



NEW HOPE DAIRY COMPANY

BY

ZHENG WANG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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Abstract

This business plan is to view the development situation of Chinese dairy enterprises from a new point of view and make a judgment on the current situation and future trend of this special industry. This paper introduces the located in the southwestern province of Sichuan new hope the development of the dairy company mileage, the spread of the value of the brand shaping, products and services, product design and development, marketing pattern has made the analysis and evaluation of each outline system of the business plan, with investment in food and dairy industry enterprises has given a certain business advice.

Keywords: dairy enterprise, new hope dairy, marketing model

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Zheng Wang

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Section 1

Executive Summary

With the development of The Times, the pace of economic progress and spread throughout the country and even the world, as well as the national incentive policies for enterprises, such as tax reduction, convenient loans and so on, promote the expansion and development of enterprises. The establishment of companies and enterprises is not a surprise, and now private enterprises occupy the vast majority of the country's economic system. The initial establishment of an enterprise, from the early stage of the establishment of market research, the establishment of the way of operation, marketing strategy, management tactics brewing, will be the development of a business at the beginning of the ----- business plan important and key core content. How to good management of a company, at the early stage of the execution after intensive deployment and plan, need to be involved in the whole process of enterprise development to all aspects of the problem (especially financial problem) careful list, deliberate judgment and analysis, put an end to the future possible obstacles and dangers and would reduce operating costs and risk to a minimum, For enterprise sustainable smoothly to the escort business prospects, to have a proactive, strategic business plan, a detailed, preventive, is essential before success, priority, details of the work cannot be ignored, this article will take the model of private enterprises in chengdu, sichuan province -- -- -- -- -- hope for the new hope group's dairy industry co., LTD., as a case, To emphasize and detailed combing founded the company in the beginning of the business plan, idea, patterns, and execution, the construction of such a business plan includes the details of the content, thus producing companies in different industries in social development must go through all the norms and standards of business strategy, for enterprises to establish and perfect to lay a good foundation.

Section 2

Company Description

2.1 Company History

New hope dairy company is a subsidiary of new hope group, one of the largest private enterprises located in Chengdu, a key city in southwest China. It belongs to the New Hope Group and was created during China's economic reform and opening period. The New Hope Group is made up of local private entrepreneurs. Mr. Liu was founded in 1982, was a smaller, rooted in the rural land, with farmers partnership started cultivating agricultural products, raw materials, feed, breeding meat and poultry, cattle and sheep, and the market dumping of agriculture and animal husbandry enterprises. After decades of long development, feed production capacity, poultry meat processing capacity in the first domestic, the world's second level. It is one of China's largest comprehensive suppliers of meat, eggs and milk. Later, in the reform and development of the market economy, the company gradually derived a series of business segments including agriculture and animal husbandry, food, dairy, fast selling, chemical industry, finance, infrastructure, real estate and so on, and integrated them into urban and rural areas, other provinces, the whole country and even most parts of the world. The industry is huge and it has become one of the world's top 500 enterprises. New Hope Dairy is an important part of the industrial layout that gradually starts, develops, expands and pulls out from it. At the beginning, New Hope Dairy established its own milk source base, and has developed into 11 milk source bases and 10 cattle farms in China. Through the cattle breeding farm, scattered in the breeding site, with preferential partnership conditions to attract farmers to join, continuous acquisition of farmers' resources, so that the enterprise and decentralized dairy farmers to establish an inseparable relationship, a community of destiny. And gradually developed ingredients in the main provinces of more than ten dairy brands, including Sichuan Huaxi, Yangping dairy, Kunming Xuelan Dairy, Yunnan Diqian Dairy, Qingdao Qinpai Dairy, Hangzhou Shuangfeng Dairy, Anhui Baidi Dairy, Hebei Tianxiang Dairy. The dairy brands under its

jurisdiction have become the preferred brand of local consumers and the leader of the regional market.

2.2 Task Description

New hope dairy company established from initial period, the social mission is carried by the scattered farmers connect farmers farms, the expansion of the higher level of superior environmental sanitation dairy farms, create star sterilization environment, makes the dairy product production conditions in accordance with the social rapid development, people's quality of life of the expectations, and stand in society unique advantage of brand, Expanding to the domestic market and entering overseas will not only increase the profits of the enterprise group company, but also benefit the market interests to the hands of inseparable farmers, get the recognition and support of the majority of farmers, and obtain the free range resources provided by the farmers and the output supply of the auxiliary enterprise to increase the income. These are the tasks and visions that the company needs to achieve in the early days.

2.3 Products and Services

New Hope Dairy products are many, and in the market are unique, leading 24 hours fresh milk, live moist crystal ball yogurt, Chuxin yogurt, Oatland milk and other varieties. 24-hour fresh milk is a kind of milk that is launched every morning and only sold for 24 hours. It focuses on the time period when it is fresh, only sold for the same day, and has the highest nutritional value. The 75 °C /15sd sterilization process is adopted, which makes the content of immunoglobulin 10 times that of ordinary milk, and the total number of colonies is better than the European Union standard. The upgraded Golden 24-hour variety uses Swedish membrane filtration technology to lock more nutrients, and its freshness level leads the industry new benchmark. And live spherite yogurt uses 3D embedding technology to make probiotics reach the stomach and intestines alive, and won the Best yogurt Innovation Award in 2021. Chuxin yogurt is a kind of yogurt made by the

cleaning formula of 0 sugar 0 generation sugar 0 essence 0 alum, adhering to the concept of Chuxin original taste, giving people a fresh and unique feeling. Oatland Milk is the milk source of Holstein cows imported from Australia, living in the golden belt of 38 degrees north latitude, to provide middle and high-end consumers with more pure, high-quality and organic fresh milk.

2.4 Current Situation

Through the establishment from 2001 to now 20 years of development, New Hope dairy through the acquisition of 40 years of history of Sichuan Huaxi, Hongya Yangping, occupied the southwest dairy market first. Then, it continued to penetrate into other parts of China, and successively established more than 11 brands leading the local market, including Kunming Sheran Dairy, Yunnan Diqian Dairy, Qingdao Qinpai Dairy, Hangzhou Shuangfeng Dairy, Anhui Baidi Dairy, Hebei Tianxiang Dairy and so on. Now, now the new hope dairy reached with the domestic double happiness in Suzhou, Hunan Nanshan, Xichang three animal husbandry, New Zealand, the Royal Academy of Agricultural Sciences' strategic cooperation agreement, to achieve national first through high-quality dairy project acceptance of the factory, and set up cooperation with global scientific research platform, including Marriott Lauren Weinstein, Sweden, the Netherlands, etc. Listed on the Shenzhen Stock Exchange in 2019. In 2020, it acquired Fuzhou Aoni and Ningxia Huanmei. Completed the southeast, northwest and global development of the new journey.

2.5 Legal status and ownership

New Hope Dairy Company affiliated with New Hope Group, is a New Hope Group's branch, executive branch business, is the New Hope Group part of separate out numerous business sectors, occupy the important position of headquarters of the group, has certain legal status, exercise the ownership rights of both independent and unified, although alone in development, expansion of the company, However, when it comes to the interests of the group headquarters, it should still belong to the strategic operation of the group, and should not override the interests of the group, such as profit, settlement, apportion, etc.

2.6 Selecting a Name for the Enterprise

The name of new hope dairy company is obviously the continuation and branch of the name of the group headquarters. New hope, as the name implies, it is representing the chairman liu yonghao at first startup of farming and animal husbandry of the nature of the business positioning, is given hope to farmers friend partner, brings more new motive force, promote good agricultural and developed after the expansion of the construction industry, chemical industry, the financial and other business, like a seed in spring after planting a groundbreaking sprout and take root, verdant and luxuriant forever, Full of ardent hope for the future.

2.7 Primary considerations for naming a business Legal issues

Before the name of the enterprise, needs to access and search for the known list of industrial and commercial enterprises, do not wish, put an end to steal it in the same industry, not cause interest disputes and conflicts and contradictions, don't touch it the name of the company reputation glorious, don't compile an strange strange name, lest give a person hard to understand, don't know, recognizable enough distinctive characteristics. This is also the consideration of enterprise naming, with legal effect.

Section 3

Industry analysis

3.1 Industry size, growth rate and sales forecast

Chinese dairy industry market development for many years, in 2005 had reached billions of billions of scale, after which the scale is expanding rapidly. After 2016, the growth of the industry shifted to single digits due to the flattening of sales growth rate and the continued low price of upstream raw milk. In 2020, the total market sales of the dairy industry exceeded 400 billion yuan, and it is predicted that the market scale of the dairy industry will reach 498.06 billion yuan in 2022.

3.2 Industry characteristics (industry structure, nature of participants, ratio, key success factors)

It is determined by several unique characteristics of dairy industry :the particularity of dairy industry process production,the advanced nature of equipment,the sanitation and environment,the revolution of packaging technology,the profit determined by enterprise cost advantage,the government's guidance and ploicy,the trade barrier of dairy industry from the whole country to the world,etc.

As far as the current situation is concerned, the technology, equipment and production process of dairy industry are not strong, and there is little difference between enterprises around the world. Production factors are easy to obtain, capital barriers are low, and access to the market is easy. Dairy production is restricted by natural resources, with regional characteristics, products can not cross the geographical distance too far, because fresh perishable, not easy to store, small consumption radius, need cold chain support; The industry dairy competition is fierce, mainly price competition and brand competition; China's dairy industry is dominated by Mengniu, Yili and Shanghai Guangming, which occupy the majority of the market share, and their high-end drinks such as Trunsu and Jindian have occupied the gift market for a long time, impacting the products of other dairy

enterprises. New Hope Dairy also mainly focuses on the southwest, divides into other southern cities and a small part of the north, annexes niche dairy brands, occupies local market advantages, and continues to expand, competing with northern dairy products with a long history and wide reputation. In general, dairy enterprises have shifted from the competition of homogeneous products in the past to the differentiation of consumption behavior, seeking differentiation and innovative development, and developed more multifunctional milk and high-end gift milk to enlarge the difference, improve the added value of products and avoid price war.

3.3 Industry trends (environmental trends, business trends).

First of all, the dairy industry is not divided into various regional level enterprises, each of its dairy enterprises in the market scale continues to grow, production and sales continue to improve, in addition to the local foundation, actively to domestic and foreign product volume output and brand influence expansion. Secondly, from the perspective of our country, various milk companies strive to avoid improper operation during production, strengthening the technology of improving production index, dairy products from abroad to learn the essence, discard the dregs, to avoid the flaw exposed its products by the market, its all milk companies of the quality and safety of dairy production soared, consumer confidence is gradually restored. In addition, the consumption structure of dairy products in China is relatively simple, mainly liquid milk and low temperature milk. Dairy enterprises are actively cooperating with scientific research institutes to develop more high-quality dairy products with distinct characteristics, market potential and consumption value. In addition, the dairy industry has great potential for future development, which can be more diversified, fancy varieties and richer quality.

3.4 Long-term outlook for the industry

In the long term, with the development of economy, Chinese people pay more and more attention to the health needs and the improvement of lifestyle

nutrition, and the increase of consumption power is more and more obvious, which drives the popularity of holiday gift market. The dairy industry has a long-term development potential and good prospect.

In addition, the Chinese people on the consumption consciousness and consumption behavior change, tend to be convenient, save time and effort way of shopping online, online purchasing is a long-term investment and choice, is to promote the dairy of online marketing, live with cargo order, community marketing colliding model development, sales of dairy products will be gradually increased, with increasing milk companies of dairy production scale will continue to grow.

Secondly, Chinese people have different demands for dairy products. This will promote dairy enterprises to continuously improve product functions and increase investment in R&D and production of diversified, pattern, property characteristics, usage specifications and other characteristics of dairy products, which will promote the better development of the industry.

In addition, Chinese people have a great demand for infant milk powder, dairy products, nutritional products for adults, and rehabilitation products for special groups such as elderly patients. The quality of products is increasingly high, and the variety renewal and iteration of dairy products of dairy enterprises will be increased. The long-term prospects of the dairy industry will be better and more opportunities will be generated.

3.5 Status Analysis (Required tools * below)

3.5.1 PEST analysis

That is, the analysis of enterprise development under politics, economy, society and technology.

Politics: China's domestic politics are stable, and the government has issued many regulations and regulations that are conducive to the prosperity of enterprises in the market economy, including the reduction of loans, taxes, and support policies for small and micro enterprises. New Hope Dairy has absorbed a lot of market liquidity.

Economy: Under the general environment, policies to stimulate economic development emerge in endlessly, and the number of enterprises keeps increasing.

Society: The society supports the survival of enterprises loosely and encourages the employment of young people, college graduates and migrant workers. New Hope dairy industry to absorb new workers, a sufficient talent reserve.

Technology: With the continuous enhancement of national scientific and technological strength and technological innovation, New HOPE Dairy has promoted the continuous improvement of production technology, industry standards of process facilities, and continuous upgrading of production efficiency.

3.5.2 The Five Forces model

That is, the competitiveness of competitors, the ability of potential competitors to enter, the ability of substitutes to substitute, the bargaining power of suppliers, and the bargaining power of buyers.

Competitor competitiveness: New Hope Dairy faces the pressure of market competition from the long-established and powerful dairy enterprises such as Mengniu, Yili and Bright in northern Inner Mongolia and Shanghai. It can learn from it, open up vast untouched areas, annex small dairy companies, and build outstanding local brands.

Entry ability of potential competitors: to establish more ecological and pollution-free pastures, or even migrate to overseas latitudes of golden milk sources, so as to prevent the emergence of second new hope dairy enterprises and reduce the entry of potential competitors into the market.

Substitute ability: Continuously optimize and upgrade the quality of dairy products to satisfy the market, and create our own brand milk products, highlighting the characteristics of pure natural taste, immunoglobulin content, zero addition and so on.

Bargaining power of suppliers: establish a good cooperative relationship with suppliers to achieve a win-win situation and reasonable pricing.

Buyer bargaining power: grasp consumer psychology, so that buyers rest assured consumption.

3.5.3 SWOT analysis

That is, internal strengths, weaknesses, external opportunities and threats.

Internal advantages: The internal advantages of New Hope Dairy are that it is located in a superior area with high natural ecological environment, has incomparable advantages of pasture resources, has the advantage of joining farmers in big agricultural provinces, and has the advantage of sufficient raw material producing area spreading to other areas;

Disadvantages: The strength of the northern region, more well-known dairy enterprises, how to compete pressure.

External opportunities: Opportunities are the possibility for many small dairy companies hashed in the second and third counties to merge and build their new brands. Threat: to avoid the possibility of being copied, followed and suppressed by domestic and foreign dairy enterprises.

3.5.4 VRIO analysis

Value, scarcity, inimitability, organization.

Value: The core value of New Hope Dairy is the superiority of product quality based on natural ecological resources, the number of pollution-free ecological pastures created in the world's golden latitude milk source, and the high level of the world's dairy scientific research institute.

Scarcity: high identification, milk quality, one in a hundred. Hard to imitate is the production process equipment has the international leading, reach the world class industry advanced standards.

Organization: It is a combination of localization, ranch location, overseas research and development center and market coverage everywhere.

3.5.5 BCG + product life cycle

System resolution product life cycle. New hope dairy since entering the dairy market, high quality, technical superiority, the dairy product source unrivalled geographical environment, the product life cycle is long, high market share, saturation of strong, strong growth in sales force, have no alternative, profit long red,

remains to be developed more cater to the market reputation of dairy technology
rise space, No bottleneck period and other product life cycle characteristics.

Section 4

Market analysis

4.1 Market segmentation and target market selection and positioning

Because Di belongs to the northern prairie, cattle, and sheep with developed industry area, helped fuel the north, in Inner Mongolia and other places of the dairy industry, mengniu, yili, three yuan, (su, 19 northern dairy brands, has long been a high-profile, dairy consumption, and dominate the north of the country to become the birthplace of most Chinese dairy and subsequent killing the mother of productivity. The Southern dairy industry once only relied on local small companies, dairy logo to lead the sight of the niche market, did not go far. And since 2001, started with new hope to agriculture enterprises began to layout the dairy market, could be divided into north and south, east and middle market fine for brand penetration, target market positioning in the high-end consumer market, including the consumer's economic strength, the pursuit of high quality life inherent brand appeal, and slightly higher than the north the existence of a single value, Mengniu appeared in the "melamine" scandal, can wake up and learn lessons, accumulate steadily. Will be a local dairy sign into the bag, all mergers, standing in the southwest, South, and South, south, East and other places, and northern dairy products into a full force, separated by half of the Chinese dairy industry. To become one of the largest dairy production enterprises in China. It has chosen Kunming, Hunan, Hebei, Hangzhou, Ningxia, Shandong and Qingdao as the breakthrough point for the brand, launched a new hope of fame, positioned in the northern milk system has not entered and popular area, homeostatically occupied most of the land area.

Not only from the territory on the division, New Hope dairy also with "fresh strategy" came out of the sky, fight consumer eyeballs. Soon positioned the brand characteristics, with high quality, high quality, zero addition, original taste, overseas ranch gimmicks, foreign high-tech name to lead the attention of Chinese people. We choose people in provincial capitals, large and medium-sized cities and other places

as the leading direction, because such people have moved from meeting their needs for food and clothing to demand more high-end taste bud experience and desire for nutrition, and more pure and original consumption concept.

4.2 Buyer Behavior

Dairy products are a kind of fast-moving consumer goods with special time limit, high requirements on manufacturing equipment and high nutritional value, which are different from other foods. First, the purchaser's consumer behavior, is the quality of dairy products quality and drinking value have expectations, is fundamentally for fresh, nutrition, health, improve immunity, increase demands such as protein and calcium in the growth development period, the other is for home nutrition support source of child and adolescent, also put forward higher requirements. In addition, buyers generally look at the production shelf life, is it sold out on the same day, storage period and so on will pay attention to, which is the worry of disease if the expiration of milk products deteriorate. There is the difference between the characteristics of dairy products and other competing products, which is the need for the dairy star effect set in the mind. The more excellent production conditions, outstanding technology, high retention of original ecological ingredients, do not destroy the essence, so that the brand containing more probiotics, etc., will be more attention and welcome. And new hope dairy is to do the above points, become the star of the consumer market.

4.3 Competitor Analysis

Hopes milk is different from the other domestic dairy companies, such as mengniu, yili and other large dairy companies are in advertising circles, seasonal cycle will be main varieties of its signature, with high quality dairy products gift box, such as (Sue and 19 are they grab the high-end consumer market gift, also in the AD campaigns, please star endorsement, Foil quality high-end, from high quality pasture, but all have no hopes for the strategy of "fresh" connection out of the industrial chain as pure and fresh, because new hope dairy hoanya comes from sichuan, and foreign farm in New Zealand, Australia, the gold cow raw material

advantages of raw materials, and broke out in a large of melamine milk companies happen after national concern and care, The quality and freshness of NEW HOPE HAS BUILT a well-deserved reputation, popularity, innovation and assurance in the hearts of domestic citizens.

4.4 Annual sales and market share estimates

The annual sales volume of New Hope Dairy exceeds hundreds of millions, which is second to none in Southwest China and one of the largest dairy enterprises in China. In terms of market share, New Hope Dairy occupies the first place in Southwest China, including East China, South China, West China, Northwest China and Central China, and is on a par with Mengniu, Yili and Bright Dairy enterprises.

Xin xi wang Dairy	2020year	2021year	2022year
Annual sales(million)	79.67	80.33	89.67
Net profit(million)	2.6	2.9	3.12
Year-on-year growth	26%	29%	32.87%

4.5 Marketing mix analysis

4.5.1 7Ps from the product company

New Hope Dairy is a product company that manufactures dairy products. Naturally, it is inseparable from the 7PS rule of product production.

Namely product, price, channel, promotion, logistics, staff, publicity of the seven attributes.

The company produces dairy products, including fresh milk, yogurt, high-end quality milk, and so on, as well as the development and production of scarce milk needed by specific groups, such as children and women, the positioning of the elderly and infirm patients, the future development of scarce milk.

The price positioning standard is based on the local price level of the mass market, as well as the psychological acceptance standard of ordinary consumers. High-quality milk is slightly higher than ordinary milk.

Channels include the establishment and the introduction and acquisition of milk source and material resources by rural farmers, as well as the market expansion of the first, second and third level urban stores, supermarkets, retail stores, online stores, including online and offline channels.

After THE channel is established, IT is the promotion and sales of dairy products in the seller's market, including a series of processes such as formulating the strategy of promotion plan, creating the atmosphere of the store, providing promotional activities, releasing promotional information and attracting the attention of buyers.

The support of the above product launch activities is inseparable from the help of logistics, including cold chain supporting facilities in the production plant, driver delivery, and delivery services that arrive at the market on time.

In addition, it is the management and planning strategy for product design, production, processing, management, channel marketing personnel, namely, the main employees of the company, to improve the professional quality of employees, strengthen the loyalty to the company, engagement, and other aspects of the training.

Propaganda is dairy quality characteristics, original, beginner's mind world, zero to add, 38 degrees north latitude gold milk ranch, global dozens of dairy research results such as stunt to attract audiences, after setting the product superiority characteristic, through the network, markets, stores and other channels to introduce product visibility and reputation, a new method of communication and marketing.

4.5.2 7Ps for service companies

At the same time, New Hope is also a service company, providing consumers with dairy food services, which covers the 7PS rules of service.

That is, service design and new service development, service pricing, service promotion process, service tangible display, personnel image, channel network, customer shopping experience.

Is given priority to with dairy products production and sales company, to do service, based on the market in terms of scope of service, the first thing to set a good service, the content of the innovation of service content and the new development, including the staff set up customer oriented service concept, service quality, customer service training education, to sell on the market the customer service guidance, recommended product advantages, To build the marketing environment, plan more marketing activities, improve the after-sales experience, and lead the trend of repeat purchase.

There is service pricing, that is, to provide services for products in the store marketing, to guide consumers to choose and buy service fees, the distribution of product sales price and value.

In the service of the FMCG more from promotional marketing model, the recruitment of sales personnel, purchase rate of active markets, product value, provide rich and colorful not single promotion gimmick, meet the requirement to store different age group to buy, timely and fast pin out, clear inventories, cause no scrap loss, especially in the case of holiday people to purchase desire strong, Let the promotion of products show a white-hot trend, improve product sales.

In the service, especially in the sales promotion and online sales, the display of service image is indispensable, including the decoration of the store scene, the image display of the appearance and appearance of sales personnel, the packaging of promotional products, the printing of leaflets for the delivery of product introduction, and the art design and decoration of online stores, etc. These displayed service image to the dumping of products has the role of promoting the waves.

The above tangible display of services is indispensable in the display of personnel image. In addition to the store service personnel appearance and dress, there are service etiquette, guiding service skills, attitude, skills and other image display, in addition to broadly speaking, representing the corporate image of the

staff in the business activities of the mental state, business literacy is also an indispensable part.

Communication and service on the channel network are indispensable in the service, especially the promotion and introduction of product features and advantages, the control of consumer psychology, the expansion of channels, and the attraction of distributors in the market are all important links.

And finally, service strategy and catering to the customer's shopping experience. To focus on the customer's shopping demand, from the Angle of the demand to provide service, pay attention to the reply of customer shopping in question, and people pay attention to some high-end class of dairy products' demand for higher quality, research and development for the enterprise is more high quality products to provide the market feedback, according to consumers' demands, holiday introduced preferential promotional activities such as discount prices, To provide customers with more comfortable, convenient and satisfactory shopping process and experience, improve market share.

The whole service 7Ps marketing strategy process has directivity, goal, to achieve the equivalent rate of sales plan planning standards.

Section 5

Marketing plan

5.1 Overall marketing strategy

First, with the "fresh strategy" as the main marketing strategy theme, from the superior production equipment and technology level, the sanitary environment conditions of dairy production clean, the use of foreign advanced dairy production technology, scientific research level to win the attention of consumers. From the selection of milk source, with the visible perspective of 38 degrees north latitude of the earth to shape the fresh strategic pattern and art, and from the rich local products of Sichuan pasture, that is, through the domestic safety certification of the pasture index to echo inside and outside, to highlight the milk source raw material reliability, affinity. Also, from the product of the star variety that is 24 hours only sold on the day of fresh milk, to attract consumers with high standards for milk products, stand out in many ordinary dairy products, occupy the perspective of popularity.

In addition, with the uniqueness of the products, diversification, always BRING forth the new, varieties layer upon layer upgrade, named taste highlight, packaging design of the eyes and ears to keep the public into the store but the affinity.

In addition, establish community marketing, shorten the location distance with each citizen's family member, set up milk ordering point in the community, establish WeChat group, live broadcast new product launch conference, enhance citizens' interest, facilitate citizens' milk demand, save citizens' milk purchasing time, manpower, and shorten the geographic cost of interaction with citizens' daily breakfast. To better promote milk products, continue to occupy the market share to do enough work.

5.2 Pricing Strategy

Due to the fierce competition in the whole dairy industry, all enterprises are engaged in price war, and the competition around low price is also affected by New

Hope Dairy. However, New Hope Dairy finds that the market is changing and the demand for high-quality development is increasing, so people pay attention not only to the price, but also to the high-end gift type. Therefore, pricing slightly higher than low price milk, more perfect quality is the root of its pursuit and imitation.

Therefore, value pricing strategy: pricing ordinary dairy products, not higher than the general market level, price concessions to attract consumers, but consciously improve the value of products.

Quality differentiation pricing strategy: improve product quality, price and product value echo, easy to accept the market. Open the gap with ordinary products, the quality of supplies to determine the price.

High-end gift pricing strategy: pricing high-end gift products slightly higher, attracting the attention and attention of market consumers, and driving their consumption choice of high-end dairy products. After all, price is equal to value, and pricing on demand drives consumption potential.

5.3 Mix of sales process and promotional activities

New Hope Dairy products are generally sold through distributors, especially in some supermarkets, stores, franchise stores, online stores and residential areas with high traffic. Products are generally focused on packaging design, storage conditions, and creating a good lighting atmosphere and background to attract customers' selection and purchase. And from time to time will hold new products on the market promotion, discount, feedback to consumers. The new products will be released after careful market research, analysis of the weaknesses of competing products, to create bright categories to meet the needs of market tastes, keep pace with The Times, to their liking, and lead the trend of technology to hatch more healthy nutrition, suitable for the taste of more high-end people.

5.4 Distribution and sales

The process of selling, especially by means and channels of general sales and distribution.

Number one: not single. Do not lock the line of sight only in the traditional channel stores, to adapt to the current Internet era, the virtual market space is broader.

Second: Define the market as a place where people gather, both online and offline, as well as areas that trigger gimmicks and communications.

Third: especially pay attention to set up a stall in the community. Closer to the living space of residents.

Fourth: Establish wechat interaction mode and relationship with community residents, carry out irregular live broadcast activities, timely communicate with the market, promote new products, introduce high-quality varieties.

Fifth: discount, holiday gift delivery, convenient choice of the public.

Sixth: set up a customized form of milk box for home delivery and maintain convenient contact with the public day after day.

Seventh: maintain the sales breadth of the market, cover more people, have a high reputation and human integrity, not out of line with reality.

Eighth: maintain visits and contacts with dealers, conduct business negotiations and cooperation, become their preferred supplier, establish, and maintain a good credit relationship.

Ninth: We are not limited to cooperating with more merchants, retailers, online and offline sellers, to make our products go abroad from home to become well-known and popular products in the market.

Section 6

Management team and company structure

6.1 Managing Teams

It represents the highest authority of the company, forms the management backbone, forms the team mode, manages the internal and external affairs of the company, generally refers to the company's senior executives.

Technical Department: responsible for the management, implementation, and maintenance of technical links of the company.

Marketing Department: the management department responsible for the company's marketing and after-sales services.

Human Resources Department: THE human resources management department responsible for the recruitment and employment of the company's employees as well as the resignation procedures.

Financial Department: responsible for the execution, preparation, accounting, review and other financial management departments of the company's financial links.

6.2 Board Members

Chairman: As the top leader of the company, he leads the board of Directors, and leads the development direction and makes strategies on behalf of the board of directors.

Directors: as the personnel who manage the affairs of the company, they are the leading group and carry out necessary economic activities.

General Manager: appointed by the board of directors, responsible to the board of Directors, to implement the strategic decisions of the board of directors, to achieve the business objectives set by the board of directors. Implement effective management of all departments in the company. Especially the operation and management of daily business.

Deputy General Manager: assist the general manager to manage the department affairs of the company.

Employee supervisor: A supervisor who represents the interests of the employees, inspects the company's financial affairs and supervises the activities of the managing director and is democratically elected by the employees.

Independent director: a member of the board of directors who is independent of the company, does not hold office in the company, and has no important business or professional connection with the company, but only makes independent judgments on the company's affairs.

Chairman of the Board of Supervisors is the person in charge of the daily work of the Board of Supervisors.

When the board of supervisors convenes a meeting, it will be the convener and the moderator, and is responsible to the shareholders.

Financial Officer: Responsible for the company's financial work, prepare regular financial statements, report the company's financial situation to the company's leadership, adjust and execute the company's financial work tasks.

6.3 Advisory Board

As the company's management and internal and external affairs performed by the leadership of the advisory team, for the management to provide important strategic decisions, recommendations, and improvement measures, to assist the board of directors to lead the company's development direction.

4 Other professionals: including technical engineering personnel, financial accounting personnel, production labor personnel, cold chain logistics transportation personnel, etc.

Section 7

Operation plan

7.1 Business Models and Procedures

Since 2006, New Hope Dairy has been based in Southwest China and started to radiate the business operation mode of the whole country and has made a breakthrough in promoting the "fresh cube strategy" mode. This basic business mode is based on the concept of "fresh nutrition, better life" and supported by "fresh, fashionable and new technology". Make the industry transformation layer by layer upgrade, extraordinary operation procedures in domestic and foreign gradually started.

Business Model	Year	Location\Regional	marketing strategy	operating procedures
Establish a local brand	2006	Sichuan and Southwest	based on the local, highlighting the northern dairy monopoly of the siege, start to open.	In the local establishment of new Hope brand dairy production base.
expansion of the surrounding areas	In 2009,	Local city and county level region	the company incorporated Sichuan local dairy industry into the company, won local reputation	entered the surrounding areas, and acquired Sichuan Huaxi and Yangping dairy industry Slow
Slowly expand the perimeter	in 2012	The surrounding areas	in Yunnan, the northwest transfer brand value	in Yunnan, Ningxia and other regions to sell New Hope dairy products.

Leading the local regional	2015	southwest, northwest	The leading regional dairy enterprises in central China	have acquired Yunnan Xuelan Dairy, Ningxia Huanmei Dairy, Hunan and other local dairy industries
It keeps expanding to the east	2017	Eastern	industry transformation and upgrading	merger of Hangzhou, Shandong, Hebei, Anhui and other local dairy brands
Radiating the whole country	in 2018,	the whole country	radiates the whole country, highlighting the encircles of the monopoly of the northern dairy enterprises, starting the brand advantage in the country	to build the industrial advantage of the most advanced dairy products enterprises in China, and sharing the world with the northern dairy
Establish the latest and optimal strategic positioning	2019	The national	adhere to the "fresh cube" strategy, establish the concept of "fresh nutrition, better life" banner	spread to the national market, with the brand effect to lead the market

Grasp the trend of industry	in 2020-2022.	The national	Grasp the trend of the industry with "fresh, trendy, new technology" to grasp the market trend of the industry	Invest in the new consumer company "One plant", layout plant-based milk drinks, and innovate the trend of milk drinks.
Enter the ranks of global dairy competition	In 2022-2025,	the world	will double in three years and strive to enter the leading ranks of the global dairy industry in five years.	We will comprehensively build more new dairy brands, establish new quality, make the three tracks of normal temperature milk, low temperature milk and milk powder concurrent, and form an unstoppable profit growth model.

7.2 Business Location

Including southwest, Hunan, Hebei, Hangzhou, Shandong, Qingdao, Yunnan, Kunming, Ningxia, northwest, and other areas where the mainstream dairy industry has not set foot, are the fixed points for business establishment.

7.3 Facilities and Equipment

The company sets output based on sales orders and maintains industry-leading standards in production equipment and process technology. When customer orders are automatically generated, the system will automatically match raw materials, packaging, production processes, etc., and the logistics system will work out the optimal distribution path, which will be delivered on time according to consumer demand. The factory operation efficiency is extremely high. Forming an intelligent manufacturing standard system for upgrading the industrial Internet and the whole industrial chain.

7.4 Operational strategy and plan

(1) Early (2006)

Belong to milk companies located in demand after the preparatory period, studying the monopoly of national mengniu, yili, bright and other old milk companies of industry experience, to develop local milk brand enterprises, relying on sichuan rich products, the characteristics of the natural resources of high quality, make local dairy farms, with the help of dairy products imported from abroad advanced production equipment, management industry standard, the meteoric rise of the After the products entered the market, summarize the market feedback, sales comparison and differences of competing products, constantly develop new brand milk products to meet the good market response, and occupy the leading position in the market.

(2) Mid-term (2009-2018)

Belongs to the dairy companies in the basic hold local dairy marketing pattern, permeate other local small local brand, spread to other areas, not only has the production potential of the breasts of mergers and acquisitions local level, to build a nationwide dairy products marketing network, and the north east milk enterprise boss namely mengniu, yili, bright form the flank of the situation, such as three pillar, divide the world, Complete the national production and marketing, pasture, resource competitive scale layout. And relying on the developed e-commerce platform of Internet technology, with the support of powerful data

technology industry, expand the channel sales of products, manufacture more refining and upgrading of product quality selling points, and strengthen the strength of the enterprise by using advanced production equipment and technology, industrial chain, and cold chain property transportation standards. We will cooperate with distributors in local and national channels, online and offline, communities and supermarkets, constantly tap the potential of market consumption, give full play to the crowd effect of marketing services, and take the lead in developing the pace of entering the foreign dairy market.

(3) Late Period (2019-2025)

Continuously consolidate the stable pattern of domestic market scale, sets up the strategy of "fresh cubic" as the main marketing mode of the sign, create a market vitality, influence, the long-term value of the dairy brand, promotion into overseas markets, to join with other countries in the world especially in developed countries such as Europe and Australia to dairy products production enterprise competition in the market, Participate in the brand competition of global dairy level standards, strive to enter the ranks of the world's leading dairy enterprises, so as to strengthen the upgrading, transformation and integration of enterprises into globalization.

Section 8

Production design and development plan

8.1 Development status and tasks

(1) Firstly, market strategic positioning. New Hope Dairy takes the "fresh strategy" to lead the development of the whole industry and has achieved the industry market scale with fresh milk source, fresh technology, fresh supply and fresh experience as the industrial chain and the core content.

(2) Then it is the planning and layout of the industry. It has 11 own ranches, which are distributed in the domestic bases with favorable geographical locations, such as Dali Ranch, Hongya Ranch, Qiandao Lake Ranch, etc., which has the natural advantage of milk source. And has the domestic leading low temperature factory, high-end production and processing equipment, and has the international leading milk research institutions, dairy standards and international standards. In the supply chain has advanced management system, with electronic and intelligent, the whole low temperature delivery, to ensure the fresh supply of dairy products.

(3) The second is to establish the characteristics and advantages of product quality brand and open the difference and distinction with competing products in the market. There are many products, including the first 24-hour fresh milk series sold only on the same day in China. Yogurt and cheese are also favored by the market, with delicious flavor and light luxury experience.

(4) Finally, it comes to the key point, that is, how to solve the market problem, when the vitality of the market declines and stagnation occurs. Company will always carry out the strategy of "fresh" as a starting point, always walk in the dairy products research and development technology of lead high, led the development of the industry, constantly create adapt to market demand, in the high-end crowd's latest high-quality varieties, constantly optimize the portfolio, stick to the food industry code of ethics, to the world, become a world-class dairy company. Make contributions to the health and nutrition of mankind.

8.2 Challenges and Risks

Although the road of development is full of difficulties and obstacles, the company still eliminates the dissent and interference in the market and seeks the expansion and distribution of market share from overseas. In Australia, Europe and other foreign regions, it is very difficult to occupy the market, and often faces many unprecedented pressures, challenges and risks. It is mainly divided into the following parts:

(1) Foreign trade risks. To expand from home to overseas, we have to deal with foreign government departments, trade commissions and other institutions, and only after obtaining recognition and accommodation can we have the right to enter the market channel sales, or obtain the permission to establish production bases, farms and other overseas production bases, and then implement the dumping of products on the basis of raw material sources. If you do not understand the overseas regulations and culture, when dealing with foreigners, the risk of foreign breach of contract, or the risk of non-standard operation in foreign trade, the risk of delayed shelves and no goods in reserve and other products in circulation, not only still have to perform the payment of foreign trade license, but also face the possibility of loss.

(2) Tax risk. If a company conducts business in any place, it must pay taxes to the local country or region. When domestic dairy companies seize market share overseas, they must also respect local national regulations and pay taxes on time. If you do not understand the local laws, tax policies, excessive collection, fraud, contract loopholes, do not enjoy the rights and interests of preferential policies, will bring losses to the domestic dairy enterprises on the tax risk.

(3) Legal risk. In broad sense, the domestic dairy companies to deal with overseas markets, from beginning to end, so is the legal rules is to be limited to the foreign trade law, because it is the law of the other countries set, with the domestic market supervising has difference, difference is very big, even if not taken, breaking the foreign laws, violated the other countries' interests, There is a legal risk of being fined and sent back.

(4) Market risk. Because people's attitude toward to defend manufacturing held abroad, foreign products is not easy to get the recognition of the local people

to accept, when packed into overseas markets, but also by foreign laws and regulations clause to raise high taxes, shunned by foreign citizens with the cold, in the market is inevitable, and in the overseas market and illegal trade molecules such as malicious competition threat, Are unavoidable market risks.

All these obstacles hinder the company's step into the overseas market, which is a risk and a challenge, but New Hope Dairy Company will stay true to its original intention, keep in mind its mission, and work hard and single-mindedly. I believe that the turnaround will surely welcome the dawn of the future.

8.3 cost

Under the condition of ensuring the security of capital reserves, the company takes strict financial management measures, restricts unreasonable expenditure and investment, and mainly uses the funds from market profits for infrastructure construction, equipment renewal, supporting transformation, improving staff earnings, and obtaining a wider range of capital earnings recovery. And to implement the national tax policy, abide by discipline and law, part of the capital expenses for long-term public welfare, to maximize the financial stability, capacity, and create new achievements.

8.4 Intellectual Property Rights

With 24 hours of fresh milk, live embellish crystal ball yogurt, yogurt, fresh milk brands such as Australia, his mind kinds products, its unique, gold district dairy milk, with unique manufacturing technology, and the milk and the latest achievements in application of supply chain and the listed electronic intelligent management system products such as product advantages, namely the company exclusive products of intellectual property rights, It has the legal effect of anti-counterfeiting trademark.

Section 9

Financial Projections

9.1 Sources of Funds and instructions for use

Source of funds (100 million)	2023	2024	2025	2026	2027
Self-raised funds	102.58	120.79	130.39	141.28	162.73
Bank credit funds	203.31	221.24	228.97	298.28	299.16
Funds of non-bank financial institutions	109.24	120.29	129.71	130.28	135.47
Internal funds of the enterprise	1203.12	1391.29	1429.52	1502.17	1602.67

Analysis: from milk companies over different channels of funding sources, enterprise capital reserves is enough, not only have a stable market return, its own the overall amount of capital for starting a new project of new business bigger, more comfortable, also can with good credit reporting capability to obtain loans of financial institutions and non-financial institutions financing path, with rich strength in the vast and its funding sources. There is a follow-up guarantee for capital allocation, investment in new projects, financial investment and other funds used for self-enterprise.

9.2 Assume the table

Assumed Financial Category (100 million)	2023	2024	2025	2026	2027
Current assets	88.12	98.12	100.23	120.32	132.87
Accounts receivable	68.21	70.95	72.36	80.92	85.28
prepayments	0.28	0.39	0.25	0.34	0.26
Other Accounts Receivable	0.92	0.94	0.95	0.96	0.98
inventory	23.21	24.58	27.64	29.91	30.28
Current liabilities	52.34	56.27	57.81	58.92	59.12

Analysis: From the perspective of the hypothetical financial classified items, the current assets are highly controllable, the management is more standardized, the accounts are balanced, the inventory is sufficient, the liabilities are normal, and the financial trend in the next five years is stable.

9.3 Pro forma financial statements

Estimated financial items	2023	2024	2025	2026	2027
Current assets	88.12	98.12	100.23	120.32	132.87
Accounts receivable	68.21	70.95	72.36	80.92	85.28
prepayments	0.28	0.39	0.25	0.34	0.26
Other Accounts Receivable	0.92	0.94	0.95	0.96	0.98
inventory	23.21	24.58	27.64	29.91	30.28
Current liabilities	52.34	56.27	57.81	58.92	59.12

Analysis: From the perspective of the hypothetical financial classified items, the current assets are highly controllable, the management is more standardized, the accounts are balanced, the inventory is sufficient, the liabilities are normal, and the financial trend in the next five years is stable.

9.4 Predictive income statement

Forecast Revenue (100 million)	2022	2023	2024	2025	2026
Operating income	184.23	191.25	192.87	201.95	210.87
Interest income	52.13	53.14	55.67	57.62	58.91
Fee and commission income	12.87	13.95	14.28	15.63	16.12
profits	78.94	89.12	93.58	98.69	101.87

Analysis: From the perspective of the predictive income status of the enterprise, its basic operating income has been increasing year by year, and steady progress, interest income is also a small harvest, other income has a certain amount of income, profit growth has not declined or stalled, the overall estimated income is within the plan.

9.5 Projected balance sheet

Expected property liabilities	2022	2023	2024	2025	2026
Asset liability ratio	13.65%	14.57%	15.52%	16.18%	17.92%
Equity ratio	14.32%	14.57%	15.13%	16.71%	17.96%
Debt to equity ratio	18.91%	16.47%	15.88%	14.21%	13.71%
Interest protection multiple	6.01	12	15.1	17.1	22.8
Non-current liabilities to funds ratio	2.2%	1.5%	1.2%	0.9%	0.7%

Analysis: from the point of view is expected in the balance sheets and asset debt accounted for smaller than normal, although with the method of balance of payments increased slightly but does not affect the overall income of a smooth and gradual, property rights allocation proportion is appropriate, debt within estimates, without the risk of a big responsibility, money overall sheet does not affect the normal operation of the enterprise.

9.6 Forecast Cash flow

Forecast Cash flow (100 million)	2022	2023	2024	2025	2026
Cash flow from selling products and providing services	4.12	5.12	6.13	7.14	8.16
Refund of taxes received	0.81	0.72	0.69	0.68	0.59
Cash inflows	4.28	5.29	6.78	7.81	8.25
Value added tax paid	0.23	0.24	0.25	0.26	0.27
Income tax paid	0.12	0.13	0.15	0.17	0.18
Cash outflows	5.01	6.12	7.17	8.18	9.01

Analysis: According to the estimated cash flow table, the cash flow of sales and labor services, which account for the main part, is smooth, indicating that the marketing and employment channels are not blocked, the tax is reasonable, the inflow and outflow of cash is normal, and the income and expenditure are according to the normal amount, and the risk is small.

9.7 Break-even analysis

Profit and loss balance	2022	2023	2024	2025	2026
Rate of return	9.82%	15.35%	17.21%	19.27%	20.96%
Loss rate	4.23%	5.12%	6.13%	7.14%	8.17%

Analysis: From the perspective of profit and loss, the profit rate is higher than the loss rate, and the balance state is maintained, no abnormal.

9.8 Ratio Analysis

-Profitability ratio, (ROE, ROA)

ratio	2022	2023	2024	2025	2026
Profitability ratios	9.82%	15.35%	17.21%	19.27%	20.96%
Loss ratio	4.23%	5.12%	6.13%	7.14%	8.17%
Profit and loss ratio	2.14%	3.19%	3.17%	2.98%	2.61%

Analysis: From the perspective of profit ratio, profit rate is high and loss rate is reasonable, and there is no abnormality.

9.9 Feasibility Analysis

- Capital budgeting (Net present value, NPV)

Capital (100 million)	2022	2023	2024	2025	2026
Incoming capital budget	42.11	45.28	50.19	52.23	56.19
Budget of outflow funds	52.78	56.79	61.21	62.12	63.15

Analysis: From the perspective of the capital budget, the difference between the inflow and outflow funds is within the scope of controllable funds, basically balanced, no abnormal, small risk.

- Internal rate of return

The internal revenue	2022	2023	2024	2025	2026
Operating income ratio	10.92%	12.27%	14.58%	16.71%	18.13%
Profit ratio	9.52%	10.23%	11.21%	12.34%	13.35%
Revenue conversion rate	0.9%	0.12%	0.34%	0.42%	0.51%

Analysis:

From the perspective of internal rate of return, the operating revenue and profit ratio are of the same origin, interrelated and restricted, balanced and coordinated, the revenue conversion rate is reasonable ,the proportion is appropriate, no risk hidden trouble.

IRR. As well as

- return period

- break-even point

	2022	2023	2024	2025	2026
Return horizon forecast	0.9years	1.1years	2.1years	3.1years	4.1years
Profit and loss ratio	2.14%	3.19%	3.17%	2.98%	2.61%

Analysis: From the point of view of the return period and the break-even status, the return period is divided by a certain ratio, and the interval between the ratios is equal. No abnormal situation occurs, and the break-even is balanced. The points flow in a reasonable data value range, and no abnormal situation is found.

Appendix

The questionnaire surveys

First, overview

- (1) Company background and history
- (2) Major revenues and expenses of the company
- (3) Special business risks borne by the Company
- (4) Information of principal persons of the company
- (5) Changes in the Company's ownership and ownership structure (3 years)
- (6) Organizational chart, ownership relationship (parent company, subsidiary

company)

Second, sales

- (1) Breakdown of sales by product and business type for 2-3 years
- (2) Sales region classification and sales trend
- (3) Partner information accounting for 10% or more
- (4) Sales process
- (5) Sales network
- (6) Sales agents
- (7) Product classification of competitors in sales
- (8) Main competitors at home and abroad, and their advantages are listed
- (9) Trademarks, patents, and intellectual property rights owned by the

Company

(10) The Company shall take corresponding measures under infringement by a third party

- (11) Ratio of inventory to sales and ratio of accounts receivable to sales
- (12) Seasonal sales and high and low peaks
- (13) Future sales prospects of major product businesses

Third, raw materials

- (1) Source and availability of main raw materials
- (2) Raw material pricing
- (3) Suppliers

(4) How to obtain raw materials

(5) Suppliers who provide 10% or more of raw materials

(6) Relationship with key suppliers

-- Signing long-term supply contracts with suppliers

Is there a provision for payment after supply

(7) Planned production and procurement of raw materials and managed inventory logistics

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