



A STUDY ON FOSHAN GMF BAKING DIY IN CHINA

BY

MINMIM WANG

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

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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Abstract

This research aims to study on Foshan GMF Baking DIY in China. This study was qualitative methodology via in-depth interview, and content analysis. The study found that: 1) market segmentation was divided two types of collective customers and individual customers. 1) Collective customers mainly include: kindergartens, elementary school, secondary schools, universities, enterprises and institutions, such groups generally hold activities with many people. 2) individual customers mainly include: primary and secondary school students, couples, parents and children, housewives, and white-collar workers, and the number of products consumed by this group is small, Target were enterprises and institutions as the primary target market, and couples and parents as the secondary target market such as kindergartens need to hold birthday parties for children, primary and secondary school students also need to organize class birthday parties, pricing strategy at the beginning will be based on a mixture of promotional pricing: the purchase of a second product can enjoy a second 50% discount, distribution channel considered from the length and width of two aspects; direct channel as do not go through any intermediate links and directly to the store consumption indirect online, promotion strategy mainly includes advertising, public relations, personnel sales and sales promotion. Financial projection for next 5-year ROI average per year = 78.82%, NPV = Net present value of 2,499,510 Yuan, IRR = 41% and Payback period = 2 years and 9 months.

Keywords: GMF, baking DIY, China

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Section I

Introduction

1.1 Company Profile.

Foshan GMF Baking DIY Co., Ltd. is mainly engaged in baking DIY planning activities, the main business scope is mainly on-site baking DIY, cookies, cakes, cream puffs, pizza and other baking-related products, baking class system intensive training courses, planning and holding various types of birthday parties or other business parties, for primary and secondary schools, education and training institutions, shopping malls stores, real estate Enterprises and institutions plan collective baking DIY activities, customize personalized baked goods for individuals, enterprises and institutions, and sell related baked goods.

Foshan GMF Baking DIY Co., Ltd. was established in 2018 with a registered capital of 850,000 Yuan and three main shareholders, who are responsible for the company's operation, promotion, and production technology.

1.1.1 Project site and hardware conditions

Project site selection

No matter what the industry is, site selection is a very important factor in business activities. For this project, the location of the store is also very important. It is important for entrepreneurs to achieve complete satisfaction when selecting the location, because a good location is the key to the success or failure of the bakery, and more effort must be put into the selection of the location.

- ① Business center in a specific area.
- ② Transportation hubs. High flow of people.
- ③ Dense school area. Because young students are the main consumer group of western-style confectionery.
- ④ Residential neighborhoods. It should be especially noted here that there are many new neighborhoods that are very upscale but do not have a high occupancy rate, so be careful when opening a store in such a neighborhood.
- ⑤ Shopping concentrated places with high pedestrian flow (also a good

choice).

Cannot choose the stores around no other shopping places, so our site selection strategy mainly refers to KFC and McDonald's, first divide the business district, and then choose the appropriate business district, to determine the business district to choose where is the most important gathering point of this business district, and finally site selection should also consider the main flow of people will not be intercepted by competitors. The most prominent problem is the flow of customers, which has a great impact on sales. For the selection of GMF Baking DIY Co., we mainly consider the following factors: ① choose the local famous large shopping mall complex to ensure that the overall customer flow is large enough; ② there are a large number of residential areas nearby, preferably higher grade neighborhoods, so that the spending power of the crowd is relatively high; ③ there are more kindergartens or primary and secondary schools and other educational institutions around, because these consumers are also Our main consumer groups; ④ convenient transportation, and there are sufficient parking spaces; ⑤ choose a mall with excellent management team is also a must, which is conducive to the store to carry out various activities and long-term development requirements. ⑥ Select some stores with high brand reputation as neighbors, which can increase their own attention.

Hardware requirements

A minimum practical area of 110 square meters is required for the store so that it can be designed with a warehouse, operation room, restroom and lobby. The floor can be installed with floor plugs, the operating table can be moved, and the overall design can accommodate three marble operating tables for eight people. In addition, the building requires a floor to beam height of not less than 3.5 meters. The floor should preferably be on the first or second floor, which is the highest traffic level. The fire protection system used is set up to be qualified, the water and power supply system that can ensure normal use, the central air conditioning system, escalators and freight elevators should be available. Exhaust sewage drainage these three rows should be able to have, which is essential to do the meal industry.

This chapter mainly introduces the GMF Baking DIY project and explains that

Foshan GMF Baking DIY Co., Ltd. is mainly engaged in baking DIY planning activities, and its main business is on-site DIY baked goods, baking class system training, planning various types of parties, planning collective DIY activities, on-site promotion and publicity, customizing personalized baked goods, and selling related baked goods. And the staffing is: 1 store manager, 1 technical director, 2 bakers, 1 cashier and 2 waiters. The final site was chosen in Platon City, Chancheng District, Foshan, because the surrounding transportation network is well developed, there are more upscale office buildings, middle and high-end residential areas, primary and secondary schools and other educational institutions, and there are sufficient parking spaces around to bring assurance for the operation. Overall, this chapter introduces the basic information of GMF Baking DIY Ltd, the location of the project, the hardware conditions of the project, the organization structure and team, and other key points of the project.

1.2 Current situation Analysis

1. PEST analysis model method

A widely used tool for studying and analyzing the overall external macro environment of an enterprise is the PEST analysis method, which is used to comprehensively analyze the macro environment of an enterprise. A comprehensive study of the external environment of the enterprise is to study these four aspects of the enterprise separately and use a unified framework to analyze the enterprise development environment.

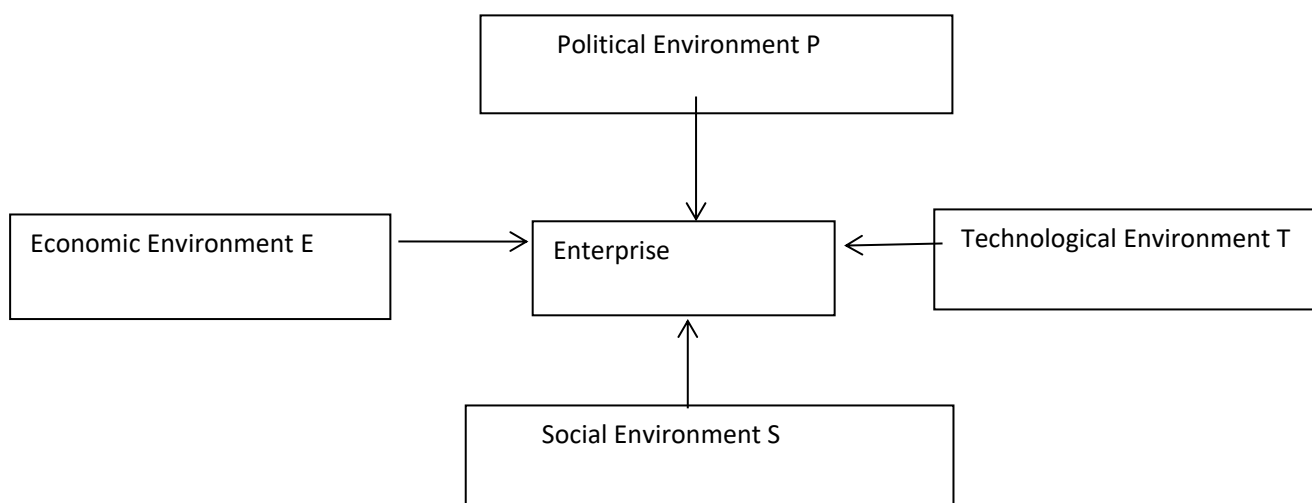


Figure 1-1 PEST analysis model diagram

1.21 Policy and legal environment

The political and legal environment has an impact on the business activities of enterprises. In the food industry, China has clear laws and regulations that facilitate the development of baking enterprises, which greatly promotes the development of baking enterprises. Currently, China continues to upgrade the food industry rectification efforts, the whole industry competition environment has been significantly improved, which can also promote enterprises to develop and implement a new development strategy.

The political situation is stable, which is conducive to the harmonious and rapid development of society. At present, China's political environment is very stable, is the most stable period in recent modern history. Our party and government formulate and implement various livelihood policies to protect people's livelihood and promote development, and in the process of national development, we face many realistic international problems and some international disputes, which our government can actively and effectively deal with. since 2008, the international community has broken out several economic and financial crises, and the global economy has been hit hard, but in the economic and financial turmoil, our domestic economy has not been hit significantly, which This is because the domestic political environment is stable, which creates conditions for rapid economic development.

Laws and regulations continue to improve, and the food industry becomes more regulated. Over the past few years, food safety has become a major concern for all sectors of society, and government and public expectations for food safety standards have continued to rise. In response to the frequent food safety problems, food safety is under enormous pressure, for which the state has introduced various laws and regulations to provide perfect institutional protection. Food safety is the most direct and obvious of all livelihood issues, and it is currently the main issue facing people's livelihoods. Food safety is not only a livelihood issue, but also a political issue for the Party and the State in the context of China's economic and social development. China now has increasingly high requirements for administrative regulations in the food industry, and the corresponding laws are becoming more and sounder. To further solve the problem of food safety to provide a more suitable for the needs of the current social environment. In 2013, the State Council after a major institutional reform, the original food safety regulatory mechanism was also a major adjustment, from the previous multi-departmental management of a part of each, to the production, circulation, catering and other aspects of supervision are combined in the new integrated together in the new department.

Catering companies also pay more attention to the monitoring of food hygiene and safety, which will also make the market more competitive. In the face of various food safety problems, people also began to pay more attention to food safety issues, and for some people with better economic conditions, are inclined to DIY to do their own favorite food, and to make delicious and healthy food, that the best way is to go to some training institutions for a series of systematic training, for the long-term development of baking DIY project has a positive role in promoting.

1.2.2 Economic environment

Combining the current economic development and policy trends in China in 2017, the report "2017 Macroeconomic Review and 2018 Outlook" was finally compiled [1]. According to the relevant data in this study, the overall macroeconomic development of China in 2017 is stable major economies still maintain the recovery trend, driving the world economy to perform well. The Federal Reserve took the lead in opening the balance sheet reduction process while continuing to raise interest

rates, and monetary policies in other economies also changed to varying degrees. The positive development of major economies brought positive impact on China's economic growth and provided a good international environment for the steady and positive development of China's economy.

In 2017, China continued to implement a proactive fiscal policy and a prudent and neutral monetary policy to coordinate economic growth and risk prevention, while creating a suitable monetary and financial environment for supply-side structural reform. In this context, benefiting from the sustained economic recovery of the world's major economies, coupled with the gradual emergence of the effectiveness of supply-side structural reform, China's economic operation in 2017 was generally stable and better than expected. In 2017, China's gross domestic product (GDP) of 82.8 trillion Yuan, a year-on-year real growth of 6.9%, economic growth rebounded for the first time since 2011; the western region maintained faster growth, the Shanxi, Liaoning and other regions have rebounded in economic growth; price levels remain relatively stable, with PPI and PPIRM increasing; and employment levels are relatively stable. Double three major industries, in 2017, China's agricultural production situation is better; industrial production to maintain a faster growth rate, industrial enterprise profit rapid growth; service industry to maintain rapid growth, the real estate industry and financial industry growth rate is low. From the perspective of the three major demands infrastructure construction investment growth slowed slightly, manufacturing investment has accelerated; residential consumption to maintain a faster growth trend; foreign demand is good to pull exports, commodity prices rose to drive the amount of imports increased significantly.

Looking ahead, against the backdrop of sustained global economic recovery, China will continue to implement a proactive fiscal policy and a prudent and neutral monetary policy, deeply promote structural reform on the supply side, deepen the reform of state-owned enterprises, the financial system and other fundamental key areas, resolutely fight the three major battles of major risk prevention and resolution, precise poverty eradication and pollution prevention and control, and promote high-quality economic development, and economic operation in 2018 is expected to maintain The economy is expected to maintain a positive trend in 2018. Considering

that the growth rate of infrastructure construction investment and real estate development investment may slow down, fixed asset investment will show a slow stabilization trend; residential consumption will maintain stable and rapid growth; import and export growth may slow down; price level may rise slightly, and the unemployment rate will remain stable overall. The annual economic growth rate is expected to be around 6.5%.

With the support of the policy, the overall living standard of our people or continue to maintain a steady growth, the people have more wealth at their disposal, the people's investment channels will also increase, which will help drive the economic development of the restaurant and other industries such as housing, food and housing.

1.2.3 Social environment

The state of social and cultural development that constitutes an influence on the development of business operations, which is the social and cultural environment, mainly includes social morality, cultural customs and values. In each country and region, there are certain differences in social culture, and as a result, there are different influences on the values, consumption habits and life philosophy of the current residents, and such influences are natural. Enterprises must have a comprehensive understanding and knowledge of the local social and cultural environment in order to design the right marketing strategy, ensure the satisfaction of consumer demand, and promote healthy and sustainable development.

People are food-oriented, in the daily life of the people, food occupies an important position, and China's food culture has a long history, which extends to a deep food culture connotation. In China's traditional food culture, various factors are incorporated into it, mainly the five elements of yin and yang, traditional Confucian culture, etc., which constantly enriches the connotation of China's food culture. Traditional food culture content relates to the characteristics of the times, regional characteristics, cultural religion, consumer habits, etc., is a concentrated expression of various levels of cultural taste. Nowadays, with the rapid development of science and technology, the people's dietary needs are getting higher and higher, no longer limited to filling their stomachs, but have a higher level of pursuit for the refinement of the

diet. Currently for food processing enterprises, on the one hand, the taste and quality of food is highly valued, on the other hand, the external packaging of food and product brand positioning, but also to pay full attention to. People's demand for food, more of a cultural demand, food enterprises to gain an advantageous position in the market competition, must vigorously strengthen the construction of food culture, to enhance their comprehensive capacity.

It is clear from the above analysis that with the continuous development and upgrading of China's social and cultural environment, the structure of the entire food industry is becoming more and more scientific, with higher requirements for food quality and safety levels. As China's economy develops at a faster and faster pace, and the appreciation of the RMB continues to accelerate, young people in China have access to a higher and higher culture, and the ensuing consumption patterns and habits also tend to converge with international standards, prompting baking, which has been popular abroad for many years, to become a contemporary consumption trend for young people. A good bakery product, not only requires the maker to have a delicate emotion and professional operation, but also requires the operator to have a rich imagination and creativity not bound by traditional thinking, and the contemporary young consumers are basically have this characteristic, and the overall social environment are promoting them to pursue the spirit of innovation, they do not like to be bound by other things, have their own independent thinking mode. They don't like to be bound by other things, they have their own independent thinking mode, they are not bound by various rules and regulations in life, and they like to express their romance with their own handmade bakery products, and use delicious food to express and share their joy and happy moment.

In addition, under the existing policy, there are a lot of only children, parents treat them as the pearl of the earth, in order to exercise their hands and social skills, more and more parents are willing to often take children out to participate in a variety of activities, and baking DIY can not only increase hands-on skills and social skills, but also have to eat and play the project more attractive to children like, through the baking DIY also It is also a good choice for various white-collar families to reduce stress in their spare time. In order to keep the talents and improve the welfare of the

employees, more and more enterprises will hold birthday parties for the employees regularly to send the most sincere wishes to the employees and increase the sense of belonging to the enterprise. So more and more companies choose to bake DIY cake birthday party activities.

1.2.4 Technological environment

After entering the 21st century, China's Internet has been developing at a high speed, and then smartphones have greatly promoted the speed of information dissemination, allowing the public to access information and watch videos anytime and anywhere. These new trends have made the public no longer unfamiliar with DIY baking and have aroused their interest more, which brings a very favorable communication channel for the overall promotion of DIY baking. On the other hand, the progress of IT technology can lower the threshold of entry for beginners, reduce the cost of education for companies, and the globalization of the economy also brings benefits to reduce procurement costs.

China's baking industry is developing faster and faster, which has given rise to a booming market of raw materials, both foreign and local brands. The increasing variety of baked goods fillings and the emergence of a variety of novel packaging materials have played a huge role in promoting the development of the bakery industry.

Over the years, the development of the baking industry is mainly manifested as follows: ① in order to achieve large-scale production to meet the needs of customers' large orders, a wide range of automated professional equipment, the production efficiency of the product is significantly improved: ② China's market competition continues to improve, consumer demand is more diversified, some baking enterprises to quickly seize the market, to achieve large-scale production, and is no longer only the quality of the product as the only content to consider. There is more investment in branding, more investment in commodity store decoration, personnel team building and product promotion to enhance the overall consumer experience in store, with the aim of enhancing consumer recognition of their own brands: ③ Now is the Internet era. The rapid development of Internet technology has increased the activity of consumers' online consumption, and the bakery industry

has started to integrate with the Internet in all aspects, with more and more bakery companies only doing online brand business and becoming the new favorite of a large number of consumers. The preservation and production of semi-finished and finished bakery products are inseparable from the production equipment, the most commonly used are freezers, egg beaters, ovens, etc. These mature industrial manufacturing techniques create instruments and equipment to make the preservation and production of semi-finished food products more food safety and taste standard assurance, more conducive to bring consumers both easy and convenient baking DIY experience.

Similarly, as the production technology of raw materials and baking tools continues to be upgraded and transformed, making baking more popular, people will also choose to do baking DIY at home, but now many families do not have enough space to put ovens and other relatively large appliances, and every time you do baking products will make the house dirty, and the cleaning of baking tools after use is also troublesome, so there are still most of the And if you hold a birthday party, most families do not have enough space to receive a lot of friends, and the cleaning work after the event is a headache for most families, so we provide a comfortable and spacious environment and first-class service, so that most customers can enjoy the fun of baking.

1.3 SWOT Analysis

SWOT, also known as situational analysis or strengths and weaknesses analysis, is the core idea of analyzing the internal and external conditions of a project to determine the opportunities and possible risks available to the enterprise. SWOT can provide the necessary basis for entrepreneurs' decision making and is an important step in the decision-making process of enterprises nowadays. Weaknesses), Opportunities (Opportunities) and Threats (Threats).The following will analyze them separately.

1.3.1 Strengths

Latecomer advantage, cross-border innovation

Although most of our shareholders have no experience in the restaurant industry, it is easier to break the traditional concept and innovate because we are

cross-border, so that we can create a different sky in the baking industry. Our shareholders have a clear and differentiated market positioning for the project as a whole, brand, service and products, which will lay a good foundation for the project to open up the market. Combined with the young people's pursuit of trendy taste, the store also has a couple of card seats for rest, and also a large table to provide customers with entertainment, and also provide different types of entertainment tools for customers to play, so that customers in the waiting process are pleasant and comfortable, to provide free water and free Internet access, etc., to truly integrate food, drink, play and fun together. We, as a latecomer, can have the latter advantage by summarizing the experience and lessons of the former and then using the Internet thinking to play our respective expertise.

Each shareholder of the project has extensive experience in the industry and the resources they have accumulated in different industries.

One of the project shareholders includes a master baker with ten years of experience, which lays a solid foundation for product quality and previous product innovation, as well as providing assurance for the premium customization business. The other shareholder also has nearly ten years of marketing experience and has accumulated the management and marketing experience of a large company. With advanced marketing strategies and management systems, it is difficult to find such resources in the Foshan area at the same time. I have been engaged in software development and network promotion and other aspects of work, in the current Internet era, this will help the project with the lowest cost, to collect the maximum benefit. The project will open a website and various social networking platforms at the same time to expand the visibility and recognition of the project.

1.3.2 Weakness

① Many types of business operation, coordination and integration is difficult

This requires managers with rich experience in each department to do a good job of communication and coordination between departments, rather than fighting alone, united team to turn disadvantages into advantages.

② Visibility has not been established

In the early stage of the project, because the brand awareness has not yet

been established, customer traffic may be relatively limited.

③ The cost of raw materials and materials for activities is difficult to reduce

In general, the use of raw materials and event materials are not too large, each purchase can not be a large number of goods, especially raw materials can not be kept for a long time, so the bargaining power with suppliers is relatively weak.

1.3.3 Opportunities

① The demand growth rate of baked goods in China has maintained a high growth rate in recent years

According to relevant statistics, the retail scale of bakery products in China has been growing steadily in recent years, with an average compound annual growth rate of 12.8% from 2012 to 2017. 2017, the retail scale of bakery products in China reached 194.5 billion yuan, and it is expected that the retail scale of bakery products in China will be nearly 217 billion yuan in 2018. Until the end of 2022, the total sales revenue of the bakery industry is 280 billion yuan, with a year-on-year growth rate of 14.1%. [2] And baked goods have begun to gradually penetrate and develop from large cities to small and medium-sized towns. Due to the rapid development of China's foreign economy and the influence of Western culture in China, baked products such as cakes and cookies have gradually become a breakfast staple for the public. From the consumer age stage to analysis, the scope of the mainstream consumer groups of baked products is still expanding, from small to children, as old as 90 years old. According to the forecast obtained from incomplete statistical analysis, by 2023 the total sales revenue of China's bakery products industry will be able to reach 306.99 billion Yuan.

② The improvement of living standard accelerates the internationalization of consumption habits

When people's living standards mentioned a certain program, people naturally pay more attention to the safety of food and whether it belongs to the health food, this consumption habit is also constantly in line with the Western culture, this internationalization also promotes the baking DIY is a good choice for people's healthy leisure food.

③ Parents' expectations for their children have increased

Nowadays, children are the pearl of their parents, coupled with the improvement of people's living standards, nowadays, children's birthdays will invite school children to join them, and in the city most people's houses are not very big, it is difficult to accommodate many people, and it is easy to hold birthday parties and such activities are messy at home, so it will be important to provide a comfortable and safe environment for these parents. Then this project is exactly what they need.

④ Increasing demand for real estate and shopping mall promotions

In order to attract more customers to participate in the activities of various properties and shopping malls, they will hold some free parent-child or experience activities.

⑤ Companies pay more attention to employees' sense of belonging

Nowadays, in order to improve the sense of belonging of employees, companies hold regular birthday parties for employees as a birthday welfare program.

1.3.4 Threats

① The development of e-commerce promotes consumers to be able to do DIY at home

The rapid development of e-commerce and the Internet has provided people with easier access to baking tools and materials, thus promoting more and more consumers to be able to do DIY baking at home, which will also reduce a certain amount of business, but also make more people understand DIY baking and reduce education costs for the promotion of this project.

② The arrival of big brands in first-tier cities

Some mature baking planning enterprises in first-tier cities are stationed in Foshan to establish branches, with relatively large funds and mature marketing experience, there is still a certain competitive advantage in relative terms.

1.4 5Forces Analysis

Five Forces Analysis Model is a five forces model analysis proposed by Michael Porter. It is widely used in the analysis of business development strategies. It is applied more often when analyzing the industrial advantage of a company. Using this analysis, five influential forces are summarized from the overall perspective, which are closely related to the development of the enterprise and even the industry, which are:

1.4.1 Competitors in the industry

Most firms have close interests with firms in other industries within their industry and are part of a firm's strategic competition and overall strategy. Competition among firms often reflects price, advertising, and customer service, and the intensity of competition is related to many factors. It is related to many factors. For GMF Baking DIY project is that the main peer competitors are: the same industry competitors in the five districts of Foshan City and Guangzhou area.

In terms of local peer competitors in the Foshan city area, they can be divided into three types: the first is the traditional bakery in order to add diversified business, the second is the family workshop type of private customization, and the third is the business that also goes for the professional theme planning type. According to the relevant surveys and visits around, at present, the local traditional bakery in Foshan City, only a few medium-sized franchise chain bakery to add DIY cakes and hold related birthday party business, such as Hamilton is generally in a corner of the bakery to divide a small part of the countertop as a place for DIY activities, the store environment to the user's DIY experience is relatively poor, while the original The overall environment of the store is not a place for activities, so it is relatively cold and icy. Creusen's research shows that conscious design of the store's atmosphere can create positive value and have a positive impact on the value of the consumer experience. Doing DIY on top of the products, mainly through different colors, background music, odor stimulation and other factors, such as the ability to pass different visual, auditory, flavor customers and sensory systems to create a favorable environment and a perfect experience, all of which can improve consumer satisfaction. [3]

The second is the family workshop type of private customization, now in Foshan only a very small number of a little famous, but also for very few people know, relatively private customization, not known to the general public, and this type basically cannot provide a formal event venue, relatively speaking can only do some private cake customization, can not do on-site DIY activities, but also rarely have the ability to receive outside activities, not to mention the ability to give But this type will

have a little impact on some high-end customization of this project, but in the long run we can offset it by continuously providing custom quality, so overall this type will not have a big impact on this baking DIY planning project, but can promote the quality of our baking products, which should have more positive impact. And now that the focus of this project is to drive overall business development through experiential marketing, this type will not provide a viable experience for customers either. Experience marketing is now an emerging marketing method, and the more the industry is more and more attention by different types of enterprises, as the experience economy now echoes the development of the economy, different consumers' consumption concepts also show a lot of different characteristics. Consumers' measurement of product value are different. Generally in the early stage of enterprise development, as long as there is a little bit of quality improvement are likely to bring different incremental satisfaction to different consumers, and eventually can be transformed into our competitive advantage. However, as the quality of each enterprise's products is constantly improved, the satisfaction of consumers due to the improvement of quality is not as obvious as before, and the trend is slowly declining, when homogenization, the quality of the product does not become a value-driven factor. Experience is the reaction of different emotions of consumers in the process of participating in various activities, which is mainly a subjective reaction, and what is provided by experiential marketing cannot be a subjective experience, that is to say, experience is produced indirectly, not directly, and there is no way for enterprises to produce experience for consumers directly, but enterprises can provide the necessary conditions and platform for producing experience. The experience is produced by the consumers themselves and the environment in the process of activity and is eventually consumed by themselves. [4]

The third kind is the same go professional theme planning type of business, there are mainly two, the first store in Xue Furong store is now located in the location is also a relatively lively commercial center in Foshan City, the surrounding traffic and settings are also relatively complete, the interior decoration of the store is also similar to our decoration style, but the main business focus of this project will be on baking DIY activities, and the main business of this store is on-site baking DIY and The overall

store design is not suitable for holding activities with a large number of people, mainly suitable for DIY activities between a few friends or parents and children, which does not form a big conflict with our main business, but it will be easier for us to set up additional business similar to theirs, while it is not easy for them to set up additional activities with more people, which will require a big change to their current store interior design. This would have a major impact on their current store interior design, both financially and in terms of business. The second DIY bakery is also located in the same commercial center as Chevalier, but the store area is only about half of Chevalier's. The store design style is also modern and fashionable, and the main business is on-site baking DIY activities, which will be crowded when there are many customers due to the store area, and the DIY experience for customers will be relatively poor. Although these two stores can also undertake activities such as birthday parties or outings, they are unable to provide customers with a very comfortable experience environment. Thinking, providing customers with better baking DIY experience and creating more value for them is our goal.

This shows that the project's is still in a better position in the competitive comparison with the competitors in the same industry.

1.4.2 Bargaining of suppliers

There are two main categories of suppliers for baking DIY planning projects: one is the supplier of raw materials needed for baking products, and the other is the resources needed for various thematic planning activities (tools and materials, etc.). Among the industry, the production of raw materials and various services required for the production of different enterprises, to have a specific supply unit, which is the supplier. The volume is high, the price is good, the store is big bully. The amount of the supplier's voice, to a certain extent, determines the cost of the enterprise. Raw material suppliers mainly include eggs, flour, oil, sugar, butter, milk, cream, etc. needed for baking, there are many choices available on the market now, like eggs, flour, these ingredients can be purchased in supermarkets and bazaars, you can get a lower purchase price if you purchase from suppliers, there are more suppliers to choose from, basically relatively stable, and butter and cream these relative competition Not that full, but now available suppliers with the development of e-

commerce, the original imported materials have become easy to purchase, and now this type of ingredients available in many varieties, the price is more and more transparent, and a large number of procurement suppliers can also provide very good prices, the project will also be a regular assessment of the suppliers on the market now, to choose a better quality more The project will also regularly evaluate the current suppliers on the market to select better and more suitable suppliers for the project. However, based on our procurement volume is relatively not very high, the price is sub-optimally for the average consumer, but for the suppliers we have weak bargaining power.

The other category is the resources needed to plan activities, such resources are mainly the activity props needed in the process of activities, most of them can be used repeatedly, only a small part is disposable supplies, the overall cost down are controllable, and now the era of e-commerce, there are more suppliers to choose from, but based on the procurement volume is relatively not too high, so the face of the general prop suppliers Our bargaining power is relatively weak. Another resource required for the event is to engage in activities and temporary performers, mainly clowns and temporary workers of the two, if the customer has special requirements will be additionally determined by the market price, the project company hands at the same time stocked at least 3 clown performers, relative to the local Foshan resources will be small, mainly concentrated in the Guangzhou area, but according to the current market situation, the price is relatively stable, and Temporary workers are hired in order to cope with some activities with a large number of people, mainly for college students, so that the quality and labor costs can be controlled, and the company also has long-term cooperation with the student union of Foshan Institute of Science and Technology, giving priority to work-study students, so the least cost can be used to receive the best results. On the whole, the bargaining power of this kind of resources we are also weaker.

1.4.3 Bargaining of the buyer

From the standpoint of consumers, they definitely expect to buy products with good quality and low price, and hope that enterprises in the industry will maintain a high level of competition and consumers will have more initiative. With the

development of network technology, a variety of WeChat, Taobao, public review network and group buying sites have come online, expanding product sales channels, consumers online can quickly collect product information, price information is more transparent, the buyer bargaining power of consumers further enhanced. This project is basically everyone is using close to the price of marketing, after all, the industry is now relatively speaking only in a primary price range, so most consumers are no bargaining space to choose from. And birthday party and company theme event planning in the market is not yet very common awareness, customers do not have a lot of resources to search for relevant companies, let alone to compare, most of the customers can choose the object is not much, and each birthday event or company theme event requirements can be different, the project can provide standard packages to customers to choose, but also on the basis of this can be increased or decreased, but As long as the price is not too excessive, consumers will not have much problem with it, and therefore will not bargain too much.

1.4.4 Threat of potential entrants

New entrants will add new product capacity to the current industry and will subdivide the current market, grabbing raw materials and market share with existing companies, eventually leading to price wars and decreasing profits for the industry as a whole. From an outsider's point of view, the threshold of the baked goods industry is relatively low. However, it is still possible to achieve success by focusing on meeting customer needs, doing a good analysis of market differences, and having a good market positioning. The analysis of the entry feasibility of a new product has a variety of influencing factors that must be given high priority.

The company has formed a certain advantage through long-term advertising, improving customer service, highlighting product features, or being the first in the industry, shaping a good trademark reputation, cultivating a high degree of consumer loyalty; competition between enterprises, which requires huge investment, thus creating a barrier to entry, and the enterprise's pre-advertising and new product development, which generates huge risks, thus creating a barrier to entry that will be even High. New market entrants must ensure that the product can achieve distribution, resulting in certain barriers. Currently, there are a large number of retail

terminals in China, and it is difficult for industry competitors to control all the sales terminals, so new entrants will face many distribution channels to choose from. For the entry of an industry, among the need for a lot of industry information and resources. To do a good job of store layout design and baking theme is very relevant, there are not many design companies with experience in this area, and the fees will be very high, from the brand LOGO design to store design will cost a lot, there will be a large proportion of potential entrants in the initial stage to be defeated. High-grade baking DIY activity centers require large investments and are difficult to operate, with hundreds of thousands of yuan of investment in the early stage, which greatly raises the threshold of entry. With regard to the development of bakery DIY stores in Foshan in recent years, the threat of potential entrants is still low for the time being.

1.4.5 Substitute ability of substitutes

Products or services with similar or similar functions to those of the company's products or services, which are substitutes. There are many types of baked goods and a variety of substitutes within the industry, but there will also be external substitutes. Consumers will consider their economic strength, actual needs and consumption habits and other factors to choose other substitutes. As China's economy continues to develop at a rapid pace, it has also led to the introduction of foreign cultures, of which bakery products are one of the most popular among consumers. The new generation of young representatives, personality is more prominent, admire foreign culture, like fresh and strange products, in the unconscious, consumers this kind of characteristics also deep into the baking industry, and finally also brought the rise of DIY baking operations. Immediately after the structure of the baking industry has also been a new change, different types of bakery chain stores also towards the direction of diversification, promoting the entire baking industry in a new and vibrant direction in the rapid development. In this good situation, it is unrealistic to find other similar products to replace it, and the consumption patterns and habits of Chinese young people are gradually converging with the advanced culture of the West, and bakery products are gradually becoming the trendy food loved by the younger generation of consumers. Good quality bakery products require not only delicate emotions and professional skills, but also rich imagination and creativity, which are not bound by

traditional thinking. They do not like to be bound by other things, they have their own independent thinking, they are not bound by various rules and regulations in life, and they like to express their romance with their own hand-made baked products, and share their happiness and joy with delicious food. Finally, in order to make this project more long-term development, on the basis of this, we will also for the integration of Western and Japanese food and other teaching courses, so is not worried about alternatives can make a big change in 10 years, because we also follow the pace of the times to improve and constantly innovate.

Through the above competitive analysis of this project and combined with Porter's detailed analysis of the industry competitive structure analysis model, it is clear that this project is feasible; but in this highly competitive market, our competitors also share the advantages of the industry, then we can only actively adopt a competitive strategy of differentiation, this baking project from the overall store design, brand image positioning, service quality and product quality should have differences with competitors, so as to fundamentally open up the gap with other competitors.

Nowadays, our country's policy strongly supports more people to start their own business, and with it, more small and medium-sized enterprises come into being. Most of these SMEs are made up of dynamic shareholders and employees. In the current environment, all companies pay attention to the welfare requirements of their employees, so they will hold monthly birthday parties or some party activities for their employees. Through the site of the activities of everyone hand-made cakes, not only can increase the collaborative ability between employees can also make everyone from the work of the tension in the situation to relaxed and happy, long-term more helpful to employees to work efficiently, so that the business benefits.

DIY cake store is not only fresh and unique, the price can be trusted by many word of mouth and accepted, easy to attract consumers from all walks of life, for a wide range of people, not affected by the low season. DIY cake store with a unique entrepreneurial style, fresh and unique taste, and price and can be trusted by many people's reputation, easy to attract consumers from all walks of life. DIY cake store" is as the 21st century's golden industry, the pastry industry in recent years in the

country has shown unprecedented popularity and development momentum, with a broad development of the summer and huge development space, with people's living standards and consumption levels, pastry to its unique charm is attracting more and more consumers, beautiful big cakes to celebrate the birthday of people to bring warm wishes and elegant interest.

After a practical survey, for opening DIY cake store, people buy cakes and design and make cakes by themselves mainly depends on birthdays and special festivals and gatherings, with the improvement of people's daily level, people also pay more and more attention to cake products, especially focus on product safety, taste, appearance and other aspects. In terms of fun most people originally intended to make their own cakes.

This survey has shown that it is feasible to open a bakery around Yancheng Engineering College.

In this paper, we mainly use the PEST model to analyze the macro environment of the baking industry, Porter's competitive structure analysis model to analyze the competitive environment, and SWOT analysis to analyze the advantages and disadvantages of the DIY baking project based on the previous data. Based on the above analysis, we can use STP analysis to segment the market of the project, select the target market and position the market, and use the 4P strategy and 7P strategy to develop a marketing strategy for the project. Finally, based on the cost forecast and the project's revenue and expenditure forecast data, a detailed investment economic benefit forecast is made for this project using financial analysis indicators such as NPV, IRR, MIRRT and dynamic payback period, and a conclusion on the feasibility of this project is given after considering the risk analysis.

Section II

Marketing Plan

2.1 STP Strategy

STP is a three-step process: first, market segmentation, which divides the overall market into different segments; second, target market selection; and finally, market positioning in the selected target market. Segmenting is the process of dividing the whole market into smaller segments with the same nature of consumers according to their characteristics. Its main purpose is to classify consumer behavior so that managers can understand the differences in consumer needs in the market and find opportunities from them that are beneficial to the marketing of the project. Targeting refers to the specific target of the company, that is, after subdividing into several sub-markets, we should choose which market is the most suitable for the current project situation. Positioning refers to the specific position that a company's products or services try to occupy in the minds of consumers under the guidance of marketing strategies.

2.1.1 Market Segmentation

Market segmentation generally goes through three procedures: investigation stage, analysis stage, and segmentation stage. Market segmentation variables are mainly geographical factors, demographic factors and psychological factors; what kind of market segmentation is effective, then we have to consider a number of aspects, such as quantifying the size of the segmented market, the market is profitable and effective and accessible channels, of course, it must also match the resources of the company or project, in addition to the market response and whether to accept, each market segment is different. In addition, it is necessary to see the market reaction and acceptance, each market segment is different, and can be said to be different, so that the market segmentation can be accepted. The main variables commonly used in market segmentation are geographical variables, class variables and lifestyle variables, but we also need to select the appropriate variables to segment the market according

to the actual situation of the project. In this paper, we mainly choose customer group segmentation and consumer behavior as segmentation variables to segment the baking industry market.

Segmentation by customer groups

According to the different customer groups, some customer groups consume a large amount, while others consume very little, according to this situation can be divided into two types of collective customers and individual customers. Collective customers mainly include: kindergartens, elementary school, secondary schools, universities, enterprises and institutions, such groups generally hold activities with a large number of people, such as kindergartens need to hold birthday parties for children, primary and secondary school students also need to organize class birthday parties, university associations need to organize fellowship activities for better development, enterprises and institutions in order to improve the welfare of employees and collective birthday parties for employees, etc., such activities The number of products consumed is relatively large, and this is the customer group that we should focus on developing and consolidating, and this group plays a far-reaching role in promoting the project's reputation; individual customers mainly include: primary and secondary school students, couples, parents and children, housewives, and white-collar workers, and the number of products consumed by this group is smaller, such as primary and secondary school students will participate in baking DIY activities together, couples like to participate in baking activities for each other. Young white-collar workers like to make their own bakery products.

2.1.2 Target market selection

Target market selection strategies mainly include non-differentiated market strategy, differentiated market strategy and concentrated market strategy, and we can make a comprehensive selection based on the advantages and disadvantages of these three strategies. The target market should have certain conditions in order to become the chosen target. Such as large enough scale or considerable development potential, the end is completely monopolized by competitors or the current competitive situation is still in its infancy, and there is no obstacle or threat for the project to enter this market, in addition the company where the project is located must also have

sufficient capacity or resources to enter.

In terms of different customer groups, the project chooses collective customers in enterprises and institutions as the main target market, couples or parents and children such individual customers can be used as a complementary market for the project.

In terms of consumer behavior selection, this consumer demand of enterprises to enhance the sense of belonging of employees is our main target market, while the emotional consumer demand of couples and parent-child activity demand as the secondary target market of this project.

Based on the above analysis, the project selects enterprises and institutions as the primary target market, and couples and parents as the secondary target market according to the market segmentation.

2.1.3 Market Positioning

Market positioning means that according to the position of the product in the market, for different consumers or users to value different attributes of the product, in order to better sell the product to consumers, through a series of marketing mix to deliver the product to consumers in the most rapid and accurate, and to influence the overall feeling of consumers about this product.

According to the consumer demand characteristics of the baking project in the Foshan area, the project positions the product as high value-added and medium-priced, that is to say, to create a comfortable, fashionable and leisurely happy time for customers, GMF has created a happy and unique living space, so that healthy food is shown to consumers. At the same time making our prices reasonable and satisfying to consumers. Through different store designs, making it a sharp contrast with the competitors, in order to make the customer experience that we are the right choice for him.

In terms of brand positioning, in order to reflect the difference between this project and other bakeries in Foshan, we will use "GMF" as the brand, meaning Give Me Five, which can be translated as cheering together and contains the strong meaning of "fashion, vitality and happiness". Through this brand, the customers of enterprises and institutions can experience our professionalism and dynamism and

make their work more efficient. Through words and various means of publicity, we can make our customers resonate with our brand, so that our consumers can have a better understanding of our brand.

In order to leave the impression of happy baking in consumers' mind, we position GMF baking DIY project as a comprehensive project with comfort, fashion and leisure as the main features, integrating teaching, experience, leisure and entertainment, catering, business activities, planning and shopping, and creating the best place for enterprises and institutions, couples and parents and children to have leisure and entertainment, learn and enjoy the fun of DIY experience.

2.2 4Ps

2.2.1 Product Strategy

Product strategy means that when a company develops its strategy, it must first clearly know what services or products the company can provide to consumers, i.e., it must solve the product strategy problem. This is the foundation in marketing strategy, and the setting of product strategy will affect the effectiveness of a series of strategies that follow, so it is also a key step. For this reason, the project will first determine a high standard of standardization in the selection of raw materials, and ensure the safety, hygiene and freshness of raw materials. On top of that, we also pay attention to the design of the packaging of the bakery products and decide whether to register the trademark and build our own brand according to the business situation.

Product Portfolio Strategy

The main products of GMF baking DIY project can be divided into five categories: ① Baking DIY; providing fresh ingredients on site for customers to choose, and instructors on site to guide the production of baking cakes, finished products are beautifully packaged to take away. ② Baking teaching; provide a variety of different levels of baking courses, suitable for different levels of learning, and by the professional team guidance, the end of the course can take away the finished product, so that the joy of baking to follow the students home. ③ Activity planning; can undertake birthday parties, company parties, shopping mall activities and other types of cake-themed activity planning. ④ Personalized customization; you can send customized personalized cakes for your dear ones, personalized products will have

its different added value for individuals. ⑤ Baking goods; the sales of baking peripheral products can form a virtuous circle to ensure the popularity of the store.

Brand and trademark strategy

This project will take "GMF" as the brand, so that consumers in the Foshan area can recall that this is GMF as soon as they see this trademark, it is a professional bakery DIY, where consumers can enjoy the happy baking process, and the food here is both safe and healthy, they can provide quality service at reasonable prices and high credibility. High reputation. To establish this brand and trademark, we have to be responsible for it. In order to achieve this goal, we have to establish a set of perfect baking operation process, service process, so that every consumer can feel that we are professional. In order to make our brand and trademark further recognized, all bakery-related products in the store will be labeled with our GMF trademark. From the packaging of bakery products, advertising flyers, store signboards, various printed materials, staff clothing, trainee aprons, bakery supplies, operating tables, lockers, etc., our brand is deeply engraved in the hearts of consumers.

In order to implement the brand strategy more effectively, we should register our trademark in the industry and commerce department in time, and register valid Chinese domain names and English domain names on the Internet to protect the rights and interests of our own brand. Avoid being borrowed by other competitors to operate our brand and cause unnecessary economic losses and loss of reputation, which is necessary to prevent.

Product Packaging

In addition to the appearance and taste of food is important, its packaging is also very important. A good packaging not only to pack the product well, but also for customers to increase the rate of return, can greatly enhance the added value of the product, and more importantly, with less cost, more convenient for the enterprise to provide direct advertising effect. Use the same brand pattern on the outer packaging of the product, color as consistent as possible, try to use the same packaging materials and the same shape for packaging, and are printed with the brand trademark of the project, so that consumers can quickly identify this is GMF baking DIY products. The use of similar packaging can save packaging design costs, while at the same time is

conducive to the expansion of corporate brand influence force.

2.2.2 Price strategy

Price strategy is based on different consumers' respective consumption ability, and then combined with the different positioning of the product pricing, so as to achieve maximum profit pricing approach. Price has a very significant impact on whether a company can hold a favorable market share and profit. In various marketing mixes, the only factor that generates revenue is price; all other factors are treated as costs. Pricing strategy includes establishing pricing objectives, adopting appropriate pricing methods and selecting pricing strategies.

Therefore, the pricing strategy at the beginning of the project will be based on a mixture of promotional pricing: the purchase of a second product can enjoy a second 50% discount, the implementation of different discounts according to different consumption periods, in order to stimulate customers to earn more profit through a large number of consumption, and to encourage consumers to stagger consumption to reduce the waste of personnel and other costs caused by the hourly flow of people; the introduction of a variety of discount packages for sale to increase The total sales amount and prompt consumers to consume in advance, which not only helps to reduce the purchase of raw materials for the store, but also increases the consumption base of consumers. At the same time also according to the packaging ornaments, type, size, quantity, etc. for different pricing.

After a detailed field survey of the pricing level of products or services of the same type of local bakery companies in Foshan, and based on the experience of our shareholders in the restaurant industry, the average price of each business and the average discounted price at the beginning of the process were reasonably developed, taking into account our actual situation. The most promising items are the intermediate and advanced baking classes, outside events and birthday parties, so the pricing will reflect the fact that these items contribute a large percentage to the profit. Price is not a constant factor, but must be adjusted in line with changes in market prices, changes in costs and changes in competitors' prices.

Table 2-1 Price list of DIY projects

Product type	Detailed product name	Specification	Average price	Average discount price at the beginning
Baking DIY	Original Chiffon Cake	6 inch	150	130
	Original Chiffon Cake	7 inch	180	150
	Original Chiffon Cake	8 inch	200	170
	Original Chiffon Cake	10 inch	230	210
	Light Cream Cheese Mousse	6 inch	200	180
	Mousse	6 inch	170	150
	New York Heavy Cheesecake	6 inch	230	210
	Original Light Cheesecake	6 inch	210	190
	Anja Butter Cookies, Cookies	300g	130	110
	Colorful Cupcake	10pcs	170	150
	Cream Puffs	250g	160	140
	Pizza	8 inch	160	140
	Pizza	9 inch	180	160
	DIY Chocolate	150g	140	120
Personalization	Customized Cakes	8 inch	From 250	From 230
	Customized Flipping Cakes	6 inch	350	330
Event Planning	Packaged Event Packages	10 people	1500	1300
	Packaged Event Package	20 people	2300	2100
	Packaged Event Package	30 people	3200	2900

	Outside Events	--	From2000	From1700
Baking Instruction	Basic Baking Course	1 person	1300	1100
	Intermediate Baking Course	1 person	2500	2200
	Advanced Baking Course	1 person	5300	4900
Baked goods	Other (baking materials and tools and other supplies)	Set the base price with reference to the cost of goods and the price level of the same type of stores, and then set the discounted price for the beginning of the period after the discount that suits your situation.		

2.2.3 Place strategy

Distribution strategy mainly refers to how to choose a distribution channel, distribution channel strategy can be considered from the length and width of two aspects; according to the situation of this project, we mainly consider the length of the distribution channel, choose among the direct channel as the distribution channel of the project. Direct channel is the most basic and the oldest distribution channel model, consumers do not go through any intermediate links and directly to the store consumption.

2.2.4 Promotion strategy

Promotion strategy can also be called sales promotion or promotion strategy, which refers to the efforts made by the company to get the attention and interest of the target consumers and people through various ways to deliver the products, services and other related information to the consumers, in order to induce more consumption behavior. Promotion strategy mainly includes advertising, public relations, personnel sales and sales promotion four ways, and according to the actual situation of the market for dynamic adjustment, such as to adapt to the development of the Internet, will make extensive use of network marketing methods.

Advertising

The main purpose of advertising is to attract attention and stimulate consumer behavior, so that the target consumers can learn the main information of GMF baking DIY project in the most informed time. Of course, if the advertisement is wrong, it will also harm the interests of the company, so we should consider all the pros and cons when we choose. Based on the adjusted development of the Internet and the limitation of advertising budget, we will choose soft advertising more often than the traditional form of advertising. This project mainly uses the following four types of advertising and promotion means.

① Website and group purchase promotion. This is the lowest cost but also the most effective for this project, and also in line with the needs of the development of the current Internet era. ② WeChat, Weibo and leaflet promotion. We will establish the official microblog and WeChat public number of GMF baking DIY project, regularly pushing the latest offers and baking knowledge and other information ③ Propaganda with customer resources. Through the continuous accumulation of corporate customer resources, we will place our own leaflets with each other, which will not only benefit each other, but also reach a long-term cooperation relationship between each other.

Public Relations

Public relations (PR for short) refers to the activities that rely on the organization of various activities and media to disseminate information about the image of the company, to promote consumers to enhance the awareness of the project, to achieve the purpose of promoting the brand, and then promote the purpose of product sales. GMF baking DIY projects for public relations mainly include (1).holding regular tastings, launching special baked goods on different holidays and other themed activities, and (2) cooperating with primary and secondary schools to establish the GMF Baking DIY program as a base for extracurricular activities.

Personnel marketing

Personnel marketing is one of the promotional methods for companies to market their products through direct one-on-one contact and communication between staff and consumers, and efficient delivery of information about the main

products and services of the program. Through one-on-one contact and communication with customers, marketing staff can also collect the latest and more reliable market information for the program, in addition to delivering program content, in order to better understand the dynamic changes in market demand, and continuously promote the improvement of service levels and more innovative business growth points.

Sales Promotion

Sales promotion (abbreviated as SP) refers to the activities that the company adopts to spread the product letter to the target consumers by stimulating activities, so that the mission consumers can consume a large amount of money in a short period of time and quickly increase the sales performance. The sales promotion of GMF baking DIY project includes.

① at the beginning of the project, the implementation of price concessions or a certain amount of consumption at one time after the next consumption can enjoy additional price concessions, that is, stacked discounts; ② for familiar customers introduced to the customers can get lower discounts. ③ for non-holiday or winter and other slightly light time, will implement different preferential policies, daytime discounts will be the largest, while the evening is already the public off time, so the concessions will be the least, so you can increase the consumption of free time. For the winter season, we will add more bakery products that are suitable for winter operation. ④ Free mystery gifts for consumers who come to the store during specific holidays.

Through the above analysis, it can be obtained that

According to the characteristics of the project, this paper selects market segmentation by customer group and by consumption behavior as segmentation variables for the baking industry; and based on the analysis of the market segmentation, it is decided that the project selects enterprises and institutions as the main target market, while couples and parents and children as the secondary target market.

According to the consumer demand characteristics of the baking project in Foshan, the project positioned the product as high value-added and medium price,

and positioned the GMF baking DIY project as a comprehensive project with comfort, fashion and leisure as the main features, integrating teaching, experience, leisure and entertainment, catering, business activities, planning and shopping, making it the best choice for enterprises and institutions, couples and parents and children to have leisure and entertainment, learn and enjoy the DIY experience. Enjoy DIY experience the best place to go to enjoy the fun

According to the internal situation of the enterprise and the changes of the market environment, the 4P strategy suitable for this project is developed according to the local situation.

Section 3

Management and Operation Plan

3.1 Management Plan

For the GMF bakery DIY project, the initial investment mainly includes staff salaries, store decoration, store rent and promotion costs. According to the above assumptions and market conditions, the initial investment plan for this project is shown in the table.

Table 3-1 DIY project's initial investment plan

Name of economic activity	Quantity	Unit price (unit: yuan)	Total amount (unit: million yuan)
Company start-up costs	—	—	2
Staff salary preparation for the initial year of the project	—	—	30
Store decoration (tables, chairs, cabinets, plumbing and electrical installation, etc.)	—	—	12
Small equipment for baking	—	—	1
Ovens for baking	10	800	0.8
Baking tools	50	100	0.5
Baking materials	—	—	1
Internet and telephone	1	2000	0.2
Laptop computers, telephones, copiers, fax machines, etc.	4	3000	1.2
Store rental	—	—	7.8
Initial network promotion costs, promotional activities, the	—	—	10
Prepayment	—	—	3.5
Total	—	—	70

Table 3-1 DIY project's initial investment plan

Note: Staff salary composition (monthly salary): store manager 6500 RMB, technical director 5500 RMB, baker 3500 0 RMB, waiter 3000 RMB. (tax included)

According to China's current Company Law and other relevant legal provisions, enterprises can develop different exit methods according to their actual situation, and based about this project, the following exit methods can be chosen.

Equity transfer

This method means that the shareholders can transfer the shares they hold to another investor. The project negotiation stipulates that the transfer to other investors can only be made with the consent of more than 70% of the original other shareholders, and the transfer will be given to the original shareholders of the project with priority.

Share Repurchase

It is the act of a company to buy back the issued or outstanding shares of the Company in accordance with certain procedures. This method is more convenient for small and medium-sized enterprises, and it is also conducive to the enhancement of corporate cohesion and is generally easily accepted by other shareholders.

According to the initial phase of the project and the latest construction plan, the staffing is: 1 store manager, 1 technical director, 2 bakers, 1 cashier and 2 waiters.

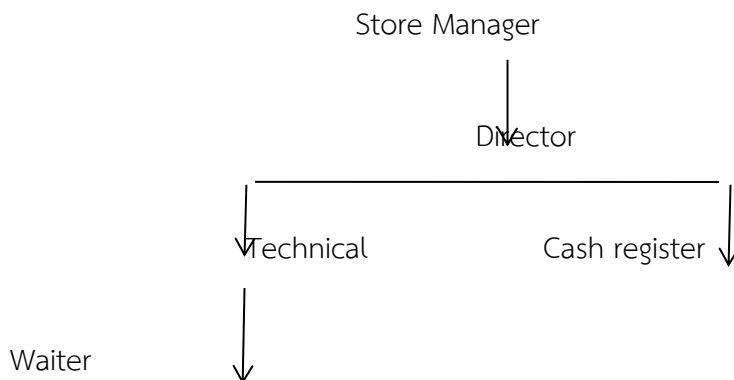


Figure 3-2 Project Organizational Chart

3.2 Production plan

We make customers feel at home through store decoration and service. We work with people for the more important raw materials to guarantee the safety of ingredients and channel supply. Cooperating with scientific research institutions and many units, we can develop different single products with numerous flavors to meet the needs of different customers and launch our own unique staple products. Cooperate with various local organizations and units to carry out DIY activities, allowing customers to get their hands dirty and participate in the process of making bread and snacks, which not only promotes itself, but also makes customers feel. Happy and enhance the brand recognition.

The sweetness of couples making together, sharing the joy together; families can develop children's hands-on skills, the fun of making together, and promote the exchange of feelings between family members; housewives to pass their free time, learn production skills, the joy of making their own cakes, the appearance of desserts, higher demand for taste, curiosity about DIY specialty services; other: hand-made cakes to send to people to show their feelings.

3.3 Operation Plan

According to the vision of GMF Baking DIY Co., the development plan of GMF Baking DIY Co.

The first stage is from the end of 2018 to the end of 2020, which is the initial stage of construction of GMF Baking DIY Co. In the remaining nine months, we should continue to improve the promotional materials and follow-up promotion work, and strive to establish a new image of DIY bakery in the local area, seize the market share, and prepare for the next two years of expansion.

The second phase, from the end of 2020 to the end of 2022, is the stable operation period of GMF Baking DIY Co. The number of stores in this phase will increase to 20 barch.

The third stage is after 2023, which is the capital operation period of GMF Baking DIY Co. In order to bring shareholders a sustainable and lucrative return, this is the time to develop other education and training side industries, complete a more

diversified development direction, strive to attract venture capital, and plan to go public. The overall scale should reach 80 chain franchises before going public.

Section 4

Financial Forecast

4.1 Financial Statements

Sales revenue forecast

The revenue sources of this project are mainly baking DIY, baking courses, package activities, outside activities, baking materials and tools, and other income. The revenue sources are estimated based on a combination of the following.

A detailed field survey of pricing levels and sales of baking DIY products or services of similar local companies in Foshan was conducted. Reference to the sales and business growth of similarly sized stores in recent years. Some domestic data studies have concluded that the average annual growth of sales revenue in the baked goods industry is around 30%. Shareholder Mingda Chen's experience in the food and beverage industry. Network group purchase of baking

DIY sales data situation. The location and size of the store for this project.

Summary of revenue for each year from 2023 to 2027

Table 4-1 Summary of Revenues by Year 2023 to 2027

Year	2023	2024	2025	2026	2027
Total Revenue	1,111,400	1,394,990	1,685,050	2,057,500	2,574,640

Expenditure Forecast

The project expenditure forecast is an estimate of all the project's expenditures from 2023 to 2027, mainly including mid-worker salaries, operating expenses, administrative expenses, promotion expenses, and raw materials and packaging expenses required to produce bakery products. Expense data the sources are estimated based on a combination of the following. The recruitment salary level of baking DIY personnel in the same type of local enterprises in Foshan. Wage levels of personnel in the local food service industry in Foshan. Store rent, overhead, and utility

costs field survey of the shopping mall where the store is located. Shareholder has rich practical experience in network construction, WeChat, Weibo and other network promotion. Cost budget for bakery products and analysis of the price trend of raw materials in the recent year. Price quotation from raw material suppliers. Analysis of sales of baking materials and tools in e-commerce and physical stores.

Summary of expenses for each year from 2023 to 2027

Year	2023	2024	2025	2026	2027
Total Expenses	828230	937663	1050507	1175070	1344937

Table 4-2 Summary of Expenditures by Year from 2023 to 2027

4.2 Cash Flow

The complexity of cash flow forecasting means that there will always be errors in the forecasts, but it is an essential part of the evaluation of whether a project is feasible or not. It is an essential part of evaluating the viability of a project and then deciding whether it will add value to the project.

Incremental cash flow estimation for the initial investment (year 0) of the project

Name of economic activity	Impact on operating profit	Impact on cash flow
Company start-up costs	-40000	-40000
Preparation of staff salaries for the initial year of the project	-350000	-350000
Shop decoration (counters, chairs, cabinets, plumbing and electrical installation, etc.)	-150000	-150000
Small equipment for baking	—	-10000
Ovens for baking	10	-8000
Baking tools	50	-5000
Baking materials	-10000	-10000

Internet and telephone	—	-2000
Laptops, telephones, photocopiers, fax machines, etc.	—	-12000
Shop rental	-60000	-78000
Initial internet promotion costs, promotional activities, the	-150000	-150000
Prepayment	—	-35000
Incremental profit before tax	0	—
Incremental income tax	—	0
Incremental cash flow after tax	—	-850000

Table 4-3 estimated incremental cash flows for the initial project investment (year 0)

Incremental cash flow estimates for 2023 (year 1)

Name of Economic Activity	Impact on operating profit	Impact on cash flow
Total revenue in 2023	1111400	1111400
Total expenses in 2023	-828230	-828230
Depreciation	-9500	—
Incremental profit before tax	273670	—
Incremental income tax		-18032.5
Incremental cash flow after tax	—	255637.5

Table 4-4 Incremental Cash Flow Estimates for 2023

Name of Economic Activity	Impact on operating profit	Impact on cash flow
Total revenue in 2024	1394990	1394990
Total expenses in 2024	-937663	-937663
Depreciation	-9500	—
Incremental profit before tax	447827	—
Incremental income tax		-18032.5
Incremental cash flow after tax	—	429794.5

Table 4-5 Incremental Cash Flow Estimates for 2024

Name of Economic Activity	Impact on operating profit	Impact on cash flow
Total revenue in 2025	1685050	1685050
Total expenses in 2025	-1050507	-1050507
Depreciation	-9500	—
Incremental profit before tax	625043	—
Incremental income tax		-18032.5
Incremental cash flow after tax	—	607010.5

Table 4-6 Incremental Cash Flow Estimates for 2025 Incremental cash flow estimates for 2026

Name of Economic Activity	Impact on operating profit	Impact on cash flow
Total revenue in 2026	2057500	2057500
Total expenses in 2026	-1175070	-1175070
Depreciation	-9500	—
Incremental profit before tax	872930	—
Incremental income tax		-18032.5
Incremental cash flow after tax	—	854897.5

Table 4-6 Incremental Cash Flow Estimates for 2026 Incremental cash flow estimates for 2027 (year5)

Name of Economic Activity	Impact on operating profit	Impact on cash flow
Total revenue in 2027	2574640	2574640
Total expenses in 2027	-1344937	-1344937
Depreciation	-9500	—
Incremental profit before tax	1220203	—
Incremental income tax		-18032.5
Incremental cash flow after tax	—	1202170.5

Table 4-7 Incremental Cash Flow Estimates for 2027

Summary of incremental cash flows for each of the years 2023 through 2027

Year	Initial project investment	2023	2024	2025	2026	2027
Cash flow discount rate 6%	-850000	255637. 5	429794. 5	607010. 5	854897.5	1202170. 5
Accumulate cash flow	-850000	255637. 5	685,432	1,292,44 4	2,147,339. 5	3,349,51 0

Table 4-9 Summary of Incremental Cash Flows by year from 2023 to 2027

4.3 NPV, IRR, Return on Investment

The difference between the market value and cost of a project is called the net present value (NPV) of the project, which is the measure of the value created or increased by an investment. Its expression is.

$$NPV = \sum (CI - CO) / (1+i)^t$$

According to the incremental cash flow data in this chapter, the reference 2025 People's Bank of China loan interest rate for three to five years inclusive is 6%, and this is taken as the discount rate $R=6\%$, resulting in a net present value of 2,499,510 Yuan for the first five years, which means an additional value of 2,499,510 Yuan is created. This indicates that the project can create value for shareholders and the project is worth proceeding.

The internal rate of return (IRR), in essence, is the average annual net payoff per unit of investment over the life of the project. It is the discount rate when the total present value of capital inflow is equal to the total present value of capital outflow and the net present value is equal to zero.

It reflects the actual situation of the investment project itself can get the rate of return, of course, the larger the value of the indicator, the better. According to the IRR rule, when $IRR \geq$ the investor's required rate of return, this project is acceptable; and when $IRR \leq$ the investor's required rate of return, this project is unacceptable. [5] According to the incremental cash flow data in this chapter, the **IRR for the first five years is 41%**, which is significantly higher than the set discount rate of 6%, indicating that the IRR is much higher than the borrowing rate and the project is worth proceeding.

Although the IRR indicator can clearly indicate the profitability of a project

investment, in practice, when the IRR of a project is too high or too low, it often loses its practical meaning. In order to evaluate a project more accurately, we introduce the Modified Internal Rate of Return (MIRR) method. Modified IRR can address some of the drawbacks of IRR, so managers prefer to use modified IRR to assist in decision making.

Based on the incremental cash flow data in this chapter, a modified IRR of 30% is derived for the first five years, which is much higher than the set discount rate of 6%, indicating that the modified IRR is much higher than the borrowing rate and the project is worth proceeding with.

In practice, before starting a new project, we have to consider whether the payback period of the project is acceptable. Simply put, the payback period is the number of years it will take to recover the initial capital invested. The payback period includes static payback period and dynamic payback period, which is also known as discounted payback period [6]. Among them, the dynamic payback period is more realistic for the project, and the rule is that an investment is acceptable if its dynamic payback period is lower than the pre-defined annual cycle of the project. The desired payback period for investors in this project is set to be 5 years. Based on the incremental cash flow data, the dynamic **payback period is 2.9 years**, which is lower than the set expectation value. This indicates that this project is acceptable.

4.4 Break-even point

This chapter provides a detailed analysis of the project's investment plan, exit method, development plan, revenue and expenditure forecast, cash flow forecast and benefit evaluation. Through this chapter investors can learn that

The initial investment planned for this project is \$850,000. Based on the current status of the project and relevant data as support, the investment, income, expenditure and cash flow forecast of this project are made. Referring to 2025 People's Bank of China's loan interest rate of 6% for three to five years inclusive, the net present value of the project for the first five years is obtained as 2,499,510 Yuan Yuan; the internal rate of return for the first five years is 41% and the modified internal rate of return is 30%; the dynamic payback period is 2.9 years, which is lower than the value of setting expectations. This indicates that the project is worth investing.

ROI average per year

$$= 3,349,510 / 5 = 669,902$$

$$= 669,902 / 850,000 \times 100 = 78.82 \%$$

According to the beginning of the project and the latest design plan, the prepared staff are: 1 store manager, 1 technical director, 2 bakers, 1 cashier and 2 waiters.

The store manager is responsible for coordinating all the work of the store, implementing the company's decisions, conducting market surveys from time to time, understanding the development of competitors, and providing a strong basis for the company's decisions; assisting staff to understand the company's culture and business processes; supervising the work status of staff and whether the service is suitable for the work requirements; supervising the daily safety of the store and being responsible for the opening and closing of the store, and taking on the role of the main decision maker for emergencies that occur. To take the role of the main decision maker and provide advice on how to deal with unexpected incidents; to conduct basic analysis of the financial statements for each reporting period and suggest what should be done to improve in the next reporting period. Participate in various activities and promotions of the store, and conduct summary meetings and improvement opinions together with staff after the activities, and be responsible for continuous study and research of improvement methods to improve the economic efficiency of the store and take the lead in exemplary role; develop, maintain and update the content of WeChat, Weibo and official website, and conduct corresponding online marketing work from time to time.

Wang Mou, the candidate for the store manager, has strong leadership ability, elegant talk, but no management experience in the baking industry, no professional knowledge competency.

Li Mou, the store manager, is proficient in team management, customer management, merchandise management, display management, goods distribution, familiar with the development and implementation of the store's processes; has some experience in store sales and management; has a good work ethic, loves baking work, strong sense of responsibility, and can bear hardships and work hard.

The Technical Director is responsible for the production of bakery products in the store; constantly updating bakery products and bakery course content; technical guidance and business training for bakers under his/her jurisdiction; purchasing various raw materials and tools needed for baking, as well as tools and materials needed for holding events. The bakery will also be responsible for the supervision of other bakers.

The technical director, Tang, can learn to understand consumers' demand for bakery products in a timely manner, and develop product development plans according to market demand combined with the actual situation of the company, but cannot be competent in the technical guidance and business training of bakers.

Technical director Fu, with more than 10 years of experience in baking, more than 5 years of bread. Cookies R & D experience and R & D performance, with more systematic professional theoretical knowledge, understanding of customer needs, a deep understanding of the development trend of bakery products, understanding of the mainstream bakery enterprise product situation.

The baker is responsible for on-site guidance of consumers to safely complete baking courses; preparation of baking courses; receiving consumers and acting as a salesperson to sell various businesses for the company, etc.

Baker Li, who is very familiar with the baking industry, can skillfully make bread, cakes, mousse, jelly and other Chinese and Western points alone, and can develop new products at the request of the company, but cannot promote the store products, promote the company's products, and cannot guide consumers to safely complete the baking course.

Candidate baker Zhen Mou, high school education or above, with pastry chef qualification, with more than 2 years of relevant work experience;

Familiar with baking theory and related product production process, love this job; have the spirit of hard work and resistance to pressure, familiar with computer operation.

The waiter is responsible for the hygiene of the store; assisting the baker to prepare the baking raw materials and tools for his baking course; receiving consumers and explaining in detail to them what we can offer and the content of the products; handing out leaflets, etc.

Applicant waiter Zhang, good at expressing himself, can speak well, lively and cheerful personality, strong personal ability, unwilling to do sales, handing out leaflets.

Waiter Qin, good image and temperament, willing to provide customers with warm and thoughtful service, take the initiative to introduce the store's products, answer customer questions, and obey management arrangements.

The cashier is responsible for turnover management; tax work; receiving consumers and explaining to them in detail the products and product content we can offer.

Wang Mou, a waiter, is able to use the POS machine in accordance with the operating procedures, identify the authenticity of credit cards, and ensure the effective settlement of the authorization card, but is not very careful in his work.

Zhao, a waiter, is familiar with the rules and regulations of cashier work, and also has strong financial expertise, a kind attitude and a high sense of responsibility.

Section 5

Conclusions and recommendations

5.1 Conclusion

As the Foshan GMF Baking DIY project is an innovative industry combining catering and planning categories, the preliminary investment is relatively large and the cycle is long, and the industry is extensive and susceptible to the influence of unstable factors such as the prevailing macroeconomic environment, supply and demand of baked goods, residents' consumption ability, enterprise business decisions, and industrial technology reform. These unstable factors determine that this industry also has high risks, so the project risks should be analyzed, and corresponding countermeasures should be formulated.

5.2 Recommendations

5.2.1 Market Risks and Countermeasures Risks faced.

Although the project starts from experience marketing and emphasizes the new feeling of customer experience, we cannot guarantee that the expected turnover will be reached when we open, because consumers' demand for bakery products and environment is getting higher and higher, the differentiation is getting bigger and bigger, and the demand is unpredictable; in addition, competitors in the same industry will take corresponding measures to grab our market share in time. In addition, competitors in the same industry will take corresponding measures to seize our market share, and imitators will appear. Operating income has a huge impact on the evaluation of the economic efficiency of the project, therefore, market risk will have a great impact on the success of the operation of this project. Now there are also traditional bakeries considering how to transform and upgrade, especially some famous brands.

Risk countermeasures

According to the above situation, as a latecomer of Foshan bakery DIY, on the basis of ensuring the quality of products, combining the advantages of the company, establishing its own brand through various marketing channels, being a cross-border

innovator, and constantly innovating in customer experience to become a pioneer. In order to beware of the attack of big brands, we will be the first to enter, give full play to the advantages of local resources, layout in advance and form the brand effect.

5.2.2 Business Risks and Countermeasures Operational risks faced by the project

Cost risk. In recent years, the rent of stores has been at a high level, and the cost of rent and shopping mall management costs are only rising, labor costs are rising every year, and inflation has also led to higher costs of raw materials for baking, which may lead to the store's income and expenditure cannot be maintained in balance.

Marketing risk. Baking DIY planning is a relatively new industry, the brand is not famous enough, marketing difficulties, there may be many consumers do not recognize our brand, then it may lead to insufficient customer traffic, which will not be able to achieve the expected sales volume.

Channel risk. We are mainly a direct channel, if the cooperation with the Chamber of Commerce does not progress smoothly, it will have a significant impact on sales volume. Also the sales of official website, WeChat and Weibo are unknown numbers, and there are more competitors facing on the internet, so all of them may produce unpredictable results.

Profitability risk. If the consumption quantity does not reach the expected result, then it will be difficult to break even.

Risk Countermeasures

Strengthening staff welfare and care work and controlling staff turnover is also one of the solutions to reduce labor cost. In addition, the number of staff should be appropriately allocated in accordance with the operation of the store, and temporary workers such as summer workers may be employed during holidays to reduce labor costs. For the purchase of raw materials such as baking, we can analyze the amount of materials used through data and effectively make bulk purchases to reduce the overall cost.

Enhance the publicity of the company on WeChat and Weibo, using the Internet and social networks as new media to increase publicity to the public, focusing on sending more baking information and special offers on WeChat, and adding more special packages on a regular basis to increase the consumption and thus the

recognition of the GMF brand, giving full play to its own advantages to seize the market.

5.2.3 Financial Risks and Countermeasures

Financial risks facing the project

Financial liquidity risk. The project has initially invested a year of staff salary preparation, in order to make the project up, then it is necessary to maintain a steady growth in monthly sales, and income should be more than expenses. If there are several months in a row to make ends meet, then there is a risk that there will not be enough money to run, which will lead to a blow to employee morale, and then a vicious circle to reduce the quality of products and services, which in turn will affect the final profit.

Risk response

Every month, we should inquire about the income and expenditure items, summarize the monthly sales, analyze which business is growing and which business is declining, and then propose ways to improve the growing business to continue to optimize and maintain this advantage, while those declining business to analyze its root cause, to solve the problem at the root, as long as every detail is clearly considered, we can avoid unnecessary risks.

SUGSESSION

From recommendation this business have many risk so the manager of this business should have a plan to prevent the risk and emergency plan when business face to the not only : market Risks and Countermeasures, Risk countermeasures, Business Risks of marketing, cost, and channel risk, financial risk.

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Appendix

Questionnaire DIY bakery store survey

Dear Sir and Madam:

Hello! We are now embarking on our DIY cake store business plan, and in order to gain an in-depth understanding of the business situation in the cake industry, we need to understand the relevant information about the cake market, thank you for taking your valuable time out of your busy schedule to fill out my questionnaire. Here, we solemnly promise that the results of the survey are for research purposes only, and the results are confidential, for your support and help. For this, we express our heartfelt thanks!

- 1、 Do you often go to the cake store? ()
A、 Frequently B、 Only on certain days C、 Never
- 2、 What do you usually buy cakes for? ()
A birthday celebration B leisure and entertainment
C romantic mood D simply like E other
- 3、 What kind of cake do you like ()
A low sugar, low fat B exquisite appearance
C creative (DIY cake) D other
- 4、 where do you usually learn about the cake information? () [Multiple choice]
A Friends recommend B TV and other media
C Newspaper D Internet E Flyers and posters
- 5、 Are you satisfied with the style of cakes on the market? ()
A, pretty good B, basic okay C, not very satisfied
- 6、 Are you interested in making your own DIY cakes? ()
A, very interested B, can consider C, depends on the time D, not interested
- 7、 If there is a DIY cake store, who would you like to make cakes with? () A、 Friends
B、 Family C、 Lovers D、 Children
- 8、 What is the price of DIY cake you can accept? ()

A、 100 below B、 101-200 C、 201-300 D、 301 above

9、 What do you think attracts you to DIY cake store ? () A、 want to try, do it yourself
B, kill time C, novelty D, price

10、 Which promotion method do you usually like () A、 Issue coupons B、
Promotions with prizes

C、 Gifts D、 Other

11、 If you have to make the cake by yourself, what is your biggest worry? () [can be
multiple choice]

A, health and safety B, raw materials C, time problems D, high prices

E、 Production difficulty F、 Other (please specify)_

12、 Based on the above information, are you willing to experience DIY cake
service? ()

A、 Willing B、 Can try C、 No

13、 Your gender is ()

A、 Male B、 Female

14、 Your age ()

A、 Under 16 years old B、 16-25 years old C、 26-40 years old D、 41 years
old or above

15、 Your occupation is ()

A, students B, office workers C, teachers D white-collar E, other

16、 Your monthly income is ()

A、 Less than 1000 yuan B、 1000-3000 yuan C3001-5000 yuan D、 5001
yuan or more

Thank you again for your valuable suggestions on this survey!

Appendix: DIY bakery store interview form

Interview Form

Appendix I: Estimated Revenue Breakdown for 2023

Name	Academic qualifications	Contact details	Position applied for	Speciality
Wang Mou	Undergraduate	13835146423	Shop Manager	Strong leadership skills
Li Mou	College	13934789031	Shop Manager	Proficient in team management
Tang Mou	High School	15067812450	Technical Director	Good at learning
Fu Mou	Undergraduate	17034815479	Technical Director	Over 10 years experience in the bakery industry
Li Mou	Undergraduate	13603516429	Baker	Very familiar with the bakery industry
Zhen Mou	High School	13403549802	Baker	Certified pastry chef, with relevant work experience;
Zhang Mou	Undergraduate	13734014578	Waiters	Good presentation, articulate, lively and cheerful personality
Qin Mou	High School	13835124328	Waiters	Good image and good temperament, love working
Wang Mou	Secondary	13627452389	Cashier	Strong practical skills
Zhao Mou	Undergraduate	13559083476	Cashier	Strong professional knowledge

Type of product	Name of revenue source	Specification	Unit	Quantity	Unit price (unit: yuan)	Total amount (unit: yuan)
Baking DIY	Original Chiffon Cake	6 inch	individual	720	130	93600
	Original Chiffon Cake	7 inch	individual	300	150	45000
	Original Chiffon Cake	8 inch	individual	250	170	42500
	Original Chiffon Cake	10 inch	individual	180	210	37800
	Light Cream Cheese Mousse	6 inch	individual	150	180	27000
	Mousse	6 inch	individual	200	150	30000
	New York Heavy Cheesecake	6 inch	individual	240	210	50400
	Original Light Cheesecake	6 inch	individual	180	190	34200
	Anja Butter Cookies & Biscuits	300g	individual	480	110	52800
	Colorful Cupcake	10pcs	individual	150	150	22500
	Cream Puffs	250g	individual	100	140	14000
	Pizza	8 inch	individual	100	140	14000
	Pizza	9 inch	individual	85	160	13600
	DIY Chocolate	150g	individual	240	120	28800
Personalisation	Bespoke Cakes	8 inch	individual	250	230	57500
	Bespoke Flipping Cakes	6 inch	individual	90	330	29700
Event Planning	Packaged Event Packages	10 people	times	48	1300	62400
	Packaged Event Packages	20 people	times	24	2100	50400
	Packaged Event Packages	30 people	times	18	2900	52200
	Out-of-Home Events	--	times	30	1700	51000
Baking Instruction	Basic Baking Course	1 person	sets	100	1100	110000

	Intermediate Baking Course	1 person	set	30	220 0	66000
	Advanced Baking Course	1 person	set	20	490 0	98000
Baked Goods	Others (baking materials, tools and other supplies)	—	times	1400	20	28000
	Total	—	-	-	-	111140 0

Appendix 2: Estimated Revenue Breakdown for 2024

Type of product	Name of revenue source	Specification	Unit	Quantity	Unit price (unit: yuan)	Total amount (unit: yuan)
Baking DIY	Original Chiffon Cake	6 inch	individual	900	130	117000
	Original Chiffon Cake	7 inch	individual	375	150	56250
	Original Chiffon Cake	8 inch	individual	312	170	53040
	Original Chiffon Cake	10 inch	individual	225	210	47250
	Light Cream Cheese Mousse	6 inch	individual	187	180	33660
	Mousse	6 inch	individual	250	150	37500
	New York Heavy Cheesecake	6 inch	individual	300	210	63000
	Original Light Cheesecake	6 inch	individual	225	190	42750
	Anja Butter Cookies & Biscuits	300g	individual	600	110	66000
	Colorful Cupcake	10pcs	individual	185	150	27750
	Cream Puffs	250g	individual	125	140	17500
	Pizza	8 inch	individual	125	140	17500
	Pizza	9 inch	individual	110	160	17600
	DIY Chocolate	150g	individual	300	120	36000
Personalisation	Bespoke Cakes	8 inch	individual	316	230	72680
	Bespoke Flipping Cakes	6 inch	individual	117	330	38610
Event Planning	Packaged Event Packages	10 people	times	60	1300	78000
	Packaged Event Packages	20 people	times	30	2100	63000
	Packaged Event Packages	30 people	times	28	2900	81200
	Out-of-Home Events	--	times	30	1700	51000
Baking Instruction	Basic Baking Course	1 person	sets	120	1100	132000
	Intermediate Baking Course	1 person	set	40	2200	88000
	Advanced Baking Course	1 person	set	25	4900	122500
Baked Goods	Others (baking materials, tools and other supplies)	—	times	1760	20	35200
	Total	—	—	—	—	1394990

Appendix 3: Estimated Revenue Breakdown for 2025

Type of product	Name of revenue source	Specification	Unit	Quantity	Unit price (unit: yuan)	Total amount (unit: yuan)
Baking DIY	Original Chiffon Cake	6 inch	individual	1010	130	131300
	Original Chiffon Cake	7 inch	individual	458	150	68700
	Original Chiffon Cake	8 inch	individual	390	170	66300
	Original Chiffon Cake	10 inch	individual	270	210	56700
	Light Cream Cheese Mousse	6 inch	individual	226	180	40680
	Mousse	6 inch	individual	310	150	46500
	New York Heavy Cheesecake	6 inch	individual	365	210	76650
	Original Light Cheesecake	6 inch	individual	278	190	52820
	Anja Butter Cookies & Biscuits	300g	individual	730	110	80300
	Colorful Cupcake	10pcs	individual	230	150	34500
	Cream Puffs	250g	individual	155	140	21700
	Pizza	8 inch	individual	145	140	20300
	Pizza	9 inch	individual	130	160	20800
	DIY Chocolate	150g	individual	370	120	44400
Personalisation	Bespoke Cakes	8 inch	individual	385	230	88550
	Bespoke Flipping Cakes	6 inch	individual	135	330	44550
Event Planning	Packaged Event Packages	10 people	times	75	1300	97500
	Packaged Event Packages	20 people	times	35	2100	73500
	Packaged Event Packages	30 people	times	30	2900	87000
	Out-of-Home Events	--	times	45	1700	76500
Baking Instruction	Basic Baking Course	1 person	sets	152	1100	167200
	Intermediate Baking Course	1 person	set	45	2200	99000
	Advanced Baking Course	1 person	set	30	4900	147000
Baked Goods	Others (baking materials, tools and other supplies)	—	times	2130	20	42600
	Total	—	—	—	—	1685050

Appendix 4: Estimated Revenue Breakdown for 2026

Type of product	Name of revenue source	Specification	Unit	Quantity	Unit price (unit: yuan)	Total amount (unit: yuan)
Baking DIY	Original Chiffon Cake	6 inch	individual	1350	130	175500
	Original Chiffon Cake	7 inch	individual	560	150	84000
	Original Chiffon Cake	8 inch	individual	460	170	78200
	Original Chiffon Cake	10 inch	individual	340	210	71400
	Light Cream Cheese Mousse	6 inch	individual	280	180	50400
	Mousse	6 inch	individual	370	150	55500
	New York Heavy Cheesecake	6 inch	individual	450	210	94500
	Original Light Cheesecake	6 inch	individual	340	190	64600
	Anja Butter Cookies & Biscuits	300g	individual	900	110	99000
	Colorful Cupcake	10pcs	individual	280	150	42000
	Cream Puffs	250g	individual	185	140	25900
	Pizza	8 inch	individual	185	140	25900
	Pizza	9 inch	individual	150	160	24000
	DIY Chocolate	150g	individual	450	120	54000
Personalisation	Bespoke Cakes	8 inch	individual	470	230	108100
	Bespoke Flipping Cakes	6 inch	individual	170	330	56100
Event Planning	Packaged Event Packages	10 people	times	90	1300	117000
	Packaged Event Packages	20 people	times	45	2100	94500
	Packaged Event Packages	30 people	times	31	2900	89900
	Out-of-Home Events	--	times	56	1700	95200
Baking Instruction	Basic Baking Course	1 person	sets	188	1100	206800
	Intermediate Baking Course	1 person	set	55	2200	121000
	Advanced Baking Course	1 person	set	35	4900	171500
Baked Goods	Others (baking materials, tools and other supplies)	—	times	2625	20	52500
	Total	—	—	—	—	2057500

Appendix 5: Estimated Revenue Breakdown for 2027

Type of product	Name of revenue source	Specification	Unit	Quantity	Unit price (unit: yuan)	Total amount (unit: yuan)
Baking DIY	Original Chiffon Cake	6 inch	individual	1700	130	221000
	Original Chiffon Cake	7 inch	individual	700	150	105000
	Original Chiffon Cake	8 inch	individual	580	170	98600
	Original Chiffon Cake	10 inch	individual	420	210	88200
	Light Cream Cheese Mousse	6 inch	individual	350	180	63000
	Mousse	6 inch	individual	470	150	70500
	New York Heavy Cheesecake	6 inch	individual	560	210	117600
	Original Light Cheesecake	6 inch	individual	420	190	79800
	Anja Butter Cookies & Biscuits	300g	individual	1130	110	124300
	Colorful Cupcake	10pcs	individual	350	150	52500
	Cream Puffs	250g	individual	230	140	32200
	Pizza	8 inch	individual	230	140	32200
	Pizza	9 inch	individual	190	160	30400
	DIY Chocolate	150g	individual	565	120	67800
Personalisation	Bespoke Cakes	8 inch	individual	588	230	135240
	Bespoke Flipping Cakes	6 inch	individual	210	330	69300
Event Planning	Packaged Event Packages	10 people	times	110	1300	143000
	Packaged Event Packages	20 people	times	55	2100	115500
	Packaged Event Packages	30 people	times	40	2900	116000
	Out-of-Home Events	--	times	70	1700	119000
Baking Instruction	Basic Baking Course	1 person	sets	230	1100	253000
	Intermediate Baking Course	1 person	set	70	2200	154000
	Advanced Baking Course	1 person	set	45	4900	220500
Baked Goods	Others (baking materials, tools and other supplies)	—	times	3300	20	66000
	Total	—	—	—	—	2574640

Appendix 6: Estimated breakdown of expenditure in 2023

Product Type	Name of expenditure item	Specification	Unit	Quantity	Unit cost (unit Unit: yuan)	Total amount (unit: yuan)
—	Staff remuneration	—	—	—	—	300000
	Operating expenses	—	—	—	—	120000
	Overheads	—	—	—	—	24000
	Promotional remuneration	—	—	—	—	55000
Baking DIY	Original Chiffon Cake	6 inch	individual	720	28	20160
	Original Chiffon Cake	7 inch	individual	300	31	9300
	Original Chiffon Cake	8 inch	individual	250	33	8250
	Original Chiffon Cake	10 inch	individual	180	36	6480
	Light Cream Cheese Mousse	6 inch	individual	150	52	7800
	Mousse	6 inch	individual	200	32	6400
	New York Heavy Cheesecake	6 inch	individual	240	43	10320
	Original Light Cheesecake	6 inch	individual	180	25	4500
	Anja Butter Cookies & Biscuits	300g	individual	480	20	9600
	Colorful Cupcake	10pcs	individual	150	30	4500
	Cream Puffs	250g	individual	100	30	3000
	Pizza	8 inch	individual	100	35	3500
	Pizza	9 inch	individual	85	40	3400
	DIY Chocolate	150g	individual	240	35	8400
Personalisation	Bespoke Cakes	8 inch	individual	250	68	17000
	Bespoke Flipping Cakes	6 inch	individual	90	90	8100
Event Planning	Packaged Event Packages	10 people	times	48	530	25440

	Packaged Event Packages	20 people	times	24	870	20880
	Packaged Event Packages	30 people	times	18	1200	21600
	Out-of-Home Events	--	times	30	700	21000
Baking Instruction	Basic Baking Course	1 person	sets	100	360	36000
	Intermediate Baking Course	1 person	set	30	720	21600
	Advanced Baking Course	1 person	set	20	1550	31000
Baked Goods	Others (baking materials, tools and other supplies)	—	times	1400	15	21000
	Total	—	—	—	—	828230

Appendix 7: Estimated breakdown of expenditure in 2024

Product Type	Name of expenditure item	Specification	Unit	Quantity	Unit cost (unit Unit: yuan)	Total amount (unit: yuan)
—	Staff remuneration	—	—	—	—	315000
	Operating expenses	—	—	—	—	126000
	Overheads	—	—	—	—	25200
	Promotional remuneration	—	—	—	—	57750
Baking DIY	Original Chiffon Cake	6 inch	individual	900	28	25200
	Original Chiffon Cake	7 inch	individual	375	31	11625
	Original Chiffon Cake	8 inch	individual	312	33	10296
	Original Chiffon Cake	10 inch	individual	225	36	8100
	Light Cream Cheese Mousse	6 inch	individual	187	52	9724
	Mousse	6 inch	individual	250	32	8000
	New York Heavy Cheesecake	6 inch	individual	300	43	12900
	Original Light Cheesecake	6 inch	individual	225	25	5625
	Anja Butter Cookies & Biscuits	300g	individual	600	20	12000
	Colorful Cupcake	10pcs	individual	185	30	5550

	Cream Puffs	250g	individual	125	30	3750
	Pizza	8 inch	individual	125	35	4375
	Pizza	9 inch	individual	110	40	4400
	DIY Chocolate	150g	individual	300	35	10500
Personalisation	Bespoke Cakes	8 inch	individual	316	68	21488
	Bespoke Flipping Cakes	6 inch	individual	117	90	10530
Event Planning	Packaged Event Packages	10 people	times	60	530	31800
	Packaged Event Packages	20 people	times	30	870	26100
	Packaged Event Packages	30 people	times	28	1200	33600
	Out-of-Home Events	--	times	30	700	21000
Baking Instruction	Basic Baking Course	1 person	sets	120	360	43200
	Intermediate Baking Course	1 person	set	40	720	28800
	Advanced Baking Course	1 person	set	25	1550	38750
Baked Goods	Others (baking materials, tools and other supplies)	—	times	1760	15	26400
	Total	—	—	—	—	937663

Appendix 8: Estimated breakdown of expenditure in 2025

Product Type	Name of expenditure item	Specification	Unit	Quantity	Unit cost (unit: yuan)	Total amount (unit: yuan)
—	Staff remuneration	—	—	—	—	330750
	Operating expenses	—	—	—	—	132300
	Overheads	—	—	—	—	26460
	Promotional remuneration	—	—	—	—	60637
Baking DIY	Original Chiffon Cake	6 inch	individual	1010	28	28280
	Original Chiffon Cake	7 inch	individual	458	31	14198
	Original Chiffon Cake	8 inch	individual	390	33	12870
	Original Chiffon Cake	10 inch	individual	270	36	9720
	Light Cream Cheese Mousse	6 inch	individual	226	52	11752
	Mousse	6 inch	individual	310	32	9920
	New York Heavy Cheesecake	6 inch	individual	365	43	15695
	Original Light Cheesecake	6 inch	individual	278	25	6950
	Anja Butter Cookies & Biscuits	300g	individual	730	20	14600
	Colorful Cupcake	10pcs	individual	230	30	6900
	Cream Puffs	250g	individual	155	30	4650
	Pizza	8 inch	individual	145	35	5075
	Pizza	9 inch	individual	130	40	5200
	DIY Chocolate	150g	individual	370	35	12950
Personalisation	Bespoke Cakes	8 inch	individual	385	68	26180
	Bespoke Flipping Cakes	6 inch	individual	135	90	12150
Event Planning	Packaged Event Packages	10 people	times	75	530	39750
	Packaged Event Packages	20 people	times	35	870	30450
	Packaged Event Packages	30 people	times	30	1200	36000

	Out-of-Home Events	--	times	45	700	31500
Baking Instruction	Basic Baking Course	1 person	sets	152	360	54720
	Intermediate Baking Course	1 person	set	45	720	32400
	Advanced Baking Course	1 person	set	30	1550	46500
Baked Goods	Others (baking materials, tools and other supplies)	—	times	2130	15	31950
	Total	—	-	-	-	105050 7

Appendix 9: Estimated breakdown of expenditure in 2026

Product Type	Name of expenditure item	Specification	Unit	Quantity	Unit cost (unit: yuan)	Total amount (unit: yuan)
—	Staff remuneration	—	—	—	—	340672
	Operating expenses	—	—	—	—	136269
	Overheads	—	—	—	—	27253
	Promotional remuneration	—	—	—	—	62456
Baking DIY	Original Chiffon Cake	6 inch	individual	1350	28	37800
	Original Chiffon Cake	7 inch	individual	560	31	17360
	Original Chiffon Cake	8 inch	individual	460	33	15180
	Original Chiffon Cake	10 inch	individual	340	36	12240
	Light Cream Cheese Mousse	6 inch	individual	280	52	14560
	Mousse	6 inch	individual	370	32	11840
	New York Heavy Cheesecake	6 inch	individual	450	43	19350
	Original Light Cheesecake	6 inch	individual	340	25	8500
	Anja Butter Cookies & Biscuits	300g	individual	900	20	18000
	Colorful Cupcake	10pcs	individual	280	30	8400
	Cream Puffs	250g	individual	185	30	5550
	Pizza	8 inch	individual	185	35	6475
Pizza	9 inch	individual	150	40	6000	

	DIY Chocolate	150g	individual	450	35	15750
Personalisation	Bespoke Cakes	8 inch	individual	470	68	31960
	Bespoke Flipping Cakes	6 inch	individual	170	90	15300
Event Planning	Packaged Event Packages	10 people	times	90	530	47700
	Packaged Event Packages	20 people	times	45	870	39150
	Packaged Event Packages	30 people	times	31	1200	37200
	Out-of-Home Events	--	times	56	700	39200
Baking Instruction	Basic Baking Course	1 person	sets	188	360	67680
	Intermediate Baking Course	1 person	set	55	720	39600
	Advanced Baking Course	1 person	set	35	1550	54250
Baked Goods	Others (baking materials, tools and other supplies)	—	times	2625	15	39375
	Total	—	-	-	-	1175070

Appendix 10: Estimated breakdown of expenditure in 2027

Product Type	Name of expenditure item	Specification	Unit	Quantity	Unit cost (unit: yuan)	Total amount (unit: yuan)
—	Staff remuneration	—	—	—	—	350892
	Operating expenses	—	—	—	—	140357
	Overheads	—	—	—	—	28070
	Promotional remuneration	—	—	—	—	64329
Baking DIY	Original Chiffon Cake	6 inch	individual	1700	28	47600
	Original Chiffon Cake	7 inch	individual	700	31	21700
	Original Chiffon Cake	8 inch	individual	580	33	19140
	Original Chiffon Cake	10 inch	individual	420	36	15120
	Light Cream Cheese Mousse	6 inch	individual	350	52	18200
	Mousse	6 inch	individual	470	32	15040
	New York Heavy Cheesecake	6 inch	individual	560	43	24080
	Original Light Cheesecake	6 inch	individual	420	25	10500
Anja Butter Cookies & Biscuits	300g	individual	1130	20	22600	

	Colorful Cupcake	10pcs	individual	350	30	10500
	Cream Puffs	250g	individual	230	30	6900
	Pizza	8 inch	individual	230	35	8050
	Pizza	9 inch	individual	190	40	7600
	DIY Chocolate	150g	individual	565	35	19775
Personalisation	Bespoke Cakes	8 inch	individual	588	68	39984
	Bespoke Flipping Cakes	6 inch	individual	210	90	18900
Event Planning	Packaged Event Packages	10 people	times	110	530	58300
	Packaged Event Packages	20 people	times	55	870	47850
	Packaged Event Packages	30 people	times	40	1200	48000
	Out-of-Home Events	--	times	70	700	49000
Baking Instruction	Basic Baking Course	1 人	sets	230	360	82800
	Intermediate Baking Course	1 人	set	70	720	50400
	Advanced Baking Course	1 人	set	45	1550	69750
Baked Goods	Others (baking materials, tools and other supplies)	—	times	3300	15	49500
	Total	—	-	-	-	134493 7

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