



A STUDY ON TOWNSHIP BREAKFAST SHOP
IN CHENGDU, CHINA

BY
YINGCHAO LI

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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China

Author Yingchao Li

Program Master of Business Administration (International Program)

Advisor(s) Tanaset Morasilpin, Ph.D.

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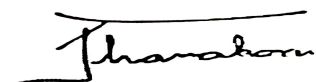


..... Dean, Graduate School
(Puttithorn Jirayus, Ph.D.)



..... Director, Master of Business Administration
(Assoc.Prof. Napaporn Khantanapha, Ph.D.) (International Program)

Independent Study Committees



..... Chairman, Independent Study Committees
(Assoc.Prof. Thanakorn Thanathanchuchot, Ph.D.)



..... Committee
(Assoc.Prof. Napaporn Khantanapha, Ph.D.)



..... Advisor
(Tanaset Morasilpin, Ph.D.)

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Abstract

The study was conducted at the early stage of the establishment of Chengdu Nutritional Breakfast Restaurant Chain to provide more comprehensive and fruitful guidance for the company's initial daily work, so that the company can have rules and regulations to follow. With the deterioration of the ecological environment, the rapid development of the city, the increasingly fierce competition for work, as the city builders, the importance of breakfast is the same as despising their own health. Ltd. was established to provide efficient, delicious, green, healthy and balanced nutritional breakfast service for the post-80s and post-90s office workers in Chengdu, to meet the market demand of breakfast catering for office workers in the modern fast-paced working environment, and to solve the problem of few types of breakfast choices for modern young people, difficult to choose, nutritious, delicious, green, healthy, efficient and reliable. The result show that NPV = \$766,416.44, IRR=80%. The specific way is: no dividend in the first year, and 40% of net profit every year starting from the second year.

Keywords: breakfast, strategic research, marketing

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Yingchao Li

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Section 1

Introduction

1.1 Company Description

In movies and television works, busy scenes of office workers going to work with coffee and fast food paper bags in their hands are often seen in big cities, but in rural towns, people have a strong preference for Chinese breakfast ^[1]. Because of its health and fitness characteristics, people living in rural areas, whether at school or at work, are mostly holding breakfast items such as soy milk, thin rice, buns and steamed buns. Through field investigation found that, located in Chengdu, Sichuan Province, Wang Congzhong Road of the subway Pichong station near all the community and the right side of the community is also equipped with large rental apartments, 6-10 o'clock on weekdays is the largest flow of people, but there is not a breakfast store nearby, so choose to open the breakfast store here.

Chengdu City Breakfast Engineering Co., Ltd. was founded on 2002-03-25, legal representative Liu Tingyu, registered capital of 500,000 yuan, business address is located in Chengdu. The breakfast store is named "Cuckoo City Morning Shop", which is rich in regional cultural characteristics and the unique atmosphere of the township. It has been known as the cuckoo city, in the place of elementary school children and the old generation of people, have heard the legend of "Du Yu cuckoo", so in the name of the breakfast store to add the word "cuckoo", more to the people of the place a sense of affinity, while the breakfast store and the entire district of cultural legends At the same time, the breakfast shop is linked to the cultural legends of the whole district, which is conducive to distinguishing from the existing "a certain" and "a certain" breakfast ^[2].

The "Cuckoo City Breakfast Shop" has a unique trademark. Since the legend of "Du Yu turning into a cuckoo" is used as the marketing background, the trademark of the store adopts the cuckoo as the main body and forms a unique logo through the linear abstraction of the cuckoo's form. On the one hand, it reflects the unique cultural characteristics, and on the other hand, it contains the symbolic meaning of

regular work and rest, and creating a good life with hard work^[3].

1.2 Current Situation Analysis

The PESTEL analysis model can be used to analyze the general environment, mainly from six factors: political, economic, socio-cultural, technological, environmental and legal, to analyze the environment in which the company is located at a macro level, so as to study the fundamental links that influence the industry factors and the interaction between these factors^[4].

① Political factors

General Secretary Xi Jinping made an important speech about the construction of a healthy China at the 20th National Congress. "The best doctor is yourself", we need to pay attention to health and need to start from ourselves. In addition to sound health physiotherapy services, improving one's lifestyle is also relevant to the goal of building a healthy China. This requires that breakfast restaurants, as one of the catering industries, need to provide healthy and dietary balanced breakfasts for the people^[5]. On the other hand, with the liberalization of the epidemic policy, the first round of infections is nearing the end and the catering industry has ushered in a recovery phase where the supply of the required ingredients can be more safely guaranteed. This is because before that, the required seasoning may not be supplied in a timely manner due to different closure and control policies in different places when it is in its place^[6].

The liberalization of China's epidemic policy also has a great promotion effect on import and export, which makes us have more and better choices on the selection of freezing and preservation equipment for the purchased food materials. By acquiring foreign advanced freezing and preservation equipment, we can effectively reduce the waste rate of purchased ingredients, which has a great effect on environmental protection and cost control^[7].

The Chinese government has issued the document "Guidance on Accelerating the Development of Mass Catering" in the catering industry, and the spirit of the document is mainly reflected in the following aspects.

As China's economy enters a period of transition and the state supports the effective development of the capital market, social capital actively seeks reliable investment areas and eventually chooses the restaurant industry with short account periods and good cash flow as their main battlefield for investment^[8]. Along with the introduction of the eight regulations, the government tends to guide private capital to actively invest in the popular catering field which is related to the people's livelihood of the society, accelerate the development as well as transformation and upgrading of the catering industry, compress the investment space of high-end catering, increase the investment opportunities of popular catering, enhance the service level of the whole catering industry, and strive to achieve leapfrog development of service quality; at the same time, at a time when the government actively advocates food safety, the introduction of At the same time, while the government is actively advocating food safety, new private capital is introduced to reshape the quality system and industry integrity system of the whole catering industry and improve the standard of the industry in order to make the people eat at ease, eat healthily and realize the pursuit of deliciousness at the table; finally, it is hoped that the intervention of capital power can realize the goal of China's catering industry to go out of the country, so that Chinese catering can bloom on the world stage^[9].

1. Accelerate the development of cluster effect and chain effect of catering industry. The specific performance is that the government guides the planning and constructs a catering street when the conditions are available to realize the purpose of cluster development of the catering industry in a group^[10]. At the same time, along with the introduction of the eight regulations, the government tends to guide the private capital to actively invest in the popular catering field which is related to the people's livelihood of the society, to accelerate the development as well as the transformation and upgrading of the catering industry, to let the high-end catering enterprises with capital strength to join the daily catering industry which is related to the people's livelihood, to realize the effective allocation of resources of the catering enterprises; to let the canteens and hotel restaurants with conditions, open to the public, to both realize the full utilization of resources, but also realize the chain

development of the whole big catering^[11].

2. encourage all kinds of catering enterprises in the catering industry to actively participate in the field of mass catering. Catering enterprises with conditions can develop the community market and provide inexpensive and high-quality catering services for the public in residential areas, and also carry out take-out catering services, especially for the current work pace is so fast that hard-working office workers often choose casual, make-do catering services, and disregard the nutritiousness of catering and the safety of ingredients, and even neglect catering for hard work, with With the deterioration of the ecological environment, the rapid development of the city, and the increasingly fierce competition for work, office workers who are the builders of the city ignore the importance of catering is equivalent to ignoring their own health, and in response to this situation, all kinds of catering enterprises can actively engage in catering take-away services to solve the pain points of catering for office workers near office buildings. At the same time, catering companies are encouraged to actively optimize their supply chain system, reduce operating costs, and introduce more mass catering dishes with affordable consumption in order to improve the catering demand of urban workers and reduce the catering consumption expenditure of the general public^[12]. At the same time, the relevant national regulations on food safety are strictly enforced to provide cost-effective catering dishes while reducing the per capita consumption standard^[13].

3. Encourage catering enterprises with the conditions to build their own central kitchens to realize the standardization, factoryization, and assembly line production of catering dishes in order to centralize procurement, processing, and distribution, facilitate the control of food quality, reduce production costs with high-volume procurement, and realize the industrialization goals of catering enterprises^[14]. Special support is given to catering enterprises that bring their own cold chain transportation and storage category to chain and group development. The government builds a platform to realize the direct connection between the field and the table, reduce the intermediate links, and lower the cost of catering consumption for the people.

4. Encourage catering enterprises to carry out Internet plus innovation, develop new operation platforms online, or directly access existing inherent online platforms, such as Meituan, hungry, food to home, public review network and other emerging platforms, to carry out online marketing, online publicity, online sales, and online payment, and through the combination of O2O operation mode, and with the cooperation of logistics companies, complete the consumer in the Internet innovation. At the same time, borrowing the online and offline linkage mode, reducing the enterprise's own operating costs, improving the convenience and timeliness of consumer consumption, and realizing the Internetization of restaurant industry operations^[15].

5. Encourage catering enterprises to increase training, improve the level of practice, professional ethics and professional skills of their employees, and promote the new concept of healthy catering, reasonable diet, balanced nutrition and diversified consumption in the current situation of frequent food safety accidents, so as to achieve a multilateral win-win situation for catering enterprises and catering consumers^[16]. In this vertical segment of the breakfast field, a group of catering enterprises advocating nutritious and delicious, green and healthy, efficient and assured business philosophy are trained, thus filling the gap of the market lacking professional, tasteful, reputable and focused on nutritious breakfast catering institutions.

6. China's Ministry of Commerce for the catering industry vertical segment in the field of breakfast specifically formulated the "breakfast business norms," which the spirit of the relevant documents are as follows.

(1) breakfast institutions, and breakfast practitioners must be licensed to operate and licensed to work, to regulate the breakfast market scattered and disorderly market profile. Not in accordance with the law for the relevant operating permits of breakfast catering enterprises, the government will be punished according to the relevant provisions of the law.

(2) Breakfast business institutions must be operated by the breakfast products clearly marked, especially involving breakfast catering enterprises operating categories, sales pricing, health permits, operating hours and other circumstances for detailed public display.

(3) To urge breakfast catering enterprises to establish catering-related systems, especially job responsibilities, hygiene systems, production processes, and safety systems ^[17].

(4) Require catering enterprises' employees to be licensed and to conduct annual re-examinations, and to conduct catering service business only after determining that they have obtained health certificates, especially for those engaged in the procurement of catering raw materials, catering raw materials, semi-finished products, preservation of finished products, and processing of catering dishes ^[18].

(5) Encourage qualified catering enterprises to use energy-saving equipment within the enterprise, reduce energy consumption such as water, electricity, and gas, and improve the processing process, innovative cooking techniques, diversify the use of raw materials, and reduce the loss of raw materials ^[19].

(6) Breakfast stores, breakfast business supply units, and food suppliers must optimize their own points in the layout of the urban catering industry in accordance with the relevant national regulations, and avoid malicious and disorderly competition of breakfast stores, breakfast business supply units, and food suppliers in the distribution of points ^[20].

② Economic factors

At present, China's economic growth rate shows an upward trend, although the impact of the epidemic in the past three years has brought a negative impact on the economy, and many small catering stores have closed down as a result and failed to effectively cope with the challenge, but the economic policy adjustment at this stage has brought more opportunities for the development of individual households ^[21].

For example, tax incentives, in 2022, numerous tax incentives were enacted. For those small-scale micro-enterprises with annual taxable income not exceeding 3 million yuan and employing not more than 300 people, from January 1, 2022 to

December 31, 2024, the portion of taxable income exceeding 1 million yuan but not exceeding 3 million yuan is subject to corporate income tax at a rate of 20%. Small-scale taxpayers are also exempt from VAT. And the resource tax, property tax, stamp duty and local education surcharge can be reduced for small and micro enterprises within the range of 50% of the tax amount according to the actual please payment to the region.

For example, the loan support policy for small and micro enterprises, major financial institutions have made corresponding assistance to the loan problems of small and micro enterprises, reducing loan interest rates and financing costs to improve the financing environment for small enterprises. In addition, the state has expanded the coverage of inclusive finance, proposed the policy of "supporting agriculture and small businesses", and encouraged financial institutions to provide and design financial products and services suitable for small and micro enterprises.

With the recovery of the economy, residents' consumption tendency will also increase, so the restaurant industry can also launch some special and expensive products to ride on the express train of economic development and increased consumption, ushering in a period of increased income^[22].

③ Social and cultural factors

Nowadays, people are paying more and more attention to their health and their lifestyles have changed. People suffering from stomach diseases are getting younger, and good breakfast habits have an important role in the regulation of stomach diseases. Breakfast provides people with the necessary functions to start the new day. A regular breakfast habit is not only good for the health of the stomach and intestines, but also gives people more energy to do their work and study tasks better^[23].

The population of rural areas is increasing at this stage due to the pressure of rent and the choice of workplace. The construction of subways in various places has given people more options in renting apartments. People who work in the main city can't afford the expensive rent, so they can rent an apartment in the township and take public transportation to work in the main city. Young people at this stage do not have as strong a desire to work in the center of a large city as they did in earlier years,

and a larger proportion of them choose to work in a township or village close to home. This form of population growth has had a positive effect on the development of rural areas ^[24].

People are also accelerating the promotion of local characteristics. Each city has made many efforts for its own development, promoting the city's characteristics and increasing its visibility for the city's economic development, lifestyle changes, etc. Food as an important part of city publicity, linking food with local culture is not only beneficial to the promotion of city culture, but also can drive economic development ^[25].

④ Technology factor

In food service, there are now smart restaurants and unmanned food delivery vehicles in the form of food delivery. This will save a certain amount of labor costs, and the emergence of smart restaurants makes the background record the consumer's consumption preferences, and through big data for targeted food and beverage product push, which makes the customer's order time shorten and improves the profitability of the store ^[26].

In terms of supply chain, the supply chain in the restaurant industry is less digitalized. This is because when cooking food, the meat, oil, and condiments added each time will be different according to the feeling of the person who cooks the food. However, large scale restaurants have now standardized their supply cost control (purchasing volume), which has facilitated the implementation of supply chain digitization and reduced operational costs. Smaller restaurants have a lot of room for development in this area ^[27].

In terms of refrigerated freshness technology, the new refrigerated freshness technology nowadays is firstly, the gas conditioning storage method, which inhibits the growth of germs by adjusting the gas so that the concentration of carbon dioxide reaches the right level to reduce water loss, thus achieving the purpose of extending the storage period; secondly, the reduced pressure storage method, which reduces the internal air pressure in the storage space to make the stored items in the most suitable dormant state, reducing respiration and metabolism to achieve the mother

of freshness. The third is the natural preservation agent storage preservation technology, through plant seed extracts, spice plant extracts, etc., using the immersion or spraying method to reduce the moisture loss of stored items, reduce the rate of mold and maintain nutrients; fourth is the film storage fresh method, such as the use of polysaccharide coating, which can avoid the problem of toxic substances residues faced by chemical preservation method^[28].

⑤ Environmental factors

Kitchen waste, which is organic solid waste, can emit bad odor and pollute the air if it is not treated properly. The wastewater discharged from the catering industry, which mostly contains waste oil and waste residue, makes the water body smelly and black, affecting the natural environment while reducing the utilization of water resources. The direct discharge of oily wastewater without treatment can cause clogging of pipes over time^[29].

Therefore, the state has introduced requirements for sewage discharge in the restaurant industry. For the sewage generated in the operation needs to be treated centrally, and the discharge of sewage in the town should also apply for drainage permit procedures to the relevant departments. The sewage is discharged directly into water bodies such as rivers and streams in accordance with the Emission Limits for Water Pollutants (DB44/26-2001) Emission Limits Level 1 Standard.

⑥ Legal factors

Breakfast store as an individual business, you need to comply with the relevant laws of individual business, and operate in an orderly and honest manner within the scope allowed by law. Before opening a store for business, to handle the relevant procedures, such as business licenses. At the same time good medicine pay attention to the bureau of industry and commerce to apply for registration of the service mark. Timely detection of legal issues in business and consult professionals to avoid typographical errors. The food safety law should also be followed to achieve effective control of all aspects of food preparation to avoid situations such as making customers eat badly^[30].

1.3 Feasibility Analysis

Products and services: Through the above analysis of the macro environment in which the platform is located, the industry and competitors as well as the platform's own advantages and disadvantages, we can learn that it is an excellent opportunity to enter the platform investment at present. The platform should take full advantage of the ecosystem built by the big platform to enter first. In the big platform to promote and the change of users' mobile shopping habits at the same time, give full play to their own advantages, leveraging the big environment and big platform to seize a place for themselves .

Marketing: Chengdu Nutritional Breakfast Catering Chain Co., Ltd. will enhance user satisfaction with high quality products and high quality services, so as to achieve actual growth in sales. At the same time, in the process of offline activities, through the personal participation of customers, present, this kind of publicity and marketing by word-of-mouth from customers is also called word-of-mouth sales, this approach in the current national social culture, will have a great market impact, I believe that through word-of-mouth marketing will bring more abundant sources of customers and long-term stable fan base for Chengdu Nutritional Breakfast Restaurant Chain Co. It is believed that the word-of-mouth marketing will bring richer customers and long-term stable fan base to Chengdu Nutritional Breakfast Restaurant Chain Co.

Organizational and financial: NPV = \$766,416.44. In order to make the economic evaluation more prudent and reduce the risk, the company uses a more conservative discount rate of 15% for the project NPV calculation, and the financial data in the cash flow statement calculates the NPV to be \$766,416.44, which is much larger than zero. From the project NPV calculation, it can be seen that the project has a positive NPV. In a conservative estimate, there is still \$766,416.44 NPV. From that perspective, this project is feasible.

1.4 Research Objectives

① Profit target

The profit of the breakfast store is expected to reach 400,000 yuan a year. Because of the location of the township, plus the location of the store is not the main city of

Chengdu, so the monthly rent of the breakfast store is not expensive, about 2000, plus the township area to buy raw materials such as flour, oil and other prices are not expensive, so the opening costs of the breakfast store is not high. In addition, the location of the store is located in the subway station down the road, the flow of people going to work and school, the daily sales net profit is considerable.

② Marketing objectives

The breakfast store was established using a unique cultural background, so the store will do a good job in the packing bags, drink cups, store decoration style and other places with a characteristic trademark, through these small items to achieve the expansion of the store visibility. And on the packing tape printed on the purchase of breakfast small program QR code, so that when customers want to buy breakfast will subconsciously think of the small program to place orders, increasing the customer's demand for the store stickiness.

③ Social benefit target

Since the breakfast store needs to get breakfast more quickly when the traffic is high, the breakfast store needs 2-3 people to pack and check out quickly for the consumers every day. By making the checkout staff part-time, we can reduce the cost of using full-time labor and provide opportunities for people with low education, poor family conditions, or those who still want to earn money after retirement. This will not only improve the speed of customer acceptance to meet the needs of consumers to go to work quickly, but also enable the breakfast store to create a certain income opportunity for people in need.

Section 2

Marketing Plan

2.1 Segmentation, Target and Positioning

Breakfast market as a diversified, multi-level market, it is difficult to meet all kinds of needs through a store, after all, there is only one chef in a small store, it is impossible to do a large-scale supply of a variety of breakfast food, so in the operation of the breakfast store, should be based on different needs and different purchasing power and other factors, the breakfast market according to similar needs for classification, the formation of a sub-market. After market segmentation, breakfast stores need to position the products they sell in the locations preferred by the target consumers and use certain marketing strategies to bring the store to the attention of the target consumers.

① Market Segmentation

The concept of market segmentation was first proposed by the American marketing scientist Wendell-R-Smith in 1956, the theory is based on certain characteristics or variables of consumer demand, dividing an overall market into submarkets with different groups of customers with different needs, each user group is a market segment, and each segment is composed of users with similar needs groups.

Market segmentation by scenario

I. Scenario marketing is the earliest marketing concept associated with scenarios and scenarios. In the sales process, through a series of communication methods that are intuitively felt by consumers, customers are made to feel the beautiful scenarios that they can enjoy through the purchase of products, and the desire to buy is stimulated through the construction of the desired scenarios. However, with the development of the times and the rise and popularity of mobile Internet, the concept of Contextual Marketing began to replace scenario marketing in people's hearts. Scenario marketing refers to the use of mobile Internet, according to the time, place and environment in

which consumers are different, to achieve information interoperability and scenario analysis, to connect online and offline, to accurately identify consumers' needs under the scenario, and to trigger consumers' consumption behavior under the scenario. The blurred concept between products and products makes it increasingly difficult for enterprises to grasp consumer pain points in the marketing process, and how to segment the market and precise marketing is the primary challenge that enterprise marketing management decision makers need to consider. With the help of scenario marketing approach, it can provide theoretical guidance and practical guidelines to enterprise managers, and consumers can directly perceive and enhance the scenario experience in the scenarios constructed under the marketing strategy. For companies, the competitiveness of the marketing mix can be improved by improving product design, pricing, distribution, and promotion strategies based on different scenarios. For consumers, scenario elements influence the formation of consumer behavior and culture. Providing intelligent and personalized consumer experiences, helping consumers build sensory awareness and preferences for products and services on the Internet, and helping them make purchase decisions and gain scenario experiences will become a powerful driver of sales growth. Therefore, exploring the implementation conditions and strategies of scenario marketing in the mobile Internet era can provide new ideas for marketing strategy innovation of breakfast companies. Next, the market segments of breakfast food companies are introduced in combination with the concepts of market segmentation and creating scenarios.

(1) The dining scene that loves to eat breakfast at home

According to the data from the research report "Breakfast China" by Infotech, total consumer spending on breakfast in China grew at a growth rate of 7.3% to RMB 1.831 trillion by the end of 2020. Growing consumer demand for a more nutritious breakfast is boosting the overall breakfast market. The share of breakfast consumed at home is expected to grow from RMB 790 billion in 2015 to RMB 1,101 billion in 2021, at a CAGR of 6%. Breakfast companies can provide take-out services for these households.

(2) Breakfast chain eating breakfast scenario

Consumer health consciousness is awakening, and the once neglected food and beverage industry is actually a huge market full of potential. According to a 2016 data report by Infotech, about 70% of consumers in mainland China choose to buy or eat breakfast directly. The overall breakfast industry is growing faster than the average growth rate of the food and beverage industry. Take fast food brand McDonald's for example, in 2017, breakfast only accounted for about 7% of McDonald's overall product mix, while it has risen to 12% by 2020, with consumer demand for the breakfast chain's products increasing year on year.

In order to accelerate the development of breakfast companies, they should not only establish a connection with consumers, but also with some breakfast chains to deliver for them, and with the expansion, they can do the chain for breakfast restaurants.

(3) Individual, street stall type buy-as-you-go breakfast scene

In addition to the high profile chain breakfast stores, the most direct access to consumers in space is the roadside stores, where multiple small stores gather into a category of breakfast stores and sales are very impressive. Shanghai's Babi Buns has evolved from an ordinary street-side store into a well-known breakfast store eaten by 2 million Shanghainese. The average street bun store may look like a small store, but in fact each store needs to be equipped with at least 5-6 workers, starting with dough, filling and processing in the early morning. Breakfast is a marginally profitable industry with increasing labor costs, and for such scenarios, it is all the more important for breakfast companies to establish connections with these roadside stands to supply them.

Second, market segmentation by product category

According to the research data of consumers within the breakfast company, there are relatively large differences in the dietary habits of the south and the north, and in terms of staple food eating habits, steamed buns, noodles, dumplings and buns are the main choices of people in the south and the north, and these staple food products are loved by both southern and northern consumers. In terms of specific

differences, the proportion of northern consumers buying noodles and steamed buns is higher, while the proportion of southern consumers buying buns and dumplings is higher, and the proportion of northern consumers buying rice products such as dumplings is much smaller than that of southern consumers. This confirms the traditional "southern rice and northern noodles" diet, and shows that southern consumers are fond of rice products, indicating that there is room for the rise and development of both southern and northern rice products. According to a survey by CBNDData on the ranking of favorite cuisines in each province, the differences between the north and the south still exist, and the stereotyped traditional cuisines among the provinces are not the first choice of the local people, which also overturn the traditional perception, so there is still a lot of room for breakfast companies to operate in the development of cuisines, not only to meet the local dietary habits, but also to continuously innovation, output more new products.

② Select the target market

Nutritional Breakfast Catering Chain Co., Ltd. focuses on providing professional and subtle catering services to the hard-working working people in Chengdu, especially the 20-39 age group of them. Consumers in this age group are born with a need for deliciousness, fashion and taste in this aspect of dining; at the same time, although this group has an average income, they are not price sensitive and are more concerned about their individual needs and the difference in their choices. When it comes to dining choices, they are unstinting, bold and generous, with a strong purchasing power. The service target chosen by Nutritional Breakfast Catering Chain Co., Ltd. is this part of young and middle-aged consumers with strong purchasing power, while the target market is locked on this part of the new generation of consumers.

③ Market positioning

The important factors that Nutritional Breakfast Restaurant Chain Co., Ltd. considers in market positioning are the age, gender and purchasing power of the market. In terms of age, Nutritious Breakfast Catering Chain Ltd. focuses on providing professional

and nuanced catering services to the hard-working working population in Chengdu, especially the 20-39 age group among them. This part of the population is the main force in the labor market, but also the new generation and the backbone of the consumer market. They are born with a need for taste, fashion and elegance in food consumption, and price is not the primary consideration. In terms of gender, women are born gourmets, like to pursue delicious, exquisite, personalized food, in the context of the integration of Chinese and Western culture, most of the urban white-collar women have a petty complex, hope that everything they enjoy is high quality, guaranteed; men are mostly casual consumers, no special love for breakfast, but also like to pursue delicious, exquisite, personalized food, also have a Petty sentiment, while more deeply affected by the advice of colleagues and friends around. In terms of purchasing power, different industries and professions can reflect the different purchasing power of consumers, but the special nature of the breakfast catering market, decided that the difference in the purchasing power of the masses of consumers is not very large, the breakfast catering service provided by Nutritional Breakfast Catering Chain Co. High-income consumers have the willingness to pay extra premium for high-quality services.

2.2 Marketing strategies

The store's marketing strategy analysis is based on the 7Ps theory, which is meant to add three factors of service nature, namely people, process and physical environment factors, to the traditional analysis of product, price, promotion and channel factors (4Ps).

① Product

Most of the breakfast pricing on the market is more expensive with meat than without meat 50 cents, so the store also according to the general market environment for pricing.

A nutritional science breakfast should contain low energy, comprehensive nutrition, provide the basic needs of the day (such as carbohydrates, protein, vitamins, fat, etc.) especially dietary fiber supplement. Therefore, breakfast to meet these needs should

mainly contain the following four types of food: first, mainly to provide the body with the required energy, such as porridge, buns, dumplings, cakes and other carbohydrate-rich food; the second major category is meat, poultry and eggs, mainly to meet the body's demand for protein function; the third major category is fresh vegetables and fruits to meet the body's demand for inorganic salts and vitamins function; finally is to supplement the body's needs of calcium and other minerals, milk or related products and a variety of peanuts, walnuts and nuts food. Ltd. after a systematic market survey found that the Chengdu breakfast catering market is now lacking in the professional provision of nutritious breakfast business, the existing breakfast catering service enterprises in Chengdu are mainly divided into the following categories: first, roadside stalls; second, traditional snack stores; third, pastry stores. The breakfast catering services provided by the above-mentioned types of breakfast catering enterprises, for the definition of nutritious breakfast are lacking in varying degrees, Nutritious Breakfast Catering Chain Co. The new desktop breakfast set combines staple food, fluids, drinks, fruits, nuts and health products, and strives to provide efficient, delicious, green, healthy and balanced nutritional breakfast for the hard-working working people in life every day.

Now the market to provide breakfast catering services, and the catering industry itself is a low-threshold field, many alternative products, while the nutritional breakfast catering chain limited company noted that, with the widespread use of the Internet and the use of a large number of information technology, in the consumer choice of dining information, often the first time on the Internet to search for information about dining, through the Internet to get their next This makes the Internet an important source of information for many restaurant consumers to obtain dining information. In response to this emerging trend, Nutritional Breakfast Restaurant Chain Co., Ltd. advances with the times, fully transformed, and strives to keep up with the current trend of the Internet plus, comparing the pricing of traditional catering and Western breakfast, and finally intends to adopt the market skimming pricing strategy to enter the market, the initial pricing of the company's nutritional package is 12-25 yuan per serving. From the perspective of corporate branding and realistic development, with reference to the company's VI design concept, innovative O2O sales model and high

quality breakfast products and services, the company believes that this price, which is slightly higher than the average market price, is appropriate and that this pricing is conducive to further improving the high quality image and visibility of our products and further establishing the company's brand image.

② Promotion

Increase store visibility through public and holiday launches of take-away cooked food products. Hang vertical posters in front of the stores for promotion.

③ Channels

Ltd. through market research, decided to build the entire company's business model on the O2O sales model, the specific way by consumers in advance in the catering online platform to choose products, purchase services, delivery requirements, the company by the background database, intelligent catering service instructions, according to the consumer's delivery address, or pick-up address, the nearby offline outlets assigned Targeted breakfast catering service is carried out. The whole O2O sales model is a new service model with user experience as the core, which greatly improves user experience and participation, while the online platform is an extremely convenient publicity platform and communication platform, which facilitates business promotion, product recommendation and customer expansion, thus forming a new model of synergistic development with simultaneous online and offline sales.

④ Personnel

Promoters and early salesmen are responsible for communicating with existing and potential customers on the front line, while deputy store managers and store managers are responsible for handling after-sales issues.

⑤ Process

After understanding the customers in the target market through questionnaires, researching the competitors in the market, then positioning the product, developing the product, then ensuring sufficient marketing funds and resources, then starting to

sell the product and receiving feedback from the consumers, tracking the consumers' satisfaction with the product, and finally further improving the fit between the product and the consumers

(6) Physical environment

In order to create a good dining environment, the store through the easy-to-clean tile against, seats with plastic skin easy to clean oil. To do a good job of air purification in the city and customer order, that meal in an orderly manner, to provide customers with good service to the maximum extent

(7) Brand

Nutritious Breakfast Catering Chain Co., Ltd. has paid great attention to the branding of the company since its inception, and the protection of related intellectual property rights. Ltd. knows very well that the brand value of a successful enterprise is huge; in the process of shaping corporate brand value, the company's own qualities, corporate philosophy and culture, the unique services and applications of Nutritional Breakfast Restaurant Chain Co. At the same time, the enterprise brand image enhancement process, the need to consider the company's own visibility, in the process of publicity, always pay attention to the company's brand image in the minds of consumers, to let consumers see the company's trademark, hear the company's name, or pay attention to the company's brand logo, will present the same corporate image, thus To achieve a high degree of unity of corporate image, brand name and corporate value, while maintaining the continuity and uniqueness of the enterprise's own characteristics and promotional image. In order to shape the corporate brand image in the minds of consumers, improve the company's visibility and expand its market share, Nutritional Breakfast Catering Chain Co.

(1) First of all, through collective deliberation, Nutritional Breakfast Catering Chain Co., Ltd. decided to unify the corporate image of the company as well as the brand awareness of the company itself, whether it is about the company's logo, the use of color of all external publicity materials, the use of fonts, image settings, all through

the professional design staff to carry out a unified design and overall layout. Strive to pay attention to the company's brand image in the minds of consumers at all times during the publicity process, so that when consumers see the company's logo, hear the company's name, or pay attention to the company's brand logo, will present the same corporate image, so as to achieve a high degree of unity of corporate image, brand name, corporate value, while maintaining the continuity and uniqueness of the company's own characteristics and publicity image.

(2) In the course of daily operation, the company focuses on cultivating internal strength, actively developing new catering products and improving service quality, striving to provide a new breakfast catering service for Chengdu's breakfast catering consumers, which can meet the convenience and timeliness of purchasing breakfast sought by consumers, and at the same time address the requirements of efficient and delicious, green and healthy, and nutritionally balanced breakfast catering; in the market competition, with high quality products In the market competition, we can attract customers with high quality products; provide customers with high quality service quality by perfecting the setting of catering outlets and innovative O2O sales model, and win the initiative of market competition, so as to improve the reputation of our products and brand awareness in the minds of consumers.

Section 3

Management & Operation Plan

3.1 Management Plan

To stand out in the fierce competition of the breakfast catering market in Chengdu, Chengdu ST Nutritional Breakfast Catering Chain Co., Ltd. fully considered various corporate governance structures at the early stage of the company's establishment and finally decided to establish a limited liability company. The specific corporate structure of Chengdu ST Nutritional Breakfast Catering Chain Co., Ltd. includes the shareholders' meeting, supervisory board, directors and other stakeholders.

(1) Shareholders' meeting

① The nature and powers of the shareholders' meeting

Ltd. shareholders' meeting is composed of all shareholders in accordance with the relevant provisions of the Company Law. Shareholders are the actual contributors to the registered capital of the company. In the day-to-day operation of the company, the contributors enjoy corresponding dividends, voting and other rights in accordance with their shares. The rights of the shareholders' meeting are as follows: the right to decide the general policy of the company; important personnel appointments and dismissals; the appointment and remuneration of directors and supervisors; the budget, final accounts, profit distribution and filling of losses of the company's finances; the increase or decrease of the company's share capital; the issuance of external debt; the transfer and pledge of equity; the merger, reorganization and liquidation of the company; the formulation and modification of the relevant rules and regulations of the company.

② The principle of the shareholders' meeting

The shareholders' meeting of Nutritional Breakfast Restaurant Chain Co., Ltd. is held regularly, mainly to discuss and make decisions on matters related to the daily operation of the company; when it comes to major matters of the company, the

company will hold temporary shareholders' meetings to sort out major matters; all meetings have minutes and relevant attendees have to sign to confirm. Nutritional Breakfast Restaurant Chain Co., Ltd. is a limited liability company, and when a shareholders' meeting is held, shareholders and their designated proxies exercise their voting rights in accordance with their respective capital contribution ratios. When voting on important matters such as the increase or decrease of the company's capital, foreign investments, mergers and acquisitions, and amendments to rules and regulations, the voting results must be approved by more than two-thirds of the shareholders before they can be executed. Other routine matters and voting shall be carried out in accordance with the Company's rules and regulations.

(2) Executive Directors

① Establishment of executive directors and their powers

At the beginning of the establishment of Nutritional Breakfast Restaurant Chain Co., Ltd., it was decided to flatten the management, reduce the hierarchy and management, and establish only the executive director, i.e. the legal representative of the company and the general manager, who is elected by the shareholders' meeting and is responsible to the shareholders' meeting. Executive directors are elected every three years and may be re-elected; at the same time, they may not be dismissed without cause by the shareholders' meeting during their term of office. The rights of the executive director are as follows: to exercise the rights on behalf of the shareholders' meeting, to manage the day-to-day operation of the company, to be responsible to the shareholders' meeting, to report to the shareholders' meeting; to involve in the company's financial budget, final accounts, profit distribution and filling losses, etc.; to increase or decrease the company's share capital; to issue external debt; to transfer and pledge equity; to merge, reorganize and liquidate the company; to establish the organizational framework of the company; to appoint and dismiss important personnel positions, such as: general manager The company will also appoint and dismiss important personnel positions, such as: general manager, deputy manager, financial officer, etc.

② Executive directors' rules of procedure

The executive director himself/herself and his/her designated agent shall convene the relevant meeting; under special circumstances, more than one-third of the relevant persons may propose to convene a meeting of the executive directors; all relevant records of the meeting shall be kept after the meeting, and all persons attending the meeting shall sign the minutes of the meeting to confirm. Other daily affairs and voting procedures shall be carried out in accordance with the relevant rules and regulations of the Company.

(3) Managerial level

Nutritional Breakfast Restaurant Chain Co., Ltd. selects and hires a manager in accordance with the principle of flat management in daily affairs, who exercises the rights in accordance with the resolution of the shareholders' meeting and is mainly responsible for the daily operation and management of the company.

① Manager's authority

The specific rights of the manager are as follows: specifically responsible for the daily operation of the company, involving the daily operation of the company's personnel, finance, operations, sales, institutional settings, the establishment of rules and regulations, personnel training and all other matters of daily execution.

② Duties of the manager

The specific duties of the general manager of Nutritional Breakfast Restaurant Chain Co., Ltd. are as follows: in accordance with the rules and regulations, the effective implementation of the company's interests, not for personal gain; shall not engage in any matters detrimental to the interests and image of the company; and strictly conserve the company's secrets; the daily implementation of the work process suspected of violating the relevant laws or the articles of incorporation shall bear the responsibility for compensation.

(4) Supervisors

Nutrition Breakfast Restaurant Chain Co., Ltd. considers the establishment of a supervisor. Supervisors are elected every three years and can be re-elected; in the course of these three years, supervisors will not be removed from office by the shareholders. However, it should be noted that the position of supervisor cannot be held by the executive director, manager and financial officer. The specific rights of the supervisors are as follows: to supervise and manage the major daily matters of the company, especially to supervise the persons in charge of the important positions of the company, to request the executive directors, managers and financial officers to correct their work if they are found to be detrimental to the interests of the company; to propose the convening of an extraordinary shareholders' meeting; and other relevant powers granted by the shareholders' meeting.

3.2 Production Plan

Fully meet the market demand, meet the needs of the order, and complete the production plan according to the order.

3.3 Operation Plan

Ltd. does not build its own online platform in the early stage, but makes full use of the food service O2O platforms that already exist in the market, such as: Meituan Takeaway, Tao Dots, Hungry, Baidu Takeaway, VW Dianping, etc. We focus on building our own core competitiveness and strive to improve the quality of service on the basis of ensuring the taste and quality of breakfast products, strengthening the advantages of food service to build, providing customers with high-quality, efficient products and services, increasing consumer shopping experience and expanding market share.

Section 4

Financial Projections

4.1 Financial statement

	第一年	第二年	第三年	第四年	第五年
一、主营业务收入	935,200.00	1,075,480.00	1,204,537.60	1,324,991.36	1,430,990.67
减：主营业务成本	437,404.00	503,014.60	563,376.35	619,713.99	669,291.11
主营业务税金及附加	51,436.00	59,151.40	66,249.57	72,874.52	78,704.49
二、主营业务利润 (亏损为“-”)	446,360.00	513,314.00	574,911.68	632,402.85	682,995.08
加：其他业务利润 (亏损为“-”)	-				
减：营业费用	144,440.00	166,106.00	186,038.72	204,642.59	221,014.00
管理费用	197,320.00	218,548.00	238,077.76	256,305.54	272,345.98
财务费用	5,304.00				
三、营业利润 (亏损为“-”)	99,296.00	128,660.00	150,795.20	171,454.72	189,635.10
加：投资收益 (损失为“-”)	-				

补贴收入	-				
营业外收入	-				
减：营业外支出	-				
四、利润总额 (亏损为“-”)	99,296.00	128,660.00	150,795.20	171,454.72	189,635.10
减：所得税	24,824.00	32,165.00	37,698.80	42,863.68	47,408.77
五、净利润 (净亏损为“-”)	74,472.00	96,495.00	113,096.40	128,591.04	142,226.32

4.2 Cash Flow

	第一年	第二年	第三年	第四年	第五年
一、经营活动产生的现金流量					
销售商品提供劳务收到的现金	935,200.00	1,075,480.00	1,204,537.60	1,324,991.36	1,430,990.67
收到的税费返还					
收到其他与经营活动有关的现金					
经营活动现金流入小计	935,200.00	1,075,480.00	1,204,537.60	1,324,991.36	1,430,990.67
购买商品、接受劳务支付的现金	345,854.33	397,732.47	445,460.37	490,006.41	529,206.92
支付给职工以及为职工支付的现金	91,549.67	105,282.13	117,915.98	129,707.58	140,084.19
支付的各项税费	76,260.00	91,316.40	103,948.37	115,738.20	126,113.26
支付其他与经营活动有关的现金	349,960.00	339,734.00	381,794.88	422,819.81	464,067.50
经营活动现金流出小计	863,624.00	934,065.00	1,049,119.60	1,158,272.00	1,259,471.87

4.3 NPV, IRR, ROI

NPV = \$766,416.44. In order to make the economic evaluation more prudent and reduce the risk, the company used a more conservative discount rate of 15% for the project NPV calculation, and the financial data in the cash flow statement calculated the NPV of \$766,416.44, which is much larger than zero. From the project NPV calculation, it can be seen that the project has a positive NPV. In a conservative estimate, there is still \$766,416.44 NPV. From that point of view, this project is feasible.

IRR=80%. Based on the financial data in the cash flow diagram, the IRR of this project is 80%, and the cost of capital is 15%, which is much smaller than the IRR, so the project is acceptable in terms of economic effect.

Based on the projected sales revenue data in the projected five-year income statement (annual report), the company's profitability is good and the company's net sales margin continues to increase, maintaining above 11% from the second year; meanwhile, the company's equity multiplier is 1, indicating that the company has no

debt. Accordingly, the company intends to withdraw a reasonable proportion of its net profit as a return to shareholders. The specific way is: no dividend in the first year, and 40% of net profit every year starting from the second year.

4.4 Breakeven point

Assuming that the operating profit of the company in the first year is zero, that is, the operating revenue is equal to the operating cost and expense, considering the fixed assets depreciation, rent and other inputs, the sales revenue in the first year has to reach 284,383.56 yuan for the company to break even, based on the sales revenue in Table 8-3 forecast five-year income statement (annual report), the sales revenue of the company in the first year is 935,200 yuan, which obviously reaches break even. From that perspective, the project is feasible.

Section 5

Conclusion and Suggestion

5.1 Conclusion

China's social contradictions have undergone fundamental changes, people's living standards have been significantly improved, and the demand for food and beverage consumption is getting bigger and more diverse. With the strong intervention of "Internet+", food and beverage consumption is gradually developing towards personalization, experience and diversification. As a result of the new pneumonia epidemic, the catering industry has experienced another pain and is facing system reshaping. This paper selects the breakfast catering company as the full-text research object, first of all, the company's internal and external environment for a reasonable and rigorous analysis, while combining the understanding of the catering industry and relevant marketing theory, the current breakfast company's existing marketing strategy to carry out a detailed study, and found that the company's current marketing aspects of some problems: first, grasp the product demand on imprecise, two is not flexible enough pricing mechanism, three is Marketing channels are not developed enough, the fourth is the promotion strategy is too traditional, five is the staff communication ability is not good, six is the service process is flawed, seven is the lack of innovation in tangible display. In view of the above problems, based on the 7P marketing theory and combined with Internet thinking, the author proposes the next marketing strategy, mainly including: product based on customer demand "keep the right innovation", focus on customer perception of pricing and price adjustment strategy, build online and offline diversified marketing channels, innovative promotional content and means, restaurant staff and customer effective The above marketing strategies are a comprehensive way to bridge the gap between online and offline marketing. The above marketing strategies can improve the marketing level and competitiveness of breakfast companies by comprehensively connecting the online and offline interaction processes with consumers, enhancing customer experience in multiple ways, and improving their satisfaction and loyalty, as well as providing reference for

the improvement of marketing strategies of similar catering companies.

5.2 Suggestion

The research conducted in this thesis has shortcomings due to the limitations in the selection of the research object and the need to further improve the author's cognitive level. First of all, the research object of this thesis is a breakfast catering company, and the analysis and research conducted is based on this company, and the suggestions made are also used in breakfast catering companies. The above problem analysis and suggestions cannot be applied to all catering companies at the same time, but need to be analyzed specifically in different catering companies, taking into account the characteristics of the company and the internal and external environment. Again, given the author's limited knowledge base and analysis level, some factors may be overlooked in the analysis. In addition, since I have not worked full-time in the restaurant industry, the limitations of the author's knowledge in the industry may also have an impact on the recommendations made. Marketing strategy recommendations can only be most effective when they are fully integrated with the company's costs, culture and internal and external environment. Finally, it is hoped that the analysis of the marketing strategy for the breakfast restaurant company will help the company to further develop its marketing work.

Appendix

Questionnaire

1. Your gender is

A. female

B. Male

2. How often do you usually eat breakfast?

A. Every day

B. Occasionally

C. Don't eat

3. Do you think breakfast is important for your health?

A. Very important

B. Generally

V. Not important

4. When do you eat breakfast?

A. Before 7:00

B. 7:00-8:00

C. 8:00-9:00

D. After 9:00

4. The waiting time you can accept when you choose to take away breakfast: A. 0-5 minutes

A. 0-5 minutes

B. 5-10 minutes

C. 10-15 minutes

5. Where do you usually buy breakfast?

A. Canteen

B. Street stalls

C. Buy cooked food from the supermarket the day before

D. Make it yourself at home

6. How much do you usually spend on breakfast?

A. 2-5 RMB

B.5-10 RMB

C.More than 10 yuan

7. The reason for choosing to buy breakfast in stores instead of stalls

A.To go along with the road

B.Clean and hygienic

C. delicious

D.Too late to make breakfast by myself

8. What do you value most about breakfast stores? (Multiple choice)

A.Food taste

B.Environment and atmosphere

C. Service attitude

D. Food safety

E. Food types

9. For breakfast which of the following types do you like the most: (multiple choice)

A.Salty bun, steamed bun

B. Sweet buns, steamed buns

C. Noodles, powder

D. Dumplings, dumplings

E. Fried food (doughnut, oil cake, etc.)

F. Rice

10. Your requirements for breakfast: (multiple choice)

A.Adequate quantity

B. Cheap

C. Balanced nutrition

D.Hygiene

E.Good taste

F.Good service attitude

11.What you are not satisfied with the existing breakfast stores: (Multiple choice)

A.Long queuing time

B. Ingredients are not fresh

C.Poor taste of breakfast

D. Less varieties of breakfast

E. Unhealthy business premises

12. If you open a store that can provide online booking exclusive breakfast, the next day to eat directly or take away, you will go to spend?

A. Will

B. Will not

C. Not sure

D. It would be better if it could be delivered

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Biography

Name- surname	Yingchao Li
Date of birth	June 30, 1987
Place of birth	China
Address	Heze City, Shandong Province, China
Workplace	Shandong Electric Power Group Company Heze Power Supply Company
Position	Vice President of Marketing
Education	MBA Southeast Asia University



CERTIFICATE

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THIS IS TO CERTIFY THAT

YingChao Li

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ASSOC.PROF.ARUS KONGRUNGCHOK, Ph.D.

Dean, International College RMUTK

SUPOT RATTANAPUN, Ph.D.

Vice Dean for Academic Affairs,
International College, RMUTK