



CHINESE HERBAL BATHING AND BABY SWIMMING POOL

by

PING MA

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

SOUTHEAST ASIA UNIVERSITY

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ABSTRACT

This research is qualitative research. The objective is startup business. We aim to understand the current operation mode and market competition of infant and toddler swimming pool enterprises through the survey and research of the relevant market in Beijing and intends to set up a water education institution with characteristics of serving infants and toddlers aged 0-6 years old as the main service group and integrating Chinese medicine health care and infant swimming. Then, using PEST analysis and SWOT analysis, we analyzed the internal and external environment of the baby swimming pool marketing: finally, combining the results of the survey and the analysis of the marketing environment and based on the 4P marketing mix theory, we developed a marketing strategy that meets the actual situation of the swimming pool store. Finally, through the financial analysis and feasibility analysis, the initial investment of 900,000 yuan, the payback period of 1.3 years.

Keywords: baby swimming, herbal health care, touch and massage

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Section 1

Executive Summary

"HAPPY DOLL Music Chinese Medicine Bathing Baby Swimming Pool" (hereinafter referred to as "HAPPY DOLL Music") is a business model to provide healthy swimming, scientific swimming, Chinese medicine bathing care and health care to the majority of infant and toddler consumers as a service type company. The main business includes infant and child swimming, hairdressing, souvenir production, infant and child herbal bathing and health care massage, and incidental business including the sale of baby growth process necessities, as well as pregnant women in the process of pregnancy to delivery and recovery of health care supplies and other comprehensive projects. Current Status

The application for registration is in progress, the site has been selected, the rent has been paid, the computer and cashier system have been purchased, and four experienced staff and a shop manager have been recruited and are ready to start work.

Based on the PEST analysis, we can see that due to the increasing population of infants and toddlers in China and the increasing consumption power of the nation as a whole, the infant and toddler market is currently in a period of rising market size, and at the same time, a variety of infant and toddler products and services are emerging, and the overall market competition is fierce. For the infant swimming industry, as it is in line with the consumer demand for infant health first, the industry has developed while also facing the challenge of great potential market demand. Therefore, the design of the subsequent repositioning strategy for the swimming pool market should take full account of the current strong development and fierce competition in the market, in line with the trend development.

Through the questionnaire survey, it was confirmed that the location of HAPPY DOLL is at the bottom of Zhu jiang Dong du International District, West Luyi Road, Tong Zhou District, Beijing, with an estimated target clientele of about 100 people.

Based on the analysis of the 4P marketing mix theory, a marketing strategy was developed to meet the actual situation of the HAPPY DOLL music. The pricing strategy is mainly formulated in terms of phased pricing strategy and differentiated pricing strategy, while consolidating offline sales channels as well as online marketing channels.

As the shop has not yet started operating and is expected to be of medium size, it will mainly adopt a linear functional company system for the time being, with a shop manager responsible for the overall direction of the shop and the handling of important matters, and subordinate staff of water education teachers, baby swimming teachers, Chinese medicine bath teachers, financial staff, reception and general management.

The development strategy of HAPPY DOLL will be divided into three steps: the initial period (one to two years after opening), the mid-term period (the next three to five years) and the long-term period. In the future, the company's unique talent advantages, brand advantages, service advantages can be used to achieve service diversification, expand market space, expand the operating envelope, enhance the level of operation, such as opening branches, after the formation of scale, more and more customers, but also multiple shops at the same time to carry out activities, competitions, etc., so that the business into a benign operation track.

One of the special features of HAPPY DOLL that distinguishes it from traditional baby swimming pools is that the business relies on the powerful medicinal effects of traditional Chinese medicine to provide suitable medicated baths for infants and children aged 0~6 years old, in order to play a role in strengthening their bodies and bodies.

The drugs used in the bath are mainly based on the conditions of different babies, and are clearly classified in terms of grade and type, with targeted treatment of different common cases of infants and young children with different efficacy of Chinese medicine and targeted massage techniques, and with professional nursing staff to suggest different drugs for different physical conditions of infants and young

children, and at the same time to ensure the safety of the situation according to The project has an initial investment of

The initial investment in the project was ¥900,000, a personal investment with a single shareholder. According to the estimates and projections in the profit and loss statement, the profit in the first year was ¥707,136, in the second year it was ¥819,051 and the profit increased year by year to ¥1,145,396 in the fifth year.

The payback period was originally estimated to be 2 years, but the actual payback period was 1.3 years, which is less than the estimated payback period, making the sub-proposal feasible.

Section 2

Company Description

2.1 Company Overview

Chinese Herbal Bathing and Baby Swimming Pool and Infant Swimming Center (hereinafter referred to as "HAPPY DOLL") is a service company that provides healthy swimming, scientific swimming, Chinese medicine bathing and health care services to the majority of infant and toddler consumers as a business model.

The company has the same advantages as a traditional enterprise, such as selective service direction, excellent service environment, convenient location, etc., but also can provide the traditional health care institutions have specialized, targeted health swimming, scientific swimming, Chinese medicine bath care and health care services company.

2.2 Mission Statement

Vision: "HAPPY DOLL Delight Chinese Herbal Bathing and Baby Swimming Center" provides healthy swimming, scientific swimming, herbal bathing care and health care programs, hoping to provide babies with a purifying health care service at their birth stage and improve their own immunity.

Mission: The "HAPPY DOLL Chinese Medicine Bathing and Baby Swimming Pool" provides healthy swimming, scientific swimming and Chinese medicine bathing care and health care, mainly in the form of humanized and scientific services for infants and toddlers. Therefore, it avoids competition with traditional baby swimming pools, but also provides healthy swimming, scientific swimming and Chinese herbal bathing care and health care services in a new business model that is different from the traditional swimming industry.

This distinctive and unique slogan will surely break through the huge pressure of market competition and win in the market competition.

2.3 Products and Services

The main business includes infant and child swimming, hairdressing, souvenir production, infant and child herbal bathing and health care massage, and incidental business includes the sale of baby growth process necessities, as well as pregnant women in the process of pregnancy to delivery and recovery of health care supplies and other comprehensive items.

The services provided by the "HAPPY DOLL Chinese Medicine Bathing and Infant Swimming Pool" are characterized by simple, scientific and quality services, a wide range of services with a high degree of professionalism and relevance, and a hygienic environment that exceeds national hygiene standards.

2.4 Current status

Application for registration in progress

The business premises have been selected, the rent for the premises has been paid as a deposit, the computer and cashier system have been purchased, and the staff has recruited four experienced employees and a shop manager, all of whom have been trained and are ready to start work.

2.5 Legal status and ownership

Type of business: Limited liability company

Ownership: Sole proprietorship by natural persons

There are several reasons for choosing to set up a limited liability company.

(1) It can operate legally and compliantly. The management practices of the company are more standardized and rationalized.

(2) It is risk averse. In the unlikely event of an unforeseen debt risk, you can apply to the court for bankruptcy protection and assume overall responsibility for the amount of the registered capital loss without implicating private and family property.

(3) With a corporate account number, one enjoys more social resources at the same time there will be inclination and support in terms of internet traffic and

2.6 Choosing a name for the business

The name of the business is: HAPPY DOLL Chinese Medicine Bathing and Baby Swimming Pool

2.7 Choosing a name for the business

(1) The first consideration in naming HAPPY DOLL is simplicity and clarity, which can make it easier for parents to remember and facilitate future promotion and publicity.

(2) One of the special features of HAPPY DOLL Delight is the Chinese herbal bathing service, which is different from other traditional baby swimming pools, so this special feature is included in the name so that consumers can better understand the main business and service content of the enterprise.

2.8 Legal issues

As a new thing, infant swimming pools have a huge consumer base. At present, there are no clear regulations on the qualifications of practitioners, norms for swimming places, pool specifications and water quality monitoring for infant and toddler swimming pools in China. Although there is the Prevention and Control of Infectious Diseases Law and the Regulations on the Management of Public Health, these are clearly not professional standards and management norms for infant and toddler swimming.

Given that infant and toddler swimming involve professional knowledge of infant and toddler medical care in factors such as disinfection, water changes, water temperature, swimming time, and wearing of swimming rings, and is clearly different from ordinary swimming pools, the following methods and measures are recommended.

The swimming pool stipulates that families must accompany infants and toddlers when they swim. The following methods and measures are recommended.

- swimming pools in the provisions engaged in infant and toddler swimming chaperones have maternal and child health personnel technical position qualification, need to have baby-sitting qualification certificate. Practitioners must not only have a health certificate, but also go through professional training in infant care and body touch and be licensed to work.

- swimming pools and consumers should sign a personal injury contract, a detailed list of obligations and responsibilities that operators must assume. And clarify the responsibility related to consumption.

- swimming pools in the relevant personnel in advance to master the knowledge of baby swimming and first aid skills, to do everything possible. The contract should also include a detailed list of the operator's obligations and responsibilities and a clear statement of consumer liability.

Section 3

Industry Analysis

3.1 Industry size, growth rate and sales forecast

3.1.1 Industry scale

China's "baby boom" has arrived, the baby products industry has ushered in a rapid growth period in recent years, with an average annual growth rate of about 32%, far exceeding the GDP growth rate. According to data from Ai media Consulting, the baby boom will continue until 2,015. China's population growth will remain at 16 to 20 million per year until 2,016, and these babies will be a huge demand group.

Therefore, against the backdrop of such demographic trends, the maternal and infant industry is in the spotlight for the first time in 10 years, with venture capital investments rushing into the maternal and infant industry, and China's maternal and infant industry attracting the attention of the world, as the Chinese maternal and infant market develops towards gradual segmentation and specialization.

Since 2,006, China has entered its fourth population boom, with 20 million new babies being born each year, and the boom will continue until 2,015. The "baby boom" will provide a strong impetus for China's economic development. This means that there will be a steady and growing target consumer base for baby services and care in China over the next 10 to 20 years.

China's birth rate and changes (Source: National Bureau of Statistics and publicly available information).

The birth rate of newborns continues to decline, but the total number remains significant; second child families are growing at a significant rate and account for an increasing proportion

The number of newborns reached a five-year peak of 17.86 million in 2,016, benefiting from the liberalization of the two-child policy. The proportion of second-born babies among newborns is increasing year on year, making second-born families a key focus of the future maternal and infant market.

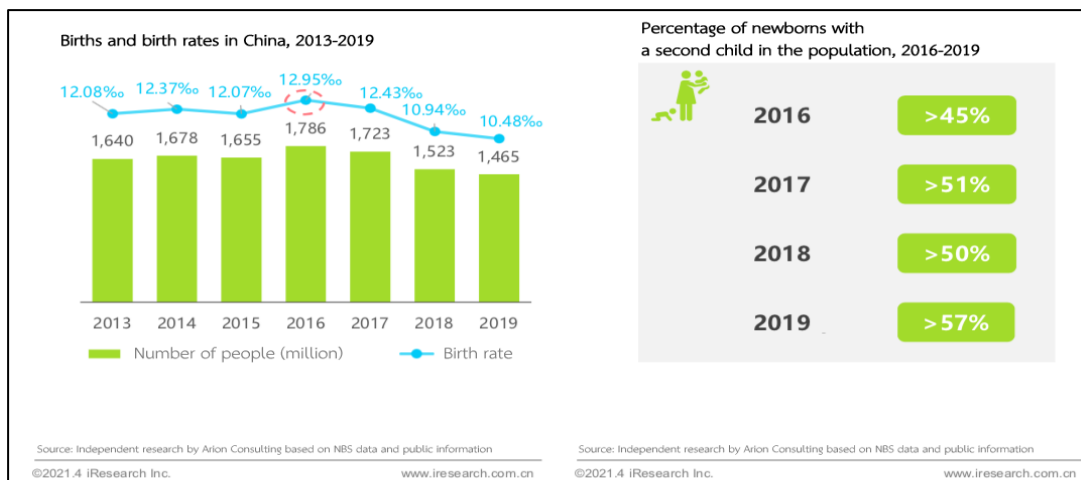


Table 3.1 is a PEST macro-environmental analysis based on the current overall economic and infant industry situation in China.

Disposable income and expenditure of the Chinese population

The steady growth of China's disposable income has brought about an increase in consumption power and an upgrade in consumption quality, which will also stimulate the mother and baby market to continue to rise. With the gradual increase in disposable income of Chinese residents, the consumption power and quality of consumption have also been upgraded as a whole; at the same time, the new generation of mothers and fathers are constantly updating their parenting philosophy and pursuing high quality parenting, and the consumption demand for mothers and babies has been upgraded again, stimulating more market opportunities.

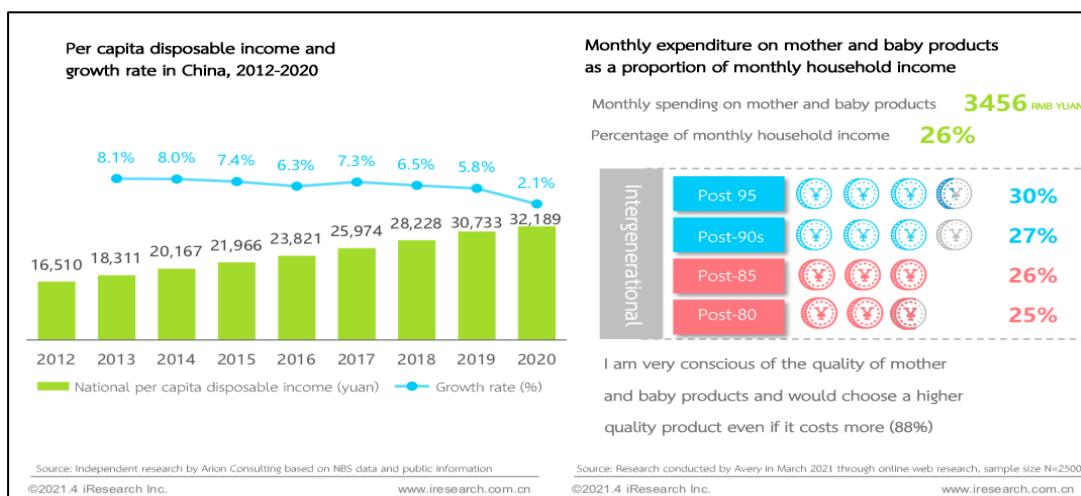


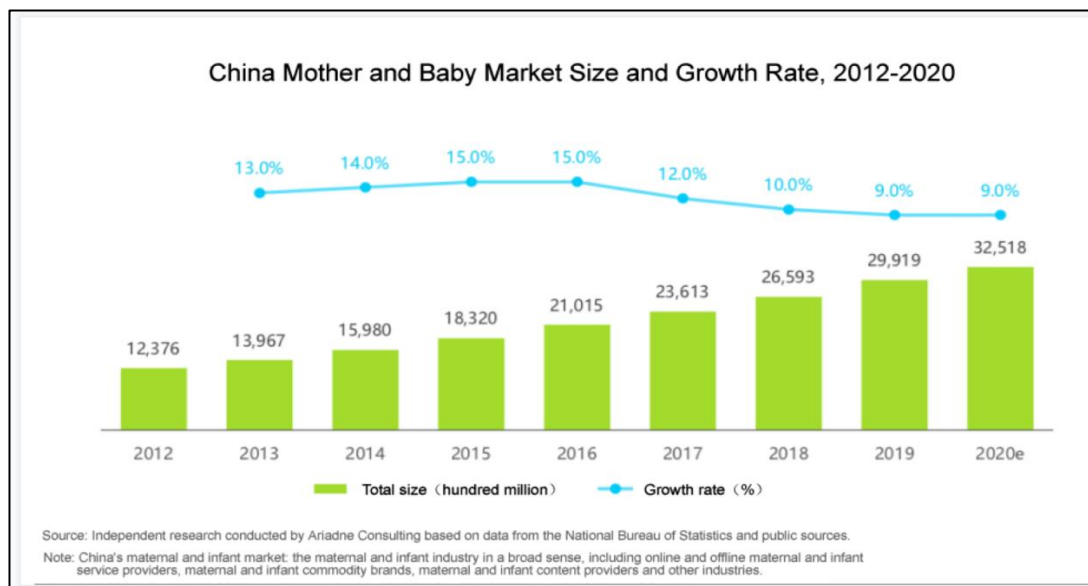
Table 3.2 Macro-environmental analysis based on the PEST approach

| | |
|--|---|
| Comprehensive two- and three-child policy increases demographic dividend | Stable urban economic growth |
| Government encourages small business start-up activities | Increase in average income of residents |
| Risk of industry policy regulation | Booming baby industry |
| Increasing consumer recognition | Various profit models for the baby-related industry are emerging |
| Health issues in the infant and toddler stage are receiving significant attention from society | No clear technical indicators or effective direction for the mother and baby industry |

Based on the above analysis, we can see that the infant market is currently in a period of rising market size due to the increasing population of infants and toddlers in China and the increasing spending power of the nation as a whole. For the infant swimming industry, the industry is facing the challenge of significant potential market demand, as it is in line with consumer demand for infant and toddler health first. Therefore, the design of the subsequent repositioning strategy for the swimming pool market should take full account of the current strong development and fierce competition in the market and develop in line with the trend.

3.1.2 Growth rates and sales forecasts

The maternal and infant market continues to grow in size and is projected to reach 3.25 trillion yuan in 2,020. With the future three-child policy and some supporting measures for childbirth set to support a rebound in China's birth rate, the market size of the maternal and infant industry is expected to continue to climb, and is projected to increase to RMB7,546 billion by 2,024. The number of newborns is still significant, the per capita disposable income is growing, and the consumption capacity of maternal and infant products is increasing. (Data source: National Bureau of Statistics and public information)



3.2 Industry characteristics (industry structure, nature of players, ratios, key success factors)

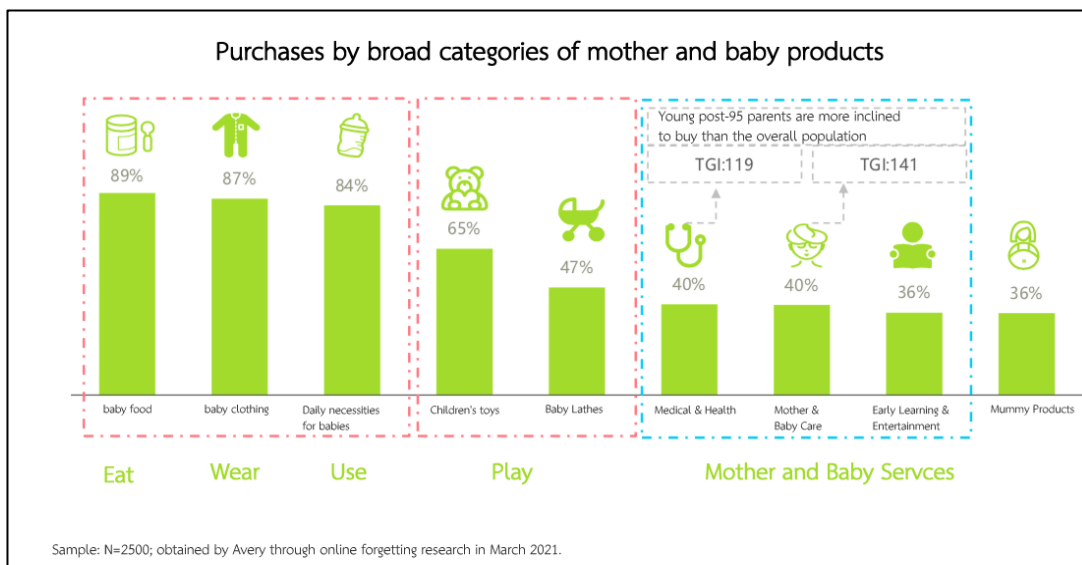
The mother and baby industry is targeted at the mother and baby population, the prospective mother and baby population and their family groups. In terms of social industries as a whole, some industries provide certain basic needs for all users, others provide certain specific needs for certain users, and the mother and baby industry is a broadly radiating market that ultimately meets the diverse needs of specific groups.

In terms of the form of user demand, the mother and baby industry can be divided into two parts: products and services, which correspond to pregnancy and baby products and services, and baby products and services, respectively; in terms of the chronological order, the mother and baby market consists of five stages: preparation, pregnancy, childbirth, education and rehabilitation.

In terms of the industry chain, the mother and baby market consist of brand manufacturers, service providers, offline sales and service channels, online mother and baby platforms and related supporting industries.

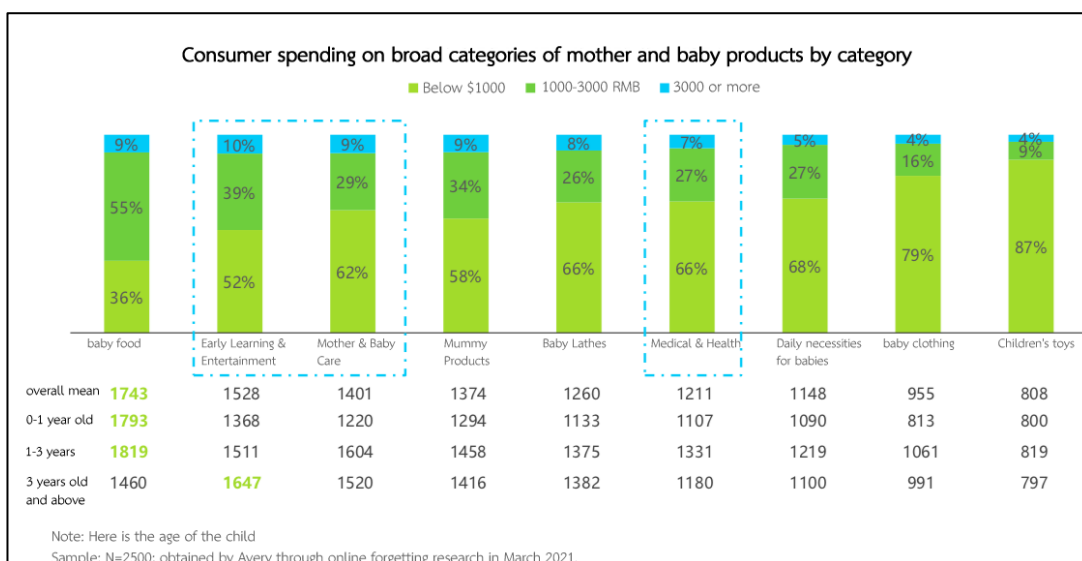
Consumption of mother and baby products

Food, clothing and play products are still the main categories of mother and baby consumption



In terms of the major categories of mother and baby consumption, food/clothing/utility are still the main categories of consumption, while medical and health care, mother and baby care and other services have a low penetration rate among the mother and baby population, but young parents are more inclined to choose them and have greater potential for future category development.

More consumer spending on baby food and mother and baby related services



As children grow up, baby food has always been the largest consumer of maternal and infant products; the overall monthly expenditure on maternal and

infant services is also large, and as children grow up, the demand for early education and entertainment increases, and parents' investment in their children is gradually shifting from product purchases to education expenditure.

Baby swimming pools belong to the early education and entertainment category in the mother and baby industry and can also be classified in the medical and health category.

(1) Strength (advantage)

The advantages of baby swimming pools are that they belong to the sunrise industry, there are still a lot of market opportunities, the threshold of entry is low, the income is large, and the parents' concept of early childhood education is relatively heavy. Compared to hospitals and other institutions, professional baby swimming pools can provide more professional services, a full range of services, easy to be accepted by consumers.

Flexible operation and easy site selection: the site selection for the establishment of baby swimming pools is relatively easy and flexible, established in residential areas, near hospitals, etc. are relatively good places.

(2) Weakness (weakness)

The low threshold for gain is a double-edged sword for baby swimming pools, which will also lead to increased competition in the industry. Industry brand service quality level, product equipment quality degree, uneven, which also need to observe with care, fieldwork, test industry brand reputation.

(3) Opportunity (opportunity)

Baby swimming is a sunrise industry (service industry), this industry in large and medium-sized cities in China is on the rise, there is more room for development. The market demand is growing strongly and can be expanded rapidly. The parents of modern newborns and toddlers are more and more educated and pay more and more attention to early education, while baby swimming is good for children's early intellectual development and physical health, and there are more and more comprehensive service baby shops, and the detailed services of baby swimming pools

will be explored more deeply, and the service items will be further subdivided, so its market potential is huge.

(4) Threat (Threat)

Nowadays, there are many low and medium scale baby swimming pools, which take advantage of their prices to occupy a larger share of the market. As a high-end baby swimming pool market will encounter some difficulties in opening up the situation. At the same time related industry segments are highly competitive, such as infant and toddler physical fitness center, various early education institutions, etc.

The above analysis shows that high-end, refinement and personalization are felt to be the key factors necessary for the success of future business development and growth.

3.3 Industry trends (environmental trends, business trends)

At present, with the implementation of the national "three-child" policy, local governments are gradually adopting methods such as childcare subsidies, preferential housing purchase and tax exemptions in order to encourage childbirth, and the number of births in China is expected to remain stable in the future. The maternal and infant population is gradually becoming younger, and Chinese mothers are paying more attention to their own feelings and scientific parenting methods. The demand for maternity clothes and cosmetics, postnatal recovery care, baby products, baby food and pregnancy courses has increased, stimulating the development of the maternal and infant industry.

Trend 1: Steady growth in the maternal and infant consumer market, driven by both policy and demand Advertising and Promotion Management: An Integrated Marketing Communication Perspective, McGraw-Hill, Sydney, Australia, pp 205-206.

Trend 2: Scientific and efficient parenting demands are obvious, and the advantages of mother and baby platforms are prominent

New generation of mothers' scientific and efficient childcare demands are obvious, and mother and baby vertical platforms address users' multiple pain points

According to research data, over 90% of "Generation Z" mothers have a college or bachelor's degree or above, while only about 10% are full-time wives. In order to better balance family and workplace, and to relieve the anxiety caused by the lack of knowledge on pregnancy and childcare, the demand for scientific and efficient childcare is the most urgent in the current mother and baby market. In an environment where access to maternal and infant information and purchase channels are diversified, the pursuit of timely access to professional information to meet the multiple pain points of the entire pregnancy and parenting process will become a concentration of online users in the "Generation Z" mother group.

3.4 Long-term prospects

A. The mother and baby industry is highly competitive, and the user cycle is short, so it is not easy for brands to sustain their development

The mother and baby industry involves many categories, but the concentration of different categories varies greatly, with most of them having very low market concentration, many players and fierce competition.

The mother and baby industry is mainly for pregnant women and infants aged 0-14. The overall life cycle from pregnancy preparation, pregnancy, birth to childcare is about 10 years, combined with the fact that most mother and baby users' needs are focused on children aged 0-6, so the overall life cycle is likely to be much less than 10 years. The shorter user lifecycle leads to low customer loyalty to the brand, making it difficult to form customer stickiness and brand reputation.

In addition, the current birth structure of newborns, the proportion of newborns born with two or more children in the total newborn birth population is more than half and slowly increasing, so half of the future mother and baby market will come from families with two or more children.

As you can see, the maternal and infant industry, based on its unique nature, has a tougher time achieving lasting growth in a market full of competition. As the midstream of the mother and baby industry, the development of the retail segment is even more restricted.

B. The favorable environment for the development of mother and baby provides more opportunities for the consumption of mother and baby products

The liberalization of the three-child policy has also been accompanied by the introduction of welfare policies such as maternity subsidies and extended maternity leave. More than ten provinces have clear provisions for extended maternity leave, which increases the time that mothers spend with their children and brings more consumption scenarios for mothers and babies.

The post-90s generation, the main force of consumption, is also the main force of childbirth. Compared to the traditional generation, the post-90s are not only more capable of spending money on mother and baby products, but also pay more attention to scientific childcare.

The Internet era has not only led to the online consumption of mother and baby products, but also influenced the consumption decisions of mother and baby users through various online media channels, and various online information channels are integrated into the different life cycles of the mother and baby industry. products. In addition, the Internet has given rise to the digitization of traditional business methods, and the mother and baby retail sector has been transformed into a digitalized customer, digitalized channel and digitalized platform, continuously improving the operational efficiency of the mother and baby retail industry.

Overall, although the maternal and infant industry is facing pressure from a declining birth rate, policy, economic, social and technological aspects are creating favorable conditions for the development of the maternal and infant retail industry, and the future trend is to rely on the consumer upgrade of maternal and infant users to achieve a breakthrough.

Section 4

Marketing Plan

4.1 Market Segmentation and Target Market Selection

4.1.1 Market segmentation

In the field of infant swimming, it seems that the segmentation of the infant swimming market can be analyzed based on demographic factors, geographical factors and behavioral factors.

(1) Demographic factors

It is mainly based on the different price acceptability of consumers, reflecting different consumer behavior and preferences, and their economic income situation is also different. There are 3 levels of price acceptability for doll music:

Full price acceptance. This type of consumer usually has a high and stable income, and as a group with a high level of ability and income, they prefer high-end aquatic early education programs.

Acceptable price. Most of the consumers here are middle-income earners, who usually pay much attention to the facilities and equipment, environmental settings, educational philosophy and teaching ability of the early education institutions, but do not care much about the price.

Unacceptable price. These consumers, who are the largest in number, are usually from the working class and are limited by their income, and they are usually very concerned about the fees, as well as the environment and strength of the institution. Therefore, they will choose early childhood education institutions that are close to the community they live in and meet their spending power.

(2) Geographical factors

In terms of geographical factors, consumerization is divided into the following categories: urban areas within 2km of HAPPY DOLL. These consumers are generally more educated and pay more attention to their children's early education. In addition to the regular early education courses, they are more likely to take baby swimming

and baby herbal bathing programs. Moreover, due to the convenience of the location, they are more willing to choose the shop for consumption.

Consumers 2km away from HAPPY DOLL Delight. These consumers have the same characteristics as the previous group but are not as likely to choose this shop if the geographical location is taken into account, but they are also more receptive to the early education aspect of aquatic education.

(3) Behavioral factors

Consumers can also be divided into the following categories in terms of endorsing the positive effects of infant swimming and the frequency of swimming per week: one type of consumer believes that infant swimming is a good promoter of the development of the brain and the nervous system, and strongly endorses the positive operation of infant swimming.

One type of consumer believes that it is not necessary for babies and toddlers to swim at an early age, and that there are concerns about safety and hygiene, and that it does more harm than good.

In order to find out the characteristics of the current operation and positioning of the baby swimming pool in the consumer market, this paper conducted a questionnaire survey on the characteristics, needs and market situation of the target consumers of the baby swimming pool.

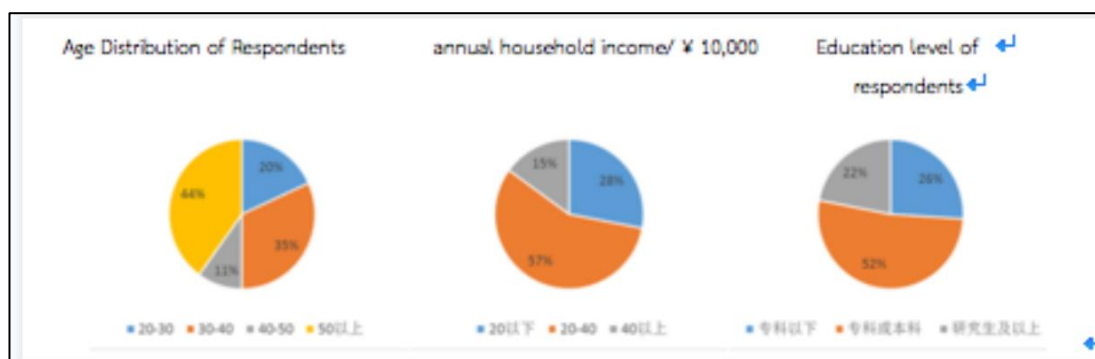
(1) Questionnaire distribution and return

Through a month-long questionnaire survey, i.e. from May 25 to June 30, 2022, the details are as follows: 200 copies of the survey were sent out overall, within 3 kilometers of the Zhu jiang Dong du International District in Tong Zhou, and the survey was conducted in the form of manual on-site scanning and filling of online questions and answers, as well as the presentation of small gifts, among which 93 people had experienced swimming pools with babies and 107 people had not. The sample size and the type of criteria basically met the requirements of the questionnaire design.

In order to refine the market, we have recorded the income level, education level and age of the sample, as shown in Figure 4.1. In terms of annual household income, 57% of the respondents had an annual household income of between

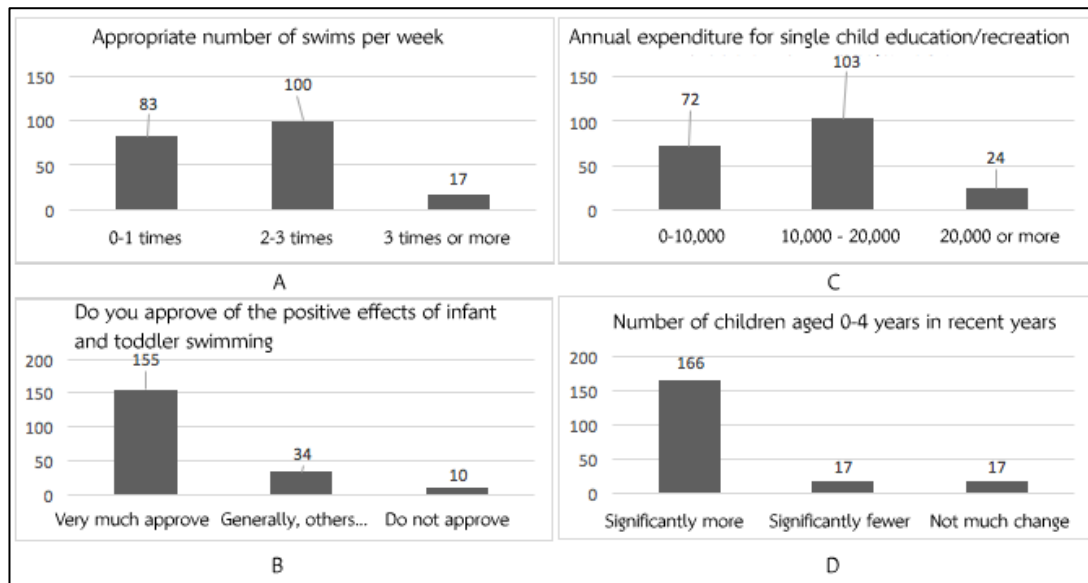
200,000 and 400,000 yuan, while 15% and 28% had an annual household income of over 400,000 yuan and under 200,000 yuan respectively. Finally, as the level of education is somewhat indicative of the ability to accept and understand new things, we know that 74% of respondents have a degree or higher, while only 26% have a degree or lower.

Figure 4.1 Basic information about the research sample



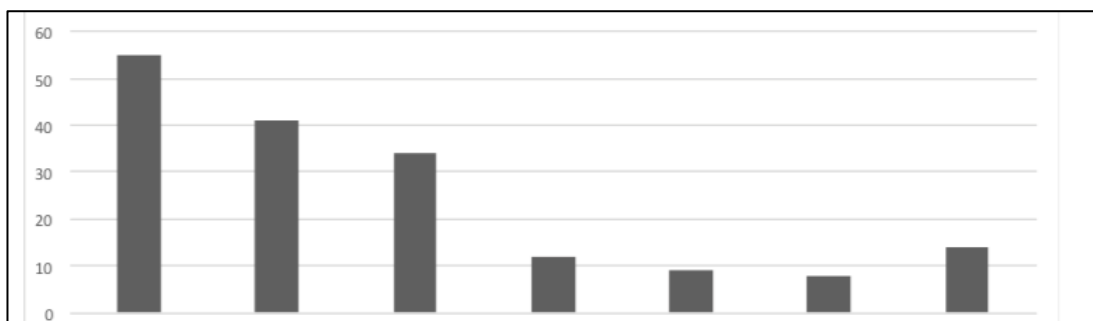
In addition, Figure 4.2 shows the results of the study in terms of the size and characteristics of the market and the level of consumer recognition. According to the results of the market research, 36%, 52% and 12% of households spend less than ¥10,000, ¥10,000-¥20,000 and ¥20,000 respectively on infant and toddler entertainment and education (Figure 4.1.2, C), which is similar to the proportion of respondents' annual household income and can be taken as an objective reflection of the spending power of the target market. In terms of market context, the vast majority of respondents (82.7%) believe that the number of infants and toddlers aged 0-6 years has increased significantly in recent years (Figure 4.1.2, D); at the same time, a similar proportion of respondents say they 'strongly agree' with the positive effects of infant and toddler swimming consumption, with only 10 respondents not agreeing at all with its effects (Figure 4.1.2, D). (Figure 4.1.2, B). This means that consumers in the markets where they are located have a high level of acceptance of the services they consume. In terms of consumption habits, more than half of the respondents believed that babies and children should have the opportunity to swim more than once a week (Figure 4.2, A).

Figure 4.2 Findings from the infant and toddler swimming industry



Finally, we also investigated the value points of service quality that consumers look for when choosing an infant swimming pool. The five dimensions of reliability, responsiveness, safety, empathy and tangibility were translated into the service characteristics of the infant and toddler swimming pool itself. The results of the service quality-related research, which combines the above service quality indicators and price, are as follows (each respondent could fill in 2-3 recognized service quality value points). The three options of health and safety, accessibility and satisfaction of the service received more than 75% of the total votes, while the sum of the four options of price, brand, added value of membership and venue size was less than 25%, with venue size and brand value being the least important value points for respondents. Therefore, consumer behavior in the markets where they are located is likely to be influenced by health and safety, convenience and satisfaction with the whole process.

Figure 4.3 The three most important points of concern when choosing a baby swimming pool



The data from the market research shows that most consumers believe that the number of school-age babies and toddlers has increased significantly in recent years, and according to the market research in this paper, the annual household income of couples with an annual income of over 400,000 and between 200,000 and 400,000 accounted for 15% and 57% of the total number of respondents respectively; at the same time, about two-thirds of the respondents' households spend more than 10,000 RMB on infant education and entertainment annually. The overall market for the infant and toddler industry is on a rapid growth trajectory, with the majority of families with school-age infants and toddlers being the target audience for HAPPY DOLL and its competitors, as illustrated by the average level of spending on infant and toddler swimming.

In terms of location, the majority of consumers have a high level of acceptance for a more convenient consumer experience.

4.1.2 Target market selection

We identified middle- and high-income families with an annual household income of over RMB 200,000, living less than 2km away, consumers aged 30-40 and over 50 (i.e. parents and grandparents), and parents who have certain requirements for product and service quality and are not price sensitive as our target customer group after market segmentation.

Based on the above data, the location of HAPPY DOLL is at the ground floor of Zhu jiang Dong du International District, West Luyi Road, Tong Zhou District, Beijing. The number of target customers is expected to be around 100.

4.2 Buyer behavior

With the increasing proportion of young 90s among the new generation of parents, the number of highly educated parents has increased, and scientific parenting is more respected. The parents have changed from a single focus on the material aspect to the pursuit of a multi-level spiritual aspect. Baby swimming pools, featuring aquatic potential development, fitness, education and fun, cater to their needs. (Source: Ariadne Consulting)



(1) Post-90s young mother and baby consumer group

a. Stronger spending power, higher willingness to spend

Young parents in the post-90s have a higher willingness and spending power in terms of childcare investment, and they are a more daring generation when it comes to buying mother and baby products for their children. Young parents are more inclined to "try new things" and are more sophisticated in raising their children. Compared to their post-80s counterparts, young post-90s parents are more willing to "try" new Netflix/niche products, and are attracted to products with superior

functionality/effectiveness, healthier ingredients/ingredients and better value for money. (Source: Ariadne Consulting) (Source: Ariadne Consulting)

b. Young post-90s parents are more interested in maternity and baby products with IP collaboration

Most post-90s parents want to dress up their babies with personalized designs/elements, and they are more willing to buy maternity and baby products that use IP images as design elements. Domestic and European and American anime IP images are more popular with them, with product elements, product packaging and toys using IP co-branded images being the types of products they tend to buy most.

(2) Mother and baby consumers of second child families

a. With the experience accumulated from the first child, they are more sensible in spending when raising their second child

Families with two children have become more interested in "buying good but not expensive" when raising their second child and will be more sensible when it comes to spending on baby products.

b. Anxiety in parenting a second child despite the experience of raising a first child

The birth of a second child will increase the time and financial pressure on parents and bring about a greater sense of "personal anxiety"; despite the experience of raising a first child, parents still have "parenting anxiety" about not being able to take care of their child, and The "choice anxiety" of not knowing how to choose because of the newer products.

4.3 Competitor behavior

Through research and visits, there are two infant and toddler swimming establishments within a 2 square kilometer radius, namely Le You infant and toddler swimming center (Le You You) and Golden Time infant and toddler swimming center (Golden Time).

Le You You is a national chain of franchised high-end infant and toddler swimming establishments, serving the "0-6 years" age group. The parent company of

the chain was established in 2,011 and is the first in the industry to develop a SOP standardized operating model that promotes one-to-one quality service and requires members to make an appointment. However, its one-to-one appointment service feature has certain drawbacks, such as higher operating and selling prices and reduced convenience for consumers. Leyouyou2 has just opened a franchised outlet in December 020 in the market where HAPPY DOLL is located. The overall layout, facilities and operating methods of the outlet have adopted the characteristics of the parent company of the chain and have a strong brand identity and recognition.

Golden Time is a supermarket aquatics chain in Beijing with a number of directly operated baby swimming pools and supermarket shops in the city. Golden Time has been operating in the market where HAPPY DOLL is located for over 5 years and has been recognized by consumers for its level of service, with a membership of around 150 people. The target area customers of Leyouyou and Golden Time are objectively divided from HAPPY DOLL, and they are located less than 200 meters apart, making them more directly competitive in terms of target area customers. We have summarized and compared the objective situation of several baby and toddler swimming establishments through market research, as shown in Table 4.4

Table 4.4 Competition in the market

| | HAPPY DOLL | Happy Touring | Golden Time |
|--------------------------------|---|---|--|
| Shop size | 100 m ² | 150 m ² | 80 m ² |
| Service area | 4 large neighbourhoods (affordable housing and high-end neighbourhoods) within 500 metres of the site, with a small overlap area with Loyola and Golden Time. | Two upmarket neighbourhoods within 500 metres of the site, 200 metres from Golden Time and approximately 1.5 km from Doll's Play. | Two upmarket neighbourhoods within 500 metres of the site, only 200 metres from Playland. It is about 1.2 km away from Doll's Play and is located between Doll's Play and Doll's Play. |
| Opening hours | 2,023 | 2,020 | 2,017 |
| Number of members | 0 | Approx. 100 | Approx. 150 |
| Volume of customers within 1km | High | Low | General |
| Type of service | Infants (0-6 years) Swimming, bathing, touching, herbal bathing, hairdressing, etc. | Swimming and bathing for babies and toddlers | Mother and baby products for sale, baby swimming and bathing |
| Product Price | Medium | high | Low |
| Product features | Special herbal bathing service | Small area for free activities for members, large number of attendants (one-to-one service), good hygiene and decoration | Small area for free activities for members, relatively large number of attendants, mediocre decoration and hygiene |

4.4 Overall marketing strategy

The basic services of traditional baby swimming pools now include baby passive exercises, baby swimming, baby bathing, baby touching, etc. Some swimming pools carry out de-scaling, nail cutting, baby growth and development assessment guidance, etc. The service items tend to be richer and pay more attention to the details of services. Baby swimming pools will certainly be more in-depth excavation of detailed services, service items will appear further subdivision.

After a round of reshuffling, if baby swimming pools want to win in the market competition, they must improve the quality and standard of services in order to gain a foothold in the fierce competition. On the one hand, the improvement of service quality starts from the details, rationalizes the process of baby swimming, further improves according to the needs of parents, and establishes a comprehensive scientific service system; on the other hand, the basic service content is driven by increasing the service items, and provides a value-added service experience to babies through the high value-added service.

The following analysis is carried out using the 4p marketing theory.

(1) Product strategy

In addition to establishing a special Chinese medicine bathing project that is different from other traditional baby swimming pools, it is also necessary to activate the swimming pool entertainment project, set up or interspersed with performances, games, competitions and other small projects in the regular membership activities to change the disadvantages of "breadth, no depth" in the same industry; experts from maternal and child specialist hospitals can be hired regularly to come to the swimming pool every weekend to The lectures can cover psychological counselling for postnatal mothers, knowledge of baby care and body shaping methods for postnatal mothers, and such lectures are free for mothers to attend. Strengthen the promotion of follow-up value-added services and organize other non-swimming activities by incorporating members' interests and preferences and reasonable suggestions, so as to enhance members' sense of belonging and change the disadvantage of "membership means discount" in the same industry.

(2) Price strategy

According to the investment standard and expected income of the baby swimming pool, it is proposed to implement an annual fee consumption system. The annual target is to maintain 50 stock members, and the membership fee is tentatively set at around 10,000/year, taking into account the influence of purchasing power factors.

(3) Promotion strategy

Traditional promotion methods include advertising and sales promotion, personnel sales promotion, sales promotion and other forms of publicity. The baby swimming pool should focus on advertising and public relations in the early stage of operation and can shift to sales promotion and public relations after a period of time. To be.

1. Internet media: through the baby swimming network and the target group for free experience interactive communication
2. Print publicity: soft information communication through traditional leaflets
3. Commercial cooperation: long-term marketing communication with large and medium-sized baby shops, early childhood education centers, maternity and child hospitals, etc., on the one hand, to strive for hard advertising or sponsorship income about baby swimming pools, on the other hand, to attract their membership.
4. Public relations: use the promotion of team consumption in the early stage to go deep into various high-grade communities and focus on public relations potential customers

(4) Channel strategy

The marketing mix of the club system, in addition to the single way that professionals market their services, should also be sure to consider people engaged in maternal and child health care and nursing, such as doctors, nurses, baby products shoppers, etc. In addition, professional baby swimming pool coaches and chaperones are required to provide personalized guidance to babies and promote high-end customer enrolment by mobilizing parental and baby interest and emotional communication. In addition, consumers' recognition of the quality of the baby

swimming pool's products and services will have a positive impact on other consumers.

Tangible display

The tangible presentation of a baby swimming pool can be achieved in different ways. For example, the design of the venue (e.g., location, tone, material, scale, shape, structure, decoration, furnishings, sound), the image logo of the center (e.g. slogan, business philosophy, identification logo, name, features, style, etc.), TV, radio, newspapers, photos, etc. to showcase the products.

4.5 Pricing strategy

No matter what the company or business, prices are not set arbitrarily, but according to the laws of the market. The shop needs to consider factors such as consumer behavior, preferences, market supply and demand, and choose the most appropriate pricing strategy while raising prices appropriately. The main reason for raising prices is to consider the actual situation of the parents of the babies and toddlers who come to the swimming pool, who are not so much interested in price, but rather in the products offered by the swimming pool and the need for the pool to generate higher profits and to meet the capital requirements for the training and introduction of hardware and equipment and service personnel. Based on the results of the market research and taking all factors into consideration, HAPPY DOLL Delight tailored the following pricing strategy:

4.5.1 Phased pricing strategy

In order to achieve the greatest possible profit, the baby swimming pool must continue to strengthen its core competitiveness and expand its market share. At the moment, HAPPY DOLL is in its early stages of establishment and is using a lower price to enter the market as market recognition is still low. Once the swimming pool had a certain share of the market, it had some customers and thus earned some. On the one hand, after a certain period of development, all the skills of the staff of HAPPY DOLL were upgraded and their experience in marketing and teaching classes were

enriched, thus bringing a good foundation for the expansion of the swimming pool in the future. On the other hand, with these stable customers, as long as the swimming pool provides them with good services, the parents of these babies and toddlers will also unconsciously advertise for free in their own circle of friends, for example, or will naturally mention this during the exchange of experiences of these parents in raising their babies. At this time, if the swimming pool slightly increases the price, it will not reduce the desire of these parents to spend, but rather make them feel that the swimming pool has been upgraded.

4.5.2 Differentiated pricing strategies

(1) Time differentiated pricing

Based on the seasonal climate to set the corresponding price standard to ensure a more saturated attendance rate, HAPPY DOLL can be based on time differentiation to determine a more reasonable price. For example, in summer the weather is hotter, babies and toddlers are less likely to catch a cold during this time of year, their bodies are relatively stronger, and more parents enroll their babies and toddlers in water education courses, so the swimming pool can raise its prices slightly. On the contrary, in winter or when it is raining heavily, babies and toddlers are young and their resistance to external changes is weak and they are prone to illness, so relatively few people come to classes and the swimming pool reduces the price a little to attract parents who are a little strapped for cash at home. Of course, parents of infants and toddlers have to go to work during the week and have little time to spare, so most of them accompany their children to classes on weekends, which can also be a little more expensive.

(2) Differentiated pricing of price categories

The price of baby swimming pool is divided into four kinds of experience price, membership price, activity price and general consumption price.

Experience price is developed for the first time into the shop of the consumer, is to attract customers next time to develop, for infant swimming pool this is very

important, new customers, new members of the shop in order to bring a constant flow of customers for the shop.

The member price is the price set for membership in the shop, these customers are generally more loyal, is the main part of the stable shop revenue, generally speaking, the member price is more reasonable, but to combine the membership system, for different members have different discounts, activities, gifts, etc.

Activity price refers to the shop in doing activities when the price of concessions, for new and old customers are effective, but the development must refer to the membership price, to ensure the satisfaction of the members of the customer, do activities can be lower prices, but only in the activity period is effective.

General consumption price refers to the price for customers who do not have a membership card but still visit the shop from time to time. Such customers should consider how to get them to switch to membership and let them compare the good benefits of having a membership in order to ensure that they continue to come into the shop.

(3) Channel differentiated pricing

This pricing strategy is mainly based on the customer's processing channel to determine. Mainly a variety of experience activities or some supermarkets and other promotional site for the pricing method used, immediately give its greater price concessions, or in consideration of the future development of the shop "online" marketing channels, to focus on the pricing scheme specifically for the online marketing channels. With the help of mobile apps such as Maidu, you can offer an experience price where each user can only buy once, and the price can be lowered to stimulate consumers to come and experience, for example at 88 per class. And for Doll Music's own app or app, you can give them a corresponding discount for the first experience or card. However, it is worth noting that the first experience of the customer in the shop, you can make the pricing situation in the shop into a table or placed in a prominent place in the shop, so that customers have a clear understanding of the price before the experience, cannot be deliberately concealed

in the early stage, easy to cause customer dissatisfaction. The price list can also be included in the price details page of the APP or website, so that customers can feel the sincerity of the shop.

The following table shows the services and charges of Doll Music.

| HAPPY DOLL Baby & Toddler Swimming Price List | | | | |
|---|----------------------|----------|------------------------|-----------|
| Number of times | Original Price (RMB) | Discount | Discounted price (RMB) | Period |
| 100 sessions | 23,800 | 40% off | 9,998 (99/session) | 24 months |
| 50 sessions | 11,900 | 50% off | 5998 (119/session) | 18 months |
| 25 sessions | 5,950 | 60% off | 3,498 (139/session) | 12 months |
| 10 visits | 2,380 | 30% off | 1,666 (166/visit) | 6 months |
| Supreme Semi-Annual Card | 43,435 | 1.6% off | 6,988 (38/visit) | 6 months |
| Supreme Annual Card | 86,870 | 1.3% off | 11,888 (32/visit) | 12 months |
| Single | 238 | None | | |

| Paediatric Herbal Bath Price List | | | | |
|-----------------------------------|----------------------|----------|------------------------|-----------|
| Number of times | Original Price (RMB) | Discount | Discounted price (RMB) | Period |
| 100 sessions | 19,800 | 30% off | 5,940 (99/session) | 24 months |
| 50 sessions | 9,900 | 40% off | 3,960 (79/session) | 18 months |
| 30 sessions | 5,940 | 50% off | 2,970 (99/session) | 12 months |
| 15 visits | 2,970 | 60% off | 1,782 (119/visit) | 6 months |
| 7 visits | 1,386 | 70% off | 970 (139/visit) | 3 months |
| Annual Card | 72,270 | 1.2% off | 8,672 (24/visit) | 12 months |
| Single | 198 | None | | |

Other Chargeable Items (Unit: RMB)

| | |
|-----------------------|--|
| Haircut | Single 58 RMB Member 38 50 and above and Annual Membership free |
| Shampoo & Bath | 68 for a single visit |
| Waterproof diapers | 15 |
| Disposable bath towel | 10 |

4.6 The sales process and the mix of promotional activities

4.6.1 The sales process

The success of the opening of the shop advertising is a very significant factor, therefore our shop pays particular attention to advertising.

1. Before opening. 15-30 days before the opening to actively prepare for the opening publicity, design and print the most suitable advertising leaflets for my shop, custom-made membership cards and free experience cards, and hospitals into the hospital obstetrics and gynecology department to issue free experience cards, to community hospitals to parents of baby vaccinations to issue free experience cards and brochures. Contact large arch air bags, banners, etc.

2. After opening. Contact baby photo studio, children's clothing shop, baby hairdresser, etc. Jointly make exquisite publicity posters. Regularly visit nearby maternity and child hospitals, early childhood centers, kindergartens, community hospitals and other institutions to distribute free experience cards.

3. Organize regular baby activities, such as baby swimming competitions, baby crawling competitions, and award free baths to the winners as appropriate.

In short, our shop will pay special attention to the shaping of its own image of safer, more professional and more humane services, and actively spend a lot of effort on publicity.

4.6.2 Combination of promotional activities

Promotion is one of the means often used in the course of business, and its forms are varied. Holding promotional activities at the right time can effectively increase the turnover rate of the shop and boost turnover.

A. Membership card promotion

Infant swimming pools mainly use membership cards for consumption, generally in the form of second, monthly, half-yearly and annual cards.

Membership card marketing for infant swimming pools is mainly focused on opening periods, theme days, anniversaries and membership days. Generally speaking, the opening period is the most powerful, mainly to attract a large number of customers and become a stable customer.

2. Commemorative promotions

Commemorative promotions are mainly combined with some special dates. For example, we can offer special promotions on May 1st Labor Day, June 1st Children's Day, Mother's Day, March 3rd, National Day, etc. We can also offer special promotions on members' days, VIP specials, birthday parties and shop celebrations every month, as well as new product launches and half-price specials every week or month.

3. Reward promotions

Incentive promotions are additional incentives for customers who apply for membership. For example, if you are a member of a baby swimming pool, you will be given the opportunity to win a raffle and a beautiful gift; interactive promotions such as paying attention to the shop's public number, forwarding to friends and collecting praise; and reward promotions such as giving away coupons and metal vouchers.

IV. Theme-based promotions

Thematic promotions mainly include some current political hotspots, celebrity models, platform themes, joint promotions and public welfare promotions. For example, swimming competitions in the Olympic Games and World Championships; celebrity swimming with babies, parenting clothes, mother and baby products and

other promotions; e-commerce themed promotions such as mother and baby festivals and parenting days; public welfare promotions such as going into the community, sending coolness and baby swimming competitions; and joint themed promotions such as mother and baby + swimming, swimming + early education, swimming + health.

V. Limited promotion

Limited promotions are mainly limited in terms of time and quantity to trigger customers to rush to buy. For example, 10 swim passes at RMB 199, a RMB 500 swim pass for 1 month, 10 special swim passes, 40 founding members, etc. are available for a limited time.

VI. Order distribution promotions

Just as supermarkets, McDonald's and Pizza Hut hand out leaflets and concessions, so too is it necessary to hand out leaflets in baby swimming centers. When designing leaflets, you should not only focus on your offers, but also on the characteristics of your services, environment and experience of the effects; when distributing leaflets, you can choose places with many target groups, such as shopping malls, wards, maternity and childcare institutions and kindergartens.

Seven, give away goody's promotion

For example, during the opening period, buy one free swimming card for infant swimming pools, buy more and get more free, buy more and get more free; as long as you spend, you will be given exquisite gifts; you can get a can of milk powder when you spend more than RMB 2,000; the points system, there are points for concern, points for referral, and more points for consumption, so you can exchange points for good gifts, etc.

Combination promotions

Combination promotions include matching promotions, bundled promotions, progressive and consistent promotions, and object-specific promotions. For example, different numbers of swimmers can be given away with different swim cards.

Combination promotions include mix and match promotions, bundle promotions, progressive and consistent promotions, and object-specific promotions.

For example, different numbers of nappies can be given away with different swim cards; 20% off maternity and baby products for one month with an annual swim card; 10% off for one piece, 20% off for two pieces; special rates for young members; 50% off haircuts for children with a Chinese medicine bath and massage card; 30% off experience rates for new members; special promotions for new members; etc.

4.7 Distribution and sales

Nowadays, 5G and other technologies are deeply embedded in society, information is disseminated at high speed, and almost everyone has computers, mobile phones and other electronic products, and at the same time, the future development plans of each field are also closely related to this. The "Internet+" development model of the mother and baby water industry has become an inevitable trend. Therefore, doll music to timely integration of Internet thinking and ways into their marketing work, in the perfect offline marketing channels, based on the continuous expansion of online marketing channels, to achieve the "online + offline" dual-channel development situation. The specific measures are as follows:

4.7.1 Consolidate offline marketing channels

Offline marketing channels mainly include the following:

Firstly, advertising and marketing. According to the market positioning, most of the target market of the shop is customers living within 3 km of the shop, plus some traditional advertisements have faded into the eyes of young people, this paper believes that the advertising marketing should be chosen in the form of offline placement, in a 5-10 km radius of the lift advertising space, bus advertising space and other places with a relatively concentrated flow of people to place the shop's advertising, advertising should be eye-catching, to highlight the focus of the shop The advertisements should be eye-catching and able to highlight the focus and characteristics of the store, so as to achieve as much precision as possible in marketing.

Secondly, cooperative channel marketing. HAPPY DOLL Music should strengthen the cooperation with cross-industry organizations. The first is to cooperate with menstruation centers. Usually, the customers of the moon child center basically fit the target market characteristics of the shop, they generally have higher salary level and are more willing to spend money, especially on diversified education for babies and children, because they have just welcomed the arrival of a new life and attach great importance to their children. Cooperate with the moon child center and issue corresponding discount experience vouchers to the mothers, for example, 100-yuan experience voucher. Setting the amount of 100 yuan is mainly to avoid some customers who do not want to accept the water education early childhood education simply want to experience it for free and using 100 yuan as the experience fee can attract most of the customers who have the tendency to buy, followed by cooperation with the nearby high-end kindergartens. Parents of such children are also part of the shop's target market, as they have a high investment in their children's education and do not live too far from the kindergarten. HAPPY DOLL can leverage its cooperation with these nearby high-end kindergartens to develop some knowledge about baby swimming and Chinese herbal bathing in these kindergartens.

4.7.2 Expanding online marketing channels

According to the research results and market positioning analysis, the target market is mainly high-quality young groups, considering the dependence of the target customers on the Internet to obtain information, our shop must strengthen the construction of online marketing channels, specifically from the following aspects:

First, strengthen the construction of WeChat marketing channels. Doll Music in the development of WeChat marketing, to make full use of the functions and resources of WeChat. First of all, it is the WeChat circle of friends marketing. Build a good doll music WeChat public number and enterprise WeChat signal, familiar with the WeChat for enterprise functions, through a variety of ways to add the shop prospective customers and potential customers WeChat, such as recommending friends to receive class activities, etc., in the public number regularly updated some

of the benefits of baby swimming science articles, second, through WeChat to strengthen direct communication with customers and potential customers, customers can consult at anytime and anywhere Secondly, through WeChat to strengthen direct communication with customers and potential customers, customers can consult the relevant situation and preferential information of the shop, timely reply to customers' questions, help customers to answer some questions, improve customer trust and good customer relationship establishment; finally, the establishment of a small WeChat program belonging exclusively to doll music. With the WeChat app, customers can easily find out all the information they want to know before buying the product, including the design of the environment, price list and activities, etc. You can also set up some small games about baby swimming in the app. The level of difficulty of the games should be in line with the intelligence level of children aged 3-6 years, for example, helping the baby to change into their favorite swimming costume and accessories before swimming, which will be redeemed by daily punch cards or coins from various activities. In addition, customers can apply for different levels of membership cards directly through the WeChat app, which can be done online without having to visit the shop. In terms of payment security, the official WeChat has done a very good job, so there is no need to invest too much in this area.

Second, expand the third-party platform marketing channels. Doll Music should strengthen the depth of cooperation with the third-party network platform, making full use of the advantages of the third-party platform users, wide audience, geographic location and other advantages, to find more accurate customers. For example, we can cooperate with Maiduan in the early stage, mainly buying experience cards from Maiduan to divert customers. For example, the price of the experience card is RMB88 per visit, and the limited time purchase can be made at half price, and a limit is set on the number of purchases for this offer, for example, a total of 100 half-price experience cards can be sold, so as to attract consumers' desire to purchase in the form of hunger marketing. The second is to strengthen cooperation with other third-party platforms, such as some parenting apps or other parent-child apps.

Thirdly, it is to shake the marketing of vertical media and short video media on the internet for mother and baby. The number of users of Baby Tree App, Mom.com App and other Internet vertical mother and baby apps is huge, and these users are also the target customer group of our shop, so we can cooperate with these media to promote our doll music.

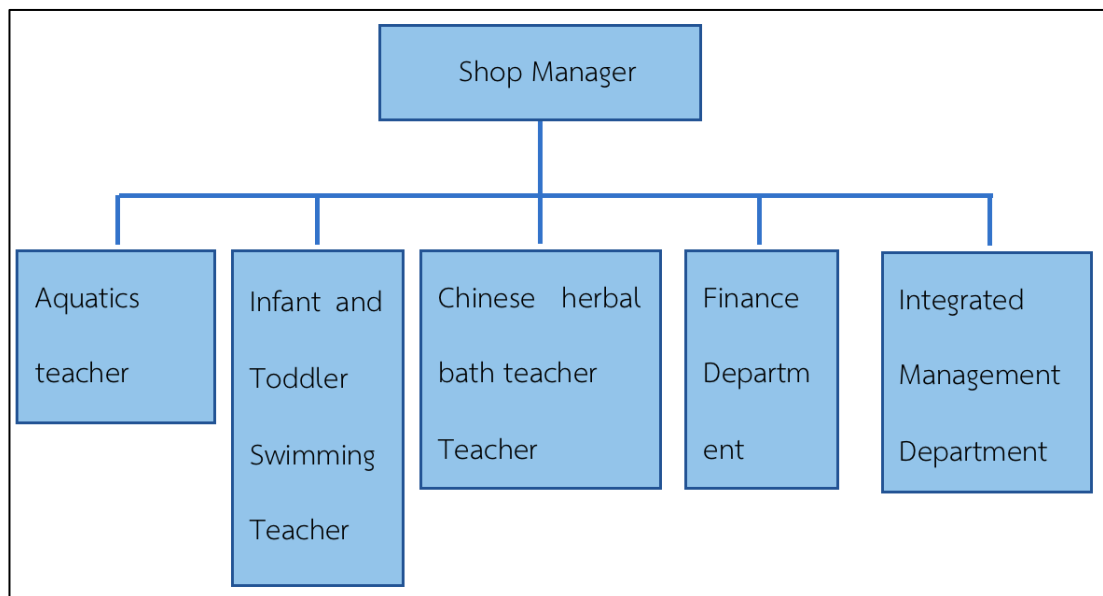
At the same time, we can increase the promotion of short video accounts, and look for Shake and Raptor talents to visit our shops to attract more customers to experience them in the end.

Section 5

Management Team and Company Structure

5.1 Management Team

As the shop has not yet started operating and is expected to be of medium size, it will mainly adopt a linear functional company system for the time being, with a shop manager responsible for the overall direction of the shop and the handling of important matters, and subordinate staff such as aquatic teachers, baby swimming teachers, Chinese medicine bath teachers, financial staff, reception and general management.



Division of Labor and Description of Duties

I. Store Manager

Shop manager duties.

1. Responsible for the normal operation and management of the shop
2. Organize training for staff, promote the business of the swimming pool and carry out activities.
3. Receive members and customers, maintain customer relationship

4. Inspect the hygiene of the shop and supervise the work of the staff.

5. Responsible for the recruitment of swimming pool staff.

Second, the aquatic teacher

Aquatic teacher duties.

1. work in accordance with the arrangements of the shop manager.

2. responsible for the development of new members and the daily coordination of the shop's foundation

3. responsible for external public relations and third party docking and a series of other work.

4. communicate and exchange parenting knowledge with parents.

C. Infant and toddler swimming teacher

Infant and toddler swimming teacher duties.

1. To work according to the arrangement of the shop manager

2. Accept business skills training and participate in the assessment

3. Prepare water before swimming and organize the pool in time after swimming

4. Responsible for the whole process of infant and toddler swimming operation.

5. Disinfection and washing of blankets and towels, disinfection work in the swimming pool

6. Sweep the hygiene inside the touch table and disinfection cabinet

IV. Chinese medicine bath teacher

Chinese medicine bath teacher duties.

1. Work in accordance with the arrangement of the shop manager

2. Accept business skills training and participate in the assessment

3. Prepare for the Chinese herbal bath and arrange the bath tub and other equipment in time after the bath

4. Responsible for the whole process of Chinese medicine bathing operation for infants and children.

5. Disinfection and washing of blankets and towels and disinfection in the swimming pool

6. Sweep the hygiene inside the touch table and the disinfection cabinet

V. Finance Department

1. In the scope of the company's authorization, responsible for the development of the shop's overall financial plan.

2. Responsible for handling the shop's financial management, cost management, accounting and collective scheduling of funds and other work.

3. To establish and improve the shop's financial management rules and regulations and the standard operating procedures.

4. Responsible for the production and reconciliation of the shop's financial statements and financial data management.

5. Responsible for the shop's tax declaration, tax calculation and related statistical work.

6. Responsible for the shop's fixed assets management.

7. To manage the shop's cash and deposits.

VI. Integrated Management Department

1. responsible for the formulation and publication of relevant documents or notices of the shop.

2. responsible for the establishment of a sound personnel system and staff training system of the store, the establishment and filing of staff personnel files.

3. management of staff recruitment, hiring, auditing, attendance, rewards and punishments.

4. responsible for the welfare measures of the shop's staff and the coordination and handling of general logistics work.

5. responsible for the construction and management of the shop's infrastructure.

6. responsible for the management of fire safety and environmental greening of the shop.

7. Responsible for managing the circulation of swimming pool membership cards: production, collection, use management, etc.

8. Responsible for the management of the production, printing, collection and use of single time cards, weekly cards, experience cards, etc.

9. Responsible for the management and monitoring of complimentary cards, replacement cards and special cards.

10. other work assigned by the leadership.

5.2 Shareholder structure

Shareholder name: Ma Ping

Contribution amount: 900,000

Contribution method: money (cash)

The reason for choosing a single shareholder is that a single shareholder has absolute control over everything, which enhances the operational efficiency of the company and helps to protect trade secrets.

5.3 Advisory Board

Financial advisor: Ms. Zhao, with nearly 20 years of experience in finance-related management, is responsible for tax planning for the company, regular diagnosis and elimination of the company's capital and tax risks, as well as regular financial knowledge training for the company's financial and business staff.

Legal counsel: Mr. Lu, with more than 10 years of legal experience, is responsible for providing comprehensive legal support for the company's projects.

5.4 Other professional staff

Technical advisor for TCM massage: Mr. Ma, who has been in the TCM medical profession for over 60 years and has extensive experience in medicine and has been engaged in the management of health management centers in a number of private medical institutions since his retirement. He is responsible for the daily infant care of

the company's Chinese medicine bath teachers and several swimming teachers, and the development of training programs for the guidance of Tui Na.

Maternal and Child Health Consultant: Ms. Tian, with more than 10 years of experience in Chinese and Western medicine, internal medicine and pediatrics, has a wealth of experience in the treatment of common childhood diseases, and is responsible for the regular training of staff in the shop on daily infant and childcare.

Section 6

Operation and Production Plan

6.1 Business model and procedures

6.1.1 Business Model

HAPPY DOLL Chinese Medicine Bathing and Infant Swimming Pool is a professional aquatic center that provides swimming, bathing, touching, hairdressing and Chinese medicine bathing care for infants and toddlers.

It has the largest professional swimming pool for infants and toddlers in the province, with a spacious, bright, colorful, elegant and safe environment. It is divided into several areas, including changing area, baby swimming area, toddler swimming area, bathing area, Chinese medicine bathing care area, touch area, game area and parents' rest area.

The swimming pool has a professional service process, a strict hygiene and disinfection system, and experienced, patient and caring professional nursing staff. With the most advanced series of products and services and the very special herbal bathing care, HAPPY DOLL Delight herbal bathing baby swimming pool will lead the development direction of the professional baby swimming market in the coming years.

One: Baby touch

Two: Baby swimming and bathing

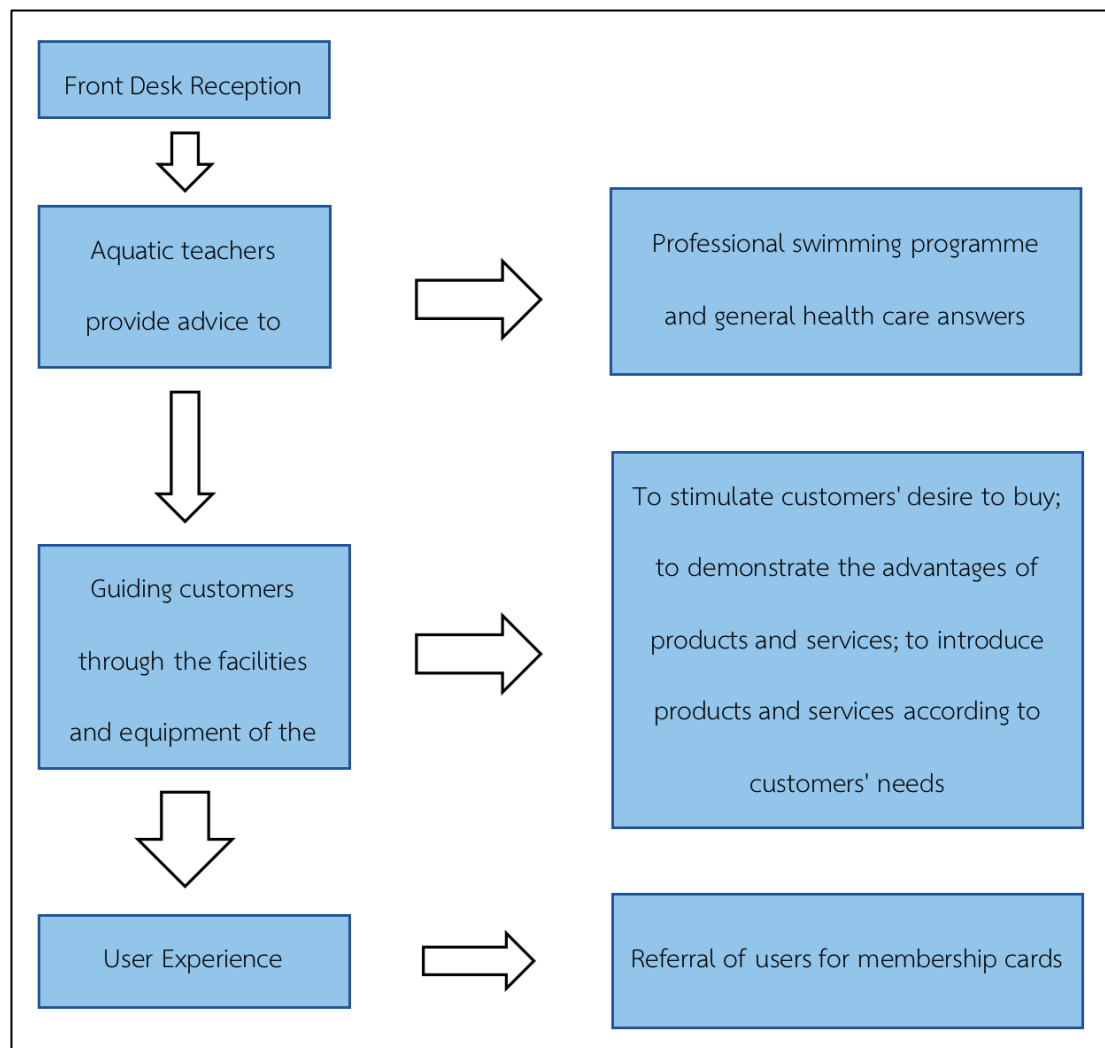
Three: Chinese herbal bathing care

Four: Baby souvenirs

V: Baby haircut

6.1.2 Procedures

Clients are received and services are completed according to the following procedure upon arrival at the shop



The daily service flow is mainly the flow of baby and toddler swimming lessons. The three main processes include pre-swim preparation, in-swim operation and after-swim care.

6.2 Business Location

The location of HAPPY DOLL is expected to be at the ground floor of Zhu jiang Dong du International District, West Luyi Road, Tong Zhou District, Beijing, with a swimming pool frontage of approximately 100 square meters, which is a rented ground floor shop.

The main considerations for this location are as follows.

1. the gathering of people around the business location of the doll music, within 500 meters there are four large communities (affordable housing and high-end community).

2. The only tertiary hospital in Tong Zhou District within 2 km, two public kindergartens and three private kindergartens, with a large number of target consumers.

3. Convenient transportation, the M101 underground line under construction within 2 km will be ready for traffic in 2,025.

4. There are 2 large supermarkets within 5 km, with a dense shopping area and a large flow of people.

5. There are sufficient parking spaces nearby to meet customers' parking needs.

6.3 Facilities and Equipment

The facilities and equipment in the HAPPY DOLL Delight shop are shown in the table below:

| Area | | Facilities and equipment | Quantity |
|-------------------|----------------------|--|----------|
| Recreation area | Mother and baby room | Drinking fountain | 1 set |
| | | Nappy table | 1 unit |
| | | Tissues and other mother and baby products | several |
| | | Tables and chairs | 2 sets |
| | | Baby cot | 1 set |
| | Children's play area | Educational toys | Several |
| | | Books | |
| | | Recreational facilities | |
| Merchandise area | | | |
| Swimming area | | Small pool | 4 pcs |
| | | Large pool | 1 unit |
| | | Bathing platform | 4 pcs |
| | | Operating table | 1pc |
| | | Heating equipment | 1pc |
| | | Disinfection equipment | 1p |
| Herbs health area | | Medicinal bath tub | 4 pcs |
| | | Tui na table | 2 pcs |

6.4 Operation Strategy and Plan

In one to five years from the date of establishment, we will take the market as the guide, take quality as the competition premise, take talents as the center, focus on health services, based on the industry, develop special Chinese medicine bathing services, play expertise, build Doll Music into a company that adapts to the development of market economy, based on the service industry with strong economic strength and competitive ability. The project development strategy will be divided into three steps: initial, medium and later.

Initial strategy (one to two years after opening): In the early stage of the project, while ensuring the quality of service, we will control costs comprehensively and strive to minimize service and management costs; marketing will be the core business of the enterprise in the early stage. Focus on the surrounding community as the target market, providing a quality service environment and professional and skilled service staff brand image to expand awareness among customers. Within 2 years of opening, it is expected to establish good public relations and long-term relationships with the surrounding hospitals, early childhood education, supermarkets and schools to bring in a steady stream of customers.

Medium-term strategy (next 3 to 5 years): After the first two years of introduction and initial growth period, we have accumulated a certain amount of brand and capital. In this period, in addition to the basic baby swimming service, we will promote the Chinese medicine bathing and health care service more vigorously, and at the same time carry out diversified development, such as the establishment of parenting classes, baby concentration training and other diversified projects.

Long-term strategy: After years of accumulation, the company has formed its own core strengths: excellent operational capabilities, high degree of product differentiation and obvious cost advantages. In the future, the company can make use of its unique talent, brand and service advantages to diversify its services, expand its market space, expand its operation and enhance its operation level, such as opening branches, and after the formation of scale, the number of customers will increase,

and it will also be possible to conduct activities and competitions in multiple shops at the same time, so that the enterprise can enter a benign operation track.

6.5 Development status and mission

One of the special items that distinguishes HAPPY DOLL from traditional baby swimming pools is the business of relying on the powerful medicinal effects of Chinese medicine to make suitable medicated baths for infants and toddlers aged 0~6 years old in order to play a role in strengthening their bodies and bodies.

The drugs used in the bath are mainly based on the conditions of different babies, and are clearly classified in terms of grade and type, with targeted treatment of different common cases of infants and young children with different efficacy of Chinese medicine and targeted massage techniques, and with professional nursing staff to suggest different drugs for different physical conditions of infants and young children, while ensuring the safety of the situation according to The services are tailored to the client's needs.

When a child is sick, the only place to go is to the hospital. Injections and medication are a pain for children. Parents are also distressed. Our upcoming special service is based on pure Chinese medicine, which is designed to treat common cases of infants and young children, so that they can enjoy themselves in a comfortable way and stay away from illnesses.

Chinese medicine treats illnesses mainly by identifying the evidence and secondarily by identifying the disease. Therefore, different patients and different diseases can be treated with the same formula, so-called "different diseases with the same treatment". The features of this bathing kit are also based on the TCM theory of "treating different diseases with the same treatment". As long as the same symptoms and groups of symptoms are present, the same pack can be used, which is in line with the principles of Chinese medicine. This is why this pack is suitable for a wide range of conditions. The user does not need to have a medical background and does not need to diagnose the disease (it is the doctor's job to diagnose what the disease is). The user can simply select a bathing kit by checking the nature of the

symptoms and the group of symptoms. It is easy to use and can be used in combination with the bath pack to increase the effectiveness of the treatment for individual conditions. When used appropriately, the baths can be used to treat conditions such as fever, eczema and itchiness without the need for injections or medication. Even if the bath does not lead to a complete recovery, it can be used as a complementary treatment to shorten the duration of the illness, reduce it and promote recovery.

The following is a brief introduction to the use of pediatric herbal baths for the following conditions.

Effects of pediatric herbal baths.

Effects: cooling the exterior, dispersing wind-heat, clearing the head and eyes, relieving pain and fever, clearing heat and detoxifying the heart and liver, unblocking the meridians, unblocking the couples, reaching the exterior and the interior. It dispels wind and dampness, relieves wind and itching, and enhances immunity in daily health care.

Indications for pediatric herbal baths.

1. For the respiratory system.

Cold, flu, fever (high fever), pneumonia, acute frightening wind, tracheitis, bronchitis, tonsillitis, mumps, summer fever, nocturnal cries, and other children's diseases or symptoms with real heat in the surface.

2. Indications for skin diseases.

Fetus, eczema, diaper rash, milk rash, prickly heat, neonatal jaundice, hand, foot and mouth disease, scrotal eczema, anal eczema, prepuce, rubella, urticaria, itchy skin, summer dermatitis, erythema, papules, herpes, furuncles and carbuncles, insect bites and other various skin diseases.

3. Aspects of the dyspeptic system.

Stagnation, anorexia, little or no thought of milk food, bloating, abdominal pain, diarrhoea, etc.

4, daily health care, prevention of colds, incense body to ward off obscenity

Effects: Aromatic body, antiseptic, aromatic awakening, eliminating fatigue, harmonizing the Ying and Wei, clearing Qi and blood. Removal of obscenity, odour removal and immunity enhancement.

Suitable for: suitable for daily health care to enhance immunity, especially for children prone to colds and flu, can be washed externally for a long time. Long-term external washing, daily long-term bathing is beneficial to all, the better the washing

6.6 Challenges and Risks

6.6.1 Challenges and risks

1. lack of initial management experience.
2. Weak public relations for initial collaboration
3. Limited start-up capital
4. High initial publicity costs
5. Shortage of professional infant caregivers and experts
6. High risk in the industry.
7. Epidemic or other external factors strike. From the new crown epidemic in 2,020 to 2,022, each sporadic outbreak of the epidemic, the blow to the baby swimming pool is fatal, cannot open for business it is difficult to have profit output, and the various costs cannot be reduced.
8. Infant and child safety risks, such as burns and drowning.

6.6.2 Response methods

Doll Music should do the following to deal with the possible risk problems

First, make your own shop's characteristics

Many businesses are trying to attract customers and improve their performance by meeting the needs of different customers. However, it is important to know that consumers are now more and more interested in the quality and pursuit of services, customer demand is infinite, we simply cannot meet the actual needs of each consumer, only to highlight their relative advantages, to make their own characteristics. Such special content includes their own special source channels, their

own special projects, special activities, competitions and so on, other shops cannot easily imitate the content.

Second, make full use of activity marketing

Regardless of which industry they operate in, almost all operators know that marketing is the most direct and effective way to increase customer traffic and improve performance. For example, the most commonly used promotions in shops, there are several common models: price reduction promotions, personnel promotions, free experience, pile box or pile promotion, end rack display promotions. Baby swimming pool operators should understand where the advantages of each form of promotion, combined with the actual situation of their shops to do activities that can enhance the shop traffic, performance in the short term.

Third, provide cost-effective goods or services

In general, no one will not get along with money, and no one in the shopping time do not want to save money, consumers are often very interested in cost-effective goods and services, always attracted by the low price. Therefore, want to improve the flow of baby swimming pools, increase shop income, business also know how to provide consumers with cost-effective products and services, to provide customers with a premium service experience!

Fourth, cultivate their own customer groups and fission

For infant swimming pool, on the one hand to expand new customers, new members, on the one hand and increase the stickiness of old customers, it is best to establish their own customer groups, through the old members, the excellent characteristics of old customers, combined with fission activities, to attract more potential customers to the shop, and constantly bigger their own customer groups, in order to make the performance constantly improve, rather than a roller coaster when high and low.

Fifth, the competition for jobs and experience exchange

Some people may think that competition and experience exchange will not help much to improve the sales of the shop, but the actual situation is just the opposite. Operators who have tried this method will know that the use of this

method, can improve the enthusiasm of the work of the staff, the original staff who are not active, not active, glowing with unprecedented enthusiasm for work, customers feel more professional, enthusiastic service, the frequency of shop will also increase.

Sixth: staff are required to provide services in strict accordance with the relevant infant and toddler swimming procedures, while regular training for staff on some general knowledge of infant and toddler safety protection and infant and toddler first aid. Such as first aid after burns and first aid after drowning.

6.7 Cost analysis

The costs and expenses of HAPPY DOLL consist mainly of fixed costs and variable costs.

Fixed costs: costs that must be incurred to maintain the company's ability to provide products and services, such as the purchase of machinery and equipment, rental of premises, salaries of management staff, clothing, etc.

Variable costs: direct materials, direct labor and variable manufacturing costs consumed in the course of operations, such as: public relations and promotional purposes, ancillary service costs, advertising costs, staff training costs, operating and management costs, etc.

The specific use of funds is as follows.

Costs are analyzed as follows.

(1) Fixed costs are mainly composed of building rental and renovation, purchase of office tools, purchase of service equipment and other service charges, as detailed in Table 6.7.1 below.

6.7.1 Schedule of fixed costs (in ¥)

| Fixed Costs | | | | | |
|-----------------|---------|---|-----------------|-----------------|---------------|
| Item | Funds | Breakdown | Unit price | Quantity | Amount (yuan) |
| House rental | 144,000 | House rental | 12,000/month | 100 sqm | 144,000 |
| Renovation | 30,000 | Decoration | | | 30,000 |
| Office supplies | 19,200 | Shop tables and chairs | | 2 | 200 |
| | | Air conditioning | 2,000 RMB | 4 pcs | 8,000 |
| | | Office desks | 300 RMB | 2 units | 600 |
| | | LED LCD TVs | 1,000 | 1 unit | 1,000 |
| | | Digital camera | 3,000 Yuan | 1 unit | 3,000 |
| | | Computer cashier equipment | 4,000 RMB/unit | 1 unit | 4,000 |
| | | Sound Boxes | 200 | 2 units | 400 |
| | | Shelving | 1,000 | 1 | 1,000 |
| | | Children's toys and other facilities | | Number of units | 1,000 |
| Fixed Assets | 65,800 | Sewage treatment equipment | | 1 table | 8,000 |
| | | Heating equipment | | 1 table | 6,000 |
| | | Disinfection equipment | | 1 set | 400 |
| | | Baby pools, bathing pools and ancillary consumables | 3,000 RMB | 4 sets | 12,000 |
| | | Large swimming pools and | 35,000 | 1 | 35,000 |
| | | Chinese herbal bathing tubs | 2,000 Yuan/unit | 2 | 4,000 |
| | | Tui Na Tables | 200 far/unit | 2 | 400 |
| Total | 259,000 | | | | 259,000 |

(2) Operating costs are mainly made up of variable costs (see Table 8.3.2) and staff remuneration (see Table 6.7.2), as detailed below.

6.7.2 Schedule of variable costs

| Projects | Amount (yuan) | Breakdown of items | Unit price | Quantity | Amount (yuan) |
|---------------------------|---------------|--------------------------------|-------------|----------|---------------|
| Public relations expenses | 61,200 | Offline advertising | | | 20,000 |
| | | Online advertising | | | 20,000 |
| | | Posters | 10 RMB/pair | 20 pairs | 200 |
| | | Other PR activities | | | 20,000 |
| | | Sales service costs | | | 1,000 |
| Miscellaneous expenses | 18,650 | Clothing | 50 RMB/pc | 11 | 550 |
| | | Insurance costs | | | 3,600 |
| | | Cleaning costs | | | 12,000 |
| | | Merchandise related expenses | | | 500 |
| | | Operation and management costs | | | 2,000 |
| Maintenance costs | 3,600 | Maintenance costs | | | 3,600 |
| Utilities | 12,000 | Utilities | | | 12,000 |
| Training fees | 60,000 | Instruction and training costs | | 3 times | 60,000 |
| Total | 155,450 | | | | 155,450 |

6.7.3 Employee remuneration scale (one year salary)

| Position | Number of people | Monthly cost | Social security (monthly cost) | One year cost |
|-----------------------------|------------------|--------------|--------------------------------|---------------|
| Shop Manager | 1 | 8,000 | 1,600 | 115,200 |
| Treasurer | 1 | 5,000 | 1,600 | 79,200 |
| Aquatics Teacher | 1 | 4,000 | 1,600 | 67,200 |
| Swimming Teacher | 4 | 3,500 | 1,600 | 244,800 |
| Chinese Herbal Bath Teacher | 2 | 4,000 | 1,600 | 134,400 |
| Receptionist | 1 | 3,000 | 1,600 | 55,200 |
| Back Office | 1 | 3,000 | 1,600 | 55,200 |
| Total | 11 | 30,500 | 11,200 | 751,200 |

The estimated total cost of the HAPPY DOLL for the coming year is: ¥1,165,650

Section 7

Financial Projections

7.1 Sources of funds and description of use

1. The initial total asset investment is 900,000 RMB, the source of funds: 900,000 RMB for personal investment.

2. It is expected that the initial cost will be about 900,000 yuan, which will be used for fixed costs, variable costs, and unpredictable expenses. The following table.

Table 7.1 Formal sources and application of funds (unit: yuan)

| | | |
|--------------------------------------|---------|---------|
| Source of funds | | |
| Personal funds of the founder | 900,000 | |
| Net income from operating activities | 0 | |
| Plus depreciation | 0 | |
| Total funds provided | | 900,000 |
| Application of funds | | |
| Purchase of equipment | 65,800 | |
| Operating costs | 193,200 | |
| Total funds expended | | 259,000 |
| Net increase in working capital | | 641,000 |
| | | 900,000 |

7.2 Main financial indicators

The traditional low season for baby swimming pools is from June to September each year, so the development of estimated revenue and estimated costs will follow some variation in the low and high seasons.

7.2.1 Estimated revenue

The main revenue items for HAPPY DOLL can be divided into.

1. Basic swimming services - baby passive exercise, baby swimming, baby bathing, baby touch, etc.

2. Daily product purchase services - including baby snacks, toys, milk powder and other daily household care products

3. Special consumer services - baby de-scaling, nail cutting, baby growth and development assessment guidance, etc.

4. Chinese medicine bath service - Chinese medicine bath fumigation and touch massage.

The estimated sales for the coming year are shown below.

Table 7.1 Breakdown of the estimated revenue of HAPPY DOLL by month in 2023 (Unit: RMB)

| Program | Basic Services | | Special Consumer Services | | Chinese Herbal Bathing Service | Membership Card |
|---------------|------------------------|----------------------|--|--|--------------------------------|-----------------|
| | Basic Bathing Services | Purchase of services | Baby de-scaling, nail cutting, birth hair making gifts, etc. | Growth and development assessment and related guidance | Chinese Herbal Bathing | Membership card |
| January | 23,904.00 | 1,200.00 | 666.67 | 1,333.33 | 4,000.00 | 10,000.00 |
| February | 59,760.00 | 3,000.00 | 2,000.00 | 3,000.00 | 10,000.00 | 25,000.00 |
| March | 119,520.00 | 6,000.00 | 4,285.71 | 5,714.29 | 20,000.00 | 50,000.00 |
| April | 119,520.00 | 6,000.00 | 6,000.00 | 4,000.00 | 20,000.00 | 50,000.00 |
| May | 95,616.00 | 4,800.00 | 5,333.33 | 2,666.67 | 16,000.00 | 40,000.00 |
| June | 59,760.00 | 3,000.00 | 2,272.73 | 2,727.27 | 10,000.00 | 25,000.00 |
| July | 59,760.00 | 3,000.00 | 2,777.78 | 2,222.22 | 10,000.00 | 25,000.00 |
| August | 59,760.00 | 3,000.00 | 2,222.22 | 2,777.78 | 10,000.00 | 25,000.00 |
| September | 59,760.00 | 3,000.00 | 1,666.67 | 3,333.33 | 10,000.00 | 25,000.00 |
| October | 179,280.00 | 9,000.00 | 6,818.18 | 8,181.82 | 30,000.00 | 75,000.00 |
| November | 179,280.00 | 9,000.00 | 6,666.67 | 8,333.33 | 30,000.00 | 75,000.00 |
| December | 179,280.00 | 9,000.00 | 3,461.54 | 11,538.46 | 30,000.00 | 75,000.00 |
| Annual Income | 1,195,200.00 | 60,000.00 | 44,171.50 | 55,828.50 | 200,000.00 | 500,000.00 |
| Total | 2,055,200.00 | | | | | |

7.2.2 Estimated Costs

The estimated cost breakdown for HAPPY DOLL consists mainly of salaries, rent, utilities, insurance, fixed equipment, depreciation, maintenance, office expenses, miscellaneous expenses, etc.

The estimated costs for the coming year are shown below.

Table 7.2 Estimated Cost Breakdown of HAPPY DOLL by Month in 2023 (Unit: ¥)

| Projects | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
|------------------------|---------|--------|--------|---------|--------|--------|--------|---------|--------|--------|--------|--------|
| Wages | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 |
| Rent | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Utilities | 240 | 600 | 1,200 | 1,200 | 960 | 600 | 600 | 600 | 600 | 1,800 | 1,800 | 1,800 |
| Advertising costs | 9,180 | 9,180 | 1,224 | 612 | 6,120 | 9,180 | 1,224 | 1,224 | 1,836 | 9,180 | 6,120 | 6,120 |
| Sales expenses | 20,000 | 0 | 0 | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 |
| Miscellaneous expenses | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 | 1,554 |
| Payroll tax | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 |
| Maintenance costs | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Renovation | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Office expenses | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| Total expenses | 138,516 | 88,876 | 81,520 | 100,908 | 86,176 | 88,876 | 80,920 | 100,920 | 81,532 | 90,076 | 87,016 | 87,016 |

Formulation note: The depreciation expense salvage rate is calculated at 5%.

7.3 Projected Income Statement

7.3.1 Predicted income statement

The estimated costs and estimated income derived from the above sections allow you to estimate how much revenue will be generated in each month of the coming year. This is shown in the table below.

Notes to the table: 1. Corporate income tax is calculated at 25%.

Based on the above profit and loss statement estimates and projections, in the first year, because the training costs associated with January and August accounted for a large part of the expenses and the renovation costs were more expensive in January, a loss was made in January, a smaller profit was made in August and the other months were normal profits.

Table 7.3 Predicted income statement for HAPPY DOLL 2023, January to December (in dollars)

| Income Statement | | | | | | | | | | | | |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Months to 2,023 | | | | | | | | | | | | |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Revenue | | | | | | | | | | | | |
| Basic Services | 25,104 | 62,760 | 125,520 | 125,520 | 100,416 | 62,760 | 62,760 | 62,760 | 62,760 | 188,280 | 188,280 | 188,280 |
| Specialty Services | 2,000 | 5,000 | 10,000 | 10,000 | 8,000 | 5,000 | 5,000 | 5,000 | 5,000 | 15,000 | 15,000 | 15,000 |
| Chinese Herbal Bathing Service | 4,000 | 10,000 | 20,000 | 20,000 | 16,000 | 10,000 | 10,000 | 10,000 | 10,000 | 30,000 | 30,000 | 30,000 |
| Membership Card | 10,000 | 25,000 | 50,000 | 50,000 | 40,000 | 25,000 | 25,000 | 25,000 | 25,000 | 75,000 | 75,000 | 75,000 |
| Total Revenue | 41,104 | 102,760 | 205,520 | 205,520 | 164,416 | 102,760 | 102,760 | 102,760 | 102,760 | 308,280 | 308,280 | 308,280 |
| Cost of Goods Sold | — | — | — | — | — | — | — | — | — | — | — | — |
| Gross profit margin | — | — | — | — | — | — | — | — | — | — | — | — |
| Operating Costs | | | | | | | | | | | | |
| Salary expenses | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 | 62,600 |
| Renovation expenses | | | | | | | | | | | | |
| Rental expenses | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Maintenance expenses | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Insurance expenses | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Advertising expenses | 9,180 | 9,180 | 1,224 | 612 | 6,120 | 9,180 | 1,224 | 1,224 | 1,836 | 9,180 | 6,120 | 6,120 |
| Sales expenses | 20,000 | 0 | 0 | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 |
| Utilities | 240 | 600 | 1,200 | 1,200 | 960 | 600 | 600 | 600 | 600 | 1,800 | 1,800 | 1,800 |
| Depreciation | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 | 1,042 |
| Miscellaneous expenses | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 | 1,254 |
| Office supplies | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| Total operating expenses | 138,516 | 88,876 | 81,520 | 100,908 | 86,176 | 88,876 | 80,920 | 100,920 | 81,532 | 90,076 | 87,016 | 87,016 |
| Operating profit (loss) | -97,412 | 13,884 | 124,000 | 104,612 | 78,240 | 13,884 | 21,840 | 1,840 | 21,228 | 218,204 | 221,264 | 221,264 |
| Less taxes and fees | -24,353 | 3,471 | 31,000 | 26,153 | 19,560 | 3,471 | 5,460 | 460 | 5,307 | 54,551 | 55,316 | 55,316 |
| Net income | -73,059 | 10,413 | 93,000 | 78,459 | 58,680 | 10,413 | 16,380 | 1,380 | 15,921 | 163,653 | 165,948 | 165,948 |

7.3.2 Estimated Profit and Loss Statement for the next 5 years

Combining the above sections, the estimated profit and loss statement for the years 2023 to 2027

Notes on the preparation of the statement: 1. Corporate income tax calculated at 25%.

Based on the profit and loss statement estimates and projections above, the profit for the first year is ¥707,136, the profit for the second year is ¥819,051 and the profit increases year by year to ¥1,145,396 in the fifth year.

Table 7.4 Projected income statement for the next 5 years for HAPPY DOLL (in dollars)

| Income Statement | | | | | |
|--------------------------------|-----------|-----------|-----------|--------------|--------------|
| For the year ended 31 December | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 |
| Revenue | | | | | |
| Basic Services | 1,255,200 | 1,380,720 | 1,518,792 | 1,670,671.20 | 1,837,738 |
| Specialty Services | 100,000 | 110,000 | 121,000 | 133,100 | 146,410 |
| Chinese Herbal Bathing | 200,000 | 220,000 | 242,000 | 266,200 | 292,820 |
| Membership Card | 500,000 | 550,000 | 605,000 | 665,500 | 732,050 |
| Total Revenue | 2,055,200 | 2,260,720 | 2,486,792 | 2,735,471.20 | 3,009,018 |
| Cost of Goods Sold | — | — | — | — | — |
| Gross profit margin | — | — | — | — | — |
| Operating Costs | | | | | |
| Salary expenses | 751,200 | 828,320 | 911,952 | 1,003,847.20 | 1,104,831.92 |
| Renovation expenses | 30,000 | 0 | 0 | 0 | 0 |
| Rental expenses | 144,000 | 144,000 | 144,000 | 144,000 | 144,000 |
| Maintenance expenses | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 |
| Insurance expenses | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 |
| Advertising expenses | 61,200 | 70,380 | 80,937 | 93,077.55 | 107,039 |
| Sales expenses | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Utilities | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Depreciation | 12,502 | 12,502 | 12,502 | 12,502 | 12,502 |
| Miscellaneous expenses | 15,050 | 15,050 | 15,050 | 15,050 | 15,050 |
| Office supplies | 19,200 | 19,200 | 19,200 | 19,200 | 19,200 |
| Total operating expenses | 1,112,352 | 1,168,652 | 1,262,841 | 1,366,877 | 1,481,823 |
| Operating profit (loss) | 942,848 | 1,092,068 | 1,223,951 | 1,368,594 | 1,527,195 |
| Less taxes and fees | 235,712 | 273,017 | 305,988 | 342,149 | 381,799 |
| Net income | 707,136 | 819,051 | 917,963 | 1,026,446 | 1,145,396 |

7.4 Projected cash flows

A cash flow statement is able to show the reasons for the inflow and outflow of cash into and out of a business over a period of time. It can be used to analyse the ability of a business to obtain cash in the future.

Table 7.5 HAPPY DOLL 2023 January-December Cash Flow Statement Projections (in dollars)

| Cash flow statement | | | | | | | | | | | | |
|--|----------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Months to 2,023 | | | | | | | | | | | | |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Cash balance, beginning of year | 900,000 | 762,183 | 773,638 | 867,680 | 947,180 | 1,006,902 | 1,018,357 | 1,035,779 | 1,038,201 | 1,055,164 | 1,219,858 | 1,386,848 |
| Cash flow from operating activities | | | | | | | | | | | | |
| Net income | 41,104 | 102,760 | 205,520 | 205,520 | 164,416 | 102,760 | 102,760 | 102,760 | 102,760 | 308,280 | 308,280 | 308,280 |
| Total operating expenses | 137,474 | 87,834 | 80,478 | 99,866 | 85,134 | 87,834 | 79,878 | 99,878 | 80,490 | 89,034 | 85,974 | 85,974 |
| Taxes and fees | -24,353 | 3,471 | 31,000 | 26,153 | 19,560 | 3,471 | 5,460 | 460 | 5,307 | 54,551 | 55,316 | 55,316 |
| Total cash flows from operating activities | -72,017 | 11,455 | 94,042 | 79,501 | 59,722 | 11,455 | 17,422 | 2,422 | 16,963 | 164,695 | 166,990 | 166,990 |
| Cash flows from investing activities | | | | | | | | | | | | |
| Depreciation costs applied | — | — | — | — | — | — | — | — | — | — | — | — |
| Property, plant and equipment | 65,800 | — | — | — | — | — | — | — | — | — | — | — |
| Computers | — | — | — | — | — | — | — | — | — | — | — | — |
| Printers | — | — | — | — | — | — | — | — | — | — | — | — |
| Tables and chairs | — | — | — | — | — | — | — | — | — | — | — | — |
| Washing machines | — | — | — | — | — | — | — | — | — | — | — | — |
| Total cash flows from investing activities | -65,800 | — | — | — | — | — | — | — | — | — | — | — |
| Cash flow from financing activities | — | — | — | — | — | — | — | — | — | — | — | — |
| Equity contributions | — | — | — | — | — | — | — | — | — | — | — | — |
| Dividends | — | — | — | — | — | — | — | — | — | — | — | — |
| Total cash flows from financing activities | — | — | — | — | — | — | — | — | — | — | — | — |
| Net change in cash | -137,817 | 11,455 | 94,042 | 79,501 | 59,722 | 11,455 | 17,422 | 2,422 | 16,963 | 164,695 | 166,990 | 166,990 |
| Cash balance, end of year | 762,183 | 773,638 | 867,680 | 947,180 | 1,006,902 | 1,018,357 | 1,035,779 | 1,038,201 | 1,055,164 | 1,219,858 | 1,386,848 | 1,553,838 |

Table 7.6 HAPPY DOLL Cash Flow Statement Projections for the Next 5 Years (in ¥)

| Cash Flow Statement | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|
| For the year ended December 31 | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 |
| Cash balance, beginning of year | 900,000 | 1,557,786 | 2,376,837.00 | 3,294,800.30 | 4,321,246.10 |
| Cash flow from operating activities | | | | | |
| Net income | 2,055,200 | 2,260,720 | 2,486,792 | 2,735,471.20 | 3,009,018.32 |
| Total operating expenses | 1,099,850 | 1,156,150 | 1,250,339 | 1,354,375 | 1,469,321 |
| Taxes and fees | 235,712 | 273,017 | 305,988 | 342,149 | 381,799 |
| Total cash flows from operating activities | 719,638.00 | 831,553.00 | 930,465.30 | 1,038,947.80 | 1,157,898.40 |
| Cash flows from investing activities | | | | | |
| Depreciation costs applied | — | — | — | — | — |
| Property, plant and equipment | 65,800 | — | — | — | — |
| Computers | — | — | — | — | — |
| Printers | — | — | — | — | — |
| Tables and chairs | — | — | — | — | — |
| Washing machines | — | — | — | — | — |
| Total cash flows from investing activities | -65,800 | — | — | — | — |
| Cash flow from financing activities | — | — | — | — | — |
| Equity contributions | — | — | — | — | — |
| Dividends | — | — | — | — | — |
| Total cash flows from financing activities | — | — | — | — | — |
| Net change in cash balances | 653,838.00 | 831,553.00 | 930,465.30 | 1,038,947.80 | 1,157,898.40 |
| Cash balance, end of year | 1,553,838.00 | 2,385,391.00 | 3,315,856.30 | 4,354,804.10 | 5,512,702.50 |

As can be seen from the above table, HAPPY DOLL has a strong cash flow and the company has a strong ability to draw on cash immediately with a large cash balance. This is very indicative of a strong return on main business income, competitive products, the company's high creditworthiness and business development prospects.

7.5 Projected Balance Sheet

Table 7.7 Projected balance sheet of HAPPY DOLL for the next 5 years (in ¥)

| Balance Sheet | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| For the year ended 31 December | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 |
| Assets | | | | | |
| Current assets | | | | | |
| Cash | 1,553,838.00 | 2,385,391.00 | 3,315,856.30 | 4,354,804.10 | 5,512,702.50 |
| Office supplies | 19,200 | 5,000 | 4,000 | 3,000 | 2,000 |
| Total current assets | 1,553,838.00 | 2,385,391.00 | 3,315,856.30 | 4,354,804.10 | 5,512,702.50 |
| Non-current assets | | | | | |
| Sewage treatment equipment | 8,000 | 6,480 | 4,960 | 3,440 | 1,920 |
| Heating equipment | 6,000 | 4,860 | 3,720 | 2,580 | 1,440 |
| Disinfection equipment | 400 | 324 | 248 | 172 | 96 |
| Baby pools, bathing pools and ancillary consumables | 12,000 | 9,720 | 7,440 | 5,160 | 2,880 |
| Large swimming pools and ancillary equipment | 35,000 | 28,350 | 21,700 | 15,050 | 8,400 |
| Chinese herbal bathing tubs | 4,000 | 3,240 | 2,480 | 1,720 | 960 |
| Tui Na Tables | 400 | 324 | 248 | 172 | 96 |
| Accumulated depreciation | 12,502 | 12,502 | 12,502 | 12,502 | 12,502 |
| Total non-current assets | 53,298 | 40,796 | 28,294 | 15,792 | 3,290 |
| Total assets | 1,607,136.00 | 2,426,187.00 | 3,344,150.30 | 4,370,596.10 | 5,515,992.50 |
| Liabilities and Owner's Equity | | | | | |
| Liabilities | — | — | — | — | — |
| Accounts payable | — | — | — | — | — |
| Notes payable | — | — | — | — | — |
| Total liabilities | — | — | — | — | — |
| Owner's equity | | | | | |
| Capital | 900,000 | 900,000 | 900,000 | 900,000 | 900,000 |
| Retained earnings | 707,136.00 | 1,526,187.00 | 2,444,150.30 | 3,470,596.10 | 4,615,992.50 |
| Total owners' equity | 1,607,136.00 | 2,426,187.00 | 3,344,150.30 | 4,370,596.10 | 5,515,992.50 |
| Total liabilities and owners' | 1,607,136.00 | 2,426,187.00 | 3,344,150.30 | 4,370,596.10 | 5,515,992.50 |

This table reflects all of our company's assets, liabilities and owner's equity, and because it is a service company, there are relatively few accounts involved. From the above table, it can be seen that HAPPY DOLL has a good profitability.

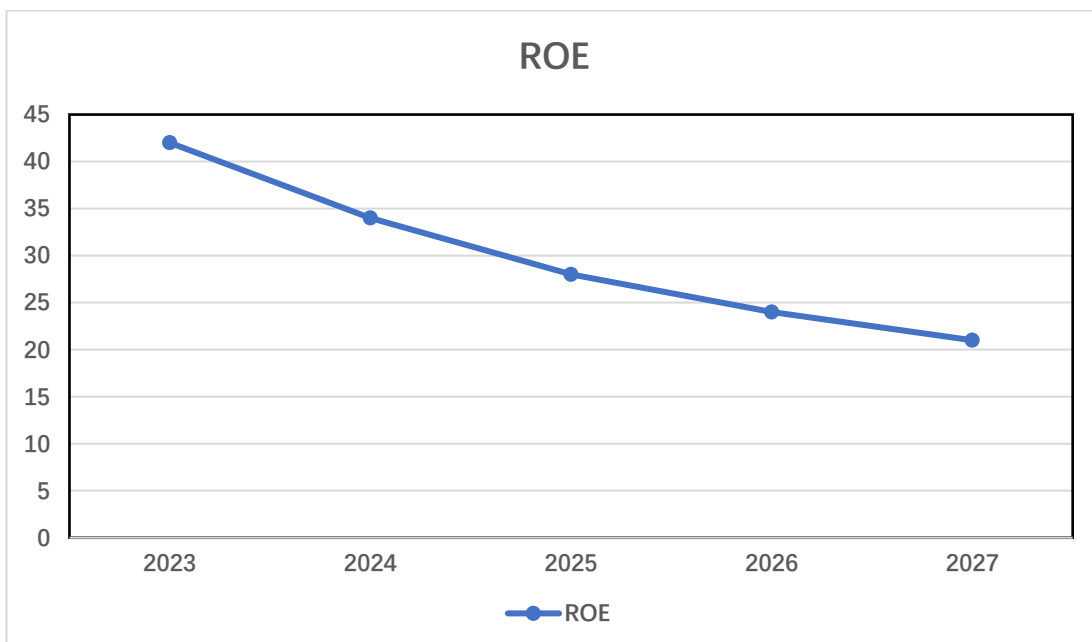
7.6 Investment Assessment and Analysis

Return on net assets (ROE) = Net profit \div Net assets \times 100% Calculated as follows.

Table 7.8 HAPPY DOLL 2023-2027 ROE (in RMB)

| | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------|--------------|--------------|--------------|--------------|--------------|
| Net profit | 707,136 | 819,051 | 917,963.25 | 1,026,445.84 | 1,145,396.41 |
| Net Assets | 1,607,136.00 | 2,426,187.00 | 3,344,150.30 | 4,370,596.10 | 5,515,992.50 |
| ROE | 44% | 34% | 27% | 23% | 21% |

Figure 7.1 HAPPY DOLL Delight 2023-2027 ROE (in %)



As shown in the table, the return on net assets is greater than zero, the investment is viable, and the investor's equity retains certain barriers.

7.7 Feasibility analysis

Payback period

Payback period (years) = original investment / annual net cash flow

Annual net cash flow = annual cash inflow - annual cash outflow

Annual cash inflow = ¥0.9 million

Annual cash outflow = total cash flow from operating activities - cost of property, plant and equipment (fixed assets)

Table 7.9 Annual net cash flows (in ¥)

| | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|---------|---------|---------|-----------|-----------|
| Annual cash inflows | 900,000 | — | — | — | — |
| Cash outflow for the year | 653,838 | 831,553 | 930,465 | 1,038,948 | 1,157,898 |
| Annual net cash flow | 246,162 | — | — | — | — |

The resulting table shows that the first year did not pay back the capital. The annual net cash flow is ¥246,162 and the payback period (in years) is calculated according to the formula = $1 + 246,162/831,553 = 1.3$ years.

The actual payback period of 1.3 years is less than the estimated payback period, so the sub-option is feasible.

Appendices

Hello! First of all, thank you for taking time out of your busy schedule to participate in this questionnaire. This survey is mainly for the opening of a baby swimming pool, please fill in the actual situation, for the future to provide better services for you to put forward the corresponding comments and suggestions.

Part 1: Basic information survey.

Question 1: Your gender: Male Female

Question 2: Your age: 20-30 years old

31-40 years old

41-50 years old

Over 50 years old

Question 3: Your education: less than a bachelor's degree bachelor's or Bachelor's degree Master's degree and above

Question 4: Your annual household income: above 200,000

200,000 - 400,000

400,000 or more

Part 2: The main part of the questionnaire.

Question 1: Annual expenditure on education/recreation for a single child

0-10,000

10-20,000

20,000 or more

Question 2: The number of children aged 0-4 years has

Significantly more

Significantly fewer

Not much change

Question 3: Do you recognize the positive effects of swimming for babies and toddlers?

Very much so

Fair

Not at all

Question 4: How many times per week do you think it is appropriate for your child to swim?

0-1 times

2-3 times

3 times or more

Question 5: What are your main considerations when choosing an aquatic early childhood education provider (multiple choice)

Hygiene

Convenient distance

Satisfactory service

High added value of membership

Brand trust

Size of the venue

Cheap prices

Question 6: Which channels do you prefer to use to get information about infant and toddler swimming training institutions?

Internet information retrieval functions

Traditional media such as TV and radio

Recommendations from friends and family

Advertisements

Question 7: Are there any baby swimming pools in your neighborhood?

There are many

No

Question 8: If you do not let your child participate in baby swimming, what are your concerns? (Multiple choice)

Infant swimming is not safe

Charges are too expensive

Not good for babies

Other

Question 9: Which would you prefer regarding the origin of the infant swimmer?

A health care professional

Someone with experience in domestic service

Anyone with professional training

Other

Question 10: Do you think it is important to use care products in baby swimming pools?

Important, must use name brands

More important

Question 11: In general, do you think you can accept a price for baby swimming of

Less than 65 per session

65 to 95 per session

95 to 120 per session

Above 120 per session

Question 12. If you go to a baby swimming pool, what kind of services would you like to enjoy?

Swimming only

Tui na health care plus swimming

Tui na health care plus swimming plus bathing

Question 13. What other services do you think the center should provide during baby swimming? (Multiple choice)

Video filming

Training for parents on baby swimming

Free baby drinks and food

Sale of baby swimming equipment

Other

Question 14. What is your preferred swimming method for your baby?

- Collar swimming
- Corset swimming
- Parent-child swimming
- Other

Question 15. Which of the following do you think is the safest and healthiest way to swim?

- Collar swimming
- Corset swimming
- Parent-child swimming
- Other

Question 16. Do you think it is more convenient to bathe your child in a baby swimming pool?

- Yes
- No

Question 17. Who usually takes your child to bathing and swimming?

- Your child's parents
- Your child's grandparents
- Other

Question 18. Are you comfortable with family-style baby swimming pools in residential areas? (That is, a swimming pool in a residential building in a neighborhood, which is convenient and safe.)

- Yes
- No

Question 19. Have you ever encountered any infringement of your legal rights as a consumer when purchasing goods or receiving services?

- Yes
- No

Question 20: How well do you understand the Law of the People's Republic of China on the Protection of Consumer Rights and Interests?

Very well

A little

Not sure

Question 21: Which kind of infringement do you think is common?

(Multiple choice)

False advertising

Price fraud

Quality of goods

Counterfeiting

Bullying

After Sales Service

Other

Question 22. How do you protect your rights after an infringement?

(Multiple choice)

Accept bad luck and put up with it

Negotiate directly with the merchant

Complain to the media and expose it

Take legal action

Criticize on online platforms

Others

Question 23. Would you consider taking legal action to protect your legal rights after experiencing infringement?

Yes

No

To be considered

Question 24. What do you think is the most effective way for consumers to protect their rights?

Negotiate with the merchant

Complaining to the consumer association

Complaining or reporting to the relevant administrative department

Arbitration under the arbitration agreement with the trader

File a lawsuit with the People's Court

Seeking media exposure

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