant women is VND 550,000 - 80'/day and VND 2,500,000 - 5 slots.





*Figure 14: The room VietSun Care*

### **3.2.2. Indirect competitor**

- **Thai giao va Giao duc som - Channel**

The development of society makes access to information on social networking sites becoming more and more popular and more accessible. The information and owner topic has been shared and shared up to the trend of "Thai giao va Giao duc som" is a channel on fetal education for pregnant women set up to share knowledge before and during pregnancy. They received 33.7k subscribers, more than 3,8k views on the video.

- **Eva Care - Channel**

Besides direct competitors in the same industry in other regions who may become indirect competitors to our centre in the future. Another indirect competitor may be Eva Care channel. This is a channel on Yoga for pregnant women set up to teach, share knowledge about doing Yoga during pregnancy. They received 17k subscribers, more than 998 views on the video.



MOMZY

	<b>YOGA LUNA THAI</b>	<b>VIETSUN CARE</b>	<b>THAI GIAO va GIAO DUC SOM CHANNEL</b>	<b>EVA CARE CHANNEL</b>
<b>Product</b>	Yoga	Massage	Fetal education	Yoga
<b>Competitor</b>	Director competitor	Director competitor	Indirect competitor	Indirect competitor
<b>Price</b>	VND 90,000/slot	VND 550,000/slot	Free	Free
<b>Capacity (people)</b>	About 20 people	About 7 people		
<b>Advantages</b>	<ul style="list-style-type: none"> <li>- Yoga Luna Thai stays in the central area.</li> <li>- Facilities are relatively large and airy.</li> <li>- They often have promotions</li> <li>- Build advertising images on Fan page, edit images, and create content.</li> </ul>	<ul style="list-style-type: none"> <li>- Beautifully designed space.</li> <li>- Wide facilities</li> <li>- Staff carefully selected, professional.</li> <li>- Customer care service after using good service.</li> </ul>	<ul style="list-style-type: none"> <li>- Clear quality video, Vivid Image</li> <li>- Easy-to-listen sound</li> </ul>	<ul style="list-style-type: none"> <li>- Easy viewing angle.</li> <li>- Beautiful video editing, content creation</li> <li>- Soft, emotive sound</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>- Price is higher than market</li> </ul>	<ul style="list-style-type: none"> <li>- Old massage equipment</li> </ul>	<ul style="list-style-type: none"> <li>- No real experience</li> </ul>	<ul style="list-style-type: none"> <li>- Not safe because the customer doesn't</li> </ul>



	<ul style="list-style-type: none"> <li>- A yoga class is a bit crowded; the trainer can't take care all of customers</li> <li>- Customer's feedback is quality does not match the price</li> <li>- The time frame is less selective, there are not many classes during the week.</li> <li>- Address is challenging to find, parking is not convenient</li> </ul>	<ul style="list-style-type: none"> <li>- In the alley, the Address is difficult to find, the parking space is far away</li> <li>- The price for a massage is rated by many guests as a bit high compared to their pocket and the amount of money they spend.</li> </ul>	<ul style="list-style-type: none"> <li>- Many video content is not explicit.</li> <li>- There is no interaction between the Expert and the customer</li> <li>- Normal content</li> </ul>	<ul style="list-style-type: none"> <li>know if I'm doing it right or wrong</li> <li>- There is no interaction between the trainer and the practitioner</li> <li>- The instructor did not specify each move; some sounds were difficult to hear.</li> <li>- Using the Internet continuously for an hour to practice according to the instructions is not suitable for the health of pregnant women.</li> </ul>
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*Table 2: The table shows the advantages and disadvantages of competitors*

### 3.3. Lessons and practical experiences

Starting a new centre business is not easy, but you must know how to observe and learn the strengths or weaknesses of your competitors. To then screen the opponent's strengths and good points and apply them to our centre. Recognize competitors' weaknesses to evaluate and correct accordingly to deliver the best customer experience. Some limitations from competitors that we will review and improve for the better.



### **In terms of premises and space**

At most of the points that provide Yoga and Massage services for pregnant women in Hanoi, the address is usually located on the apartment building floors to save costs. However, finding addresses is complex, takes a lot of time, and is not convenient for pregnant women. Therefore, we prioritize placing the centre in the inner-city area. The infrastructure has a separate parking basement right under the centre and an elevator for the floors so pregnant women feel comfortable and safe in moving. In addition to service quality, the space of the centre is also a prerequisite for us. A comfortable and clean space significantly increases customer satisfaction. The centre may not need to be extravagant or luxurious, but bright, clean, and airy. Beautiful space is indirect marketing for the centre when today's virtual living tools and social networks are thriving.

### **Service and attitude of staff**

Before doing the service, our centre will grasp the mindset of carefully selecting employees from the very beginning. Our centre's staff must be selected and reviewed based on a reasonably high standard before being tried. The attitude and professionalism of the staff first affect the centre because they work directly with customers. Therefore, we always prioritize training employees to be professional when working and behave politely in gestures and words with customers.

### **Real fetal education experience**

Today, fetal education is no longer a strange concept for Vietnamese pregnant women. To meet those needs, there have been many communication channels on the topic of fetal education created to share fetal education exercises before, during and after pregnancy such as: “Nguyễn Hồng Nhung”; “THAI GIÁO và GIÁO DỤC SỚM” ... have received a lot of attention and subscriptions. However, fetal education knowledge is mainly transmitted through online courses, so there will be many risks in the quality of these videos, which easily convey duplicate knowledge, not close to the reality of each subject pregnant mother image, or even convey the wrong information. That's why we're offering a real-world fetal education class, with expert



instructors giving hands-on practice at the centre. This is extremely important because it will make customers feel secure about the course's quality. This is also a way to create a distinctive feature for Momzy centre for long-term development.

#### **4. Value proposition**

Through the experiences of relatives and friends in the family as well as seeing the outstanding and unresolved problems, we can partly understand the fatigue and hardships of pregnancy. Therefore, Momzy centre was born to bring the most convenience to pregnant women during pregnancy relaxation and health care. The centre provides a combination of pregnancy care services such as yoga, massage, and fetal teaching, along with leading experts in the industry to guide and teach directly. Not only that, Momzy wants to create an open environment where pregnant women can chat, meet, help and share experiences during pregnancy. To position the brand, Momzy constantly focuses on the values the centre wants to convey to customers to bring the best and most precious things to mothers and babies during pregnancy. With the desire to help pregnant women have a healthy pregnancy and constantly improve Vietnam's stature and intelligence, Momzy centre constantly elevates the brand in terms of service quality, expanding its influence in Hanoi and Vietnam. The value proposition that Momzy centre wants to convey to customers includes:

##### **4.1. High-quality service**

Momzy centre always takes service quality as the core value for its development. Therefore, we are committed to bringing valuable experiences to pregnant women, fully meeting the standards of safety and quality:

- Provide professional services with Professional Yoga, Prenatal Education Expert and Professional Massage staff.
- Provide the best quality services, following the requirements of customers
- We always listen and are ready to absorb our customers' comments, constantly improving, researching, and perfecting to bring the best services.



- We always put the quality of service first with the desire to bring the best for both mother and baby. Therefore, from the beginning of our establishment, we have always focused on building a service platform with a team of highly qualified staff, a professional service attitude, and fully responsive to customer's needs. All Momzy employees must have training certificates in Yoga, Massage, Fetal Education and have extensive experience in the profession to teach and serve pregnant women at the centre. Not only that, Momzy centre pays excellent attention to customer care services during and after using the service. In order to gain the trust, love and support of customers, Momzy always strives to constantly develop and improve service quality from the simplest to the most complex steps. After each periodic service experience, we will survey and be ready to absorb all of your comments, research and improve every day to provide the best services.

- At the same time, we also regularly take care of the customer after going home. Because it helps the centre collect service quality reviews to understand the customer's wishes and improve. At the same time, it will create a professional impression on customers and make them feel respected and cared for. Besides that, sometimes we will organize talk shows for pregnant women who can come and join their husbands and relatives to learn and share experiences during pregnancy. Thereby helping the centre retain old customers and attract new customers

#### **4.2. The first centre to integrate services for pregnant women**

Understanding the hardships of pregnancy, our centre wants to bring the most convenient experiences for pregnant women during pregnancy. As one of the leading centres integrating Yoga, Massage, and Fetal Education services exclusively for pregnant women, this is one of the competitive advantages that enable us to invest in a potential niche market this ability confidently.

#### **4.3. Real fetal education experience**

According to market research, taking care and teaching children right from the womb is a trend that modern pregnant women aim for. However, at present, there are only online courses but no real experience courses. Besides, these courses often only aim at the most common points,



lacking practicality for each pregnant mother. Therefore, Momzy will be one of the first places to bring real experience and a strong point when entering this market.

#### **4.4. Price competition**

Price is a part of consumer behavior, but today customers have their perceptions about health; they choose reputable establishments to use services instead of choosing cheap places. Although we prefer quality and reputable human resources and invest in high-class modern equipment and machinery, we also guarantee the price of the common premises for users. The price of 1 service of the centre ranges from VND 90,000 - 450,000 depending on the service. Depending on the service, the price for one combo from one to six months ranges from VND 1,069,000 - 5,450,000. The common ground of the region and competitors ranges from VND 90,000 - 550,000 depending on the service. The price for a combo from one to six months, depending on the service, ranges from VND 1,970,000 to \$ 5,940,000. Compared to the common ground of competitors, the price of massage service and fetal education of the centre is 10-15% cheaper. The price of yoga service is the same as that of competitors, but the competitor only opens three slots/week, and each slot only has 1 class while our centre is open all days of the week and one day six slots to be more flexible for customers' choices.

#### **4.5. Convenient location and infrastructure**

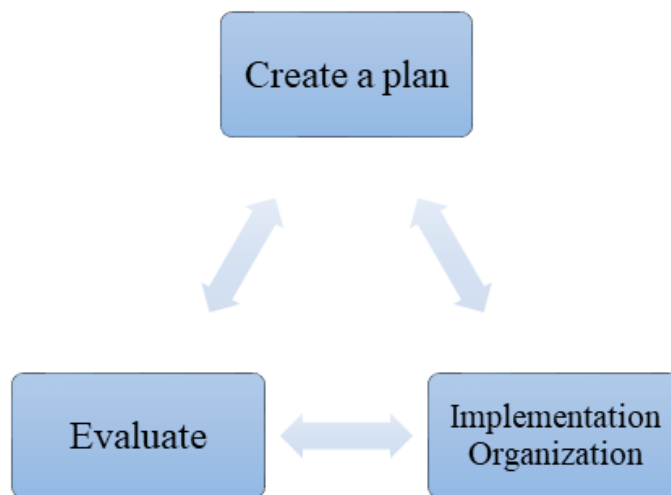
At most of the points that provide Yoga and Massage services for pregnant women in Hanoi, the address is usually located on the apartment building floors to save costs. However, finding addresses is complex, takes a lot of time, and is not convenient for pregnant women. When pregnant, it is quite difficult for women to move; some people still have limited mobility. Therefore, Momzy centre was born to bring the most convenience to pregnant women during pregnancy relaxation, health care and we prioritize placing the centre in the inner city. The infrastructure is designed with a private parking basement under the centre and an elevator for the floors for pregnant women to be comfortable and move.

### III. KEY ACTIVITIES PLAN

#### 1. Key centre activities

##### 1.1. Centre management

When establishing a care service centre for pregnant women, Momzy needs to ensure service quality and the organizational and management requirements. The business plan that creates significant value is not just an overall picture, research, and evaluation of factors that may affect the development of the business in the future. The main task of centre management is to build a management system to help the centre develop in the long term. Below is the operational management process of our centre:



*Figure 15: The management cycle of Momzy centre*

In order to build a quality management system, Momzy centre focuses and puts all its heart into the draft plan to build a plan as close to reality as possible. We evaluate that this is a new project, bringing humanity meaning and helping a lot for human development in the future. However, to be able to organize the implementation of the project, there will still be many shortcomings and difficulties, especially in the period when the country's economy was severely affected by the Covid-19 epidemic. During the implementation of the project, the centre will strengthen the inspection and monitoring of the staff's activities and the level of customer satisfaction so that it can make the most objective evaluations for the service for service efficiency improvement.





In addition to business coordination, the department must also manage the centre's assets that are the important effect of quality services. From the first steps of establishment, Momzy Center ensures to meet the needs of customers as well as the service experience process.

## **1.2. HR Management**

HR management is an activity of regulating and controlling, ensuring harmony and unification of interests and aspirations between the centre and employees. Managing people means training and fostering people; guide, help them in their work and develop themselves. Especially for Momzy - a centre specializing in pregnancy health care, HR management is essential because, in maternal care, it is necessary to be very dedicated from the most minor. To do that, we need to take care of the management of all related departments.

First of all, we need to help staff in departments such as massage staff, yoga trainers, and prenatal education experts understand how important they are to pregnant women who use the centre's services. Show them the importance of their work and pride in being able to take care of and help as many clients as possible. For the centre, we should not set too many binding regulations and should not be too strict because if the staff does not complain about the problems at the centre, they will always try to devote more to the Momzy. Creating a conducive and respectful working environment for employees, helping them wholeheartedly initially and later, or giving them space to develop to their potential is a great way to motivate employees to motivate them to develop because the massage therapist can let them learn and apply new massage methods from the knowledge they have learned, which will help them become more confident in their work and stimulate them to find new ideas explore and contribute more to the centre.

Moreover, an essential thing in HR management is listening. As managers, we need to listen to the thoughts and aspirations and the suggestions from the employees. When they are dedicated to their profession with the centre, they will always want to contribute their ideas to promote them, and the centre is getting better and better. This position needs more attention from the human management team. Our listening will show employees that they also have a voice and



are a part of the staff, which is essential to help Momzy grow more and more, develop better and reduce problems encountered while operating the centre.

### **1.3. Professional employees training**

The teaching staff and massage staff have an important role in creating the brand of the centre. The centre has quality lecturers and well-known experts in the industry who will help attract the attention of customers. Therefore, we select carefully employees and have professional and advanced training programs for employees every quarter.

Besides that, the founders in charge of CEO, Marketer, Financer - Receptionist, HR manager, and Seller - Customer care will also participate in professional and advanced courses to help the company operate stably and smoothly.

### **1.4. Finance, accounting and payment activities**

Because the centre has just come into operation so jobs are still few, therefore an accountant will always ensure the front desk staff's work. The accountant-receptionist receives the collection of the centre's revenues. Specifically, tasks include receiving information from customers who need to use all centre services, service packages to pay, making receipts, recording income and expenditure, tracking the number of customers and customers accompanying products. In addition, ensure the work of checking invoices, receiving and checking accounting documents, daily updating customer data and receivables into the system; Accurately record and calculate information including costs, VAT, liabilities; Store units and documents to avoid loss; Make periodical reports on the value-added tax declaration, a business situation of the centre, financial statements, helping the centre to predict the financial to support the centre's operations during the period.

### **1.5. Marketing activities**

Marketing is an indispensable activity in any business, especially for a centre integrating three services for the first time in Ha Noi; marketing is a critical research stage, market access, increase brand awareness, attract and increase the number of visitors for the centre. This activity

includes developing and implementing programs and plans to promote and develop the centre's brand and services. We write articles, take photos for advertising programs, design media publications to advertise on the landing page, main fan page, advertising on electronic boards and public places related to our services. We conduct market research and understand the needs and behavior of customers to have an optimal strategy for the customer group, building close relationships with customers and implementing care programs to bring satisfaction to customers.

### 1.6. Sales - Customer care activity

Our centre provides Massage, Yoga, Fetal education services for pregnant women, from individual service packages to combo packages with attractive discounted prices. Sellers will advise about centre information, service packages, differences, and experiences directly to customers at the centre upon arrival, or advise through telesales based on the customer data we collect or through social networks.

After using the service, the customer service staff will keep in touch to inquire, process, and respond to customer feedback, in addition, will provide useful information and other good services and the centre's promotions for customers.

## 2. Company structure and human resource orientation

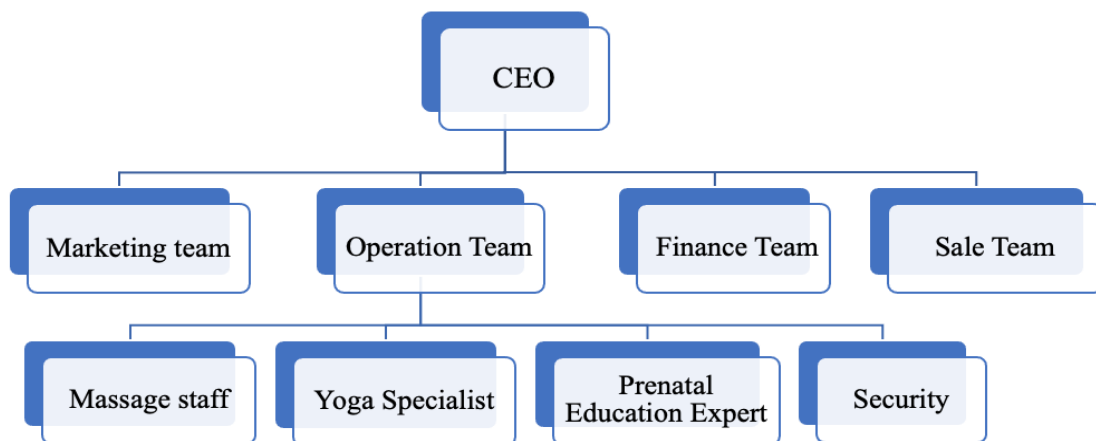


Figure 16: Centre structure diagrams



**CEO:** Our company is a company co-founded by five members. However, we elect one person as the CEO - who is the head and responsible for the entire development and operation of the Momzy centre. The remaining four people will be managers in other departments such as HR team, Finance team, Sale team and Marketing team. The CEO is the representative of the centre, taking on tasks such as making sure with government authorities and the public and leading the company with short, medium and long-term strategies. As the person who will supervise all departments and employees through evaluating the efforts of the HR departments to be able to give measures and directions to help the entire operation run smoothly. In addition, this will also be the manager of the centre's assets and facilities. Because it is the highest position, there is the ability to be aware of the competition, seize the opportunity to expand and develop new directions. Concerning risks is also an issue that centre managers need to understand, and anticipating risks and mitigating them is an essential responsibility of every Founder.

**Operation Team:** The Operation Team is an essential team in the development of Momzy because it directly recruits staff and specialists to work for the centre. The Operation Team will deal with all matters related to the management of activities such as job design, recruitment, employee relations, performance management, training, and talent development and management. People are our most important asset, and the Operation Team will make sure we have a happy and productive workplace where everyone is working towards the mission and goals set out of us. Promoting the centre's values and shaping a positive culture is an important aspect.

**Marketing Team:** The marketing team is an essential factor in helping to shape and develop Momzy centre, bringing this brand closer to pregnant women and their families. Marketing staff will mainly perform the following tasks:

**Setting goals & planning work:** The first and indispensable for effective marketing strategies is to set goals and plan the work so that it is detailed and close to reality to become the most optimized plan in all aspects, not only in terms of cost but also in terms of workforce and time.

**Monitoring and analyzing competitors:** This is one of the critical steps to identify the main competitors of Momzy centre from which effective strategies can be devised in business. Not



only that, the monitoring and analysis of competitors will help us see strengths, weaknesses, and opportunities to consider what Momzy needs to improve, taking advantage of the niche.

Research and understand target customers: Find out customers' needs through direct interviews or social networking sites and investigate customer behaviors to offer the most optimized solutions. Help with marketing and business operations.

Listening to customer feedback helps to improve service quality effectively, increasing the value of Momzy centre.

Constantly innovating and creating new and unique content of communication channels to increase brand recognition.

**Finance Team:** A finance team is a significant department in the operation of the centre. The finance department will manage the center's finances and calculate the center's operating costs reasonably. The person in charge of the company's finance will also be the receptionist because the receptionist is the person who directly receives the customer's payments, so it is more convenient to collect and spend and make financial statements.

Provide detailed information about our centre's business financial status: Provides insight into a company's financial position and cash flow. Knowledge is essential to provide an accurate view of how centre collect and spend money. With details like this, we can make better decisions and more potential strategies with great expectations.

Manage the cash flow of the business: Having a finance department in the company will help control the cash flow. Elements in any project can track the cash flow of the business. This is a necessary element to be able to understand the company's performance clearly.

Budgeting and making financial forecasts for the business: The finance department will work with other managers to set budgets and produce financial projections for the centre. Based on this information, we can decide and plan the level of staffing for the company and the plan to purchase assets for the centre in the future because the products and machines serving the needs



of pregnant women need to be updated according to the trends of the world to provide the best care services.

**Consulting and finding long-term financial sources for businesses:** The finance department can also take on the task of consulting to find more financial authorities in the medium and long term because the centre's operating costs are not small, finding more partners to combine development and expand the centre.

**Tax liability management:** Every company has to pay taxes, and the finance department must handle tax matters. This includes creating a good relationship with the tax authorities and ensuring that the business complies with tax laws. This creates convenience and is not legally entangled, avoiding affecting the reputation of the centre and the company.

**Sales Team:** The sales team is an integral part of the company's business activities. The sales team's job is to take on the management, strategy formulation, marketing brokerage, etc., to sell. The company's services go quickly and bring profits to the company. Actively seek and build relationships with customers. The centre's sales staff will take on additional customer care duties. The main job of the Seller - Customer Service Officer: is to introduce, advise and convince customers to use the centre's service; Search, maintain and develop a network of potential customers and partners in many fields (directly or indirectly). In addition, they are a listener and reflector of customer reviews to have solutions to solve problems and customer feedback to ensure customer satisfaction, trust, and retention. Customers, building customer loyalty with the centre.

<b>Massage staff</b>	<ul style="list-style-type: none"> <li>- Quality assurance of massage session</li> <li>- Manage activities during massage</li> <li>- Manage assigned tools and assets</li> <li>- Directly follow up and fulfill customers wishes</li> </ul>
	<ul style="list-style-type: none"> <li>- Quality assurance of training sessions</li> </ul>

<p><b>Yoga specialist</b></p>	<ul style="list-style-type: none"> <li>- Manage activities during training</li> <li>- Manage assigned tools and assets</li> <li>- Directly follow up and fulfill customers wishes</li> </ul>
<p><b>Prenatal Education Expert</b></p>	<ul style="list-style-type: none"> <li>- Quality assurance of lessons</li> <li>- Manage activities during the learning process</li> <li>- Manage assigned tools and assets</li> <li>- Directly follow and fulfill customers wishes</li> </ul>
<p><b>Security</b></p>	<ul style="list-style-type: none"> <li>- Receiving and keeping vehicles and properties for guests</li> <li>- Handling situations that arise related to security issues in the centre</li> <li>- Assistance in repairing the centre property</li> <li>- Perform other tasks when requested by the supervisor</li> </ul>

*Table 3: Work roster at the centre*

### **3. Key Partners**

The relationship between Momzy, the trainers and suppliers.

In order to give customers the best experience, finding a supplier of equipment, tools, or cosmetics to meet the requirements of each service type of the centre is a key issue in the supply chain response. Momzy always puts quality first, so we are very strict in choosing reputable suppliers to become our partners. The requirements of the centre were relatively high, so we had a lot of difficulties in finding suppliers, but after a period of surveying, researching, and being recommended by friends and family, we also found suppliers of long-term level, prestige and a position in the market for business cooperation.

### 3.1. Interior construction partner



*Figure 17: Gadinco logo*

**Company name:** Golden Ant Vietnam Investment and Development Joint Stock Company

**Brand name:** “Noi that Gadinco”

**Address:** No. 17, To Huu, Nam Tu Liem, Hanoi

**Product:** Specializes in interior design and construction.

**Advantages:**

Golden Ant Vietnam Investment and Development Joint Stock Company is one of the leading interior design and construction companies in Vietnam in terms of quality and progress.

Besides, they complete the construction package, professional service. There is an interior factory in Hanoi, convenient for design and repair.

At the same time, the warranty and maintenance policies are always strictly implemented, ensuring customers' interests.

### 3.2. Suppliers of Massage service

- **Massage machine and equipment:**





*Figure 18: Muses logo*

**Company name:** Muses Vietnam Co., Ltd., formerly known as Hoang Phuc Textile Factory (in Phuong La Textile and Garment Village - Moi Village)

**Brand name:** Muses Viet Nam

**Address:** Dai Mo Market, Nam Tu Liem, Hanoi

**Product:** towels, bedsheets and uniforms... specializing in spa, hotel

**Advantages:**

The company has been in business for more than ten years. A wide variety of towel materials, sharp embroidered logos on demand can provide many services. All products have been exported directly to the EU, USA, Japan, and Korea.

In Vietnam: Muses Vietnam provides supermarket systems such as Big C, Fivimart, Citimart, Tmart, Muong Thanh Mart, Lan Chi Mart. In addition, it is also a supplier of towels, sheets, etc., for spas, hotels, resorts in many provinces and cities in Vietnam.

As a long-time business unit, we trust Muses and choose the company's products to accompany the centre to bring the best experience to Momzy's customers.



*Figure 19: Bico logo*

**Company name:** BICO HOME VIETNAM CO., LTD

**Brand name:** BICO Beauty Equipment



**Address:** Lane 155 Thinh Quang, Dong Da, Hanoi

**Product:** Spa equipment, beauty equipment

**Advantages:**

Bico spa equipment is one of the prominent names in spa equipment in Hanoi, Da Nang, Ho Chi Minh City, and the Vietnam market. The company comes from Spa Owner Bich Le House with more than six years of experience in the field of spa and beauty, so the products that Bico sells are all genuine imports, designed with advanced and convenient technology. All products are inspected and strictly controlled by the Supervisory team directly from Bico to ensure their performance and have documents to prove their authenticity, provenance, and origin. The portfolio of Bico's spa products is always selected, invested in innovation, and continuously updated according to advanced technology globally.

Bico implements a free return policy in case of equipment failure and refunds money if the quality of spa equipment is not up to standard. At the same time, the warranty and equipment maintenance policies are always strictly implemented, ensuring customers' interests.

- **Spa product:**



*Figure 20: BIYOKEA logo*

**Company name:** Thanh Xuan Fragrance Production Trading Limited Liability Company

**Brand name:** BIYOKEA NATURAL

**Address:** 58/6 Bui The My, ward 10, Tan Binh District, Ho Chi Minh City



**Product:** Essential oil products, natural cosmetic products for spas, centres, resorts.

**Advantages:**

BIYOKEA NATURAL has been operating for ten years in manufacturing and trading Essential oils and cosmetics, beauty products, health care, Spa. This cosmetic manufacturing enterprise is applied and used according to CGMP standards – "Cosmetic Good Manufacturing Practices".

The construction investment company has a system of human resources, infrastructure, equipment, machinery and selection of raw materials according to the best standards in Vietnam and France, Japan, modern equipment and machinery. European standards for technical departments, QA (Quality Assurance), QC (Quality Control), Microbiology and Environment, to support product research and development and control all input materials, strictly applied to all of the company's product lines before being put on the market.

This is a reputable company dealing in all-natural products, guaranteed production process, and has been trusted by many spas and resorts for long-term business cooperation. Momzy will also trust and choose BIYOKEA NATURAL as a supplier of massage oil products for the centre.



*Figure 21: GUO logo*

**Company name:** THE HERBAL SKIN JOINT-STOCK COMPANY

**Brand name:** GUO - NATURAL COSMETIC

**Address:** 197 VO Van Tan, Ward 5, District 3, HCM City

**Product:** Natural skin and lip care products for pregnant women.

**Advantages:**

GUO is one of the clean green cosmetic brands with the best customer service in Vietnam. It has been in business for six years; GUO has 35283 customers trusting the product and receiving 98% customer feedback. GUO products are manufactured from pure and safe natural ingredients, certified by the QUATEST Institute, USDA American materials and the Vietnam Department of Health.

It can be said that this is a reputable and appropriate supplier, meeting the requirements of the type of massage service at our Momzy maternity centre. We trust and choose GUO as a supplier of skincare products for pregnant women and a long-term business partner of the centre.

### 3.3. Yoga service partners

- **Supplier of Yoga service:**



*Figure 22: Hong Anh Sport logo*

**Brand name:** HONG ANH SPORT

**Address:** 200 Au Co, Tay Ho, Ha Noi

**Product:** Sport Equipments

**Advantages:**

Hong Anh Sport is a supplier of genuine sports accessories of major brands with hundreds of sports products, tools, fitness equipment, yoga. Competitive prices, professional, thoughtful and

enthusiastic warranty and after-sales service. Policy 1 exchange 1 in 15 days for defective products during use.

- **Yoga Specialist:**



*Figure 23: Yoga specialist - Ms. Nguyen Giang*

**Name:** Ms. Nguyen Giang

**Advantage:** She is a specialist in basic yoga and natural therapeutic and trigger point therapy yoga; with 2 years of experience in the pregnancy yoga field, guiding pregnancy yoga classes for Vietnamese and foreign people, training more than 700 pregnant yoga members, and receiving international certification for pregnancy yoga training. Used to be on TV vtv3 as a pregnancy yoga specialist.

### **3.4. Fetal education partner**

- **Supplier of Fetal education**



*Figure 24: HANOICOMPUTER logo*

**Company name:** Hanoi Computer Joint Stock Company

**Brand name:** HANOICOMPUTER

**Address:** 77 + 79 Nguyen Van Huyen - Cau Giay - Ha Noi

**Product:** Information technology, electronics and telecommunications equipment

**Advantages:**

“HANOICOMPUTER” is one of the pioneering enterprises in the field of Information Technology in Hanoi. Being in the top 500 most developed enterprises in Vietnam, Top 50 famous brands in Vietnam in 2020, is a distributor of two big brands FSP and KING FAST.

HANOICOMPUTER focuses on investing in Information Technology, trading in products such as laptops, computers, audio-visual equipment, network equipment, storage, offices, conferences, etc.

In operating in information technology, Hanoi Computer Joint Stock Company has been trusted by many agencies and businesses. It is a strategic partner of big brands like Intel, Dell, HP, Asus. The company also has relationships with thousands of customers and always leaves customers trust in professional ability, enthusiasm, thoughtful personality with warranty and maintenance services after-sales.

For the centre, Fetal Education is a new service and needs attention, so the quality of knowledge transmission to customers is essential. After researching and realizing that HANOICOMPUTER is a reputable business, one of the leading enterprises in the IT distribution business, we chose this as a supplier of speaker, projector and screen equipment.

Project support in transmitting knowledge and information about Fetal education to pregnant women. With the enthusiasm and thoughtfulness of the after-sales maintenance and warranty services that many customers have evaluated and trusted, the warranty or upgrading of the centre's equipment will also become easier and faster.



*Figure 25: Kiwi's Mom logo*

**Brand name:** Kiwi's Mom

**Address:** No. 24, lane 15, Phan Chu Trinh street, Viet Tri, Phu Tho

**Product:** Products, toys, and books to support Fetal Education

**Advantages:**

Kiwi's Mom is a business that provides knowledge, skills and tools to serve Early Childhood Education by Ms. Thao Nguyen, a member of the Institute for Educational Research Development of Human Potential (IPD) - the first unit to research and transfer delivery of Early Education methods in Vietnam. Kiwi's Mom is the only company that distributes tools to support Early Education in children such as Fetal Education flashlights - Fetal education products, etc.

Together in the Fetal education field and many years of experience in the profession, trusted by Fetal education course organizers and many pregnant women. We choose Kiwi's Mom as a supplier of Fetal education flashlight tools to meet the requirements of the Fetal education service at the centre to bring the best experience to Momzy's pregnant women.

- **Prenatal Education Expert:**



*Figure 26: Prenatal Education Expert - MSc. Luu Minh Huong*

**Name:** Master Luu Minh Huong

**Advantages:**

Master Luu Minh Huong is Master of Education at the University of Education, Bachelor of Education at Vietnam National University, received ESL Certificate in the Mainstream for the Early Learner – Department of Education and Children Services – Government of South Australia. She is Professional Director of Merbaby Eduspa and Nursery specializing in providing services from preschool to early childhood education, early education for pregnant women and children aged 0-36 months; Vice President – Institute for Educational Research Development of Human Potential (IPD), expert in research and development of programs for educator teachers, and parents about early education. In addition, she is a speaker at seminars sharing education issues for pregnant mothers and children, Building and Training for parents of children from preschool to 6 years old on early education methods, and used to participate in programs on child education and Fetal education on VTV.





It can be seen that Master Huong is a person with in-depth knowledge and experiences in fetal education fields to match our criteria for finding a fetal education partner, we will cooperate and work with her for a long time.

### **3.5. E-wallet payment service provider**

Besides the suppliers of spa equipment and products, Momzy cooperates with partners intending to bring value and convenience to customers. Our centre chooses payment methods through the 4.0 technology platform.

To optimize the convenience and speed of payment for customers, Momzy promotes settlement through popular e-wallets such as Shopee pay, Zalopay, Viettel Pay, and VNPAY instead of paying directly in cash. Diversify payment methods to help customers pay more conveniently.

## **4. Key resources**

### **4.1. Financial resource**

For the centre to operate stably and smoothly, financial resources play a crucial role. In other words, the financial source here is cash and the centre's tangible and intangible assets.

Firstly, in terms of cash, the total initial investment cost is VND 370,209,000. This money is used to pay the costs of registering legal papers, purchasing machinery and equipment, renting and renovating the premises... In addition, we make a backup plan of VND 329,791,000 in cash for one year to handle arising problems, ensuring the most favorable business operation of the centre. The total initial cost is 700.000.000 VND that is 100% founders' capital and each founder will contribute 140.000.000 VND to open Momzy centre.

### **4.2. Human resources**

According to our biz plan, we need about 11 employees for all positions per day to bring maximum revenue. We take on positions: centre manager, financier - receptionist, marketer, human resource manager, and seller - customer care on our own. Our centre recruits one Yoga specialist, three Massage staff, and one Prenatal Education expert with experience from 20 - 40



years old to meet the centre services requirements. A Yoga specialist works 8 hours/ day with a salary of 14,000,000 VND/month. A Prenatal Education expert works one session/week with a salary of 2,500,000 VND/ session. A Massage staff is divided into 3 shifts with a salary of 2,200,000 VND/shift + 5% commission/ arrival. Particularly for the security guard position, we will hire part-time staff to save costs and be more flexible in working time. Security guards will work 4 hours/shift, three shifts per day, with a salary of 1,500,000 VND/ shift. Each employee of the centre is provided with an allowance of 25,000 VND/ day for meals Depending on the business situation and the number of visitors to the centre, we will arrange staff to ensure the operation and maintain the centre.

#### **4.3. Material facilities**

Material facilities are one of our key resources. The centre includes 3 three floors with a construction area of 85m<sup>2</sup> on each floor, a total of the usable area is 225m<sup>2</sup>. With such an area, the centre will make the most of the space to be effective in both function and design rationality for each service that Momzy provides.

Momzy centre pays great attention to the interior and exterior, our centre wants to create a cozy space but no less luxurious to create an assured feeling for mothers and modern to match the trend's current direction. All of the machines and equipment that the centre uses are new and modern, provided by a reliable and reputable partner so they will ensure the quality that the centre uses for pregnant women. Moreover, we invest in buying specialized equipment for Fetal education services such as pregnancy headphones, flashlights, etc.

### **5. Channels**

With Momzy centre, we will plan detailed sales to maximize revenue. The selling (service packages) will be made directly at the store, indirect sale and via nurses, doctors, and via the social network (Facebook, Instagram).

#### **Direct sale at the centre**

Firstly, the seller will introduce the centre through telesales to customers. Customers will be presented with courses and service packages by lessons, by month, etc, and benefits. When



customers come directly to the centre, the seller will directly advise customers, providing the complete information services packages that customers need. Our centre has a total of 13 combo services and these service packages all have a low - to high discount policy. For example, if a customer wants to experience our service, we have individual service packages with prices from 90.000 VND to 455.000 VND depending on service. Or if customers focus on Yoga, the centre has 1-month, 3-months, or 6 months packages with attractive discounts that make customers choose more easily and quickly.

During face-to-face consultation, we will listen carefully and sense the needs and desires of our customers to help in consulting more effectively. After using our services, customer care staff will keep in touch and inquire about customers' health, provide information about other service packages, promotions and collect customer feedback to improve service quality and retain long-term customers.

Besides that, when becoming a customer of Momzy, pregnant women will enjoy many benefits such as: When customers have problems that need a consultant, direct and quick advice from experts, the centre will connect customers with experts to support and answer questions as quickly as possible. Customers will give a gift on their birthday, expected due date, other special days, etc.

**Indirect sale via nurses and doctors:** To do business more effectively, we decided to associate deals with nurses and doctors at some private hospitals so that they can introduce to customers the services that Momzy centre currently has. This sales association will create a practical level of credibility with customers by the service recommendations of doctors and nurses in the industry. We can get a large number of customers in the right customer segment of Momzy targets. Each nurse and doctor who successfully introduces Momzy's service will receive a 5 % commission on the service package that the customer registers during this sales period

**Estimated cost:** 30,000,000 VND

**Indirect sale via social networks:** because social networks are becoming extremely popular nowadays, especially Facebook and Instagram, these two leading social networking sites will

make it easier for us to spread information and be known by more people. Facebook is a potential advertising channel to attract new customers about the services that our centre has. In addition, Instagram is a channel to share images of the centre, care images, yoga exercises, etc. From these platforms, when customers require advice, the customer care staff will consult and answer customer questions, providing complete and accurate information about the service and quality of service that Momzy can bring to pregnant women. Customers can buy our services via fan page by transfer payment to the bank account of the centre or by e-wallets. Then we will arrange a schedule for customers to come to the centre to use the customer choice service.

## 6. Marketing Plan

### 6.1. SWOT analysis

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>- Real fetal education experience.</li> <li>- Service quality: professionals with high expertise and attitude.</li> <li>- Location, convenient infrastructure, easy traffic, etc. (The area is densely populated, with many apartment, offices.</li> <li>- Relationships with suppliers and partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Some people still don't know about fetal education.</li> <li>- The investment cost is relatively high.</li> <li>- New company, no management experience.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- The demand for pregnant women's health care is increasing.</li> <li>- The trend of forming integrated communities and ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>- Fierce competition from other competitors</li> <li>- Natural fire, epidemic, etc</li> </ul>



- Household income is increasing	
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*Table 4: Table of Momzy SWOT analysis*

**a. Strengths:**

**Real Fetal education experience:** According to market research, taking care and teaching children right from the womb is a trend that modern pregnant women aim for. However, at present, there are only online courses but no real experience courses. Besides, these courses often only aim at the most common points, lacking practicality for each pregnant mother. Therefore, Momzy will be one of the first places to bring real experience and a strong point when entering this market.

**Service quality:** We care about the quality of service; average price but the poor quality is not the direction we choose. We prioritize recruiting highly qualified, well-trained professionals and especially always have a professional attitude when bringing the best service to customers.

**Convenient location and infrastructure:** When pregnant, it is quite difficult for women to move; some people still have limited mobility. Therefore, we prioritize placing the centre in the inner city. The infrastructure is designed with a private parking basement under the centre and an elevator for the floors for pregnant women to be comfortable and move.

**Relationships with suppliers and partners:** We have a good relationship with some reputable yoga trainers, thanks to our existing side relationships. That is Ms.Nguyen Giang - who has experience in this field; she has also been on VTV3 many times to share yoga exercises during pregnancy with the community. Next, that design and printing partner also comes from a previous relationship. When the centre has products related to printing and design, we will receive a reasonable price and an effective product.

**b. Weakness:**

**Some people still don't know about fetal education:** Fetal education is one of the methods applied by many advanced countries in the world to educate children from the time they are still in the womb. In Vietnam, the fetal education method is gradually being used by many



modern young parents to desire a healthy and intelligent child. However, because this method is still relatively new, some pregnant women have not approached and knew about fetal education. Therefore, we will try to inform them of many different marketing strategies. Momzy will give customers many incentives for the first time by giving away a slot for fetal education when experiencing one of our services. This way will help customers access, know, and have practical experience of our centre's services. We constantly improve and improve service quality, listen to suggestions from customers, overcome weaknesses, and promote the centre's strengths.

**Large investment costs:** Although we have minimized unnecessary costs because our centre integrates three services, the investment costs are pretty high. This leads to some risks if in the worst case keeping the centre operational is quite tricky.

**New company, no management experience:** When starting a Momzy centre, we all had to start from scratch, the lack of experience in business management and operation is inevitable. Not only that, Momzy is also a new centre, not yet known in the market. In order to bring Momzy into the market and reach many customers, managers need to try to learn more and gain experience to expand the Momzy brand.

**c. Opportunities:**

**The demand for care for pregnant women's health is increasing:** Today, in an increasingly developed society, the higher the people's intellectual level, the more consumers' awareness is gradually focusing and paying more attention to the health of themselves and their families. Pregnant women are especially concerned about the health and benefits of themselves and the fetus during pregnancy.

**The trend of forming integrated communities and ecosystems:** In recent years, the model of an ecosystem that integrates many services is rapidly becoming a global "wave". In Vietnam, this development mindset is a trend that many large enterprises like Vingroup, FPT, The Gioi Di Dong... are aiming for. The ecosystem business model integrates many services to help businesses better meet diverse experiences and bring convenience to customers.



**Household income is increasing:** From 2002 to 2018, GDP per capita increased by 2.7 times, reaching over 2,700 USD in 2019. Although Vietnam was affected by the Covid-19 epidemic, GDP growth is estimated at 2.9% in 2020 (World bank). Thereby, we can see the growth of the Vietnamese economy in general and the income of households in particular. Not only that, the customers that Momzy targets are mid-range customers with a decent income. This is also one of the advantages that makes Momzy more confident in this business model.

#### **d. Threats:**

**Fierce competition from other competitors:** Our direct competitors are usually yoga studios, maternal massages with the same customer segment size, providing the same or similar services as the centre's services. When doing business in the same field, with the same customers, the parties will inevitably face unfair competition, copying competitors, etc. Since then, it is difficult for customers to compare service providers leading to sharing market share, reducing customers. Therefore, Momzy will constantly cultivate, learn, and innovate to affirm the centre's position compared to direct competitors in the region.

Indirect competitors, or literally, places that sell services that are different from ours but may meet the same customer need or deal with the same problem. Fetal education online and yoga classes will be the alternative that our customers choose. These parties have a significant influence on the customer's decision making. We will certainly regularly launch offers for existing or loyal customers to retain customers to solve this situation.

**Fire, pandemic:** External factors like fire, pandemic that no one can predict, although most of these factors have the same influence. Although we cannot prevent it in advance, external events that are carefully and carefully prepared will help minimize the risks when the centre is suddenly faced. The most important measure is to carefully craft a sufficient financial budget for the centre to overcome some external impacts.

## **6.2. Marketing mix 5Ps**

For a good marketing plan, the 5P model is an excellent model to understand the target customer file and optimize profits.



### 6.2.1. Product/ Services

Momzy is a centre that integrates services for pregnant women such as Massage, Yoga, and Fetal Education. With the desire to bring convenience to help mothers and babies have a healthy and safe pregnancy, we decided to launch the project in early 2022 for more thoughtful and thorough preparation. Realizing that this is a potential niche market, Momzy centre was born with the mission of spreading positive values in the community of pregnant women and their families. At Momzy, customers can experience quality services with a professional service attitude.

**Massage:** Customers coming to Momzy will experience Massage services with a standard and professional process. Here, we provide full body massage, facial massage, pregnant belly massage, foot-hand massage with a duration of 65 minutes. We use herbal essential oils, close to nature and safe in implementing massage for pregnant women to help customers feel relaxed and eliminate all fatigue during pregnancy.

**Yoga:** Open 45-minute pregnancy yoga classes to help pregnant women have a supple, healthy body and especially prepare for the give birth. Pregnant women will practice yoga with experienced trainers. In addition to yoga exercises with mats, pregnant women also practice yoga with balls... to help keep the body healthy, repel back pain, significantly help pregnant women learn how to breathe to relieve pain during giving birth.

**Fetal Education:** In addition to the services mentioned above, it is impossible not to mention the Fetal Education service to help pregnant women have a healthy pregnancy. The family has sympathy and agreement with pregnant women during pregnancy to help pregnant women. Children have a comprehensive and stable development. Each week, we will have 2 lessons with methods of fetal education with 5 senses: hearing, sight, taste, smell, touch, with a duration of up to 1 hour 30 minutes.

In the last week of each month, instead of fetal education classes, there will be a talk show with leading experts in the industry. Participants in this talk show are not only pregnant women but also their families. Here, we share knowledge of fetal education and psycho-physiology during





pregnancy, essential nutrients, things that parents need to do during pregnancy or to prepare for the arrival of the baby. When babies are born, what should they prepare and practice? Talk shows like these will help pregnant women understand their bodies and psychology better; what should their families, especially husbands, do to understand and sympathize with this susceptible period.

**Service Combos:** To make it more convenient for pregnant women and reduce the cost burden, we provide a complete combo of Yoga, Massage, and Fetal Education services during pregnancy. Customers will still experience and use the full range of services at a more reasonable price.

**Momzy's service packages:**

- Massage Service
- Yoga Service
- Fetal Education Service
- Combo Massage (Buy 10 get 1 free)
- Combo 1 month Yoga
- Combo 3 months Yoga
- Combo 6 months Yoga (72 sessions)
- Combo 1 month Fetal Education Service (4 sessions)
- Combo 3 months Fetal Education Service (12 sessions)
- Combo 6 months Fetal Education Service (24 sessions)
- Combo 11 sessions Massage + 1 month Yoga
- Combo 11 sessions Massage + 1-month Fetal Education



- Combo 1 month Yoga & Fetal Education
- Combo 11 sessions Massage + 1 month Yoga & Fetal Education
- Combo 3 months Yoga & Fetal Education
- Combo 6 months Yoga & Fetal Education

### 6.2.2. Price

Momzy centre wants to bring the best and safest experience to pregnant women and we decided to invest in high-class modern machinery and equipment to meet the centre's service requirements, so the price of service packages will be lower, suitable for middle-class customers. The price of 1 service of the centre ranges from 90,000 to 455,000 VND depending on the service. The price for 1 combo ranges from 999,000 - 13,550,000 VND.

Compared to the common ground of competitors, the price of massage services and fetal education centres is 10-15% cheaper. The price of the yoga service is the same as that of the competition, but the competitor only opens 3 sessions a week and each session has only 1 class while our centre is open all days of the week and 1 day 6 shifts to be more flexible for customer choice. (Above analysis is based on competitor pricing survey).

- **Price formula:**

$$P = [ (C + T) / K ] * (1 + W)$$

Specifically:

**P:** Service price

**C:** General cost uses for each service per day

**T:** Particular cost uses for each service per day

**K:** The number of minimum customers per day

**W:** Expected return on standard service



$$\text{Massage service price} = [ (C + T) / K ] * (1 + W)$$

$$= (891.350 + 679.972) / 6 * (1 + 40\%)$$

$$= 360.000 \text{ VND}$$

$$\text{Yoga service price} = [ (C + T) / K ] * (1 + W)$$

$$= (891.350 + 479.037) / 20 * (1 + 40\%)$$

$$= 90.000 \text{ VND}$$

$$\text{Fetal Education service price} = [ (C + T) / K ] * (1 + W)$$

$$= (148.558 + 2.530.035) / 10 * (1 + 70\%)$$

$$= 455.000 \text{ VND}$$

Our centre has 13 combos, with each combo we will have different expected profit, this ratio is ranging from (20% to 50%)

$$\text{Discount combo price} = \text{Combo price} * (100\% - \text{Discount rate})$$

Combo Price Calculate - Tính giá dịch vụ				
No.	Name	Cost	Price	Discount Price
1	Momzy 1 Combo Massage (Buy 10 get 1 free)	2.880.757 đ	3.600.000 đ	3.600.000 đ
2	Momzy 2 Combo 1 month Yoga	822.232 đ	1.080.000 đ	999.000 đ



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3	Momzy 3 Combo 3 months Yoga	2.466.696 đ	3.240.000 đ	2.915.000 đ
4	Momzy 4 Combo 6 months Yoga	4.933.392 đ	6.480.000 đ	5.500.000 đ
5	Momzy 5 Combo 1 month Fetal Education Service	1.071.437 đ	1.820.000 đ	1.640.000 đ
6	Momzy 6 Combo 3 months Fetal Education Service	3.214.312 đ	5.460.000 đ	4.640.000 đ
7	Momzy 7 Combo 6 months Fetal Education Service	6.428.625 đ	10.920.000 đ	8.735.000 đ
8	Momzy 8 Combo 11 sessions Massage + 1 month Yoga	3.702.989 đ	5.040.000 đ	4.535.000 đ
9	Momzy 9 Combo 11 sessions Massage + 1 month Fetal Education	3.952.194 đ	5.780.000 đ	5.199.000 đ

10	Momzy 10 Combo 1 month Yoga & Fetal Education	1.893.670 đ	2.900.000 đ	2.610.000 đ
11	Momzy 11 Combo 11 sessions Massage + 1 month Yoga & Fetal Education	4.774.426 đ	6.860.000 đ	5.831.000 đ
12	Momzy 12 Combo 3 months Yoga & Fetal Education	5.681.009 đ	9.610.000 đ	7.699.000 đ
13	Momzy & Mommy Combo 6 months Yoga & Fetal Education	9.468.348 đ	17.400.000 đ	13.550.000 đ

*Table 5: The table shows combo price calculate of Momzy*

### **6.2.3. Process**

Momzy's service delivery process will be implemented most efficiently and to save labor and space costs and bring customer satisfaction.

#### **Supplier selection process**

The supplier selection process is the foundational process, which plays a decisive role in getting quality, reasonable and cost-effective suppliers to serve as the foundation for developing the centre's services. First, we will find suppliers who have products that match our requirements.



Next, we will compare the prices of the suppliers. Finally, contact to close the price and sign the cooperation.

### **Recruitment and training process**

Momzy will search for potential candidates on reputable groups and websites, then check the candidate's certificates and qualifications to find the most suitable candidate for the centre's requirements.

### **Payment process**

Customers can pay by cash and scan QR codes and direct payment gateways like Napas and Visa/Mastercard. In addition, e-wallets are also accepted such as Shopee Pay, Zalo Pay and Viettel Pay. Invoices will be issued to customers immediately upon confirmation of payment.

### **Customer care process**

The customer care process will create Momzy's professionalism and prestige and win the complete trust of customers who have purchased or used the service.

### **Step 1: Manage customer information**

The first step in the customer care process is to manage customer information:

Source of customers to buy: Where do they come from, why do they know the product.

Personal information: Name, age, date of birth, gender,...

Demand: What product they are interested in, should try to exploit more from other needs of customers preparing to buy to sell other products.

Contact Information: Phone number, home address, email

Purchase history and consultations: it is necessary to understand the content and products that customers have purchased to advise and support customers best.

Information line.



## **Step 2: Categorize the list of customers.**

This is an essential step in the customer care and support process, helping to achieve high efficiency in consulting and supporting customers. We will create a plan to categorize the customer list and initiate contact, including: Loyal customer, Customers have high demand, Customers are confused to choose, The customer has used the product but for some reason does not use it, Negative customers, etc....

Based on the company's strategy and plan, then flexibly arrange the time and schedule to take care of each group of customers thoughtfully and appropriately.

## **Step 3: Regular customer consultation and support**

This is the step that Momzy needs to pay special attention to because it dramatically affects the closing of orders. We need to consult in full detail about our products or services, be it via email, workshop, or live chat by phone, ..try to help customers, create a meaningful relationship. Friendly system to increase the possibility of closing orders. However, it should be noted that customer service staff must be skillful so that customers do not feel frustrated because they are disturbed. Therefore. We will make a careful note-taking list of the time of care to avoid missing a customer who doesn't take care of a customer too many times.

## **Step 4: Sales consultant**

In the customer care process diagram, this is an essential step, Momzy needs to solve the last problem that the customer is facing to close the order quickly. At this time, employees must have skills and understand the product to advise customers best, immediate orders quickly.

## **Step 5: Build a lasting relationship**

After closing orders successfully, the sales staff will continue to take care of these customers. Because it helps the center collect service quality reviews to understand the customer's wishes and improve. At the same time, it will create a professional impression on customers and make them feel respected and cared for. Building strong and lasting relationships by methods such as Email Marketing, SMS, etc... Besides that, sometimes we will organize talk shows for pregnant



women who can come and join their husbands and relatives to learn and share experiences during pregnancy. Thereby helping the center retain old customers and attract new customers.

#### **6.2.4. Physical Evidence**

Momzy will be the face of the whole central system. Momzy centre meticulously invests in centre design and brand identity to affirm its position in the market compared to competitors. Momzy's modern and cozy style creates a sense of belonging and peace of mind, and customers can immerse themselves in a comfortable space when coming to experience and use the service.

The service centre for pregnant women is located at A30/88 Trung Kinh, Cau Giay, Hanoi, which is one of the roads leading to the main traffic axes of Hanoi such as Tran Duy Hung, Lang Street, ... In addition to being convenient for transportation, this area is also crowded with apartment buildings where many young couples live and work. This is the main reason why we decided to choose this place. Not only that, around the Trung Kinh area, there are many office buildings and hospitals suitable for the service business model for pregnant women. Momzy centre is renovated and repaired from the existing ground with a total floor area of 255m<sup>2</sup> for 3 floors and an equivalent usable area of 225m<sup>2</sup>. Because of the specificity of the spa industry, taking care of pregnant women, we have to invest a lot in equipment and supplies... To create an ideal space, we decided to design the centre according to the modern, cozy style, creating a sense of familiarity and peace of mind for customers when coming to experience and use the service. After careful calculation, we decided to design the interior - exterior of the centre according to the 3D simulation image below.





*Figure 27: Momzy Centre front design*

From the outside looking in, we will see a signboard that includes the logo of Momzy centre, the primary services of the centre are Yoga, Massage, Fetal Education and the address, hotline number. The centre's signboard is designed on a white marble background with clouds to help highlight the elegance and sophistication. Overall, from the outside, we will see the interior design of the living room through the central glass door.



*Figure 28: Momzy centre's living room*

This is the design of the reception room as well as the product display of the centre. The leading colour tone is white, which helps increase the elegance and courtesy so that customers coming to the centre can feel the attention and sophistication. From the reception and waiting areas, customers can quickly grasp the products and services provided by Momzy centre.



*Figure 29: Employee's office*

To save and optimize the usable area, we decided to construct and install equipment behind the product cabinet of the living room as a meeting room for employees. The desk is designed in

blocks to help employees easily connect or, when meeting, can also easily monitor and grasp the work. In addition, we also try to plant and take care of a few trees in the office so that everyone can feel comfortable and reduce stress when working. We always aim to create a green, airy space when serving our customers and even our employees.



*Figure 30: Massage room*

The massage room is located on the 2nd floor of the building, designed according to modern trends but still cozy and close to nature is what we aim for. Wooden materials are always popular for luxurious interior decoration, bringing a feeling of closeness to nature, creating comfort and harmony for space architecture. Combining the wooden brown colour of the high-class wood-plastic ceiling and industrial wood floor with brown wood grain is a great alternative solution, ensuring economic benefits and reducing the centre's aesthetics. We put 3 massage beds in a relatively large space, in between the massage beds will be installed pull curtains to help ensure the privacy of customers when coming to experience the service. The logo symbol is placed on each wall right at the head of the bed to help increase the brand awareness of the centre. The product display shelf is located opposite the massage bed, convenient for product brand recognition or for staff to use when massaging guests quickly.





*Figure 31: Yoga room*

Next is the centre's yoga room; the yoga room will be located on the 3rd floor of the building. However, pregnant women will not have to worry when moving because the building has been installed with an elevator system outside of the rooms, along with the outside space will be a toilet to help quickly meet the needs of pregnant women customers when needed. The yoga room is also designed with a wood-plastic ceiling system and natural wood floors to create a friendly feeling. The two sides of the wall will be installed with mirrors to help pregnant women easily observe yoga exercises and vice versa, it also helps yoga instructors observe the pregnant mother's movements to correct their practice mistakes. The window is designed quite large to bring a sense of ventilation but is still safe, limiting the fears of pregnant women when coming to the service.



*Figure 32: Fetal education room*

In order to optimize costs, we will use the yoga room to make a teaching room to help avoid wasting space and optimize use because we only arrange 2 sessions/week. Instead of renting an extra floor, we will arrange the fetal education room at a different time than yoga. The system of lights, projectors and screens are mounted on the ceiling for easy access when needed. Folding chairs for pregnant women and round stools for family members to use when needed will be taken from the warehouse and arranged before class time. All chairs have been experienced before the centre officially opened, ensuring comfort when listening.

### **6.2.5. Promotion**

Momzy's service integration centre for pregnant women is entirely new, but the requirements for professionalism are stringent. Brand Momzy is a new brand that has never appeared on the Vietnamese market, especially the niche market for pregnant women. With the desire to bring health to the mother and the comprehensive development of the baby and love for the profession, we decided to bring this brand to pregnant women and their entire families. To do that, promotions will be an indispensable part of marketing campaigns.



The services of Momzy centre are mainly for pregnant women, such as Yoga, Massage, and Fetal Education. That is why we identify the primary customer segment in the mid-range. The media channels the centre chooses to broadcast are:

### **Social Media**

Social media is a communication channel that makes Momzy easy to reach customers and optimize marketing costs as much as possible. For the customer segment like pregnant women in this niche, we will have to invest a large amount of money for marketing on social networks so that the content can spread and reach the main customers. We decided to promote the Momzy centre on the leading social channels Facebook and Instagram in the area. Besides, we will advertise in groups of pregnant women in Hanoi and neighboring provinces. In addition, Instagram is one of the promotional channels to attract customers by sharing stories or beautiful and exciting images. We plan to create a campaign, "Living beautiful, raising healthy children." with challenges for pregnant women and attractive promotional combos for customers.

### **LCD/DP**

We realize that promoting services at the electronic boards in the hospital's elevator, the apartment complex can attract significant interest and curiosity of customers. Moreover, the communication at the above locations is suitable for the right customers of Momzy centre, a large number of customers reaching out daily with a wide range and frequency. Therefore, we decided to invest in advertising on electronic billboards in apartment areas.



*Figure 33: Advertising in LCD/DP*

### **Word of mouth**

There is no denying the effectiveness of "word of mouth" for promoting product services. After a period of experience and use of the service, we will collect comments from customers to have a solution to improve service quality. We will also offer customers promotions and leave feedback, thereby expanding the opportunity to have customers return next time. Besides, customers will spread word of mouth and invite their friends to join, experience the service, or receive promotions. The level of effectiveness of this method is relatively high because the people who have used the sharing service for their friends, the prestige and level of trust will be higher. According to one report, this is a form of free advertising enabled by customer experience and often, this goes beyond expectations. 92% of people worldwide say they trust recommendations from friends and family more than any other form of advertising.

- **Explanation of logo meaning**

The most meaningful, happiest, most precious moment for fathers and mothers is probably the moment of welcoming their child to come to this world. The logo is a golden yellow - the color of freshness, glowing with joy, gratitude, and hope for a warm new future. Besides, gold is a



precious metal and it symbolizes the preciousness, waiting and cherishing for the pregnant mother and the baby about to be born. We want to bring the best service and experience, giving pregnant women and their unborn babies the best. The project's pregnant mother logo is like a medal, we want to express our gratitude to the pregnant mother, who has worked hard to give birth to the country's preschools. When coming to Momzy, pregnant women will feel cherished and cherished by their mother's sacrifice.



*Figure 34: MOMZY logo*

- **The brand identity**

Brand identity is very important when operating the centre. We have researched and exported many samples to have the best choice for the brand identity. We want to bring trust as well as affirm the quality of the brand in each design.





Figure 35: Momzy brand identity

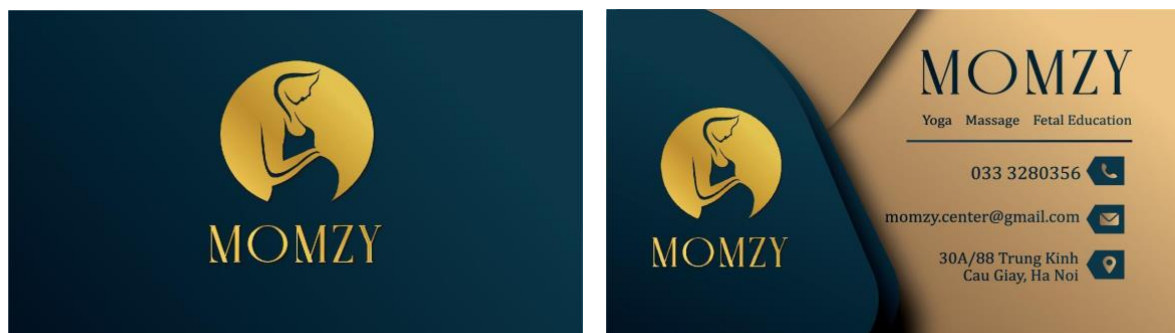


Figure 36: Momzy card visit



*Figure 37: Momzy uniform*



*Figure 38: Momzy tote bag*

- **Marketing stages**

"Momzy centre" is an entirely new and unknown brand in the Hanoi market, especially the pregnant women's niche market. Therefore, to approach customers intelligently and optimize time and finance, the marketing strategy will be divided into different stages to promote the

centre's development. Momzy has established a foothold in the market of education and health care for pregnant women.

The marketing plan will be divided into specific phases corresponding to the operational stages: short-term, mid-term, long-term and will have a clear financial budget for each activity. Marketing plan is based on SWOT analysis, marketing mix and marketing funnel model to offer the most appropriate and effective marketing solutions.

**a. Pre-opening marketing stage.**

In the stage of market penetration, it is necessary to carefully learn about the factors affecting the centre's customers, such as demographics, income levels, and competitors, to have a reasonable way to build the centre's brand in the Trung Kinh area. This will make customers pay more attention to the centre from which to learn and choose to use the service on our side.

**Customer persona:**

<b>Customer persona</b>		
<b>Customer demographic</b>	<b>Age</b>	<b>20 - 45</b>
	<b>Location</b>	Cau Giay District, Dong Da District, Thanh Xuan District
	<b>Income</b>	<b>10 mil VND – 30 mil VND</b>



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<b>Hobbies &amp; Interest</b>	<ul style="list-style-type: none"><li>- Love finding new services.</li><li>- Like to absorb modern knowledge, especially knowledge about health care from abroad.</li><li>- Willingness to pay a relative amount of money for particular health care investments during pregnancy.</li><li>- Most of them are young households with the mentality that they are not too afraid to spend money on health care, especially health care services for pregnant women.</li><li>- Modern thinking, and the desire to have children the perfect development</li></ul>
<b>Location</b>	<ul style="list-style-type: none"><li>- Right on the central street, convenient for cars to travel.</li><li>- There are many new apartments with a young population and an excellent average income.</li><li>- Near Thu Cuc Hospital (about 1.5km)</li></ul>
<b>Goals</b>	<ul style="list-style-type: none"><li>- Providing comprehensive health care services for both mother and baby.</li><li>- Reduce the burden of choosing the exemplary service, creating a convenient environment when coming to the centre when the 3-in-1 service is integrated.</li><li>- Prepare a solid knowledge base for pregnant women for the important upcoming period.</li><li>- Create an exchange environment so that pregnant women can share more</li></ul>

<b>Challenges</b>	<ul style="list-style-type: none"> <li>- New brand unknown in the market.</li> <li>- New service so customers will worry about service quality.</li> <li>- The price is higher than the average.</li> </ul>
<b>Preferred Channels</b>	<ul style="list-style-type: none"> <li>- Page about the centre on Facebook and Instagram.</li> <li>- Information channels for pregnant women.</li> <li>- YouTube</li> </ul>

*Table 6: Customer personal*

**Time:** February, 2022 - March, 2022

**Estimated cost:** 2,000,000 VND

In the beginning, we will plan the communication and prepare the available sales scenarios to be able to meet the workload soon. Besides, the creation of fan pages, content creation and posting of articles are also done during this time. To support the communication process and facilitate sales in the future, we will create a group for pregnant women. This will be a place for them to share their pregnancy and parenting experiences or learn about Momzy's services.

**b. Opening marketing stage**

**Time:** March, 2022 - May, 2022

**Estimated cost:** 60,375,000 VND

After the marketing phase to attract attention and create sympathy for customers in the vicinity of Trung Kinh district, the centre will proceed to the next stage, which is the opening of Momzy. This stage plays an essential role because the first look always leaves the customer with a specific impression; The centre needs to be operated in the most smooth and best way to leave a good impression on customers. In addition, at this stage, the centre must be highly interested in collecting customer feedback to correct errors in service attitude as well as quality to satisfy



customers. The easiest to the most difficult, below are the specific activities of the centre for this opening.

**Grand opening:** The centre will hold an opening event to mark the milestone of the centre's operation. In this opening, we mainly invite friends, relatives and customers who have known and have been interested in our services before. We will hold a minigame with cash prizes to increase the attraction of people to the grand opening. And most significantly, our main customers are women who come to participate in the centre's opening and will be given a small bouquet. Holding the grand opening event not only attracts nearby customers, but is also a way to express gratitude to those who have helped and cared about Momzy's services. We plan to invite 40-50 people.

**Estimated cost:** 7,700,000 VND

30 - 40 % discount coupon: Promotion is a tool to help attract customers, increase sales, and bring more benefits. These effects are related to service information, which affects customers' thoughts and evaluations about discount programs. One study suggested that discount codes should only be placed in the range of 20-40% if higher than 40% has no incentive effect and makes customers doubt the quality of the product (gosell.vn). Regarding the price, for the discount to positively affect customers' perception of service quality, we have divided it into 2 types of discounts for the opening period: 30% for all services, 40% for fetal education if there are two people.

For the first lucky customers during the opening period, the centre will reduce 30% of the total bill when customers use the service at the centre. The budget for this opening promotion is 15,000,000 VND, and when the budget runs out, the program will stop. This will attract customers to experience the service and give them the opportunity to try it out without spending too much.

Because fetal education is a new service with some people and in Vietnam, no centre opens an offline fetal education service like ours, so we will do a special campaign to attract marketing to customers.



## **CAMPAIGN GRAND OPENING**

**Key message:** “LET SOMEONE BE YOUR SOULMATE”

**Key idea:** Bringing people closer together, especially couples who are preparing to welcome a baby. The campaign "Let someone be your soulmate" will help couples understand each other and care for each other more.

**Targeting:** New customers

**Key actions:** Promotion

Discount 30-40% all bill when going in pairs

Hugging for good health: Give tote bags to couples who hug and check-in at Momzy centre. Hugs are non-verbal messages that tell a thousand words. We encourage people to give each other tight hugs through this campaign because hugging can strengthen emotions and heal the pain.

**Estimated cost:** 30,000,000 VND

### **Distributing flyers**

We will distribute leaflets around the area of Trung Kinh, apartments with young couples, office buildings and Hanoi maternity hospitals. Flyer printing is a commonly used method and has proven to be highly effective in bringing in a large customer base and building a better brand. This both saves costs for the company and directly reaches our main customers.

**Estimated cost:** 2,000,000 VND

### **Taking photos, videos**

People like the picture and this will be a grape preparation that will work well; This preparation will last throughout the opening month. Most customers like to take photos and keep good memories to post on Facebook, Instagram. The centre will hire an experienced photographer and suit the style of the centre to take photos for customers during yoga sessions and especially



fetal education. Pregnant women will want to save the moments as well as the pregnancy process, so this will encourage customers to take photos at the centre and indirectly help us with marketing. In addition, in the teaching sessions, pregnant women will accompany their husbands to participate in the learning process together. The centre will prepare photographers for 1-2 hours per lesson to capture and save the beautiful moments of that small family. This will help them be able to save great moments. In addition, for the Fan page and the centre's website, these photos will also be printed in small format and used to decorate a corner of the centre to thank the customers who came and contributed the first bricks. to create a prestigious and strong centre.

**Estimated cost:** 7,000,000 VND

#### **Appearing on the public platform**

In the first two months of opening, the next stage will be that the centre will appear on news and press sites such as VTV, Suckhoevadoisong, Soha as a centre with integrated services pregnant mother, unprecedented experience in Vietnam. This method aims precisely at the centre's target audience, which is the couples, health-conscious and using many social networks.

**Estimated cost:** 13,675,000 VN

#### **c. Online marketing stage**

**Time:** March, 2022 - May, 2022

**Estimated cost:** 18,000,000 VND

In recent years, along with the development of society, information technology in general, social networking sites in particular, especially the Internet have developed very strongly. In a recent study, 85% of people have internet users. Social networks visit these sites at least once a day, and 70% of people admit that they must first log into the social network as soon as they open their computer or mobile device (vinmec.com). It has been having a significant influence on all activities, activities, habits in life and business, especially young people. The benefits of social networks for businesses are enormous because it saves resources and efficiently





optimizes goals. Understanding this, Momzy centre focuses on online marketing. Because it is the first general centre of services for pregnant women, the centre needs to prepare many different steps to reach customers. The centre will start implementing online marketing to reach customers in the vicinity and a broader range. The centre will estimate costs and divide specific budgets among different platforms depending on efficiency during this process.

### Facebook Fanpage:

As of June 2020, the number of Facebook users in Vietnam reached 69,280,000, accounting for 70.1% of the country's population (vietnamnet.vn, 2020). Trung Kinh district is densely populated with young people because it is home to many apartments with young couples, offices and companies, so running Facebook ads will help the centre reach potential customers very big. In addition, Facebook can also connect customers, interact and spread quickly, so this will be a channel to help brand recognition happen speedily and effectively.

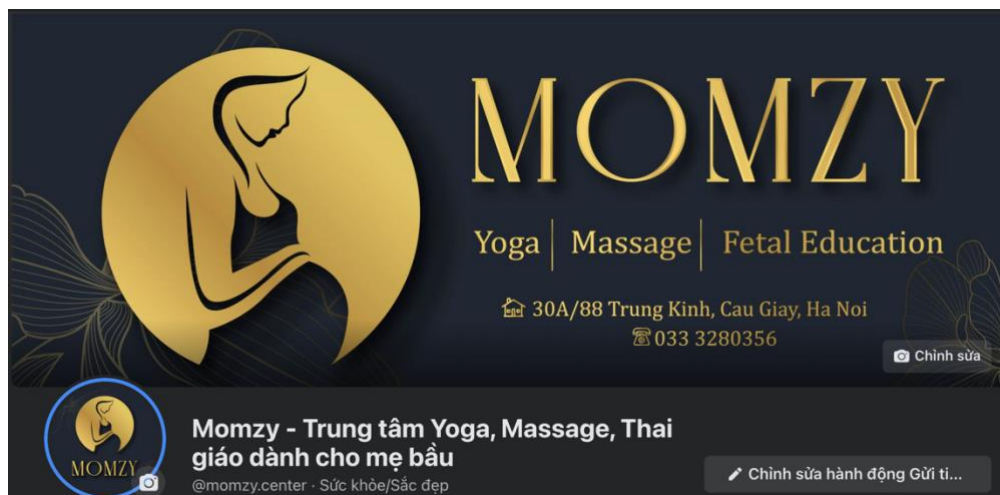


Figure 39: Fanpage Facebook



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**Momzy - Trung tâm Yoga, Massage, Thai giáo dành cho mẹ bầu** đã cập nhật ảnh đại diện của mình.  
Người đăng: Nguyễn Hoàng Anh Thư ·  
26 tháng 7 lúc 20:54 ·

♥️ Với mong muốn hỗ trợ tinh thần cho mẹ bầu và gia đình trong giai đoạn khủng hoảng thai kỳ, tạo ra một cộng đồng nhỏ nơi các mẹ có thể chia sẻ kiến thức, kinh nghiệm khi mang thai, Trung tâm Momzy tích hợp các dịch vụ Yoga, Massage, Thai giáo dành cho mẹ bầu được thành lập và ra đời cũng chính từ đó.

“Sức khỏe cho mẹ, tương lai cho bé” ✨  
Mẹ bầu ngay khi bắt đầu mang thai cần được chăm sóc, bảo vệ; mẹ phải có sức khỏe tốt thì em bé khi sinh ra mới khỏe mạnh và phát triển toàn... [Xem thêm](#)



**1.617**  
Số người tiếp cận được

**242**  
Lượt tương tác

**↓ Thấp hơn -8,2x**  
Điểm phân phối

[Tạo quảng cáo](#)

Bạn và 137 người khác

54 bình luận

**Momzy - Trung tâm Yoga, Massage, Thai giáo dành cho mẹ bầu**  
Người đăng: Nguyễn Hoàng Anh Thư ·  
1 tháng 8 lúc 20:30 ·

👉 Cùng con thực hành thai giáo 👉  
Đối với Momzy, thai giáo là một điểm vô cùng độc đáo trong quy trình chăm sóc sức khỏe mẹ bầu tại trung tâm. Việc thai giáo đúng cách là vô cùng quan trọng trong dạy dỗ trẻ ngay từ trong bụng mẹ, mỗi khoảng thời gian khác chúng ta sẽ cần những phương pháp thai giáo khác nhau để tiếp cận với thai nhi.

✨ Momzy đưa chương trình thai giáo vào làm một dịch vụ cốt lõi của trung tâm song hành với massage, yoga với mong muốn sẽ giúp mẹ bầu có ... [Xem thêm](#)



**FETAL EDUCATION**

**1.143**  
Số người tiếp cận được

**371**  
Lượt tương tác

**↑ Cao hơn +7,5x**  
Điểm phân phối

[Quảng cáo bài viết](#)

Bạn và 49 người khác

64 bình luận 4 lượt chia sẻ

Figure 40: Facebook post

**Instagram:** Instagram is a social platform whose customers really have higher tastes and standards than Facebook. Besides, Instagram is also linked with Facebook. We use Instagram as a tool to enhance the aesthetic and professionalism of the centre.

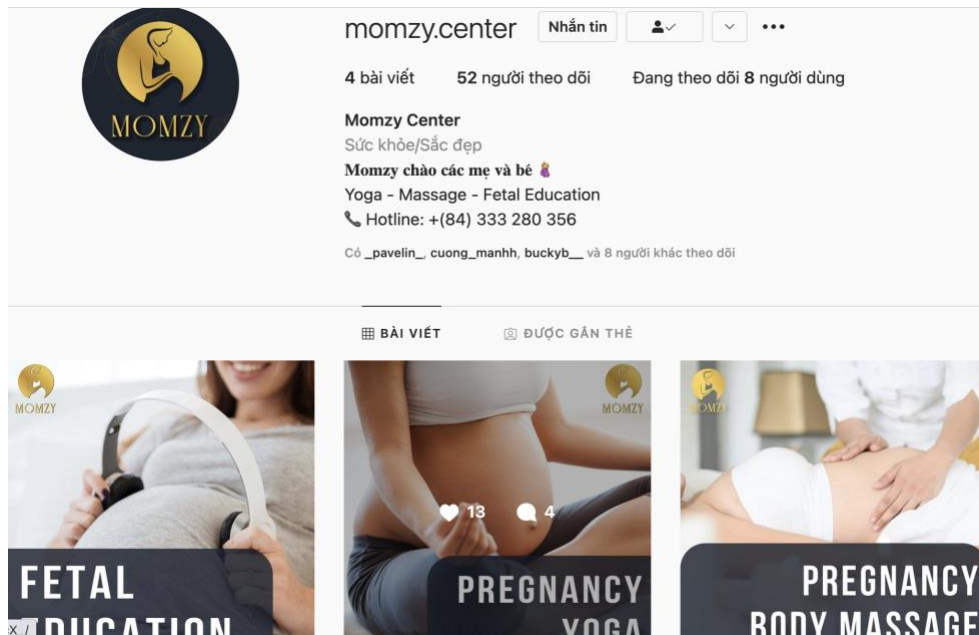


Figure 41: Fanpage Instagram

#### d. Offline marketing events

**Time:** March, 2022 - July 2022

**Estimated cost:** 101,874,000 VND

Besides pre-opening event marketing and digital marketing, we are also paying attention to offline marketing. Momzy centre will hold events on women's holidays of the year, major holidays of great significance. Not only that, we will spend a small amount of money to give gifts and flowers to pregnant women who have a birthday or expect to give birth in the right event. Giving away tote bags with Momzy's logo and special design to loyal customers is also a meaningful program to help increase brand recognition.

#### Advertising Lcd, Frame elevator:

Around the area of Trung Kinh is a densely populated place, with apartment buildings, offices where many young couples live and work. This is Momzy's target customer, so we want to advertise in places where customers frequent. Each building has a certain amount of traffic, an average person uses the elevator about 3-4 times per day (brandsvietnam.com). For office

buildings, the screen is open for 12 hours a day (from 7 am to 7 pm) while apartment buildings can be more (from 7 am to 9 pm). Just like every day, our advertising campaign for about a month or more with that frequency can make customers enough to know and remember the Momzy brand for a certain period.

<b>Place</b>	<b>Time</b>	<b>Total (For 3 months)</b>
Trung Yên Plaza	March, 2022	18.630.000
Vincom Nguyen Chi Thanh	May, 2022	
Imperia Garden	July, 2022	

*Figure 42: Advertising Lcd, Frame elevator*

### **Sewing canvas tote bags**

In addition, to increase brand awareness as well as leave a good impression on customers, we decided to design canvas tote bags with Momzy's brand name and logo to give to loyal customers. Sewing canvas bags as gifts for promotions to stimulate purchases and they are also used to thank customers in events.

**Estimated cost:** 7,000,000 VND

### **Customer gratitude activities**

Thanks to customer gratitude days; Momzy can show gratitude and respect for them. We will send gifts to customers on important holidays for women such as birthdays, due dates, ... so that we can send them wishes and meaningful messages. Customers will feel happy, satisfied with the gratitude gifts, satisfied with the service so that they can continue to support the Momzy brand.

**Estimated cost:** 5,000,000 VND

### **Standee printing**



In addition, during the holidays and events that Momzy organizes, we will also extract money to design and print publications for those holidays so that when customers look at them, they can know about big sale programs being applied.

**Estimated cost:** 450,000 VND

- **Marketing Methods: Inbound Marketing**

Inbound Marketing is a method of approaching customers based on content and interaction that brings practical value to customers about the problems that pregnant women need to solve and it is closely related to the product. Momzy's services such as health and beauty during pregnancy, not only knowledge of fetal education - raising children during pregnancy. In Inbound Marketing, potential customers will be the ones to actively search for Momzy centre through channels such as landing pages, social networking sites: Facebook, Instagram, etc. We will be the ones to solve customer problems to reach potential customers to make them believe in the Momzy brand and eventually turn them into buyers.

Timeline	Phase 1: Attract	Phase 2: Engage	Phase 3: Delight
Objective	Write useful information for pregnant women to attract customers	Convert potential customers	Monitor metrics regularly, measure optimally
Approach	<ul style="list-style-type: none"> <li>- Create content about the popularity of yoga, pregnancy massage and fetal education teaching in the current period</li> <li>- Provide information about the benefits and values that Momzy's services bring,</li> </ul>	<ul style="list-style-type: none"> <li>- Giving away service sessions to convert potential customers</li> <li>- Sales associate: nurses, doctors, even customers who have experienced Momzy's services will directly be the link to sell the service</li> </ul>	<ul style="list-style-type: none"> <li>- Retain customers with programs and events on important holidays</li> <li>- Taking care of customers, receiving comments to develop services further</li> </ul>

	create optimal content for collecting customer data	- Feedback, referrals from loyal customers recommend to their friends	
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*Table 7: Table of Inbound marketing*

- **Attract**

The first stage in the Inbound Marketing funnel marketing model we applied to Momzy is Attract. At this stage, Momzy will mainly provide valuable and helpful information about our centre's services. The purpose of this information will be to properly touch the difficulties and "pains" that women face during pregnancy, forming in their minds question marks: Did I take care of myself and the unborn baby properly? How to be pregnant but still attractive? How can children have a comprehensive development environment right from the womb? During this period, we will mainly use online media to publish articles, create an imprint in their minds about Momzy, fill in the missing knowledge, and share stories that pregnant women encounter during pregnancy, such as social media, LCD/DP channel at apartment buildings, large centres.

<b>Phase 1: Attract</b>		
Objective: Spread the value of beauty and health care during pregnancy		
Activities	Channels	Targets
Write content highlighting the values and benefits that Momzy's services bring	Facebook Instagram	Provoking concerns and question marks about maternal and child health care during pregnancy so that customers pay attention to Momzy's services





Creation of promotional video content	LCD/DP	Attract attention, position Momzy brand in the mind of customers
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*Table 8: Phase 1 Attract Marketing*

**Social media (Facebook, Instagram):** These will be Momzy's main communication channels to share outstanding and valuable information to pregnant women. Not only sharing articles in infographics, videos, PR, checklists, gifs, and live streams to interact with customers to answer questions and share stories during pregnancy.

**LCD/DP:** Advertising in the elevators in buildings with a young demographic, suitable to the customers that Momzy targets, will help us reach many customers, bringing the Momzy brand closer more with customers.

=> These are Momzy's main communication channels containing helpful content to attract the right potential customers.

- **Engage**

During this period, Momzy will have activities to spread positive and human values to all pregnant women. At this stage, we will promote marketing and reach out to customers in the area and surrounding areas such as participating in live streams, talk shows about teaching, experiencing yoga classes, massage with friends with experts and lecturers with many years of experience in the profession. This activity promises to bring an authentic experience with professional and attentive service; provide customers with an overview of Momzy's services.

<b>Phase 2: Engage</b>		
Objective: Bring real experience with professional service, give customers an overview of Momzy's services		
Activities	Channels	Targets

Calls to Action	Facebook Instagram	Convert customers into leads for closer and easier approaches
Seeding groups	Group Facebook	Attract and convert customers
Link selling services with nurses, doctors of hospitals	Offline	Position the brand and help the centre get a large number of customers
Keep interacting and communicating with customers regularly during events	Online Offline	Get customers' attention, convert them to close the deal

*Table 9: Phase 2 Engage Marketing*

**Calls-to-Action:** A CTA is a button or link that encourages customers to take an online action such as "Get a discount voucher", "Join live streams/talk shows", "Experience the service free"... Because when potential customers are willing to give their information, this will help us convert customers into leads for closer and easier approaches.

**Seeding:** Prepare seeding scenarios in some Facebook groups for pregnant women like "Hoi cac me bau thong thai", "Tam su bau bi va lam me!", "Hoi cac me bau chia se kinh nghiem mang thai" ... to help attract and convert customers.

**Contacts:** Track and store information about customers reaching and converting in a centralized marketing database. Keep interacting and communicating with customers regularly during events to attract customers' attention, convert them, make immediate orders more effective, and improve customer satisfaction.

**Sales association:** In addition to selling at the centre or selling online on social networking sites, Momzy uses the method of selling links with doctors and obstetric nurses at hospitals.





This association not only helps Momzy to position the brand but also helps the centre to get a large number of customers.

- **Delight**

At this stage, we will continue to interact, improve satisfaction and continue to sell other service packages to existing customers to become supporters of the centre and contribute to promoting the services they experienced at Momzy.

Phase 3: Delight		
Objective: Improve satisfaction and continue to sell more service packages to existing customers		
Activities	Channels	Targets
Send surveys	Online Offline	Measure customer satisfaction before, during and after using the centre's services to improve business efficiency
Smart CTA	Online (Facebook, Instagram)	Offer suitable service packages to sell more

*Table 10: Phase 3 Delight Marketing*

Some methods we used to enhance our customer satisfaction include:

**Surveys:** Momzy will send monthly surveys to measure customer satisfaction before, during and after using the centre's services. From there, we can offer solutions to improve business efficiency for businesses.

**Smart CTA:** Send different customers tailored messages and offers based on the buyer's personal information and the specific buying cycle stage.

## IV. FINANCIAL ANALYSIS & CONCLUSION

### 1. Initial Investment

#### 1.1. Initial Cost

No.	Name	Unit	Quantity	Price	Total
1	<b>Legal procedure - Thủ tục pháp lý</b>		2	5.000.000 đ	5.000.000 đ
	Register business license - Đăng ký kinh doanh	Set - bộ	1	2.000.000 đ	2.000.000 đ
	Sign up the trademark - Đăng ký thương hiệu	Set - bộ	1	3.000.000 đ	3.000.000 đ
2	<b>Rent - Chi phí thuê mặt bằng</b>		4	70.000.000 đ	140.000.000 đ
	Rent - Thuê mặt bằng	Month - tháng	3	35.000.000 đ	105.000.000 đ
	Deposit fee - Phí đặt cọc	Month - tháng	1	35.000.000 đ	35.000.000 đ
3	<b>Renovation &amp; reconstruct - Chi phí cải tạo mặt bằng</b>		2	141.451.000 đ	141.451.000 đ
	Interior - Nội thất	Finished Product - Thành phẩm	1	121.451.000 đ	121.451.000 đ
	Exterior - Ngoại thất	Finished Product - Thành phẩm	1	20.000.000 đ	20.000.000 đ
4	<b>Design Logo &amp; Physical Evidence - Thiết kế logo &amp;</b>	Set - bộ	1	5.000.000 đ	5.000.000 đ



MOMZY

	<b>bộ nhận diện thương hiệu</b>				
<b>5</b>	<b>Accounting software - Phần mềm kế toán</b>	Set - bộ	<b>1</b>	<b>3.000.000 đ</b>	<b>3.000.000 đ</b>
<b>6</b>	<b>Printing cost - Chi phí in ấn</b>		<b>145</b>	<b>1.576.000 đ</b>	<b>10.628.000 đ</b>
	Cardvisit - Bộ 5 hộp Danh thiếp	Set - bộ	1	250.000 đ	250.000 đ
	Notebook - Sổ tay nhân viên	Book - Quyển	20	39.000 đ	780.000 đ
	Tea set - Bộ ấm chén	Set - bộ	1	400.000 đ	400.000 đ
	Towel size S - Khăn lau	Pcs - Chiếc	30	16.000 đ	480.000 đ
	Towel size M - Khăn quần tóc	Pcs - Chiếc	30	20.000 đ	600.000 đ
	Towel size L - Khăn quần người	Pcs - Chiếc	15	68.000 đ	1.020.000 đ
	Towel size XL - Khăn trải giường và khăn đắp	Pcs - Chiếc	30	100.000 đ	3.000.000 đ
	Pillow - Gối	Pcs - Chiếc	6	60.000 đ	360.000 đ
	Flat sheet - Ga phủ	Pcs - Chiếc	6	270.000 đ	1.620.000 đ
	Uniform - Đồng phục nhân viên	Set - bộ	6	353.000 đ	2.118.000 đ
<b>7</b>	<b>Machine &amp; Equipment - Máy móc và trang thiết bị</b>		<b>109</b>	<b>26.185.000 đ</b>	<b>44.163.000 đ</b>
	Camera - Bộ 7 thiết bị ghi hình	Set - bộ	1	5.000.000 đ	5.000.000 đ
	Receipt printer - Máy in hoá đơn	Pcs - Chiếc	1	529.000 đ	529.000 đ
	Electronic board - Bảng điện	Pcs - Chiếc	1	6.790.000 đ	6.790.000 đ

	tử				
	Speaker - Loa	Pcs - Chiếc	3	1.749.000 đ	5.247.000 đ
	Flashlight - Đèn pin thai giáo	Pcs - Chiếc	20	41.000 đ	820.000 đ
	Pregnancy Headphones - Tai nghe thai giáo	Pcs - Chiếc	20	220.000 đ	4.400.000 đ
	Projector - Máy chiếu	Pcs - Chiếc	1	7.199.000 đ	7.199.000 đ
	Projection screen - Màn chiếu	Pcs - Chiếc	1	1.799.000 đ	1.799.000 đ
	Microphone - Micrô	Pcs - Chiếc	1	199.000 đ	199.000 đ
	Massage staff chair - Ghế nhân viên massage	Pcs - Chiếc	3	250.000 đ	750.000 đ
	Towel Warmer - Tủ hấp	Pcs - Chiếc	1	850.000 đ	850.000 đ
	Wooden foot bath - Chậu gỗ ngâm chân	Pcs - Chiếc	3	450.000 đ	1.350.000 đ
	Facial steam machine - Máy xông hơi mặt	Pcs - Chiếc	3	850.000 đ	2.550.000 đ
	Yoga mat - Thảm Yoga	Pcs - Chiếc	30	150.000 đ	4.500.000 đ
	Exercise ball - Bóng Yoga	Pcs - Chiếc	20	109.000 đ	2.180.000 đ
<b>8</b>	<b>Spa Product - Sản phẩm Spa product</b>		<b>12</b>	<b>6.327.000 đ</b>	<b>8.267.000 đ</b>
	Body Massage Oil - Common - Dầu massage body	1L bottle - Loại 1L	1	550.000 đ	550.000 đ
	Orange Essential oil - Tinh dầu cam ngọt	1L bottle - Loại 1L	1	1.529.000 đ	1.529.000 đ
	Blend 6 Essential oil (Bergamot + Lemon +	1L bottle - Loại 1L	1	3.278.000 đ	3.278.000 đ

	Grapefruit) - Tinh dầu hỗn hợp 6 (cam hương, chanh, vỏ bưởi)				
	Acne solution cleansing cream - Sữa rửa mặt than tre trà trà	Tube - Tuýp	3	230.000 đ	690.000 đ
	Detox clay mask - Mặt nạ thải độc đất sét	Tube - Tuýp	3	320.000 đ	960.000 đ
	Nourishing cream - Kem tở tằm	Tube - Tuýp	3	420.000 đ	1.260.000 đ
<b>9</b>	<b>Marketing expenses on opening day</b>		<b>4</b>	<b>9.700.000 đ</b>	<b>9.700.000 đ</b>
	Pre-opening - Livestream	day - ngày	1	2.000.000 đ	2.000.000 đ
	Grand opening event cost	day - ngày	1	5.000.000 đ	5.000.000 đ
	Minigame on grand opening	day - ngày	1	2.000.000 đ	2.000.000 đ
	Gift (flowers) on grand opening (March 8th, 2022)	day - ngày	1	700.000 đ	700.000 đ
<b>10</b>	<b>Others - Chi phí khác</b>	Set	<b>1</b>	<b>3.000.000 đ</b>	<b>3.000.000 đ</b>
<b>Total</b>			<b>281</b>	<b>271.059.000 đ</b>	<b>370.209.000 đ</b>

Table 11: Initial cost of Momzy

## 1.2. Depreciation

<b>Name</b>	<b>Monthly</b>	<b>Yearly</b>
Depreciation cost	3.944.178 đ	47.330.133 đ



*Table 12: Depreciation cost of Momzy*

Our assets and machinery have a depreciation period of 3 to 5 years. Equipment will have a depreciation period from 1 year to 5 years.

## **2. Cost Structure & Expense**

### **2.1. Fixed cost**

Our fixed costs include rental cost of VND 35,000,000/month, 3 months payment, 1 month deposit, Internet fee of 350,000, insurance fee of 21.5% on employee's basic salary.



No.	Name	Unit	Quantity	Price	Total
1	Rent - Chi phí thuê mặt bằng	Month - tháng	1	35.000.000 đ	35.000.000 đ
2	Internet fee - Chi phí mạng	Month - tháng	1	350.000 đ	350.000 đ
3	Insurance fees - Các loại bảo hiểm	Person/ month	5	1.016.821 đ	5.084.105 đ
<b>Total</b>		<b>Month - tháng</b>		<b>35.350.000 đ</b>	<b>40.434.105 đ</b>

*Table 13: Fixed cost of Momzy*

## 2.2. Variable Cost

With Optimistic Case, the centre recruits 1 full-time Yoga expert, 3 massage staff and 1 security guard to work 3 shifts/day. In addition, we hire a Prenatal Education Expert to work 4 sessions/month, 3 hours/ each session. Company employees will be subsidized VND 25,000/person to support lunch.



Optimistic Case					
No.	Name	Unit	Quantity	Price	Monthly
<b>1</b>	<b>Salary</b>		<b>17</b>	<b>20.200.000 đ</b>	<b>48.300.000 đ</b>
	Yoga Specialist - PT Yoga	Person	1	14.000.000 đ	14.000.000 đ
	Massage staff - Nhân viên massage	Shift	9	2.200.000 đ	19.800.000 đ
	Prenatal Education Expert – Chuyên gia Thai giáo	Lesson	4	2.500.000 đ	10.000.000 đ
	Security - Bảo vệ	Shift	3	1.500.000 đ	4.500.000 đ
<b>2</b>	<b>Commission Massage staff (5%) – Hoa hồng cho nhân viên massage</b>	<b>Arrival</b>	<b>960</b>	<b>18.000 đ</b>	<b>17.280.000 đ</b>





<b>3</b>	<b>Allowances - Trợ cấp</b>	<b>Person/ day</b>	<b>5</b>	<b>25.000 đ</b>	<b>3.750.000 đ</b>
<b>4</b>	<b>Electricity fees - Chi phí điện</b>	<b>Month</b>	<b>1</b>	<b>7.000.000 đ</b>	<b>7.000.000 đ</b>
<b>5</b>	<b>Water fees - Chi phí nước máy</b>	<b>Month</b>	<b>1</b>	<b>500.000 đ</b>	<b>500.000 đ</b>
<b>Total</b>				<b>27.743.000 đ</b>	<b>76.830.000 đ</b>

*Table 14: Variable cost of Momzy in Optimistic Case*

With Most Likely Case, the centre recruits 1 Yoga expert to work part-time 4 hours/day, 3 massage therapists to work 2 shifts/day and 1 security guard to work 3 shifts/day part-time. In addition, we hire a Prenatal Education Expert to work 4 sessions/month, 3 hours/ each session. Company employees will be subsidized VND 25,000/person to support lunch.



Most Likely Case					
No.	Name	Unit	Quantity	Price	Monthly
1	Salary		14	16.200.000 đ	37.700.000 đ
	Yoga Specialist - PT Yoga	Person	1	10.000.000 đ	10.000.000 đ
	Massage staff - Nhân viên massage	Shift	6	2.200.000 đ	13.200.000 đ
	Prenatal Education Expert - Chuyên gia Thai giáo	Lesson	4	2.500.000 đ	10.000.000 đ
	Security - Bảo vệ	Shift	3	1.500.000 đ	4.500.000 đ
2	Commission Massage staff (5%)	Arrival	768	18.000 đ	13.824.000 đ



	Hoa hồng cho nhân viên massage				
3	Allowances - Trợ cấp	Person/ day	4	25.000 đ	3.000.000 đ
4	Electricity fees - Chi phí điện	Month	1	6.000.000 đ	6.000.000 đ
5	Water fees - Chi phí nước máy	Month	1	500.000 đ	500.000 đ
<b>Total</b>				<b>22.743.000 đ</b>	<b>61.024.000 đ</b>

*Table 15: Variable cost of Momzy in Most Likely Case*

With Pessimistic Case, the centre recruits 1 yoga expert to work part-time 3 hours/day, 3 massage staff to work 2 shifts/day and 1 security guard to work part-time 3 shifts/day. In addition, we hire a Prenatal Education Expert to work 4 sessions/month, 1.5 hours/each session. Company employees will be subsidized VND 25,000/person to support lunch.



Pessimistic Case					
No.	Name	Unit	Quantity	Price	Monthly
1	Salary		12	10.700.000 đ	24.800.000 đ
	Yoga Specialist - PT Yoga	Person	1	5.500.000 đ	5.500.000 đ
	Massage staff - Nhân viên massage	Shift	4	2.200.000 đ	8.800.000 đ
	Prenatal Education Expert - Chuyên gia Thai giáo	Lesson	4	1.500.000 đ	6.000.000 đ
	Security - Bảo vệ	Shift	3	1.500.000 đ	4.500.000 đ
2	Commission Massage staff (5%)	Arrival	180	18.000 đ	3.240.000 đ



	- Hoa hồng cho nhân viên massage				
3	Allowances - Trợ cấp	Person/ day	3	25.000 đ	2.250.000 đ
4	Electricity fees - Chi phí điện	Month	1	4.000.000 đ	4.000.000 đ
5	Water fees - Chi phí nước máy	Month	1	500.000 đ	500.000 đ
<b>Total</b>				<b>15.243.000 đ</b>	<b>34.790.000 đ</b>

Table 16: Variable cost of Momzy in Pessimistic Case

<b>Variable Cost</b>					
<b>Case</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Optimistic Case	691.470.000 đ	921.960.000 đ	922.800.000 đ	923.648.400 đ	924.513.853 đ



Most Likely Case	549.216.000 đ	732.288.000 đ	733.008.000 đ	733.735.200 đ	734.477.017 đ
Pessimistic Case	313.110.000 đ	417.480.000 đ	417.520.000 đ	418.004.800 đ	418.499.344 đ

*Table 17: Total variable cost of Momzy*

### **2.3. Operating Expense**

Below is our operating cost table for 5 years with 3 cases. Because the centre uses organic products for the massage service, we will buy it once every 3 months. And depending on the number of guests in each case, we will have a balance in the quantity and time to buy spa products for a reason. In addition, there are also marketing costs. This marketing will be for campaigns, advertising on media channels, electronic billboards in apartments, commercial centres... Marketing spending will depend on the activity level of the centre, such as 10% of sales for optimistic cases,

7% for most likely and 3% for the pessimistic case. Through the survey and evaluation process, we found that our business model has the same electricity and water consumption as a teaching and learning centre, so the cost of electricity and water in the centre is based on the reference price of some centres. English centre of the same size in Hanoi. In addition, the company's operating expenses include commissions for massage staff with 5% / arrival and 20,000,000 - 30,000,000 for nurses and doctors at maternity and maternity hospitals when referring customers. to buy the service package of the centre.



### Operating Expense

#### Optimistic Case

Name	2022	2023	2024	2025	2026
Skincare Product	23.147.600 đ	52.082.100 đ	54.686.205 đ	57.420.515 đ	60.291.541 đ
Salaries	434.700.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ
Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Marketing fee	242.057.000 đ	727.961.254 đ	764.359.316 đ	802.577.282 đ	842.706.146 đ
Electricity	44.100.000 đ	84.000.000 đ	84.840.000 đ	85.688.400 đ	86.545.284 đ
Water	3.150.000 đ	6.000.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ



Fixed cost	363.906.945 đ	485.209.260 đ	485.209.260 đ	485.209.260 đ	485.209.260 đ
Commission	138.864.000 đ	237.728.000 đ	248.614.400 đ	260.045.120 đ	272.047.376 đ
<b>Total Expenses</b>	<b>1.285.423.145 đ</b>	<b>2.219.910.747 đ</b>	<b>2.270.699.315 đ</b>	<b>2.323.991.311 đ</b>	<b>2.379.911.547 đ</b>

*Table 18: Operating Expense of Momzy in Optimistic Case*

<b>Operating Expense</b>					
<b>Most Likely Case</b>					
<b>Name</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Skincare Product	17.360.700 đ	34.721.400 đ	36.457.470 đ	38.280.344 đ	40.194.361 đ
Salaries	339.300.000 đ	452.400.000 đ	452.400.000 đ	452.400.000 đ	452.400.000 đ





Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Marketing fee	242.057.000 đ	407.658.302 đ	428.041.217 đ	449.443.278 đ	471.915.442 đ
Electricity	37.800.000 đ	72.000.000 đ	72.720.000 đ	73.447.200 đ	74.181.672 đ
Water	3.150.000 đ	6.000.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ
Fixed cost	363.906.945 đ	485.209.260 đ	485.209.260 đ	485.209.260 đ	485.209.260 đ
Commission	117.091.200 đ	194.182.400 đ	202.891.520 đ	212.036.096 đ	221.637.901 đ
<b>Total Expenses</b>	<b>1.156.163.445 đ</b>	<b>1.699.501.495 đ</b>	<b>1.731.109.600 đ</b>	<b>1.764.266.911 đ</b>	<b>1.799.050.575 đ</b>

*Table 19: Operating Expense of Momzy in Most Likely Case*



### Operating Expense

#### Pessimistic Case

Name	2022	2023	2024	2025	2026
Skincare Product	3.403.361 đ	10.210.084 đ	10.720.588 đ	11.256.617 đ	11.819.448 đ
Salaries	223.200.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ
Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Marketing fee	242.057.000 đ	48.928.543 đ	51.374.970 đ	53.943.719 đ	56.640.905 đ
Electricity	25.200.000 đ	48.480.000 đ	48.964.800 đ	49.454.448 đ	49.948.992 đ
Water	4.500.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ	6.243.624 đ



Fixed cost	354.755.556 đ	473.007.408 đ	473.007.408 đ	473.007.408 đ	473.007.408 đ
Commission	50.412.000 đ	60.824.000 đ	62.865.200 đ	65.008.460 đ	67.258.883 đ
<b>Total Expenses</b>	<b>939.025.517 đ</b>	<b>992.440.168 đ</b>	<b>997.983.700 đ</b>	<b>1.003.782.592 đ</b>	<b>1.009.849.394 đ</b>

*Table 20: Operating Expense of Momzy in Pessimistic Case*



### 3. Revenue stream

Through the survey process, we collected 481 clicks, with the percentage distribution for each service of the centre as follows:

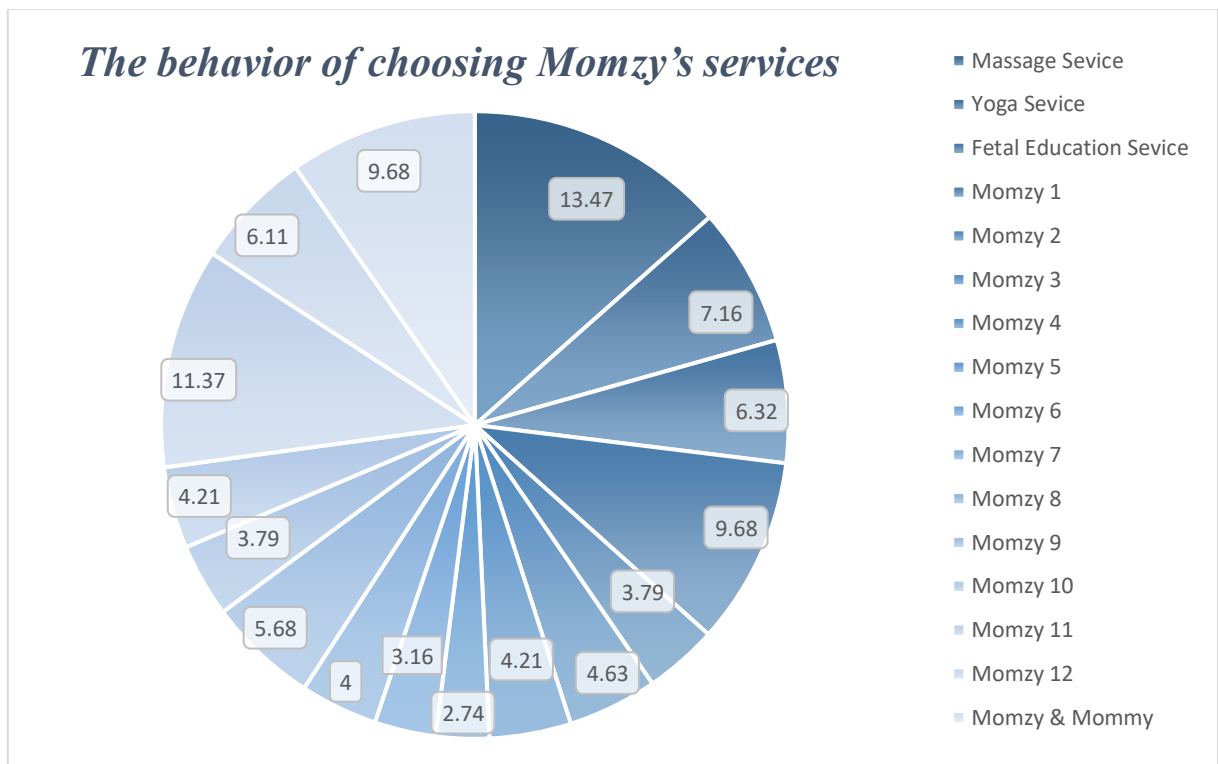


Figure 43: Chart shows the behavior of choosing Momzy's services

This survey finds that revenue mainly comes from service packages, accounting for 73.05%, while individual services account for 26.95%. In addition, we analyze the customer base based on the number of competitors and estimate the company's revenue in three cases: optimistic, most likely and pessimistic case. Our first-year estimate will reach about 70% of our estimated case.

Quantity of arrivals	Daily			Monthly		
	Optimistic	Most Likely	Pessimistic	Optimistic	Most Likely	Pessimistic
Case						
Massage Service	32	26	6	960	768	180
Yoga Service	90	72	20	2580	2064	600
Fetal Education Service	30	24	10	120	96	40
<b>Total</b>	<b>152</b>	<b>122</b>	<b>36</b>	<b>3660</b>	<b>2928</b>	<b>820</b>

Table 21: The table estimated number of Momzy's quantity arrivals

**a. Optimistic case**

Optimistic Case (152 Arrivals/ day)				
Name	Sale Rate	Quantity	Price	Revenue
Massage Service (1 session)	13,47%	20	360.000 đ	7.370.784 đ
Yoga Service (1 session)	7,16%	11	90.000 đ	979.488 đ
Fetal Education Service (1 session)	6,32%	10	455.000 đ	4.370.912 đ
Momzy 1	9,68%	15	120.000 đ	1.765.632 đ
Momzy 2	3,79%	6	33.300 đ	191.835 đ



Momzy 3	4,63%	7	32.389 đ	227.940 đ
Momzy 4	4,21%	6	30.556 đ	195.531 đ
Momzy 5	2,74%	4	54.667 đ	227.676 đ
Momzy 6	3,16%	5	51.556 đ	247.632 đ
Momzy 7	4%	6	48.528 đ	295.049 đ
Momzy 8	5,68%	9	151.167 đ	1.305.113 đ
Momzy 9	3,79%	6	173.300 đ	998.347 đ
Momzy 10	4,21%	6	87.000 đ	556.730 đ
Momzy 11	11,37%	17	194.367 đ	3.359.122 đ
Momzy 12	6,11%	9	85.544 đ	794.468 đ
Momzy & Mommy	9,68%	15	75.278 đ	1.107.607 đ
<b>Total Revenue (by day)</b>		<b>152</b>	<b>2.042.650 đ</b>	<b>23.993.866 đ</b>

*Table 22: Table estimated revenue of Momzy in Optimistic Case (by day)*

<b>Optimistic Case (3660 Arrivals/ month)</b>				
<b>Name</b>	<b>Sale Rate</b>	<b>Quantity</b>	<b>Price</b>	<b>Revenue</b>



MOMZY

Massage Service (1 session)	13,47%	493	360.000 đ	177.480.720 đ
Yoga Service (1 session)	7,16%	262	90.000 đ	23.585.040 đ
Fetal Education Service (1 session)	6,32%	231	455.000 đ	105.246.960 đ
Momzy 1	9,68%	354	120.000 đ	42.514.560 đ
Momzy 2	3,79%	139	33.300 đ	4.619.176 đ
Momzy 3	4,63%	169	32.389 đ	5.488.556 đ
Momzy 4	4,21%	154	30.556 đ	4.708.183 đ
Momzy 5	2,74%	100	54.667 đ	5.482.192 đ
Momzy 6	3,16%	116	51.556 đ	5.962.709 đ
Momzy 7	4%	146	48.528 đ	7.104.467 đ
Momzy 8	5,68%	208	151.167 đ	31.425.736 đ
Momzy 9	3,79%	139	173.300 đ	24.039.136 đ
Momzy 10	4,21%	154	87.000 đ	13.405.482 đ
Momzy 11	11,37%	416	194.367 đ	80.884.133 đ
Momzy 12	6,11%	224	85.544 đ	19.129.962 đ



Momzy & Mommy	9,68%	354	75.278 đ	26.670.013 đ
<b>Total Revenue (by month)</b>		<b>3660</b>	<b>2.042.650 đ</b>	<b>577.747.027 đ</b>
<b>Total Revenue (by year)</b>		<b>43920</b>	<b>24.511.800 đ</b>	<b>6.932.964.321 đ</b>

*Table 23: Table of estimated total revenue of Momzy in Optimistic Case*

**b. Most Likely case**

<b>Most Likely Case (122 Arrivals/ day)</b>				
<b>Name</b>	<b>Sale Rate</b>	<b>Quantity</b>	<b>Price</b>	<b>Revenue</b>
Massage Service (1 session)	13,47%	16	360.000 đ	5.916.024 đ
Yoga Service (1 session)	7,16%	9	90.000 đ	786.168 đ
Fetal Education Service (1 session)	6,32%	8	455.000 đ	3.508.232 đ
Momzy 1	9,68%	12	120.000 đ	1.417.152 đ
Momzy 2	3,79%	5	33.300 đ	153.973 đ
Momzy 3	4,63%	6	32.389 đ	182.952 đ
Momzy 4	4,21%	5	30.556 đ	156.939 đ
Momzy 5	2,74%	3	54.667 đ	182.740 đ





Momzy 6	3,16%	4	51.556 đ	198.757 đ
Momzy 7	4%	5	48.528 đ	236.816 đ
Momzy 8	5,68%	7	151.167 đ	1.047.525 đ
Momzy 9	3,79%	5	173.300 đ	801.305 đ
Momzy 10	4,21%	5	87.000 đ	446.849 đ
Momzy 11	11,37%	14	194.367 đ	2.696.138 đ
Momzy 12	6,11%	7	85.544 đ	637.665 đ
Momzy & Mommy	9,68%	12	75.278 đ	889.000 đ
<b>Total Revenue (by day)</b>		<b>122</b>	<b>2.042.650 đ</b>	<b>19.258.234 đ</b>

*Table 24: Table estimated revenue of Momzy in Most Likely Case (by day)*

<b>Most Likely Case (2928 Arrivals/ month)</b>				
<b>Name</b>	<b>Sale Rate</b>	<b>Quantity</b>	<b>Price</b>	<b>Revenue</b>
Massage Service (1 session)	13,47%	394	360.000 đ	141.984.576 đ
Yoga Service (1 session)	7,16%	210	90.000 đ	18.868.032 đ
Fetal Education Service (1 session)	6,32%	185	455.000 đ	84.197.568 đ



Momzy 1	9,68%	283	120.000 đ	34.011.648 đ
Momzy 2	3,79%	111	33.300 đ	3.695.341 đ
Momzy 3	4,63%	136	32.389 đ	4.390.845 đ
Momzy 4	4,21%	123	30.556 đ	3.766.547 đ
Momzy 5	2,74%	80	54.667 đ	4.385.754 đ
Momzy 6	3,16%	93	51.556 đ	4.770.167 đ
Momzy 7	4%	117	48.528 đ	5.683.573 đ
Momzy 8	5,68%	166	151.167 đ	25.140.589 đ
Momzy 9	3,79%	111	173.300 đ	19.231.309 đ
Momzy 10	4,21%	123	87.000 đ	10.724.386 đ
Momzy 11	11,37%	333	194.367 đ	64.707.307 đ
Momzy 12	6,11%	179	85.544 đ	15.303.970 đ
Momzy & Mommy	9,68%	283	75.278 đ	21.336.011 đ
<b>Total Revenue (by month)</b>		<b>2928</b>	<b>2.042.650 đ</b>	<b>462.197.621 đ</b>
<b>Total Revenue (by year)</b>		<b>35136</b>	<b>24.511.800 đ</b>	<b>5.546.371.457 đ</b>

*Table 25: Table of estimated total revenue of Momzy in Most Likely Case*



c. Pessimistic Case

Pessimistic Case (36 Arrivals/ day)				
Name	Sale Rate	Quantity	Price	Revenue
Massage Service (1 session)	13,47%	5	360.000 đ	1.745.712 đ
Yoga Service (1 session)	7,16%	3	90.000 đ	231.984 đ
Fetal Education Service (1 session)	6,32%	2	455.000 đ	1.035.216 đ
Momzy 1	9,68%	3	120.000 đ	418.176 đ
Momzy 2	3,79%	1	33.300 đ	45.435 đ
Momzy 3	4,63%	2	32.389 đ	53.986 đ
Momzy 4	4,21%	2	30.556 đ	46.310 đ
Momzy 5	2,74%	1	54.667 đ	53.923 đ
Momzy 6	3,16%	1	51.556 đ	58.650 đ
Momzy 7	4%	1	48.528 đ	69.880 đ
Momzy 8	5,68%	2	151.167 đ	309.106 đ
Momzy 9	3,79%	1	173.300 đ	236.451 đ



Momzy 10	4,21%	2	87.000 đ	131.857 đ
Momzy 11	11,37%	4	194.367 đ	795.582 đ
Momzy 12	6,11%	2	85.544 đ	188.164 đ
Momzy & Mommy	9,68%	3	75.278 đ	262.328 đ
<b>Total Revenue (by day)</b>		<b>36</b>	<b>2.042.650 đ</b>	<b>5.682.758 đ</b>

*Table 26: Table estimated revenue of Momzy in Pessimistic Case (by day)*

<b>Pessimistic Case (820 Arrivals/ month)</b>				
<b>Name</b>	<b>Sale Rate</b>	<b>Quantity</b>	<b>Price</b>	<b>Revenue</b>
Massage Service (1 session)	13,47%	110	360.000 đ	39.763.440 đ
Yoga Service (1 session)	7,16%	59	90.000 đ	5.284.080 đ
Fetal Education Service (1 session)	6,32%	52	455.000 đ	23.579.920 đ
Momzy 1	9,68%	79	120.000 đ	9.525.120 đ
Momzy 2	3,79%	31	33.300 đ	1.034.897 đ
Momzy 3	4,63%	38	32.389 đ	1.229.677 đ
Momzy 4	4,21%	35	30.556 đ	1.054.839 đ



Momzy 5	2,74%	22	54.667 đ	1.228.251 đ
Momzy 6	3,16%	26	51.556 đ	1.335.908 đ
Momzy 7	4%	33	48.528 đ	1.591.711 đ
Momzy 8	5,68%	47	151.167 đ	7.040.739 đ
Momzy 9	3,79%	31	173.300 đ	5.385.817 đ
Momzy 10	4,21%	35	87.000 đ	3.003.414 đ
Momzy 11	11,37%	93	194.367 đ	18.121.582 đ
Momzy 12	6,11%	50	85.544 đ	4.285.948 đ
Momzy & Mommy	9,68%	79	75.278 đ	5.975.249 đ
<b>Total Revenue (by month)</b>		<b>820</b>	<b>2.042.650 đ</b>	<b>129.440.591 đ</b>
<b>Total Revenue (by year)</b>		<b>9840</b>	<b>24.511.800 đ</b>	<b>1.553.287.088 đ</b>

*Table 27: Table of estimated total revenue of Momzy in Most Likely Case*



## 4. Financial Analysis

### 4.1. Income Statement

Optimistic Case					
Income Statement	2022	2023	2024	2025	2026
Revenue	3.639.806.268 đ	6.932.964.321 đ	7.626.260.753 đ	8.388.886.828 đ	9.227.775.511 đ
Commission	108.864.000 đ	228.096.000 đ	250.905.600 đ	275.996.160 đ	303.595.776 đ
Skincare Product	23.147.600 đ	54.562.200 đ	60.018.420 đ	66.020.262 đ	72.622.288 đ
Growth rate		10%	10%	10%	10%
Gross profit	3.507.794.668 đ	6.650.306.121 đ	7.315.336.733 đ	8.046.870.406 đ	8.851.557.447 đ
Marketing fee	242.057.000 đ	693.296.432 đ	762.626.075 đ	838.888.683 đ	922.777.551 đ
Salaries	434.700.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ



Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Electricity	44.100.000 đ	84.000.000 đ	84.840.000 đ	85.688.400 đ	86.545.284 đ
Water	3.150.000 đ	6.000.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ
Fixed cost	363.906.945 đ	450.209.260 đ	450.209.260 đ	450.209.260 đ	450.209.260 đ
<b>Net profit before taxes</b>	<b>2.384.383.123 đ</b>	<b>4.789.870.295 đ</b>	<b>5.384.671.264 đ</b>	<b>6.039.033.330 đ</b>	<b>6.758.913.412 đ</b>
Taxes (20%)	476.876.625 đ	957.974.059 đ	1.076.934.253 đ	1.207.806.666 đ	1.351.782.682 đ
<b>Net profit after taxes</b>	<b>1.907.506.499 đ</b>	<b>3.831.896.236 đ</b>	<b>4.307.737.011 đ</b>	<b>4.831.226.664 đ</b>	<b>5.407.130.730 đ</b>

Table 28: Income statement of Momzy in Optimistic Case

<b>Most Likely Case</b>					
<b>Income Statement</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenue</b>	<b>2.911.845.015 đ</b>	<b>5.546.371.457 đ</b>	<b>5.934.617.459 đ</b>	<b>6.350.040.681 đ</b>	<b>6.794.543.528 đ</b>



Commission	87.091.200 đ	177.500.160 đ	189.925.171 đ	212.036.096 đ	221.637.901 đ
Skincare Product	17.360.700 đ	24.304.980 đ	25.520.229 đ	26.796.240 đ	28.136.052 đ
Growth rate		7%	7%	7%	7%
<b>Gross profit</b>	<b>2.894.484.315 đ</b>	<b>5.522.066.477 đ</b>	<b>5.909.097.230 đ</b>	<b>6.323.244.440 đ</b>	<b>6.766.407.476 đ</b>
Marketing fee	242.057.000 đ	388.246.002 đ	415.423.222 đ	444.502.848 đ	475.618.047 đ
Salaries	434.700.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ
Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Electricity	63.000.000 đ	84.000.000 đ	84.840.000 đ	85.688.400 đ	86.545.284 đ
Water	4.500.000 đ	6.000.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ





Fixed cost	363.906.945 đ	450.209.260 đ	450.209.260 đ	450.209.260 đ	450.209.260 đ
<b>Net profit before taxes</b>	<b>1.750.822.770 đ</b>	<b>3.966.681.081 đ</b>	<b>4.325.634.614 đ</b>	<b>4.709.793.199 đ</b>	<b>5.120.922.946 đ</b>
Taxes (20%)	350.164.554 đ	793.336.216 đ	865.126.923 đ	941.958.640 đ	1.024.184.589 đ
<b>Net profit after taxes</b>	<b>1.400.658.216 đ</b>	<b>3.173.344.865 đ</b>	<b>3.460.507.691 đ</b>	<b>3.767.834.559 đ</b>	<b>4.096.738.356 đ</b>

*Table 29: Income statement of Momzy in Most Likely Case*

<b>Pessimistic Case</b>					
<b>Income Statement</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenue</b>	<b>815.475.721 đ</b>	<b>1.630.951.443 đ</b>	<b>1.712.499.015 đ</b>	<b>1.798.123.966 đ</b>	<b>1.888.030.164 đ</b>
Commission	20.412.000 đ	40.824.000 đ	42.865.200 đ	45.008.460 đ	47.258.883 đ
Skincare Product	3.403.361 đ	10.404.562 đ	10.924.790 đ	11.471.029 đ	12.044.581 đ



Growth rate		5%	5%	5%	5%
<b>Gross profit</b>	<b>791.660.360 đ</b>	<b>1.579.722.881 đ</b>	<b>1.658.709.025 đ</b>	<b>1.741.644.476 đ</b>	<b>1.828.726.700 đ</b>
Marketing fee	242.057.000 đ	48.928.543 đ	51.374.970 đ	53.943.719 đ	56.640.905 đ
Salaries	223.200.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ
Depreciation Cost	35.497.600 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ	47.330.133 đ
Electricity	25.200.000 đ	48.480.000 đ	48.964.800 đ	49.454.448 đ	49.948.992 đ
Water	4.500.000 đ	6.060.000 đ	6.120.600 đ	6.181.806 đ	6.243.624 đ
Fixed cost	354.755.556 đ	473.007.408 đ	473.007.408 đ	473.007.408 đ	473.007.408 đ
<b>Net profit before taxes</b>	<b>- 93.549.796 đ</b>	<b>658.316.796 đ</b>	<b>734.311.113 đ</b>	<b>814.126.962 đ</b>	<b>897.955.637 đ</b>
Taxes (20%)	-	112.953.400 đ	146.862.223 đ	162.825.392 đ	179.591.127 đ
<b>Net profit after taxes</b>	<b>- 93.549.796 đ</b>	<b>545.363.396 đ</b>	<b>587.448.891 đ</b>	<b>651.301.570 đ</b>	<b>718.364.510 đ</b>



Table 30: Income statement of Momzy in Pessimistic Case

4.2. Net Cash Flow

Optimistic Case						
Cash Flow Statement	2022	2023	2024	2025	2026	
<b>Cash Inflow</b>						
Beginning cash						
Sale Incomes		3.639.806.268 đ	6.932.964.321 đ	7.626.260.753 đ	8.388.886.828 đ	9.227.775.511 đ
<b>Total Cash in</b>		<b>3.639.806.268 đ</b>	<b>6.932.964.321 đ</b>	<b>7.626.260.753 đ</b>	<b>8.388.886.828 đ</b>	<b>9.227.775.511 đ</b>
<b>Cash Outflow</b>						



Salaries		434.700.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ
Other operating expense		820.723.145 đ	1.598.494.025 đ	1.696.989.489 đ	1.805.253.498 đ	1.924.262.099 đ
Capital Expenditure	370.209.000 đ	-	13.210.000 đ	8.510.000 đ	13.210.000 đ	8.510.000 đ
Working Capital	329.791.000 đ	300.000.000 đ	100.000.000 đ	100.000.000 đ	100.000.000 đ	100.000.000 đ
Tax payments		476.876.625 đ	957.974.059 đ	1.076.934.253 đ	1.207.806.666 đ	1.351.782.682 đ
<b>Total Cash out</b>	<b>700.000.000 đ</b>	<b>2.032.299.770 đ</b>	<b>3.249.278.084 đ</b>	<b>3.462.033.741 đ</b>	<b>3.705.870.164 đ</b>	<b>3.964.154.781 đ</b>
<b>Net Cash Flow</b>	<b>-700.000.000 đ</b>	<b>1.607.506.499 đ</b>	<b>3.683.686.236 đ</b>	<b>4.164.227.011 đ</b>	<b>4.683.016.664 đ</b>	<b>5.263.620.730 đ</b>

*Table 31: Net Cash Flow of Momzy in Optimistic Case*



<b>Most Likely Case</b>						
<b>Cash Flow Statement</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Cash Inflow</b>						
Beginning cash						
Sale Incomes		2.911.845.015 đ	5.546.371.457 đ	5.934.617.459 đ	6.350.040.681 đ	6.794.543.528 đ
<b>Total Cash in</b>		<b>2.911.845.015 đ</b>	<b>5.546.371.457 đ</b>	<b>5.934.617.459 đ</b>	<b>6.350.040.681 đ</b>	<b>6.794.543.528 đ</b>
<b>Cash Outflow</b>						
Salaries		339.300.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ	579.600.000 đ
Other operating		786.863.445 đ	1.211.668.315 đ	1.254.527.340 đ	1.300.339.696 đ	1.349.311.649 đ



expense						
Capital Expenditure	370.209.000 đ	-	13.210.000 đ	8.510.000 đ	13.210.000 đ	8.510.000 đ
Working Capital	329.791.000 đ	300.000.000 đ	100.000.000 đ	100.000.000 đ	100.000.000 đ	100.000.000 đ
Tax payments		350.164.554 đ	793.336.216 đ	865.126.923 đ	941.958.640 đ	1.024.184.589 đ
<b>Total Cash out</b>	<b>700.000.000 đ</b>	<b>1.776.327.999 đ</b>	<b>2.697.814.532 đ</b>	<b>2.807.764.263 đ</b>	<b>2.935.108.336 đ</b>	<b>3.061.606.238 đ</b>
<b>Net Cash Flow</b>	<b>- 700.000.000 đ</b>	<b>1.135.517.016 đ</b>	<b>2.848.556.925 đ</b>	<b>3.126.853.196 đ</b>	<b>3.414.932.345 đ</b>	<b>3.732.937.290 đ</b>

*Table 32: Net Cash Flow of Momzy in Most Likely Case*



<b>Pessimistic Case</b>						
<b>Cash Flow Statement</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
<b>Cash Inflow</b>						
Beginning cash						
Sale Incomes	815.475.721 đ	1.630.951.443 đ	1.712.499.015 đ	1.798.123.966 đ	1.888.030.164 đ	
<b>Total Cash in</b>	<b>815.475.721 đ</b>	<b>1.630.951.443 đ</b>	<b>1.712.499.015 đ</b>	<b>1.798.123.966 đ</b>	<b>1.888.030.164 đ</b>	
<b>Cash Outflow</b>						
Salaries	223.200.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ	297.600.000 đ	
Other operating expense	685.825.517 đ	675.034.646 đ	680.587.901 đ	686.397.003 đ	692.474.526 đ	



Capital Expenditure	370.209.000 đ	-	-	-	-	-
Working Capital	329.791.000 đ	-	-	-	-	-
Tax payments		-	112.953.400 đ	146.862.223 đ	162.825.392 đ	179.591.127 đ
<b>Total Cash out</b>	<b>700.000.000 đ</b>	<b>909.025.517 đ</b>	<b>1.085.588.046 đ</b>	<b>1.125.050.124 đ</b>	<b>1.146.822.396 đ</b>	<b>1.169.665.654 đ</b>
<b>Net Cash Flow</b>	<b>- 700.000.000 đ</b>	<b>- 93.549.796 đ</b>	<b>545.363.396 đ</b>	<b>587.448.891 đ</b>	<b>651.301.570 đ</b>	<b>718.364.510 đ</b>

*Table 33: Net Cash Flow of Momzy in Pessimistic Case*





#### 4.3. Payback Period and Net Present Value

Optimistic Case						
Financial Figures		2022	2023	2024	2025	2026
Net Cash Flow	-700.000.000 đ	1.607.506.499 đ	3.683.686.236 đ	4.164.227.011 đ	4.683.016.664 đ	5.263.620.730 đ
DCF	-700.000.000 đ	1.607.506.499 đ	3.289.005.568 đ	3.319.696.278 đ	3.333.278.762 đ	3.345.126.132 đ
Cumulative	-700.000.000 đ	907.506.499 đ	4.196.512.067 đ	7.516.208.345 đ	10.849.487.107 đ	14.194.613.238 đ
NPV	12.598.761.820					
IRR	307%					
ROI	16,9982					



<b>Discounted Payback Period</b>	<b>0,22</b>
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*Table 34: Financial Figures of Momzy in Optimistic Case*

		<b>Most likely Case</b>				
<b>Financial Figures</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Net Cash Flow</b>	<b>- 700.000.000 đ</b>	<b>1.135.517.016 đ</b>	<b>2.848.556.925 đ</b>	<b>3.126.853.196 đ</b>	<b>3.414.932.345 đ</b>	<b>3.732.937.290 đ</b>
<b>DCF</b>	<b>- 700.000.000 đ</b>	1.135.517.016 đ	2.543.354.397 đ	2.492.708.224 đ	2.430.681.391 đ	2.372.349.133 đ
<b>Cumulative</b>	<b>- 700.000.000 đ</b>	435.517.016 đ	2.978.871.413 đ	5.471.579.637 đ	7.902.261.028 đ	10.274.610.161 đ
<b>NPV</b>	<b>9.098.759.072</b>					



<b>IRR</b>	<b>238%</b>
<b>ROI</b>	<b>11,9982</b>
<b>Discounted Payback Period</b>	<b>0,32</b>

*Table 35: Financial Figures of Momzy in Most Likely Case*

<b>Pessimistic Case</b>						
<b>Financial Figures</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Net Cash Flow</b>	<b>- 700.000.000 đ</b>	<b>- 93.549.796 đ</b>	<b>545.363.396 đ</b>	<b>587.448.891 đ</b>	<b>651.301.570 đ</b>	<b>718.364.510 đ</b>
<b>DCF</b>	<b>- 700.000.000 đ</b>	<b>- 93.549.796 đ</b>	<b>486.931.604 đ</b>	<b>468.310.659 đ</b>	<b>463.583.593 đ</b>	<b>456.533.633 đ</b>



<b>Cumulative</b>	<b>- 700.000.000 đ</b>	- 793.549.796 đ	- 306.618.192 đ	161.692.467 đ	625.276.060 đ	1.081.809.693 đ
<b>NPV</b>	<b>890.901.511</b>					
<b>IRR</b>	<b>42%</b>					
<b>ROI</b>	<b>0,273</b>					
<b>Discounted Payback Period</b>	<b>2,71</b>					

*Table 36: Financial Figures of Momzy in Pessimistic Case*

In all 3 cases, NPV is > 0, it can be seen that our project has high feasibility. With an optimistic case, after about 2.6 months, the company will be able to recover capital, most likely after nearly 3.84 months, the company will be able to recover capital and pessimistic case after about 2 years and 9 months the company will break even.



## **V. RISK MANAGEMENT**

Operational risks will come from problems with brands, customers, human resources, competitors, disease issues, and external factors.

### **1. Risks from brand names**

As for building a brand for a centre integrating services for pregnant women, the work has many potential risks related to branding. The threat comes from the same name and a series of laws that will affect Momzy.

To deal with this risk, Momzy must prepare plans with specific situations that can anticipate the risk such as trademark registration. Besides, it is also necessary to have a lawyer to protect the brand Momzy

### **2. Risks from customers**

For any centre, there will be issues related to customer satisfaction. Those issues can be service attitude, service quality, space, etc.

To deal with customer issues, we will always have to plan and guide staff to adapt to each specific case. Besides, the centre also always has an experienced manager to meet all the needs of customers and always bring the best experience. This problem needs to be fixed seriously and quickly as social networks get more substantial and promptly lose credibility.

In addition, the centre's customers are pregnant women, so there are risks such as premature birth, fetal derangement, etc., while using the centre's services. To overcome this problem, we have chosen a location to open in the centre where the traffic is convenient, near hospitals such as Thu Cuc International General Hospital, etc., with staff on duty and ready for an emergency so that in case one of the above situations occurs, it will be promptly handled to ensure the health of mothers and babies.



### **3. Risks come from human resources**

Currently, there are also quite a few centres and spas that provide services for pregnant women, so employees can change their workplace to suit their own needs. To overcome this problem, the centre will offer the best salaries and benefits, suitable for the employee's work productivity. Still, before that, we will also have a thorough input selection step, a clear and specific working contract to minimize employee leave and meet the centre's requirements.

In the process of working anywhere, frictions and conflicts between employees can inevitably be avoided, the centre always has a direct manager who supervises human resource activities as well as resolves these issues

### **4. Risk of competition**

In any market, unfair competition or copying business models is inevitable as a newcomer. This competition stems from jealousy or even fair competition.

To deal with situations like these, the centre needs to have a specific plan outlined in advance, constantly changing, developing content and service quality to improve its reputation in the hearts of customers and deal with this risk.

### **5. Covid 19 & External factor risks**

To prevent harm and strictly comply with social issues of the Covid-19 pandemic. The centre has given solutions to prevent pandemics in time. In addition, the centre also implements fire prevention and control measures in accordance with the government's regulations to ensure human and central facilities.

If the economy is long-term affected by the Covid-19 epidemic; Service centres and shops are not allowed to open, Momzy will make a response plan to bring convenience and peace of mind to customers. Momzy centre will deploy programs, online service packages or 1-1 instructions at home depending on customers' needs. These service packages are committed to ensuring the quality of teaching as well as the prestige of Momzy for students. In addition, all customers'



questions and requests are answered and consulted for free via the hotline and Momzy's main communication channels. We will always try to be able to meet the needs of our customers as best we can.

## **VI. FUTURE - ORIENTED**

When the center has a stable and sound growth of customers, we will upgrade the massage room from 3 to 5 beds

We are also looking for product suppliers for mothers and babies to associate in the form of consignment and receive commissions from the sale of products.

After that, we will evaluate the market to open more branches in Hanoi and nationwide.

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MOMZY

## APPENDIX

### Appendix 1: Momzy Centre menu

# MOMZY

Yoga | Massage | Fetal Education

30A/88 Trung Kinh, Cau Giay, Ha Noi  
033 3280356

## BẢNG GIÁ DỊCH VỤ

- SERVICES MENU -

<b>Massage mặt, toàn thân, ngâm chân</b> Massage Service	360.000	<b>Momzy 8</b> Gói Massage 11 buổi và Yoga 1 tháng Combo 11 sessions Massage + 1 month Yoga	4.535.000
<b>Yoga mẹ bầu</b> Yoga Service	90.000	<b>Momzy 9</b> Gói Massage 11 buổi và Thai giáo 1 tháng Combo 11 sessions Massage + 1 month Fetal Education	5.199.000
<b>Thai giáo</b> Fetal Education Service	450.000	<b>Momzy 10</b> Gói tập Yoga và Thai giáo 1 tháng Combo 1 month Yoga & Fetal Education	2.610.000
<b>Momzy 1</b> Gói Massage 10 buổi tặng 1 buổi Combo Massage (buy 10 get 1 free)	3.600.000	<b>Momzy 11</b> Gói Massage 11 buổi + Tập Yoga & Thai giáo 1 tháng Combo 11 sessions Massage + 1 month Yoga & Fetal Education	5.831.000
<b>Momzy 2</b> Gói tập Yoga 1 tháng (12 buổi) Combo 1 month Yoga	999.000	<b>Momzy 12</b> Gói tập Yoga & Thai giáo 3 tháng Combo 3 months Yoga & Fetal Education	7.699.000
<b>Momzy 3</b> Gói tập Yoga 3 tháng (36 buổi) Combo 3 months Yoga	2.915.000	<b>Momzy &amp; momzy</b> Gói tập Yoga và thai giáo 6 tháng Combo 6 months Yoga & Fetal Education	13.550.000
<b>Momzy 4</b> Gói tập Yoga 6 tháng (72 buổi) Combo 6 months Yoga	5.500.000		
<b>Momzy 5</b> Gói Thai giáo 1 tháng (4 buổi) Combo 1 month Fetal Education (4 sessions)	1.640.000		
<b>Momzy 6</b> Gói Thai giáo 3 tháng (12 buổi) Combo 3 months Fetal Education (12 sessions)	4.640.000		
<b>Momzy 7</b> Gói Thai giáo 6 tháng (24 buổi) Combo 6 months Fetal Education (24 sessions)	8.735.000		

*“Sức khỏe cho mẹ - Tương lai cho bé”*  
- Momzy Center -



*Appendix 2: Excel of report*

Here is a link for detailed finance of the project "Yoga, Massage and Fetal education services of Pregnant Mothers". Here will show the fullest and most detailed of the data tables for the financial calculation and detailed calculation of services price.

[Momzy's Finance](#)

*Appendix 3: Excel of Survey Questions*

This is a link for observing the process of questioning a survey of the project "Yoga, Massage and Fetal education services of Pregnant Mothers" - Momzy centre through 2 times:

[Questions of Survey](#)