



HP HOSTEL ELDERLY CARE SERVICE

BY

LINGYAN KONG

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 is qualitative research. The objective is startup business. The support of the social welfare fund organization of the National Bank to the social work service center and the relevant preferential policies, Hezhilao Residency Pension Service Co., Ltd. has made the following assumptions and financial analysis according to the latest accounting and tax policies. Main financial assumptions: 1) The preparation of financial statements is based on the Accounting Standards for Nonprofit Organizations issued by the Ministry of Finance of the People's Republic of China in 2005. 2) Accounting year of the enterprise: from January 1 to December 31 of the Gregorian calendar. 3) Recording currency: RMB. 4) Accounting basis and valuation principle: the accrual basis is used as the accounting basis, and the historical cost is used as the valuation principle (the time of the financial statements predicted by the organization is the end of each year, that is, December 31, without considering inflation).

Keywords: Hostel, Elderly Care Service

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Lingyan Kong

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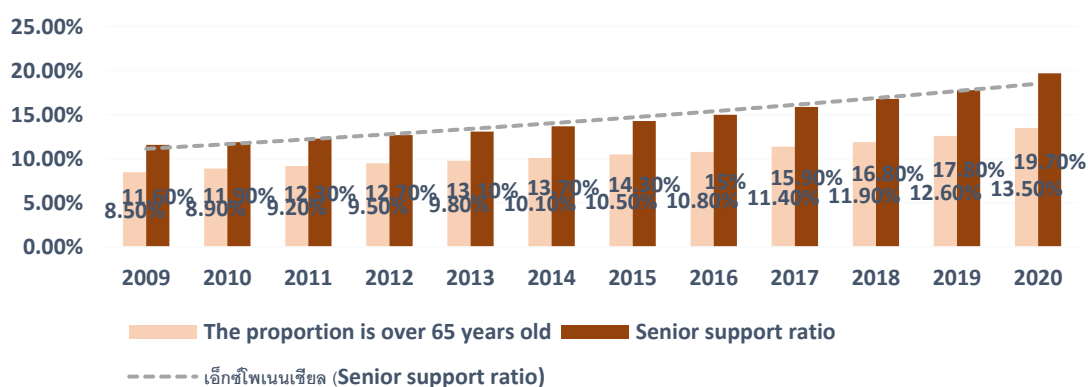
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Chapter 1

Executive Summary

1.1 Project Background

According to the census data of the National Bureau of Statistics, at the end of 2021, the population aged 60 or above was 267.36 million, or 18.9 percent, of which the population aged 65 or above was 200.56 million, accounting for 14.2 percent. Compared with 2020, the number of people aged 60 and over and 65 and over increased by 3.29 million and 9.92 million people, respectively, and the proportion of people aged 60 and over and people aged 65 and over increased by 0.2 and 0.7 percentage points, respectively, compared with 2020, deepening the degree of aging further. As the aging level deepens, the dependency ratio of the elderly has increased to 19.7% (Figure 1). The pension problem has become an increasingly heavy burden on the family and even the society, and the traditional concept of "raising children for old age" and its model is difficult to solve the current pension problem.

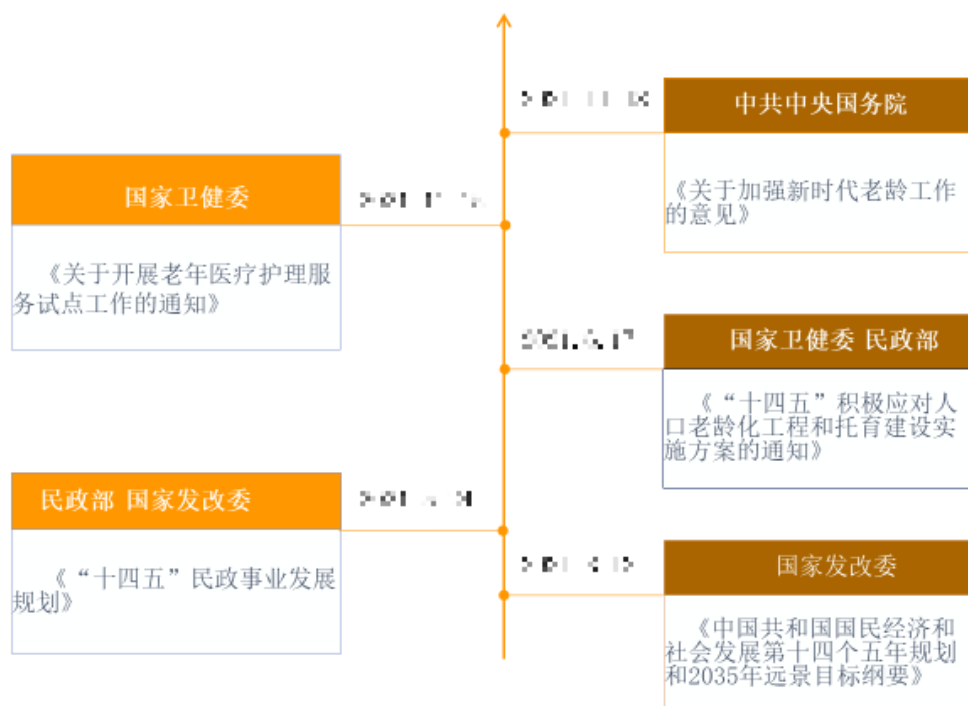


1Figure 1 Statistics on the proportion of the population aged 65 years and above and the proportion of the elderly dependency in China

Pension difficulties is not only a family problem, but also on the industry mechanism of the old, the traditional pension industry is still adopted community designated health service, elderly users for habits, life circles and diet and pension

living type kang place produced strong resistance, led to the pension industry malignant label increased year by year, so the need to change is not only pension, but also from the pension industry the underlying service architecture and way to optimize and adjust, based on this case, living type kang is quietly born in the market and accepted by the market customers;

The greatest demand of the middle-aged people in China is to free themselves, travel inside and outside the city; stimulate the life experience of living motivation and new things; seek more life scenes to enrich the existing material and spiritual world, the elderly people begin to find their own friends to travel, and in the current environment, the health care mode is catering to these customers and growing.

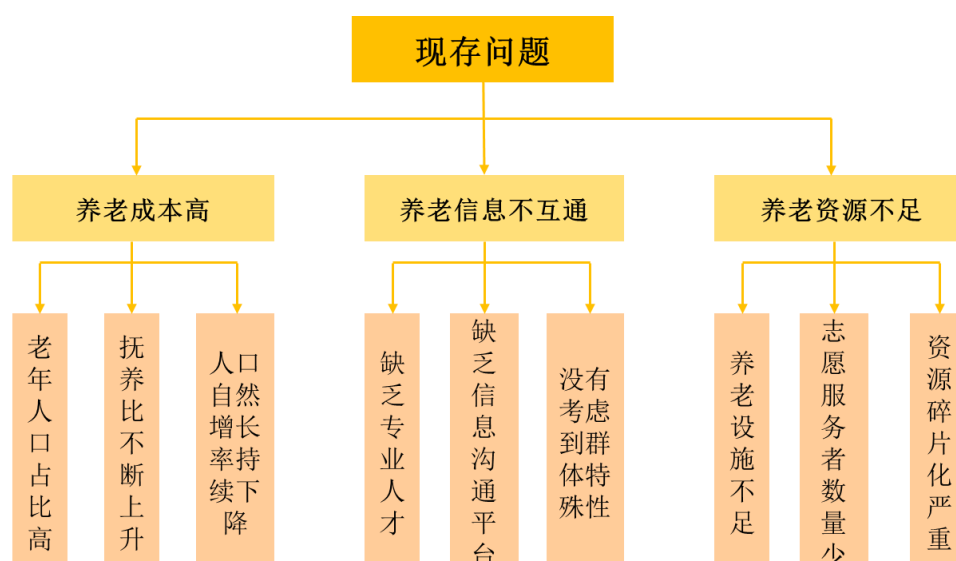


2Figure 2. Relevant national policies

1.2 Industry Status quo

With the increase of various needs of the elderly, such as care, medical policy, daily action needs and spiritual level, the growing living, material and spiritual needs of the elderly every day and the imbalance and inadequacy of related elderly care services has always been the main contradiction between the development of China's elderly care service industry and the market. It is an

important choice to solve the aging of the elderly care products and combine innovation with the elderly care industry. In recent years, China has been trying to find ways to deal with the problem of aging, through the multi-level pension service system, China's pension industry in the rationalization of the healthy development. In 2019, the central committee of the communist party of China and the State Council issued "the national actively address the aging population planning", requires "perfect health education, prevention, disease diagnosis and treatment, rehabilitation, care, long-term care health service system, improve on the basis of the home, community, institutions fully development, combining multi-level endowment service system". However, in practice, there have always been some common problems in the total amount and quality of pension services provided in China: such as the lack of high-quality services, at the level of total supply, and the shortage of social pension resources.



3 Figure 3: Problem Analysis

Therefore, it is particularly important to explore a perfect development system of pension institutions. By building the information management platform of elderly nursing institutions and improving the existing elderly volunteer service system, we can strengthen the concept of elderly service and improve the quality of elderly service. With the increasing aging of China, the cost of pension is

constantly rising, and in the continuous improvement of the pension service mechanism, it is also in the improvement of social governance in China.

With the continuous fullness of domestic pension industry structure, the pension mode has also produced different forms, and the latest and the most popular is the living pension mode, respectively: rural pension mode, food health living mode, scenic spot living mode, etc.; the most popular is the rural pension mode, with the farmhouse, rural green farming, entertainment, local rural culture as the base station, to meet the elderly leisure living mode, not only in the birth of the pension mode, for the domestic pension layer provides different pension living environment, improve their life happiness. The pension industry has therefore been greatly promoted and development.

As shown in the following table, after the analysis of the population age structure and economic situation of Shaanxi, Sichuan and other provinces, it is found that these provinces are based by the conditions and market demand of living and pension.

1Table 1: Market Analysis

province	Population (ten thousand people)	GDP(100 million)	Urban income (RMB)	Number of elderly population (ten thousand people)	Suitable for living (ten thousand)	Total annual travel-time consumption (RMB 100 million yuan)
Shaanxi Province	3775.12	17689.94	24366	1208	483.2	386
Sichuan	8140.2	28536.7	24381	2242	814	529
Qinghai	584.2	2301.12	22306.57	87	43	21.5
Nei Monggol	2504.8	17769.5	28350	501	200	130-160

Chapter 2

Market Analysis

2.1 Market size and capacity

Population aging is an important trend in China's social, economic and social development. In the next few years, the old age, disability, dementia, and other population structural scale is huge, and the potential of derivative consumer demand is broad. According to the data of the Chinese Academy of Social Sciences, about 12% of the elderly people in China are disabled, and it is expected that more than 25% of the elderly people need comprehensive care. At least more than 40 million elderly people in China need rehabilitation and nursing services.

Domestic tourism bureau data released online that 15 years of outbound tourism in about 4.12 billion, the national per capita travel mostly more than 3-5 times a year, the present domestic silver (the elderly) travel per capita times has occupied the total data of 20% and more visible in the elderly has become a living in pension health powerful team in the industry.

Table 2 Age ratio of the national population

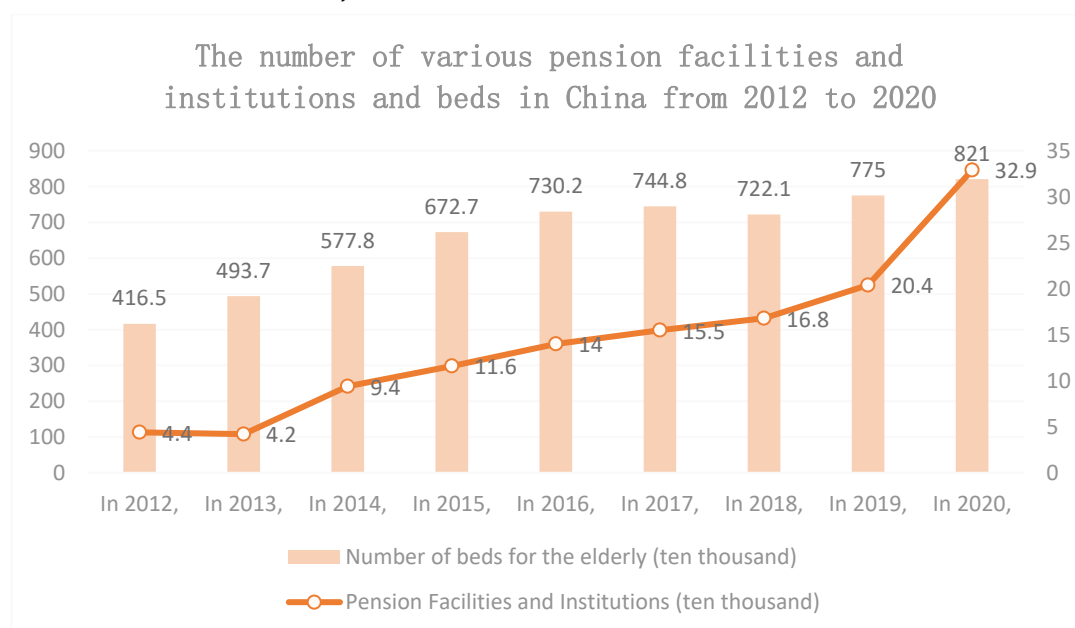
(Data source: Seventh National Census data)

age	number of populations	proportion
amount to	1411778724	100
0-14 Years old	253383938	17.95
15-59 Years old	894376020	63.35
Age 60 and over	264018766	18.7
Of these were 65 years old and older	190635280	13.5

With the development of social economy and the continuous improvement of the health system, the era of longevity in China is coming. The number of people aged the age of 80 and over exceeds 35.8 million, and the population will double by 31.23 million in the next five years. At the same time, in the next five years, the

number of people with cognitive impairment will reach 18 million, empty nesters will reach 145 million, and 50 million disabled elderly people, and so on. The market consumption of the pension industry with different needs will usher in new changes.

At present, the elderly care industry is small, related pension facilities are insufficient, and resources are seriously fragmented, which cannot fully meet the actual needs of the society.



4Figure 4 Number of various pension facilities, institutions and beds in China

(Source: Statistical Bulletin of the National Bureau of Statistics over the years, organized by the Youth Investment think tank)

It is predicted that by 2050, China will have 487 million people over the age of 60, accounting for nearly 35 percent of the population. The "silver economy" has a promising future in China.

China's pension market size is increasing year by year (100 million)			
6.5	7.7	10	22.3
In 2018,	In 2020,	In 2021,	In 2030,

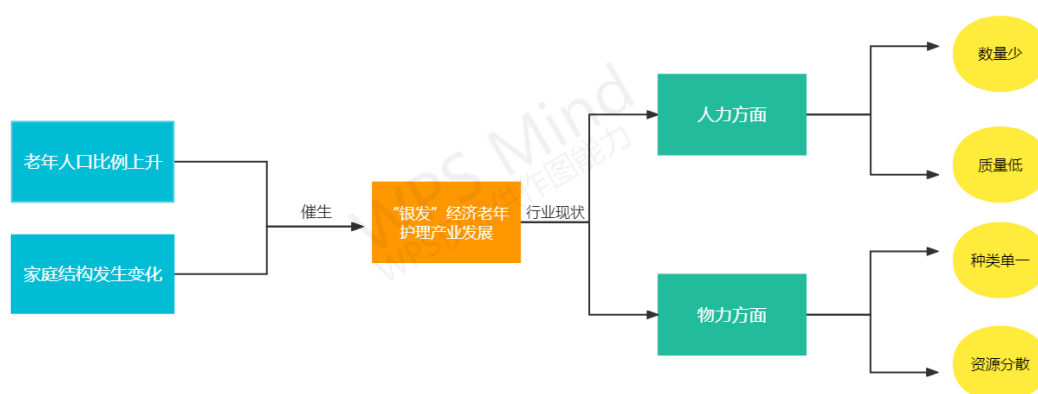
5Figure 5. Size of China's pension market (Data source: Shell Finance, Digital Reading Finance)

2.2 Pain points of the traditional pension industry

With the arrival of the "silver age", China's pension situation is becoming more and more severe. However, due to the traditional family structure in China is changing and the dependency ratio is rising, most families have fewer young members, insufficient nursing experience and greater pressure to parenting parents, and the traditional family support care model for elderly people cannot be sustained.

On the one hand, the demand for elderly care is increasing rapidly, and the pension industry is facing the problem of "employment shortage". The number of pension talent team in China is seriously insufficient.

On the other hand, the demand for pension presents a multi-level and diversified development trend, and the professional level of the elderly care industry is insufficient, and a large number of elderly care industry talents are urgently needed. From the actual situation, the current stage of the elderly care service personnel team in China is mainly from the rural background of 40,50 years old people, their education level is generally low, the lack of vocational elderly care skills training.



6Figure 6. Industry status quo

2.3 Project development opportunities

In recent years, China has not only put forward the national strategy of "healthy China", but also put forward the national strategy of "actively responding to the aging of the population". In this context, the party and the government has

issued the several opinions on promoting the development of health services "," about promoting the combination of health and pension service guidance "," healthy China action (2019-2030) "," difference "the plan for healthy aging", "healthy China 2030" planning outline " and a series of important policy documents. On February 21,2022, The State Council issued the 14th Five-Year Plan for the Development of undertakings for the Elderly and the Elderly Care Service System, which further clarified the improvement of the health support system for the elderly.

3Table 3 Main Indicators of the national development of aging undertakings and the pension service system during the 14th Five-Year Plan period (Data source: The 14th Five-Year Plan for National Aging Development and Old-age Service System)

order number	metric	2025
1	The total number of beds for the elderly care service	It has reached more than 9 million copies
2	Monthly visits for the elderly with special difficulties	Up to 100%
3	New urban areas, new residential areas supporting the construction of pension service facilities to meet the standards	Up to 100%
4	The proportion of nursing beds in nursing institutions	Up to 55%
5	The proportion of secondary and above general hospitals with geriatric departments	More than 60%
6	Enrollment scale of pension service-related majors in undergraduate universities and vocational colleges	an obvious growth
7	Every number of 1,000 elderly people are staffed with social workers	Keep more than 1 person

8	University coverage for the elderly	Each county (city, district, flag) at least one
9	"Respect for the elderly month" activity coverage	Each county (city, district, flag) carries out it once a year

Actively cope with an aging population in China, speed up the growth of pension care industry development, constantly meet the demand of the elderly, to protect the elderly rights, alleviate the pressure of the younger generation parenting, therefore, establish living endowment base is the trend of The Times, this is the pension optimization and upgrading of industry chain, with the help of the industry can boost the economic benefits of catering, tourism, and the development of the base can expand employment, promote social stability, harmony, promote economic and social sustainable and healthy development.

Chapter 3

Product Introduction

To better promote social health and pension, And the Residence Pension Service Co., Ltd. to establish a pension base, With northeast Liaoning, northwest Gansu and Wuhan in central China as the basic bases, To the country suitable for the base of radiation to establish the project chain form mode, And according to the different situation of the elderly, different living and residence environment and develop a full set of service system. After the migratory bird pension, sojourning pension, vacation pension, holiday group pension, rural pension tour, remote interactive pension tourism and other forms, At the same time, the "Internet + pension model" to establish a smart pension platform, Improve the whole system, To provide the elderly with high-quality and rich life in their old age, Also let the children be more relaxed and happy, Increase social stability, Also promote the sound and rapid development of the pension industry!

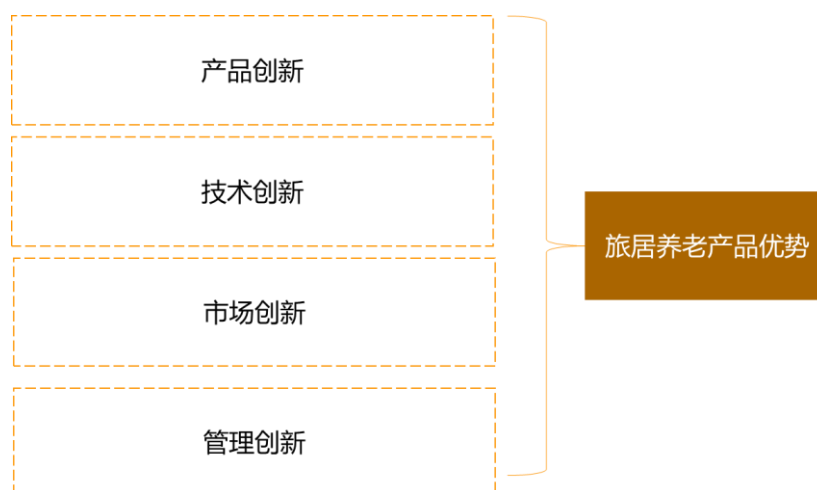
3.1 Product Form

3.1.1 Migratory bird pension

Migratory bird pension is with the change of the season, choose different local tourism pension. As a new way of pension, migratory bird pension is getting more and more attention from all parties. This kind of pension, food, clothing, housing and transportation in other places of nursing homes, apartments for the elderly, and other institutions, set health tourism, tourism and leisure, cultural entertainment as one, is healthy and happy to enjoy life, enjoy life in play.

3.1.2 Residence and pension

In recent years, a number of "dynamic elderly people" have emerged who are keen on tourism in China. Traditional tourism products and pension models have been unable to meet their high-level needs of leisure and health preservation, rich life and soul conservation.



7Figure 7 Advantages of sojourn pension products

3.1.3 Senior tour groups

Among the many tourist groups, the elderly are also traveling in a very large proportion, especially when many retired elderly people will meet together for a pleasant trip. The advantages of the elderly group tour organized by our company are:

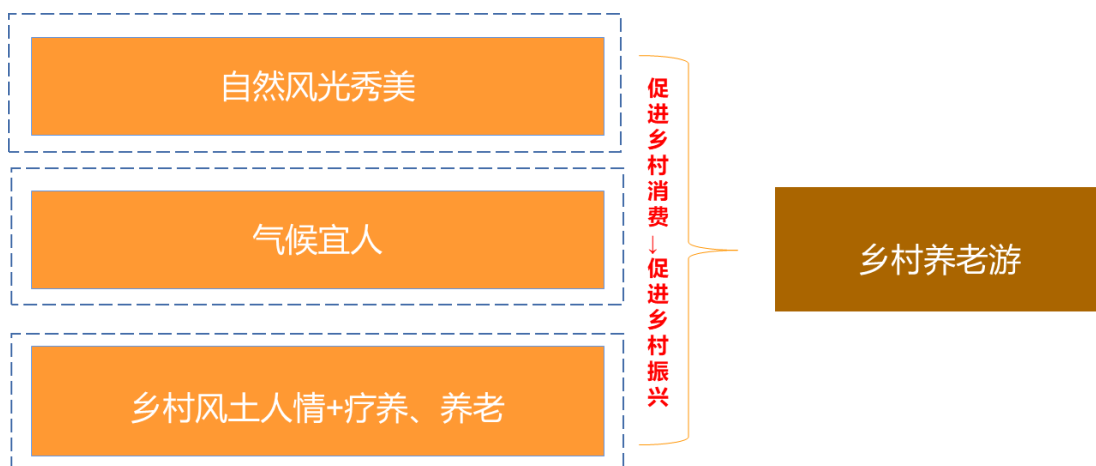
- ① Independent group organizing, no group fighting. Local departure, lead the whole journey.
- ② One ticket to charge, no other charge.
- ③ High quality group, for "without a penny of travel".
- ④ Group formation, arrange arrangement, respect the old and love the young.
- ⑤ The whole video, make a beautiful video, a lifelong souvenir.
- ⑥ No age limit (except for Tibet), do not discriminate against the elderly, especially the elderly group.

3.1.4 Rural pension Tours

Interpretation of the concept of rural pension tourism

Rural endowment tourism the main purpose of the tourism is not to experience the local conditions and customs of the country, but for their own health, choose to more suitable for the elderly pension natural scenery,

environment, pleasant climate of rural tourism to long-distance endowment, in recuperation, pension at the same time experience the rural local customs, customs and scenery.



8Figure 8. Rural pension model

Main types:

4Table 4 Main types of rural pension tour

Resource-based vacation and pension model	Wild luxury pension apartment, landscape health treatment base, hot spring pension complex, etc.; rural pension.
Cultural and artistic vacation and pension model	Ancient town vacation pension, folk customs vacation pension, music and art vacation pension, religious meditation vacation pension, etc.
Sports and leisure vacation and pension mode	To build a pension model characterized by nourishing, training, training and leisure, supplemented by the pension industry.
Medical and health body vacation pension model	Traditional Chinese medicine health care pension, western medicine health care pension, health food pension, etc

3.1.5 Remote interactive tourism for the aged

Sojourn pension can combine the above different forms of pension, use the Internet + smart pension, to avoid the disadvantages of each form to the greatest extent, to provide higher quality services, better enjoyment, more perfect supporting measures, more professional medical security and so on.

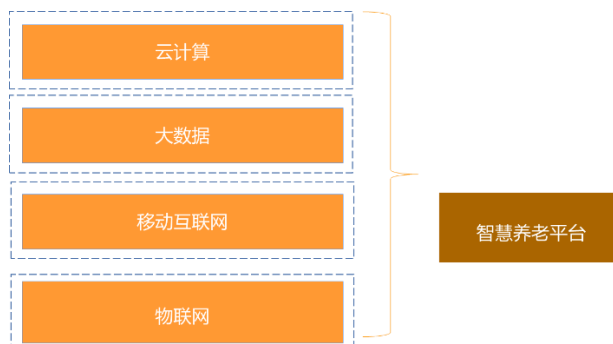
3.2 Product Advantages

On the one hand, push Active and living pension and "pension community" are highly integrated. The government will use the Internet technology to integrate the decentralized remote elderly care services into large-scale industries, and actively create "smart residential elderly care", that the Internet and Internet of Things technologies are deeply embedded in residential elderly care services, and promote the integration of government public services, social elderly care services and voluntary elderly care services. On the other hand, we will promote the organic connection between living elderly care information services and Internet consumption.



Figure 9 Smart living and pension model

Smart pension is a new concept emerging with the development of pension service-related technologies, and it is an important practical form of smart city. Smart pension can break the inherent time and space constraints and provide high-quality and high-enjoyment pension services for the elderly.

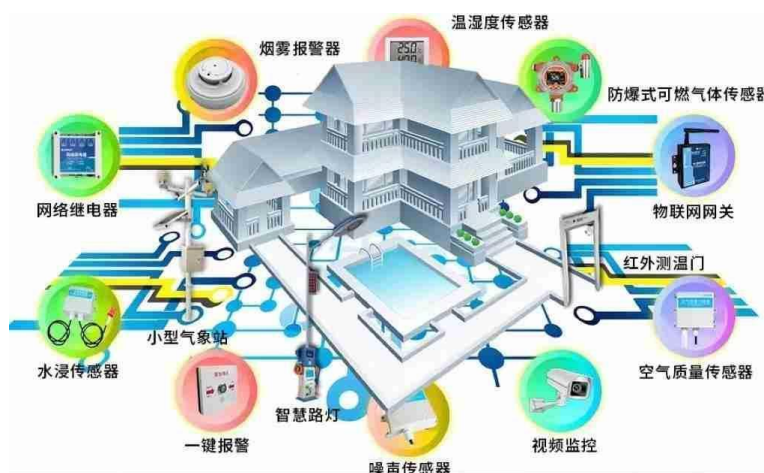


10 Figure 10 Smart Elderly care Platform

Our products and services will design and monitor the environment of the living nursing home, to provide reliable supporting measures for the elderly, which can be used with the help of the smart pension system.

To provide a safe living environment for the elderly, to prevent the elderly memory decline forget to turn off gas, faucets, and other events to provide related monitoring system

- (1) Indoor environment: temperature and humidity, PM2.5, automatic induction lamp;
- (2) Memory decline, easy to forget to turn off the fire, turn off the water and other problems: combustible gas sensor, water immersion
- (3) Sudden disease rapid alarm: one-click alarm
- (4) Safety issues: door magnetic locking, video surveillance, smoke sense.



11Figure 11 Environmental detection system of living nursing homes

3.2.1 Targeted: personalized elderly care services



12 Figure 12 Smart Elderly Care Information Platform

This product is mainly aimed at the sojourn nursing homes, and the smart pension platform is a more convenient and intelligent auxiliary platform for the sojourn pension services.

By collecting information and storing classified data for the elderly, the needs of the elderly can be feedback, and personalized pension services are provided for the elderly.

To provide different medical services and diet collocation for the elderly with different physical conditions, to provide more targeted services for the elderly.

3.2.2 Differences: heterogeneous tourism experience

(1) According to the economic conditions and the different conditions you want to enjoy, you will provide collective apartments for the elderly similar to the hotel, and you will also provide single-family B & B villas. The elderly can choose to live in an apartment or share a single-family folk villa with their friends according to their own needs and their own situation.

About the room design: hand washing platform plus armrest, tea table using round design is equipped with suitable for aging furniture to avoid the collision of edges and corners for the elderly to create:

(2) According to the different preferences of the elderly themselves, they can

freely choose the scenic spots they want to play. Combined with the smart pension platform, we will push travel guides for different living places for the elderly. The elderly can choose to book their own destination on the platform, and the backstage staff can bring the elderly to different places according to different needs according to the information. This can make the elderly's travel to enjoy and satisfied.

For example, if the next station is Yunnan, workers can upload relevant tourist point information in advance. The elderly can count the information after filling in the relevant information on the platform:

(This table displays information in the background)

Sojourn place	Old people who choose this location	remarks
Erhai Lake	xxx、 xxx...	
Old Town of Lijiang	xxx、 xxx...	
Dali ancient city	xxx、 xxx...	
Shangri-la	xxx、 xxx...	

3.2.3 Product comparison

Product introduction: Taikang product line has a total of three, Through diversified insurance, health community management, pension three industrial lines to serve domestic and foreign endowment customers; The company has a wide range of business coverage, Through the three dimensions of endowment insurance, community health care service and elderly care service to form a closed loop of health care pension chain, Rich product structure can completely make the elderly's life safety, living circle layer and living environment to get a favorable guarantee, It is also a quality choice for modern young people to take care of their parents; The successful operation of Taikang Home · Shen Shengyuan is the best example, Not only the integration mode of medical care and quality insurance guarantee, Shenyuan is through the operation of customer data to create the same circle of life as customers who have moved in the health community, Using a circle layer to create a split, Through the spiritual supply of circle life and modern intelligent

health care, So as to attract more customers to move in;

Product comparison: Taikang home in business is still using the traditional health mode, through the existing network of multiple product chain composite form for the elderly (customized insurance, fixed-point health care places, 24h elderly care services and health care places activities), except some physical users, other users are almost unified management services; for the elderly market now pay more attention to the quality of life is not the best quality choice. Our company adopts sojourn health care instead of traditional settlement health care, According to different periods, different seasons, different temperatures to choose different tourism and health care places, Give health care users not only for physical health care, It is also a physical and mental health of recuperation; Except for the different ways of health care, We have also customized the intelligent devices of the elderly users according to the physical and living habits of the elderly users, For example, temperature and humidity, PM2.5, automatic induction lights, door magnetic lock, video surveillance, smoke sense and other detailed tools to always monitor the health state of the elderly, It provides a more comprehensive guarantee for the elderly users with different physical quality; To better record the physical health status of elderly users, We have personalized services, Different accommodation locations, accommodation methods and health care methods will be provided according to the health of each elderly person, Let every health care user's mentality and body can be positively improved; The additional mobile phone intelligent pension service system is also a favorable tool for young people to always grasp the living and health status of the elderly at home, Different from the traditional contact information of the traditional Taikang Home, This device can more accurately reflect the status of the elderly.

So modern pension life is not only the maintenance of the body and life scene, but also the pension life structure and diversification to enrich the spiritual world, to "body" "heart" double health, and our entity intelligent endowment equipment and living kang pension way will be for both in the traditional pension industry make breakthroughs and changes, will gradually replace the old model of

peer enterprises.



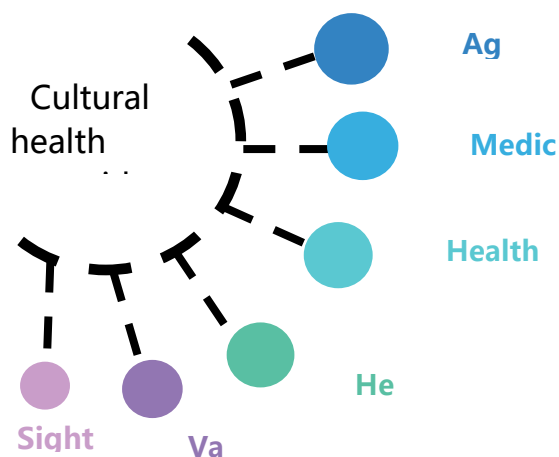
13Figure 13 The general environment of a living nursing home

3.3 Specific products and services

In order to better promote this project, our company conducts cultural health attractions and natural landscape, analyze and summarize the product and services suitable for the project, including agriculture, medical health, health science, vacation, health, sightseeing, mainly to further enrich the spiritual world, and cultivate noble sentiment; and the natural landscape health part, through the magic of nature, to feel the miracle of life, let the elderly immersed in nature, can keep the mind happy, can breathe the fresh air of nature, exercise, and enhance immunity. Through these two categories of living and health care, it can promote the comprehensive quality of the elderly group and become a positive driving force for the healthy development of the society.

3.3.1 Humanities (cultural health preservation)

Chinese culture is extensive and profound, this project through the national project research, including sightseeing health, vacation health, health experience, health science education, medical, health, agricultural health, characteristic diet resources, traditional medical resources system selected the right attractions in the project, as a service system of cultural health service, can let customers diversified choice according to actual needs.

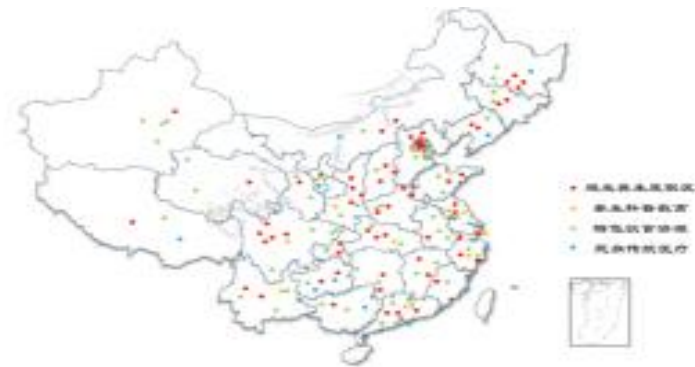


14Figure 14 Cultural pension category

Introduction to scenic spots:

In the area	Attractions type	Scenic spot name
North-East Dist	Sightseeing health	Qingyuan Jinshan Stone Buddha Scenic Spot, Harbin Geile Temple, Jingyuetan, Anshan Qianshan, Anshan Tanggangzi Hot Spring tourism resort, etc
	Vacation health	Chicken stew mushroom, pot wrapped meat, pork cabbage stew vermicelli, ground three fresh, etc
	Health experience	Longjiang medical school, full medical Law
North China	Health science education	The Palace Museum, the Temple of Heaven Park, the Summer Palace Scenic Spot, Tian'anmen Square, Chengde Summer Resort, Hulun Buir Grassland, Nuanquan Ancient Town, etc
	Medical health	Beijing roast duck, Goubuli steamed stuffed bun, donkey meat fire, Inner Mongolia roast whole sheep, tea soup and other Mongolian medical treatment
East China	Agricultural health	Hangzhou West Lake, Suzhou Garden, ancient villages in southern Anhui, Shanghai Bund, etc
	Featured food resources	Spring ion oil noodles, Nanjing salted duck, Ningbo dumplings, Huainan beef soup, satay noodles, crock soup, etc

Central China	Traditional medical resources	Mulan Cultural Ecological tourism Area, Qingliang Village, Guiyuan Zen Temple, Sanquan Lake, Shaolin Temple scenic area, Bamboo Forest Longevity Mountain scenic area, etc
	Ethnic medical system	Henan stewed noodles, hot and dry noodles, Changsha stinky tofu, etc
South China		Qingshui Bay Hot Spring Resort, Cuba Health Park, Zhuhai Chimelong International Ocean Resort, Shenzhen Window of the World, etc
		Guangdong morning tea, Guangxi rice noodles, Hainan Wenchang chicken, Hong Kong Chezai noodles, etc
		Miao medical materials, Zhuang medical treatment, Yao medical law
Nordhurland Vestra		Tongchuan Yaowang Mountain, Famen Temple Buddhist Cultural Scenic Spot, Huaqing Pool, Louguantai, Helan Mountain Man Portuguese Town, Tar Temple, etc
		Shaanxi oil noodles, Lanzhou beef noodles, Qinghai essential noodles slices, mutton bread in the bun, Xinjiang plate chicken, medical law, etc
Southwest area		Mount Emei, Yaowang Valley, Bazhong Wanshou Health Valley, Pengzushan, Museum of Degree University of Traditional Chinese Medicine, Yunnan Museum of Ethnic Traditional Chinese Medicine, etc
		Chongqing small noodles, Sichuan Dan Dan noodles, Guizhou pickled cabbage fish, Yunnan bridge rice noodles, Xizang butter tea, Tibetan medical treatment, etc

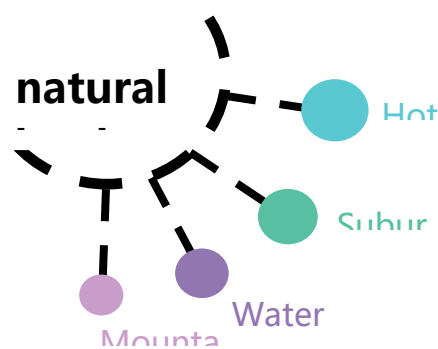


15 Figure 15 Cultural and Health Resort

As shown above, China can be divided into seven regions, respectively, the northeast, north China, east China, central China, south China, northwest and southwest, the seven regional screening spots with local folk and cultural characteristics, cultural connotation is very rich, the old man can take the opportunity to learn more about the profound connotation of Chinese culture, cultivate life interest, improve personal sentiment, to promote spiritual civilization progress, meet the demand of cultural learning, make the body and mind to relax and accomplishment.

3.3.2 Natural landscape part

China's natural landscape is very magical, and each place has different landscape characteristics. Through national research, our company selects the five fields of mountains, water, lake, suburbs and hot springs, so that the elderly customers can better experience the magic charm of the natural landscape and maintain their physical and mental health.

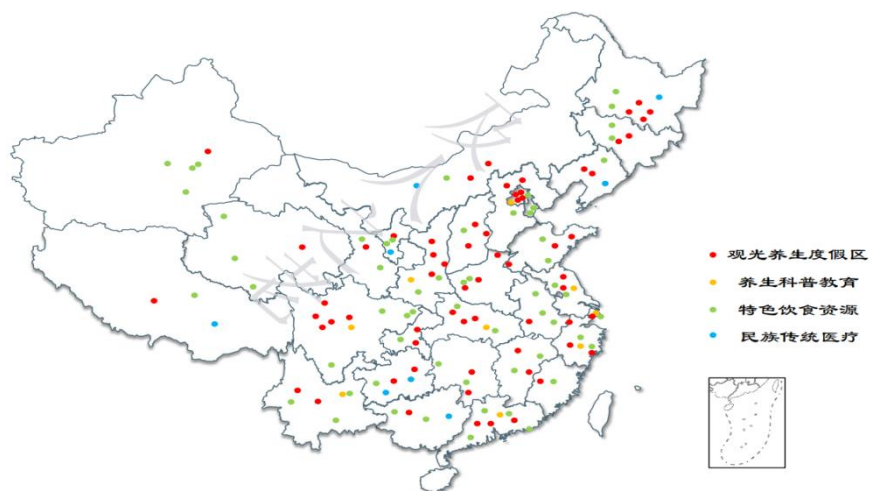


16Figure 16. Natural landscape pension category

geographic area	mountain forest	Water lake	outskirts	hot spring
Eastern China	Mount Huangshan Scenic Spot, Huangshan City, Anhui Province	West Lake, Hangzhou city, Zhejiang Province	Shanghai (Shanghai Huakai Maritime Ecological Park, Chinese Farmer Painting Village, Xinyi Tianyu Garden	Sun Valley Hot Spring Theme Park in Xiamen, Fujian Province
	Mount Wuyi Mountain Scenic Spot in Fujian Province	Qingdao city bathing beach in Shandong Province	Kai Taiyu Culture Ecological Farm)	
		Taihu Lake Scenic Spot in Wuxi City, Jiangsu Province		
South China	Guilin City, Guangxi Province	Yalong Bay, Sanya City, Hainan Province	---	Qingshuiwan Hot Spring Resort in Guangzhou city, Guangdong Province
	Baiyun Mountain Scenic Spot in Guangdong Province			
central China	Lushan Mountain Scenic Spot in	Enshi Grand Canyon, Enshi Tujia and Miao	---	Hubei Province, Country

	Jiangxi Province, China	Autonomous Prefecture, Hubei Province		Garden Hot Spring, Xianning City, Hubei Province
	Zhangjiajie Scenic Spot in Hunan Province	Yuntai Mountain Scenic Spot, Jiaozuo City, Henan Province		
North China	Changzhi City, Taihang Mountain Grand Canyon, Shanxi Province, Tianjin Panshan Scenic Area	Baiyangdian Scenic Spot, Baoding City, Hebei Province	---	Gubei Water Town, Beijing
Northwest Terr	Helan Mountain National Forest Park in Ningxia Province, Huayin Huashan Mountain in Shanxi Province, and Zhangye	Shahu Ecological Tourism Zone in Shizuishan City, Ningxia Province, Hukou Waterfall in Yan'an City, Shanxi Province, Chaka Salt	---	Yinchuan City, Ningxia Province, Man Tianmu hot spring

	Colorful Danxia Scenic Spot in Gansu Province	Lake in Qinghai Province, and Tianshan Tianchi Lake in Xinjiang Uygur Autonomous Region		
southwest	Sichuan Province, Mount Emei Scenic Spot	Jiuzhaigou Scenic Area in Sichuan Province	---	Chongqing Dazu Longshui Hot Spring Resort Center
	Chongqing Wulong Karst tourist area	Erhai Lake, Dali, Yunnan Province		
		Huangguoshu Waterfall, Guizhou Province		
Northeast China	Qianshan Scenic Spot in Anshan City, Liaoning Province	Changbai Mountain Scenic Spot in Jilin Province	---	Hot Spring, Alshan City, Xingan League, Inner Mongolia



17 Figure 17. Natural landscape health preservation

Retired old people often cannot immediately adapt to the new social role, hope that through the original mountains, clear lake, leisurely suburbs, health contains the rich variety of geographical impression, convey a spirit-pure life, give each elderly extraordinary material enjoyment and spiritual resonance, let the old man can slowly release themselves in nature, harvest pure time.

Chapter 4

Company Introduction and Organizational Structure

Management

4.1 Basic Information Introduction of the Company

1.corporate name

And the old Residence Pension Service Co., LTD

2.registered capital Five million

(3) Company profile

And people's old sojourn pension Service Co., LTD., the registered capital of 5 million yuan, is a collection of tourism vacation, leisure and entertainment, health tourism, pension apartment investment, sojourn pension is equal to the integration of the famous travel brand, is a service company focusing on the sojourn industry.

As the innovator of the concept of pension tourism, the practitioner of the high-end pension industry, and the elderly Living Pension Service Co., Ltd. is a professional service company that advocates the elderly health, heart and spirit. The company will take the integrity, integration, quality, sharing as the principle, to "make the pension more elegant" as its own responsibility, the Internet + sojourn pension service as the leading business, to provide the Chinese elderly with a healthy, fashionable, happy pension life one-stop solution.

We are based in the southwest, facing the whole country; the core team has entered the living and pension industry since 2011, with 10 years of rich industrial operation experience. The company has gathered many excellent talents in the fields of tourism and vacation, forest health care, culture and education, health care, Internet pension, industrial bases throughout the seven regions of China, focusing on the elderly care services, focusing on providing comfortable and satisfactory elderly care services for middle-aged and elderly friends.

And the old Elderly Care Service Co., Ltd. - - - -have a "home" sense of home,

and people's old, and the old think, let the elderly really enjoy the "travel + home + vacation + enjoy the old" life vacation.

(4) "Logo":



18Figure 18 and the old brands of people

Logo Design Concept:

Our project name is "and the old", with love + 100% combination and the old people, outstanding care for the old man, 100% of the old think 100% satisfaction, is the company adhering to the 100% service for the old man, and with gorgeous gradually red throughout the logo, form the red also another red vigorous temperament, reappearance and the old living endowment service co., LTD., the brand concept.

4.2 Brand positioning

Company nature: limited company

Company business scope: and the old, and old think

Construction of the elderly care base: developed in northeast China, north China, north China, East China, central China, South China, northwest China and southwest China

Company purpose: to provide one-stop services for the elderly

Company development concept: improve drinking water, set sail northwest, self-reliance, to serve the society

4.3 Company Vision

It is planned to build bases in all regions of the country within five years, and a health care base in each region, to provide more happy and high-quality services for more people who need the elderly care."And the old people, let the elderly everywhere have a home!"

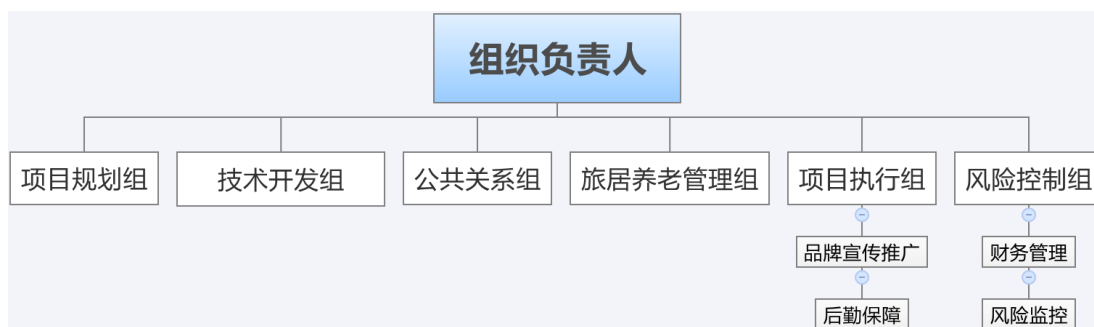
4.4 Organization and management

4.4.1 Organization and collaboration

The elderly living pension service Co., Ltd. has a group of outstanding talents who love the sunset living industry, to serve the social elderly as its own responsibility, is willing to the major regions of the country to participate in the long-term living pension cause. The professional fields of the organization members involve international economy and trade, information management, tourism management, engineering management, financial management, pension service management, medical / nursing / health, insurance management, medical device management and other aspects. The professional advantages can well participate in all aspects of the organization operation. In addition, the organization of technology research team relying on the university research team, can carry out long-term research to achieve sustainable development. Please refer to Appendix 6 for the detailed introduction of the organization members.

4.4.2 Organizational structure

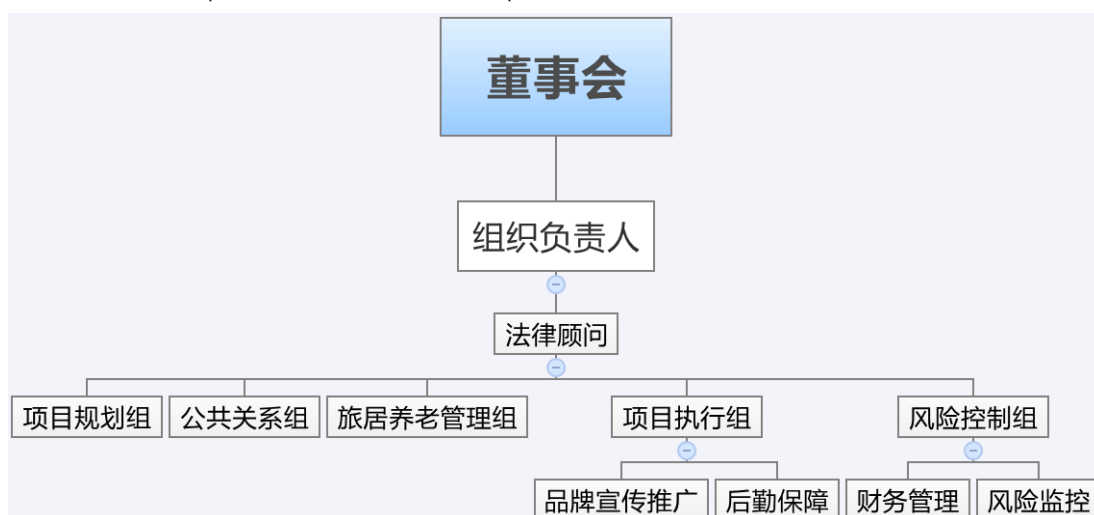
In the initial period of the project, the organization is managed by the person in charge, and there are six project teams, namely, project planning group, technology development group, public relations group, living and pension management group, project implementation group (brand promotion, logistics support) and risk control group (financial management, risk monitoring).



19 Figure 19 Organizational structure of pioneering Period

In the project development period (i. e., the fourth year), to ensure the sustainable operation of the project and save organization core strength, at the same time to a wider use of public resources, organization strategy control, organization council, members by the previous organization, organization product patent technology holders, organization founding members and some organizations need special personnel. The actual leader of the organization is still the head of the board and the organization, following the six projects set up under the initial management. In addition, legal counsel is hired to protect the sound development of the organization.

4.4.3 Responsibilities of each department



20Figure 20

Between departments, we need the corresponding job responsibilities, determine the responsibilities of departments, to promote the normal operation of

the enterprise. Department responsibilities are similar to job responsibilities. There are mainly three aspects: responsibility, power and interests:

Responsibility: departmental responsibilities, department responsibilities, main responsibilities, and secondary responsibilities.

Rights: exercise the responsibilities of the department, the rights, support and resources provided by the enterprise to the department.

Benefits: the benefits that can be obtained after completing the department tasks and the department responsibilities.

5Table 5 Responsibility list of all functional departments

department	job content	Specific requirements
board of directors	As the core of the organization, to coordinate and plan the idea of the overall development of the organization, to organize and coordinate the work of the whole organization	Responsible for the management of daily affairs and the development of work, grasp the operation mode and development direction of the organization, determine the organization setup and personnel arrangement, coordinate the relationship between the internal members, and promote the stable and harmonious development of the organization
counsel	Assist to organize and improve the internal labor contracts and rules and regulations, to provide legal support for the external business activities, and to prevent and avoid the occurrence of legal	Participate in the organization of daily legal affairs, consultant of major business activities, provide consulting and suggestions, provide non-litigation legal affairs for the organization, accept the entrustment of the organization, and conduct litigation and legal affairs on behalf of the organization

	disputes to the greatest extent	
Project planning group	Management, planning, implementation and planning of each project	Familiar with the characteristics of the organization product and the main technology, proficient in management, trade, market, law, technology and other professional related knowledge, have rich organization and management experience and excellent organization and coordination ability, quick thinking.

4.4.4 Persistence of the Company

The existence of a company, also known as loyalty to the company, refers to the combination of personal goals and corporate goals, personal interests and the interests of the company. In line with the two survival goals of the stable development of the company and the sustainable development of the organization, the elderly of the Elderly Service Co., Ltd. guarantees the sustainable and stable development of the pension service industry. In order to maintain the stability and sustainability of the company, the following specific methods can be adopted to solve the problems of the company's personnel changes and capital turnover.

4.4.4.1 Personnel continuity

(1) Introduce technical personnel and establish a personnel training mechanism

Due to the strong professional talents in the living pension industry, and in addition to the elderly living pension Service Co., Ltd. absorbing the scientific research forces of other universities, the most important research and development talents come from the scientific research team of the university. The team has been established for three years, and currently has nearly 100 members, including about 60 technology research and development members, with a strong scientific research

force. Every year, the team selects potential students from freshmen and sophomores, and trains senior students who stay in the school for guidance. Although some graduates outflow, new forces are flowing continuously. At present, the team staff involves undergraduate, master's and doctoral degrees.

(2) Carefully train the elderly care service team

We will strengthen the training of newly introduced rural residents and elderly care services. Select outstanding talents from various fields of universities and society to carry out reasonable training and management. Implement the support system to improve the overall comprehensive quality of the company members, so that everyone of the old sojourn care Service Co., Ltd. can make use of their expertise, fulfill their duties, shine in the sojourn care industry, and realize their own life value.

4.4.4.2 Capital continuity

The customized elderly care services of various projects provided by the company continuously obtain funds to maintain the daily operation of the company and develop and expand the company through the elderly and children's payment, related brand sponsorship and advertising income. In addition, through some commercial advertisements of brochures, participating in the pension service industry competitions, commercial activities, scenic spot promotion activities can obtain financial sponsorship from other related industries.

4.4.4.3 Organization and project continuity

(1) Council supervision and preserve the core strength of the team

Set up a council, strengthen the withdrawal of management, use the advanced experience of the older generation of organizational personnel, give full play to the role of retired backbone personnel. The members of the council are composed of previous organization leaders, pension service professionals, founding members and special personnel needed by some organizations. Council meetings are held every six months to formulate strategies and strategies for the sustainable

development of the company and the project. The actual leader of the company is still the head of the council and the organization, and the council is responsible for the supervision.

(2) Conduct financial monitoring of the cooperative enterprises to ensure the continuity of the project

The risk monitoring group should not only manage the company's finance, but also monitor the benefits of the cooperative enterprise. Once the cooperation is found to be risky, it should report to the responsible person, and the responsible person and the council should discuss specific solutions, such as bidding.

(3) Arrange the company members to go down to the grass-roots level to improve their business level

Planned arrangement of the company members to around the research, one is the pension public service and living pension project propaganda work, two make them more deeply study related professional technology, understand the actual needs of the old people, clear living pension service area demand for related projects, improve the company staff overall working ability and pension service quality, maintain the company members constantly active learning. At the same time, improve the quality and professional level of the existing organization members, and enhance the relationship with public relations.

4.5 Human resource allocation

In order to ensure the smooth progress of the elderly living and living pension, we divided every 20 elderly people into a small tour group according to their different physical conditions and equipped with professional personnel to enter the corresponding tour group, to ensure the safe, smooth, happy and effective progress of the project.

6Table 6 and the senior staffing and salary schedule

Physical condition of the elderly people	manning level	Personnel expense budget (monthly)	Details of division of personnel
	(Twenty people per person)		
eucrasia	Responsible person * 1	8k+4k*2=16k	The person in charge is responsible for the arrangement of various activities; providing volunteers with medical knowledge; and providing medical staff with emergency nursing knowledge.
	Volunteer * 3		
	Medical staff * 2		
Rheumatism, gout and other diseases	Responsible person * 1	8k+4k*3=20k	The person in charge is responsible for the arrangement of the activities; with volunteers with medical knowledge; with medical staff with emergency care
	Volunteer * 4		
	Medical staff * 3		
Suffering from cardiovascular disease	Responsible person * 1	8k+4k*3=20k	
(Such as coronary heart disease, senile heart valvular disease, cardiac insufficiency, arrhythmia,	Volunteer * 4		

ischemic heart disease, hypertension, etc.)			knowledge and special disease treatment
	Medical staff * 3		
Suffering from a respiratory disease	Responsible person * 1	8k+4k*3=20k	
(Such as chronic obstructive pulmonary disease, pulmonary infection, aspiration pneumonia, aspiration pneumonia, bronchiectasis, etc.)	Volunteer * 4		
	Medical staff * 3		
Suffering from digestive system diseases	Responsible person * 1	8k+4k*3=20k	
(Such as chronic gastritis, peptic ulcer, reflux esophagitis, functional enteropathy, etc.)	Volunteer * 4		
	Medical staff * 3		

According to the Ministry of Civil Affairs on the national number of nursing home nurses, the ratio of the elderly and them is 10:1, we decided to provide two elderly tour groups (20 people) with good health condition, and one professional nurse for the elderly with some diseases. Considering that the elderly may need help for health reasons, we will cooperate with the local government and recruit some volunteers to cooperate with the activities. In addition, to ensure the competitiveness of our programs in recruitment, our salaries are based from high levels of market prices. At the same time, the resource allocation of living home elderly care services, including human resource organization and training from the

resource level of division, pension service involves resource providers, resource recipients, resource operation mode, resource management mechanism and other factors. Therefore, the analysis of elderly care services also includes the analysis of the utilization status of various resources, including the organization, training and use of human resources, financing and operation, etc., to meet the various needs of elderly care services.

Chapter 5

Marketing Strategy

5.1 Audience analysis

5.1.1 Target customer positioning analysis

- (1) Middle-aged and elderly people aged between 55 and 70 years old
- (2) Have a certain economic foundation
- (3) Expectations to travel and later age
- (4) Understand the Internet, you will use wechat, Weibo, QQ and other network chat tools
- (5) To make up for the regret of not having time to travel when I was young
- (6) Go to places with good air and good environment to live a leisurely life
- (7) Interested in making new friends

5.1.2 Consumer Analysis

Children choose

- (1) Consumption rationality, believe in the power of brand communication and brand, and hope to provide "the best" for the elderly.
- (2) Attach importance to the purchase effect, attach great importance to the social feedback generated after the initial support, and measure the strength of the support in the future.
- (3) Pay attention to all kinds of information on international aging, pay attention to positive media exposure, and pay attention to public opinion feedback.
- (4) Like to buy together with your friends.
- (5) Safety factors of the elderly in the process and pay attention to the physical health and mental health of the elderly.

5.1.3 Operators' analysis

- (1) Low share of first tier brands but has been expanding the market.
- (2) The backbone of sales is mainly miscellaneous brands and small brands.
- (3) The Sojourn business category is better than the traditional business category.
- (4) Influenced by e-commerce, some brands have begun to transform their

marketing channels.

(5) Experience sojourn consumption type brands are rare in northwest and northeast China.

5.2 Marketing strategy

5.2.1 Marketing policy

End B: Cooperate with some enterprises as a resource for product output channel.

C end: use the social network to serve everyone, enrich the experience- - traffic realization

5.2.2 Marketing Objectives

The first stage: to test the market in the way of test or public test, and to do first the pilot of some sinking cities, to explore the replicable path of the project.

The second stage: take the city circle as the core, further integrate the project resources, upgrade all aspects of the project (trading system, time, and security), and serve a wider number of user groups.

5.2.3 Marketing Core

B end has higher flow and stronger liquidity.

Advantages: The B end has its original customer volume, mature operation mode and management mode. Residence scheme can add bright spots and market competitiveness to the B end, so as to attract a large number of mature nursing homes to join the plan. The core competitiveness is that the program combines with a number of traditional forms of nursing homes to create a joint business chain.

5.3 Specific marketing strategy and implementation plan

5.3.1 Preliminary operation

(1) Construction of the supply side: Combined with the mature resources of traditional nursing homes in two seriously aging areas in northeast and northwest China, the elderly are classified on the project characteristics, and suitable groups and non-appropriate groups.

(2) User operation: Through the planning and demand supply of the ideal residence place, the expectation of the minimum and maximum group number, the

expectation, the mode of transportation, the gender and age range of the elderly, and the planning and supply of the joint nursing home.

(3) Experience summary: summarize the problems that affect the replication of projects in the process.

5.3.2 Mid-Term Operations

(1) Expand the scale of urban services in combination with local market resources.

(2) In the process of accumulating users, further improve service, accurate user flow, improve user retention rate, and standardize the promotion process.

5.3.3 Late operation

Establish proprietary urban communities to further convert traffic; define project diversion products and actual profitable products and enhance user engagement.

1. online marketing

1.links to major websites; search engine recommendations; email; online yellow pages; classified ads; free software; not only to inform city residents about this convenient pension service, but also to attract franchisees from all regions as the company grows.

2. posted on various forums, allowing more people to put forward opinions and suggestions, making the company develop in the direction that the whole people need.

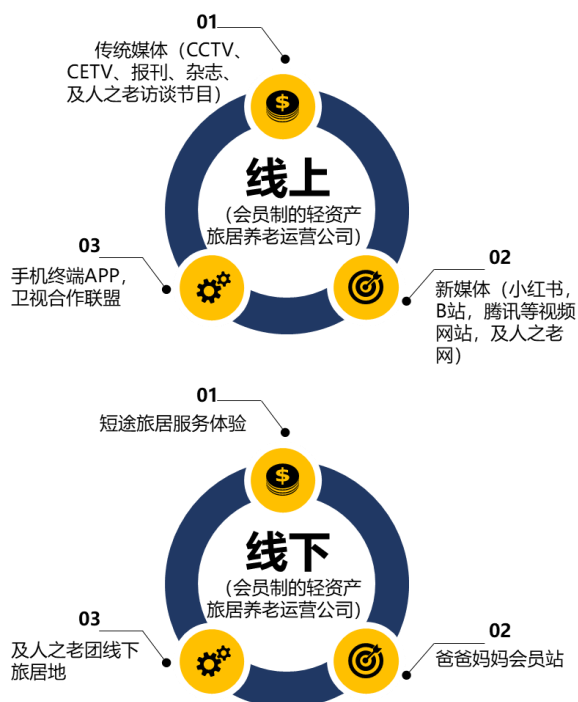


Figure 20 Combined online and offline promotion

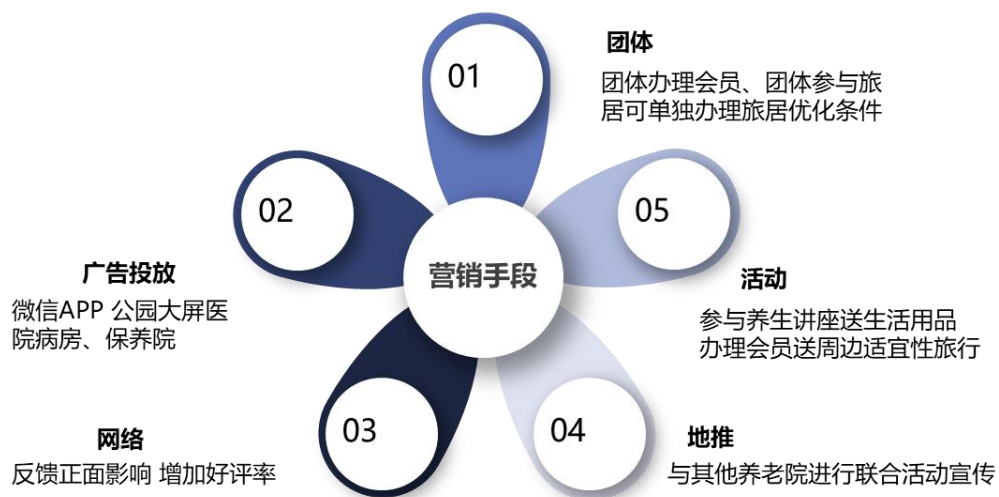


Figure 21 Specific marketing means

2. advertising:



Figure 22 Specific advertising methods

- (1) Radio communication: give priority to the city traffic radio stations;
- (2) Newspapers and magazines: local newspapers and magazines;
- (3) Platform advertising: the platform near the community;
- (4) Body advertising: mainly buses;
- (5) Community advertising: community publicity board or part of the community large screen; in some high-end community mailbox to send publicity posters, so that some busy office workers understand the advantages of the living and living pension service;
- (6) Flyer poster: mainly opening or promotion;
- (7) Store POP: featured publicity and publicity map;
- (8) Others: jointly print small brochures or additional advertisements (shopping bags, employee clothing, etc.) with other partners.
- (9) News and media communication:
 - ① airs news about "old people" on news channels by local viewers or

mobile TV on buses.

② uses new media channels (wechat circle, forums, blogs, dating, etc.) to spread.

3. Ground promotion activities:

(1) Activities: opening, anniversary celebration, routine, competitive promotion.

(2) Member points form: the monthly cumulative consumption exceeds X yuan will be provided with other relevant services,

(3) Discount promotion The —— store is specially set up a discount promotion counter, and the food ingredients in the discount area but still within the shelf life are marked and put in the counter for discount sale.

5.4 Promotion method

5.5 Core marketing methods

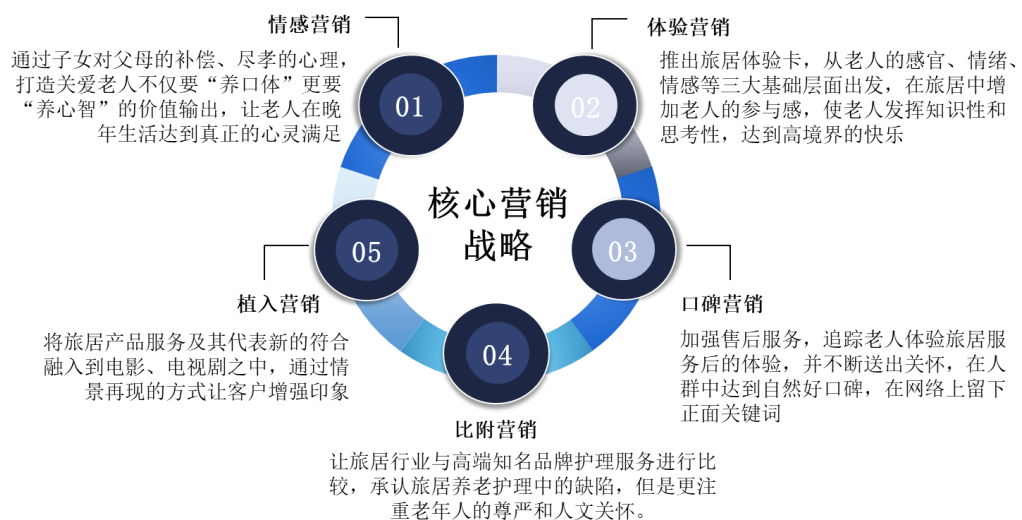


Figure 23 Core implementation means of marketing

5.6 Product distribution

Public construction and private construction, the national 70 + health care centers, experience different ways of pension.



Figure 24: The National Health and Care Center

5.6.1 Improve the silver hair industrial system

The development of the silver industry is not only related to the life quality and level of the elderly group, but also related to the development of the national economy:

- (1) Strengthen theory + reality research, develop the elderly economy based on the elderly, and, with the pace of the aging process, develop sojourn products to meet different needs, and provide professional services to create new businesses.
- (2) Based on a deep insight into the current economic development for the elderly economy, firmly grasp the opportunity of the elderly economy.

5.6.2 Share the worries of the society

- (1) Optimize the structure of social organizations, realize functional pension in the form of organization, and fulfill filial piety for their children.
- (2) Break the traditional pension pattern, reduce the burden of children, let the elderly live a long and healthy life, through reasonable living arrangements and butler service, to achieve the role of happy body and mental, body health.



Figure 25 Macro thinking of leading enterprises in the sojourn pension model

5.7 Competitive advantage

(1) Compared with the traditional family pension model and the community pension model, the living nursing home has the unique advantages of professionalism, convenience and good effect.

(2) From the perspective of specialization, living and living nursing homes are all professional medical staff to take care of the elderly, which can provide professional service opinions to ensure the quality of service and ensure the health of the elderly.

(3) From the point of view of convenience, the living nursing home has the characteristics of convenience and flexibility. We are together in a harmonious environment, get familiar with each other, feel cordial and convenient to handle affairs.

(4) From the perspective of effect, due to the uniqueness of their own operation mode, sojourn products and services will achieve more unique results, making the elderly more happy.

Traditional ways of taking vacations	VS	Innovative lifestyle sojourn
"Be ed" good itinerary		Freestyle itinerary
"Be arranged" for a good fixed route		Freestyle route
"Be ed" good hotel		Home throughout the country
The time and rhythm of "being arranged"		Easy and free, arrange their own food, accommodation, travel, shopping and entertainment
The whole process is intense and limited		Let the vacation pace really slow down

21Figure 21 Comparison of the two vacation modes

Chapter 6

Financial Management

6.1 The Importance of financial management

6.1.1 Financial management is a comprehensive management

Enterprise financial management is strong and comprehensive, involving a wide range of penetration is any other enterprise management is incomparable.

6.1.2 Financial management is the foundation of enterprise management

We try to take their own enterprise as an example, think about the company in the production, operation, import, sales, adjustment, storage and other links, is not inseparable from financial management?

6.1.3 Enterprise financial management is a high-level management

All the activities of the enterprise will eventually be reflected in the financial results, and the financial management can timely grasp the production and operation dynamics of the enterprise, analyze the problems, put forward improvement methods and measures, to provide an important basis for the enterprise production and operation decision-making.

6.1.4 Financial management is the whole process of management

Every enterprise, from the establishment to the operation to the distribution of operating results, every link is inseparable from financial management; especially the use of enterprise working capital is used to wear in the whole enterprise production and operation process. That is to say, financial management can bring the whole process of enterprise operation into the scope of management, involving all departments and links of enterprise management.

6.2 Financial assumptions

And the old living pension service co., LTD. According to the cooperative enterprise technology potential and related equipment of economic indicators, market research data, combined with the current universal investment level of social work and the national bank social public welfare fund support for social work

service center and related preferential policies, according to the latest accounting, tax policy made the following assumptions and financial analysis.

Key financial assumptions:

(1) The preparation of the financial statements is based solely on the Accounting Standards for Private Non-profit Organizations promulgated by the Ministry of Finance of the People's Republic of China in 2005.

(2) Fiscal year of the enterprise: from January 1 to December 31 in the Gregorian calendar year.

(3) Accounting standard currency: RMB.

(4) Bookkeeping basis and valuation principle: based on the accrual basis, accounting basis and the historical cost valuation principle (the financial statements of the organization predict for the end of each year, that is, December 31, regardless of inflation).

6.3 Income and expenditure arrangement

The Co., Ltd. starts from the starting price of the pension service industry. In the implementation process of the "living pension" project, it will ensure financial openness and transparency to relevant departments and accept the supervision of government agencies and the public. The initial funds of the company are based on: 59% raised by the team, 23% of the scenic spot cooperation and 11% of the pension association, as the daily operating expenses of the company, to ensure the smooth progress of all projects of the living and living pension services.

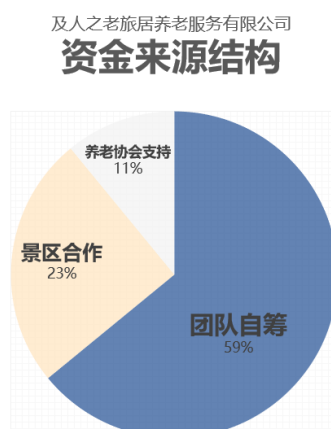


Figure 27 Structure of funding sources

6.3.1 Source of funding

After their own temperament, and the old living pension Service Co., Ltd., a profit company, the company operates the capital sources mainly have the following four aspects:

(1) Income and dividend of sojourn projects

This part of the income occurs every year from the second year, and organizes the living pension project for the company, which is calculated according to the input and output of the project.

(2) Commercial sponsorship and advertising revenue

The company's public welfare publicity materials to provide commercial advertising space for rent, "sojourn pension" each link to accept commercial sponsorship. The models that can be learned from include the enterprise sponsorship and donation of thermal insulation pot, shoulder and neck care and other related products and services for the elderly, and the changed products or services will promote the old brand of people at the same time to promote the wider development of product publicity.

(4) Income from social donations

The company will also accept long-term charity donations for social lovers. The income source of such income is mainly from various social welfare organizations and foundations, and the porcelain special fund is used exclusively for the elderly service.

6.3.2 Use of funds

The capital expenditure of the organization and operation mainly includes seven aspects:

(1) Organize the equipment purchase fee

It mainly occurs in the early stage of the organization, but it also occurs in the depreciation and scrapping of equipment. The amount of this expenditure is small and small in frequency, which basically expands in parallel with the development scale of the organization.

(2) Personnel salary and expenditure

Including the wages, benefits and insurance expenses of the organization members. Due to the small scale of public welfare organizations, mainly public welfare nature, this part of the expenditure is relatively low.

(3) Travel expenses

This cost occurs in the product field distribution, and the initial area of each area scenic spot link, for.

(4) Activity development expenses

This cost is mainly used for the scheduling and organization of expenses incurred in various activities and projects of the living and residence pension project, including: scenic spot tickets, road fees, catering, scene layout, material purchase and other related expenses.

(5) Publicity expenditure

Mainly for the "very old" brand brochure printing costs, and print advertising printing costs. And the use of public media and network platforms to publicize the organization.

(7) Public welfare expenditure for elderly care services

As a pioneer of living in the pension industry, and the old people also often pay attention to the social pension dynamics, often organize personnel to carry out relevant technological activities, take the opportunity to close the emotional relationship with the elderly,.

6.3.3 Profit distribution plan

The Elderly Living Pension Service Co., Ltd. is a profit company, which will be part of the net profit dividend every year, and the remaining funds will be used as retained income support into the next year turnover. In addition, according to the profit level, the publicity and scenic spot expansion projects can be appropriately increased, so as to give greater feedback to the society, improve the benefits, and realize the social value of enterprises.

6.4 Financial Statements

According to the above analysis, specific records and forecasts made for the fund operation of the Service Co., Ltd. within five years are shown in the table below.

7Table 7. Cash Flow Statement

Unit: yuan

project	2022	2023	2024	2025	2026
1. Cash flow resulting from business activities					
Cash received from the technology transfer	3,000	18,000	24,000	110,880	160,500
Accept the cash received from the donations	11,000	50,000	29,000	34,000	31,000
Accept cash received from business sponsorship	15,000	31,000	53,000	78,000	95,000
Cash received from providing the services	-	-	-	-	-
Cash received from the government grants	-	-	-	-	-
Cash flows into small counts	29,000	99,000	106,000	222,880	286,500
Payment to volunteers and cash paid for employees	2,400	6,800	10,000	19,050	23,900
Cash paid for purchasing goods and receiving services	1,050	4,900	3,200	5,700	4,500
Provide cash paid for donations or funding	-	-	-	20,000	50,000
Other cash paid for in relation to business activities	8,400	16,300	30,000	52,250	49,600
Cash outflows	11,850	28,000	43,200	97,000	128,000
Net cash flow generated from	17,150	71,000	62,800	125,880	158,500

business activities					
2. Cash flow generated from investment activities:					
Subtotal of cash inflow from investment activities	-	-	-	-	-
Cash paid for the purchase and construction of fixed assets, intangible assets and other long-term assets	15,980	4,100	-	31,790	-
Subtotal of cash outflow from investment activities	15,980	4,100	-	31,790	-
Net cash flow generated from investment activities	-15,980	-4,100	-	-31,790	-
3. Cash flow generated from financing activities:					
Cash received from the investment	-	-	-	-	-
Cash received from the loans	-	-	-	-	-
Subtotal of cash inflow from financing activities	-	-	-	-	-
Cash paid for the distribution of dividends, profits, or the payment of interest	-	-	-	-	-
Cash paid back from the loan	-	-	-	-	-
Subtotal of cash outflow from financing activities	-	-	-	-	-
Net cash flow generated from financing activities	-	-	-	-	-
4. The effect of exchange rate changes on cash and cash	-	-	-	-	-

equivalents					
5. Net increase in cash and cash equivalents	1,170	66,900	62,800	94,090	158,500
Plus: the initial balance of cash and cash equivalents	-	1,170	68,070	130,870	224,960
Vi. Final balance of cash and cash equivalents	1,170	68,070	130,870	224,960	383,460

8Table 8. Balance Sheet

Unit: yuan

project	2022	2023	2024	2025	2026
property					
circulating assets					
monetary resources	1,170	68,070	130,870	224,960	383,460
accounts receivable	-	-	-	-	-
bad debt provision	-	-	-	-	-
stock	1,050	490	320	20,570	50,450
Total current assets	2,220	68,560	131,190	245,530	433,910
Long-term amortized expenses	1,376	1,032	688	344	-
fixed assets	15,532	15,084	14,636	45,978	45,530
immaterial assets	-	-	-	-	-
Development expenditure	-	-	-	-	-
Total Non-current assets	16,908	16,116	15,324	46,322	45,530
Total assets	19,128	84,676	146,514	291,852	479,440
Liabilities and owners' equity					
cash liabilities					
money borrowed for short time					
debit balance in suppliers'account	-	-	-	-	-

employee pay payable	600	1,550	2,900	4,880	4,950
dividends payable	-	-	-	-	-
interest in red	-	-	-	-	-
tax payable	750	4,500	6,000	27,720	40,125
Total current liabilities	1,350	6,050	8,900	32,600	45,075
non-current liability					
money borrowed for long term	-	-	-	-	-
Total liabilities	1,350	6,050	8,900	32,600	45,075
net asset					
Non-qualified net assets (share capital)	-	-	-	-	-
Limited net assets	18,200	80,344	165,236	309,132	510,285
Total net assets	18,200	80,344	165,236	309,132	510,285
Total liabilities and net assets	19,128	84,676	146,514	291,852	479,440

9Table 9. Profit Statement

Unit: yuan

project	2023	2024	2025	2026	2027
1. operating receipt	29,000	99,000	106,000	222,880	255,500
Reduced: operating costs	-	-	-	-	-
Business tax and surcharges	-	-	-	-	-
selling expenses	4,800	7,600	11,000	22,500	24,000
general expenses	6,000	12,500	24,500	41,000	37,600
cost of financing	-	-	-	-	-
Loss of asset impairment	-	-	-	-	-
2. Operating profit (loss included in "-")	18,200	78,900	70,500	159,380	193,900
Plus: Non-operating income	-	-	-	-	-
Less: Non-operating expenses	-	-	-	-	-

3. Total profit (loss included in "-")	18,200	78,900	70,500	159,380	193,900
Less: income tax expense	-	-	-	19,435	23,494
4. Net profit (loss included in "-")	18,200	78,900	70,500	139,945	170,406
Plus: Distribution is available at the beginning of the year	-	18,200	97,100	167,600	307,545
profit					
5. Available for distribution	18,200	97,100	167,600	307,545	477,951
Less: Withdraw the statutory surplus	-	-	-	-	-
surplus reserves					
Extract any surplus public	-	-	-	-	-
amass					
Vi. Points are available to shareholders	18,200	97,100	167,600	307,545	477,951
Distribution of profits					
Common Stock dividend distribution	-	-	-	-	-
7. Undistributed profits	18,200	97,100	167,600	307,545	477,951

6.5 Financial analysis

6.5.1 Financial Analysis Basis

(1) Calculate and analyze the financial benefits of the project according to the current relevant national and local government laws and regulations, such as the Economic Evaluation Methods and Parameters of Construction Projects, the Implementation Rules of the Interim Regulations of the People's Republic of China and the Implementation Regulations of the Enterprise Income Tax Law of the People's Republic of China;

(2) The construction period of a single chain store is very short and put into operation after completion; the whole project construction period in the local market is 1.5 years, and the operation period of each chain store is calculated at 5 years.

6.5.2 Operating revenue, taxes and additional budget

The project has a very short construction period and will be put into operation soon. In 2022 (3 months) and 2023 (12 months), XX direct-operated stores and XXX community service points will be put into operation. The operating revenue budget of this project is shown in the table as follows:

10Table 10 Budget table of project operating revenue

time	Number of direct stores	Single-store monthly operating income	Annual operating income of a single store	Number of service points	Single-point monthly operating income	Single-point annual operating revenue	gross operating income
2022 (3 months)							
2023 (12 months)							
Total revenue							
Gross profit accounting for 18 months							
Subgoing going gross profit accounting							

Note: If there are agricultural products in circulation, the business tax and surcharge of this project are zero.

6.5.3 Single-store construction input cost budget

11Table 11 Budget table of single-store construction input cost

Put into the project	unit	quantity	unit-price	amount of money	remarks
Decoration costs	square meter				Moderate price for tooling
Equipment assets	cover				Rough estimate
Single store investment					

(Based on the average area of 50 square meters)

4. Budget of single-store operation cost: (based on the average area of 50 square meters)

12Table 12. Operating costs of a single store

name of index	unit	quantity	unit-price	amount of money
Single-store monthly space rent	square meter			
Monthly staff salary of a single store	human being			
Monthly water and electricity cost per store	moon			
Monthly consumables cost per single store	moon			
Single store monthly broadband fee, telephone fee	moon			
Single store monthly headquarters management fee	human being			

allocation				
Total monthly operating costs per store				

5. Share the resource cost budget

13Table 13 The Shared Resource Cost Budget

management system	name of index	unit	quantity	unit-price	amount of money
DC	Warehouse and processing workshop monthly rent	square meter			
	Monthly salary	human being			
	Monthly water and electricity costs	moon			
	Monthly consumable cost	moon			
	Monthly broadband fee, telephone fee	moon			
	Monthly headquarters management fee allocation	human being			
logistics transportation	Monthly maintenance cost of trucks	A car			
	Driver's monthly salary	human being			
	Monthly oil fee	A car			
Shared resource monthly costs					

6.5.4 Project management cost budget

14Table 14 Project Management Cost Budget

management system	name of index	unit	quantity	unit-price	amount of money
project CEO	Monthly salary	human being			
	Business overhead	human being			
Support center	Monthly salary of personnel	human being			
	Business expense plan	human being			
	Office cost plan	human being			
	Head office management cost sharing	human being			
operating center	Monthly salary of personnel	human being			
	Business expense plan	human being			
	Publicity fee plan	moon			
	Office cost plan	human being			
	Head office management cost sharing	human being			
marketing	Monthly salary of	human			

center	personnel	being			
	Business expense plan	human being			
	Office cost plan	human being			
	Head office management cost sharing	human being			
Monthly Cost of project management					

6.5.5 Total cost budget

15Table 15 Total Cost Budget

project	unit	quantity	unit-price	amount of money	remarks
Construction cost of direct-sale stores	shop				
Operating costs of direct-operated stores	moon				
Construction cost of direct sales service points	drop				
Operating costs of direct sales service points	moon				
Sharing resource costs	moon				
Project management cost	moon				
Total input cost					

6.5.6 Analysis of profit and loss of the Project

This project is calculated according to the target plan of 18 direct stores and 120 community service points, and analyzed as follows:

(1) By the end of 2022, the continuous investment of 15.110,400 yuan, the project recovery revenue of 11.484 million yuan, and the actual investment of 3.622,400 yuan.

(2) In the later stage, the project annual income is 12.528 million yuan / year, the operating cost is 9.5904 million yuan, and the annual profit is 2.9376 million yuan. All the investment is expected to be recovered by the end of 2023, and the project will achieve gradual profit.

(3) According to the 5-year operation period accounting, the project will obtain the transaction flow of 184.44 million yuan, realize the gross profit of 55.332 million yuan, minus the 5.52 million yuan invested in the store construction fund, and the later operating cost of 38.799 million yuan, and the final profit of 11.013 million yuan.

6.6 Analysis and conclusion

And the old living pension service co., LTD., through financial evaluation, the project financial internal rate of return, financial net present value and investment payback period is only in the benchmark value range, that the project financial analysis result is feasible, but must be in the process of subsequent operation, strengthen project control, open source, throttling, and rising turnover, efforts to project operational risk control to the minimum.

Chapter 6

Risk Management

7.1 The Importance of risk management

Strengthening the risk management of enterprises is the inevitable requirement for enterprises to adapt to the modern enterprise system reform. Therefore, our company carries out risk management for the "sojourn and pension" project, and the risk management step consists of five basic steps: identification, evaluation, planning, implementation and communication, turning all services into executable process services and visible satisfaction services, so as to improve the overall benefit of the company.

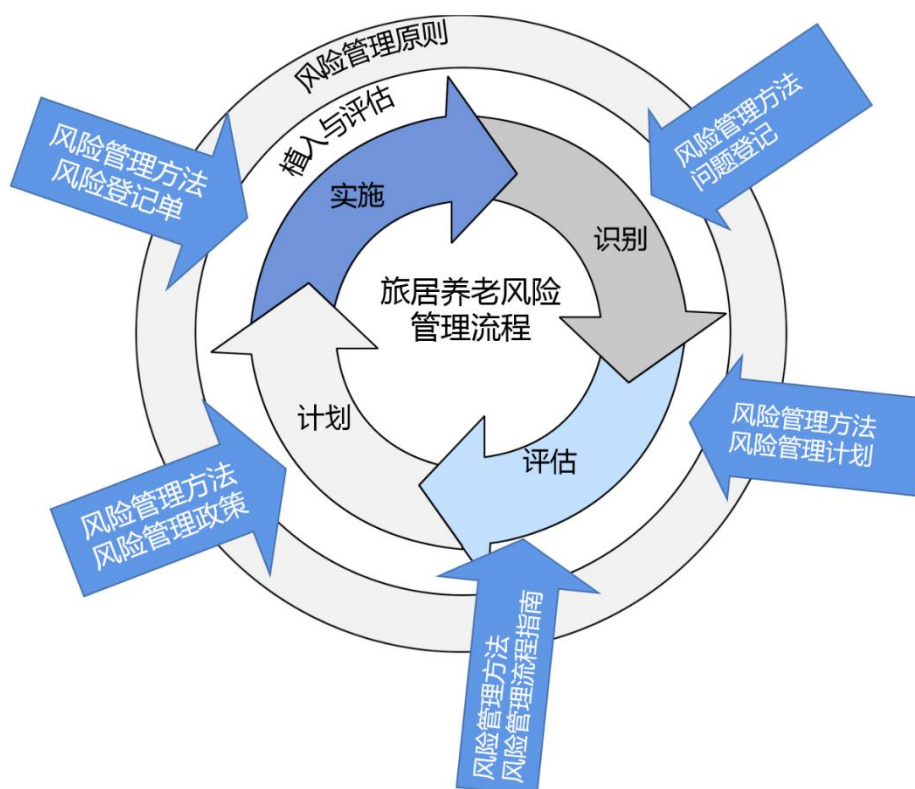


Figure 28. Risk Management Panorama

7.2 Risk identification

In the process of identifying the environment, the project manager and the project team of The Elderly Elderly Care Service Co., Ltd. have fully understood the two categories of information:

The first type of information is information outside the project team.

The second type of information is the characteristics of the project itself.

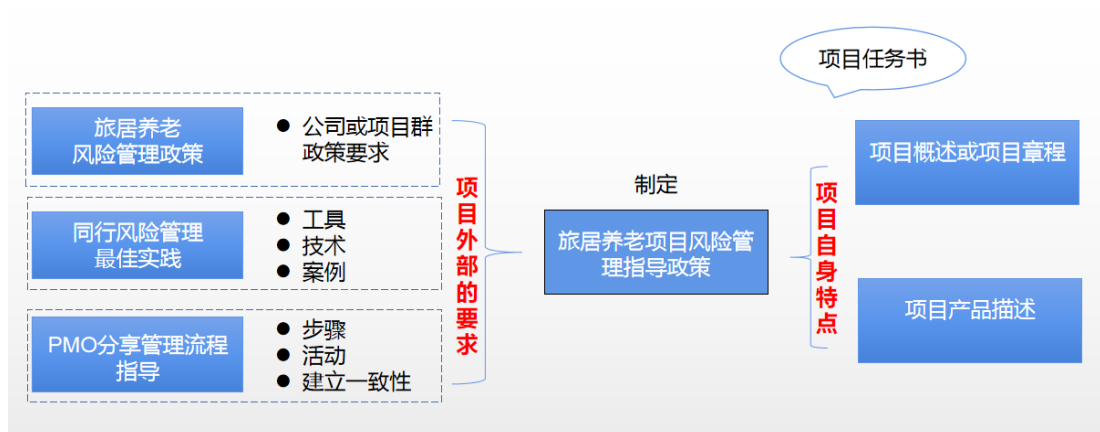


Figure 30. Development of the Project Risk Management Guidance Strategy

7.3 Risk type of living pension company

The purpose of sojourn pension risk is to identify all the threats or opportunities one by one, and organize them on a form as a risk record sheet.

7.3.1 Capital risk

Risk analysis: the amount of construction investment is relatively large. The publicity, maintenance and upgrading of the service platform of the nursing home require costs, as well as the promotion of the project, and the daily operation and management. Capital risks will lead to a series of related businesses that cannot be carried out normally or postponed, which will inevitably hinder the progress of the project.

7.3.2 PEST environmental risk analysis

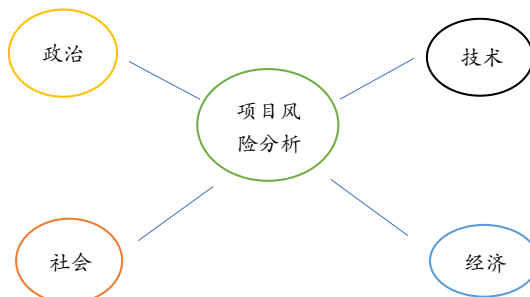


Figure 31 Project Risk Analysis

7.3.3 Political environment risk analysis

(1) Population policy: In the next few decades, China's population structure will continue to approach the deep aging. Although China's population policy is gradually easing, it cannot improve the degree of population aging in the short term. The estimated data show that China's aging trend will reach its peak by 2050. This provides long-term and stable policy support for the operation of pension institutions in China, and reduces the construction risk of pension projects.

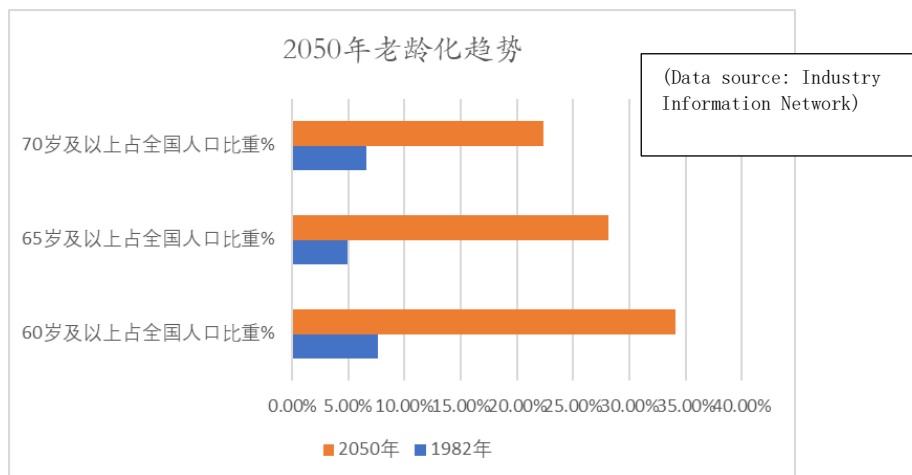


Figure 32 Aging trends in 2050

(2) Support policies of pension institutions: The impact of the existing support policies on the construction of pension institutions is that the project can avoid the risks at the national policy level.

7.3.4 Social and environmental risk analysis

(1) Cultural environment: The cultural environment provides an institutionalized

guarantee for the development of pension institutions, improves the quality of service personnel, and also significantly reduces the idle rate of beds in pension institutions and the turnover rate of nursing staff.

(2) Concept of pension: In recent years, the main social entertainment methods of the elderly groups in China have shifted to leisure, entertainment and friend parties. Living in pension institutions will increase the enjoyment and comfort of the elderly, so it can be seen that the change of China's traditional pension concept will also reduce the operation risk of pension institutions at the project level.

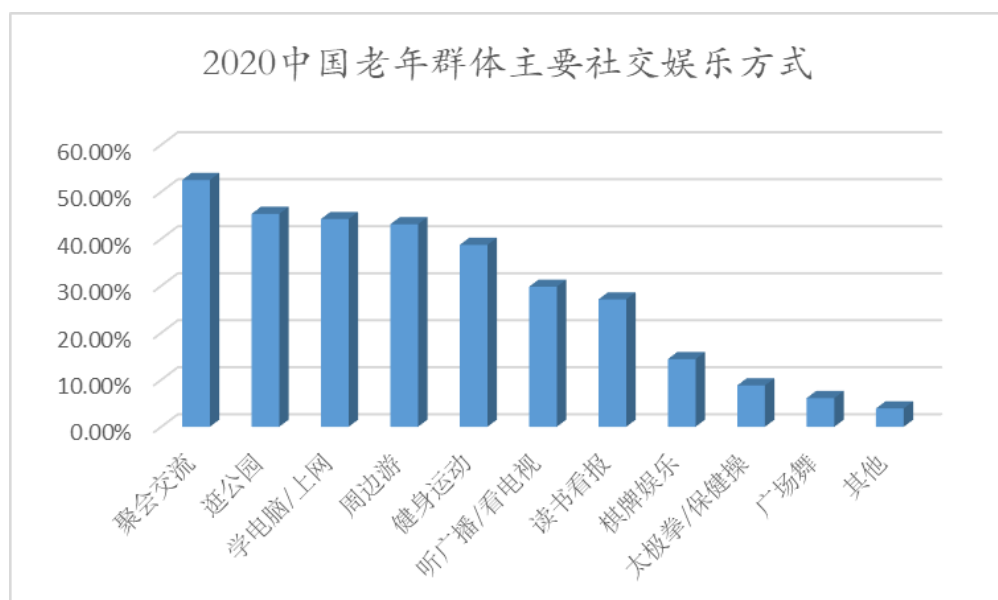


Figure 33 Economic environment risk Analysis

(3) Economic development level: The rapid growth momentum of the tertiary industry indicates that the construction of pension institutions affiliated to the service industry in China will have broad development prospects in the future, and the living and living pension industry can also be used as a part of the tourism industry, which has a good development prospect.

(4) Sojourn pension is a high-end pension service, and many elderly people cannot completely buy this service independently. According to the survey statistics, a relatively small number of elderly people are willing to travel in the next year. In the case of limited demand, living and living pension projects have certain risks.

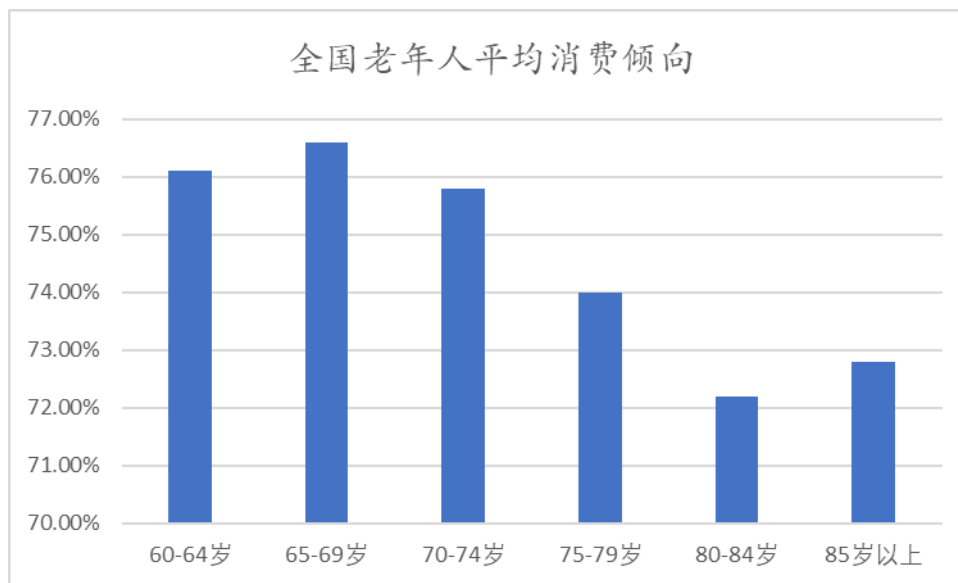


Figure 34 Tourism willingness of elderly people of different ages in the coming year

(Data source: The fourth Sample survey on the living conditions of the urban and rural elderly in China)

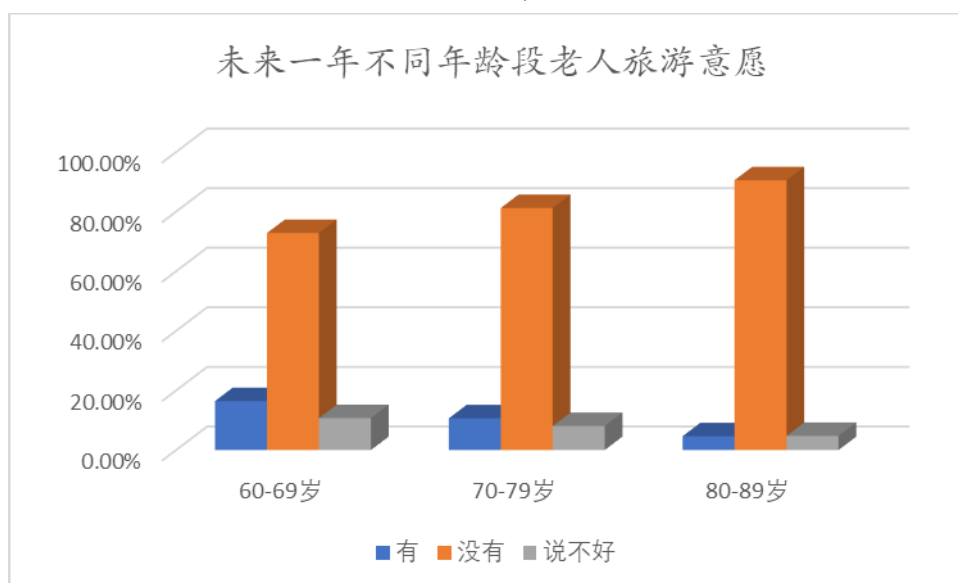


Figure 35 Tourism willingness of elderly people of different ages in the coming year

7.3.5 Technical and environmental risk analysis

(1) Architectural design: The architectural design of pension institutions affects the later management and operation efficiency of the whole institution to a certain

extent. At present, there is no national standard specifically for the facilities and equipment of pension institutions in China, so this increases the operation risk at the project level of the social capital of our living and pension to a certain extent.

(2) Management specification: at present, the pension institutions management standard in our country problem is the lack of system research and preliminary research support, pension institutions centralized management chaos at the same time, the lack of the national overall planning research results and the integration of demand, relevant standards lack of landing, which will increase the operational risk of living pension project level.

(3) Financing methods: Pension institutions need a large amount of funds at the very beginning of their establishment to buy land and fixed assets, build housing, and hire a large number of service staff, with a huge demand for funds. The long investment return cycle of the pension industry and the slow capital turnover make the internal accumulation of the pension institutions relatively weak and the internal capital supply is lacking. Due to their own limitations and the immature industry, China's pension institutions basically do not use direct financing methods such as bond financing, stock financing, trust funds, venture capital and private equity, which makes the pension institutions will have risks at the project level.

(4) Human resource management: private pension institutions because cannot provide formal establishment, low treatment, low social status, it is difficult to introduce professionals, lead to pension institutions development lack of basic human resource base, lack of professional service personnel and unreasonable configuration, difficult to provide professional services, service personnel low degree of specialization and comprehensive quality is not strong. This creates project-level risks in pension institutions.

7.3.6 Actual and specific risk analysis

16Table 16: Specific Risk Analysis

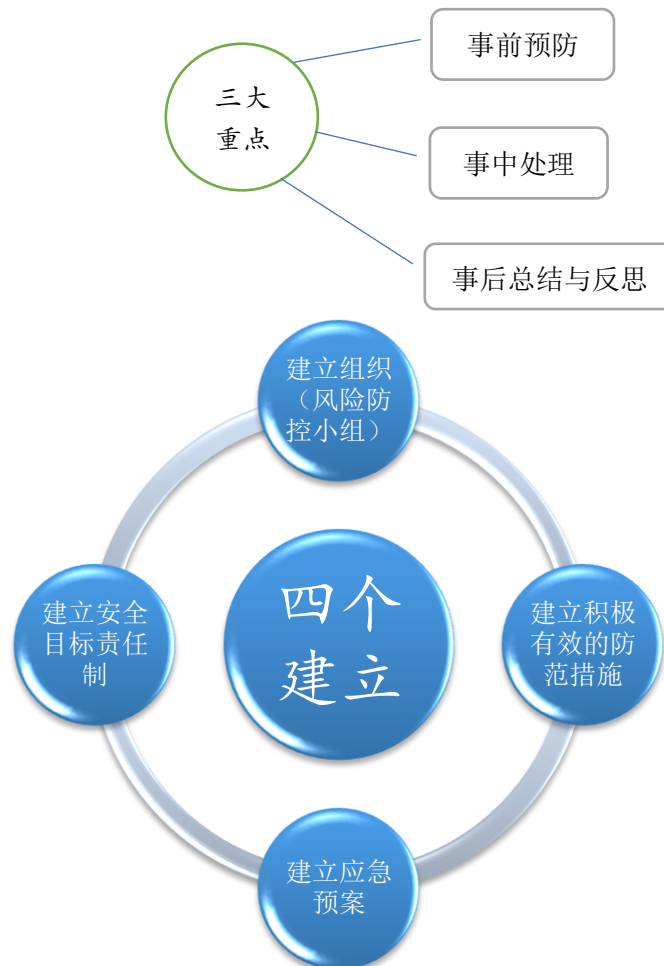
classification of risks	Specific risk	Risk prevention and measures
unforeseen event or circumstance	Accidental injury caused by some irresistible natural factors during the journey	1. Formulate the emergency contingency plan
spasmodic disease	Disease, a lot of labor, long-distance turbulence, unsuitable climate, etc., the elderly are restricted by their own health conditions, travel is more risky	2. Travelers should wear smart bracelets
	The liability of the contract signed before the trip is not clear. Once the risk occurs, it is not convenient for the subsequent rights protection	3. GPS mobile phone bracelet positioning
	Dispute over claims	4. Understand the weather
legal dispute	Malicious litigation	5. Buy insurance, just in case
	No necessary accident insurance was purchased	6. Be careful about shopping and avoid being fooled
Risk in travel	The elderly are more suitable for the slow rhythm of the travel, to give them enough freedom; they often suffer from different degrees of senile diseases, excessive tension can easily induce coronary heart disease, insomnia, constipation, etc	7. Prevent accidental injuries and go carefully in dangerous areas

	Risk of loss; ride risk; fall risk	8. Play the role of a health care doctor (prepare the medicine box with you, remind the elderly to take medicine, and have complete medical equipment in the first aid kit)
	Can you find the toilet in time	9. Good staff / volunteer training: full staff training, CPR, etc
	No doctor with the team	10. Sign a standard contract before travel, make the contents as detailed as possible, and refer to the physical examination report to reject the risks.
	The team leaders do not have a strong sense of responsibility	11. Complete the fire control system (equipped with fire control facilities, full fire combat drill, fire control training, risk factor investigation, treatment and tracking)
Reception risk	Information asymmetry: no detailed customer files (including customer	12. Provide high-quality services (nutritional

	service, health, care, nutrition catering, etc.)	catering, health management, club activities, etc.)
	Communication and management (inadequate (customers, departments, superiors, goal setting, feedback, processing results, etc.)	13. Problems noted when organizing groups for the elderly: those with infectious diseases; those engaged in activities that violate the law or violate social ethics; those who seriously affect the interests of others and do not listen to dissuasion; carrying dangerous goods; no physical examination report; and incomplete information
	Reception for special old people	14. Constantly improve the smart pension platform
	Subdivision of nationality, belief, interest, region, age, character, etc	
	Suitable for the aging of the equipment and facilities	
	Medical care and health care aspects	
Risk in diet and	No personalized nutrition catering,	

living	ordering; food refrigeration classification storage; choking, etc	
	Food Safety Guarantee (Food and Drug Administration)	
	Food material channels, cost control	
	Quiet, beautiful, suitable for the aging environment	
	Disputes over substandard hygiene and odor production	
	Furniture is suitable for aging, fall, scald, soil and water, etc	
Training questions	Smile service, 24 hours zero disturb service, star hotel service, active service consciousness, corporate culture, medical nursing knowledge, health standards, fire security, etc	
Management mechanism, early warning mechanism risk	The lack of corresponding management and early warning may cause risks	
Product design risk	Some problems that arise during the use of the product	
Fire risk	Fire control equipment, personnel fire control professional knowledge to master, risk inspection	
Personnel reserve risk	Travel when staffing and other problems	

7.4 Risk management



22Figure 22. Risk Management

7.4.1 Risk assessment

For sojourn pension project managers and project management committees, they should pay attention to both the individual risk in the project and the overall impact of all the risks in the project when added together, which we call the overall risk level of the project, usually measured by the expected monetary value of the project risk.

Expected monetary value of the project risk = the expected monetary value of all risks in the project (a percentage of the monetary value of each risk affecting that that risk occurs).

For each project, the project manager must be able to accurately estimate the expected monetary value of the project, not only to describe its benefits, but

also to care about how much revenue in the project is risky.

7.4.2 Risk response strategies

(1) Risk coping strategy

23Figure 23. Risk coping strategies

Threat coping strategies	Opportunity coping strategy
evade	exploitation
Reduction (back / emergency plan) - Transfer	strengthen
receive	refuse

Usually we divide risk response strategies into two categories:

(2) Threat response strategy

The strategies can deal with threats from several different perspectives, each with advantages and disadvantages:

1.Strategies to avoid. It finds ways to deal with the risk.

2.Reduced strategies. It starts from the risk events, and analyzes how to reduce the probability of risk events or reduce the negative impact caused by risk events.

3.The strategy of backup and emergency plan, it starts from the result of risk, focuses on preparing the risk event after the means of response.

4.Strategies for the transfer of the. It starts from the risk outcome and focuses on transferring the impact of the risk to other stakeholders. There are usually two standard methods of transfer: one is buying insurance, also called insurance transfer; the other is contract transfer.

5.Adoption strategy. As the name suggests, there is no specific response measures. When we evaluate the risk, and think the risk is not significant, it is acceptable.

6.A Shared Policy. It is also starting from the result of the risk. If it is difficult for a project risk to be addressed by the project team alone, consider pulling other external stakeholders to deal together.

(3) Opportunity coping strategy

Opportunity is an uncertainty that has a positive impact on the project goals. It is often encountered in the "sojourn and pension" projects. If handled properly, it helps the project team to achieve the project goals faster and better, and even expand the profits or increase the additional benefits.

1.The strategy used. When an uncertainty with a positive impact is found in the project, most people will be willing to seize this opportunity and try to turn this uncertain opportunity into a certain benefit, which is what we call utilization.

2. Enhanced strategy. When discovering that the outsourcing case is an opportunity to reduce costs, you can also consider how to expand the benefits of this opportunity.

3.Denial strategy. Sometimes, although you can see a favorable opportunity for the project goal, it may be given up for a variety of reasons, which is rejection. Behind the rejection, the project team is often the result of considering the overall cost of the project and balancing different factors such as input, income, risk and opportunity cost.

4.Shared strategies. Opportunities can also be shared with others, including the organic combination of competitors, partners or other industries of pension service enterprises.

7.5 Selection and planning of risk response actions

And the old living pension service co., LTD., in the "living pension" service project, project manager and project team in the analysis and thinking of risk response strategies, in line with the principle of comprehensive thinking or systematic thinking, considering all possible coping strategies, and then compare the advantages and disadvantages between different coping strategies, finally choose one or several of the most suitable coping strategies and implementation plan. When comparing and selecting coping strategies, the following considerations are usually appropriate:

- Impact on the project planning;
- Impact on the business value of the project;
- Whether there are new risks caused;
- Cost performance of investment and income.

(1) Risk implementation

In the "living pension" service project, can diversify, professional operation, develop clear project management and risk control, do not become a mere formality, at the same time develop very clear executive division of labor and management, including pension service professionals, and the old brand culture, organizational structure, team organization ability, etc., various strategic planning, in the risk control, the boss has thinking, everyone in the project should also have the corresponding practice, to continue the project more systematically:

(2) Authorization

In the project, each risk response must be human and in at least two roles: one is the risk leader, usually a leader with resources and rights, and the other is the risk executor, usually a project member who has enough time and energy to implement the response. It should be noted that for the same risk, the best person in charge and the executor should not be the same person, because the responsible person is responsible for providing the required resources, making decisions and supervising the executor to implement the risk response plan, while the two roles of supervision and supervised should not be integrated into the same person, otherwise problems will arise. Experience has proved that a risk response plan is easier to be implemented only when it is implemented to a leader with resources and rights and a project member with time to work.

(3) Supervision + control

The project manager needs to monitor the effectiveness of the implementation of the risk plan. Generally, project managers need to focus on the following points: whether the response action has been implemented; whether the risk response action has been effective, and whether new risks are created in the response action process.

If the Project Manager finds that the planned risk response action is not as effective, corrective action needs to be taken as soon as possible.

(5) Communication

In the whole life cycle of the risk management of the "sojourn and pension" project, a timely and effective communication mechanism needs to be established within the project management team, between the project management team and the external stakeholders of the project,

Common forms of communication can include, but are not limited to, regular risk management meetings, regularly updated risk status emails, regular risk management press releases, regular risk checks, one-to-one key stakeholder reporting and communication, etc. As the sponsor of the "sojourn and pension" project, From the moment that you plan the project, Start to plan and establish the risk management mechanism of the project; Before the project enters the implementation and delivery phase, Ensure that the project risk management mechanism is in place; Throughout the implementation of the project, Always identify, assess, and control the uncertainties in the project through effective risk management mechanisms; Efforts to turn uncertainty in the project process into certainty, Reduce unexpected incidents in the project, Strive to replace the fire through prior prevention, Reduce the negative effects of uncertainty, Expanding the positive impact of uncertainty, To ensure the smooth and successful progress of the "old travel · Residence and pension" project.

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