

GRADUATION THESIS

Topic: KIDEE CENTER - Model Of Career Experience For Children

GROUP 6

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FPT University, 2023

ACKNOWLEDGEMENT

First of all, we would like to express our sincere thanks to FPT University - which has become an inspiration and an important place, accompanying our learning and development journey. At FPT, we not only receive useful knowledge from dedicated lecturers but also learn many valuable about the spirit of self-study, sharing, and solidarity. Thanks to the adequate facilitation and the quality of the learning environment, we have had the opportunity to develop to our fullest potential and look forward to a promising future. This is also where we found each other and formed a strong team together. Six people from different places, but FPT has united us into a dedicated team working together to build this great project. With all the good memories and valuable experiences at FPT University, we are sincerely grateful and promise to continue to strive, reach out further, to make our mark in the future. Each of our members will always carry in their heart's deep affection for the school of the day here.

We would like to express our sincere gratitude to the teachers for their continuous dedication to imparting useful and profound knowledge to us, especially the lecturers in the economics department of the school. Thanks to thoughtful and professional guidance from the teachers, we have been equipped with a solid foundation of economic knowledge to carry out this project. The lessons and knowledge that the lecturer imparted not only helped us to apply to the project but also a valuable asset in our lives and careers. We will always cherish the knowledge that our instructors have given us and make the most of it to develop ourselves and contribute to society. Once again, we would like to sincerely thank you for your contribution and enthusiasm in our education and training.

Finally, we would like to express our deep gratitude to our parents and family for always standing by our side, supporting and supporting us throughout our project journey. These days have been challenging, but also wonderful and memorable. The words of encouragement and concern from our parents and family not only help us overcome difficulties but are also a great motivation for us to continue striving.

ABSTRACT

KIDEE - Career Experience Center for Children, located in the center of Da Nang City, offers a variety of career experience activities for children from 4 to 12 years old. Through market research and understanding the needs, we realize that children's passion for entertainment is increasing, motivating us to constantly improve the quality of our services to attract and stand out in the market customer. In addition, Da Nang is lacking in amusement parks that combine entertainment and education, which promotes the idea of building the KIDEE brand, which has inspired the idea of building the KIDEE Center - a place that fosters creativity and helps children embark on a journey of career discovery and build solid dreams for the future. Activities at KIDEE are specifically and age-appropriate, helping children understand themselves and develop self-awareness about each individual's interests, strengths, and weaknesses.

Our business plan will consist of 5 main sections in order: Idea Information; Market Analysis; Operation, Management, and Marketing; Financial Analysis and Conclusions and Recommendations. We are committed to providing a holistic development environment that helps children become confident, creative, and future-oriented citizens.

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CHAPTER 1: INTRODUCTION AND EXECUTION

SUMMARY

1. IDEA INFORMATION

"Education is the most powerful weapon which you can use to change the world."

— Nanson Madela —

Education is one of the most important things for every country. And the resource to develop the country in the future is none other than children. Realizing the importance of education for children, we decided to come up with this idea: A career experience center for children. The aim is to help children have practical and direct exposure to today's popular professions.

Besides, Da Nang is a young and dynamic city with a living standard that always needs to be improved. To achieve success, it is never too much to invest in children. This "Career Experience Center" model will help children have an overview of the world around them, as well as arouse their passion and help them discover their interests.

1.1. Project Background

KIDEE Center is an entertainment model that combines education for children from 4 to 12 years old, to provide a great play environment and experience for them. With a combination of entertainment and professional experience, KIDEE Center promises to bring children an interesting and rewarding experience. The professions that children experience include Doctor, Firefighter, Police, Aviation, Chef, Fashion Stylist, Painting, and Construction Engineer. Apart from that, the children are also educated on more soft skills such as confidence, creative thinking, cooperative spirit, teamwork skills, problem-solving skills, communication skills, etc. This is also an opportunity for parents to help their children hone skills, and learn about potential future careers.

1.2. Market Problem Identification

These days, children are often buried in enclosed spaces with four walls as companions and have limited chances to engage with the outside world. Families with kids who reside in apartment buildings or urban regions frequently encounter this issue. Instead of enjoying outdoor play time, children often easily fall into the habit of utilizing electronic gadgets like phones, tablets, and televisions for amusement. Therefore, entertainment and external activities have grown significantly to meet children's needs and give them opportunities to explore the outside world.

After researching the actual market in Da Nang city, career experience models for kids are one of the most newfangled forms. KIDEE Center can be regarded as a pioneer in offering the best experiences for kids, with a special emphasis on both vocational education and entertainment. Apart from that, it operates as an educational center to instruct future generations of the nation's "preschools" on how to enhance communication skills effectively and learn from everything in their surroundings.

1.3. Market Opportunities

At the present time, ball homes, sand play areas, building or playing game machines, shooting firearms, and the claw machine have become commonplace in playground destinations for kids. Nevertheless, these facilities only provide restrained entertainment. Hence the value they deliver in terms of educational instruction is not great. For this reason, schools frequently plan enjoyable edutainment events that both encourage learning, outside exploration and foster the growth of new knowledge in youngsters. By the assistance of this event, kids may have fun together and broaden their perspectives on life. On top of that, parents are becoming more desperate for visually entertaining educational systems for young children owing to the competitiveness among peers for attaining a high degree of educational awareness. As a result, the educational knowledge-based children's entertainment center market keeps growing. As well, parents may invest more in their young ones at accessible to children spots for entertainment because of the growth in family income. This need also reflects a high expectation of spending quality time with kids and has fueled the market for kids' edutainment centers.

Meanwhile, there are a lot of leisure and educational facilities that begin popping up in big cities. For instance, experienced career centers for young children like KizCiti and VinKE Times City are rapidly emerging in Hanoi and Ho Chi Minh City. Da Nang is being looked over as a prospective location for the establishment of a center that combines education and entertainment for kids.

According to data gathered from the General Statistics Office website, Da Nang's population has grown considerably over time, reaching its peak of approximately 1.2 million individuals in the year 2021 in Figure 1. Furthermore, as an outcome of the growing student population, both public and private schools have grown over time, as shown in Figure 2 (Da Nang portal, 2022). From 2015 to 2022, the number of preschool children going to school decreased slightly, but that number did not have much impact on the development of edutainment for children in Figure 3 (Da Nang portal, 2022). Looking

at Figure 4, the number of primary school students increased steadily over the years and increased by more than 25,000 students from 2015 to 2022 (Da Nang portal, 2022). Indeed, Da Nang has the potential to advance both in terms of entertainment and based on the development of children's education.

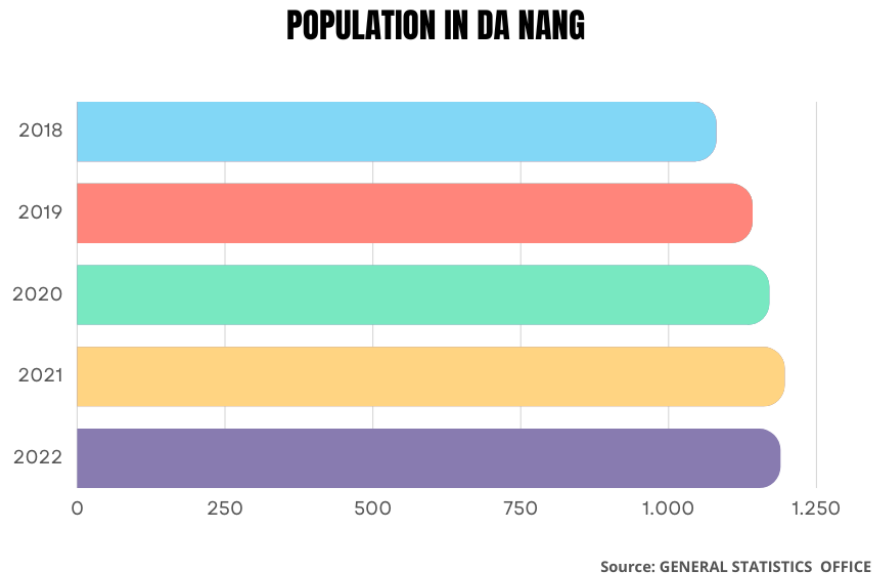


Figure 1. Average population (thousands) from 2018 to 2022 in Da Nang

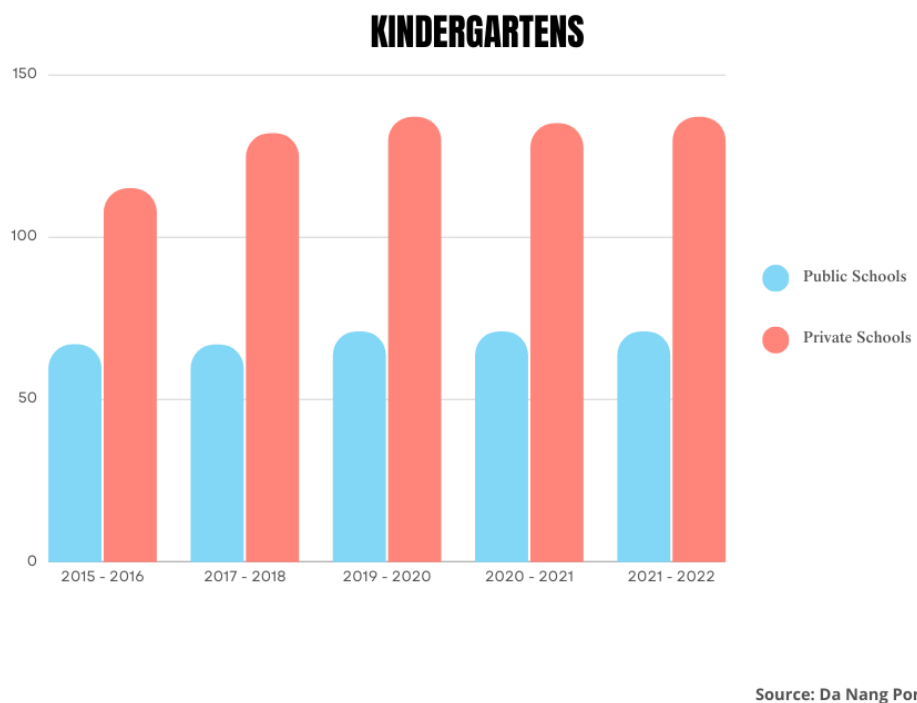
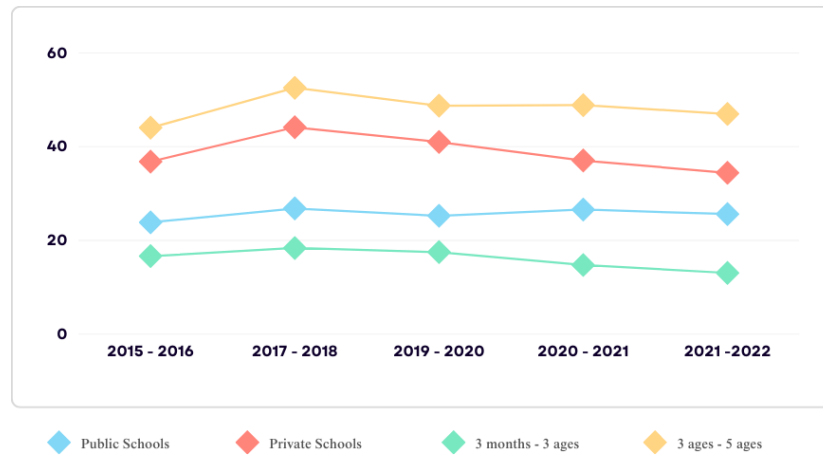


Figure 2. Public and Private kindergarten students from 2015 to 2022 in Da Nang

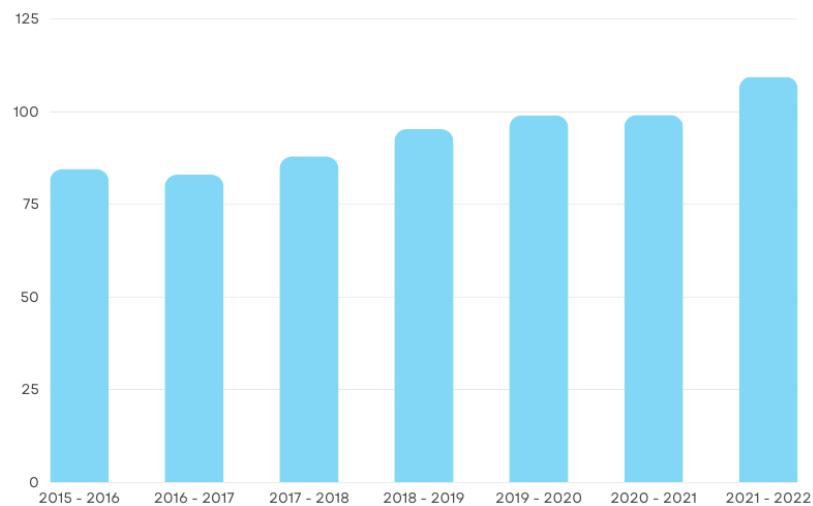
STUDENTS IN KINDERGARTENS



Source: Da Nang Portal

Figure 3. Public and private kindergarten students (thousands) by two age groups from 2015 to 2022 in Da Nang

STUDENTS IN PRIMARY SCHOOLS



Source: Da Nang Portal

Figure 4. Primary school students (thousands) from 2015 to 2022 in Da Nang

1.4. Mission

“Providing an exciting and educational career experience, accompanying children on their journey to discover themselves and the world around them, ensuring DEVELOPMENT – PLAY – LEARNING is safe, quality and reliable”. In addition, giving children the opportunity to experience high-quality careers in a hypothetical environment, helps them better understand different careers and develop the skills necessary to achieve their dreams.

1.5. Vision

KIDEE aims to become a leading center in the field of entertainment and professional experience for children in Da Nang within the next five years. With a vision for a bright future for the children of Da Nang, KIDEE is committed to creating a modern entertainment environment that empowers, inspires, and creates a future for Vietnamese children.

1.6. Core-value

KIDEE's core values focus on creating a positive, engaging, and nurturing environment for children to explore, learn and grow. These core values include:

Passion: KIDEE believes in cultivating a passion for learning and personal growth in every child.

Creativity: KIDEE encourages children to express themselves creatively and to explore the world around them actively through fun activities.

Diversity: KIDEE celebrates diversity and promotes an inclusive environment where all children feel welcome and valued.

Community: KIDEE recognizes the importance of building strong relationships with customers and the wider community, and seeks to foster a sense of connection and belonging to all who interact with the organization.

2. KIDEE’S CENTER INFORMATION

2.1. Basic information

Name: KIDEE - Career Experience Center for kids is a center that combines entertainment and education. At KIDEE, we provide children with unique experiences with a variety of careers such as aviation, police officers, painters, chefs, and many more. We focus not only on keeping kids entertained but also on inspiring and providing interesting knowledge from the professions.

With a careful investment in facilities and service quality, we are committed to bringing the best experiences for children. At KIDEE, we focus on the child's experience as the

ultimate goal to improve the organization in the process of business development. As well as wishing that, children will develop life skills and spark their passion for future careers.

Field: Entertainment and Education (Edutainment)

Location: Nai Nam Street, Hoa Cuong Nam Ward, Hai Chau, Da Nang.

Hotline: 0905 058 555

Email: Kideecenterdn@gmail.com

Website: <https://kideecenterdanang.vercel.app/>

Fanpage: Career Experience Center – KIDEE



Figure 5: KIDEE's Facebook homepage interface

<https://www.facebook.com/KIDEEcenter>

Total Scale: 480 square metres x 4 (floors)

Operating time: Tuesday - Sunday (8:00 AM – 10:00 PM)

2.2. Logo & Slogan



Figure 6: Logo of KIDEE

The logo of the center was created to display the personality and creativity of children, as well as show the diversity of the center's industries. The diverse colors in the logo convey the meaning of joy and dynamism, reflecting the lively personality of young children. Each color can represent a specific area or skill, and when combined, they create a unique image and capture the attention of customers.

Combined below is the slogan "*Experience your future*" expressing the message that KIDEE for children will help them experience, explore and prepare for their future. It encourages children to participate in activities and experiences to develop skills and learn about different careers and fields, thereby helping them to shape their future and be more efficient proactively.

2.3. Legal responsibility

According to Article 2 of Circular 57/2015/TT-BLDTBXH, private vocational education centers established by domestic groups and individuals must satisfy the prescribed operating conditions, including legal status, seal, and separate account. Besides, this center must be autonomous and responsible by the law (Thuvienphapluat, 2015).

2.4. License

The KIDEE Center is an independent, regularly operated business with a permanent place of business, trademark, logo, and staff. Therefore, when opening a business, it is necessary to conduct business registration by the provisions of the law. To be able to carry out production and business activities, the KIDEE model needs to ensure the same legal documents as other business establishments in the market to maintain long-term business operations.

Register business license

A business registration license is registered at the Department of Planning and Investment of Da Nang city. A business registration license based on Article 87 of Decree 01/2021/ND-CP includes:

- Business household name: KIDEE Center
- The business address is located in a prime location, which is a road with large-scale entertainment and entertainment spots. Under the permission of Da Nang City, the center is located on Nai Nam Street.
- Phone: 0905 058 555
- Type of business: Career experience model for children.
- Amount of business capital: 5 billion VND.
- Identity card of the representative of the business: Le Thi Thuy Tien

In addition, there are several other documents to ensure business operations are carried out in accordance with regulations and are safe for children such as a Certificate of Food Hygiene and Safety, Construction permit, Occupational safety and health, Land use right lease contract, Fire protection certificate, Environmental standard compliance certificates, Copyright Registration Certificate (Tracuuphapluat, 2023).

2.5. Infrastructure design



Figure 7: KIDEE 1st floor infrastructure design



Figure 8: KIDEE 2st floor infrastructure design

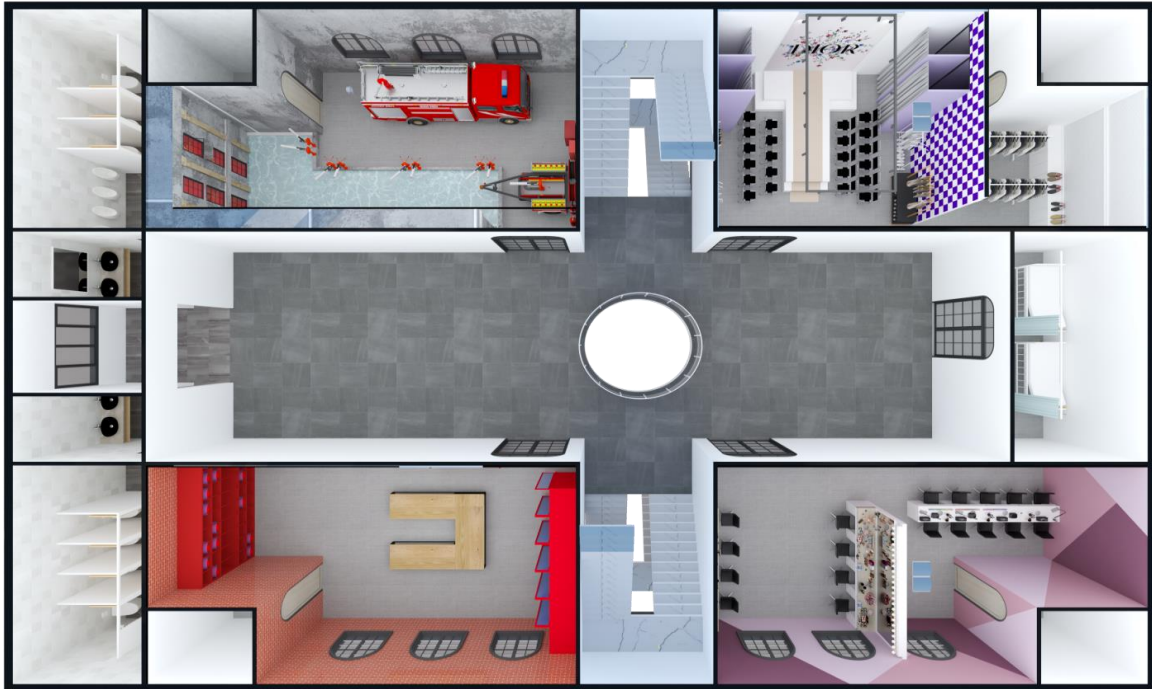


Figure 9: KIDEE 3st floor infrastructure design



Figure 10: KIDEE 4st floor infrastructure design

2.6. Uniform design

Manager Uniform

(Front)



Manager Uniform

(Back)





<p>Uniform Resource Locator (Front)</p>	
<p>Uniform Resource Locator (Back)</p>	

Table 1: Uniform of KIDEE

3. KIDEE'S SERVICE

3.1. Service description

KIDEE Center is a unique career experience center for children aged 4-12, built right in the city center and located in the Hai Chau district. With diverse role-playing activities including aviation, doctor, fashion stylist, painting, firefighter, construction engineer, chef, and police officer, children will have the opportunity to unleash their creativity, learn and experience. Not only benefiting their physical and mental development but also KIDEE Center helps children discover and develop their aspirations for the future. All the unique experiences at KIDEE Center help children become confident global citizens.

3.2. Feature specification

3.2.1 Chef Sector

a. Ice Cream

The ice cream room is decorated with giant ice cream stick models, creating a very interesting space for the children. The first activity that the children can participate in is making ice cream, which is fully equipped with quality and food-safe tools and ingredients. Support staff enthusiastically guide the children on how to make ice cream, from getting ingredients to decorating with topping to their liking. When finished, the children enjoy delicious ice cream created by their own hands.



Figure 11: Infrastructure design of Ice cream room

b. The World of Cake and Hamburger

This is an ideal place for children to explore and unleash their creativity with beautiful small cakes. Children will be free to decorate the cake according to their preferences. The cake cores are toasted evenly and evenly, ready to be covered with cream and colorful toppings. At the buffet counter, children can choose from fresh fruit, candies, cookies, marshmallows, and more to decorate their cake impressively. A full range of ingredients is prepared from hamburger, meat, tomato, and salad to baking tools. All are arranged and decorated at buffet counters so that children can easily use and experience them. Once completed, each cake will be placed in a box, ready for the kids to take out, and proudly show off to family and friends.

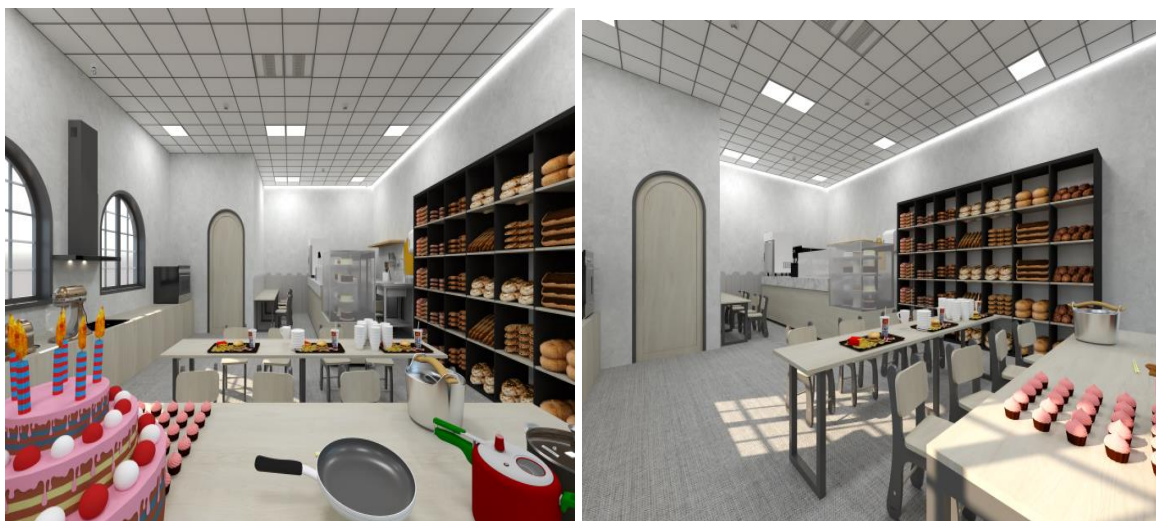


Figure 12: Infrastructure design of The World of Cake and Hamburger

3.2.2 Doctors Sector

a. Clinic

The clinic is decorated with white tones to create a clean and airy feeling. The instructor will help the children change clothes and explore medical basics. In this space, children will learn how to use medical equipment such as a stethoscope, sphygmomanometer, thermometer. Perform basic checks such as measuring blood pressure, body temperature, listening to heart rate, dressing wounds. There are also dental tools such as brackets, hammers, dentures, etc., which are fully prepared and ready to serve the dental examination for children. Children will be guided to perform the correct oral hygiene procedure with a denture model. Other activities include cleaning the oral cavity with a traditional toothbrush and water flossing. Also, use dental floss to clean your teeth.



Figure 13: Infrastructure design of Medical Clinic room

b. Biological Science Laboratory

This biological science lab is designed to help children learn and explore medical-related knowledge in a fun and practical way. Equipped with a human body model with removable internals. Children are shown how to assemble the parts into the correct positions. Besides, children also experience observing food images under a microscope. Also, learn important knowledge about hygiene and nutrition. All activities will be guided by experts, ensuring safety and hygiene for children.



Figure 14: Infrastructure design of Biological Science Laboratory room

3.2.3 Fashion stylist Sector

a. Nails and Makeup World

The nails and makeup room is designed with a cute style and is full of bright pink colors. Here, kids can enjoy a fun-filled experience with activities such as live nail polish, fake nail stickers, and decals, or try out unique nail designs. The dressing tables are arranged regularly, combined with many large mirrors so that children can easily find and use them. Cosmetics used in the room are carefully selected to ensure benign and safe for children.

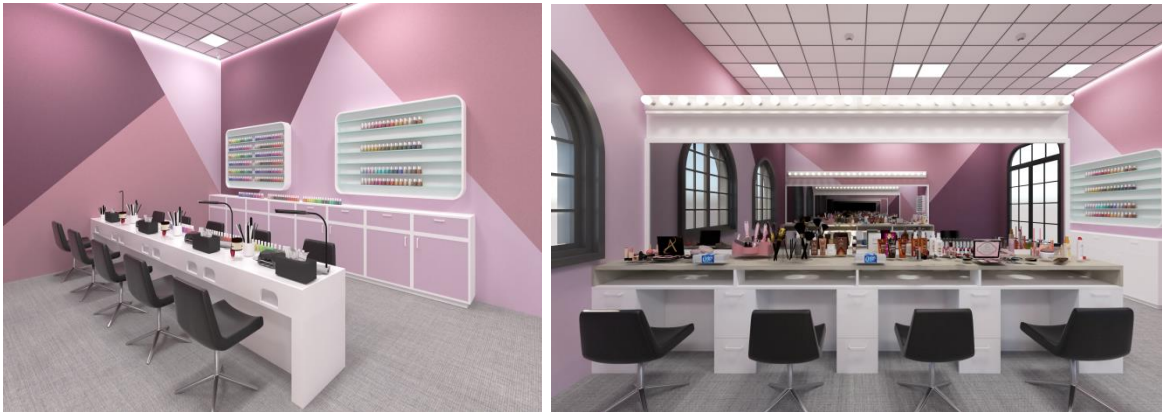


Figure 15: Infrastructure design of Nails and Makeup World

b. Stylist & Catwalk

The space of the Stylist & Catwalk room is decorated with a colorful, bright, and colorful style. The costumes and accessories are neatly arranged and eye-catching. The costumes will be changed regularly according to many different themes. A small runway is placed in the middle of the room so that the children can confidently show their costumes. Children can also participate in the process of creating ideas for costumes with the enthusiastic support of staff. In addition, children can also experience how to be a child model. Have the opportunity to perform on the runway with the outfit that was previously conceived.



Figure 16: Infrastructure design of Stylist & Catwalk

3.2.4 Aviation Sector

The miniature airport is designed to host children's activities related to pilots and flight attendants. Children will be taught how to control the plane using 3D models and experience the mission of each position on the plane. The interior area of this aircraft model is fully equipped with compartments, including the cockpit for the pilot, seats for the captain and co-pilot, cabin for flight attendants, and seats for passengers.

According to the instructions, children will have hands-on experience with miniature aircraft models, including role-playing pilots, and flight attendants, visiting the aircraft cabin, and cockpit simulator, and handling safe flight situations. All these experiences will help children develop skills and better understand the profession of pilots.



Figure 17: Infrastructure design of Aviation

3.2.5 Police Sector

a. Criminal Police

The center will educate children on the skills and values of a real policeman, along with lessons on how to be a useful policeman to society. The center will also equip children with skills to deal with the risk of abuse and stay away from dangerous banned substances. Subsequently, to help children develop these skills, the center organizes fun games and activities. In it, the children will experience overcoming obstacles, and exercise their ability to judge and handle situations flexibly. After that, the children will participate in a water gun game with marked targets. Each child will be equipped with a toy gun and use colored water to shoot at those targets (Hoc vien canh sat, 2019).



Figure 18: Infrastructure design of Criminal Police Room



Figure 19: Infrastructure design of Criminal Police Room

b. Traffic police

When coming to this profession, the center will educate children about traffic safety through practical experiences in recognizing traffic signs and basic essential traffic laws in a vivid, easy-to-understand, and memorable way.

After they are trained to firmly grasp the knowledge when participating in traffic safety, they will be able to apply the knowledge they have learned in practice. Children will be wearing traffic police uniforms, and experience the ability to regulate road traffic. Segment road traffic such as cars, motorcycles, bicycles and pedestrian crossings, crosswalks, traffic signs and light identification. Children can use toy models of motorcycles, bicycles, and toy cars to control the model of the road that the center builds.

Through these interesting activities, children can develop better thinking and perception when participating in traffic. At the same time, children can also become child propagandists reminding family members to pay attention when driving vehicles and ensure traffic safety anytime, anywhere.



Figure 20: Infrastructure design of Traffic police room

3.2.6 Painting Sector

a. Creative painting

In the creative gallery room, the instructor will introduce and talk about the importance of painting and color in life. Children will then experience painting activities that include drawing freehand pictures or drawing according to the patterns provided. During the learning to draw, the instructor will show you how to use different pencils and brushes, how to use colors to create different effects, and how to arrange elements to create a painting balance and harmony. In addition, children will be provided with pre-lined drawing pages to color or encouraged to freely color to their liking. Here, children can participate in interesting games, such as jigsaw puzzles, find the difference between pictures, or guess the names of famous artworks.



Figure 21: Infrastructure design of Creative painting room

b. Creative art

This room is also designed to spark creativity in children. In this activity, children will be provided with various craft materials such as newspaper, colored paper, tape, glue, colored beads, fabric, sewing thread, staples, etc to create unique and interesting works. Children can freely create shapes or follow the templates provided. In addition, children are encouraged to use recycled materials to create environmental protection works. This activity helps children develop a sense of environmental protection while exercising their creative thinking ability and adaptability to available resources.

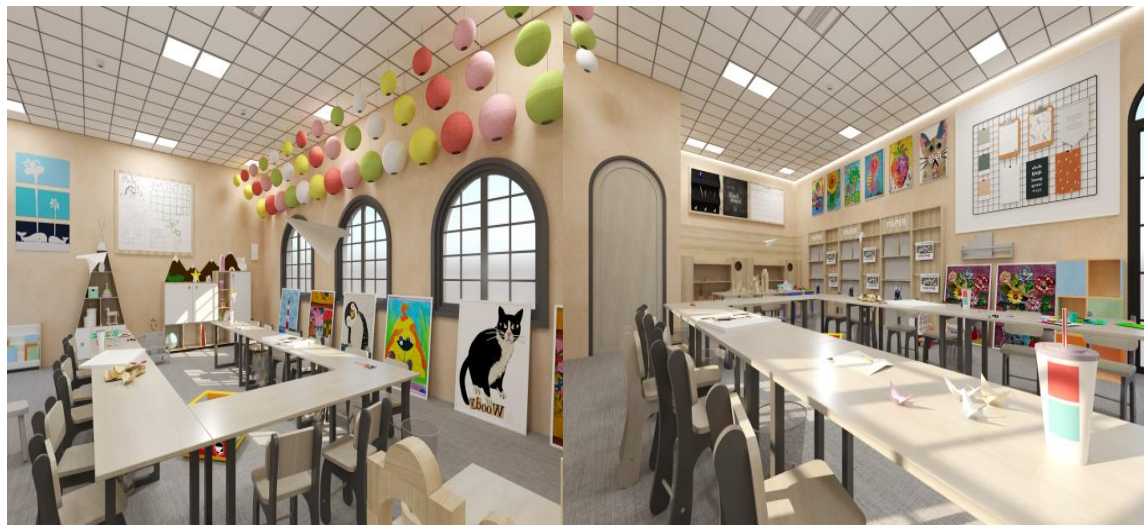


Figure 22: Infrastructure design of Creative art room

3.2.7 Firefighters Sector

a. Overcoming obstacles

This experience room will be fully equipped with protective equipment such as smoke masks, fireproof vests, protective glasses, and other safety equipment, helping children learn how to use and protect themselves in urgent situations. As well, children practice the challenge that will have to overcome obstacles. A special activity is the organized firefighting simulator, which helps children understand how to work and coordinate in the

fire brigade and help others in case of need. Through this activity, children will learn how to use fire extinguishers to put out fires and practice basic firefighting skills. Furthermore, organizing team activities is also important to help children understand how to work and coordinate with other members of a team.



Figure 23: Infrastructure design of Obstacle room

b. Firefighting area

After children have been trained in fire-related information and experienced overcoming obstacles, the children will be moved through the firefighting area. This is an experience area designed with a fire simulation wall in the hallway, equipped with burnt objects, smoke, and artificial lights, helping children learn how to deal with related emergencies to fire. The practical activity allows children to participate in the fire extinguishing process by using a fire extinguisher to spray water on the model fire.

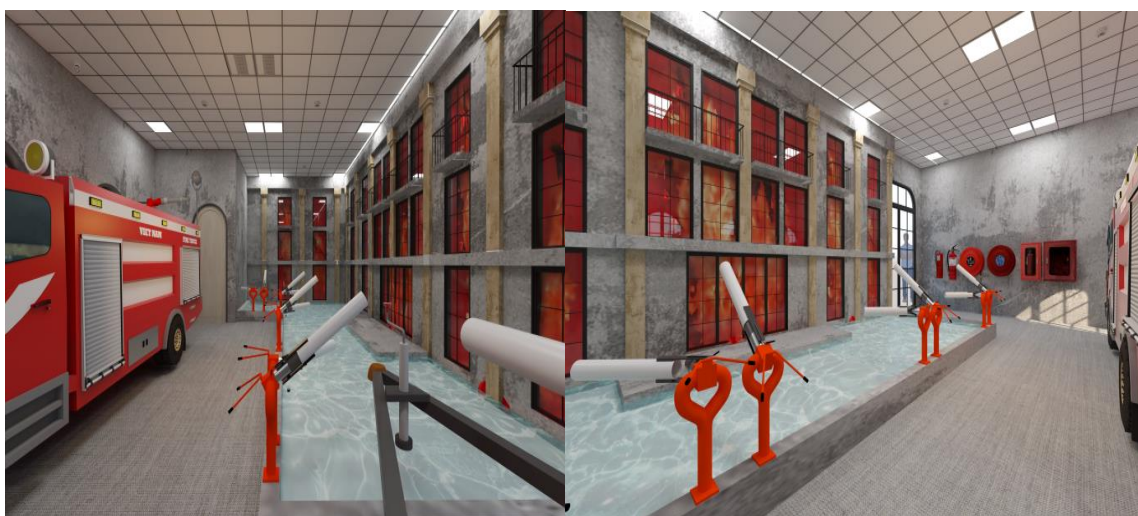


Figure 24: Infrastructure design of Firefighting area room

3.2.8 Construction Engineer Sector

a. Construction engineering models

The learning area is set up with materials and videos on civil engineering and construction processes for children to better understand the construction profession as well as become a real future technician and safe practice in this profession. First of all, children are put on construction protective clothing and learn how to wear it themselves in accordance with construction regulations. Children will be introduced to the role of a civil engineer, the skills required, common construction projects, and how to work with other parts of the construction industry, and also learn how to design a simple model.



Figure 25: Infrastructure design of Firefighting area room

b. Practical construction

The room is fully equipped with safety equipment in the construction industry such as hats, clothes, safety shoes, and other safety tools, helping children to be confident and safe when working. They are also instructed to design a building model, including green buildings, parks, and buildings. Children can build structures with appropriate and safe models for children using appropriate simple materials like wood, water-based paint, bricks, sand, and stone. On top of that, organize a construction competition with many different themes, which helps to encourage creativity and competition among children, thereby mastering construction skills and making learning enjoyable.



Figure 26: Infrastructure design of Construction room

3.3. Safety standards

Fire protection equipment also needs to be equipped to deal with emergencies. The Center must also comply with regulations on fire prevention and fighting according to Decree No. 79/2014/ND-CP issued by state law. In the firefighter model, choosing fireproof, water-resistant, and non-toxic materials is extremely important to ensure children's safety (Thu vien phap luat, 2014).

It is necessary to build a medical room to give first aid to unexpected cases and provide necessary medical equipment. In addition, it is necessary to train management staff to supervise children and check toys to ensure safety for children. Supervisors should be trained in supervision and first aid skills when necessary. Toys should be appropriate for the age and size of the child and should be supervised by the child during play. Play equipment needs to have a safety certification and comply with the safety standards set forth by the COUNTRY TECHNICAL REGULATIONS FOR KIDS TOY SAFETY (Bo truong Bo Khoa học và Công nghệ, 2017).

Routine maintenance and repair are also a must to ensure the equipment is in good working order and safe. Areas should be cleaned periodically to minimize the risk of infection to children. In addition, it is necessary to strictly implement Sections 44, Articles 28, 29, and 30 of the Law on Food Safety No. 55/2010/QH12 on conditions to ensure food safety for places where food is processed and preserved safely.

4. PROJECT TIMELINE AND OBJECTIVES

A business that wants to be realized needs to set clear and specific goals and plans. Therefore, we have detailed plans and development orientations year by year. Thereby, it can help ensure project feasibility as well as manage time and allocate resources more efficiently. Setting basic goals will help businesses manage risks, based on which they will come up with prevention plans to minimize their impact.

4.1. Phase one: Initial year (2023)

Q4 - 2023

Specific: Building a KIDEE center in Da Nang, running marketing for the center, contacting schools to cooperate.

Measurement: We aim to finish building the center, aiming to reach about 100,000 people on 3 main social networking platforms: Facebook, Instagram and Tiktok. Also aim to cooperate with schools in each district.

Achievable: KIDEE monitors the progress of the project. In the meantime, start running an

advertising campaign on social media, using the same banner simultaneously. Focus on investing in compelling content and images, to attract the audience we want to reach.

Realistic: This is the construction phase, so focus on reaching customers on social networking sites.

Time-bound: Stick to this plan for 4 months, evaluate and then plan the next period.

4.2. Phase two: First year (2024)

Q1 – 2024

Specific: The goal of this phase is to build KIDEE brand image closer to the community. Use more specific marketing strategies to target each audience.

Measurement: The grand opening was a success. Set goals to ensure revenue is achieved as initially set. Revenue grow 5-10% from February to March.

Achievable: KIDEE will strategize smart advertising on top platforms like Facebook, TikTok and Instagram. To thank our players, we will enhance attractive promotions, bringing surprises and fun. Promote the quality of playrooms, modern and advanced equipment and a new career experience space for children in Da Nang.

Realistic: Help increase revenue for the business

Time-bound: Starting from early 2024 to March 2024.

Q2,3 - 2024

Specific: Build and maintain a community of regular and trusted customers for our entertainment center. Ensure service quality and increase the number of customers involved. Cooperation with primary schools and preschools.

Measurement: Set a target KIDEE customer community of 5000 participants and ensure that revenue will increase by 10 percent per month. Set a target number of schools to reach.

Achievable: We will also continue to do market research, gather feedback and analyze the effectiveness of business processes. Reviews and customer satisfaction will play an important role in recognizing and improving imperfections. Next is to build a Community Group on Facebook so that all parents can share and contribute ideas to the center.

Realistic: Through those comments to contribute to improving the center better and better.

Time-bound: The center will begin to collect customer feedback and at the same time improve the service of the center better and better in three months.

Q4 - 2024

Specific: The goal in this phase is to build and strengthen the entertainment center's brand, while increasing brand awareness among customers.

Measurement: Retain old customers about 70% and reach potential customers about 30%.

Achievable: Use online advertising and PPC on Google Ads, Facebook Ads, and YouTube Ads to reach potential customers and drive traffic. Use KOLs (Key Opinion Leaders) to promote the center. Carry out the fundraising program "Dream Fund for You", deduct five thousand dong (5K) from each player ticket to give gifts to orphans at the "Orphan Center". Changing the decoration concept at the center during Halloween, Christmas, and Lunar New Year.

Realistic: Through that, it can help the center reach many new customers and increase revenue for the center.

Time-bound: Made in the last three months of the year.

4.3. Phase three: Second year (2025)

Q1,2 - 2025

Specific: Continue to maintain relationships with loyal customers, increase sales, and receive customer feedback and changes to improve service.

Measurement: Increase conversion rates on media platforms by 25%. And about a 20% increase in tourist participation.

Achievable: Apply promotions, Gif Lucky, and ads on Facebook, and Google Ads. Organize special programs for old customers. Employee training and customer service. Continue to use membership cards to accumulate points.

Realistic: Continue to increase close relationships with old customers and increase sales for the business.

Time-bound: Do campaigns for 6 months.

Q3,4 - 2025

Specific: Ensure steady revenue growth with more marketing at school sites and increased engagement across media platforms.

Measurement: Conversion rate increased by 40%, interaction rate increased by 30% and revenue increased by 20-40%.

Achievable: Optimize website, and improve the quality center. Attract Danang tourists to increase revenue. Maintain equipment and transform innovative game models. Organize the minigame "Mother and Child in KIDEE". Prepare Tet gifts for loyal customers. Changing the concept of holiday decoration.

Realistic: Increase the rate of new customers, reach out too many potential customers, and increase the rate of brand recognition.

Time-bound: Implemented in two quarters of 2025.

4.4. Phase four: Third year (2026)

Q1 - 2026

Specific: Increase revenue and brand recognition of KIDEE entertainment center by expanding the customer base and receiving customer feedback to come up with ideas to improve the quality of the experience.

Measurement: Achieved a 10% increase in revenue, and received customer feedback from 50% of old customers and 50% of new customers.

Achievable: Continue to post advertisements on social networking platforms, and organize days to conduct customer surveys on service improvement.

Realistic: To increase loyalty with old customers and improve customer relationships with new customers. Increase revenue for the center.

Time-bound: Implement customer feedback and needs in the first quarter of 2027.

Q2,3 - 2026

Specific: Receive and analyze customers' comments and needs to come up with ideas to improve service quality at the center.

Measurement: Completed the market survey, analyzed customer needs, and completed the renovation of some small services of the center.

Achievable: Increase the running of ads and incentive programs for customers. Organize workshops for mothers and babies at the center. Encourage and collect customer contributions and needs to improve service.

Realistic: Helping children have more new experiences, making the center new and also able to attract more customers.

Time-bound: Made in 6 months.

Q4 - 2026

Specific: Market demand survey, parent's opinion survey, and needs for KIDEE to come up with ideas for diversifying career experiences.

Measurement: Conduct a survey to collect comments from old customers about 5000 people and survey the market with about 5000 people.

Achievable: Complete the survey, analyze the surveys as well as the needs of parents, synthesize and come up with ideas about experiencing new professions, ensuring financial as well as human resources to be able to implement.

Realistic: Helping children experience many new professions, improve customer service quality and also retain old customers and reach many potential customers.

Time-bound: Made in the last three months of the year.

CHAPTER 2: MARKET ANALYSIS

1. MARKET ANALYSIS

1.1 Overview of the Children's Entertainment Market

A children's entertainment center can be described as a small play area or an entertainment area with various activities and games, intended to serve the local community. Children's play areas have also integrated entertainment education into their activities to help children acquire knowledge in a fun way and increase children's curiosity and creativity. These engaging activities not only help develop children's social skills, but also provide opportunities to socialize with people around them, encourage active learning, and foster creativity by fostering intellectual imagination (IMARC, n.d). Currently, businesses are expanding and building more new amusement parks, creating conditions for children to access recreational activities with high educational benefits.

Global

According to a report by Children Entertainment Centers Market (2022-2028), the global children's entertainment center market size will reach US\$11.2 billion by 2022. In the future, IMARC Group expects the market will reach US\$18.1 billion by 2028, showing a growth rate (CAGR) of 7.95% between 2023-2028 (IMARC, n.d). The global amusement park market has grown from USD 67.16 billion in 2022 to USD 106.57 billion in 2023 at a compound annual growth rate (CAGR) of 58.7%. The amusement park market is expected to grow to \$122.50 billion by 2027 with a CAR of 3.5%. The outbreak of the COVID-19 pandemic severely impacted the amusement park market in 2020. Governments around the world have imposed lockdowns and travel restrictions, leading to limited travel. limit the demand for services of recreational facilities, including amusement parks. Many countries have forced these facilities to close completely and this situation has had a significant negative impact on businesses throughout 2020 and 2021 (Amusement park market, 2021). In light of the changed business landscape after COVID-19, the global market for Theme and Amusement Parks is estimated at US 54.9 billion by 2022, projected to reach a revised size of 82 \$0.4 billion in 2030, growing at a CAGR of 5.2% over the analyzed period 2022-2030.

Vietnam

The growing popularity of children's entertainment centers in our country is driving the tremendous growth of this sector. The remarkable growth in the number of participants and interest in these entertainment centers has created strong momentum and also provides attractive business opportunities in the children's entertainment sector. Based on statistics, the children's entertainment market in Vietnam is currently valued at approximately three billion dollars, representing 60 percent of the total revenue generated by businesses involved in children-related sectors such as education, healthcare, and entertainment. With the market size and population increasing, the children's entertainment industry in Vietnam, especially the game center market, is full of potential," said Nkid's CEO (VIETNAMESE KIDS EXIM TOYS, 2021).

According to the results of the 2019 Census, Vietnam currently has about 23.3 million children aged 0-14 (Hoang Linh, n.d). This is a potential consumer segment that businesses have not fully exploited. This market is divided into three main groups: (1) education, (2) healthcare, and (3) all other products and services. Which, the entertainment service for children is also up to 700 million USD per year. On average, in the country, each parent spends about 500,000 dong per a month for one child. This level is three times higher in Ho Chi Minh City, at about 1.5 million dong per a month (Phuong Nga, 2019).

Da Nang

Da Nang is currently a city with the strongest economy in the Central region. The living needs of the people here are improving day by day. The economic growth rate in 2022 will increase by 14.05 percent compared to 2021, ranking third in the country in terms of economic growth and recovery (Minh Trang, 2022).

Based on research and actual observations in Da Nang, it has been shown that the demand for amusement parks in this city is still limited and unfocused. For example, play areas in supermarkets and children's play areas are targeted at a specific group of customers and provide limited services. The entertainment spots for children in Da Nang are often small, unfocused, and lack educational goals. While children's entertainment needs are important, special attention should be paid to delivering the most positive value.

According to information from the Department of Statistics, the income of the people of Da Nang increased in 2022, and the gross product per capita at current prices reached 102.6 million dong per a person, up 13.8 percent compared to the previous year (Thanh Thao, 2022). Data from UNICEF Viet Nam shows that the population of children under 18 years of age by 2022 is 35 million, accounting for 35.89 percent of the total population. In Da Nang, by 2019, the number of people under 16 years old reached 282,556 children

accounting for nearly a quarter of the city's population (Unicef, 2020). This is an age group that needs to be met with public play areas and community recreational activities to promote the holistic development of physical, mental, and social skills.

1.2 Market trend

Increased interest in holistic education

According to US News and World Report (USNEWS) announced in 2022, Vietnam ranked 59th, up 5 places compared to 2020 in the global ranking of countries with the best education in 2021 (COMMUNIST PARTY OF VIETNAM, 2022). This increase shows great progress in improving the quality of all-around education, including aspects of learning, personal development, and educational environment. The growing trend of interest in holistic education is also fueled by the development of Vietnam's economy and society. Participating in an increasingly globalized world requires people with the skills and ability to adapt to rapid changes. Moreover, the traditional view of assessment based solely on academic achievement is gradually being replaced by a broader view of multidimensional human development.

The development of the extra-curricular program

Extracurricular programs have gained popularity among parents and educational institutions, serving as an integral part of children's holistic development. Following the COVID-19 pandemic, schools in Ho Chi Minh City, starting from April 2022, have organized a range of extracurricular activities to offer students an enriching and enjoyable experience. One notable event took place on May 16, 2022, when Yen The Primary School collaborated with the People's Committee of Ward 13 to raise awareness and skills related to accident prevention, water safety, and school violence prevention. This initiative received positive feedback from students across the school (Education Times, 2022). Consequently, Vietnam has witnessed the emergence of various organizations and companies dedicated to providing courses, summer camps, and practical programs for children, meeting the growing demand for experiential education. Children's entertainment has garnered support and agreement from parents and the community. For instance, in Da Nang, Wildtrek organizes a summer camp program that equips children with survival skills in forest environments. The camp covers activities like setting up camps, finding drinking water, starting fires, camping, and reading maps. In addition, it emphasizes education on biodiversity and environmental protection. The program is designed for students aged 8-14, spans two weeks, and commences in June 2023 (VnEconomy, 2023). Thereby,

extracurricular programs aim to offer children opportunities to explore and enhance their abilities beyond the conventional learning setting.

The growth of model of combining education and entertainment for children

Vietnam's entertainment-education market for children is witnessing remarkable growth and popularity, driven by emerging market trends. Major cities like Ho Chi Minh City have witnessed the emergence and expansion of specialized vocational play areas for children, such as Vietopia, KizCiti, and Kizworld (Minh Tam, 2014). These venues offer more than just entertainment; they provide children with unique experiences that combine education, life skills training, and entertainment.

The rise of these career-oriented play areas also reflects a growing recognition among parents of the importance of equipping their children with career skills and knowledge from an early age. Parents increasingly seek out career education centers to ensure that their children have opportunities to explore and learn about various professions. The edutainment market trend plays a crucial role in fulfilling the requirements of holistic development and creating innovative, interactive recreational educational environments that offer value and captivate the interest of young learners.

1.3 Market size

Top-down

KIDEE will do a top-down analysis to get an estimate of the size of the market. We will estimate and narrow it down using the target segment so that the desired market share can be determined. According to the results of the 2019 Census, the total number of children by age 4-12 years old in Vietnam is about 15 million people (Hoang Linh, 2019). But KIDEE will focus on children in Da Nang.

According to the Department of Statistics, the number of children from 4 to 12 years old in Da Nang falls to about 170,000 children and accounts for about 15% of the population of Danang (Van Chung, 2023). If every month about 70% of children are paid by their parents, on average, about 90,000 VND each time they attend amusement parks, the revenue will be between 10.7 billion VND per month and 128.5 billion VND per year. However, KIDEE will only target 3% of the total revenue of the region in the first year and can calculate the revenue to be around ~3.8 billion VND per year.

Bottom-up

KIDEE will estimate the market size based on bottom-up estimates. KIDEE's revenue will come from the primary source of providing entertainment services for children. The Da

Nang market has about 170,000 children across the city and KIDEE wants to capture 3 percent of the revenue market of the children's play area in Da Nang, with from 9 to 10 activity rooms (in 5 different career sectors).

From Tuesday to Friday, on average, about 70 school consumers, and 40 individual consumers (the total number of children for four days is expected to be about 440 children). On both Saturday and Sunday, the number of children predicted to come to KIDEE is about 80 children per day (the total number of children for the weekend is approximately 160 children) with an expected ticket price of 130,000 VND per individual consumer and 110,000 VND per a school consumer. In addition, on the 1st floor, KIDEE will lease space to the office for rent. With a monthly price for a store, the total average rental revenue will be 60 million per a month for three stores. KIDEE's revenue is approximately 350 million VND per a month. With the above figures, KIDEE can calculate the total revenue for the first year approximately 4 billion 200 million VND.

2. MARKET ANALYSIS

2.1. Macro Environment

2.1.1. Political

Political stability is an indispensable factor to help Vietnam persevere in its economic development policy. Politics supports building an industrial base, transportation, connectivity, and improving the business environment. Children are guaranteed the right to play, entertain, and participate in cultural, artistic, physical training, sports, and tourism activities appropriate to their age. Protecting this right is the responsibility of the State, the community, and the family (Hoang Phan, 2023). The United Nations on the Rights of the Child in 1959 declared: "Children shall have adequate opportunities for play and recreation, directed towards the same educational purposes; society and the government must strive to promote this right of children" (Dinh Thuy Dung, 2021).

Government regulations and standards on education affect career experience centers for children. Compliance with licensing, certification, and curriculum regulations is necessary to ensure credibility and effectiveness. In addition, local authorities need to regulate that noise from entertainment facilities does not negatively affect the living environment and residents' health.

2.1.2. Economics

Rate of economic growth

During the period from 2011 to 2022, Vietnam's economy experienced many significant

fluctuations, affecting the development and growth of the country. According to the International Monetary Fund, Vietnam's GDP will reach about 368 billion USD, ranking 6th in ASEAN and 41st in the world by the year 2021. In 2022, the country's GDP achieved impressive growth of 8.02% over the previous year, the highest figure in the period from 2011 to 2022 (Khanh Vy, 2022).

During this period, Vietnam's economy is relatively more stable and has more positive developments as the Covid-19 epidemic is gradually being controlled more closely. These are all good signs for the business activities of Vietnamese enterprises in general and KIDEE in particular.

Per capita income

According to the latest data, the average income of each person in the month of 2022 has reached VND 4.67 million, an increase of 11.1 percent compared to 2021. And 2022 is considered a year of recovery in terms of the economy and improving the living conditions of the people. After two consecutive years, from 2019 to 2020, per capita income has continuously decreased due to the negative impact of the COVID-19 pandemic. However, in 2022, per capita income has returned to an upward trend, similar to pre-pandemic years from 2019 and earlier. This shows the recovery and restoration of economic development momentum, as well as an improvement in people's income and living standards.

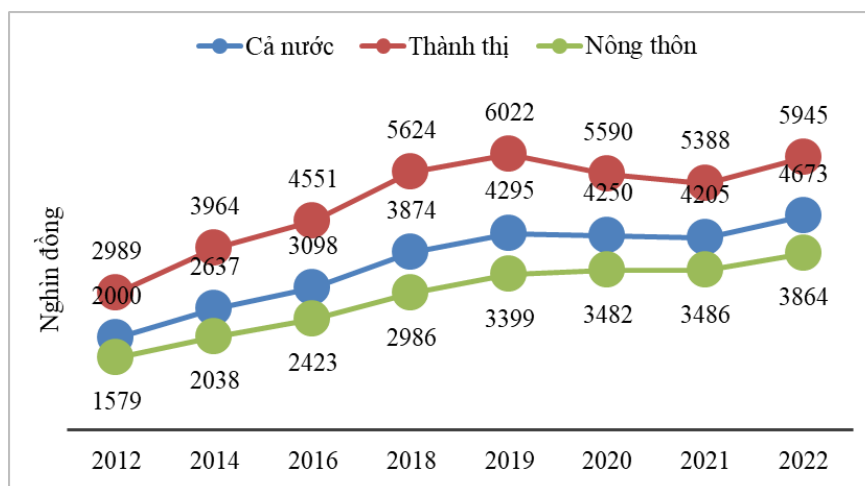


Figure 27: Average income per person per month from 2012-2022

(Source: General Statistics Office)

In 2022, the average expenditure per person per month has been estimated at 2.8 million VND, down 3.3% compared to 2020. Under the impact of the COVID-19 epidemic, households have tended to restrict and tighten expenditures, especially households living in urban areas. Per capita, expenditure per month in urban areas is about 3.3 million VND

(down 13.6% compared to 2020), while in rural areas, the average expenditure level is nearly 2,5 million VND for a person per a month (up 4.7% compared to 2020). In 2022, the gap between urban and rural areas has narrowed mainly due to reduced expenditure by people living in urban areas.

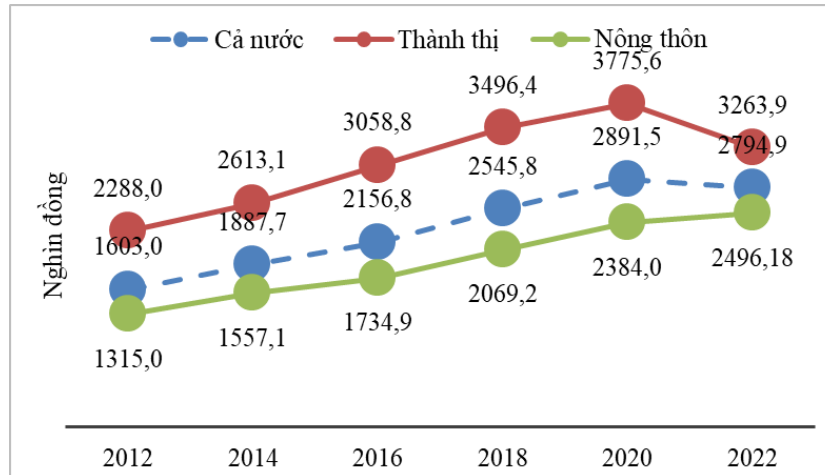


Figure 28: Average expenditure of Vietnam per person per month from 2012-2022

(Source: General Statistics Office)

2.1.3. Social

Research shows that play activities not only satisfy needs according to age but also affect brain development and social communication skills (Thanh Tung, 2004).

Da Nang has more than 109,317 children of primary school age (Da Nang Portal, 2022), this is the age that needs public playgrounds and recreational activities in the community for comprehensive development of physical, mental, and social skills. Society develops diverse forms of entertainment, providing different opportunities for fun and experiences. Amusement parks need to respond to changes in customer needs and preferences, with requirements for experience, technology, creativity, and diversity to attract the interest of children and parents.

For primary school children, especially primary school children in urban areas, with study pressure and study time taking up most of their time, recreational activities are not only a need but also bring many mental and physical benefits. Therefore, the role of family, school, and community in raising children's awareness when participating in community entertainment is an important and necessary issue. In addition, ensuring a safe environment and playground, and minimizing accidents and injuries for children is also the responsibility of local authorities.

2.1.4. Technology

Technology plays an important role in the growth of the entertainment industry. To meet

customer needs and provide quality experiences, the industry needs to adapt quickly to new versions of the technology. Businesses today use digital media to increase productivity and efficiency. Technology also contributes to ticket management and ticket control at amusement parks in Vietnam. Systems like Vgs, OneS, and ezTicket are used to sell tickets and manage visitor traffic. Payments are also getting smarter with the use of cards or mobile apps like TIS and SnApp (Bich Ngoc, 2021). In addition, the amusement parks also create games using high technology such as cable cars, tram collisions, bowling 3D, 4D, and 5D projection. Technology also provides a solution for ticketing history management, and employee and customer information, along with a tight financial reporting system in entertainment centers. The entertainment and commercial center become the destination to discover and experience new technology (Dan Tri, 2019).

2.1.5. Environment

The climate is a natural factor that significantly impacts customer engagement and the development of leisure centers. Extreme weather changes, tropical increases, and environmental changes can affect recreational activities for children.

Besides, another important factor that significantly affects the development of entertainment centers is the COVID-19 pandemic. The pandemic has reduced consumer demand and people's spending ability, especially for entertainment and tourism services. This has a direct impact on the revenue and profit of entertainment centers. Implementing disease prevention measures has also affected the attractiveness of recreational activities for children. It also increases operating costs and ensures the safety of the centers. In particular, the entertainment industry has suffered a sharp decline due to the suspension of food, entertainment, and tourist services for more than half of 2020 (Shawn Tan and Trang Tran, 2020).

2.1.6. Legal

For children's entertainment and tourism centers in Vietnam, compliance with legal factors is extremely important. Vietnam's strict legal system ensures the safety and protects the interests of investors, contributing to building a brand reputation for these centers. For example, the 2016 Children's Law No. 102/2016/QH13 stipulates the roles and responsibilities of socio-political agencies, organizations, educational institutions, families, and individuals in protecting rights and practices to show children's rights. In addition, according to Article 11 of Decree 155/2018/ND-CP on the Law on Food Safety, businesses must comply with food safety regulations during production, processing, packaging,

preservation, transportation, and distribution to achieve food hygiene and safety certificates. Regulations on environmental protection law, such as rights, obligations, and responsibilities of agencies and organizations related to environmental protection activities, environmental quality management, nature conservation, and biodiversity education, waste and scrap management, will also affect the operations of the centers. Along with that, the Vietnam Enterprise Law 2020 requires businesses in the entertainment sector to apply for a business license at the business registration office of the Department of Planning and Investment, where the company's headquarters is located. This ensures that children's entertainment centers operate legally and comply with business regulations. Compliance with these regulations and laws helps ensure the safe and reliable operation of children's entertainment and entertainment centers in Vietnam.

2.2. Micro Environment

2.2.1. Five Forces Analysis

The threat of new entrants

In Da Nang, there have been many models of amusement parks for children such as Tiniworld, Helio Kid, and amusement parks in other commercial centers, but there has not been much focus on education for children like KIDEE. Therefore, here are some barriers to limiting new entry threats:

- **Initial investment capital:** Establishing and operating an entertainment and education facility for children necessitates a substantial capital investment. It is necessary to pay for the purchase of construction equipment and design the play space to satisfy the needs of the parents but also to help the children have the best and most comprehensive experience.
- **Service difference:** The center has made a significant investment in its services to develop an entertainment complex that integrates children's education. By introducing unique and captivating concepts, the center aims to provide added value and attract customers. The activity model is specifically designed to engage children's interests and foster the development of their skills and knowledge.
- **Expertise:** In addition, education is also an important factor, therefore, the center's staff is intensively trained to give children meaningful educational experiences. They have the knowledge and skills to interact with and guide children effectively. Staff are equipped with appropriate tools and teaching methods to ensure the all-round development of children.

- **Policies and regulations:** The entertainment and education industry for children must comply with regulations and policies related to the rights and safety of children. It is important to be familiar with the laws and regulations on children's rights, protection, and management of personal data to ensure compliance and avoid legal risks.

Briefly, the threat of new entrants is low.

The bargaining power of suppliers

To build an amusement park combined with education and experience for children, the center needs a lot of suppliers to build a complete, professional, and safe play area.

- **Several sellers:** The playground that combines education for children requires the provision of state-of-the-art and secure equipment, toys, and technology. In Da Nang, the supply of materials and technology for children is not much, creating advantages and higher prices for suppliers. Nonetheless, when it comes to supplies, toys, and decorations, the center enjoys a wide range of options in this domain.
- **Possibility of replacement:** To bring a new experience for children, the play area is constantly updating the items, toys, and materials. Finding other suppliers with similar products and reasonable prices helps to increase profits for the company. Currently, there are many suppliers of decorations, kitchen ingredients, and toys for children, providing many choices for the center.
- **Conversion cost:** Changing sourcing to reduce costs and increase profits in the central systems, processes, and technologies is complex and difficult to implement due to the few suppliers. Nevertheless, for materials used in room decoration, paintings, kitchen ingredients, toys, and other easily replaceable products, the center can easily explore alternative suppliers to reduce costs without compromising quality.

In a word, the bargaining power of the supplier is at a medium level.

The bargaining power of buyers

Children and their parents wield considerable power as buyers in the children's entertainment industry. Their preferences and needs shape the market. The influence of parents, schools including purchasing decisions and content selection, can also influence the success of entertainment services.

- **Customer number:** As the number of children in Da Nang continues to rise, there is also a noticeable increase in private preschools and primary schools. However, it

is still relatively scarce to find amusement parks that effectively combine entertainment and education in the city. In particular, for preschools and primary schools, when taking children to safe and educational places to visit, there is a lack of entertainment for children, but for entertaining places lack of education and safety. Based on that we can also see that it is possible to reduce the power of the customer.

- **Uniqueness (Different Advantage):** Although Da Nang now has a lot of amusement parks, most of them can only give children a period of entertainment and relaxation. At the KIDEE center, it will be completely different, where children can come to have fun, gain more knowledge, and experience practically all the professions they like.
- **Price sensitivity:** Despite the center's higher ticket price compared to other amusement parks, modern parents are increasingly willing to allocate a separate budget for their children. They prioritize the cultivation of valuable skills and knowledge alongside entertainment. Investing nearly one hundred thousand VND in providing their child with a stress-relieving and comfortable play experience, parents understand the added benefit of spending an additional 20,000 VND to 30,000 VND for their child to have fun, gain valuable life skills, and learn in a professional and safe environment specifically designed for children.

In short, the bargaining power of buyers and consumers is low.

The threat of substitutes

With today's amusement park industry, many alternative threats are appearing for example when it comes to amusement centers, there will be many different forms of entertainment such as amusement parks, movie theaters, etc. Cartoons, water parks, and video game zones at supermarkets or other amusement centers offer similar activities but with a unique style, approach, or value. To reduce those threats, there are potential factors as follows:

- **Buyer's switching costs:** With prices from 80,000 VND to 150,000 VND in other amusement parks, parents can let their children play freely but only at the level of playing for entertainment, and preschools when taking the children to visit the places. Familiar places only stop at the level of awareness. But just add a small amount of money so that young people can go to a place that can both have fun, experience and increase awareness in a safe and professional environment.
- **Level of product differentiation:** There are many amusement parks and attractions

for young children in Da Nang City, but to be able to give children an extraordinarily safe and interesting space, attracted by practical and immersive experiences. If you want to enter the dream professions of young people such as police, doctors, firemen and so on, there are almost no amusement parks. And it is the center's service differentiation that can reduce the threat of substitute services.

To summarize, the threat of substitute products is low.

Competitive rivalry

For KIDEE, when it comes to entertainment, there are many direct and indirect competitors. Still, when it comes to the combination of entertainment and education in this livable city, there are very infrequent competitors. The center has four direct competitors: Helio Kids, TiniWorld, DD Wonderland, and Babyfarm.

- **Price:** The price of a ticket KIDEE fluctuates at about 120,000 VND for a child, this is a slightly higher fare than the rest of the competitors but the center will always focus on investing in creativity to improve services as well as the children's safety to be worthy of the price paid by parents.
- **Market factors:** Currently, when it comes to children's entertainment areas, they will immediately think of Helio or amusement parks in supermarkets. But when it comes to the entertainment area that combines education and practical experience, almost no business has taken a position in the Da Nang market, so this is an opportunity for KIDEE to try more and more to expand well to gain a standing in the market.
- **Strong competitive strategy:** Helio Kids, TiniWorld, DD Wonderland, and Babyfarm have been in the city for a long time, especially since these amusement parks often spend a large amount of money on promoting on social networking platforms and newspapers. As a start-up hub, KIDEE is committed to continuously monitoring and learning from its competitors. The competitive advantage will be creative thinking, dedication to customers, and the ability to create unique experiences for children. The Center will continuously exploit and develop these advantages to achieve excellence in the industry. By monitoring competitors and understanding the competitive situation, we will devise appropriate competitive strategies to rise and make a difference in the market.

As a result, the threat of competitors in the same industry is moderate.

3. MARKET DEMAND

3.1. Segmentations

In order to reach more children, KIDEE conducts cooperation programs with primary schools and preschools in Da Nang City. Therefore, the customer segments that KIDEE needs to capture include Children, Parents, and Schools (Primary and Preschool in Da Nang City).

KIDEE conducted a data collection survey in May 2023 on the demand for children's amusement parks in Da Nang. Our survey consisted of 10 questions and collected results from 357 participants.

3.1.1. Customers Segmentations

a. School

FREQUENCY OF STUDENT PARTICIPATION IN EXTRACURRICULAR ACTIVITIES AT SCHOOL

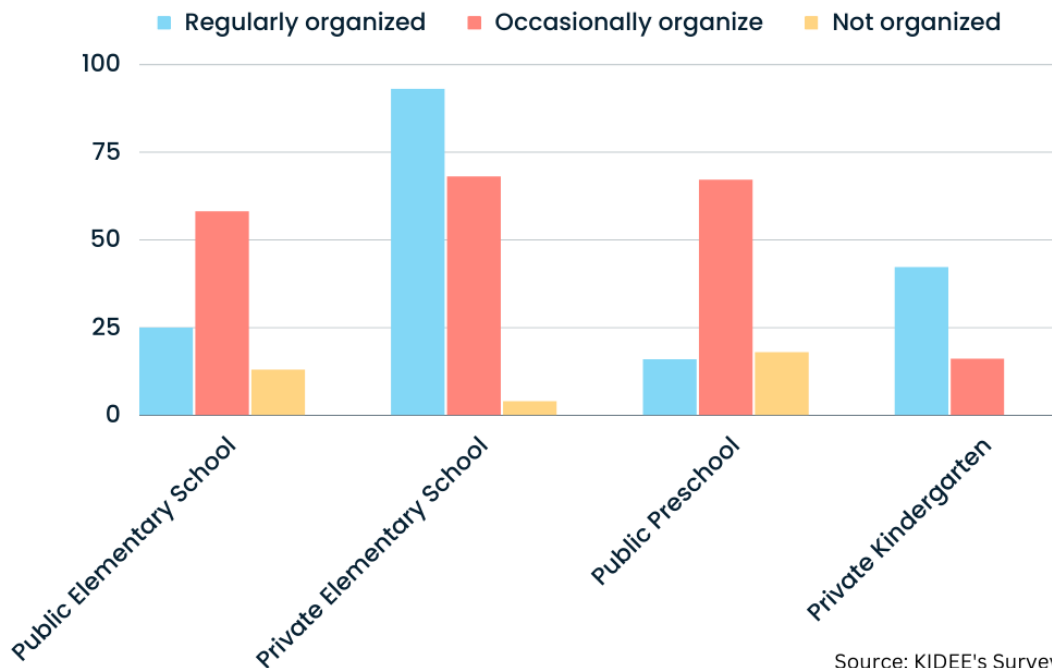


Figure 29: Survey on the frequency of organizing extracurricular events in schools
(Source: KIDEE's survey)

School is one of the important customers at KIDEE. The survey shows that: The frequency of public preschools organizing field trips for students is occasional. Private preschools regularly organize extracurricular activities or picnics for students. Public elementary schools occasionally organize extracurricular activities and field trips for students. Finally,

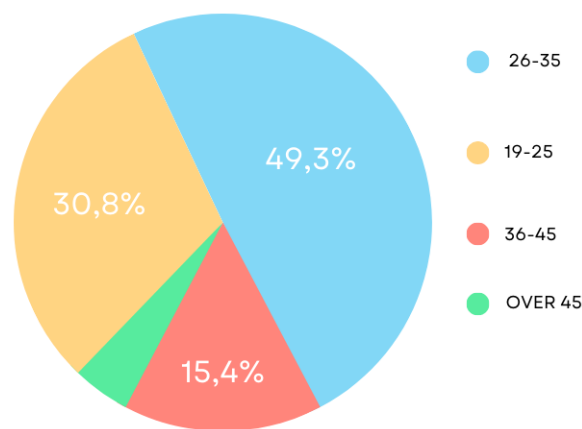
the private primary school regularly organizes experiential activities for students. So, schools (including primary and preschool) are one of KIDEE's important customers. We absolutely have the opportunity to link up with school sites, especially private elementary schools, and private preschools.

b. Parents

KIDEE always targets parents with young children as an important customer target. In particular, approaching parents is an important factor to attract kids to the center.

Demographic

AGE OF SURVEYED PARENTS



Source: KIDEE's Survey

Figure 30: Age survey of parents with young children

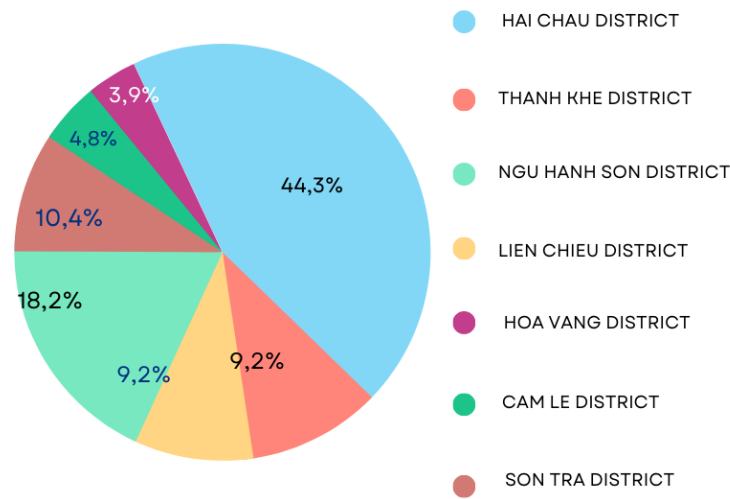
(Source: KIDEE's survey)

Most parents with young children today are between the ages of 26-35 (49.3 percent). Followed by parents aged 19-25 (30.8 percent). There are also some parents with older ages from 36-45 accounting for 15.4 percent.

It can be seen that most of the surveyed parents belong to Gen Y (Millennials). In addition, the increase in parents of Generation Z cannot be ignored, this is today's younger generation and their parenting style is also unique. Always listen to your children as friends and wish to give the best for your child. Therefore, it can be seen that the majority of parents today are young people, with a good parenting mindset and relatively good economic conditions. Because of that, they always aspire to give their children the best experience.

Geographic

LOCATION OF THE MOST CHOOSE ENTERTAINMENT CENTER FOR CHILDREN



Source: KIDEE's Survey

Figure 31: Surveying the location of KIDEE center in Da Nang

Source: KIDEE's survey

In terms of geography, we surveyed 7 districts of Da Nang City. For the purpose of finding the place that is most interesting for parents to put the KIDEE entertainment center. The results show that Hai Chau district is the most chosen place by parents. Next is Ngu Hanh Son district which is the 2nd place chosen by parents with 18.2 percent. So, the location of the center can also be close to the Ngu Hanh Son district. Son Tra District was next with 10.4 percent of the choices. The rest are some other districts in Da Nang.

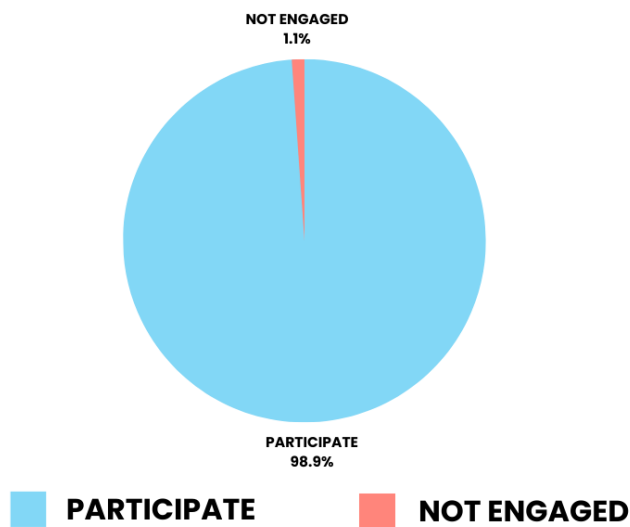
Hai Chau District is perceived as an ideal location for KIDEE to develop. This county has many advantages and favorable conditions. With many advantages as the center of the city, Hai Chau district provides high-quality social services. This is the concentration of many large residential areas in Da Nang, and the facilities and infrastructure are significantly invested and developed. Moreover, Hai Chau district has many primary schools and kindergartens. The number of primary schools in Hai Chau district is 27 (Reviewedu, 2021). The number of preschools in Hai Chau district is 39 schools (Reviewedu, 2021). This creates favorable conditions for the development of an amusement park combined with education for children. With its proximity to schools, KIDEE is able to create a diverse and exciting educational environment where children can learn and explore through play.

With the location and potential of Hai Chau district, KIDEE can develop an entertainment center that is highly educational and meets the needs of the local community.

Behavior

The survey aims to assess the behavior of customers (parents) of different ages. Include questions regarding your child's entertainment habits and the frequency with which he or she participates in recreational activities. These questions help us better understand customer behavior so that we can quickly select target customers for KIDEE.

NEEDS OF PARENTS FOR CHILDREN TO ENTERTAINMENT CENTERS

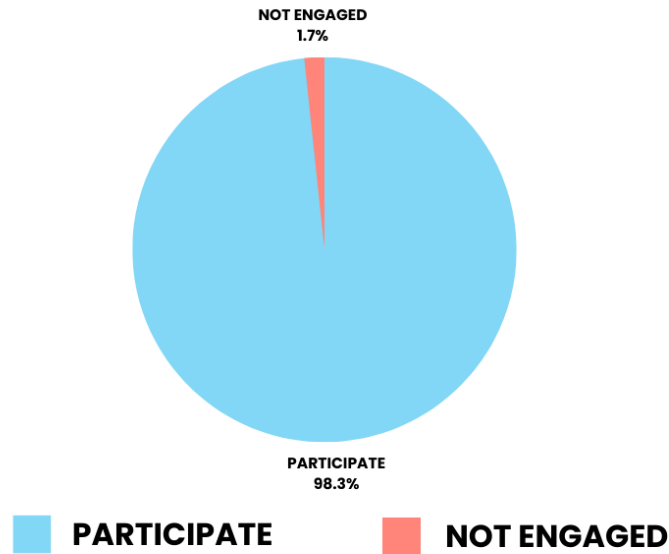


Source: KIDEE's Survey

*Figure 32: Surveying the need for children to participate in edutainment activities
(Source: KIDEE's survey)*

Up to 98.9 percentage of parents often have a need for their children to come to entertainment centers to have fun. This shows that children's entertainment centers are an ideal choice for children to enjoy. Your kids can have fun, learn and develop important skills. Besides, the entertainment center also helps children build good relationships with friends and develop communication skills. This helps children become more confident in life and face tough challenges. With such significant benefits, the children's entertainment center becomes a great place for children to experience a happy life and develop comprehensively.

NEED FOR CHILDREN TO PARTICIPATE IN AREA CENTER'S EXTERNAL ACTIVITIES



Source: KIDEE's Survey

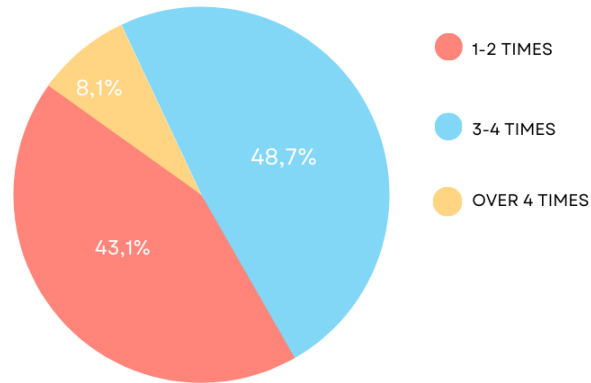
Figure 33: Survey of parents' need to participate in educational recreational activities linked to school

(Source: KIDEE's survey)

It can be seen that parents are extremely interested in recreational activities with professional experience. Up to 98.3 percentage of parents will let their children participate in these activities if they are linked with the school.

The entertainment center combined with professional experiences for children is a completely new model in the Da Nang market. With a combination of entertainment and professional experience, this center helps children learn about careers and participate in fun entertainment activities. Promising that this will be an attractive destination for families with young children in Da Nang. Children can learn, play and develop comprehensively here while discovering and developing their abilities in the future.

FREQUENCY PARENTS BRING KIDS TO THE ENTERTAINMENT AREA IN 1 MONTH

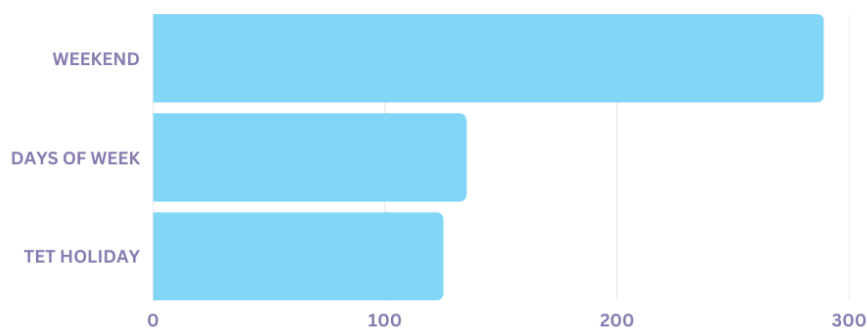


Source: KIDEE's Survey

*Figure 34: Survey on the frequency of children going to parental Entertainment Centers
(Source: KIDEE's survey)*

This is a question to find out the frequency of children to participating in recreational activities from parents. The results show that most parents often take their children to entertainment venues. This is an effective way to reduce stress after school hours. This helps the child to develop more holistically.

THE TIME WHEN PARENTS TAKE THEIR CHILDREN OUT TO PLAY.



Source: KIDEE's Survey

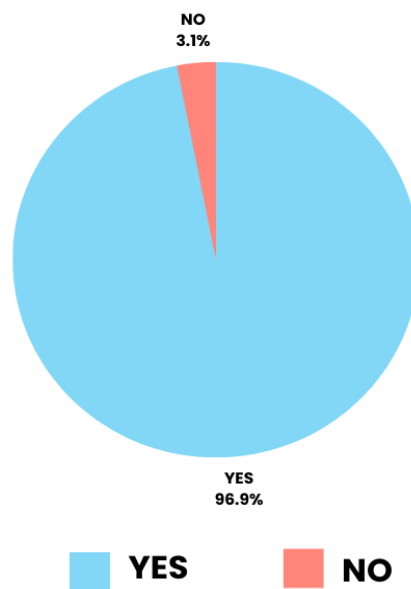
*Figure 35: Survey on the time parents take their children to entertainment centers
(Source: KIDEE's survey)*

This is the result collected from parents about the frequency of their children going to amusement parks. Weekends are the most popular time for parents. Because this is the free time that children get in a week. This means that choosing the most active time of the center will also fall on the weekend.

Psychographic

For parents, education is one of the most important issues for their children. However, recreational activities to reduce stress are also indispensable. For the question about the psychology of parents, we received 96.9 percent of the answers that parents think that professional experience at amusement parks will contribute to helping their children learn more about life skills and more comprehensive development.

PARENTS' OPINIONS ON EDUCATIONAL ENTERTAINMENT AREA CAN HELP DEVELOP LIFE SKILLS AND SOFT SKILLS



Source: KIDEE's Survey

Figure 36: Survey of parents' interest in leisure centers combined with professional experience
(Source: KIDEE's survey)

PARENTS INTERESTED IN THE SAFETY OF CHILDREN'S ENTERTAINMENT CENTER

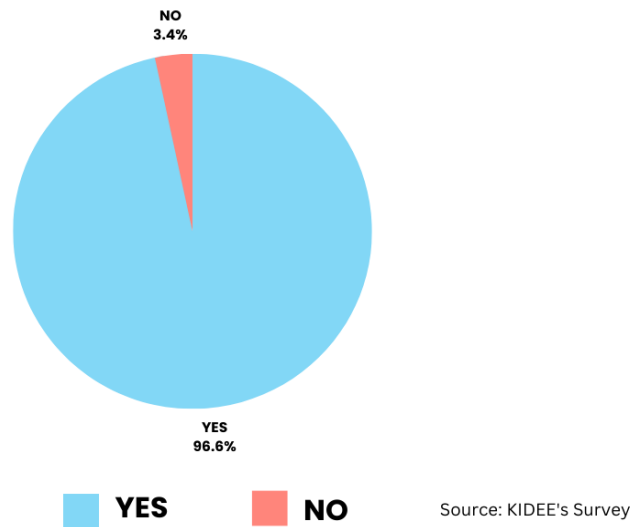


Figure 37: Survey of parents' interest in leisure centers combined with professional experience

(Source: KIDEE's survey)

This is also one of the psychological concerns of parents with young children, and it is noteworthy that up to 96.6 percent of parents who participated in the survey agreed that they feel completely satisfied and feel secure when letting your children participate in experiences at entertainment centers that combine education like this.

Combined with the search table on Google Trends with the keywords "children's play area", "children's play", "and playground". We realize that children's entertainment is very interesting in the Da Nang market. With parents' concern about education and career, KIDEE will certainly be a model with great potential for development in Da Nang.

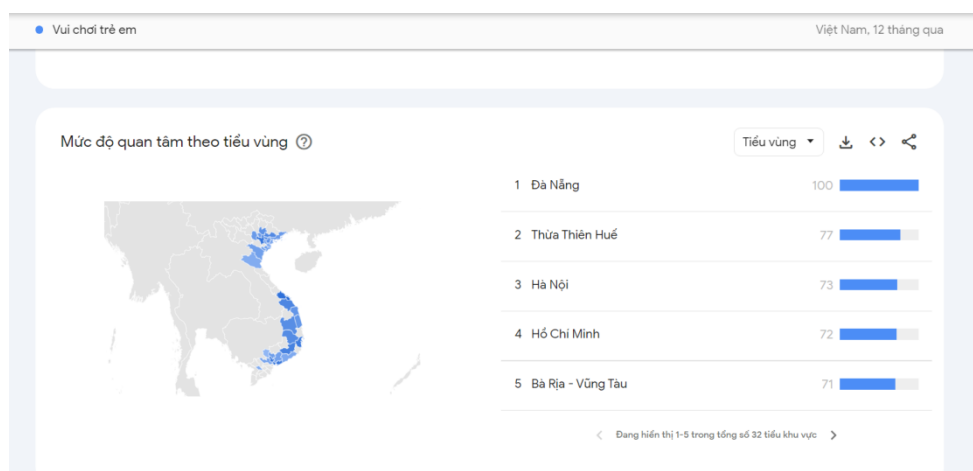


Figure 38: Sub-regional interest in children's play (Source: Google Trend)

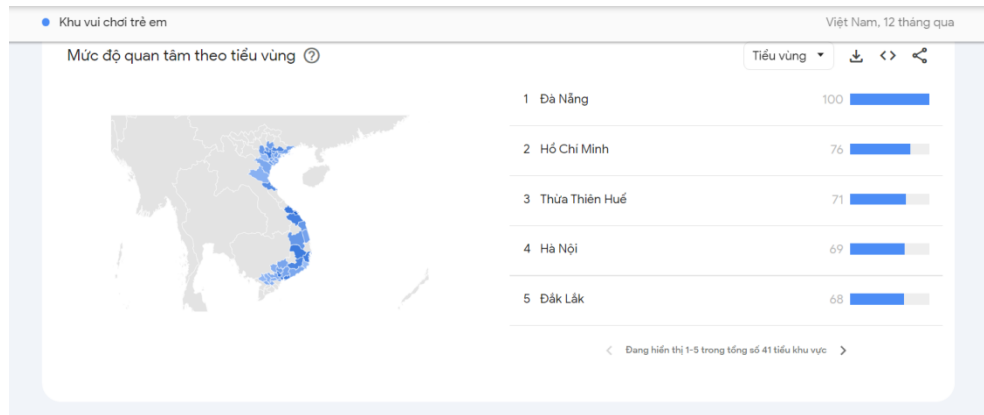


Figure 39: Sub-regional interest in children's play (Source: Google Trend)

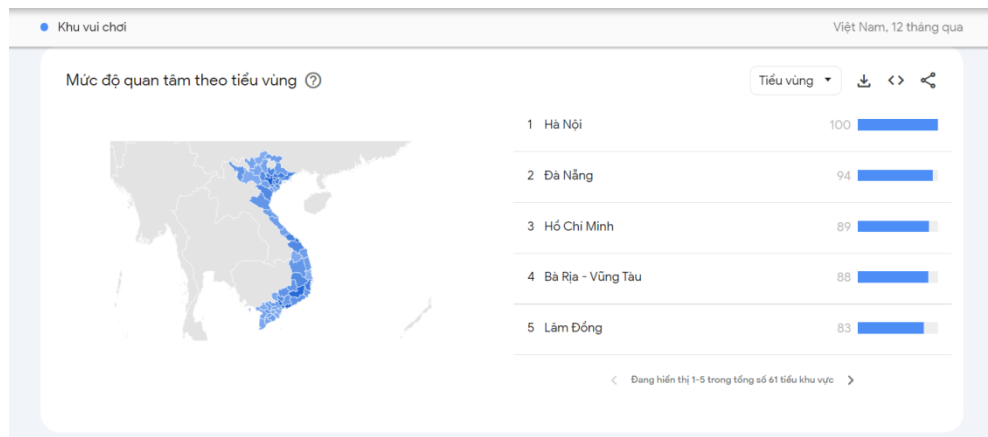


Figure 40: Sub-regional interest in children's play (Source: Google Trend)

3.1.2. Consumer Segmentations

Children

KIDEE is targeting one of the most important customers, children aged 4 to 12. Statistics show that by early 2022, there are more than 299,000 children under 16 years old in Da Nang City (Tran Huyen, 2022).

Notably, the city has about 155 preschools, of which 65 are public, and 90 are private (Bao Han, n.d.). In addition, there are 99 primary schools in the city, including both public and private schools (Da Nang Portal, 2022). These are extremely potential resources that KIDEE can take advantage of for future development.

Children are a very important and potential customer group, and with a large number of schools in Da Nang, KIDEE has the opportunity to serve and spread its services to a large number of families. Continuing to take advantage of the excitement and dynamism of the children, KIDEE is oriented towards development and contributes to promoting fun, entertainment, and comprehensive development for the young generation in this area.

4. COMPETITOR ANALYSIS

4.1. Competitor Overview

KIDEE's goal is to establish a successful and sustainable business in the entertainment industry and provide the most positive experiences for children about their future careers. To this end, we conducted thorough market research and clearly identified our competitors. Understanding the competition is an important factor to ensure the growth and survival of our business.

KIDEE's competitors are divided into direct competitors (Helio Center, Tiniworld, DD Wonderland, Baby Farm) and Indirect Competitors (Asia Park, Play Time, Children's Cultural Palace). We will conduct a thorough review of each competitor's business model, products and services, marketing strategy, geographic location and size. This helps us understand the strengths and weaknesses of each competitor and recommend appropriate competitive measures.

4.2. Direct Competitor

4.2.1. Helio Center

PRODUCT	PROMOTION
<p>Helio kids – a paradise for children. The play area includes an outdoor natural area and an indoor area, combining both entertainment and educational elements for children. Not only the indoor play area but the center also designed an outdoor entertainment area for children in accordance with educational standards. In addition, the center provides children with a shopping area and provides them with related convenient services such as drinks, food, toys, souvenirs, etc. The center will consist of 3 main areas: Helio play, Helio kids, food, and beverage.</p>	<p>Every week will organize a family day with many fun activities and discounts if the family comes with children.</p> <p>Membership Card: Helio Kids offers a membership card for regular customers. On the child's birthday, the center will offer special packages to attract children. They have promotions, including discounts on tickets and bundled gifts, to retain customers.</p> <p>Pre-booking tickets: Like the above privileges, if you book tickets for children in advance, Helio will also provide preferential services for children. In addition, this Center also actively builds an image and develops it widely on social networking channels such as Facebook, Website, and Youtube to</p>

	attract parents.
<p style="text-align: center;">PRICE</p> <p>The cost of arrival will depend on the different services used. If you just come to visit, it's completely free. If you go with children and participate in general amusement parks, the ticket price will vary depending on age and height. Fluctuating and about 100,000 to 200,000 VND per person.</p>	<p style="text-align: center;">PLACE</p> <p>Is a large entertainment center complex located on 2/9 Street, Hai Chau district. Total area up to 35,000 square metres and is one of the major entertainment centers of Da Nang. With such a large area, the center can serve up to 10,000 guests in just one day (Luyen Nguyen, 2020).</p>

Table 2: Helio Center's 4P

4.2.2. Tiniworld

<p style="text-align: center;">PRODUCT</p> <p>Tiniworld- an indoor amusement park model, integrates interwoven learning methods with entertaining games.</p> <p>Tiniworld Build as 4 mysterious villages with 4 different characters: Juro's Village (physical activity area for children), Tera's Ram Village (intellectual and thinking-oriented amusement park), Caw's Village pica (skill, application, creativity zone), Kilo's LoT Village (gift orientation zone).</p>	<p style="text-align: center;">PROMOTION</p> <p>Tiniworld in Da Nang has not had as many media events as other establishments across the country. Mainly, they will attract parents by reducing ticket prices or offering incentives for children to join the fun here. Tini World currently mainly uses social networking channels such as Facebook and website to communicate, however, advertising on Youtube is still not very effective and somewhat inconsistent with modern trends.</p>
<p style="text-align: center;">PRICE</p> <p>The ticket price of the center depends on each branch in different regions, in Da Nang normally it will be 80,000 VND per ticket. On public holidays, weekends, and Tet, tickets will increase by about 100,000 VND per ticket provided that when children are accompanied by 1 adult, the</p>	<p style="text-align: center;">PLACE</p> <p>Tiniworld is located on the 3rd floor of Vincom Da Nang, building 910, Ngo Quyen street, Son Tra district. With an area of about 1000 square metres Tiniworld amusement park has more than 100 games, from folk games to modern games with the most modern technologies. Tiniworld is confident</p>

<p>second person will be charged an additional cost of 20,000 VND. The child's ticket price will include fixed fees and games. If children want to play more extensive games, parents will have to pay an extra cost.</p>	<p>that it is one of the few entertainment centers for children that owns a diverse system of international standards (Giangsstay, 2022).</p>
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Table 3: Tiniworld's 4P

4.2.3. DD Wonderland

<p style="text-align: center;">PRODUCT</p> <p>It is one of the ideal entertainment areas for children in Da Nang. There are games for children such as being able to transform into doctors, engineers, and cosmic superheroes. In addition, DD Wonderland regularly organizes handmade workshops, and games such as finding treasures, solving puzzles, participating in cake drawing and children can bring home the finished products. The center also provides more games and entertainment activities for different ages such as swimming pools, amusement parks, and video games along with other facilities such as restaurants, food and beverage stalls, and souvenirs for children.</p>	<p style="text-align: center;">PROMOTION</p> <p>DD wonderland often organizes interesting events and programs to attract children. Provide vouchers, and discounts on holidays such as International Children's Day, etc. In addition, this amusement park has other services such as free photography, decoration of children's parties to help parents easily organize birthday parties for children. In terms of communication, DD Wonderland focuses on running the strongest ads on Facebook, while focusing less on the Website and media channels on Youtube. However, they have not been able to stand out in promoting their image and service quality compared to other children's entertainment areas.</p>
<p style="text-align: center;">PRICE</p> <p>The ticket price for children when entering the amusement park is quite reasonable, only about 55,000 VND per child from Monday to Friday. If on weekends and holidays, the ticket price will be 75,000 VND for one child.</p>	<p style="text-align: center;">PLACE</p> <p>DD Wonderland is located at 78 Quang Trung, Hai Chau district. The center with an area of about 700 square metres has an extremely large design and space combined with a cafe model for parents to relax while their children are playing. That is the main highlight of DD Wonderland when parents are looking for a cafe that can both relax and</p>

	entertain their children (Chau An, 2022).
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Table 4: DD Wonderland’s 4P

4.2.4. Baby Farm

<p style="text-align: center;">PRODUCT</p> <p>BabyFarm will provide experiential activities such as growing vegetables, raising pigs, raising fish, and drinking cooling tea and others. The girls will be able to participate in activities such as paints statues, puzzles, or more gentle activities. BabyFarm has a career center with occupations such as doctors, farmers, and engineers. Besides physical activities, the center also serves drinks, food, and a 3D photography area. During the Tet holidays, services will be provided to organize events so that families can have fun with their children.</p>	<p style="text-align: center;">PROMOTION</p> <p>Quite similar to normal amusement parks, BabyFarm also offers discounts and discount services for children, when accompanied by parents, the adult ticket price will be 50,000 VND including free water. The center also offers combos to attract parents to bring their children to have fun and entertainment. In terms of communication activities, BabyFarm works quite well on Facebook and Web platforms, advertising articles are run quite well and have a stable interaction.</p>
<p style="text-align: center;">PRICE</p> <p>Ticket prices at the center will also range from 100,000 VND per person. Maybe depending on normal days or public holidays, when the child comes in with an adult, an additional fee of 50,000 dong will be charged per person and a free drink. This is a relatively good price for parents to pay for their children with the pretty good experiences that BabyFarm brings.</p>	<p style="text-align: center;">PLACE</p> <p>Located at 80 Doc Lan, Cam Le district. The simulated space is associated with nature and animals. There are more than 24 animals and 150 individuals including: goats, fish, sheep, owls, hamsters, and so forth (Khanh Quyen, 2020).</p>

Table 5: Baby Farm’s 4P

4.3 Indirect Competitor

4.3.1. Asia Park

Asia Park is divided into three main areas. The first is the outdoor amusement park area,

where more than 20 games range from light games to extreme thrills. Next is the cultural park area, which gathers typical architectural features from 10 countries around the world. Finally, the Sun Wheel area creates an indoor entertainment space, especially for families with young children with games suitable for children's ages and interests.

The park often organizes various festivals and music events with different themes, including Korean festivals, Halloween festivals, Christmas festivals, and Mid-Autumn Festival to enhance brand recognition. To brand and attract customers, Asia Park uses various advertising channels such as television, newspapers, the internet, website, Facebook, and billboards. The park has a flexible ticketing policy and incentives for customers including free entrance, reduced ticket prices for Da Nang residents and foreign tourists. In addition, the park regularly organizes promotions and incentives such as giving gifts, vouchers, coupons when buying tickets or using services in the park. Moreover, Asia Park establishes links with various partners, such as hotels, restaurants, and travel agencies, to create attractive and diverse promotional packages for customers.

4.3.2. Play Time

Playtime is divided into many different play areas. This includes a challenge zone where children can climb, slide, go through a tunnel, see a seesaw and so forth. The cube zone allows children to stack different colored blocks to create constructions lovely program. The art zone allows children to paint, draw and make creative crafts. The sand house area allows children to play in the sand, and build sand castles, boats and others. Finally, the ball house with many colorful balls for children to exercise, throw the ball into the basket and so on. At Playtime, the focus is mainly on entertaining games to train children's thinking and physicality through games.

Playtime uses a variety of media channels to promote children's play areas widely and effectively. Playtime's official website is www.worldplaytime.com, which provides information on affiliates, games, offers, and ongoing events. Playtime also has a fan page on the social network Facebook, sharing photos, videos, and articles about interesting activities at the amusement park, along with the ability to interact directly with customers.

4.3.3. Childrens Culture Palace

The Childrens Culture Palace is divided into many different areas. The first is the exciting entertainment area. This is a place where children can have fun with swings, horseback riding, swings, sculptures, slides, or trams. The second is an outdoor play area that provides space to organize common activities such as playing basketball, football, and

badminton, and participating in other collective games. The third is a learning and skills development area, where children can participate in classes in dance, singing, painting, art, and many other creative activities. Next is the multi-function area, where the children can organize events such as birthdays, festivals, and performances. Finally, the library area is where children can learn and discover useful knowledge through reading and studying. However, the children's culture palace focuses mainly on games for children with the main goal of bringing joy and satisfaction to children.

4.4. Comparison matrix

	KIDEE Center	Helio	TiniWorld	Dd wonderland	Baby Farm	Asia Park	Childrens Culture Palace	Playtime
Price	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★☆☆	★★★★★	★★★☆☆	★★★★☆
Infrastructure	★★★★☆	★★★★☆	★★★☆☆	★★★☆☆	★★★☆☆	★★★★★	★★★☆☆	★★★★☆
Educational Value	★★★★★	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★☆☆	★★★★☆	★★★☆☆
Convenient location	★★★★☆	★★★★★	★★★★☆	★★★★☆	★★★☆☆	★★★★★	★★★★★	★★★★★
Media channel	★★★★☆	★★★☆☆	★★★★☆	★★★☆☆	★★★★☆	★★★★★	★★★☆☆	★★★☆☆
Variety of activities	★★★★★	★★★★★	★★★★☆	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★☆

Table 6: Comparison Matrix

For a comprehensive and detailed analysis of the service evaluation factors at the career experience center for children, KIDEE has created a competitive matrix to understand the capabilities of competitors. From there, KIDEE will better understand the strengths of competitors to develop activities and services, as well as study weaknesses for KIDEE to learn from.

KIDEE has leveraged the comparison matrix to gain a variety of competitive advantages. First, KIDEE has combined more than 20 different career-oriented activities, bringing children interesting and rewarding experiences. KIDEE also owns a convenient location in

Hai Chau district - the city center, making it easy for customers to access and move to the amusement park, similar to Helio Center, Asia Park, Palace of Culture, or Playtime Amusement Park.

In reaching customers, KIDEE not only uses two main platforms, Facebook and Website, but also expands communication on many other platforms such as Tiktok and Instagram. This helps KIDEE to access and understand a wide variety of customer files. Besides, children also have the opportunity to earn money through working at KIDEE Center and receiving KIDCASH money. They can also use the KIDEE money they earn to exchange gifts at the center.

In summary, KIDEE has used the comparison matrix to create unique competitive advantages, combined with a favorable location, a variety of experiences, a cross-platform communication strategy, thereby providing a good experience and attract customers.

4.5 Positioning map

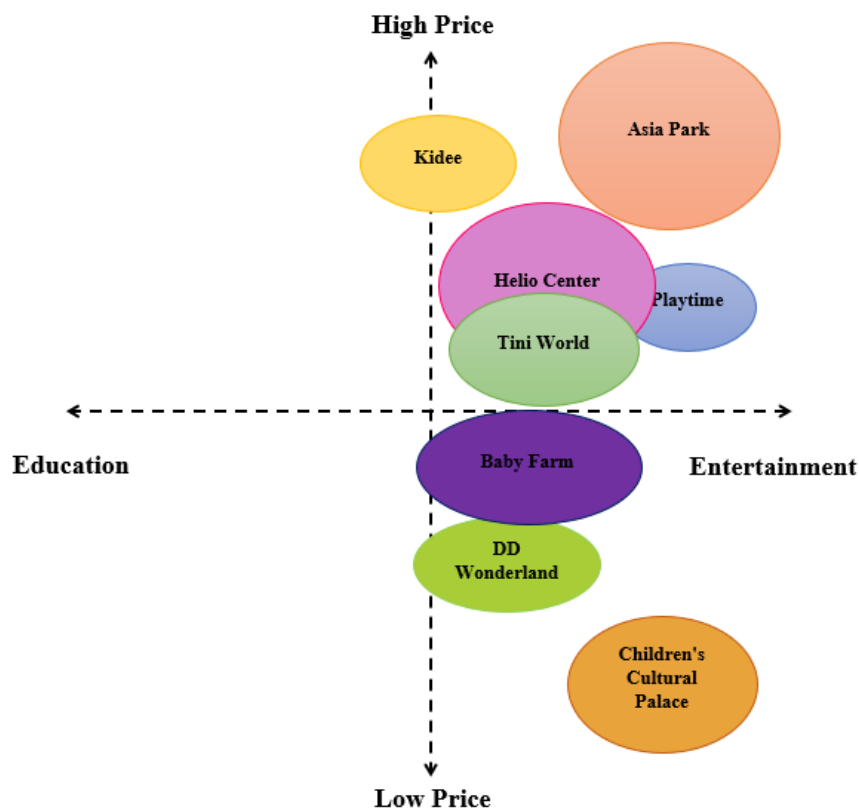


Figure 41: Positioning map

Based on the locator map, two value axes are used: price (Low to High) and value (education versus entertainment). From the map, it can be seen that KIDEE emphasizes the price criteria along with the quality of service provided to customers. In addition, the center also provides many experience industries for children, aiming at service quality and brand affirmation in the market. KIDEE also aims to provide the best services to customers, focusing on prioritizing customers over competitors. Furthermore, there is a proposed improvement in the center's services to ensure higher customer satisfaction and meet their expectations. Compared with KIDEE, Baby Farm and DD Wonderland have also been interesting and used by customers in the market with relatively low prices. On the other hand, Asia Park, Helio Center, and Tini World - playgrounds for children - are known for providing diverse products and services to customers and special offers. However, other amusement parks such as Playtime, and Children's Cultural Palace are essential to creating an entertainment space for children in the mid-price segment and below, attracting middle-income parents average or low. As such, it is clear that KIDEE needs to build its brand and competitive position in the market through diversified products, customer-centric services, and a solid customer base.

5. UNIQUE SELLING POINT

KIDEE It is not only a center of entertainment but also a place to create immersive experiences in learning and discovery. At KIDEE, every step is a door to the big world. KIDEE understands that helping children become aware of careers at an early age will be the key to a bright and successful future.

From the creative activity rooms, KIDEE has formed a unique educational and entertainment environment. KIDEE not only teaches children specific skills but also imparts values of creativity, perseverance, and teamwork. It is solid luggage for them to reach out to the world and conquer their own dreams.

KIDEE aspires to build a community for children. A place where kids can confidently express ideas, experiment and learn from each other. KIDEE believes that igniting children's passions and creativity not only creates future scientists, artists, or entrepreneurs but also global citizens concentric on sustainable development. of the world.

What makes KIDEE different from other centers in Da Nang is the variety and specificity of activities. KIDEE provides children with a holistic experience of participating in industry-specific activities. Professions are selected based on market trends and are updated quarterly to offer new experiences for children. Parents can be completely assured when their children participate, with the desire for their comprehensive development.

Besides, the occupations at KIDEE will change every quarter. To create a new and unique playground for children. This shift in the operating model in each quarter is a special highlight. They make KIDEE always fresh in the eyes of customers. Enhance the user experience. That brings a lot of revenue to the center.

At KIDEE, it is worth noting that after completing the task, the children will receive KIDCASH - the official currency of KIDEE. With KIDCASH, children can use the money they earn to exchange gifts at the center. Specifically, there will be automatic redemption machines displaying many options such as lucky gifts. When children look at KIDCASH, they immediately think of this unique entertainment center. KIDCASH is a means for children to earn money through fun activities held at KIDEE, stimulating thinking and encouraging children to participate in activities to develop necessary skills.

CHAPTER 3: OPERATION, MANAGEMENT & MARKETING

1. BUSINESS CANVAS MODEL

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • Schools: 208 kindergartens including both public and private • Service and device providers: Van Minh Amusement Equipment Joint Stock Company • Uniform supplier: Gold Kids Store • Food supply: TH True Milk Company • 3 office-for-rent 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> • Organize a career experience program for children • Provide recreational and professional activities • Infrastructure quality management • Customer care (Consumer) <p>KEY RESOURCES</p> <ul style="list-style-type: none"> • Infrastructure • Staff • Finance and capital resources • Partner • Location 	<p>VALUE PROPOSITIONS</p> <ul style="list-style-type: none"> • Provide an entertainment environment combined with "exploring the future" career for children • The occupations are created and decorated by KIDEE according to the themes of each profession to ensure that the needs and interests of the children are met. • Located in the city center easy for customers 	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Website and online channels • Personal support and counseling services • Direct interaction in activities • Customer Appreciation <p>CHANNELS</p> <ul style="list-style-type: none"> • Directly at the center • Print and broadcast through schools • Online and social networks • Advertising and direct marketing • Cooperation with schools 	<p>CUSTOMER SEGMENT</p> <ul style="list-style-type: none"> • Customer: school and parents accompany children. • Consumer: kids 4-12 years old
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> • Staff • Rent • Facilities • Marketing and advertising, Brand cost • Training and innovation • Operating, Administration and management 		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> • The center's main source of revenue is the service packages associated with the school, in addition to the entrance tickets of outside guests. (contribution to revenue: 85%) • Revenue also comes from leasing three booths located near the reception area. 		

Figure 42: Business Canvas Model of KIDEE

2. OPERATION MODEL

2.1 Design

Suitable location

KIDEE was looking for a 480 square metres plot of land, ideal for building a 4-story building. We especially focused on finding an extremely prime location in the city center, with frontage facing the main road. Our goal is to create a convenient and easily accessible space for parents and children

A simulated airplane model

KIDEE has designed the compact plane model to look like an actual plane. With the top of the plane facing the center of the plane, everyone entering the center will easily see it. This aircraft model includes a cockpit and passenger compartments, creating an interesting and engaging space.

Besides, KIDEE will also design products related to the pilot industry such as hand-held hashtags or standees, to bring joy and memorable experiences to children. They provide an opportunity for children to capture memories, lovely moments and create more connections with the world of aviation.

Creating detailed drawings for each activity room

KIDEE Center aims to create a great experience for children, so creating detailed drawings for each activity room is very important. This drawing will guide the construction and decoration of the rooms, ensuring a reasonable layout to create an attractive space. Each activity room is designed with a specific purpose in mind, and detailed drawings will show the appropriate layout of graphics and supplies, along with their organization and combination in the space, while also playing an important role in attracting children's flexibility and curiosity, ensuring the arrangement of graphics and objects allows for easy movement and exploration within the rooms.

Three spaces at KIDEE ground floor for lease

KIDEE Center provides 300 square metres of rental spaces on the ground floor, comprising three separate booths: a restaurant, a water bar, and an ice cream stand to cater to customers' relaxation and refreshment needs.

Purchasing Equipment

<i>KIDEE Building</i>	<i>Details</i>
Building system	<ul style="list-style-type: none"> ● Air conditioning system ● Fire protection system ● Security system, building control ● Surveillance camera ● Building a smoke extraction system ● Lighting system, power supply ● Water supply and drainage system ● Building a management system ● Information and telecommunications systems
Office	<ul style="list-style-type: none"> ● Stationery ● Desktop computer ● Reception desk ● Banner decoration and organization of company events, and holidays of the year. ● Decorations in the office: flowers, trees, decorative lights ... ● Machines served during lunch break, relax refrigerator, microwave, coffee machine ... ● Office cleaning tools ● Landline phone

<i>KIDEE Building</i>	<i>Details</i>
	<ul style="list-style-type: none"> • Network equipment • Desks and chairs • Projector
Building equipment	<ul style="list-style-type: none"> • Air conditioner • Loudspeaker • Walkie talkie • Camera • Light • Fire extinguishers • Television • Projector

Table 7: KIDEE Building System

<i>Occupation</i>	<i>Details</i>
Chef	<ul style="list-style-type: none"> • Ice cream making utensils • Baking utensils • Pots and pans • Oven and grill • Food preservation materials • Refrigerator and freezer.
Doctor	<ul style="list-style-type: none"> • Stethoscope • Thermometer • Bandages, medical cotton, medicine • Pediatric dental chair, stool • Dental instrument set • Lights • Child Dental Manikins Simulators Model • Anatomical model • Newborn Baby Model
Fashion Design	<ul style="list-style-type: none"> • Fashion accessories • Fashion fabric • Artificial nails • Gel and nail polish • Child manicure table and vanity table

<i>Occupation</i>	<i>Details</i>
	<ul style="list-style-type: none"> • Cosmetic set
Aviation	<ul style="list-style-type: none"> • Model airplane • 3D control system • Aviation equipment • Aviation clock • Flight attendant serving utensils • Cabin crew equipment
Police	<ul style="list-style-type: none"> • Walkie talkie • Dummy gun • Police car • Fake duty-executing tools • Horns, speakers, signal lights, hats, flashlights • Rescue tools
Painting	<ul style="list-style-type: none"> • Drawing kits • Drawings and picture frames • Handmade items • Picture • Decoration kit • Cleaning tools (eraser, sandpaper ..)
Firefighters	<ul style="list-style-type: none"> • Dummy fire extinguisher • Fire truck toy • Signboards, signs, fire posters • Fire incident lights
Construction	<ul style="list-style-type: none"> • Model of construction works • Table, sand, sand building tools • Signboards, construction signs • Tool picture hanging board • Dummy brick, stone, cement

Table 8: Decorating the experiential career rooms at KIDEE

2.2 Operation procedures

2.2.1 The process of connecting with the school

Research and set goals

We will first research primary and preschool schools in Hai Chau district and neighboring districts in Da Nang to identify and find target schools that the center can cooperate with and serve well. Next, KIDEE creates a list of 150 target schools, in which it intends to participate in at least once a year. This allows our center to reach out and connect with various schools in the area. We set a target of 1 to 2 participating schools per a day to ensure the highest quality of service and safety for our children.

Plan

Between July and August, KIDEE will schedule a meeting and direct contact with schools. This is to establish links and cooperation between the center and the schools in the future. In particular, we consulted with the Principal of Bach Yen Kindergarten and the staff at the primary school, and according to the information obtained, at the beginning of September, the school planned activities for the new school year and sent the proposal to the Ministry of Education. We plan to find contact information with the schools, ensuring reach and communication smoothly. At once, we are also determining the content that the center will provide, including experiential activities, appropriate educational programs, and necessary information to present to the principal and staff of each school. We want to ensure that any information and activities we recommend are relevant and helpful to the development and education of our students.

Connection, cooperation proposals, and negotiation discussions

The KIDEE Center will contact the listed preschools and elementary schools through means such as email, phone, or official invitations. We will make it clear that participating in this event will bring many benefits to the students and the school. We will emphasize the experiential education aspect in which children can explore and learn about many different professions through interesting and rewarding activities at KIDEE. The KIDEE Center will conduct discussions and negotiations to agree on the details of the plan and the requirements. We will ensure that schools have complete and accurate information about our events, allowing them to choose the right time and arrange activities for their students.

Building a lasting relationship with the school

Maintain strong relationships by regularly communicating through contact forms, suggesting further cooperation activities, and creating new opportunities to promote the

educational and career development of students. We are always happy to support and build a high-quality collaborative environment that helps create positive outcomes for both the center and the school.

Process of receiving group guests

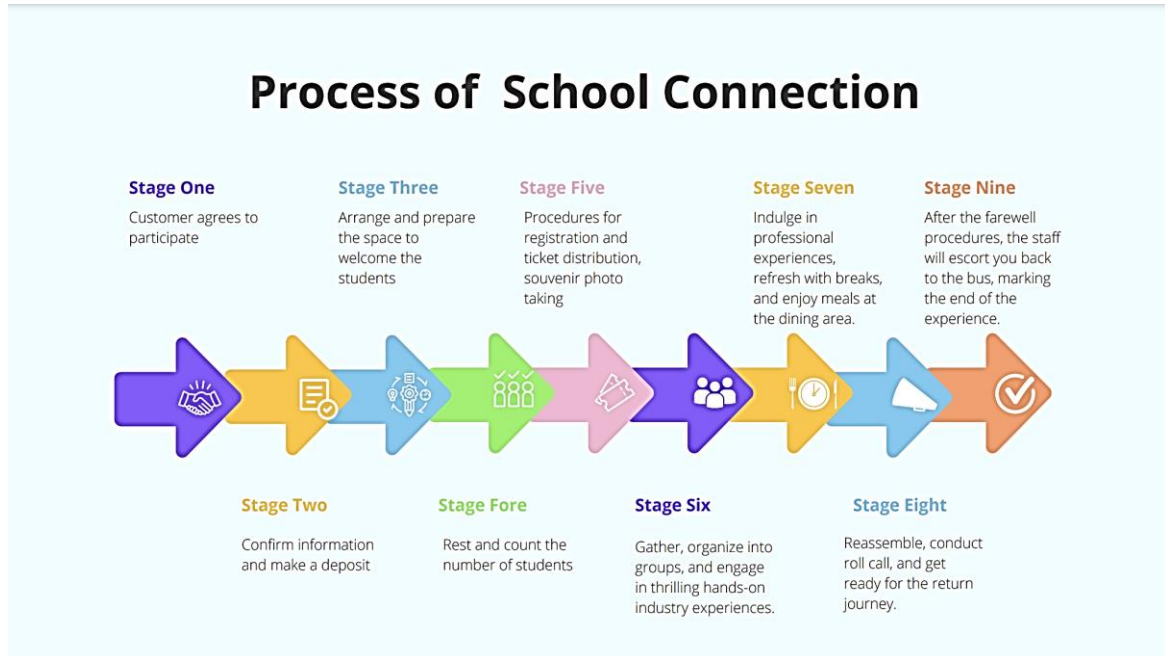


Figure 43: The Process of receiving group guests

When you arrive at the venue, we will organize a rest, take attendance and distribute tickets for each of you. At the same time, take souvenir photos to record memorable moments. After that, we will gather and stabilize the squad. At the center, we will ensure that each quarter has a maximum of 10 rooms, each room can accommodate up to 20 children. With a maximum number of students from pre-schools and primary schools with a maximum of 180 people, we will organize small groups of 20 kids in one room to participate in interesting activities and experience the professions differently. During the transition between playrooms, we make sure the little ones can play, eat and rest in the center's dining area. After completing all the activities and services at the center, we will gather the children to prepare to return. They will be able to rest and board the car for a safe and convenient return.

2.2.2 Activity Time

KIDEE career experience center operating hours: 8:00 AM - 10:00 PM

Timeline of Staffs

Office Staff (Tuesday - Saturday)	8:00 AM - 12:00 PM and 1:00 PM - 5:00 PM
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Receptionist + Supervisor + Support (Tuesday - Sunday)	Shift 1	Shift 2	Shift 3
	7:30 AM- 11:30 AM	1:00 PM - 5:00 PM	6:00 PM- 10:00 PM

Table 9: Timeline of Staffs for KIDEE

Operating timeline of playrooms

Each room is given 30 minutes to play, then 10 minutes for the staff to clean the room before the next playtime slot begins.

From September to May

Weekdays	Tuesday - Friday	Saturday and Sunday
Timeline		
8:00 AM - 5:00 PM	SCHOOL CONSUMERS	INDIVIDUAL CONSUMERS
6:00 PM - 10:00 PM	INDIVIDUAL CONSUMERS	

Table 10: Timeline of playroom activity for KIDEE

From June to August

Weekdays	Tuesday - Sunday
Timeline	
8:00 AM - 10:00 PM	INDIVIDUAL CONSUMERS

Table 11: Operating timeline of playrooms from June to August

2.2.3. Experience process

2.2.3.1. Experience Tutorial

Welcome to Future Career Exploration for Kids!

Step 1: Kids, please line up in the specific vocational activity room to prepare for participation.

Step 2: KIDEE welcomes you!

Kids, put on your uniforms.

Step 3: Introduce to the children the content of the profession they will be engaging in.

Step 4: Guide and support the kids in carrying out their tasks and practicing appropriate activities.

Step 5: Take off the uniforms.

The activity concludes - See you!

2.2.3.2. KIDEE's Internal Regulations

Ticket Regulations

- Tickets purchased are non-exchange or refundable.
- Tickets are applicable for Children from 4 to 12 years old.
- Purchased a ticket are only valid for a child to enter KIDEE.
- Tickets are valid for participating in KIDEE's experiential activities (excluding additional services requested by customers).

Wristband

- The wristband cannot be exchanged between participators.
- Please keep the wristband on and do not remove it during the entire duration of the operation at KIDEE.
- In the event that the customer damages or loses the wristband, KIDEE will not allow players to continue participating.

Regulations Before Entering KIDEE

- No smoking (including e-cigarettes).
- Do not bring food, drinks, or chewing gum.
- Do not bring pets, flammable or explosive substances, and prohibited items.
- Do not allow children to bring phones or valuable jewelry to avoid loss or theft.

Regulations Inside KIDEE

- It is strictly forbidden to vandalize or damage property and decorative items in the activity areas at KIDEE.
- Do not litter to maintain cleanliness and aesthetics.
- Climbing, jumping, or sitting on railings at KIDEE is strictly prohibited.
- Customers are responsible for the safekeeping of their personal belongings brought into KIDEE. KIDEE assumes no liability for any loss, theft, or damage.
- KIDEE will be able to suspend certain models for repair, maintenance, or in case of emergencies without prior notice.
- KIDEE can film, and take photos of customers' experiences for promotional and commercial purposes without asking for prior permission.
- All media coverage at KIDEE must be notified and scheduled at least 5 days in advance.

Check-in Procedure

- Buy tickets at KIDEE counter: Present the ticket along with the receipt and proceed

to a wristband counter.

- Wristband counter: Children will receive assistance and instructions for wearing the wristband.
- Move to the respective activity room: Children wait their turn to enter the room.

Check-out Procedure

- Hand out KIDCASH before leaving KIDEE Center.
- Locate the area for moving and leaving the KIDEE.

Note: KIDEE reserves the right to refuse ticket sales or entry to customers who exhibit behavior or attitudes that may disrupt the activities within KIDEE or affect other customers.

2.2.4. Rotational reform framework and handling situations scrip

2.2.4.1. Rotational reform framework

To enhance the attraction and bring innovation to the amusement park, KIDEE has implemented a comprehensive plan to change and improve its operations on a quarterly basis regularly. In order to meet the needs of children, KIDEE's management team is constantly researching and developing new games and creative activities.

Each quarter, KIDEE will offer customers a series of from 9 to 10 unique activities in 5 different professions. However, in order to maintain innovation and diversity for the center, we are constantly transforming by rotating 2 out of 5 job sectors every quarter. Thanks to this, KIDEE always ensures that not only is there creativity and originality in each quarter but also offers customers a diverse and novel experience.

2.2.4.2. Backup plan

After a year of focusing on the primary and preschool sectors, we will undertake a comprehensive assessment of the effectiveness of this strategy and explore potential future growth opportunities. If we encounter difficulties during this process and find that the opportunity to partner with schools in the city is not enough customers to meet the revenue or not meet the desired goals, we will adjust the plan. Plan and conduct survey and analysis of other educational centers in the city. The centers we will survey may include English language centers, soft skills centers for children, educational clubs for young children or tourist groups. We summarize the results after the first year and then implement a contingency plan in the second year. This not only helps us find more potential customers, but also ensures that this option fits the needs and growth of the KIDEE center.

2.2.4.3. How to handle an unexpected accident

At KIDEE, we put the safety of our customers first and take the necessary measures to handle unexpected accident situations quickly and efficiently.

Prior to commencing operations, all KIDEE staff will be trained in basic accident and first aid procedures. This ensures that they have the knowledge and skills needed to deal with emergency situations professionally. Furthermore, medical staff will know how to give first aid on the spot and contact the nearest emergency services or hospital quickly to ensure the safety and health of injured customers. At KIDEE, ensuring fire safety is a top priority. We follow established fire regulations and procedures to ensure that every aspect related to fire safety is effectively managed and controlled. In addition, we periodically check and maintain our devices to ensure that they are always in good working order and ready for use when needed. KIDEE will also take full responsibility for incidents and accidents that occur during our operations. We are committed to compensating and resolving arising problems fairly and quickly.

2.2.4.4. How to handle customer complaints

At KIDEE, we put our customers first and are committed to providing the best experience for them. As soon as customers use our services, a consultant will contact them by phone or email survey. KIDEE will listen sincerely and meticulously to understand the factors that customers evaluate, from service quality, staff, activities, and games, to safety and comfort. If the customer has any feedback or complaint, the consultant will be responsible for resolving and ensuring that any problems are resolved quickly and reliably.

KIDEE regularly evaluates and monitors customer satisfaction. Based on this feedback, we take improvement measures, including process improvements, staff training, and game enhancements, to ensure that customers always have the best experience at the amusement park.

2.3 Payment

At KIDEE, we strive to provide our customers with a flexible and convenient payment policy. We accept payment in two forms: online and offline, ensuring customers have a wide range of options depending on demand and convenience.

Online Payments

Customers can easily make online payments using various methods. We accept payment via bank cards such as ATMs, Visa, and MasterCard. Furthermore, we understand the growing popularity of e-wallets and their convenience in everyday transactions. Therefore, KIDEE has integrated popular e-wallet services such as MoMo, VNPAY, ZaloPay and

booking tickets on the website into its payment system. Our online payment system ensures the highest level of security and encryption to protect our customer's financial information, giving them peace of mind when making transactions across platforms.

Offline Payments

For customers who want to pay in person or don't use a digital platform, we also accept cash payments. By accepting cash payments, we aim to serve a wide range of customers who may have different preferences regarding payment methods. We maintain transparency in our offline payment processes, ensuring that customers receive receipts for their transactions.

3. HUMAN RESOURCES

3.1 Company Structure

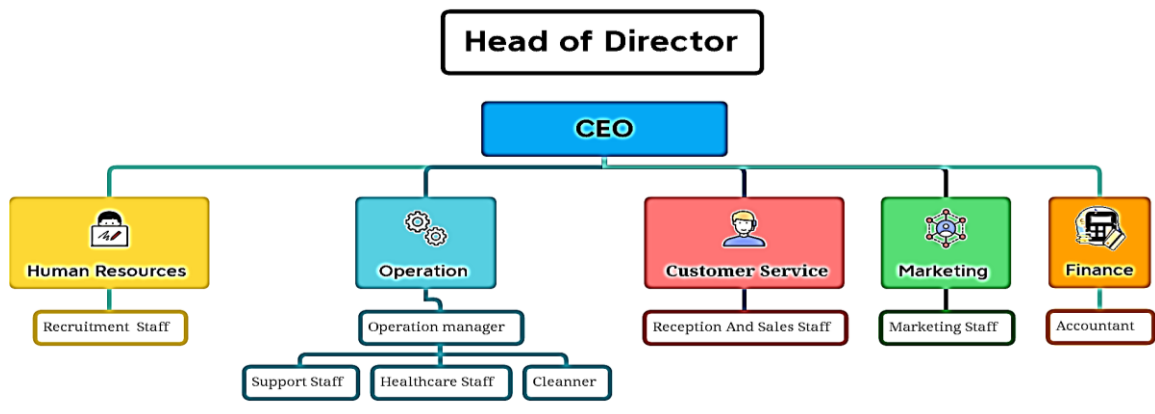


Figure 44. Company Structure

3.2 Roles & Responsibilities

Role	Responsibility	Quality	Salary/month
CEO	<ul style="list-style-type: none"> Strategic planning: participates in defining the center's strategy, ensuring that short-term and long-term goals are effectively set and implemented. Management and administration: manage all activities of the center. This includes financial management, human resources, and other departments. Direction and change: make difficult decisions about changing strategy, organizational structure or new direction to 	1	10.000.000 VND

Role	Responsibility	Quality	Salary/month
	<p>ensure adaptation to the changing business environment.</p> <ul style="list-style-type: none"> ● Representation and communication: be the main representative of the organization in events, meetings and affiliations with schools ● Evaluating performance: setting performance indicators and monitoring the achievement of goals, and adjusting as needed to ensure the success of the center. 		
<p>Recruitment staff</p>	<p>Managing general activities related to human resources, in charge of jobs related to human resource management in the enterprise.</p> <p>+ Recruitment</p> <ul style="list-style-type: none"> ● Develop and implement a recruitment plan in line with job needs. ● Implement communication plans to recruit human resources. ● Maintain relationships with human resources. For example, universities and training institutions. ● Provide solutions to increase employee productivity. <p>+ Management of salary, contract, insurance</p> <ul style="list-style-type: none"> ● Issues of employee compensation, benefits and social welfare. ● Finalization of personal income tax. ● Manage labor contracts, track term and terms of employees. <p>+ Training</p> <ul style="list-style-type: none"> ● Implement and monitor employee training plan. ● Monitor the process and evaluate the results every term. ● Proposing solutions and goals to 	<p>1</p>	<p>6.000.000 VND</p>

Role	Responsibility	Quality	Salary/month
	improve personnel qualifications.		
Support Staff	<p>Operations manager, working for the center to ensure that all operations run efficiently and smoothly.</p> <ul style="list-style-type: none"> • Guide children about activities and services provided by the KIDEE center. • Ensure safety and efficiency for children's activities. • Instruct parents of children about activities that children will experience. • Solve simple problems that occur during operation. • Report the operation process and problems to the management. 	30	4.000.000 VND
Operation management	<p>Working for the center to ensure that all operations run efficiently and smoothly.</p> <ul style="list-style-type: none"> • Monitor each room's activities, handle unexpected situations. • Educate customers to ensure that all customer inquiries are resolved. 	2	6.000.000 VND
Reception and Sales Staff	<p>The business unit of the business and is primarily responsible for the activities that bring in the company's revenue.</p> <ul style="list-style-type: none"> • Market research to assess customer needs and determine product and service availability. • Plan and develop ideas, monthly and quarterly business strategies. • Implement business goals and plans. • Counseling parents directly and listening to the problems of parents or school partners. • Report business results and 	2	5.000.000 VND

Role	Responsibility	Quality	Salary/month
	<p>financial expenses at the request of superiors.</p> <ul style="list-style-type: none"> • Manage progress and take action to achieve target sales. 		
Marketing Staff	<ul style="list-style-type: none"> • Contributing and giving marketing strategies about KIDEE center. • Research and analyze the market to come up with a plan to reach potential customers. • Manage the creation and posting of content on KIDEE web and social networks, media sites. • Manage social media campaigns (online and offline). • Coordinate email advertising campaigns. • Planning and organizing media events. 	1	6.000.000 VND
Accountant Staff	<p>Responsible for the preparation and analysis of the company's financial records, including data management, analysis and consulting, the creation of financial statements, and ensuring regulatory compliance with the company's accounting practices.</p> <ul style="list-style-type: none"> • Enter daily revenue data, ensure accuracy and timely submission of monthly, quarterly and annual financial reports. • Prepare profit and loss statements and general accounting reports and monthly expenses. • Analyze revenue and expenditure trends and propose appropriate budget levels, ensuring spending control. 	1	6.000.000 VND

Role	Responsibility	Quality	Salary/month
Cleaning Staff	<ul style="list-style-type: none"> Get the job of cleaning the center, corridor areas, offices, arranging equipment in the warehouse. Ensure cleanliness for restroom areas. 	1	3.000.000 VND
Healthcare Staff	<ul style="list-style-type: none"> Emergency first aid in accident situations that occur when children are playing at KIDEE. Medical room management, depending on the right to use in cases. 	1	5.000.000 VND

Table 12: Roles & Responsibilities of KIDEE

3.3 Compensation & Benefits

We provide a dynamic, professional, and friendly working environment for our employees. Here, they will find many advancement opportunities and clear career paths. Health insurance (HI) and social insurance (social insurance) policies are applied by us according to state regulations, providing health and social security protection for employees. A competitive salary is determined based on the capacity and performance of each individual. Not only on special occasions such as holidays and New Year, but we also reward employees on the 13th salary month, creating more joy and encouragement for them. Moreover, employees are entitled to allowances for overtime, meals, and travel expenses. We are also willing to support reasonable expenses incurred during working and overtime, to ensure fairness and maximum convenience for employees.

3.4 Recruitment

Here is a suggested recruitment process for a children's entertainment center:

Step 1: Identify recruitment needs

Step 2: Job description

Step 3: Published Recruitment

Step 4: Profile screening

Step 5: Initial interview

Step 6: Final interview

Step 7: Check the reference

Step 8: Hiring decisions

Step 9: Periodic inspection and training

3.5 Training and development process

Step 1: Assess needs and resources

The center determines the benefits and skills that employees will receive after the training process. A meeting with human resources takes place to provide information about the job, the skill requirements, and what the employee can achieve. The HR develops the appropriate training plan.

Step 2: Determine the training method

The center decision to use the main method is on-the-job training. Employees are provided with a detailed learning path and participate in training sessions to master the necessary knowledge and skills.

Step 3: Implement

The HR undertakes professional training and soft skills. Employees will be directly involved with management and contribute ideas to business strategy. Before starting official work, employees participate in on-the-job training to understand the working environment. This process enhances employee knowledge, behavior, and attitudes.

Step 4: Evaluate performance

Evaluation is an important and highly effective step in employee training. This is an opportunity for businesses to assess the ability of employees to apply knowledge and evaluate whether the applied training program is appropriate or not. KIDEE relies on Kirkpatrick's model to evaluate the program on four levels (Donald Kirkpatrick, Jim Kirkpatrick, 2013).

Level 1: React

Surveys are conducted at regular intervals throughout the training process to assess employee satisfaction with the training program and to see if the information provided by management and the training methods are responding properly to their needs or not.

Level 2: Learning

The main objective of this level is to assess the employee's learning process. This assessment is based on aspects such as employees' ability to acquire knowledge, skills, attitudes, and confidence after completing the training process. To assess progress, methods such as tests, surveys, thematic reports, and interviews will be used.

Level 3: Behavior

This level focuses on assessing the change in employee behavior after the training process. To determine if employees are applying the knowledge and skills they have learned to their

jobs, we collect data from job performance.

Level 4: Result

At this last level, we will measure the impact of employee training on business results. To determine the effectiveness of a training program, we can use key performance indicators (KPIs) such as reducing delays in work, increasing customer base, satisfaction level, and many more.

4. MARKETING PLAN

4.1 Marketing Objectives

The time for KIDEE to go into operation is January 2024. KIDEE will set different goals for each quarter of the years of operation, corresponding to the development stages of the center.

4.1.1 Campaign Objectives

a. The Initial year

This is the time KIDDEE used to complete the facilities as well as the necessary documents to build the center.

Time	Target	Campaign
Fourth Quarter (October - December) - 2024	<ul style="list-style-type: none"> ● Focus on building and completing the center ● Reach out too many customers first (retail customers, group customers) ● Increase brand awareness ● Reach 100,000 users on 3 platforms: Facebook, TikTok, and Instagram about the center opening event 	<ul style="list-style-type: none"> ● Complete all procedures and paperwork for the center ● Prepare human resources and budget to implement campaigns in the coming time ● Meeting and signing contracts with customers who are school unions ● Prepare images and documents, videos about the center to promote goods ● Update images on media platforms ● Pin the central location on Google Maps ● Promote KIDEE at school sites (banners, pictures)

Table 13: Marketing campaign in Initial year

b. The First Year

Time	Target	Campaign
Q1 (2024)	<ul style="list-style-type: none"> ● Build KIDEE's image closer to the community ● Increase the number of returning customers by 20% after the first experience after the opening event. ● Set a goal to increase social media traffic by 30% ● Fanpage reaches 5000 followers ● Tiktok reaches 5000 followers 	<ul style="list-style-type: none"> ● Create promotions for grand opening events ● Use KOLs to promote a better KIDEE image (For Facebook, Instagram, and TikTok platforms) ● Use PPC (Pay-Per-Click) advertising strategy on Google and Facebook platforms ● Carry out the campaign “Orange Whirlwind” on the first day of school ● Implement a Lucky Gift promotion program at the center
Q2 (2024)	<ul style="list-style-type: none"> ● Increase the number of customers coming to the center ● Continue to increase brand awareness for the center ● Increase revenue by 5 to 10 percent per month ● Increase followers on Fanpage, Tiktok, each platform increases from 3000-5000 followers 	<ul style="list-style-type: none"> ● Promote communication, promote SEO Website and Facebook Ads ● Enhance promotions, issue membership cards, and offer incentives for membership cards ● Changing the decoration concepts to suit each event at the center (April 30, International Labor Day, Children's Day 1/6) ● Set up cumulative incentives for customers with membership cards
Q3 (2024)	<ul style="list-style-type: none"> ● The steady increase in revenue by 10 	<ul style="list-style-type: none"> ● Regularly review and improve

	<p>percent</p> <ul style="list-style-type: none"> • Ensure the number of regular customers (including groups and retail customers) • Increase the number of customers coming to the center • Create a parent community on Facebook with a target of 5000 participants 	<p>the quality of the playroom</p> <ul style="list-style-type: none"> • Collecting customer experience information • Establishing a parent community on Facebook - where parents share their opinions, and needs, and actively contribute to the center. And update the latest information from the center
Q4 (2024)	<ul style="list-style-type: none"> • Ensure a stable number of customers (individuals and groups) for the center • Improve customer experience • Stable revenue 	<ul style="list-style-type: none"> • Transforming the experience model to bring novelty to customers • Implement customer gratitude programs on the occasion of birthdays • Survey customers to improve service experience • Implement programs for Christmas, Halloween, and New Year events

Table 14: Marketing campaign in First year

c. The Second year - 2025

Time	Target	Campaign
Q1 (2025)	<ul style="list-style-type: none"> • Increase brand awareness between customers and hubs • Continue to stabilize revenue • Fanpage reaches 10,000 followers • Increase traffic and increase conversions 	<ul style="list-style-type: none"> • Online advertising (PPC) to reach more potential customers • Make ads on Facebook, Google Ads, Youtube to increase brand awareness • Buy reviews on famous groups and websites (Da Nang Fanpage) • Check the quality of the

		playroom regularly to ensure the best user experience
Q2 (2025)	<ul style="list-style-type: none"> • Ensure the number of regular customers for the center • There are more loyal customer files for the center • Increase 1000 traffic per a month for the center's website • Promote SEO for the website 	<ul style="list-style-type: none"> • Regularly offer incentives for loyal customers (membership card from 1 year or more) • Warm up Lucky Gif program on Fanpage • Implement SEO campaigns: System of articles with relevant keywords. Buy the next article as Toplist on Google
Q3 (2025)	<ul style="list-style-type: none"> • Stable revenue • Appears on the first page of Google Suggestions with the keyword "Amusement center for children in Da Nang" 	<ul style="list-style-type: none"> • Implement SEO campaigns: Promote articles, backlinks • Additional posters and promotional images at schools and centers in Da Nang city
Q4 (2025)	<ul style="list-style-type: none"> • Ensure the number of regular customers (group guests, retail customers) • Increase the number of loyal customers for the center • Increase 5000 followers on Fanpage. Total after 2 years of operation reached 15,000 followers 	<ul style="list-style-type: none"> • Implement Christmas, Halloween, and New Year events for the center • Survey customers to enhance the experience • Carrying out the charity program to raise funds "Dream For You"

Table 15: Marketing campaign in Second year

d. Third year

Time	Target	Campaign
Quarter 1 (2026)	<ul style="list-style-type: none"> • Stable revenue for the center • Stabilize the number of regular and loyal customers for the center • Consolidate the image and service 	<ul style="list-style-type: none"> • Implement promotional programs for customers (groups and retail customers) • Using KOLs to promote the

	quality at the center	central image on media platforms
Q2 (2026)	<ul style="list-style-type: none"> ● Reach customers who are tourists. ● Increase revenue by 10-15% from the number of tourists visiting Da Nang 	<ul style="list-style-type: none"> ● Increase advertising and promotions ● Organizing workshop sessions for mothers and babies at the center ● Buy articles on online newspaper platforms
3rd quarter (2026)	<ul style="list-style-type: none"> ● Ensure stable revenue growth ● Reach more new customers ● Fanpage stabilizes the amount of interaction ● Website stable traffic volume 	<ul style="list-style-type: none"> ● Learn and analyze new customer segments at children's English centers, art and skills centers for children in the city ● Update more promotions for customers
Quarter 4 (2026)	<ul style="list-style-type: none"> ● Strengthen brand image ● Stable monthly revenue ● Grow loyal customers ● Ensuring the quality of activities in the playrooms 	<ul style="list-style-type: none"> ● Check and review the quality of the playroom regularly to grasp the situation ● Organize Christmas, Halloween, and New Year events at the center ● Survey customers to enhance service experiences ● Performing charity programs at the end of the year, giving gifts to children at the orphanage

Table 16: Marketing campaign in Second year

4.1.2 Target Sales

Initially, KIDEE applied a traditional business model combined with a digital platform. From there, statistics and financial reporting become easier. Most rooms at KIDEE are continually invested in quality and image. In which, the conversion through each quarter of the year will be carried out continuously. Conversion and investment costs are always focused. This leads to a certain level of customer satisfaction.

Besides focusing on developing service quality, KIDEE always focuses on adding long-term value to customers. Thereby creating a loyal customer base. Marketing activities are always invested by KIDEE. Proceed to collect more data to improve service quality and accessibility to media customers.

KIDEE aims to increase sales specifically as follows:

First year

The revenue target in the first 3 months of opening (Q1/2024) is over 100 tickets per a day. KIDEE actively deploys media campaigns on multiple platforms to attract target customers. Simultaneously conduct meetings with many schools and establish affiliate contracts. This is the initial stage of operations, so KIDEE focuses on raising brand awareness rather than generating revenue.

The revenue target for the next 2 quarters in 2024 (Q2 and Q3) is over 120 tickets per a day. During this period, KIDEE focuses on promoting brand development through marketing and communication activities. At the same time, interact more with offline customers to create closer relationships. Facebook, Tiktok, Website are KIDEE platforms focusing on developing brand image and format. This period has many big holidays (April 30 - May 1, International Children's Day) so it will attract a large number of customers. Games at KIDEE will be rotated quarterly to ensure KIDEE's freshness and originality.

In the last quarter of 2024, the target number of tickets is more than 130 tickets per a day. This phase will focus on improving the customer experience and increasing customer loyalty. At the same time, promotions will work in tandem to reach customers. This is also the time when there are many holidays such as Mid-Autumn Festival, Halloween, Christmas, and Lunar New Year. So, the number of customers will also increase.

Second year

The revenue target for the first 2 quarters of 2025 (Q1 and Q2) is over 140 tickets per a day. At this stage, KIDEE has been operating for a year and has a certain number of customers. Besides, KIDEE focuses on developing service and room quality experience. Always ensure to bring the best user experience. Regularly poll customers to improve and maintain the best service.

The revenue target for the next 2 quarters in 2025 (Q3 and Q4) is over 150 tickets per a day. This is the time KIDEE spends to strengthen and nurture loyal customers. Always focus on user experience to improve conversion rates. Regularly organize minigame programs and social activities to increase brand recognition among customers.

Third year:

The revenue target in the first 2 quarters of 2026 (Q1 and Q2) is over 170 tickets per a day. This is the time when KIDEE has entered its 3rd year of operation. This means that KIDEE has a fixed number of customers and partners. Service quality is always a factor that KIDEE cares about as a top priority. Thereby bringing the freshest and best quality experience to our customers.

The revenue target in the last 2 quarters of 2026 (Q3 and Q4) is over 180 tickets per a day. KIDEE regularly updates promotions on Fanpage. KIDEE has reached many customers on many different media platforms. Therefore, the number of customers coming to KIDEE will be increasingly stable in number.

4.2 Marketing mix - 7Ps

4.2.1 Product

With a delicate blend of education and entertainment, KIDEE has created unique activities to engage children's interest and participation. And not only is it entertaining, but it also gives children the opportunity to learn new knowledge about careers and develop the ability to communicate with friends. Here are eight KIDEE-specific career sectors:

Chef: Children will be involved in cooking activities such as making ice cream, making cakes, or hamburgers. Children will experience the process of creating simple dishes and feel the joy of creating them through food.

Doctor: The space in the doctor model is decorated with the background like a miniature hospital. Children will experience the activities and duties of a doctor such as medical examination and dental examination. In particular, children also learn medical-related knowledge through human models.

Fashion Stylist: Children will experience doing nails, and makeup and unleash their creativity with available costumes. Furthermore, a runway is put in the middle room so that children could perform the catwalks.

Aviation: A miniature simulated airport will be designed for children to transform into young pilots and flight attendants. Children will be instructed how to control using 3D models and experience the tasks of each position on a KIDEE simulated airplane.

Police: Children will experience working as traffic police and criminal police. Children will be provided with skills to deal with the risk of abuse and stay away from dangerous banned substances. In addition, we will provide children with more traffic safety knowledge through practical experiences in recognizing traffic signs, and basic important

traffic laws vividly and easily easy to remember.

Painting: A space to nurture emotions for children through a harmonious combination of bright and vivid colors. Children will experience creative painting, recycling, craft design, and other games such as jigsaw puzzles or guessing the names of works of art.

Firefighters: Designed like a real fire brigade with full firefighting equipment, kids will experience activities like an obstacle course or fire brigade simulator to help them understand how to work and coordinate in the fire brigade. In addition, the practical activity allows children to participate in the extinguishing process by using a fire extinguisher to spray water on the model fire created by the center.

Construction engineers: Children experience the creative process of building with model buildings. With the use of the right imitation building materials, children can unleash their creativity and complete works to their liking such as models of houses, buildings, and other structures.

4.2.2 Place

KIDEE is located at Nai Nam Street, Hoa Cuong Nam Ward, Hai Chau, Da Nang. This is a very convenient location in Hai Chau district with the highest population density in Da Nang city. This place has many famous amusement parks such as Helio, Asia Park, and Children's Palace, and is close to Lotte supermarket, which makes the center an attractive and easily accessible destination for families and children in the city. In addition, there are many schools and educational centers in the surrounding area, which gives our center the advantage of being easily accessible and linked to schools. The area has a well-developed transport system, with many major roads and easy access to public transport. This makes it easy for families and children to move to the career experience center without difficulty. On KIDEE's online channels, people can also easily view the location of the center on Google Maps. Da Nang is becoming an economic center and international tourist attraction, with many business and infrastructure development projects underway. Nai Nam Street is also one of the areas with great development potential. Therefore, building a career experience center for children at this location can take advantage of development opportunities and contribute to the sustainable development of Da Nang City.

4.2.3 Price

KIDEE is pleased to introduce the career experience center for children, which offers an interesting and rewarding journey. With a ticket price of only 130,000 dong per a ticket for four activities, KIDEE ensures children have a memorable and meaningful experience.

In particular, we are very proud to establish special links with pre-schools and primary schools in the area and surrounding areas. For those preschools, the fare will be 130,000 per a ticket. With a commitment to diversity and quality, our career experience center has prepared a series of fun and interactive activities for children to explore the world of careers intuitively and memorably.

4.2.4 Promotion

KIDCASH

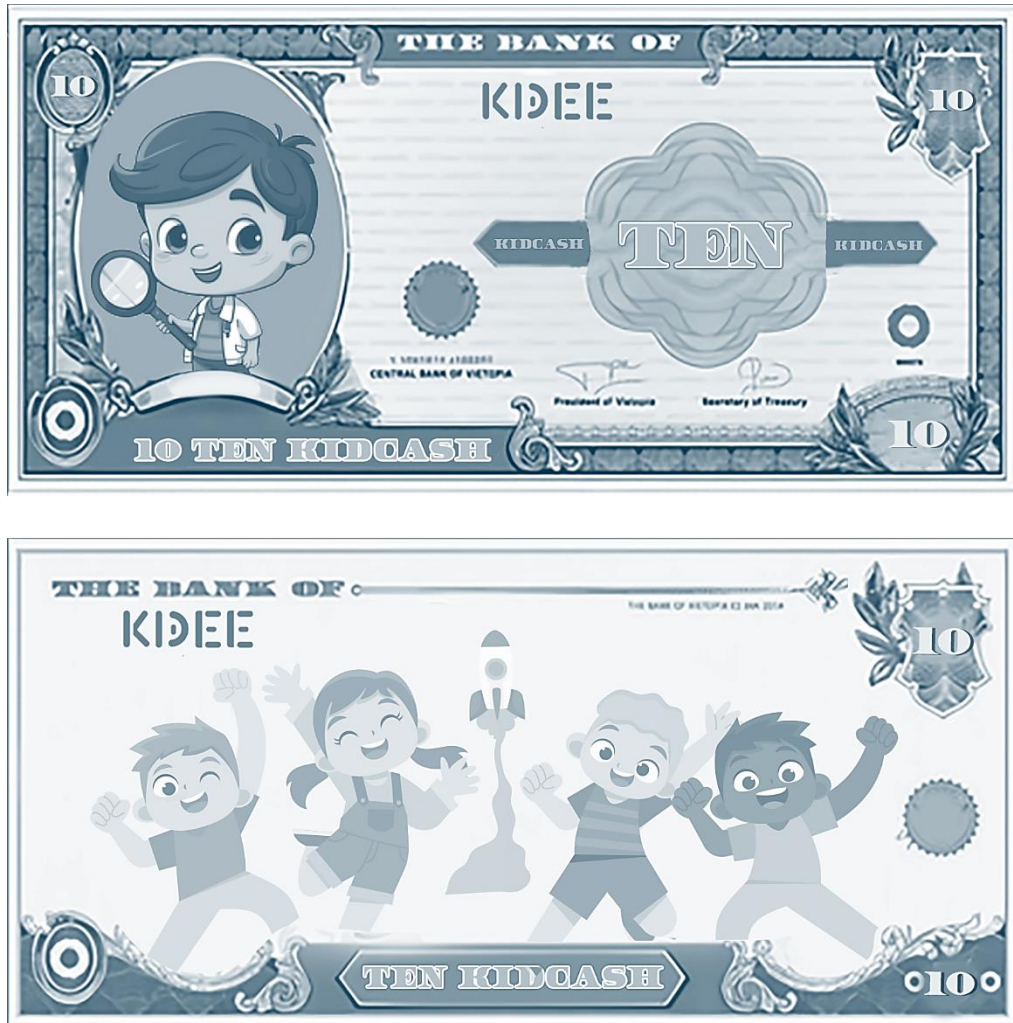


Figure 45: KIDCASH of KIDEE

KIDCASH is a special coin given to children after completing a task. When the children collect three KIDCASH after participating 3 times at the center, they will be exchanged for a lucky gift. Lucky gifts can take many different forms, from toys, story books, to other interesting items that children love. Converting KIDCASH into a lucky gift is a way for KIDCASH to become a desirable reward and motivate children to complete tasks excitedly.

KIDCASH promotion not only brings joy to children when receiving lucky gifts but also

encourages and develops their curiosity and ability to complete tasks.

KIDCARD

KIDCARD is a special membership card offered by KIDEE to all registered members. When participating at KIDEE, you will accumulate one point each time. With KIDCASH, you have the opportunity to receive attractive incentives. KIDCASH's incentive program is designed to be flexible and attractive. Depending on the number of points accumulated, you will receive an appropriate discount. When you join the experience third time, you will get 5% off, 6th time you will get 10 percent off, and the 10th time you will get 15 percent off. This is how KIDEE appreciates and encourages members to regularly participate.



Figure 46: KIDCARD of KIDEE



Figure 47: KIDCARD of KIDEE

KIDCARD is valid for 12 months. After 12 months, you can apply for a new membership card to continue to receive special offers and benefits. Plus, on your birthday month, KIDCARD cardholders will enjoy a 10 percent discount to add more fun to their special day. Furthermore, the KIDCARD membership offers the opportunity to participate in special events exclusively for the KIDEE member community.

KIDCARD is a great choice for you to become a close member of KIDEE.

Communication channels

KIDEE uses a variety of marketing tools to attract customers. We create a multi-channel media campaign to increase brand awareness and customer interaction.

KIDEE's main media channels include Facebook, Instagram, and Tiktok. However, special attention is paid to Facebook and Tiktok because the frequency of using these two channels is now very large. KIDEE leverages the power of social networks to post engaging content, promotional videos, and promotions to capture customer interest. In addition to leveraging social media, KIDEE also uses billboards to communicate directly and reach out to preschools and elementary schools.

4.2.5 People

KIDEE, a business with a team of nearly 40 employees, is dedicated to finding people who are passionate and passionate about their work. We are committed to creating a great working environment where each member of the team is guaranteed to have the best working conditions.

KIDEE always puts the dedication of its employees first and ensures that they are properly trained. This helps employees master the knowledge and skills needed to get the job done professionally. KIDEE employees will be the ones who make a difference and build good relationships with customers. Dedication and the ability to touch customers are important qualities that KIDEE employees bring.

With a focus on people, KIDEE boasts a diverse, talented, and dedicated staff. These are important factors that help KIDEE stand out and bring satisfaction to customers.

4.2.6 Process

KIDEE provides the following workflow:

- Customer consultation: KIDEE starts with consulting customers, and listening to customers' requests and wishes. We will provide detailed information on activities

and programs suitable for children.

- Online and offline booking: Customers can book tickets online through KIDEE's official website or buy tickets directly at the center. Personal information, the number of tickets to be provided, and payment can be completed online or at the KIDEE ticket counter.
- Instructions after payment: Once you have paid, KIDEE will provide detailed instructions on the activities your children have chosen. We will provide information on the time, place, and rules of participation to ensure the best preparation for the children.
- Provide appropriate clothing: KIDEE will provide appropriate clothing for children participating in the activity. We will ensure that the clothing chosen will be compatible with the activity and meet the safety and comfort requirements of the children.
- Finally, take off the uniform and give KIDCASH to the children.

4.2.7 Physical evidence

KIDEE's architecture and infrastructure are meticulously designed to create a safe, playful, and creative environment for children. The peripheral spaces and main areas are built to meet the needs and desires of customers, creating favorable conditions for activities and games. Besides, the atmosphere at KIDEE is created to bring a happy, peaceful, and colorful space for the children. Natural light combined with exquisite decor and decor, creates a lovely and enjoyable environment. This sparks curiosity and exploration and creates a positive learning and development environment.

KIDEE staffs are trained to provide dedicated and professional service. They are always willing to listen and respond to all customer requests, create positive interactions and build trusting relationships.

4.3 Media Marketing Plan

4.3.1 Action plan

Pre-opening

The center will allocate three months to execute a comprehensive marketing campaign prior to its opening, employing a dual approach that integrates online and offline strategies to effectively engage both parents and children. Online marketing strategy, the center will build a professional website, and social media channels such as Facebook, Instagram, and TikTok to share engaging content including introductory videos, game tutorials, and other

useful educational information. Use online advertising like Google, social media, and display ads to boost your reach with your potential customers. Search engine optimization (SEO) makes the center's website appear high in search results when parents search for information related to children's entertainment and education. Offline marketing strategy, create printed materials such as brochures and flyers to introduce amusement parks and educational activities. Make certain your content is engaging, contains important information, and drives customer interest. Place billboards in high-traffic locations, like shopping malls, schools, parks, or other recreational facilities. Organize live advertising sessions at events, fairs, or community activities to introduce the center and attract potential customers. Measure the effectiveness of your online and offline marketing campaigns by tracking visits, interactions, and customer responses. Adjust and improve campaigns based on this information for best results.

Beach – Head

KIDEE will launch a creative and attractive marketing campaign at the center, to attract the attention of parents and children. We'll start by decorating the model with age-appropriate concepts. In addition, we will focus on building relationships with KOLs who are parents of children with a certain influence on social networks. KIDEE believes that through them we can effectively spread the message and create curiosity and participation from parents and children while increasing brand awareness and attracting crowds' potential customers. Moreover, we will apply many other attractive incentives to attract customers to bring customers extremely interesting experiences when joining KIDEE. By combining innovative methods, building connections with influencers, and providing a unique experience for our customers, we hope to create a successful marketing campaign and attract more parents and children during the grand opening.

Retention

To maintain the interest and loyalty of our customers, we build a relationship from the first time the customer comes to the center. We encourage customers to provide personal information to create a membership card, thereby offering them special offers and promotions. The customer care team will contact and interact regularly with customers by sending greetings, thank you messages, and congratulations on special events or birthdays. We take this opportunity to collect customer feedback on the experience, committed to meeting their expectations and requirements. This helps us improve our service quality and expand our operations, bringing exciting new experiences to our customers. In addition, in

November 2023 and February 2024, we will organize a workshop for children with activities to make cards and paper flowers to thank teachers on Vietnam Teachers' Day and organize the making of flowers and cakes on the occasion of the Lunar New Year. This not only creates an opportunity for children to experience and develop their creative skills and creates interest in the center. In addition, we will continuously post on social networking platforms to maintain interaction and pay for other forms of marketing. We will share engaging content and information about the center's activities, and encourage users to participate and share, thereby increasing brand awareness and attracting customers.

Loyalty and advocacy

We continuously organize workshops and minigames during holidays such as Children's Day, Mid-Autumn Festival, and other special occasions, to build close relationships with children. These events allow KIDEE to create memorable memories and build special bonds with young customers. We take this opportunity to create fun and educational experiences for children. Next, we launch a special promotion for loyal members. This program includes 5%, 10%, and 15% discounts for 3rd, 6th, and 10th experience participation respectively. This not only brings economic benefits to our customers but also our way of thanking them for their loyalty and support to the children's career experience center. At the same time, we regularly post events-related articles, minigames, and workshops on the center's social networking platforms. We also run ads for some articles related to the event, to increase interaction and curiosity about what's new about the center.

CHAPTER 4: FINANCIAL ANALYSIS

1. REVENUE STREAMS

To provide a clearer understanding, let's define the three cases discussed in this report. Firstly, we have the Most likely case, which represents the closest possible situation that the company may encounter. Secondly, we have the Optimistic case, where both external and internal factors favorably support the business. On the other hand, the Pessimistic case assumes a negative situation for the company's operations. The primary focus of this report will be the number of consumers, which will greatly impact the revenue streams.

The company's revenue will mainly come from the source of the revenues generated from experience rooms. The projected revenue in each of the three scenarios will be determined based on the number of consumers visiting KIDEE, both individually and as part of school

affiliations. The office space available for rent is quite spacious and also suitable for children to engage in recreational activities. Due to its prime location in the city center, it presents an excellent opportunity for commercial or office space rentals.

1.1 Most likely case

A ticket price for individual consumers from year 1 to year 3 is determined at 130,000 VND. If the school's consumer when affiliated with KIDEE, the ticket price will be reduced to 110,000 VND.

However, from year 4 onwards, the ticket price will increase to 150,000 VND for individual consumer and 130,000 VND for school consumer when affiliated with KIDEE, depending on economic growth and changes in prices.

INDIVIDUAL CUSTOMERS

From September to May is the school time for students, from June to August is the summer vacation time. Therefore, the number of Individual Customers in the summer will grow more than during the school year. Besides, weekends and holidays are also the time when the number of visitors increases sharply. This is the time to rest and relax after stressful school hours for students. Therefore, the demand for entertainment will also increase. The branding over the years will attract a certain number of visitors to the center. In addition, the growing population means that the number of visitors in the target age can increase, so it makes sense to increase the number of children.

SCHOOL CONSUMERS

Based on expert research, consult information from preschools and primary schools in Da Nang city. On average, a field trip of preschool and grade I students will have from 100 to 200 students. However, there will be cases where the center receives one or two school delegations per day or no school delegation participates at all. So we picked an average of 95 children a day the first year. After many times of cooperation, the operation process went smoothly, KIDEE can sign long-term cooperation with schools, from which the number of visitors will be stable. At the same time, KIDEE will also always try to find and link with new sources of school consumers to maintain a stable number of children for the center.

OTHER REVENUE

On the first floor of the center, there are 3 rental spaces with each area of 100 square metres. After each year, the rent can increase from 5% to 10% depending on the development of the economy. Besides, when the currency depreciates, the price of all

things increases.

INDIVIDUAL CUSTOMERS / DAY - LIKELY										
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun
Sep to May	40	70	45	75	50	80	55	80	60	90
Jun to Aug	65	90	70	100	80	110	85	110	85	120
SCHOOL CONSUMERS / DAY - LIKELY										
Tue-Fri	Year 1		Year 2		Year 3		Year 4		Year 5	
	100		110		120		125		130	

Table 17: Number of tickets from likely

Based on the number of visitors per day, the number of days of the week and the number of months multiplied by the fare, we calculate the revenue for the first case as below:

Revenue Streams - Most likely case					
	Year 1	Year 2	Year 3	Year 4	Year 5
Experience room	3.674.400.000	4.035.600.000	4.428.000.000	5.400.000.000	5.745.600.000
<i>Individual consumers</i>	<i>2.090.400.000</i>	<i>2.293.200.000</i>	<i>2.527.200.000</i>	<i>3.060.000.000</i>	<i>3.312.000.000</i>
<i>School consumers</i>	<i>1.584.000.000</i>	<i>1.742.400.000</i>	<i>1.900.800.000</i>	<i>2.340.000.000</i>	<i>2.433.600.000</i>
Other revenue	600.000.000	660.000.000	693.000.000	727.650.000	764.032.500
TOTAL	4.274.400.000	4.695.600.000	5.121.000.000	6.127.650.000	6.509.632.500
% Growth		9,85%	9,06%	19,66%	6,23%

Table 18: Revenue Streams - Most likely case

In the fourth year, the company recorded a significant positive growth in revenue,

especially thanks to the increase in ticket prices. However, in the fifth year, with the number of visitors stabilizing, the growth rate of revenue has reached a more stable level. While there is still slight growth, it cannot compare to the sharp increase in the previous year.

1.2 Optimistic case

In this case, the revenue increased thanks to a significant increase in the number of children who care about the development of them. Therefore, they often choose new and educational spaces to ensure the best development for their children. Secondly, linking with schools brings many benefits, with the trust and favor of parents and students when choosing KIDEE as a venue for extracurricular activities.

INDIVIDUAL CUSTOMERS / DAY - OPTIMISTIC										
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun
Sep to May	45	80	50	85	55	85	60	85	65	90
Jun to Aug	70	100	75	105	80	115	85	115	85	125
SCHOOL CONSUMERS/ DAY - OPTIMISTIC										
Tue-Fri	Year 1	Year 2	Year 3	Year 4	Year 5					
	110	120	130	135	150					

Table 19: Number of tickets from optimistic

Based on the number of visitors per day, the number of days of the week and the number of months multiplied by the fare, we calculate the revenue for the first case as below:

Revenue Streams - Optimistic					
	Year 1	Year 2	Year 3	Year 4	Year 5
Experience room	4.082.400.000	4.428.000.000	4.742.400.000	5.767.200.000	6.246.000.000

Individual consumers	2.340.000.000	2.527.200.000	2.683.200.000	3.240.000.000	3.438.000.000
School consumers	1.742.400.000	1.900.800.000	2.059.200.000	2.527.200.000	2.808.000.000
Other revenue	840.000.000	924.000.000	1.016.400.000	1.118.040.000	1.229.844.000
TOTAL	4.922.400.000	5.352.000.000	5.758.800.000	6.885.240.000	7.475.844.000
% Growth		8,73%	7,60%	19,56%	8,58%

Table 20: Revenue Streams - Optimistic

1.3 Pessimistic case

In this case, revenue is low because this model has not gained the trust of many parents or marketing activities have not delivered the right message to parents according to their needs. The lack of childrens and poor connectivity to schools lead to parents' reluctance to pay large sums of money for a tour.

INDIVIDUAL CUSTOMERS / DAY - PESSIMISTIC												
	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun	Tue-Fri	Sat-Sun
Sep to May	35	55	40	65	45	75	45	85	50	90	50	90
Jun to Aug	55	80	60	95	65	100	70	105	75	105	75	110
SCHOOL CONSUMERS / DAY - PESSIMISTIC												
Tue-Fri	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6						
	90	100	105	110	115	120						

Table 21: Number of tickets from pessimistic

Based on the number of visitors per day, the number of days of the week and the number of months multiplied by the fare, we calculate the revenue for the first case as below:

Revenue Streams - Pessimistic						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Experience room	3.188.400.000	3.612.000.000	3.925.200.000	4.831.200.000	5.122.800.000	5.234.400.000
Individual	1.762.800.000	2.028.000.000	2.262.000.000	2.772.000.000	2.970.000.000	2.988.000.000

<i>consumers</i>						
<i>School consumers</i>	1.425.600.000	1.584.000.000	1.663.200.000	2.059.200.000	2.152.800.000	2.246.400.000
Other revenue	480.000.000	528.000.000	580.800.000	638.880.000	702.768.000	773.044.800
TOTAL	3.668.400.000	4.140.000.000	4.506.000.000	5.470.080.000	5.825.568.000	6.007.444.800
% Growth		12,86%	8,84%	21,40%	6,50%	3,12%

Table 22: Revenue Streams - Pessimistic

1.4 Total revenue

Total revenue KIDEE						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Most Likely Case	4.274.400.000	4.695.600.000	5.121.000.000	6.127.650.000	6.509.632.500	
% Growth		9,85%	9,06%	19,66%	6,23%	
Optimistic Case	4.922.400.000	5.352.000.000	5.758.800.000	6.885.240.000	7.475.844.000	
% Growth		8,73%	7,60%	19,56%	8,58%	
Pessimistic Case	3.668.400.000	4.140.000.000	4.506.000.000	5.470.080.000	5.825.568.000	6.007.444.800
% Growth		12,86%	8,84%	21,40%	6,50%	3,12%

Table 23: Total revenue KIDEE

2. EXPENSES

Due to the flexible and elastic nature of the industry, the investment will be flexible based on the development of the market. In year 0, the company will take advantage of the previous resources of the current model such as rent, equipment, software and applications, so the initial cost will be mainly spent on new equipment, land rent and other costs. Thus, the initial cost estimate is VND 4,238.8 million.

2.1 Fixed cost

Fixed costs mainly include rent, construction, equipment and furniture. The leased land is located on Nai Nam street, Hai Chau ward. The landlord only charges the rent when the center is in operation. The lease is for 10 years and there is initial cost for rent about 100 million VND for 4 months before starting the operation in year 1.

To save construction cost and time, we decided to build the frame and ceiling with cement

using pre-engineered steel construction technology. This building is built with the main frame made of steel. The steel structures used to make the frame will be manufactured in the factory using advanced technology. Then, we transport them to the construction site and use bolts and screws to attach them together, forming a solid frame. The rest of the building will use drywall, a quick and effective soundproofing material. This method has been applied a lot in the construction of offices, buildings and schools.

With an area of about 480 square metres and 4 floors, we have consulted the best construction price and best materials, estimated at 180,000 VND a square metre. As for the rough construction, the market price is about 1,500,000 VND per a square meter. Similarly, with the above area, we also include the cost of renting the general design for the space, which is estimated at 50,000,000 VND. At the same time, KIDEE has agreed with the land lessor for the last 4 months of the year before the start of year 1 of official operation, which is VND 100 million. After that, we used 100 million VND in construction costs so that the workers could design according to the drawings. This money also includes the cost of painting the room, setting up the reception area and other costs.

The experience room was set up with an investment of 50,000,000 VND per room, resulting in a total cost of 770,000,000 VND for setting up 15 rooms. It is a comprehensive investment that includes tools, children's uniforms, tables, chairs, equipment, machines, etc. They ensure that children experience a safe, reliable and secure environment.

In addition, each year, the center intends to change the experience room three times between each quarter to create something new and suitable for the development of children. This requires a budget of 50,000,000 VND to replace and repair the rooms during one year.

Fixed costs						
Category	Initial cost	Year 1	Year 2	Year 3	Year 4	Year 5
Rent (480m²)	100.000.000	600.000.000	600.000.000	600.000.000	600.000.000	600.000.000
Construction	3.225.600.000	10.000.000	10.000.000	10.000.000	10.000.000	10.000.000
<i>Walls made of plaster</i>	<i>345.600.000</i>	<i>10.000.000</i>	<i>10.000.000</i>	<i>10.000.000</i>	<i>10.000.000</i>	<i>10.000.000</i>
<i>Frame and ceiling (cement)</i>	<i>2.880.000.000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Building design</i>	<i>50.000.000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Construction of parts according to design</i>	<i>100.000.000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

Equipment & Furniture	895.100.000	33.300.000	53.300.000	53.300.000	53.300.000	53.300.000
Setup room	770.000.000	30.000.000	50.000.000	50.000.000	50.000.000	50.000.000
Billboards	50.000.000	0	0	0	0	0
Front desk	4.000.000	0	0	0	0	0
Front desk laptop	20.000.000	0	0	0	0	0
Accounting laptop	10.000.000	0	0	0	0	0
Projector	3.100.000	0	0	0	0	0
Screen	800.000	0	0	0	0	0
Office table (2)	1.000.000	0	0	0	0	0
Office chair (10)	5.000.000	0	0	0	0	0
Folding chair (20)	1.200.000	300.000	300.000	300.000	300.000	300.000
Other equipment & furniture	30.000.000	3.000.000	3.000.000	3.000.000	3.000.000	3.000.000
Depreciation	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000
Equipment and facilities maintenance	0	30.000.000	30.000.000	30.000.000	30.000.000	30.000.000
Web designing and maintenance	8.000.000	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000
Software and application	0	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000
Utilities: Electricity, Water, Wifi.	10.000.000	40.000.000	44.000.000	48.400.000	53.240.000	58.564.000
Business license	100.000	0	0	0	0	0
Bank interest		88.200.000	88.200.000	88.200.000	69.300.000	50.400.000
TOTAL	4.238.800.000	1.226.900.000	1.257.230.000	1.267.960.000	1.260.230.000	1.252.984.000

Table 24: Fixed costs

2.2 Variable costs

Variable costs are expected to include costs such as Marketing and advertising, salaries, human resource costs, insurance, uniforms, and tickets strap. Human resource expenses will include general company activities, teambuilding, parties, gifts and other compensation. When paying insurance will be calculated as 17.5% of salary. The company's variable costs mainly focus on salaries, staffing costs, insurance, marketing and

advertising.

Based on the market and business situation, variable costs will be adjusted. The three tables below illustrate the firm's variable costs under three scenarios including the most likely case, the optimistic case, and the pessimistic case.

In the process of preparing for the grand opening, we spent a budget of 50,000,000 VND on marketing activities in the previous two months. Resources have been invested in advertising media such as banners, standees, flyers and Facebook ads. But that's just the first step.

The next step was our goal for the first year: to build a strong brand image and capture interest from potential customers. Therefore, we have decided to invest heavily in marketing activities to increase customers' understanding and trust in the center. One of our important strategies is to cooperate with famous KOLs in the industry, besides that we also decided to issue free tickets to schools to invite students and teachers participate in the trial. In this way, we hope that our customers will have the opportunity to experience our services firsthand and get a real sense of the quality and value we deliver.

Variable Costs - Most likely case						
Items	Initial cost	Year 1	Year 2	Year 3	Year 4	Year 5
Marketing and advertising	50.000.000	200.000.000	100.000.000	70.000.000	70.000.000	70.000.000
Wristband + KIDCASH + Member Card	0	20.000.000	22.000.000	24.200.000	26.620.000	29.282.000
Lucky Gift		15.000.000	16.500.000	18.150.000	19.965.000	21.961.500
Salary	8.000.000	2.136.000.000	2.319.600.000	2.506.800.000	2.692.800.000	2.882.400.000
<i>CEO</i>		120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
<i>HR</i>		72.000.000	78.000.000	84.000.000	90.000.000	96.000.000
<i>Account staff</i>		72.000.000	78.000.000	84.000.000	90.000.000	96.000.000
<i>Marketing staff</i>	6.000.000	72.000.000	78.000.000	84.000.000	90.000.000	96.000.000
<i>Reception and sales staff</i>		120.000.000	132.000.000	144.000.000	156.000.000	168.000.000
<i>Operation management staff</i>		144.000.000	150.000.000	156.000.000	162.000.000	168.000.000
<i>Supporters</i>		1.440.000.000	1.584.000.000	1.728.000.000	1.872.000.000	2.016.000.000
<i>Cleaning staff</i>	2.000.000	36.000.000	36.000.000	39.600.000	42.000.000	48.000.000
<i>Healthcare staff</i>		60.000.000	63.600.000	67.200.000	70.800.000	74.400.000

Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	42.052.500	91.334.250	98.705.250	106.029.000	113.494.500
HRM Cost	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
TOTAL	63.760.000	2.534.780.500	2.671.162.250	2.839.583.250	3.037.142.000	3.238.866.000

Table 25: Variable Costs - Most likely case

Variable Costs - Optimistic						
Items	Initial cost	Year 1	Year 2	Year 3	Year 4	Year 5
Marketing and advertising	50.000.000	220.000.000	120.000.000	80.000.000	80.000.000	80.000.000
Wristband + KIDCASH + Member Card	0	23.000.000	25.300.000	27.830.000	30.613.000	33.674.300
Lucky Gift		20.000.000	22.000.000	24.200.000	26.620.000	29.282.000
Salary	8.000.000	2.208.000.000	2.397.600.000	2.584.800.000	2.770.800.000	2.960.400.000
<i>CEO</i>		<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>
<i>HR</i>		<i>72.000.000</i>	<i>78.000.000</i>	<i>84.000.000</i>	<i>90.000.000</i>	<i>96.000.000</i>
<i>Account staff</i>		<i>72.000.000</i>	<i>78.000.000</i>	<i>84.000.000</i>	<i>90.000.000</i>	<i>96.000.000</i>
<i>Marketing staff</i>	6.000.000	72.000.000	78.000.000	84.000.000	90.000.000	96.000.000
<i>Reception and sales staff</i>	0	120.000.000	132.000.000	144.000.000	156.000.000	168.000.000
<i>Operation management staff</i>		<i>144.000.000</i>	<i>150.000.000</i>	<i>156.000.000</i>	<i>162.000.000</i>	<i>168.000.000</i>
<i>Supporters</i>		<i>1.512.000.000</i>	<i>1.656.000.000</i>	<i>1.800.000.000</i>	<i>1.944.000.000</i>	<i>2.088.000.000</i>
<i>Cleaning staff</i>	2.000.000	36.000.000	42.000.000	45.600.000	48.000.000	54.000.000
<i>Healthcare staff</i>		<i>60.000.000</i>	<i>63.600.000</i>	<i>67.200.000</i>	<i>70.800.000</i>	<i>74.400.000</i>
Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	43.470.000	94.405.500	101.776.500	109.100.250	116.565.750
HRM Cost	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
TOTAL	63.760.000	2.636.198.000	2.781.033.500	2.940.334.500	3.138.861.250	3.341.650.050

Table 26: Variable Costs - Optimistic

In the Pessimistic case, after a thorough assessment and consideration of the necessary measures, we have decided to make an important decision: to strengthen our marketing

campaign for a period that extends from the fourth year to sixth year. Our goal is to attract more customers and we believe that by implementing a proactive marketing strategy focused on capturing market opportunities and creating valuable value amazingly, we will attract a larger number of customers, while building long-term relationships and driving the sustainable growth of our business.

Variable Costs - Pessimistic							
Items	Initial cost	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Marketing and advertising	50.000.000	180.000.000	90.000.000	60.000.000	60.000.000	60.000.000	60.000.000
Wristband + KIDCASH + Member Card	0	18.000.000	19.800.000	21.780.000	23.958.000	26.353.800	28.989.180
Lucky Gift		10.000.000	11.000.000	12.100.000	13.310.000	14.641.000	16.105.100
Salary	8.000.000	2.100.000.000	2.259.600.000	2.397.600.000	2.547.600.000	2.701.200.000	2.836.800.000
<i>CEO</i>		<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>	<i>120.000.000</i>
<i>HR</i>		<i>72.000.000</i>	<i>78.000.000</i>	<i>84.000.000</i>	<i>90.000.000</i>	<i>96.000.000</i>	<i>102.000.000</i>
<i>Account Staff</i>		<i>72.000.000</i>	<i>78.000.000</i>	<i>84.000.000</i>	<i>90.000.000</i>	<i>96.000.000</i>	<i>102.000.000</i>
<i>Marketing staff</i>	<i>6.000.000</i>	<i>72.000.000</i>	<i>78.000.000</i>	<i>84.000.000</i>	<i>90.000.000</i>	<i>96.000.000</i>	<i>102.000.000</i>
<i>Reception and sales staff</i>	0	<i>120.000.000</i>	<i>132.000.000</i>	<i>144.000.000</i>	<i>156.000.000</i>	<i>168.000.000</i>	<i>180.000.000</i>
<i>Operation management staff</i>		<i>144.000.000</i>	<i>150.000.000</i>	<i>156.000.000</i>	<i>162.000.000</i>	<i>168.000.000</i>	<i>174.000.000</i>
<i>Supporters</i>		<i>1.404.000.000</i>	<i>1.512.000.000</i>	<i>1.620.000.000</i>	<i>1.728.000.000</i>	<i>1.836.000.000</i>	<i>1.944.000.000</i>
<i>Cleaning staff</i>	<i>2.000.000</i>	<i>36.000.000</i>	<i>48.000.000</i>	<i>51.600.000</i>	<i>54.000.000</i>	<i>60.000.000</i>	<i>48.000.000</i>
<i>Healthcare staff</i>		<i>60.000.000</i>	<i>63.600.000</i>	<i>54.000.000</i>	<i>57.600.000</i>	<i>61.200.000</i>	<i>64.800.000</i>
Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	41.343.750	88.971.750	94.925.250	100.831.500	106.879.500	112.218.750

HRM Cost	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
TOTAL	63.760.000	2.471.071.750	2.591.099.750	2.721.333.250	2.880.627.500	3.044.002.300	3.189.041.030

Table 27: Variable Costs - Pessimistic

3. INITIAL CAPITAL STRUCTURE

The initial contributed capital of each owner will be 540,000,000 VND but only the owner - Thuy Tien contributes 900 million VND. In addition, we will borrow VND 1,400,000,000 from Agribank at an interest rate of 6.3 percent per year on the basis of programs to support production enterprises. In total, KIDEE will have an initial capital of VND 5,000,000,000, of which owner's equity is VND 3,600,000,000 and bank loan are VND 1,400,000,000. According to the plan, in the 4th year, KIDEE will start paying the amount of 300 million VND from the loan amount received from Agribank. And will continue to pay in the following years to complete the debt payment process. It is expected that the remaining amount of the loan of VND 1,100,000,000 will be deferred over the period from year 5 to year 8 in the amount of 300,000,000 per annum.

Capital Structure	Owner / Source	Amount	%
Equity	Le Thi Thuy Tien	900.000.000	18%
	Vo Thuc Doan	540.000.000	10.8%
	Le Thi Thuy Lien	540.000.000	10.8%
	Trinh Tu Ngan	540.000.000	10.8%
	Nguyen Thi Thu Huong	540.000.000	10.8%
	Kieu Gia Huy	540.000.000	10.8%
TOTAL EQUITY		3.600.000.000	72%
Debt	Agribank Bank (Interest rate 6.3%/year)	1.400.000.000	28%
TOTAL		5.000.000.000	100%

Table 28: Initial capital structure

4. FINANCIAL ANALYSIS

4.1 Projected Income Statement

Profits are expected to be positive after the first three years of operation and start to grow in years 4 and 5 as the number of customer increases. Expected income statements generated over three years are shown in the tables and graphs below:

Income Statement - Most Likely Case						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE		3.674.400.000	4.035.600.000	4.428.000.000	5.400.000.000	5.745.600.000
Experience room		3.674.400.000	4.035.600.000	4.428.000.000	5.400.000.000	5.745.600.000
Net sales		3.674.400.000	4.035.600.000	4.428.000.000	5.400.000.000	5.745.600.000
COGS (Cost of goods sale)	4.138.700.000	722.300.000	746.300.000	750.700.000	755.540.000	760.864.000
Rent	0	600.000.000	600.000.000	600.000.000	600.000.000	600.000.000
Construction	3.225.600.000	10.000.000	10.000.000	10.000.000	10.000.000	10.000.000
Equipment & Furniture	895.100.000	33.300.000	53.300.000	53.300.000	53.300.000	53.300.000
Equipment and facilities maintenance	0	30.000.000	30.000.000	30.000.000	30.000.000	30.000.000
Web designing and maintenance	8.000.000	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000
Software and application	0	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000
Utilities	10.000.000	40.000.000	44.000.000	48.400.000	53.240.000	58.564.000
Gross Profit	-4.138.700.000	2.952.100.000	3.289.300.000	3.677.300.000	4.644.460.000	4.984.736.000
Gross Profit Margin		80,34%	81,51%	83,05%	86,01%	86,76%
SG&A	63.860.000	2.534.780.500	2.671.162.250	2.839.583.250	3.037.142.000	3.238.866.000
Marketing and advertising	50.000.000	200.000.000	100.000.000	70.000.000	70.000.000	70.000.000
Wristband + KIDCASH + Member Card	0	20.000.000	22.000.000	24.200.000	26.620.000	29.282.000
Lucky Gift		15.000.000	16.500.000	18.150.000	19.965.000	21.961.500
Salary	8.000.000	2.136.000.000	2.319.600.000	2.506.800.000	2.692.800.000	2.882.400.000
Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	42.052.500	91.334.250	98.705.250	106.029.000	113.494.500

HRM	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
Business license tax	100.000	0	0	0	0	0
Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)	-4.202.560.000	417.319.500	618.137.750	837.716.750	1.607.318.000	1.745.870.000
Depreciation and Amortization	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000
Other revenue		600.000.000	660.000.000	693.000.000	727.650.000	764.032.500
Earnings before interest and taxes (EBIT)	-4.202.560.000	600.919.500	855.407.750	1.101.656.750	1.899.578.000	2.068.182.500
Interest paid		88.200.000	88.200.000	88.200.000	69.300.000	50.400.000
Earnings before taxes (EBT)	-4.202.560.000	512.719.500	767.207.750	1.013.456.750	1.830.278.000	2.017.782.500
Tax (20%)	0	102.543.900	153.441.550	202.691.350	366.055.600	403.556.500
Net Income		410.175.600	613.766.200	810.765.400	1.464.222.400	1.614.226.000

Table 29: Income Statement - Most Likely Case

Income Statement - Optimistic						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE		4.082.400.000	4.428.000.000	4.742.400.000	5.767.200.000	6.246.000.000
Experience room		4.082.400.000	4.428.000.000	4.742.400.000	5.767.200.000	6.246.000.000
Net sales		4.082.400.000	4.428.000.000	4.742.400.000	5.767.200.000	6.246.000.000
COGS (Cost of good sale)	4.138.700.000	722.300.000	746.300.000	750.700.000	755.540.000	760.864.000
Rent	0	600.000.000	600.000.000	600.000.000	600.000.000	600.000.000
Construction	3.225.600.000	10.000.000	10.000.000	10.000.000	10.000.000	10.000.000
Equipment & Furniture	895.100.000	33.300.000	53.300.000	53.300.000	53.300.000	53.300.000
Equipment and facilities maintenance	0	30.000.000	30.000.000	30.000.000	30.000.000	30.000.000

Web designing and maintenance	8.000.000	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000
Software and application	0	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000
Utilities	10.000.000	40.000.000	44.000.000	48.400.000	53.240.000	58.564.000
Gross Profit	-4.138.700.000	3.360.100.000	3.681.700.000	3.991.700.000	5.011.660.000	5.485.136.000
Gross Profit Margin		82,31%	83,15%	84,17%	86,90%	87,82%
SG&A	63.860.000	2.636.198.000	2.781.033.500	2.940.334.500	3.138.861.250	3.341.650.050
Marketing and advertising	50.000.000	220.000.000	120.000.000	80.000.000	80.000.000	80.000.000
Wristband + KIDCASH + Member Card		23.000.000	25.300.000	27.830.000	30.613.000	33.674.300
Lucky Gift		20.000.000	22.000.000	24.200.000	26.620.000	29.282.000
Salary	8.000.000	2.208.000.000	2.397.600.000	2.584.800.000	2.770.800.000	2.960.400.000
Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	43.470.000	94.405.500	101.776.500	109.100.250	116.565.750
HRM	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
Business license tax	100.000	0	0	0	0	0
Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)	-4.202.560.000	723.902.000	900.666.500	1.051.365.500	1.872.798.750	2.143.485.950
Depreciation and Amortization	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000
Other income		840.000.000	924.000.000	1.016.400.000	1.118.040.000	1.229.844.000
Earnings before interest and taxes (EBIT)	-4.202.560.000	1.147.502.000	1.401.936.500	1.638.705.500	2.555.448.750	2.931.609.950
Interest paid		88.200.000	88.200.000	88.200.000	69.300.000	50.400.000
Earnings before taxes (EBT)	-4.202.560.000	1.059.302.000	1.313.736.500	1.550.505.500	2.486.148.750	2.881.209.950
Tax (20%)	0	211.860.400	262.747.300	310.101.100	497.229.750	576.241.990
Net Income		847.441.600	1.050.989.200	1.240.404.400	1.988.919.000	2.304.967.960

Table 30: Income Statement - Optimistic

Income Statement - Pessimistic							
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6

REVENUE		3.188.400.000	3.612.000.000	3.925.200.000	4.831.200.000	5.122.800.000	5.234.400.000
Experience room		3.188.400.000	3.612.000.000	3.925.200.000	4.831.200.000	5.122.800.000	5.234.400.000
Net sales		3.188.400.000	3.612.000.000	3.925.200.000	4.831.200.000	5.122.800.000	5.234.400.000
COGS (Cost of goods sale)	4.238.700.000	722.300.000	746.300.000	750.700.000	755.540.000	760.864.000	760.864.000
Rent	100.000.000	600.000.000	600.000.000	600.000.000	600.000.000	600.000.000	600.000.000
Construction	3.225.600.000	10.000.000	10.000.000	10.000.000	10.000.000	10.000.000	10.000.000
Equipment & Furniture	895.100.000	33.300.000	53.300.000	53.300.000	53.300.000	53.300.000	53.300.000
Equipment and facilities maintenance	0	30.000.000	30.000.000	30.000.000	30.000.000	30.000.000	30.000.000
Web designing and maintenance	8.000.000	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000
Software and application	0	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000
Utilities	10.000.000	40.000.000	44.000.000	48.400.000	53.240.000	58.564.000	64420400
Gross Profit	4.238.700.000	2.466.100.000	2.865.700.000	3.174.500.000	4.075.660.000	4.361.936.000	4.473.536.000
Gross Profit Margin		77,35%	79,34%	80,87%	84,36%	85,15%	85,46%
SG&A	63.860.000	2.471.071.750	2.591.099.750	2.721.333.250	2.880.627.500	3.044.002.300	3.189.041.030
Marketing and advertising	50.000.000	180.000.000	90.000.000	60.000.000	60.000.000	60.000.000	60.000.000
Wristband + KIDCASH + Member Card		18.000.000	19.800.000	21.780.000	23.958.000	26.353.800	28.989.180
Lucky Gift		10.000.000	11.000.000	12.100.000	13.310.000	14.641.000	16.105.100
Salary	8.000.000	2.100.000.000	2.259.600.000	2.410.800.000	2.560.800.000	2.714.400.000	2.850.000.000
Uniform	5.760.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000	1.728.000
Insurance	0	41.343.750	88.971.750	94.925.250	100.831.500	106.879.500	112.218.750
HRM	0	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000	120.000.000
Business license tax	100.000	0	0	0	0	0	0
Earnings Before Interest, Tax, Depreciation and Amortization	4.302.560.000	-4.971.750	274.600.250	453.166.750	1.195.032.500	1.317.933.700	1.284.494.970

(EBITDA)							
Depreciation and Amortization	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000	448.050.000
Other income		480.000.000	528.000.000	580.800.000	638.880.000	702.768.000	773.044.800
Earnings before interest and taxes (EBIT)	4.302.560.000	58.628.250	379.870.250	604.906.750	1.398.522.500	1.578.981.700	1.609.489.770
Interest paid		88.200.000	88.200.000	88.200.000	69.300.000	50.400.000	31.500.000
Earnings before taxes (EBT)	4.302.560.000	-29.571.750	291.670.250	516.706.750	1.329.222.500	1.528.581.700	1.577.989.770
Tax (20%)	0	0	58.334.050	103.341.350	265.844.500	305.716.340	315.597.954
Net Income		-29.571.750	233.336.200	413.365.400	1.063.378.000	1.222.865.360	1.262.391.816

Table 31: Income Statement - Pessimistic

4.2. Projected balance sheet

The KIDEE projected balance sheet of three cases are shown in the following table.

Balance Sheet - Most Likely Case						
	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5
ASSET						
<i>Current Assets</i>						
Cash and equivalents	879.300.000	1.340.600.000	2.110.205.600	3.089.731.800	4.253.687.200	5.777.429.600
Total current assets	879.300.000	1.340.600.000	2.110.205.600	3.089.731.800	4.253.687.200	5.777.429.600
<i>Long-term Assets</i>						
Fixed Assets						
Construction	3.225.600.000	3.235.600.000	3.245.600.000	3.255.600.000	3.265.600.000	3.275.600.000
Equipment & Furniture	895.100.000	928.400.000	981.700.000	1.035.000.000	1.088.300.000	1.141.600.000
Accumulated depreciation	0	416.400.000	839.130.000	1.268.190.000	1.703.580.000	2.145.300.000
Total long-term Assets	4.120.700.000	3.747.600.000	3.388.170.000	3.022.410.000	2.650.320.000	2.271.900.000
TOTAL ASSETS	5.000.000.000	5.088.200.000	5.498.375.600	6.112.141.800	6.904.007.200	8.049.329.600
LIABILITIES						
<i>Current Liabilities</i>	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000
Total Current	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000

Liabilities						
<i>Long-term liabilities</i>	1.400.000.000	1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000
<i>Total long-term liabilities</i>	1.400.000.000	1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000
TOTAL LIABILITY	1.400.000.000	1.488.200.000	1.488.200.000	1.488.200.000	1.469.300.000	1.150.400.000
EQUITY						
Owner's equity	3.600.000.000	3.600.000.000	4.010.175.600	4.623.941.800	5.434.707.200	6.898.929.600
TOTAL EQUITY	3.600.000.000	3.600.000.000	4.010.175.600	4.623.941.800	5.434.707.200	6.898.929.600
TOTAL EQUITY AND LIABILITIES	5.000.000.000	5.088.200.000	5.498.375.600	6.112.141.800	6.904.007.200	8.049.329.600

Table 32: Balance Sheet - Most Likely Case

Balance Sheet - Optimistic						
	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5
ASSET						
<i>Current Assets</i>						
Cash and equivalents	879.300.000	1.340.600.000	2.547.471.600	3.964.220.800	5.557.815.200	7.606.254.200
<i>Total current assets</i>	879.300.000	1.340.600.000	2.547.471.600	3.964.220.800	5.557.815.200	7.606.254.200
<i>Long-term Assets</i>						
Fixed Assets						
Construction	3.225.600.000	3.235.600.000	3.245.600.000	3.255.600.000	3.265.600.000	3.275.600.000
Equipment & Furniture	895.100.000	928.400.000	981.700.000	1.035.000.000	1.088.300.000	1.141.600.000
Accumulated depreciation	0	416.400.000	839.130.000	1.268.190.000	1.703.580.000	2.145.300.000
<i>Total long-term Assets</i>	4.120.700.000	3.747.600.000	3.388.170.000	3.022.410.000	2.650.320.000	2.271.900.000
TOTAL ASSETS	5.000.000.000	5.088.200.000	5.935.641.600	6.986.630.800	8.208.135.200	9.878.154.200
LIABILITIES						
<i>Current Liabilities</i>	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000
<i>Total Current Liabilities</i>	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000
<i>Long-term liabilities</i>	1.400.000.000	1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000
<i>Total long-term liabilities</i>		1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000
TOTAL LIABILITY	1.400.000.000	1.488.200.000	1.488.200.000	1.488.200.000	1.469.300.000	1.150.400.000
EQUITY						

Owner's equity	3.600.000.000	3.600.000.000	4.447.441.600	5.498.430.800	6.738.835.200	8.727.754.200
TOTAL EQUITY	3.600.000.000	3.600.000.000	4.447.441.600	5.498.430.800	6.738.835.200	8.727.754.200
TOTAL EQUITY AND LIABILITIES	5.000.000.000	5.088.200.000	5.935.641.600	6.986.630.800	8.208.135.200	9.878.154.200

Table 33: Balance Sheet - Optimistic

Balance Sheet - Pessimistic							
Timeline	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
ASSET							
<i>Current Assets</i>							
Cash and equivalents	879.300.000	1.340.600.000	1.670.458.250	2.269.554.450	3.036.109.850	4.159.007.850	5.447.723.210
Total current assets	879.300.000	1.340.600.000	1.670.458.250	2.269.554.450	3.036.109.850	4.159.007.850	5.447.723.210
<i>Long-term Assets</i>							
Fixed Assets							
Construction	3.225.600.000	3.235.600.000	3.245.600.000	3.255.600.000	3.265.600.000	3.275.600.000	3.285.600.000
Equipment & Furniture	895.100.000	928.400.000	981.700.000	1.035.000.000	1.088.300.000	1.141.600.000	1.194.900.000
Accumulated depreciation	0	416.400.000	839.130.000	1.268.190.000	1.703.580.000	2.145.300.000	2.593.350.000
Total long-term Assets	4.120.700.000	3.747.600.000	3.388.170.000	3.022.410.000	2.650.320.000	2.271.900.000	1.887.150.000
TOTAL ASSETS	5.000.000.000	5.088.200.000	5.058.628.250	5.291.964.450	5.686.429.850	6.430.907.850	7.334.873.210
LIABILITIES							
<i>Current Liabilities</i>	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000	331.500.000
Total Current Liabilities	0	88.200.000	88.200.000	88.200.000	369.300.000	350.400.000	331.500.000
<i>Long-term liabilities</i>	1.400.000.000	1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000	500.000.000
Total long-term liabilities	1.400.000.000	1.400.000.000	1.400.000.000	1.400.000.000	1.100.000.000	800.000.000	500.000.000
TOTAL LIABILITY	1.400.000.000	1.488.200.000	1.488.200.000	1.488.200.000	1.469.300.000	1.150.400.000	831.500.000
EQUITY							
Owner's equity	3.600.000.000	3.600.000.000	3.570.428.250	3.803.764.450	4.217.129.850	5.280.507.850	6.503.373.210
TOTAL EQUITY	3.600.000.000	3.600.000.000	3.570.428.250	3.803.764.450	4.217.129.850	5.280.507.850	6.503.373.210

TOTAL EQUITY AND LIABILITIES	5.000.000.000	5.088.200.000	5.058.628.250	5.291.964.450	5.686.429.850	6.430.907.850	7.334.873.210
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Table 34: Balance Sheet – Pessimistic

4.3. Projected free cash flow

The KIDEE projected free cash flow of three cases are shown in the following table.

Free Cash flow - Most Likely Case						
	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5
Net operating profit after taxes (NOPAT)		410.175.600	613.766.200	810.765.400	1.464.222.400	1.614.226.000
Depreciations	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000
Cash flows from Operations (CFO)		826.575.600	1.036.496.200	1.239.825.400	1.899.612.400	2.055.946.000
- Capital Expenditures	4.302.560.000	43.300.000	63.300.000	63.300.000	63.300.000	63.300.000
- Additional Working Capital	0					
Free Cash Flows (FCF)	-4.302.560.000	783.275.600	973.196.200	1.176.525.400	1.836.312.400	1.992.646.000
Cumulative FCF	-4.302.560.000	-3.519.284.400	2.546.088.200	1.369.562.800	466.749.600	2.459.395.600
Discounted FCF (DFC) (10%)	-4.302.560.000	712.068.727	804.294.380	883.940.947	1.379.648.685	1.497.104.433
Cumulative discounted FCF	-4.302.560.000	-3.590.491.273	2.786.196.893	1.902.255.946	-522.607.261	974.497.172
Payback period	3,745822334					
Discounted payback period	4,378797346					

Table 35: Cash flow - Most Likely Case

Cash flow - Optimistic						
	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5
Net operating profit after taxes (NOPAT)		847.441.600	1.050.989.200	1.240.404.400	1.988.919.000	2.304.967.960
Depreciations	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000
Cash flows from Operations (CFO)		1.263.841.600	1.473.719.200	1.669.464.400	2.424.309.000	2.746.687.960
- Capital Expenditures	4.302.560.000	43.300.000	63.300.000	63.300.000	63.300.000	63.300.000
- Additional Working Capital	0					
Free Cash Flows (FCF)	-4.302.560.000	1.220.541.600	1.410.419.200	1.606.164.400	2.361.009.000	2.683.387.960
Cumulative FCF	-4.302.560.000	-3.082.018.400	1.671.599.200	-65.434.800	2.295.574.200	4.978.962.160
Discounted FCF (DFC) (10%)	-4.302.560.000	1.109.583.273	1.165.635.702	1.206.735.086	1.773.861.007	2.016.069.091

Cumulative discounted FCF	-4.302.560.000	-3.192.976.727	2.027.341.025	-820.605.938	953.255.068	2.969.324.159
Payback period	3,027714761					
Discounted payback period	3,462610055					

Table 36: Cash flow - Optimistic

Cash flow - Pessimistic							
	Initial year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Net operating profit after taxes (NOPAT)		-29.571.750	233.336.200	413.365.400	1.063.378.000	1.222.865.360	1.262.391.816
Depreciations	0	416.400.000	422.730.000	429.060.000	435.390.000	441.720.000	448.050.000
Cash flows from Operations (CFO)		386.828.250	656.066.200	842.425.400	1.498.768.000	1.664.585.360	1.710.441.816
- Capital Expenditures	4.302.560.000	43.300.000	63.300.000	63.300.000	63.300.000	63.300.000	63.300.000
- Additional Working Capital	0						
Free Cash Flows (FCF)	4.302.560.000	343.528.250	592.766.200	779.125.400	1.435.468.000	1.601.285.360	1.647.141.816
Cumulative FCF	4.302.560.000	3.959.031.750	3.366.265.550	2.587.140.150	1.151.672.150	449.613.210	2.096.755.026
Discounted FCF (DFC) (10%)	4.302.560.000	312.298.409	489.889.421	585.368.445	1.078.488.355	1.203.069.391	1.237.522.026
Cumulative discounted FCF	4.302.560.000	3.990.261.591	3.500.372.169	2.915.003.725	1.836.515.370	-633.445.979	604.076.047
Payback period	4,719217311						
Discounted payback period	5,511866428						

Table 37: Cash flow – Pessimistic

5. FINANCIAL RATIO ANALYSIS

An increasing Return on Sales (ROS) and Return on Equity (ROE) over the years can indicate improved profitability and financial growth for a company. A rising ROS suggests greater efficiency in converting revenue into profits and managing costs effectively. A higher ROE indicates better utilization of shareholders' investment to generate returns. These upward trends are positive signs of the company's financial performance and potential for growth. However, it's essential to consider other financial and non-financial indicators to gain a comprehensive understanding of the company's overall profitability and growth prospects.

Financial Ratio – Most Likely Case					
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Sales (ROS)	16,35%	21,20%	24,88%	35,18%	36,00%
Return on Equity (ROE)	11,39%	17,05%	22,52%	40,67%	44,84%

Table 38: Financial Ratio – Most Likely Case

Financial Ratio – Optimistic Case					
	Year 1	Year 2	Year 3	Year 4	Year 5
Return on Sales (ROS)	28,11%	31,66%	34,55%	43,11%	46,94%
Return on Equity (ROE)	23,54%	29,19%	34,46%	55,25%	64,03%

Table 39: Financial Ratio – Optimistic Case

Financial Ratio – Pessimistic Case						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Return on Sales (ROS)	1,84%	10,52%	15,41%	28,95%	30,82%	30,75%
Return on Equity (ROE)	-0,82%	6,48%	11,48%	29,54%	33,97%	35,07%

Table 40: Financial Ratio – Pessimistic Case

6. BREAK-EVEN ANALYSIS

Net present value (NPV) and internal rate of return (IRR) are two significant metrics in financial analysis:

NPV is the difference between the present value of cash inflows and the present value of cash outflows over a period of time. NPV is a calculation used in capital budgeting and investment planning to determine the profitability of a proposed investment. The discount rate used in the formula of NPV can be the cost of capital or the returns available on alternative investments of comparable risk. If the NPV of a project or investment is positive, the rate of return will be above the discount rate, then the project or investment will possibly be profitable and sooner break-even point. Conversely, the project or investment with a negative NPV will result in a net loss.

IRR is a financial research indicator used to determine the profitability of potential investments. In a discounted cash flow analysis, IRR is a discount rate that makes NPV of

all cash flows equal to zero. The higher the internal rate of return, the more desirable the investment. IRR on an investment is greater than the cost of capital, then the investment can be potentially desirable. In contrast, if the IRR is lower than the cost of capital, the investment tends to be not profitable for investors.

In the most likely case, NPV over three years is estimated at 974.497.172 VND, indicating that the project is profitable as $NPV > 0$. This implies that the cash flow generated after accounting for depreciation is greater than the initial investment. Another important metric is IRR, which is 14 percent, this indicates that KIDEE's project is highly desirable, with a potential profit for successful execution.

In the break-even analysis, the complete cost of the initial investment is 4.302.560.000 VND. KIDEE is projected to recover this investment in 3 years 9 months when the breakeven point is calculated over time and in 4 years 5 months when calculating the discounted payback.

The following are the details of the break-even point:

Breakeven analysis - Most likely case					
Year	Initial investment	FCF	Cumulative FCF	Discounted FCF (10%)	Cumulative discounted FCF
0	4.302.560.000	4.302.560.000	-4.302.560.000	-4.302.560.000	-4.302.560.000
1		783.275.600	-3.519.284.400	712.068.727	-3.590.491.273
2		973.196.200	-2.546.088.200	804.294.380	-2.786.196.893
3		1.176.525.400	-1.369.562.800	883.940.947	-1.902.255.946
4		1.836.312.400	466.749.600	1.379.648.685	-522.607.261
5		1.992.646.000	2.459.395.600	1.497.104.433	974.497.172
NPV	974.497.172				
IRR	14%				
Payback period	3 years 9 months				
Discounted payback period	4 years 5 months				

Table 41: Breakeven analysis - Most likely case

In the optimistic case, NPV over three years is 2.969.324.159 VND, which shows the profitability potential with 27 percent of IRR. KIDEE is estimated to reach its break-even in 3 years a month when the breakeven point is calculated over time and in 3 years 5 months with the discounted payback. The following analysis shows how the company will reach its break-even point:

Breakeven analysis - Optimistic					
Year	Initial investment	FCF	Cumulative FCF	Discounted FCF (10%)	Cumulative discounted FCF
0	4.302.560.000	4.302.560.000	-4.302.560.000	-4.302.560.000	-4.302.560.000
1		1.220.541.600	-3.082.018.400	1.109.583.273	-3.192.976.727
2		1.410.419.200	-1.671.599.200	1.165.635.702	-2.027.341.025
3		1.606.164.400	-65.434.800	1.206.735.086	-820.605.938
4		2.361.009.000	2.295.574.200	1.773.861.007	953.255.068
5		2.683.387.960	4.978.962.160	2.016.069.091	2.969.324.159
NPV	2.969.324.159				
IRR	27%				
Payback period	3 years 1 month				
Discounted payback period	3 years 5 months				

Table 42: Breakeven analysis - Optimistic

In the pessimistic case, NPV over three years is 604.076.047 VND. The number shows the project is profitable with 3 percent of IRR. In this case, the payback period is 4 years 9 months. Meanwhile, the discounted payback period is 5 years 7 months. The table below shows the break-even point analysis:

Breakeven analysis - Pessimistic					
Year	Initial investment	FCF	Cumulative FCF	Discounted FCF (10%)	Cumulative discounted FCF
0	4.302.560.000	4.302.560.000	-4.302.560.000	-4.302.560.000	-4.302.560.000
1		343.528.250	312.298.409	312.298.409	312.298.409
2		592.766.200	-3.366.265.550	489.889.421	-3.500.372.169
3		779.125.400	-2.587.140.150	585.368.445	-3.500.372.169
4		1.435.468.000	-1.151.672.150	1.078.488.355	-1.836.515.370
5		1.601.285.360	449.613.210	1.203.069.391	-633.445.979
6		2.096.755.026	2.096.755.026	1.237.522.026	604.076.047
NPV	604.076.047				
IRR	3%				
Payback period	4 years 9 months				
Discounted payback period	5 years 7 months				

Table 43: Breakeven analysis - Pessimistic

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

1. FUTURE ORIENTATION

KIDEE hopes to bring children a unique and rewarding entertainment experience environment. We put children at the center of all activities, to help them develop intellectually, mentally, and physically through exciting experiences. Devoted to innovating, and constantly updating the activities, games, and entertainment. We always understand and respond to children's changing needs and preferences. Creating engaging and unique experiences will keep KIDEE a favorite destination for kids and families.

After 5 years of operation, when the revenue and number of customers reach the desired number, KIDEE aims to expand the market to other big cities and provinces such as Hanoi, Ho Chi Minh City. This helps KIDEE can reach a wider audience of children, thereby driving business performance and increasing KIDEE's influence. In addition, KIDEE is committed to accompanying organizations, schools and families in building fun and educational programs for children. We understand that education is a crucial foundation for enabling comprehensive development in children. Therefore, through this collaboration, we aim to enhance social values and positively impact the progress of the community.

2. RISK MANAGEMENT

2.1. Operational Risks

Risk	Consequences	Solution
Security concerns	<ul style="list-style-type: none"> - The safety and supervision of children is a primary concern. The large number of children involved can create situations that are difficult to control without the watchful care of staff. - Another security issue is that substandard or malfunctioning equipment can be dangerous not only for children but also for staff and guests. - Equally important, KIDEE must address cyber security threats. A 	<ul style="list-style-type: none"> - First and foremost is the safety and supervision of young guests. Ensuring rigorous background checks and training for staff assigned to childcare is important. In addition, maintaining the integrity of infrastructure and operations rooms is essential to prevent accidents and potential harm. - Furthermore, KIDEE must be alert to potential cyber threats, protect sensitive data, and ensure a

	<p>company's computer systems and customer data can become the target of cyber attacks, such as hacks, data breaches, or system disruptions.</p>	<p>safe online environment for visitors. Regular risk assessments, emergency preparedness plans, and close cooperation with local law enforcement are also key components to mitigating any unforeseen security challenges.</p>
<p>Maintenance of equipment and facilities</p>	<ul style="list-style-type: none"> - Failure to address maintenance issues promptly can lead to malfunctions, potential accidents, and operational disruptions. - Additionally, a lack of proper maintenance can lead to a deteriorating condition of the facility, affecting the overall customer experience. 	<ul style="list-style-type: none"> - To minimize these risks, KIDEE must implement a comprehensive maintenance schedule. Along with that is conducting periodic inspections and investing in skilled staff to resolve any issues promptly. - Proactive maintenance practices will not only enhance the safety and functionality of the facility but will also contribute to a positive and enjoyable experience for all children and parents.
<p>Technological and system errors</p>	<p>- KIDEE relies on various technological components, including ticketing systems and media networks. Any problems or downtime in these systems can lead to disruption, long wait times, and unhappy visitors. In addition, data security breaches, such as hacks or data leaks, pose a significant threat to customer information.</p>	<p>- KIDEE must invest in a robust and redundant technology infrastructure, conduct regular security checks, and have a contingency plan in place to quickly resolve any system failures. By prioritizing technology resilience and data protection, KIDEE can ensure a seamless and secure experience for all visitors, fostering trust and brand loyalty.</p>
<p>Reputation risk</p>	<p>- Reputational risk to KIDEE covers a variety of potential scenarios.</p>	<p>- KIDEE prioritizes transparency, and accountability and is</p>

	<p>These include negative publicity, customer dissatisfaction, and public relations crises. Adverse incidents involving safety issues, employee misconduct, or operational issues can quickly spread across social media and news outlets, causing damage to reputation.</p>	<p>committed to high standards of safety and customer service. By proactively resolving any issues, listening to customer feedback, and continuously improving its services, KIDEE aims to maintain a positive reputation as a trusted and enjoyable destination for children in my family. In addition, the organization actively participates in corporate social responsibility initiatives to demonstrate its commitment to the community and further enhance its reputation as a responsible and conscious brand society.</p>
<p>Risk of fire and explosion</p>	<ul style="list-style-type: none"> - Excessive electricity use can lead to electrical overload or circuit failure, which can cause fire or explosion. - In addition, in Chef's experience room, gas is used for cooking, and oil splashing onto tables or surrounding surfaces during food preparation can also be the cause—potential for fire or explosion. 	<ul style="list-style-type: none"> - Installing a fire protection system designed to meet approved regulations to ensure the safety of people and property. - Carefully clean up the kitchen area before closing and strictly follow fire safety regulations at the business location. - Always have fire extinguishers placed on the emergency exit staircases of each floor in case of emergencies.

Table 44: Operational Risks

2.2. Financial Risks

Risk	Consequences	Solution
<p>The number of participants decreased</p>	<p>- External factors, such as an economic downturn, changes in consumer behavior or adverse public opinion, can lead to a decrease in the number of visitors to KIDEE. This reduction in the number of visitors will directly affect revenue.</p>	<p>- KIDEE must closely monitor market trends and customer preferences to proactively respond to any potential drop in visitor numbers.</p> <p>- Implementing innovative marketing strategies that enhance the customer experience can help attract and retain visitors.</p> <p>- Diversify its offerings and continuously improve its offerings to meet growing demand. This can better mitigate the risks associated with reducing visitor numbers and maintaining financial stability.</p>
<p>Seasonal fluctuations</p>	<p>- Seasonal volatility presents notable financial risks to KIDEE. During peak seasons and school holidays, student attendance spikes, resulting in higher revenue. However, during off-peak times, visitor numbers can drop, affecting cash flow and profitability.</p>	<p>- KIDEE may implement strategies to engage guests in slower times, such as offering special promotions, themed events or targeted marketing campaigns.</p> <p>- Additionally, optimizing operating costs during peak seasons to offset any potential revenue declines during off-peak times can help balance the financial impact of seasonal fluctuations. By effectively managing these changes, KIDEE can enhance financial resilience and maintain stable operations throughout the year.</p>
<p>Excess cost</p>	<p>- When unexpected or unplanned expenses exceed budgeted amounts for various operational aspects. Such</p>	<p>- KIDEE must implement rigorous budgeting and cost control measures, conduct thorough</p>

	<p>as construction, maintenance or daily operations. Such excesses can strain KIDEE's finances, potentially leading to cash flow challenges and reduced profitability.</p>	<p>feasibility studies prior to project initiation, and regularly review and monitor costs. In addition, fostering effective communication and collaboration between different departments can help identify potential cost overruns early and take timely corrective actions. By proactively managing excess costs and following prudent financial practices, KIDEE can protect its financial stability and ensure sustainable growth over the long term.</p>
<p>Debt and financial risk</p>	<p>- Over-reliance on debt financing can expose KIDEE to increased financial obligations and higher interest costs, especially if interest rates rise. Failure to effectively manage debt can result in cash flow constraints and hinder KIDEE's ability to invest in growth opportunities or meet financial commitments.</p>	<p>- KIDEE must adopt a balanced financing approach, diversify funding sources and explore funding alternatives.</p> <p>- Careful debt management, including refinancing on favorable terms and a prudent repayment plan, can help ease your debt burden.</p> <p>- Additionally, maintaining a strong credit profile and transparent financial reporting can build confidence in lenders, allow KIDEE to access financing on favorable terms, and strengthen financial resilience its own. By managing debt and financial risk wisely, KIDEE can increase financial flexibility and position itself for sustained success in the dynamic entertainment industry.</p>
<p>Competitive pressure and price</p>	<p>- Fierce competition can lead to price pressure as establishments try to attract visitors with competitive fares</p>	<p>- KIDEE should focus on providing unique and high-quality experiences to set itself apart</p>

	<p>and promotions. However, a drastic price reduction may reduce profit margins and affect KIDEE's financial performance.</p>	<p>from its competitors. Emphasizing the educational and interactive aspects of its offerings can create a strong value proposition for families and justify a premium pricing strategy.</p> <ul style="list-style-type: none"> · In addition, conducting market research and capturing customer preferences will enable KIDEE to identify differentiation opportunities and effectively position itself in the competitive landscape. By striking a balance between price and value, KIDEE is able to overcome competitive challenges and price pressures while maintaining its financial viability and appeal to visitors
<p>Economic and political instability</p>	<p>- An economic downturn may lead to a decrease in consumer spending and visitor numbers, affecting KIDEE's revenue and profits. Political instability, such as changes in government policy or geopolitical tensions, can disrupt business and investment.</p>	<p>- KIDEE must conduct a thorough risk assessment before implementing business strategies and stay up-to-date on the economic and political situation. Deploying agile business strategies that allow flexibility to respond to changing conditions can help KIDEE navigate periods of uncertainty. In addition, diversifying geographic presence and revenue streams can enhance resilience to economic and political upheavals. As a result, KIDEE can maintain financial stability and continue to provide enriching experiences for children.</p>

Table 45: Financial Risks

2.3. Consumer Risks

Risk	Consequences of risk	Solution
Leaking customer information	<ul style="list-style-type: none"> - The disclosure of customer information will cause the company to lose credibility, disrupt the lives of customers, and lead to a loss of trust in the business, thereby causing a decline in revenue 	<ul style="list-style-type: none"> - Regularly check the system that prevents the security breach. - Make a copy of the other server in case the mainframe goes down by cybercrime. - Encrypt data when storing and transferring. - Encrypt important information
Food safety	<ul style="list-style-type: none"> - Expired food, improperly stored, and risks in the preparation and processing of food and finished products may adversely affect the health of customers, leading to a loss of trust in the center 	<ul style="list-style-type: none"> - Ask the suppliers to only provide fresh ingredients. - Employees carefully check the expiration dates of ingredients. - Establish a safe food hygiene process in the kitchen. - Comply strictly with food safety inspection schedules.
Customer service accidentally causes dissatisfaction in a customer	<ul style="list-style-type: none"> - Unsatisfied customers may decide to switch to a competitor or discontinue using KIDEE's services. - Some customers may share their negative experiences with others through social media, which can significantly damage the image and reputation of the business. 	<ul style="list-style-type: none"> - Ensure customer service staff are fully trained in communication skills, and service knowledge - Establish clear procedures for receiving, processing, and resolving customer complaints. - Evaluate and monitor the quality of customer care services regularly.
Children are accidentally injured by decorative objects and equipment in the playroom	<ul style="list-style-type: none"> - With the variety of tools and equipment, it seems that most playrooms pose a risk for children accidentally bumping into objects in the room. Furthermore, unintentional shoving and 	<ul style="list-style-type: none"> - The design of the playroom needs to be reviewed and improved to reduce the risk of injury to children. Including removing sharp objects, providing soft cushions to reduce the impact

	<p>carelessness of babies during play can also create undesirable situations, leading to injury. This significantly affects the entertainment experience as well as customer satisfaction at KIDEE.</p>	<p>on impact, and ensuring the safety of devices.</p> <ul style="list-style-type: none"> - Staff should be trained on how to supervise and keep children safe in the playroom, recognize hazards, and know how to respond to emergency situations. - Comply with regulations on the use of safety devices, compliance with gravity rules, regulations on the number of children in the playroom, and fire protection measures.
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Table 46: Consumer Risks

2.4. Human Risks

Risk	Consequences of risk	Solution
Employee mistakes	<ul style="list-style-type: none"> - Employees can make mistakes such as fraud, or mistakes in the process of doing work. This can cause financial damage, reputational damage, and damage to relationships with KIDEE customers. 	<ul style="list-style-type: none"> - Use the right hiring and training processes. - Implement a rigorous recruitment process to select employees with the right ethics and qualifications. - Regular training on work procedures, business ethics, and skills required for employees to work effectively and comply with regulations.
Lack of business ethics	<ul style="list-style-type: none"> - Unethical behavior from employees can cause distrust of customers or business partners. This can negatively affect KIDEE's image and success. 	<ul style="list-style-type: none"> - Building an ethical organizational culture. Create a work environment with high ethical values, encouraging employees to comply with ethical principles and internal regulations of the company. - Develop clear policies and procedures on ethics and

		compliance. Take disciplinary action when necessary.
HRM	<ul style="list-style-type: none"> - Ineffective human resource management can negatively affect work performance, employee morale and customer satisfaction, goods yoke. - Besides, the process of human resource management is not guaranteed, which can lead to a shortage of human resources, and the quality of employees is not guaranteed. And the difficulty in retaining employees to stay at KIDEE. 	<ul style="list-style-type: none"> - Training and developing management skills for leaders and managers. - Establish a clear management process, assign tasks and give regular feedback to employees. - Create a work environment that encourages participation, growth, and empathy.

Table 47: Human Risks

2.5. Strategic Risks

Risk	Consequences of risk	Solution
Marketing strategic risk	<ul style="list-style-type: none"> - It is possible to spend a large amount of money due to improper marketing plans. Marketing and customer acquisition strategies can be ineffective, resulting in customers not being interested or interested in the activities and values the company provides. 	<ul style="list-style-type: none"> - Develop an overall marketing strategy: Establish a detailed and integrated marketing strategy, including both traditional and digital marketing plans. This helps optimize interactions between campaigns and creates greater overall effectiveness. - Focus on value as well as customer experience: Ensure that KIDEE's marketing strategy and activities are focused on delivering real value to customers, creating a positive and memorable experience. - In addition, KIDEE can learn from other successful marketing campaigns to apply in accordance with the company.

<p>Management risk</p>	<p>- The risks in the human resource management process and the constant change in the staff will be detrimental to the company's work performance. Another problem is the conflict between employees, which also contributes to the difficulty of KIDEE's business. In addition, making unrealistic strategic decisions by management can adversely affect the overall performance of the company.</p>	<p>- Provide strategic planning on human resource management in a scientific and detailed manner. To avoid the risk of human resource change during operation, the company must always have a plan for training and recruiting human resources.</p>
<p>Target customers</p>	<p>- Defining the wrong audience can lead to ineffective marketing strategies. This can cause marketing activities to fall short of their goals and harm the business.</p>	<p>- Market Research and Audience Analysis: Conduct thorough market research to better understand your customers' needs, expectations, and tastes. Analysis of target customers helps to identify the group of potential customers that are most suitable for KIDEE's products and services.</p> <p>- Create a friendly and interactive environment: Build a friendly and interactive environment between KIDEE and customers. Create opportunities to interact with customers through communication channels such as email, website, and social networks, to better understand their needs and opinions</p>

Table 48: Strategic Risks

2.6. Environment Risk

Risk	Consequences of risk	Solution
Risks about the economic environment	<p>- Changes in the economy can have a significant impact on a customer's decision to visit KIDEE. For example, in times of economic hardship, parents may be inclined to limit their children's access to amusement parks like KIDEE to save money.</p>	<p>- Create a flexible marketing strategy and diversify promotions, discounts, or incentives to attract customers in difficult economic times.</p> <p>- Building Loyalty Communities: Forge relationships and build loyal communities by creating interesting and unique programs exclusively for regular customers. Membership programs, membership cards, or special events can encourage customers to return to KIDEE more often.</p>
Risks to the natural environment	<p>- Natural environment: Climate change and unstable weather can reduce customers' enjoyment of outdoor activities. In particular, epidemics like covid-19 have also created significant negative impacts on the entertainment industry, causing many people to feel apprehensive and refuse to participate in mass gathering activities.</p>	<p>- Invest in environmental protection measures: KIDEE should consider applying environmental protection measures in its business operations, such as using environmentally friendly items, minimizing waste, enhancing green technology, and promoting the use of public transport for visitors to visit.</p> <p>- Supporting the implementation of safety and hygiene measures to reduce the risk of infection in the event of an outbreak such as covid-19 is also important.</p>

Table 49: Environment Risk

2.7. Legal Risks

Risk	Consequences of risk	Solution
Insurance problem	<p>- Underinsurance can create serious risks for the amusement center. In the event of an incident or accident, not having the necessary insurance such as public liability insurance, personal accident insurance, and fire insurance can pose a major financial risk. Compensation and claims are important issues, if the center causes damage or accidents to a customer or a third party, it has to pay for itself without insurance support. This can cause significant financial hardship for the center.</p>	<p>- Research and purchase insurance coverages such as public liability, personal accident and fire, ensuring compliance with safety requirements and standards. Periodically check and update the insurance policy to ensure adequate coverage for all risks. Partner with an insurance professional for operational-specific risk assessment and advice, to determine appropriate and optimal insurance measures.</p>
Legal responsibility	<p>- Violations of regulations and laws within an amusement center can have worrisome legal consequences, including penalties and penalties from regulatory agencies, financial liability, and damage to the reputation of the amusement park credit of the center. In addition, violations can also create potential legal risks, including disputes and lawsuits from related parties. Therefore, compliance with regulations and laws is very important to avoid legal consequences and protect the development of the center.</p>	<p>- The Center should establish clear policies and procedures, comply with relevant laws and regulations, and consult with legal experts when necessary. Ensuring legal compliance is an important factor in protecting the center from undesirable legal consequences and ensuring the sustainability of the business.</p>
Contract	<p>- Breach of contract carries the risk of lawsuits and liability. Contract disputes can</p>	<p>- Review and understand the terms and conditions</p>

	<p>be controversial and affect the center's image and finances. Change of contract disagree and agreement can cause conflict in the contract performance.</p>	<p>of the contract before signing. Prepare and store contract documents carefully. Perform contractual commitments and terms reliably and accurately. Contact a lawyer or legal professional to advise and supervise the contract process. Careful compliance with contract regulations and terms will help the center avoid unwanted legal risks and disputes.</p>
<p>Labor regulations</p>	<p>- Legal risks can include fines and penalties from labor authorities or tax authorities. In addition, violations of labor regulations can also lead to labor lawsuits from employees, where the center can face claims and liabilities.</p>	<p>- The Center should ensure that all labor-related activities fully comply with regulations and laws. Reviewing and mastering labor regulations, building accurate labor contracts and providing full rights profit and preferential treatment for each employee.</p>

Table 50: Legal Risks

3. CONCLUSION

KIDEE is a unique amusement park that offers hands-on experiences and dedicated guidance to children. Based on our observations and perception of reality in Da Nang City, we realize that there are many amusement parks for children, however, there is not one

place that focuses on introducing a conscientious and practical manner about the professions. With passion, love for children's development and dynamism, we have created this great idea together. KIDEE is the perfect combination of entertainment and professional career experiences, exclusively for children, exclusively for children. We want to give children practical experience and make them more aware of different professions. Thereby, we hope that children will develop a creative mind and be able to make the right choices for their future. Through this form, we can attract a lot of attention from parents and the curiosity of children in Da Nang city. Although this is our first project, we are committed to operating the amusement park with the best quality and professionalism. In addition, with the initial goal of becoming an amusement park combined with leading industry experiences in Da Nang, we will always observe the interests and personalities of the children during their participation in the school our amusement park and absorb customers' opinions to be able to improve the service perfectly and create customers' trust as well as being the first choice when thinking about amusement parks combination of practical experience of industries for young children.

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