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Business plan for S-Green Light Food project

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Month year

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Abstract

The S-Green Light Food project aims to tap into China's burgeoning light food market, where there's significant growth potential given the current 40% national penetration rate compared to 90% in developed countries. Addressing consumer challenges such as the monotony of light food options, nutritional ambiguity, and lack of comprehensive weight loss guidance, this initiative seeks to differentiate by integrating big data and AI with traditional Chinese medicine. It proposes a membership model that offers personalized, nutritionally balanced light food packages based on unique health assessments through customer-submitted diagnostic images. Targeting Guangzhou's white-collar demographic, the project combines online and offline channels for a seamless consumer experience, including product education, sample tasting, and diet planning at physical locations, complemented by an efficient online ordering system for local delivery. The business plan thoroughly examines the venture through various analytical frameworks, including PEST for macro-environmental factors, Porter's Five Forces for industry dynamics, SWOT for project-specific strengths, weaknesses, opportunities, and threats, and employs STP for market segmentation, targeting, and positioning. The marketing strategy is crafted around the 4P's (Product, Price, Place, Promotion), supported by a detailed business model canvas. Projections for the first three years include operational outcomes, financial analysis, and risk assessment. This comprehensive review serves not only as a blueprint for S-Green Light Food but also as a valuable resource for similar entrepreneurial efforts in the health-focused food sector.

Keywords:

light food; business plan; Intelligent constitution recognition; Franchise

JEL Classification: I15, M31

Resumo

O projeto S-Green Light Food visa explorar o crescente mercado de alimentos leves da China, onde há um potencial de crescimento significativo, dada a atual taxa de penetração nacional de 40%, em comparação com 90% nos países desenvolvidos. Abordando desafios do consumidor, como a monotonia das opções de alimentos leves, ambiguidade nutricional e falta de orientação abrangente sobre perda de peso, esta iniciativa busca se diferenciar integrando big data e IA com a medicina tradicional chinesa. Propõe um modelo de associação que oferece pacotes de alimentos leves personalizados e nutricionalmente equilibrados com base em avaliações de saúde exclusivas por meio de imagens diagnósticas enviadas pelo cliente. Visando a demografia de colarinho branco de Guangzhou, o projeto combina canais on-line e off-line para uma experiência de consumo perfeita, incluindo educação de produtos, degustação de amostras e planejamento de dieta em locais físicos, complementado por um eficiente sistema de pedidos on-line para entrega local. O plano de negócios examina minuciosamente o empreendimento por meio de várias estruturas analíticas, incluindo PEST para fatores macroambientais, Cinco Forças de Porter para dinâmica da indústria, SWOT para forças, fraquezas, oportunidades e ameaças específicas do projeto e emprega STP para segmentação de mercado, segmentação e posicionamento. A estratégia de marketing é elaborada em torno dos 4P's (Produto, Preço, Lugar, Promoção), apoiada por um detalhado canvas de modelo de negócio. As projeções para os primeiros três anos incluem resultados operacionais, análise financeira e avaliação de riscos. Esta revisão abrangente serve não apenas como um modelo para o S-Green Light Food, mas também como um recurso valioso para esforços empresariais semelhantes no setor de alimentos focados na saúde.

Palavras-Chave: alimento light; plano de negócios; Reconhecimento inteligente da constituição; Franquia

JEL Classification: I15, M31

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Glossary

CH -----Channels

CR ----- Customer Relationships

CS ----- Customer Segments

CS ----- Cost Structure

KA ----- Key Activities

KP ----- Key Partnerships

KR ----- Key Resources

RS ----- Revenue Streams

TCM ----- Traditional Chinese medicine

VP ----- Value Propositions

1. Introduction

1.1 Background information

In 2022, amidst a backdrop of global challenges and a recovering post-pandemic world, China's economy showcased remarkable resilience and growth (Moore, 2022). The country's GDP soared to new heights, reflecting a robust rebound from the economic impacts of the COVID-19 pandemic. This period marked significant strides towards achieving the "Chinese Dream" of economic prosperity, with plans to double the nation's total economic output or per capita income by 2035. This ambitious goal aims to elevate Chinese per capita GDP from the current \$10,000 to approximately \$20,000 in the next 15 years, aligning with the global average and opening doors for substantial consumer market evolution.

One of the most dynamic sectors reflecting this growth is China's catering industry (Jia et al., 2024). From 2014 to 2019, the market expanded significantly, only to face a temporary setback in 2020 due to the pandemic. However, 2022 saw a remarkable recovery, with revenues approaching pre-pandemic levels and online food and beverage sales breaking the trillion-yuan mark for the first time. The industry is projected to reach a staggering 6.6 trillion yuan by 2024, indicating a promising future.

Parallel to economic growth, there's been a rising trend in health consciousness among Chinese consumers, particularly in the realm of "healthy and low-calorie" light foods. This shift is evident in the surging interest in light foods, as reported by Meituan with a 235% year-over-year increase in searches (Yang, 2019). The light meal replacement market, both globally and in China, has shown impressive growth, with projections indicating a continued upward trajectory. The evolution of China's light food industry can be segmented into four distinct phases, beginning with its introduction in 2013 and evolving through periods of rapid growth, market consolidation, and resurgence (Naughton, 2018). Despite its booming popularity, the industry faces challenges such as high competition, product homogeneity, lack of standardized industry norms, and food safety concerns. Reflecting on these trends, light food restaurants have proliferated in major Chinese cities, with a significant surge in new establishments post-2018. However, the sector is still nascent, with many brands struggling to achieve scale and recognition. This scenario highlights the potential for franchise models, particularly given the standardization compatibility of light food offerings, akin to Western cuisine.

In the context of first-tier cities like Guangzhou, there's a notable acceptance and demand for light food, driven by economic and cultural factors. Contrastingly, cities like Guangzhou, despite a substantial white-collar demographic and a demand for health-focused dining options, lack significant light food brand presence and chain operations. Addressing these market dynamics, this paper proposes the "S-Green Light Food Project," a venture poised to

revolutionize the light food landscape. This project uniquely blends artificial intelligence and big data technologies with traditional Chinese wellness practices, offering an intelligent constitution recognition system. This system tailors light food packages to individual customer needs, focusing on weight loss and health maintenance. The S-Green project is designed around a membership model, catering to both weight loss seekers and health-conscious consumers. The operational strategy combines online and offline elements, with physical stores strategically located in tech and software parks for accessibility. The initial phase focuses on direct sales for brand control and image building, transitioning to a hybrid of direct sales and franchise models for scalable growth while maintaining quality and brand integrity. This approach not only accelerates expansion but also manages financial pressures, ensuring product quality, brand consistency, and minimized business risks.

1.2 Meaning of the research

This thesis conducts a marketing plan for the S-Green Light Food project. On one side, it clarifies the logical framework of the business operations, which facilitates implementation. On the other hand, it serves as a foundation for investors to make informed decisions about joining. Furthermore, this thesis serves as a tangible implementation of the knowledge acquired during the MAM programme, with the aim of effectively guiding entrepreneurial activity by using theoretical knowledge.

The research content of this paper is as follows:

Chapter One introduces the S-Green Light Food project, highlighting its importance and background. Chapter Two defines key terms and summarizes theoretical frameworks. Chapter Three employs the PEST and Porter's Five Forces models to examine the macro and industry competition environments. Chapter Four details the project, including its introduction, organizational structure, business and operation models, development planning, and SWOT analysis. Chapter Five outlines the marketing strategy, using surveys for consumer analysis, STP theory for targeting, and the 4P mix for strategy development. Chapter Six provides financial and risk analyses, estimating three-year operations and assessing project feasibility. The conclusion summarizes the project's business plan.

1.2.1 Research method

Questionnaire survey method

Questionnaire surveys were conducted on target customer groups to understand the demand of target consumers for light food products, their views on the current light food industry, and their concerns about light food products, so as to provide reference for product design and pricing.

Empirical analysis

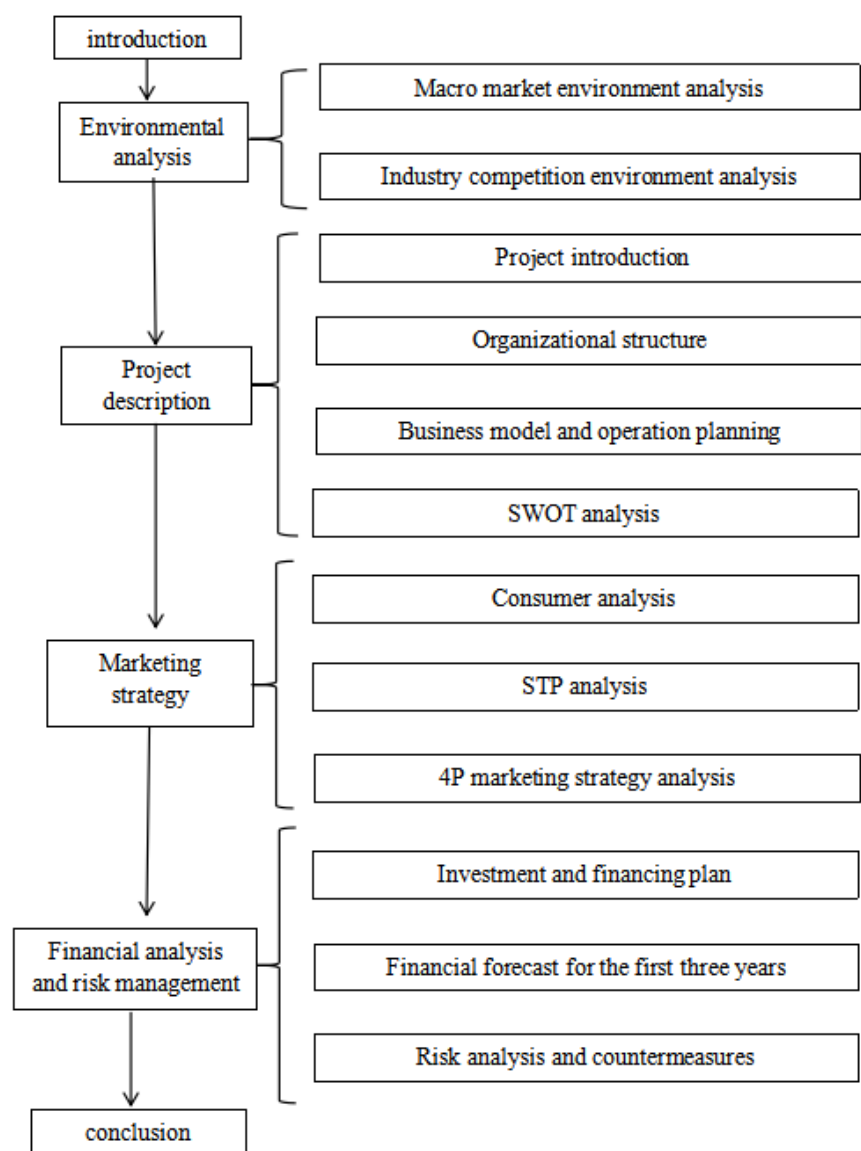
By collecting data disclosed by other enterprises in the same industry and third-party big data platform analysis reports, this paper makes a more objective and comprehensive evaluation of S-Green Light food project. Because the light food industry is an emerging industry, there are few relevant data and materials, the author will analyze the relatively mature light food chain stores in the market through research and interview practitioners, and understand their business models and successful experiences, so as to learn and draw on.

Literature analysis

The research on entrepreneurship, business plan, light food industry, franchise, STP theory, 4P marketing strategy and other literatures has guiding value for the formulation of this business plan. Gain an in-depth understanding of entrepreneurial concepts, business plans, marketing theories, and financial knowledge by consulting books and journal articles; And can have more multidimensional exploration of light food industry and chain operation.

1.2.2 Technical route

Figure 1.1 Technical roadmap for the business plan for the S-Green Light Food Project.



Source: Author

2. Literature Review

2.1. Concept of entrepreneurship

The definition of entrepreneurship in Entrepreneurship is that entrepreneurship is a way of thinking, excellent quality and behavior, and it needs to have a thinking mode of general consideration and harmonious leadership (Moroz & Hindle, 2012). Entrepreneurship is actually the activity of creating new products and opening up new markets bit by bit, and then creating economic value.

Entrepreneurship is a comprehensive discipline that uses the knowledge and methods of psychology, economics, management, sociology and other disciplines to study the entrepreneurial process and its rules and methods (Landström et al., 2012). Its basic contents include: entrepreneurs and entrepreneurial teams, entrepreneurial opportunities, business model design, focus and integration of evaluation and selection of entrepreneurial resources, entrepreneurial operation and growth.

The concept of entrepreneurship is generally divided into entrepreneurship in a narrow sense and entrepreneurship in a broad sense. Entrepreneurship in the narrow sense refers to the process of creating a new business. The broad concept of entrepreneurship is: entrepreneurship is a process of finding opportunities and creating value without being limited by existing resources. All the processes of creating value are entrepreneurship, including the establishment of for-profit organizations and non-profit organizations. Including the establishment of large enterprises, including the establishment of small enterprises and even family businesses; It includes the establishment of various organizations, as well as the establishment of hybrid organizations, and the process of organizing activities.

The components of a startup ecosystem generally include entrepreneurs (and incubators), companies, culture, and intermediaries. Among them: entrepreneur is the core of entrepreneurship (Filion, 2021); Firms can attract skilled Labour; Incubating entrepreneurs creates spillovers

Effect; Culture, more specifically a corporate culture, can shape corporate behavior; Intermediaries such as technology transfer companies, incubators, and financial institutions (including angel investors, crowdfunding, and accelerators) provide technology and business advisory services to start-ups.

2.2. Entrepreneurial process

The entrepreneurial process, in its broadest sense, encompasses the journey from identifying a valuable opportunity to the formation and growth management of an entrepreneurial venture (Ardichvili et al., 2003). This process begins with the initial concept or idea, which is then meticulously evaluated for its viability and potential in the market. This evaluation stage is crucial as it involves a deep understanding of market needs, potential competition, and the unique value proposition of the proposed business.

Narrowly defined, entrepreneurship often specifically refers to the creation of new business entities (Hoskisson et al., 2011). This creation phase involves more than just an idea, it requires the acquisition of necessary resources. These resources range from financial capital to human talent, technological tools, and strategic partnerships, all essential for transforming an idea into a tangible, operational business.

Once the business is established, the focus shifts to managing and growing the new venture. This stage is marked by challenges such as scaling the business, maintaining financial stability, adapting to market changes, and ensuring continuous innovation to stay competitive (Crnogaj & Rus, 2023). Effective management at this stage is critical for the long-term success and sustainability of the entrepreneurial venture. Thus, the complete entrepreneurial process is a dynamic and multifaceted journey that encompasses opportunity identification, resource acquisition, business inception, and ongoing manage.

2.3. Business Plan

A business plan, as defined by the Encyclopedia of Business, is a crucial document, pivotal for securing funding (Nußholz, 2017). It comprehensively outlines a business idea and supports it with meticulous market research. The plan delineates the operational and marketing strategies while projecting financial outcomes. Crucially, it includes a thorough analysis of future cash flows and identifies potential financial gaps, making it a vital tool for both planning and communication with potential investors.

The MBA Dissertation Writing Guide further emphasizes the business plan's role as a comprehensive project plan. Its primary function is to present the company or project to investors, highlighting its potential for investment. This document serves as a bridge between the entrepreneurial vision and the practicalities of securing the necessary capital to bring that vision to fruition. Business plans adds further nuance, encapsulating the essential components as "2H6W" (Meng, 2020). The first "H" stands for "How to do" – a directive for the plan to clearly articulate the intended actions and strategies. The second "H," "How much," mandates the plan to delve into financial specifics, outlining the required investment, potential revenues, and profit margins. The "W" in Meng's framework begin with "Why," probing the rationale

behind the project. It's a critical inquiry into the purpose and driving force of the business venture. "Where" follows, focusing on the market landscape, identifying where the business will operate and the market dynamics at play. "Which" examines the competitive landscape, distinguishing the venture from its competitors. "What" delves into the operational model and product offerings, laying out the structure and content of the business. "When" addresses the timeline, marking key milestones and time nodes in the project's lifecycle. Finally, "Who" focuses on the team behind the project, spotlighting their strengths and capabilities.

Writing a business plan is not just an exercise in securing funding. It serves a broader purpose, offering a deep dive into the market potential, value creation, and profitability of the venture. For founders, the process of drafting a business plan is introspective and informative. It allows them to thoroughly understand their project, organizing the logic and details meticulously. This not only enhances their comprehension and grasp of the venture but also prepares them to effectively communicate and advocate for their business to investors and stakeholders.

In essence, a business plan is a comprehensive, multi-faceted document that does more than just appeal to investors. It is a roadmap for the business, detailing every aspect from conceptualization to execution. It is a critical tool that aligns the internal goals of a company with the external realities of the market, ensuring that the venture is grounded in practicality while striving for its ambitious goals (Ellsworth, 2009).

2.4. Business model

The highest form of competition among firms is competition between business models underscores the pivotal role of business models in today's corporate landscape (Drucker, 2008). Since its introduction in the 1950s, the concept of the business model has evolved considerably, especially gaining prominence in the 1990s. Despite its widespread use, economists and business theorists have not reached a consensus on a definitive definition, reflecting the concept's complexity and multifaceted nature.

Some experts view a business model as a representation of the relationships and interactions among various stakeholders involved in the commercial exchange of goods and services (Massa et al., 2017). This perspective emphasizes the interconnectivity of different market players and their roles in the value chain. Others consider the business model as a means and pathway to value realization, focusing on how businesses convert their inputs and resources into profitable outputs (Sjödín et al., 2020). This approach is often aligned with operational strategies and efficiency. Another interpretation comes from a strategic standpoint, where the business model is seen through the lens of enterprise strategy, competition, and

financial structuring (George & Bock, 2011). This viewpoint underscores the importance of strategic positioning and competitive advantage in determining a firm's market success.

While investors and entrepreneurs show keen interest in business models, it's important to note that a business model is not synonymous with a profit model, though the latter is a critical component of the former. The profit model specifically addresses how a business generates revenue and profits, while a business model is more comprehensive, encompassing the overall system through which the business operates and achieves its goals (Morris et al., 2005).

A holistic understanding of a business model can be summarized as an integrated system that maximizes customer value by combining various internal and external factors that facilitate enterprise operations (Carayannis et al., 2014). This system is characterized by its completeness, efficiency, and unique core competencies. It is not merely a static structure but a dynamic ecosystem that adapts to changing market conditions, customer needs, and technological advancements. The essence of a modern business model lies in its ability to provide products and services in a way that ensures the system's continuous profitability and sustainability (Teece, 2010). This involves identifying and leveraging unique value propositions, optimizing supply chains, innovating in product and service delivery, and engaging effectively with customers. Moreover, a successful business model must be agile, capable of responding swiftly to market disruptions, and resilient enough to withstand economic fluctuations and competitive pressures.

A business model is a comprehensive framework that defines how a company creates, delivers, and captures value. It encompasses everything from product design and marketing to supply chain management and customer engagement. In the ever-evolving business landscape, the ability to develop and refine an effective business model is a key determinant of a firm's long-term success and competitiveness (Ryketeng et al., 2023)-.

2.5 The concept of light eating

Light eating, an approach that diverges from traditional diets, has its roots in the European afternoon tea culture (Willcox et al., 2009). This culinary trend transcends strict dietary standards, emphasizing foods that are low in sugar, fat, and salt, yet high in fiber and nutrient density. The essence of light eating lies in the simplicity of preparation, avoiding complex cooking methods and excessive seasonings to preserve the natural flavors of the food. This approach to eating is more than a dietary choice, it represents a holistic lifestyle that advocates balance, naturalness, and health.

Barnes (2017) insights into dietary trends highlight that diet forms a significant component of consumers' quest for a healthier lifestyle. There's a growing demand for functional foods, where the healthfulness of a food item extends beyond basic safety. It encompasses criteria like low-calorie content and nutritional value, underscoring a shift in consumer preferences towards foods that contribute to overall well-being.

Research further underscores this trend, noting that consumers increasingly prioritize the quality of processed products, with a keen focus on their health benefits (Frewer et al., 2003). This shift in consumer behavior emphasizes the importance of food processing technology and the quality of raw materials. Consumers are now gravitating towards more refined, health-conscious food options that align with their lifestyle goals.

The "White Paper on Light Food Consumption Behavior of Chinese People in 2020" sheds light on the burgeoning popularity of light food as a dietary trend that resonates with contemporary consumer preferences (KANTAR, 2020). The survey underscores that food safety remains a fundamental aspect of the catering industry, irrespective of whether the food is prepared in restaurants or at home. It highlights the critical importance of selecting, producing, and storing light food ingredients safely to ensure they meet the high standards expected by today's health-conscious consumers.

Expanding on these insights, light eating can be seen as a response to the growing awareness of the link between diet and health. This dietary approach aligns with the broader societal shifts towards sustainability and ethical consumption. Consumers are increasingly interested in where their food comes from, how it is produced, and its environmental impact (Hartmann et al., 2021). Light eating, with its emphasis on fresh, minimally processed ingredients, caters to these concerns by offering a diet that is not only healthy for the individual but also sustainable for the planet. Furthermore, the rise of light eating reflects a broader cultural shift towards mindfulness and conscious living. It's a diet that encourages individuals to be more thoughtful about their food choices, considering the nutritional value, taste, and overall impact on their health and well-being. This mindfulness extends to the preparation and consumption of food, promoting a more intentional and enjoyable eating experience.

Light eating is more than just a dietary trend, it's a holistic approach to food and lifestyle. It represents a convergence of health, sustainability, and mindfulness, resonating with modern consumers who are increasingly seeking food options that are not only good for their bodies but also align with their values and lifestyle aspirations. As such, light eating is set to play a significant role in shaping future food trends and consumer behaviors.

2.6 Franchise chain

Chain operation, a concept that has significantly transformed the business landscape, involves the strategic grouping of stores and companies that offer identical products and services under a unified headquarters (Cao, 2014). This centralized management system facilitates an efficient division of labor, comprehensive planning, and cohesive integration of individual entities into a singular operational force. The primary objectives of this model are to enable swift expansion, cultivate brand recognition, and enhance scale management efficiency.

At the heart of chain operation lies the franchise business model, predominantly seen in the tertiary industry. This model is rooted in in-depth management practices, where the company headquarters oversees franchise stores through contractual agreements. These agreements authorize the use of products, trademarks, service technologies, and other commercial resources. The franchise model is designed to optimize the operation, investment, and management of franchise stores, turning them into profitable entities.

Chain operations can be broadly categorized into three distinct types: direct chain, franchise chain, and free chain.

Direct Chain: This model involves the establishment of multiple stores directly owned by the chain enterprise's headquarters, achieved through sole proprietorship, holding, or mergers. In a direct chain, all aspects of the business, including human resources, finances, goods, and logistics, are under the uniform management and leadership of the headquarters. Stores in a direct chain model lack independent legal identities and adhere strictly to the operational policies, plans, and distribution systems set by the central management. This model ensures consistent service quality and brand uniformity across all outlets.

Franchise Chain: Also known as contract chain, the franchise model is built upon a contractual relationship where the franchisor grants commercial resources like trademarks and business models to the franchisee. In return, the franchisee pays fees and conducts business activities under a unified management system prescribed by the franchisor. This model's hallmark is the contractual medium, which clearly outlines the rights and obligations of both parties. Here, ownership and operational rights are distinct; individual investors own the store premises, but the operational management is centralized.

Free Chain: The free or voluntary chain model represents a type of commercial cooperation driven by mutual interests. It typically involves a group of independent enterprises agreeing to collaborate for shared economies of scale. These enterprises maintain their legal independence and conduct separate accounting but agree to adhere to certain operational guidelines and pay a percentage of their sales to the chain's headquarters.

The viability of joining a chain enterprise can be evaluated through four lenses: the visual identity system of the chain stores, the quality of goods and services provided, the

standardization of headquarters' supervision and management, and the overarching business philosophy of the chain (Meredith & Shafer, 2023).

Analysis of franchise chains in enhancing brand value reveals that Chinese chain franchise enterprises should focus on scaling to boost brand value and market competitiveness (Grünhagen et al., 2012). The expansion of chain stores represents not just a capital investment but also a vital step in brand value creation. Franchising can significantly influence consumer brand perception and market appeal, thereby elevating brand value. This enhancement of brand value is instrumental for further enterprise expansion, creating a symbiotic relationship between brand growth and business development.

In summary, chain operations, encompassing direct chains, franchise chains, and free chains, represent a sophisticated and strategic approach to business expansion and brand development. Each model offers unique advantages and operates under different principles, but all aim to standardize operations, maintain quality control, and enhance brand value. As businesses continue to adopt these models, they find new ways to grow, compete, and succeed in an increasingly interconnected and competitive market.

2.7 Porter's five forces analysis model

Michael Porter's Five Forces model stands as a seminal framework in the field of competitive strategy analysis. Introduced by Porter, it provides a comprehensive method for analyzing the competitive environment of a customer or a market. According to Porter, five fundamental forces shape the competitive landscape of any industry (Kamran, 2012). The nature and combined strength of these forces determine the intensity of industry competition, which in turn influences the profit potential and capital allocation within the sector. Ultimately, these forces dictate the ability of enterprises to sustain high profitability.

Competition Among Existing Competitors: Within any industry, the interconnectedness of enterprises means that their fortunes are often closely intertwined. Competition among existing players is typically fierce, as each strives to gain an advantage over the others. This rivalry manifests in various forms, including pricing strategies, advertising campaigns, product innovation, and quality of after-sales services. The intensity of this competition is influenced by multiple factors and directly impacts the overall competitive environment.

Bargaining Power of Suppliers: Suppliers can significantly affect the profitability and competitive standing of businesses in an industry. This influence is exerted through their ability to increase prices of input factors or decrease the quality of these inputs. The power of suppliers hinges on the significance of the inputs they provide. If these inputs form a substantial portion of the buyer's product costs, are critical to the production process, or

significantly impact product quality, then the supplier wields considerable bargaining power over the buyer.

Bargaining Power of Buyers: Buyers, or customers, exert their influence by pushing for lower prices and higher quality of products or services. Their bargaining power can substantially affect the profitability of firms within the industry. This force becomes more pronounced when buyers have numerous alternatives to choose from or when the products they purchase constitute a significant part of their own costs or business operations.

Threat of New Entrants: The entry of potential competitors into an industry introduces new capacity and resources. However, as the market is often already occupied by established players, new entrants might challenge existing firms for raw materials, market share, and customer loyalty. This competition can erode profitability and, in extreme cases, threaten the survival of current industry participants. The threat of new entrants is shaped by barriers to entry, including economies of scale, customer loyalty, regulatory policies, and access to distribution channels.

Threat of Substitutes: The concept of competition extends beyond direct rivals to include the threat posed by substitutes. These are alternative products or services that fulfill similar customer needs, potentially drawing customers away from existing offerings. The substitutability factor creates a competitive dynamic not just within an industry but also between different industries, based on the nature of the products or services they provide.

Porter's Five Forces model is a tool of strategic significance in understanding and navigating the complexities of industry competition. It underscores the multifaceted nature of competition, where factors such as supplier and buyer dynamics, potential new entrants, and the presence of substitutes all play integral roles. This model provides a structured approach for companies to analyze their competitive environment, strategize accordingly, and identify areas for improvement, adaptation, and growth. In essence, it offers a roadmap for understanding the intricate web of competitive forces and leveraging this understanding to maintain or enhance profitability in the business landscape.

2.8 STP theory

The STP model, a fundamental concept in marketing strategy articulated by Wendell Smith and refined by Philip Kotler, encompasses three critical steps: Segmenting, Targeting, and Positioning (Weinstein, 2016). This framework guides marketers in categorizing the market, honing in on specific segments, and effectively positioning their offerings.

Segmentation: This initial phase involves dissecting the broader market into distinct segments based on varying customer needs and demands. These segments are identified by their unique characteristics and requirements.

Targeting: After segmenting the market, the next step is to assess the appeal of each segment. The goal is to select the most attractive segment(s) that the company can serve effectively and allocate resources to target.

Positioning: The final step involves crafting a market presence that resonates with the selected segment. This is achieved by defining a clear market concept, developing a strategy, and choosing the most advantageous market position.

The underlying principle of market segmentation is the diversity of consumer needs. Differences in demand are driven by various factors, and recognizing these distinct needs leads to the identification of market segments. Market positioning, as Lanjin suggests, is about pinpointing the right consumers – those with the interest and means to purchase – and understanding their specific needs. Capturing customer needs accurately is essential to effective market positioning, ensuring that goods and services are matched with the appropriate consumer base.

2.9 The 4P marketing theory

Jerome McCarthy, in his seminal work "Basic Marketing," introduced the Four Ps model as an evolution of the marketing mix concept in 1960. McCarthy posited that to generate a desired market response, businesses must strategically orchestrate four key marketing elements: Product, Price, Place, and Promotion, to satisfy market demands and maximize profits (Webster, 1992).

Product: This element emphasizes the importance of developing a product's features, focusing on creating a unique selling proposition. The product must not only fulfill a function but also stand out in the market by prioritizing its functional appeal.

Price: Pricing strategies are crafted based on the product's market positioning. The determination of a product's price hinges on the brand strategy of a company, emphasizing the perceived value or 'gold content' of the brand.

Place: This refers to the distribution channels through which a product reaches consumers. Companies focus on nurturing relationships with dealers and building a robust sales network, mediating their connection with consumers through intermediaries.

Promotion: This aspect concentrates on influencing consumer behavior to drive sales. Enterprises employ short-term tactics such as discounts, buy-one-get-one-free offers, and creating a compelling marketing atmosphere to boost consumption, attract customers from competitors, or induce earlier purchasing decisions, all in the service of accelerating sales growth.

2.10 Business Model Canvas

The Business Model Canvas serves as a strategic management tool for developing new or documenting existing business models (Osterwalder & Pigneur, 2004). This visual chart with elements describing a firm's value proposition, infrastructure, customers, and finances assists firms in aligning their activities by illustrating potential trade-offs. It's composed of nine fundamental building blocks that cover the broad dimensions of a company's business model:

Key Partnerships (KP): This block identifies the network of suppliers and partners that are essential to the business model's success, highlighting the importance of effective collaboration.

Key Activities (KA): This section delineates the essential actions that must be undertaken to deliver on the business model's promise.

Key Resources (KR): These are the assets, such as capital and human talent, that are critical for a business model to operate successfully.

Value Propositions (VP): This core component focuses on the products or services that create value for specific customer segments.

Customer Relationships (CR): This part describes the types of relationships a company establishes with different customer segments.

Channels (CH): This block explains how a company communicates with and reaches its customer segments to deliver the value proposition.

Customer Segments (CS): This defines the different groups of people or organizations an enterprise aims to reach and serve.

Cost Structure (CS): It details all costs incurred to operate a business model.

Revenue Streams (RS): This block describes the ways in which a company makes money through various customer segments.

By addressing these interrelated components, the Business Model Canvas provides a comprehensive overview of the mechanisms required for a company to bring value to its customers and maintain a competitive edge in the market.

3. Methodology

3.1 Introduction to Methodology

The methodology section of the S-Green Light Food project is designed to underpin our comprehensive analysis of the burgeoning market for health-focused food options in China. This section outlines the systematic approach employed to assess market potential, consumer preferences, and the feasibility of integrating traditional Chinese medicine (TCM) with modern nutritional science. Our methodology leverages a mixed-methods research strategy, incorporating both quantitative and qualitative analyses to provide a holistic understanding of

the market dynamics. By combining secondary data from industry reports and primary data collected through surveys and interviews, we aim to identify key trends, consumer behaviors, and competitive landscapes. This approach enables us to tailor our product offerings to meet the specific needs of our target demographic, ensuring the success of the S-Green Light Food project in the competitive health food sector.

3.2 Market Analysis

This segment of the S-Green Light Food project employs a three-pronged methodology to provide a comprehensive understanding of the light food market and consumer preferences, enabling informed decision-making for product development and marketing strategies.

- **Questionnaire Survey Method:** We conducted targeted surveys among potential customers to gather data on their demands, perceptions, and concerns regarding light food products. This method facilitated an in-depth understanding of consumer preferences, helping tailor our product design and pricing strategies to meet the market demand effectively.
- **Empirical Analysis:** By analyzing data from industry peers and third-party big data platforms, we achieved an objective assessment of the market potential for the S-Green Light Food project. This analysis included studying the business models and success strategies of established light food chains through interviews and research, allowing us to draw valuable lessons for our venture.
- **Literature Analysis:** An extensive review of literature on entrepreneurship, business planning, the light food industry, and related marketing theories provided foundational insights for this business plan. This approach enabled us to explore the light food industry from multiple dimensions, including its history, current trends, and future development trajectories, guiding our entrepreneurial journey.

3.3 Consumer Behavior Study

In this phase, we delve into understanding the behaviors, preferences, and decision-making processes of our target consumers through a structured approach:

Survey Design and Implementation: We crafted and distributed surveys to a carefully selected sample of our target demographic—urban white-collar professionals interested in health and wellness. The survey aimed to capture comprehensive insights into their preferences for light food products, factors influencing their food choices, and their responsiveness to new health-oriented food options.

Analysis of Consumer Responses: Utilizing statistical tools, we analyzed the survey data to identify patterns and trends in consumer preferences and behaviors. This analysis helped us understand the key drivers behind consumer choices in the light food sector, including taste preferences, nutritional expectations, and pricing sensitivities.

Integration with Empirical and Literature Insights: By combining the survey findings with empirical data and literature review, we gained a multi-dimensional understanding of consumer

behavior. This integration allowed us to align our product development and marketing strategies with consumer needs, optimizing our approach for market entry and growth.

3.4 Product Development Process

The product development process for S-Green Light Food involves creating initial product concepts based on market analysis and consumer behavior insights. These concepts are developed into prototypes that balance nutrition, taste, and the health benefits of traditional Chinese medicine. Feedback from target consumers on these prototypes is crucial for refinement, leading to iterative adjustments in recipes, packaging, and marketing strategies. A pilot launch in a controlled segment allows for real-world performance evaluation, guiding final adjustments before a broader market rollout, ensuring products meet consumer expectations and market demands.

4. Business Plan

4.1. Executive Summary

Under the guidance of the concept of traditional Chinese medicine health, S-Green Light Food project makes full use of cutting-edge technologies such as big data technology and artificial intelligence technology to accurately identify customers' physique, and provides personalized customized light food packages and related services according to the results of customers' physique identification. By helping customers adjust their diet structure, they can meet their needs for weight loss, slimming and health care. This chapter will analyze the macro market environment of S-Green Light food project, and use Porter's five forces model to do industry competition analysis. Through the above relevant situation analysis, to clarify the environment of S-Green light food project entrepreneurship project.

4.2. External Situational Analysis

4.2.1. PESTE Analysis

4.2.1.1. Political environment analysis

In recent years, the domestic political landscape has remained notably stable, creating a conducive environment for economic growth and business innovation. The government has played a pivotal role in this, launching a series of preferential policies aimed at nurturing

entrepreneurship and supporting innovative endeavors. These policies are not only a testament to the state's commitment to economic development but also a strategic move to foster a culture of innovation and creativity across various sectors.

One of the key areas where the government has made significant strides is in providing financial support to enterprises, especially those facing financial difficulties. In its 2021 Government Work Report, a clear directive was issued to guide banks in expanding their credit loan portfolios. This initiative is particularly focused on increasing the number of initial loan households and promoting a culture of sustainable borrowing. The goal is to channel more funds into sectors that are crucial for future growth, such as scientific and technological innovation, green development, and crucially, to small and micro enterprises, individual industrial and commercial households, and new agricultural business entities. In line with these efforts, targeted support is being provided to enterprises in industries that continue to be affected by the ongoing impact of the pandemic. This includes ensuring more convenient financing for small and micro enterprises and working towards a comprehensive reduction in overall financing costs. The Bureau of Industry and Information Technology's 2020 "Notice on Issuing and Distributing Standards for Small and Medium-sized Enterprises" aligns perfectly with these efforts. Under these standards, companies like those affiliated with the S-Green Light Food project are recognized as small and micro enterprises, making them eligible for the various support measures outlined in the Government Work Report. This alignment is a boon for the growth and development of enterprises like S-Green Light Food.

Another significant policy development concerns the takeout industry. In March 2021, the National Development and Reform Commission and other departments jointly released the "Implementation Plan for Accelerating the Cultivation of New Consumption". This plan highlighted the need to reduce transaction and payment costs on online platforms, such as takeout, online car booking, and e-commerce. The aim is to guide these platforms in optimizing the fees, like royalties and commissions, charged to small and medium-sized enterprise merchants and individuals. By leveraging technology, the plan seeks to enable operators within these platforms to reduce costs and enhance efficiency. Given the substantial role that takeout services play in the operating costs of the catering industry, the introduction of these restrictive policies is anticipated to be beneficial for projects like S-Green Light Food. The state's focus on flexible employment has also been noteworthy. On July 31, 2021, The General Office of the State Council issued the Opinions on Supporting Multi-Channel Flexible Employment. This initiative has significantly broadened the development channels for flexible employment, optimized the environment for self-employment, and increased support for flexible employment models. The catering industry, in particular, has embraced this change, moving away from traditional employment forms and increasingly adopting flexible employment models. This shift enhances the flexibility of enterprise **employment**, allowing for personnel allocation that is

more aligned with actual business needs and more rational cost control. Such developments are particularly favorable for the S-Green Light Food project.

Food safety is another critical area where the state has shown considerable commitment. Recognizing the integral role of food safety in creating a civilized and livable city, various measures have been implemented to ensure the highest standards are maintained. This commitment is crucial not only for public health but also for the reputation and success of food and beverage enterprises.

In Guangzhou, a mega-city that actively responds to national policies, there has been a concerted effort to support entrepreneurship and optimize the business environment. Entrepreneurs in Guangzhou benefit from various preferential policies, including social security subsidies for entrepreneurial leaders and subsidies for renting business spaces. These policies create a fertile ground for innovation and business startups. The city's efforts have paid off, as evidenced by its rapid improvement in national business environment evaluations. In 2021, Guangzhou was recognized as one of the 18 cities with the fastest progress in ease of doing business. This has not only facilitated entrepreneurship but has also driven the overall development of the city, promoting industrial growth and attracting talent. The financial services sector in Guangzhou has also been active in supporting businesses, especially those affected by the pandemic. In December 2021, seven departments in Guangzhou jointly launched financial service policies and featured financial product services. The Notice on Further Strengthening Financial Support for Key Regions affected by the epidemic released a list of featured financial products and services to support the rescue and development of offline retail, accommodation, catering, and foreign trade enterprises. These initiatives are aimed at helping catering companies overcome challenges and achieve sustainable growth. Finally, in terms of food safety, Guangzhou has been proactive in establishing robust systems and initiatives to ensure the highest standards. In 2021, the city set out to create "five major systems" and "eight major projects" to fully safeguard the food safety of its citizens. This commitment to food safety is not only crucial for public health but also plays a significant role in shaping consumer preferences. Food and beverage enterprises that maintain robust channel distribution and enjoy a good brand reputation are likely to find increased favor with consumers.

In summary, the combination of political stability, supportive government policies, financial services, and targeted initiatives in areas like food safety and business environment optimization have created a favorable landscape for enterprises like S-Green Light Food. The city of Guangzhou, in particular, stands out as a prime example of how local implementation of these policies can foster a thriving business ecosystem, conducive to innovation and sustainable growth.

4.2.1.2. Analysis of economic environment

In the midst of China's robust economic growth, one city that stands out for its remarkable development and potential for consumer market expansion is Guangzhou. Known for its dynamic economy and increasing per capita GDP, Guangzhou presents vast opportunities for consumption upgrades, particularly in the catering sector. A key component of residents' consumption, "food" plays a pivotal role, and the catering industry here has shown tremendous growth potential.

Reflecting on the national trend, China's catering revenue reached nearly 4.7 trillion yuan in 2021, demonstrating the sheer size of the market. Within this booming industry, the S-Green Light Food project has strategically identified its target demographic: the young white-collar workers of Guangzhou. This group, known for their disposable income and desire for a higher quality of life, forms the backbone of consumption upgrading in the city. Guangzhou, as a leading first-tier city in China, contributes significantly to the country's GDP and is home to a large number of white-collar professionals. This economic foundation, combined with a growing awareness of health and wellness, makes Guangzhou an ideal market for the S-Green Light Food project. The city's residents are increasingly seeking healthier, lighter food options that align with their fast-paced, health-conscious lifestyles.

The economic trajectory of Guangzhou has been impressive. In recent years, the city has seen consistent growth in its regional GDP, indicating a robust and expanding economy. For instance, the city has witnessed a steady increase in its gross regional product, with significant year-on-year growth. This economic stability and growth are reflective of Guangzhou's status as a powerhouse in China's southern region. In the first quarter of 2022 alone, Guangzhou reported a remarkable increase in the total retail sales of social consumer goods. The catering revenue within this period also saw an impressive surge, indicative of the sector's rapid expansion and the city's increasing appetite for diverse culinary experiences.

Looking ahead, Guangzhou has set ambitious targets for its GDP, aiming to reach over 1 trillion yuan in the near future. This goal is supported by the city's initiatives to promote various industries, including digital manufacturing, light industrial consumer goods, and tourism. Guangzhou is also focusing on enhancing its brand power and attracting talent by liberalizing its hukou policy, thereby encouraging population growth. This combination of rapid economic growth, an influx of talent, and rising income and consumption levels in Guangzhou creates a fertile environment for the catering industry. The S-Green Light Food project, with its focus on providing healthy and trendy food options, is well-positioned to capitalize on these trends. The city's bustling economy, coupled with its population's increasing health consciousness and disposable income, offers an ideal setting for the success of such innovative culinary ventures.

In conclusion, Guangzhou's economic prowess, coupled with its status as a hub for young, health-conscious professionals, presents a golden opportunity for the catering industry, particularly for ventures like the S-Green Light Food project. The city's ongoing commitment to economic growth, population expansion, and a heightened focus on quality of life perfectly aligns with the goals of this innovative culinary initiative, promising a bright future for the catering sector in this dynamic city.

4.2.1.3 Social environment analysis

The rising living standards in Guangzhou, coupled with the transformative impact of the recent global health crisis, have significantly heightened public awareness about the importance of physical health. This shift in perspective is increasingly evident in the dietary choices of the residents. There's a growing emphasis on nutritional health, with a heightened consciousness about healthcare and wellness. These evolving consumer attitudes in Guangzhou are highly advantageous for the development of the S-Green Light Food project.

As a key player in the terminal consumption industry, the catering sector in Guangzhou is acutely aware of its role in environmental sustainability, particularly in terms of carbon emissions. The entire industry chain is actively working towards achieving energy conservation, emission reduction, and green development. This commitment is in line with the broader goals of achieving carbon peak and carbon neutrality. Moreover, the industry is paying closer attention to safe and healthy cooking methods, with an increasing number of restaurants incorporating sustainable and environmentally friendly ingredients into their menus.

Light food, characterized by its low oil, low salt, and low fat content, aligns perfectly with these environmental and health objectives. It caters not only to the growing demand for healthier food options but also supports the city's drive towards sustainability. From a social and environmental standpoint, the S-Green Light Food project is poised to thrive in Guangzhou's market, which is increasingly receptive to such initiatives. Guangzhou's cosmopolitan nature, marked by its openness to global influences, has led to the establishment of numerous international restaurant chain brands in the city. This presence has cultivated a strong brand consciousness among local consumers, who often show a preference for chain brand restaurants. Influences from different cultures, particularly Japanese cuisine, have also left an indelible mark on Guangzhou's food culture.

Japanese cuisine, known for its light flavors, diverse ingredients, and smaller portions, often with a focus on seafood, resonates well with the culinary preferences in Guangzhou. These eating habits are remarkably similar to the principles of light food, suggesting that the Guangzhou market is well-prepared to embrace the S-Green Light Food project. The city's

exposure to and acceptance of light-taste cuisines, such as those from Japan, create an environment conducive to the success of light food concepts.

Therefore, the combination of an increasing health and nutrition awareness, a commitment to sustainability in the catering industry, and the influence of international cuisine, especially Japanese, creates an ideal backdrop for the S-Green Light Food project in Guangzhou. The city's openness to new culinary experiences, coupled with its focus on health and environmental sustainability, presents a promising opportunity for the growth and success of innovative food ventures like S-Green Light Food.

4.2.1.4 Technical environment analysis

As information technology is widely promoted to all walks of life, "Internet +" is widely used. New formats have emerged in the catering industry, and catering O2O has blossomed everywhere. After continuous development, a very mature platform operation model has been formed. The developed distribution network and technology also make the O2O model develop smoothly. With the popularity of smart phones and the progress of mobile communication technology, mobile Internet access is more convenient and faster, and Internet ordering is also more convenient. The improvement of online payment technology also makes people prefer online transactions. Based on a series of technological advances and the cultivation of people's consumption habits, people are now increasingly relying on application delivery platforms to order food.

Big data stores, classifies, identifies and analyzes massive data to maximize the value of data, so as to help people make predictions and judgments based on certain information. Artificial intelligence technology is becoming increasingly perfect and applied to various industries, helping people solve repetitive and regularity problems in various scenarios, which can largely replace labor and reduce labor costs. Intelligent physical recognition system based on artificial intelligence, big data and other technologies has been successfully developed by technology companies, and has been initially applied in the scenario of assisting TCM diagnosis and treatment. This technology is not widely used at present, and its application in the catering industry is a precedent, which is the unique difference between S-Green light food project and other light food projects.

Digitalization has become an important means of transformation and upgrading, and digital application has deeply penetrated the catering industry, accelerated the integration of online and offline, and vigorously developed online ordering, contactless distribution, online live broadcasting and finished and semi-finished products retailing, promoting the rapid development of food and beverage retailing.

The industrialization and standardization of the catering industry are mature. There are many links in the entire food and beverage industry chain, from the front end to the food package, to the semi-finished products and finished products combined with the food package, collectively referred to as "prefabricated dishes", can be used as commercial products or products, generally provided to consumers (C-end) and enterprises (B-end). These technologies help the industry to reduce costs, improve efficiency, expand the scale, enrich the variety of dishes, but also meet the consumer needs of fast, convenient and standardized consumption.

4.2.2. Porter's Five Forces Analysis

4.2.2.1 Competitor Analysis

In the competitive landscape of Guangzhou's light food market, where national brands are fewer and local chains emerge, S-Green Light Food must navigate through various strategic pressures identified by Porter's Five Forces analysis. Firstly, existing competitors, both national and local, present intense rivalry, requiring innovation and distinct offerings to stand out. Secondly, the market faces moderate entry barriers, highlighting the need for S-Green to engage in significant marketing efforts and maintain high-quality product standards to deter potential new entrants. Thirdly, the threat of substitute products is high, given the wide range of traditional meals and health-focused alternatives, necessitating S-Green to articulate its unique value proposition effectively. Fourthly, suppliers wield considerable bargaining power due to the demand for high-quality ingredients, making it crucial for S-Green to develop strong supplier relationships. Lastly, the high bargaining power of customers, empowered by numerous choices, underscores the importance of adopting customer-centric strategies, ensuring quality, and delivering value. Success in this environment demands a focus on innovation, robust supplier relations, and strategies centered around customer satisfaction and loyalty.

In the burgeoning light food industry of Guangzhou, competition among existing enterprises represents a critical and direct challenge. This competition typically manifests in two forms: price competition and non-price competition. The market participants in Guangzhou's light food sector are diverse, including start-up light food brands, traditional catering brands, sports and fitness brands, and Internet-based brands. An exploration of the Guangzhou market reveals a dynamic landscape with numerous light food enterprises, predominantly operating through takeout services. While there are fewer offline stores, and chain brands are not as prevalent, some have established notable presences. For a comprehensive analysis, let's consider three prominent chain stores in Guangzhou, alongside

the S-Green Light Food project, evaluating them based on factors such as brand recognition, store count, product range, pricing, and distribution channels.

Sunshine Light Food

Sunshine Light Food is a well-known national chain with several outlets in Guangzhou's prime areas such as Tianhe District, Yuexiu District, and Panyu District. Their products are priced between 28-40 yuan, and they maintain a consistent brand image across all locations. Their menu features a variety of salads, grilled chicken, seafood items, and healthy wraps. The ingredients used are premium, with an emphasis on high-quality meats and fresh vegetables. Their specialties include unique smoothies and health-focused snacks.

Orchard Light Food

Orchard Light Food, another prominent chain in Guangzhou, boasts around 15 stores spread across key districts like Liwan, Haizhu, and Baiyun. The average price per meal is about 22-32 yuan. The brand is known for its generous portions that balance health and taste, often incorporating a Chinese twist in their sauces and seasonings. Their menu includes diverse salad options, chicken varieties, beef, and seafood, prepared in healthy cooking styles.

Petite Tomato Light Food

Petite Tomato Light Food, with its strong presence in Guangzhou, operates approximately 20 stores in areas including Huangpu and Zengcheng. Their offerings are priced from 20 to 28 yuan. The brand is distinguished by its calorie-conscious meals, featuring lightly seasoned chicken and a range of base options. They are also known for their tasty yet healthy snacks, including low-calorie beverages and desserts. Their menu encompasses salads, rice bowls, and sandwiches, all designed to cater to health-conscious consumers.

In comparing these three typical light food stores with the S-Green Light Food project in Guangzhou, it is essential to consider various factors such as brand awareness, the number of chain stores, product diversity, pricing strategies, and distribution channels. The competitive landscape in Guangzhou's light food sector is shaped by these factors, and understanding them is crucial for any new entrant like S-Green Light Food.

Each competitor brings its unique strengths to the market – Sunshine Light Food with its premium ingredients, Orchard Light Food with its Chinese-flavored healthy meals, and Petite Tomato Light Food with its focus on low-calorie options. The S-Green Light Food project, to establish a foothold in this competitive market, needs to identify and leverage its unique selling propositions, catering to the evolving tastes and health preferences of Guangzhou's discerning consumers.

This competitive analysis underscores the vibrant and diverse nature of the light food market in Guangzhou, highlighting the various opportunities and challenges that new ventures like S-Green Light Food must navigate to succeed in this dynamic environment.

Table 4.1 Comparison of Competitive Elements

Competitive factor	Sand Wild Light Food	Fruit buds eat lightly	Little Tomatoes Light Food	S-Green Light food
Brand awareness	National chain	Guangzhou chain	Guangzhou chain	Guangzhou chain
Number of chain stores	six	ten	19	30-40 stores
product	less	more	more	more
Price	25 to 35 yuan	20-30 yuan	18 to 25 yuan	20-35
channel	Online & Offline	Online & Offline	Online & Offline	Online & Offline

Source: Author

Table 4.2 Comparison of the Advantages and Disadvantages of Competitors

Competitor	Advantage analysis	Disadvantage analysis
Sand Wild Light Food	The ingredients are high-end Brand packaging is better Brand influence	Higher price Limited distribution range Greasy dishes
Fruit buds eat lightly	Sauces have a wide variety of sauces Biased Chinese style Good taste fresh ingredients High cost performance and large sales Good reputation Labeled calories	Less variety of ingredients More like a healthy meal High heat
Little Tomatoes Light Food	cheap Equipped with homemade snacks and drinks	Average taste The variety of ingredients is small Takeaway temperature cool
S-Green Light food	Intelligent physical identification, customization The product has good taste and good quality Update products regularly Complete supporting services	Higher price

Source: Author

4.2.2.2 Bargaining power analysis of suppliers

The bargaining power of suppliers will affect the degree of competition in an industry, especially when there are a large number of suppliers, good alternative raw materials are few, or the conversion cost of switching to other raw materials is high [37]. Light food suppliers, mainly food raw materials and distribution services. Food raw materials are mainly pure vegetables, meat, staple food and other agricultural and sideline products, more suppliers, you can also choose pure vegetables or processed fast food, competition is more fierce, raw material suppliers bargaining power is low.

In addition, the delivery service of S-Green light food chooses the delivery platform. At the beginning, due to the small brand influence and weak bargaining power, the delivery platform is in a monopoly position, and the delivery supplier has strong bargaining power. When there are more S-Green light food Plus stores, the brand can negotiate with the distribution supplier when it starts, and the bargaining power of the distribution supplier will be relatively low.

4.2.2.3 Analysis of buyer's bargaining power

In the competitive landscape of the light food industry, particularly in the context of the S-Green Light Food project, buyers wield significant bargaining power, a critical factor in the dynamics of industrial competition. This power is primarily manifested through their ability to influence prices, demand superior product quality, or seek additional service offerings, often leveraging the competitive state of the market to their advantage at the expense of industry profits. The two fundamental elements that determine buyers' bargaining power are their sensitivity to prices and their relative bargaining power. The ongoing global health crisis has introduced a degree of uncertainty in consumer behavior, leading to a general tendency towards reduced consumption and heightened price sensitivity. In response to this economic uncertainty, consumers are increasingly seeking higher value for money. Analyzing the pricing strategy of S-Green Light Food, with its products priced between 20 and 35 yuan, positions it in the mid-to-high price range. This pricing strategy places S-Green Light Food in direct competition with numerous other brands, without a clear competitive edge in pricing alone. However, S-Green Light Food differentiates itself through its value proposition, offering customized meals based on intelligent physical analysis. This unique service adds significant value and enhances the cost-effectiveness of the offerings, potentially offsetting the higher price point. Furthermore, the prevalent use of online platforms like Meituan and Eleme for food delivery has made pricing more transparent and accessible, enabling consumers to easily compare prices across different offerings. This transparency has further heightened price sensitivity among consumers. Additionally, the abundance of similar competitive products in the market empowers consumers with a strong relative bargaining position.

In conclusion, the analysis reveals that buyers in the light food market, especially for a brand like S-Green Light Food, possess considerable bargaining power. This is due to their heightened price sensitivity, the transparency of online delivery platforms, and the availability of numerous competitive options, all of which enhance their ability to influence market dynamics.

4.2.2.4 Analysis of potential competitors' ability to enter

A potential competitor is a business that may be about to enter an industry, a potential competitor. Potential competitors will bring new production capacity, divide the market share of existing enterprises and reduce market concentration, thus intensifying industry competition and lowering industry profits .

At present, Guangzhou light food industry potential competitors should be considered from the following aspects. One is the relatively good national chain light food brand, the second is the light food brand based on the sports software extension, and the third is other local light food brands that may appear. Based on the above analysis, the following potential competitors are listed.

gaga

Founded in 2010, gaga Fresh Language is a casual dining chain, positioned as a social light catering brand, focusing on the full time boutique light food space, occupying the middle and high-end position in the new tea industry in a composite mode. Products to create simple meals, special coffee and tea drinks, exquisite desserts, in addition, but also to provide consumers with open, artistic space. The main markets are Shenzhen and Shanghai, the target customers are urban elites near the top of the pyramid and young people pursuing quality, and the capital financing was obtained in 2018.

keep eating light

Founded in 2014, keep is a mobile fitness tool product with community attributes. Users can choose their own videos and fitness courses anytime and anywhere for synchronous training. keep light food in 2019, the main foods include cereal salads, hand rolls and sandwiches. Users need to book at least one day in advance, and delivery is fixed on the next day, mainly in Beijing, Shanghai and Shenzhen.

Foodbowl Super Bowl

Foodbowl is a healthy food and beverage brand. The platform focuses on healthy food delivery, with a quick process service of 1 minute from ordering to picking up meals per person, and strict supply chain management from farm to table, from rice to ingredients, mainly for office white-collar users who pay attention to healthy diet. The products are balanced by nutritionists on carbon water, protein, plant fiber, ingredients, etc., the main super salmon bowl and super beef bowl. The market is mainly in Beijing and will be financed in 2021.

The entry in the light food industry is relatively low, but it is difficult to make a chain brand with quality and characteristics. Moreover, due to the impact of the epidemic and other factors, most potential competitors will have their own characteristics and certain strengths. Comprehensive analysis shows that the potential competition has a strong ability to enter.

4.2.2.5 Substitution ability analysis of substitutes

In Guangzhou's competitive food industry, firms often find themselves vying not just with direct competitors but also with companies offering alternative products. These alternatives effectively set a price ceiling for products in the industry, constraining potential revenue. When a product's price surpasses this ceiling, consumers are likely to switch to these alternatives. In the realm of health-focused and light food options, such as those offered by S-Green Light Food, substitutes include vegetarian restaurants, low-fat meal packages, and ready-to-eat light food products.

- Green Zen,
In Guangzhou, a leading example is "Green Zen," a chain specializing in vegetarian cuisine. With multiple locations across the city, Green Zen sources organic produce from their farms, offering a menu that combines rich flavors with health-conscious ingredients. The restaurants are designed to evoke the serenity and elegance of Japanese dining, attracting customers who value a healthy and refined lifestyle.
- Dong Eat
"Dong Eat," established in 2017, focuses on developing meal plans tailored to the Chinese physique and dietary habits. Utilizing an online ordering system, they deliver cold-chain, ready-to-eat meals that customers can conveniently heat using a microwave or boiling water. Over the years, Dong Eat has secured multiple rounds of financing, indicating its growing popularity and market presence.

In Guangzhou, alternatives like vegetarian restaurants typically offer finely crafted dishes in elegant settings, but at a higher price point. On the other hand, ready-to-eat light food products like those from Dong Eat are more affordable but might lack in flavor compared to dine-in options. Each substitute presents its own set of strengths and weaknesses. For S-Green Light Food, understanding and navigating these alternative options is key. The substitution ability for S-Green Light Food's offerings in Guangzhou is moderate, suggesting a balanced competitive scenario where each alternative holds its unique appeal to different consumer segments.

4.2.3. Consumer Analysis

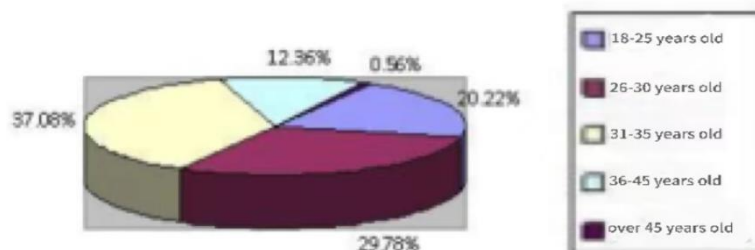
In order to better understand the local consumers' preference for light food in Guangzhou, it is necessary to accurately grasp the demand characteristics, target prices and behavioral characteristics of target consumers. We posted the survey online in November 2023 and received 178 responses as of December 2023. Post to the local white-collar communities and friends circle, and limit the number of answers to the same account. Among them, 156 answers came from mobile phones, accounting for 88%; There were 22 answers from computers,

accounting for 12%. This survey questionnaire is widely released, and each person is limited to one answer, so as to ensure the authenticity and reliability of the data as much as possible.

Potential consumers are mostly employees and professionals (such as teachers/doctors/lawyers, etc.), which shows that the target consumer group of S-Green light food project is mostly concentrated in the occupation of office buildings, and the selection of S-Green light food project should mainly focus on white-collar workers.

According to the age composition data of the respondents, the age groups are divided into :18-25 years old, 26-30 years old, 31-35 years old, 36-45 years old and over 45 years old. The survey results accounted for 20.22%, 29.78%, 37.08%, 12.36% and 0.56%, respectively. From the survey results, it can be analyzed that the age distribution of the target consumer group of S-Green Light food project is mainly concentrated in the age group of 18-35 years old, accounting for 87.08% of the total number of respondents. Among them, 31-35 years old is the majority, accounting for 37.08% of the whole group.

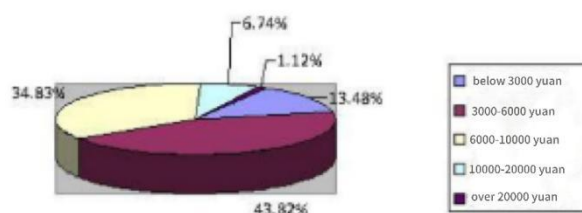
Figure 4.1 Age structure of S-Green Light Food target consumer group



Source: Author

The income level survey divides the income level of consumer groups of S-Green light food project into five parts: less than 3,000 yuan, 3000-6000 yuan, 6000-10000 yuan, 10,000-20000 yuan and more than 20,000 yuan. Their proportions were 13.48%, 43.82%, 34.83%, 6.74% and 1.12%, respectively. According to the analysis of the survey data, the monthly income of the main consumer group of S-Green light food project is between 3000-10000 yuan, accounting for 78.66% of the total number of the survey, of which the monthly income group accounting for the largest proportion is 3000-6000 yuan, accounting for 43.82%.

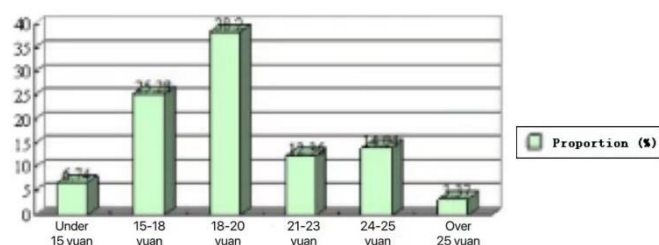
Figure 4.2 Income of S-Green Light Food target consumer group



Source: Author

According to the survey data, the target price range of S-Green light food for each meal is mainly concentrated in 18-20 yuan, accounting for 38.2%; The rest of the price range and its proportion are shown in the figure: below 15 yuan, accounting for 6.74%; 15-18 yuan, accounting for 25.28%; 21-23 yuan, accounting for 12.36%; 24-25 yuan, accounting for 14.04%; More than 25 yuan accounted for 3.37%.

Figure 4.3: The results of the survey statistics for consumers buy S-Green Light Food target price



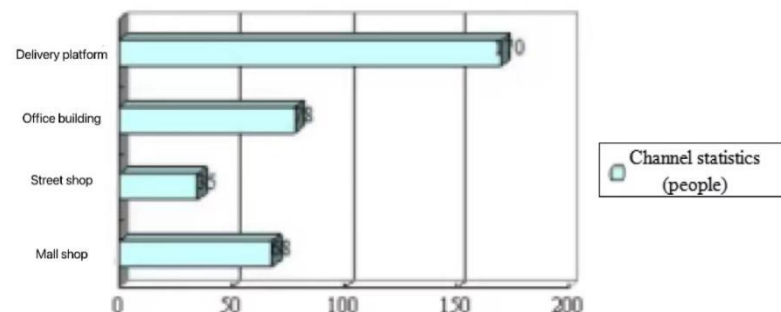
Source: Author

Based on the survey results, assuming that the price range below 15 yuan is set at 12 yuan, the price range above 25 yuan is set at 28 yuan, and the median of all other price ranges is taken, the acceptable price for consumers of S-Green light meal is estimated as follows: 19

* 12 * 25.28% + 16.5 x 6.74% + 38.2% + 12.36% + 14.04% + 24.5 * 22 * 3.37% = 19.34 yuan/share.

According to the survey results, in terms of purchase channels, including shopping malls, street stores, office buildings and takeout platforms, 68, 35, 78 and 170 of the 178 respondents purchased through these channels, respectively. The percentages were 38.2%, 19.66%, 43.82% and 95.51%. According to the survey results, buying through delivery platforms is the most important channel for target consumers to buy light food.

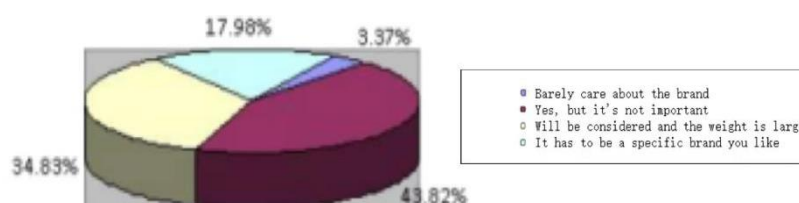
Figure 4.4: The results of the survey statistics for S-Green Light Food purchase channel



Source: Author

According to the results of the questionnaire, it can be seen that consumers' attitude towards brand awareness, there are 6 people who basically do not care about brand when buying light food, accounting for 3.37%; 78 people, accounting for 43.82%, considered but not important factors when buying light food; 62 people, accounting for 34.83%, would consider buying light food and would consider it as a larger proportion; There were 32 people (17.98%) who had to buy a specific brand of light food that they liked.

Figure 4.5: The results of the survey statistics for S-Green Light Food brand awareness



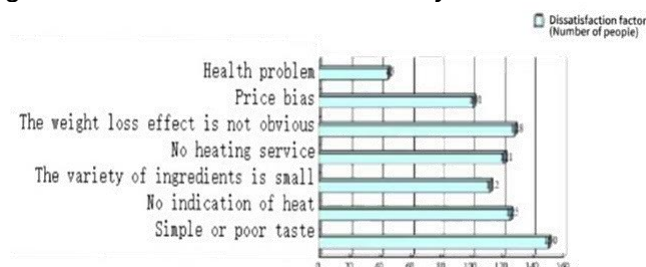
Source: Author

According to the above results, the light food industry is still in the early stage of development, has not yet formed a very influential brand, consumer loyalty to the brand is not very high. This reflects from the side there are some problems in the light food industry.

The survey results of the factors dissatisfied with the existing light food products show that the proportion of single or poor taste is 84.27%, the proportion of no labeled heat is 70.22%, the proportion of food types is 62.92%, the proportion of no heating service is 67.98%, the weight reduction effect is not obvious 71.91%, the price is too expensive 56.74%. Health problems accounted for 25.28%. In the survey results, it can be analyzed that single or poor

taste, no obvious weight loss effect and no marked heat are the three most dissatisfied factors in the questionnaire, ranking fourth is no heating service. According to the analysis of the survey results, if it can provide consumers with rich taste and delicious taste, can make consumers adhere to achieve good weight loss effect and indicate the calories of light food will bring good consumer satisfaction to consumption. S-Green Light Food should consider the above aspects when designing products.

Figure 4.6: The results of the survey statistics for dissatisfaction factor of light food



Source: Author

Through the survey, 85% of consumers are willing to pay for light food packages that are customized with the concept of traditional Chinese medicine and can better achieve weight loss goals, and pay a certain premium. This shows that while doing a good job of product research and development, the S-Green light food project should also do a good job of corresponding weight reduction supporting services to meet the individual needs of consumers.

4.3. Internal Situational Analysis

4.3.1. Characterization of the project

The S-Green Light Food Project is positioned at the forefront of Guangzhou's evolving dietary landscape, where the demand for healthy, convenient eating options is on the rise, especially among the city's expanding white-collar workforce. Amidst increasing living standards and a growing emphasis on food safety and nutrition, this demographic is actively seeking alternatives to traditional fast food, favoring options that are low in oil, salt, and fat. Recognizing this shift, the S-Green Light Food initiative aims to establish a catering management company that stands out for its innovative integration of artificial intelligence, big data technology, and traditional Chinese medicine (TCM) health principles.

The project is specifically tailored to address the dietary preferences and health requirements of its target customers by offering personalized light food products and services. Customers engage with the service through a mobile app, where they can conduct a comprehensive physical assessment, including diagnostics based on tongue, hand, and facial images. This cutting-edge approach enables S-Green Light Food to provide customized dietary solutions that cater to the unique health needs of each individual.

Operating under a membership model, S-Green leverages the capabilities of established Internet O2O platforms and distribution systems to deliver its offerings. Initially focusing on Guangzhou's technology parks and business districts, the project specifically targets the weight loss, slimming, and healthcare needs of its members. This strategic orientation not only aligns with the growing demand for healthier eating options among professionals in Guangzhou but also presents a convenient, health-oriented alternative to conventional fast food, making S-Green Light Food a pioneering venture in the city's light food market.

4.3.2. Mission, vision and values

The mission, vision, and values of light food are key elements in building the core competitiveness and cultural characteristics of light food brands or enterprises. The following is a detailed explanation of these three aspects:

Mission:

The mission of light food is to promote a healthy eating culture, provide nutritious and delicious light food products, and meet consumers' pursuit of a healthy lifestyle and weight loss.

Vision:

The vision of S-Green Light Food is to become a leader in the field of healthy light food, creating an influential light food brand through continuous innovation and excellent quality

Values:

The values of light food are mainly reflected in the following aspects:

Health First: Light food brands or enterprises always adhere to the concept of healthy eating, pay attention to the selection and combination of ingredients, and pursue the nutritional value and taste experience of products.

Quality oriented: Light food brands or enterprises focus on the quality and details of their products, strictly controlling quality from raw material procurement to production and processing to ensure product safety and hygiene.

Innovation driven: Light food brands or enterprises encourage innovative thinking and experimentation, constantly exploring new product flavors and cooking methods, combining traditional Chinese medicine and AI technology to meet the diverse needs of consumers.

Social responsibility: Light food brands or enterprises actively fulfill their social responsibilities, pay attention to environmental protection and public welfare, give back to society through practical actions, and transmit positive energy.

In summary, the mission, vision, and values of light food are important foundations for building the core competitiveness and cultural characteristics of light food brands or

enterprises. These elements are interrelated and mutually reinforcing, jointly promoting the development and growth of light food brands or enterprises.

4.3.3. Organizational Structure and Culture

The S-Green Light Food project embraces a flat organizational structure to foster agility, collaboration, and rapid responsiveness to market changes, critical for its success in the competitive health food industry. This structure is strategically designed to align with five key principles that ensure operational efficiency and optimal performance:

Alignment with Strategic Objectives: The structure is carefully aligned with the project's strategic goals, ensuring that every component of the organization contributes effectively towards achieving these objectives.

Specialization: Specialized roles and departments are emphasized to enhance efficiency and expertise within the organization. This specialization allows for a focused approach to product development, marketing, and customer service, ensuring that each area operates at its highest potential.

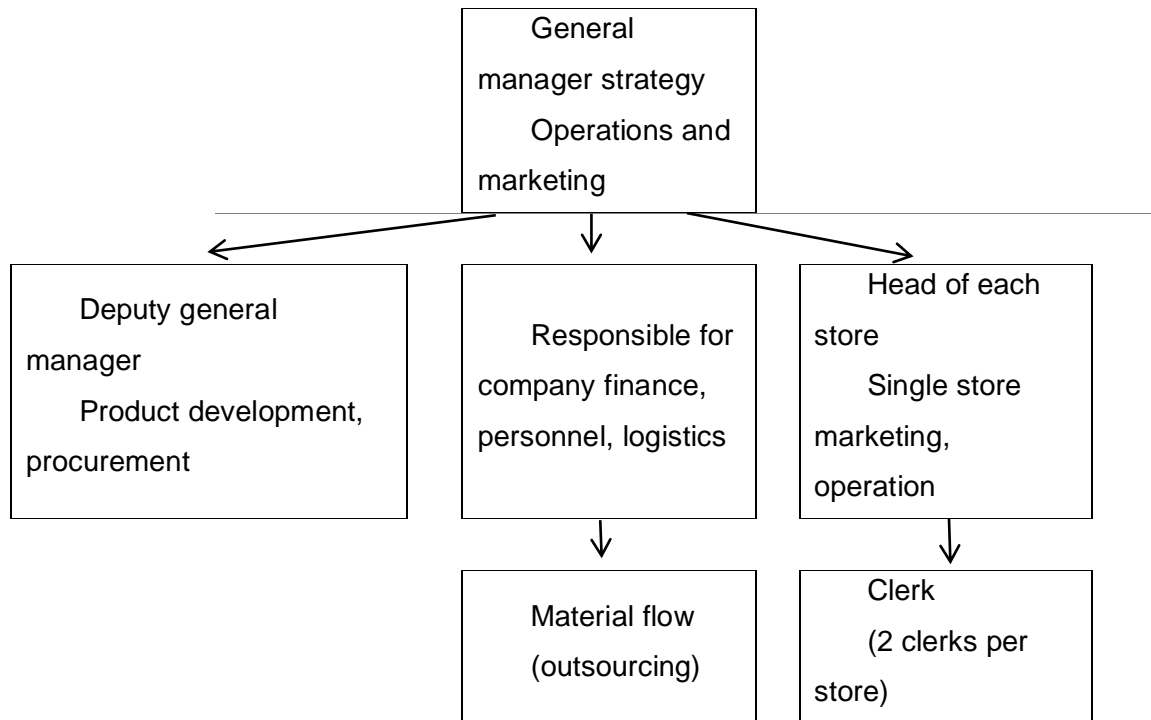
Unified Command: Clear lines of authority and responsibility are established, enabling effective decision-making and accountability across the organization. This clarity in command helps in maintaining a cohesive operational strategy and ensures that all team members are working towards the same goals.

Effective Management Span: The balance between the scope of management and the scale of operations ensures that leaders can effectively oversee their teams. This principle prevents management from being overstretched and maintains a high level of oversight and support for all employees.

Balance of Responsibility and Authority: Each role within the organization is equipped with the appropriate level of authority to match its responsibilities. This balance ensures that decisions can be made efficiently and that all members of the organization have the power they need to execute their roles effectively.

Opting for a flat organizational structure allows S-Green Light Food to dismantle traditional communication barriers between departments, promoting a culture of collaboration and cooperation. This structure is not only conducive to delivering superior products and services but also stimulates creativity and innovation within smaller teams. Such an organizational model aligns perfectly with the dynamic and innovative ethos of the S-Green Light Food project, positioning it for effective growth and market penetration in the burgeoning health food sector.

Figure 4.7 Organizational Structure of S-Green



Source: Author

4.3.4. Core Competencies and Competitive Advantage

The S-Green Light Food project distinguishes itself in the competitive light food industry through its innovative integration of technology and traditional Chinese medicine (TCM), crafting a unique value proposition that sets it apart from competitors. The project's core competencies lie in its pioneering use of artificial intelligence and big data to offer personalized light food solutions, tailored to individual health needs and physical conditions. This technological approach is complemented by the application of TCM principles, which adds a layer of holistic health benefits to the food products, aligning with the growing consumer trend towards health-conscious diets.

The competitive advantage of S-Green Light Food emerges from this unique combination, allowing it to offer customized dietary recommendations through a user-friendly mobile app. Customers can undergo a physical assessment via the app, including innovative diagnostics based on tongue, hand, and facial images. This not only positions S-Green Light Food as a leader in personalized nutrition but also as a pioneer in the light food sector, leveraging technology to meet the nuanced dietary preferences and health goals of its customers.

Furthermore, the project's operational model, based on a membership system, reinforces its competitive edge by fostering customer loyalty and enabling a direct-to-consumer relationship that maximizes customer satisfaction and retention. By focusing on high-quality ingredients and aligning its offerings with the health and wellness values of its target market,

S-Green Light Food is well-positioned to capture and sustain a significant share of the health-focused food market in Guangzhou and beyond.

This strategic positioning, underpinned by a commitment to innovation, quality, and customer-centricity, ensures that S-Green Light Food not only meets the current demand for healthier eating options but also sets new standards in the industry, promising a strong foundation for growth and market leadership.

4.4. SWOT Analysis

SWOT analysis is a well-known tool. Below is an analysis of the S-Green Light Food project from the company's strengths, weaknesses, opportunities and threats.

Strengths: 3km distribution of stores to speed up food preparation. Guaranteed taste, temperature. O2O marketing model, expand the scope of publicity, precision marketing; The central kitchen provides clean dishes, standardized, and short distance centralized distribution of commercial office buildings. Effective cost control; Membership system and community marketing strengthen customer loyalty, improve re-purchase rate, reduce inventory, reduce costs and improve profits. After-sales service: punch in, community and other ways to monitor weight loss results; Product customization, through the sauce package, small package of vegetables, to adapt to different consumer preferences; The concept of traditional Chinese medicine health is applied to the production of light food, which makes this project more special; The intelligent identification system developed by artificial intelligence, big data and other technologies to identify customer physique is a breakthrough attempt in the light food industry and even the catering industry.

Weaknesses :S-Green is a new brand entering the market, with small brand influence and insufficient competitiveness; Need to lay out a large number of stores under the line, the amount of capital required is large, the founder does not have a lot of financial strength, need external financing; Lack of experience in the Internet industry, the main manager of the team has no experience in Internet operation, and needs to start from scratch, slowly accumulate experience, or hire professionals.

Opportunity: At present, the climax of China's light food industry has made a comeback, the rapid increase of light food enterprises on the supply side, and the change of consumers' eating habits since the epidemic situation, the light food industry has received unprecedented attention; By the end of 2020, the national penetration rate of light food in China is only 40%, compared with 90% penetration rate in developed countries, the market space of light food industry in China is huge; Catering O2O has formed a very mature platform operation model. The developed distribution network and technology also make the O2O model develop smoothly.

Threaten: Strong competitors may appear in the market at any time. Many capital see the potential of the light food industry, the Guangzhou market currently exists fewer national brands, the number is also small. But there may be strong investments in national or local brands; At present, mostly vegetable salad, the type is almost the same, although there are differences in product promotion and design, such as weight loss meals, slimming meals, muscle building meals, etc., its dishes are almost the same, mostly gimmicks. Product homogenization is serious. It's not easy to make light food products that stand out.

In view of the strengths and weaknesses of the business and opportunities and threats of external environment of S-Green light food, the specific strategies of competitive selection and combination according to SWOT analysis are as follows:

SO strategy (growth strategy): The use of consumer demand for light food, combined with the concept of traditional Chinese medicine health, intelligent identification system to identify customer physique, so as to customize light food packages according to customer physique, with its own uniqueness; In the context of the government's encouragement of entrepreneurship, the company maintains its profitability by improving operational efficiency, adopts a relatively low price strategy, and uses Internet marketing methods to continuously increase sales and occupy the market.

WO strategy (defensive strategy): hire Internet management and marketing experts, and do a good job of staff training to make up for the shortcomings in this area; Make use of membership system and big data to do pre-sale and calculation, reduce food waste, and avoid excessive losses.

ST strategy (diversification strategy): In addition to customizing light food packages for members with the concept of traditional Chinese medicine health, we develop derivatives or related services on the original products and services in combination with customer needs to ensure more profits to offset the increasing operating costs.

WT strategy (turnaround strategy): Increase the competitiveness of light food set products in similar products, do a good job in related supporting services, reduce costs and increase efficiency to ensure the company's profit level.

Table 4.3: The Choice of the Competitive Strategy of S-Green Light Food

Without interior	Opportunity (O)	Threat (T)
	Advantage Opportunity Strategy (S.O)	Coupon Threat Strategy (S.T)
Strenghts (S)	Meet demand, differentiated competition, standardized operation, cost reduction, customized services, increase customer loyalty	Highlight characteristics, expand differentiation, improve online data mining customer-oriented, do a good job in products and services
	Dominated Opportunity Strategy (W.O)	Threat of Inferiority Strategy (W.T)
Weaknesses (W)	Pay attention to training, training talents pay attention to marketing, play through the brand to expand financing channels, and actively do a good job in chain franchise	Solidify the sphere of influence, build brand barriers, strengthen training, and build core competitiveness

Source: Author

According to the SWOT analysis of S-Green Light Food project, it is concluded that since the S-Green Light food project is in its infancy, the later entrants should concentrate on one point and make characteristics, so as to gain a certain market share in the highly competitive market environment. Therefore, the choice of product focus strategy and differentiation strategy is more appropriate.

In summary, in the early stage of entrepreneurship, S-Green light food project focuses on product characteristics and adopts differentiation strategy to enter the market. At this stage, growth strategy (SO) should be adopted. In the long run, if the S-Green light food project develops smoothly, there will be an influx of new imitators and competitors, and the competition is fierce at this time, enterprises need to establish their own moat, establish brands, and develop diversified ecology, and diversified strategy (ST) strategy should be adopted at this stage. At different stages of development, enterprises should give full play to external

opportunities and internal advantages, and maximize the reduction of external threats and internal disadvantages.

4.5. Business Plan Objectives

The S-Green Light Food project's marketing plan is strategically designed to carve a significant niche within Guangzhou's competitive light food industry. This plan is underpinned by a series of ambitious yet attainable objectives aimed at leveraging the project's unique value proposition—its innovative integration of technology with traditional Chinese medicine principles to offer personalized nutrition solutions. These objectives span various facets of the business, from brand establishment and market penetration to customer engagement, product innovation, and sustainable growth.

Brand Awareness and Positioning: The foremost objective is to aggressively increase brand awareness among our target demographic—health-conscious white-collar professionals in Guangzhou. Within the first year, our goal is to position S-Green Light Food as the go-to brand for personalized, health-oriented light food solutions. This will be achieved through a multifaceted marketing campaign that combines digital marketing efforts with traditional advertising, public relations, and community engagement activities. The emphasis will be on showcasing the unique benefits of our offerings, particularly our use of AI and big data to tailor dietary solutions to individual health profiles.

Market Penetration and Expansion: Achieving a predefined market share in Guangzhou's light food sector by the end of the first year is crucial. We plan to employ a combination of competitive pricing, superior product quality, and unmatched customer service to differentiate S-Green Light Food from existing competitors. Strategic promotional offers, loyalty programs, and targeted marketing efforts will be pivotal in attracting a loyal customer base. Furthermore, we aim to explore and capitalize on expansion opportunities into adjacent markets or regions, based on rigorous market analysis and the success of our initial offerings.

Customer Engagement and Loyalty Program Development: Central to our marketing strategy is the development of a robust customer engagement and loyalty framework. This includes leveraging our mobile app platform to create a direct communication channel with our customers, enabling us to collect valuable feedback and foster a sense of community. Implementing a rewards program that incentivizes repeat purchases and engagement will be key to enhancing customer retention and loyalty. Our objective is to build a strong, loyal customer base that not only frequents our services but also advocates for our brand within their networks.

Innovation in Product Development and Service Offerings: Continuous innovation is at the heart of the S-Green Light Food project. We aim to regularly introduce new and unique light

food products that meet the evolving tastes and dietary requirements of our target market. This involves staying abreast of the latest trends in health and nutrition, and utilizing customer feedback to guide our product development process. Additionally, we plan to enhance our service offerings, exploring innovative delivery and service models that improve convenience and customer satisfaction.

Strategic Partnerships and Collaboration: Forming strategic partnerships with key players in the health and wellness ecosystem, such as fitness centers, corporate wellness programs, and health platforms, is another major objective. These partnerships will not only extend our market reach but also augment our brand's credibility and appeal. Collaborative marketing campaigns, cross-promotions, and co-branded events are some of the initiatives we will pursue to broaden our customer base and reinforce our market position.

Achieving Sustainable Growth: Finally, our marketing plan aims for sustainable growth in both revenue and customer base. This entails optimizing our marketing spend to achieve the best possible ROI, streamlining operations to maintain high product quality and customer service, and carefully managing resources to support steady growth. We will monitor key performance indicators closely, adjusting our strategies as needed to ensure long-term success and profitability.

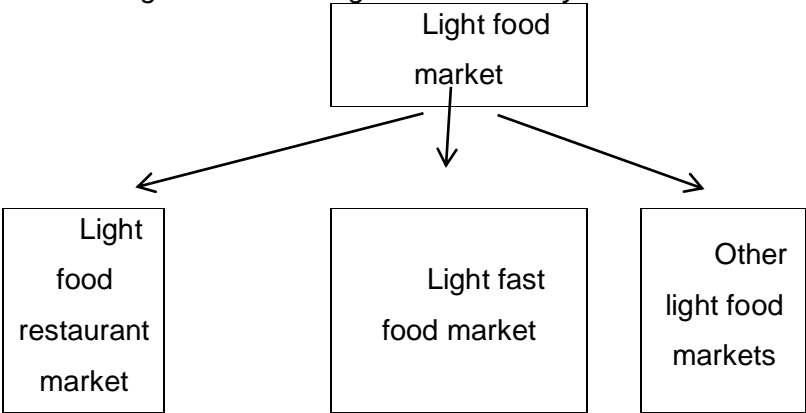
By adhering to these comprehensive marketing objectives, S-Green Light Food aspires to not only achieve immediate market success but also establish a durable foundation for long-term growth and innovation in the health-focused food sector.

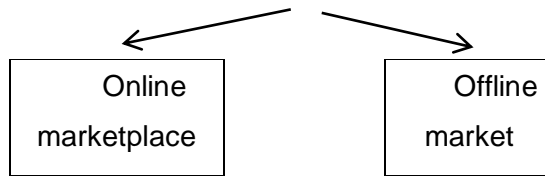
4.6. Segmentation, Targeting and Positioning

4.6.1 Market Segmentation

At present, China's light food industry is still in the early stage of development, and has not yet formed a national daily food culture and related industries. On mainstream evaluation platforms such as "Meituan Takeout" and "Dianping", light food has not yet formed an independent classification.

Figure 4.8 The Market Segmentation of Light Food Industry





Source: Author

The S-Green Light Food project belongs to the light food restaurant market in the light food market, which is both online and offline business. At present, it is difficult for light food stores to achieve profit through food, and most light food stores with less profit pressure mainly rely on take-out profits. The offline stores of S-Green light food are mainly set up for a series of marketing purposes such as publicity, new product market and customer service, which play a great role in the later chain franchise, expanding market influence and reducing costs.

(2) Market Segmentation Based on Population Demographics in Guangzhou

In 2022, Guangzhou's permanent population was estimated to be around 15 million. Examining the population data and structure, which can be represented as seen in a hypothetical Table, the male to female ratio is approximately 1:1. A significant portion of this population, about 65%, falls within the age range of 15-59, signifying a majority with earning potential. According to the available statistics, Guangzhou's registered urban unemployment rate in 2021 was around 2.8%, with the urban population being roughly 13 million. By a rough calculation: $13,000,000 * (1 - 2.8\%) * 65\% \approx 8.24$ million people. This estimation points to approximately 8.24 million individuals with disposable income, indicating a substantial market capacity to support the startup of S-Green Light Food in Guangzhou.

This demographic analysis reveals a robust potential customer base for the S-Green Light Food project. The sizable proportion of working-age individuals with spending power in Guangzhou presents a significant opportunity for the launch and growth of a health-focused food venture. The city's economic vitality and the population's increasing inclination towards healthier lifestyles make it an ideal location for the S-Green Light Food initiative, aiming to cater to the nutritional needs and preferences of a health-conscious urban population.

Table 4.4: Tables of Guangzhou population data and structure

index	Seventh census(2020)	Sixth census(2010)	Fifth census(2000)
Permanent population	18676605	12701948	9942022
Urban population	16096724	10641408	8090976
Urban atmospheric emission rate	86.19%	83.78%	81.38%
male	9866005	6639745	5175742
The female sex	8810600	6062203	4766280

Male to female ratio	111.98	109.53	108.59
Proportion of ethnic minorities	3.09	1.68	1.4
Number of households	7185023	3785278	2374086
Household size	15977731	10140810	7636166
Household size (person/household)	2.22	2.68	3.22

Source: (Official website of Guangzhou Statistics Bureau, 2022)

(3) Market segmentation by age

Light food in the rise of the concept is relatively short time in our country, and different from the traditional eating habits. And light eating is often associated with fitness, weight loss, health and other concepts. These are more acceptable to young people, and through the survey results, we also found that the post-80s and post-90s are the main target groups of S-Green light food project.

(4) Market segmentation according to income

Middle and high income groups: people with an annual income of 80,000 to 200,000 are the main force of S-Green light food consumption, and they have a sense of health and a certain economic basis.

Low-income groups: people with an annual income of less than 80,000, price may be an important criterion for choosing meals, light food prices are higher, and this group of people purchase light food less frequently and less willingly.

Higher income group: the annual income of more than 200,000 people, not sensitive to price. The healthy and green diet concept advocated by S-Green Light Food will be more accepted by higher income groups, and it is also an important customer of S-Green Light Food.

(5) Market segmentation by gender

The consumption frequency and demand of female consumers in light food is much higher than that of male consumers. Female consumers are important consumer groups that S-Green light food should pay attention to.

4.6.2 Target market

When choosing the target market, S-Green Light food should not only pay attention to the scale and prospect of the market segment, but also allocate resources according to the situation of S-Green Light food itself, so as to maximize the profit of S-Green Light food. Based on the market segment analysis of S-Green light food, the target market is selected. The following table is a summary of market segments and target markets.

Table 4.5: The main Segmentation & Target Market of S-Green Light Food

Segmentation Criteria	Target market
age	18-45 years old
occupation	White-collar workers and other office workers
Income	Middle and high income
lifestyle	Health, Brand
sex	female-dominated
Purpose of meal	health
expense	self-financing

Source: Author

According to customer analysis and target market analysis, the target market of S-Green Light food is the middle-aged and young white-collar workers market in cities. Based on the above analysis and other levels, various marketing strategies are established to provide products with unique characteristics and market competitiveness.

4.6.3 Market Positing

The main target consumers of S-Green light food are middle-aged and young white-collar workers in cities, and the market positioning is to meet the needs of these target customers to achieve weight loss or the pursuit of healthy life meals, so as to achieve the goal of weight loss and slimming. In addition to offering light food products, we also provide services around them, such as calorie tracking, weight loss monitoring, customized meals, and more.

To sum up, S-Green Light Food is committed to providing weight loss people with healthy and scientific diet guidance, easy to adhere to weight loss programs, rich taste light food packages, convenient and fast dining experience. Create an Internet light food brand to meet customer needs more comprehensively through richer taste, more personalized service, to achieve weight loss goals more efficiently through eating light food habits.

4.7. Marketing-Mi

Through the above analysis, the target customers of S-Green light food focus on young and middle-aged female white-collar workers aged 18-45, pay attention to health, health, slimming, and pursue exquisite and high-quality life. This section uses the 4P marketing theory to make a detailed analysis from four aspects: product, price, channel and marketing promotion.

4.7.1. Product

In the bustling rhythm of contemporary life, the quest for health, slimming, and a quality lifestyle has never been more prevalent, especially among the middle-aged and young white-collar demographic. Recognizing this trend, S-Green Light Food emerges as a beacon of innovation in the light food industry, offering not just meals but a holistic dietary solution tailored to the nuanced needs of its clientele.

Strategic Product Service Scope

At the heart of S-Green Light Food lies a commitment to excellence in product and service delivery. Our foundational product, the light food set meal, is complemented by a range of drinks and ancillary services designed to support a healthy lifestyle. This dual approach ensures that S-Green not only meets but exceeds customer expectations, integrating food safety, taste, and freshness into every offering. The meticulous attention to supply chain management and product development underscores our dedication to quality, ensuring each meal is a testament to our brand's promise.

Innovative New Product Development Strategy

S-Green Light Food distinguishes itself through a pioneering approach to new product development. By harnessing the wisdom of traditional Chinese medicine (TCM), we've introduced the "one constitution series," a groundbreaking initiative that segments our offerings into nine categories, each tailored to a specific TCM constitution. This personalized approach not only sets us apart in the marketplace but also aligns with our commitment to promoting health and well-being through diet.

Understanding the importance of staying relevant and innovative, S-Green prioritizes the product life cycle, ensuring the introduction of new products before any sign of decline. This strategy not only maintains the brand's freshness in the eyes of our consumers but also solidifies our position as market leaders in the light food sector.

Brand Strategy for Market Leadership

Building a brand from the ground up, especially in a nascent industry like light food, presents its unique challenges and opportunities. S-Green Light Food has strategically positioned itself to capitalize on this uncharted territory. By focusing on regional dominance and rapid expansion, we aim to cement our brand's presence and influence, transforming S-Green into a synonym for health, quality, and innovation in dietary solutions.

Product Packaging and Brand Image

Product packaging is more than just a container; it's the visual embodiment of our brand's ethos. Drawing inspiration from the elegance of traditional Chinese aesthetics, S-Green's packaging design reflects our commitment to health and sophistication. The use of ancient stylistic elements not only appeals to our target demographic but also enhances brand recognition and loyalty, making each meal an experience that resonates with the pursuit of a quality life.

The S-Green logo, a graceful amalgamation of a swan and the letter "S," epitomizes elegance and the aspiration for a refined lifestyle. It serves as a constant reminder of our brand's dedication to beauty, health, and the personal journey of each customer towards their ideal self.

Service Strategy: Enhancing Customer Experience

Understanding the diverse needs of our customers, S-Green Light Food offers a comprehensive suite of services to complement our meal packages. From delivery services tailored for convenience to customized support for those on their weight loss journey, we strive to create a supportive community that encourages success. Our innovative service offerings, including punch card groups, customer service supervision, and member incentive activities, are designed to foster loyalty and satisfaction, ensuring that each meal is a step towards a healthier, happier life.

Technology Application: A Fusion of Tradition and Innovation

Embracing the cutting-edge technologies of big data and artificial intelligence, S-Green Light Food introduces an innovative approach to personalized nutrition. Our use of intelligent physical identification through small programs allows for a highly customized dining experience, marrying the ancient wisdom of TCM with modern technological advances. This unique integration not only enhances the value of our products but also sets a new standard for the application of technology in the food industry.

Unique Selling Point: Personalization Meets Innovation

The cornerstone of S-Green Light Food's offering is the unique blend of TCM's health care principles with personalized meal planning, powered by the latest in big data and AI technology. This distinctive approach ensures that each customer receives a meal perfectly aligned with their physical constitution, setting a new benchmark for customized health and nutrition solutions in the market.

4.7.2. Price

Product pricing is a very important part of marketing, and it is one of the important decisions of enterprises. The pricing objective is based on meeting the needs of the market and realizing the profit of the enterprise. It is the guarantee and means to realize the overall goal of the enterprise. Pricing methods are divided into three categories: cost-oriented pricing, competition-oriented pricing and customer-oriented pricing.

The market of this project is a segmented light food market in the catering industry, with serious product homogeneity and fierce competition. Moreover, for C-end customers, different marketing efforts are needed to establish different brand images in the minds of consumers. Considering the applicable scope and industry characteristics of various pricing methods, S-Green Light Food is inclined to competition-oriented pricing and customer-oriented pricing. Through market research, the author obtained that most of the pricing of a single light meal set in Guangzhou market is 18-30 yuan. According to the market research results in this chapter, the acceptable price for consumers is 19.34 yuan/piece, and through the investigation of consumers are willing to pay a higher price for the light food set with health function, indicating that the price can be slightly higher than the average market level. With the increase of prices, the pricing of set meals and drinks should be adjusted appropriately, and it is predicted that a small price increase will be made in the third year. In order to increase customer loyalty and promote the purchase of member meals, the price of member packages will remain unchanged for three years.

Table 4.6: The product pricing of S-Green Light Food

item	First year (average price)	Second year (average price)	Third year (average price)
Member/per (RMB)	20	20	20
A la Carte meal/serving (Yuan)	22	22	23
Dim sum/serving (Yuan)	2	2	3
Drink/serving (Yuan)	8	8	10

Source: Author

4.7.3. Place

Channels are divided into direct channels and indirect channels. The basic mode of direct channels is as follows: producer-consumer; The basic mode of indirect channel is: producer - middleman - consumer. Direct channels and indirect channels have their respective advantages and disadvantages. This project constructs these two channels separately to

complement each other. S-Green Light Food adopts chain operation, corresponding to this project, the direct channel is direct operation, and the indirect channel is franchise chain.

In terms of chain management strategy, S-Green Light Food adopts direct marketing mode in the early stage, which is conducive to brand control and image shaping. Later, as the brand becomes more influential and all aspects of the management model are complete, the combination of direct operation and franchise model can not only rapidly expand and reduce financial pressure, but also control product quality, maintain brand image and control business risks.

The direct channel strategy of S-Green Light food can be understood as applying the channel strategy of Luckin Coffee to operate light food, that is, "health light food" + office stores + online platform + third-party distribution. S-Green light food is positioned in the middle and high-end people, and the consumption scene is in the office building. On the one hand, such a strategy can reduce operating costs as much as possible by using third-party online platforms, third-party distribution platforms, and small-area stores near office buildings. On the other hand, stores located on the first floor close to office buildings can increase the exposure of white-collar workers and facilitate the development of more member services such as new product tasting, member consultation, and heated meals. So as to improve the satisfaction and loyalty of members, on the other hand, the location is close to the consumption scene and can be convenient enough for white-collar workers to consume and quickly complete the meal.

S-Green Light Food adopts O2O model, combining online and offline, and online channels are crucial in the Internet era.

(1) Establish a we-media matrix: establish the S-Green light food public account, release opening promotional activities and brand publicity, and contact the city's influential food recommendation public account, store discount public account and other simultaneous release activities; Establish self-media accounts such as Tik Yin and Kuaishou of S-Green Light food, make short videos of weight loss guide and diet matching related to light food, promote the brand of S-Green light food, and contact experts to recommend S-Green light food.

(2) Focus on fission and growth, through the first batch of users, fission pull new, to "pull a half price" promotional activities, circle of friends and other ways to obtain more new users, so as to expand the customer pool, so that more users experience S-Green light food products and services.

(3) Improve customer engagement. In the wechat mini program, one is to maintain the brand exposure in the customer side by regularly releasing the public number; The second is to increase the frequency of customers to open the mini program through wechat mini program push coupons, points exchange, activity information and other ways.

(4) Maintain long-term interaction with customers. In terms of community maintenance, we monitor customer weight loss and communicate with customers one-on-one from time to

time to understand customer needs. Share in the community some health articles, lectures, etc., and S-Green light diet and weight loss success stories. Fully mobilize the participation of customers, the product development and taste, packaging, etc. will be collected by questionnaires and other ways, and constantly adjust the product according to the real customer feedback. For the launch of new products, we will carry out small Fan Wei tasting activities in the member group, and the satisfaction rate is more than 90% for further research and development, and a wide range of promotion.

(5) Cultivate customers' long-term consumption habits. Target customer groups choose S-Green light food partly for weight loss and slimming, and partly for healthy living habits. For weight loss and slimming customers, this product may be a short-term consumer product. The advocacy of healthy living habits is suitable for more customers and can extend the product life cycle more. Strive to convert the first type of customers into the second type of customers after completing their goals. And in the product development and taste development of the two types of customers to distinguish and focus.

On the other hand, we should also pay attention to offline channels. Increase your offline exposure. Place advertisements in office buildings around S-Green Light Food, either in the form of posters or electronic screens. Large output and loop play "Healthy body, S-Green light food easily done!" And similar slogans to guide consumers to buy; Cooperate with gyms and fitness studios around target consumer groups, post S-Green light food advertisements in the gyms, and customize preferential membership packages for such consumers; Distribute opening gifts around the target office building, such as a single rose. The brand name, logo and QR code of opening coupon are attached to the outer package.

4.7.4. Promotion

The promotion strategy is that the enterprise uses various promotion methods to pass the product information to the target consumers through personal promotion, advertising, business promotion and public relations, so as to arouse their attention and interest, so as to stimulate the purchase desire and behavior. S-Green Light Food mainly uses the Internet marketing model, and rarely uses personnel promotion and public relations. This paper mainly analyzes the promotion strategy of S-Green light food project from advertising and business promotion.

(1) Advertising promotion

In terms of advertising, offline, considering that target customers are concentrated in office buildings, and S-Green light food stores will be located near office buildings, and office buildings 3 kilometers away from stores are target customers. Therefore, the place where the target customers can see the advertisement to the maximum extent is the elevator advertisement of the target office building. You can choose the print advertisement or video

advertisement in the elevator of the target office building according to the advertising budget of the project.

As people spend more and more time on mobile phones, the effect of online advertising is becoming more and more prominent. There are also more choices for online advertising, such as Dianping and Meituan APP, which focus on food reviews. You can also choose apps such as Douyin, Kuaishou and XiaoHongshu with better grass planting effect; You can also make full use of private traffic such as friend circle, community and so on to promote S-Green light food. To do a good job in self-communication is the key, the specific methods are: first, to develop a sharing mechanism, including online mini program guidance, friend circle sharing, community publicity; Offline also launched to invite customers and friends to participate in free boutique activities and other self-communication methods. And give corresponding rewards to members who recommend new customers successfully. The second is to strengthen word-of-mouth communication, guide customers to give S-Green light food praise on the Internet, and cooperate with some big V to establish a good word-of-mouth of S-Green light food through shop visiting, recommendation, planting grass and other ways. The third is to design "explosive" products. Continue to launch new products according to customer needs, through the launch of "explosive" products to bring surprises to customers, improve customer satisfaction and loyalty, and stimulate customer self-communication enthusiasm and motivation.

(2) Business promotion

Member promotion: Subscription monthly package, seasonal package member meal itself unit price is more favorable than a single order meal price. In addition, members will enjoy a 9.5% discount and a 10% discount on non-set products when purchasing snacks, drinks and cultural derivatives launched later. In the old members to bring new members, they will also enjoy gifts or discounts, which is conducive to promoting more promotion and referral. And members can enjoy more additional services, in addition to the usual daily services, will also be held in the member's birthday month collection birthday activities, monthly consumption of non-package products enjoy 8.8 discount and other promotional items.

Do membership services, not only to undertake individual customers, but also through the way of membership, to attract some long-term customers. Membership packages are provided to member customers, and customized packages are provided according to the customer's physique, weight reduction goals, and diet. To protect weight loss, slimming effect with many member services: such as midweek, weekend delivery to different locations; Establish a slimming group, and punch in the group every day to monitor each other's weight loss effect; Send coupons to members on their birthdays; Members' birthday month holds health experiences such as organic vegetable picking, book club, essential oil experience, etc.

Activity promotion: Hold activities regularly or irregularly to attract consumers' attention to S-Green brand, and achieve good publicity and marketing role. For example, set up a "happy Friday", hold product tasting activities, or physical testing activities on every Friday; Launched a series of activities of "Seeking the Taste of Traditional Food" for different Chinese traditional festivals, invited members or potential members to make traditional food by DIY, and promoted traditional culture and the benefits of "health preservation and light food"; Combined with the concept of traditional Chinese medicine health, invited nutritionists to give lectures on dietary supplements and nutrition collocation. Depending on the level of participation, coupons or priority ordering rights will be issued for future purchases of S-Green products or priority ordering rights for limited-edition packages launched at certain festivals.

Combine online and offline to promote some new product tastings, overlord meals, seasonal limited packages and other activities. Customers participate in the lucky draw through the mini program, and the winning customers can experience the S-Green light food special activities for free. Offline stores will also hold some new product tasting activities in the store from time to time, and small packages will be sent to white-collar workers in surrounding office buildings. S-Green light food combined with some holidays to do reward activities; It will also cooperate with other businesses to do special activities, such as holding weight loss PK in cooperation with gyms, and joint customization with IP matching S-Green light food tonality to do online and offline promotion.

Discount promotion: is the most commonly used means of promotion, properly used to play an immediate effect, but frequent use will affect the brand image. In the promotion means of S-Green light food project, consider putting it in the back position, and the frequency of use is low, and apply for seasonal package members to enjoy 20% discount for non-package products throughout the year, and once a year.

In addition, we combined big data for daily discount promotion, analyzed customer preferences and consumption habits through the consumption record and frequency of the S-Green light food mini program, and issued coupons through the mini program. The customer group from various channels will be deposited in the S-Green light food mini program, through the gift of customized package, the first single 50% discount, the gift of fruit and vegetable health drinks, lucky draw and other preferential activities to guide customers to use wechat mini program to place orders, and get used to placing orders in this way. Customers will accumulate points when placing orders in the mini program, and they can redeem them for products or virtual mascots.

4.8. Implementation

This section focuses on the financial forecast and risk management of S-Green Light Food project, and elaborates on the capital investment plan and financing scheme of S-Green Light Food project, the financial forecast of the project in the next three years, the forecast of project profitability, the analysis of project equity returns, the net present value of the project and the countermeasures of project risk analysis.

S-Green Light Food Project Capital investment and financing plan Focus on S-Green Light food project capital investment; Financial forecast of S-Green Light Food Project in the next three years On the basis of sales revenue and project cost forecast, further analyze the project through the income statement, balance sheet and cash flow statement; The feasibility of S-Green project is predicted by analyzing the data of profitability forecast, equity return, net present value, etc. The financial risk, market risk and management risk of the project are analyzed and the countermeasures are put forward.

4.8.1 Capital investment and financing plan for S-Green Light Food project

General manager xx, deputy general manager xx, supervisor xx jointly invested in the first phase of 300,000 yuan, 150,000 yuan, 50,000 yuan, a total of 500,000, accounting for 67% of the ownership, 25%, 8%. The first phase of investment is mainly used for project start-up, including small program construction, first store rental, decoration, marketing, food procurement, store operation, staff salaries and other aspects of capital expenditure.

Table 4.7: The table of Ownership Structure

Name of shareholder	Investment capital (ten thousand yuan)	Shareholding ratio (%)
Mr. Yue	30	67
Mr. Li	15	25
Mr. Guan	5	8
total	50	100

Source: Author

In the initial stage, because the project is in the initial stage, there is no actual business generation, it is difficult to raise funds, and the capital mainly comes from the investment of the start-up shareholders. When the project is in the stage of rapid expansion, there will be financing needs, consider equity financing and franchise chain to introduce funds; When the project has achieved considerable development, it will mainly introduce investment institutions and bank loans

4.8.2 Financial forecast of S-Green Light Food project in the next three years

Financial forecast is an important basis for business decision making, the key of management lies in decision making, and the key of decision making is forecast. The past three years are a critical period for S-Green Light Food to open new stores and open franchises. According to the plan, the first store will be opened in the first year and the second store will be opened in the third year. In order to maximize the development of the project, no dividend will be paid to shareholders for the first three years. Based on the understanding of the project and industry research, this plan makes the financial statement forecast for the next 3 years. Three statements, namely: income statement, balance sheet and cash flow statement, are used as the reference basis for the operation of S-Green Light Food project

Only by comparing and reflecting on the operation process can the project be carried out smoothly.

4.8.2.1 Sales revenue forecast of S-Green Light food project

According to the monthly sales data of Meituan and Dianping in the same city, the cumulative sales volume of relatively well-known light food stores is between 1,500 and 2,000 copies. If the average number of purchases per customer is 4 times per month, the average number of customers per store is between 375 and 500 people per month. According to the above analysis of the sales volume of the same industry and the production limit and member conversion rate of S-Green Light Food, the first year is in the stage of start-up and brand accumulation, and the number of members is small. It is predicted that each store of S-Green Light Food will develop 100 members in the first year. After one year of operation, the original members will be stable and transformed into new members through a la carte meal products and the number of members will be increased by introducing new customers to old customers. It is predicted that 300 members will be developed in the second year with the growth of popularity and fission with customers, and the annual membership capacity of 300 people will be maintained in a certain period of time. The average number of meals ordered per member is 250 per person. Estimated operating days 300 days/year, the first year a la carte meal is expected to 50 servings/day; In Year 2 a la Carte meal is expected to be 100 servings/day. The average price of each meal is set at 20 yuan/piece; The average price for a la carte meals is 22 yuan per serving.

Table 4.8: Forecast of Sales revenue

item	2025	2026	2027
Member meal/serving (RMB)	20	20	20
Sales quantity/copy (RMB)	25000	75000	100000

Total sales of member meals (RMB)	500000	150000 0	200000 0
A la Carte meal/serving (RMB)	22	22	23
Quantity sold (copies)	15000	30000	45000
Total a la Carte sales (RMB)	330000	660000	103500 0
Sales of other products (RMB)	120000	240000	360000
Total sales(RMB)	950000	240000 0	339500 0

Source: Author

4.8.2.2 Cost estimation of S-Green Light Food project

(1) Operating costs

Table 4.9: The S-Green Light Food Salary of Personnel

item	2025	2026	2027
General MANAGER	7000	7560	8165
Deputy general manager	6000	6480	6999
Be in charge	5000	5400	5832
Store manager	4000	4320	4666
Clerk (2 persons/shop)	3500	3780	4083
driver	0	5000	5400
Total (Yuan/month)	29000	36320	52060

Source: Author

Food procurement cost: including the cost of selling products and the cost of consumption is about 25%-30%; The larger the purchase quantity, the larger the bargaining space. 30% for one store and 25% for two stores.

Product development cost: including light food products and intelligent physical recognition program. Light food products are developed by professional professionals with the qualification of Chinese medicine practitioners and professional chefs, and the R&D investment in the first year is relatively high, totaling 20,000 yuan; After that, appropriate adjustments are made every year according to market feedback, and it is estimated at 10,000 yuan/year. The purchase and use of intelligent physical identification API technology is 100,000 yuan, and the subsequent annual server maintenance cost is 2,000 yuan.

Marketing costs

Mini program micro mall :0.68 million yuan/year.

Small program authentication fees, domain name service fees, server fees, etc. : 3,000 yuan/year. Promotion costs: mainly adopt new media promotion, cooperate with the push, 20,000 yuan/year. Opened a new store in the third year, increased 30,000 Yuan/year.

Promotion cost: 4,000 yuan/year. Cost of publicity activities: Do some offline activities, including inviting Chinese medicine clinics and other expenses, twice a month. Budget 48,000 yuan/year.

The cost of fixed assets is 30,000 yuan for a transport vehicle in the second year.

Administrative expenses

Table 4.10: S-Green Light food office expenses

A given year	Rental fee	utilities
First-year expenses	24,000 yuan	60,000 yuan
Second year expenses	36,000 yuan	10,000 yuan
Third year expenses	36,000 yuan	10,000 yuan

Source: Author

Store rent: 36,000 yuan/year. The first store in the first year, the second store in the third year; Store operating expenses: 10,000 yuan/year; Store decoration: 50,000 yuan/store; Company and trademark registration fees: 3,000 yuan; Financial outsourcing cost: 60,000 yuan/year; Delivery outsourcing cost: 1 yuan/single, member meals take self-delivery, bulk orders use outsourcing delivery

Table 4.11: The Project cost of S-Green Light Food

Cost item	The first year (10,000 yuan/year)	The following year (10,000 yuan/year)	The third year (10,000 yuan/year)
Operating costs:			
Employee wage expenses	34.8	43.6	62.5
Ingredients procurement costs	28.5	72	84.9
Product development cost	12.2	1.2	1.2
Marketing cost:			
Small program micro mall	0.68	0.68	0.68
Small program certification fees, etc	0.3	0.3	0.3
Promotion cost	2	2	3
Promotional expenses	0.4	0.4	0.8
Publicity expenses	4.8	4.8	9.6
Cost of fixed assets:			
Purchase a vehicle	0	3	0
Administrative expenses:			
Office space expenses	3	4.6	4.6
Store rent	3.6	3.6	7.2
Store operating expenses	1	1	2
Store decoration	5	0	5
Company and trademark registration fees	0.3	0	0
Financial outsourcing cost	0.6	0.6	1.2

Distribution	4	3	4.5
outsourcing cost			
In total:	101.18	140.78	187.48

Source: Author

4.8.3 Financial statement forecast of S-Green Light Food project

4.8.3.1 Balance sheet of S-Green Light Food project

The balance sheet mainly provides information about the financial situation of the enterprise, such as the total amount of assets and their structure at a certain point, the total amount of liabilities and their structure, and the owner's equity; In addition, the balance sheet can provide the basic material for financial analysis.

Table 4.12: Balance sheet forecast(Unit: Wan yuan)

item	Beginnin g of year 1	En d of year 1	Begin ning of second year	En d of year 2	Begin ning of the third year	En d of year 3
Assets:						
Current Assets:	50	43. 82	40.82	14 0.04	141.0 4	29 2.06
Monetary funds	50	43. 82	40.82	14 0.04	141.0 4	29 2.06
Other current assets						
Total current assets:	50	43. 82	40.82	14 0.04	141.0 4	29 2.06
Fixed assets:						
Original value of fixed assets			3	3	3	3
Accumulated depreciation				0.3	0.3	0.6
Net fixed assets			3	2.7	2.7	2.4
Total non-current assets:	0	0	3	3	3	3
Total assets	50	43. 82	43.82	14 3.04	143.0 4	29 5.06
Current liabilities:						
Non-current liabilities:						
Total liabilities	0	0	0	0	0	0
Owner's equity:						
Paid-in capital	50	43. 82	43.82	43. 82	143.0 4	14 3.04
Profit of the year						
Legal surplus reserve						
Undistributed profit		0		99. 22		15 2.02

Total owners' equity	50	43.82	14	143.0	29
		82	3.04	4	5.06
Total liabilities and owners' equity	50	43.82	14	143.0	29
		82	3.04	4	5.06

Source: Author

In the face of C-side customers and membership operation, it can ensure more accurate sales prediction and "0 inventory" processing; In order to concentrate funds for the development of the project, shareholders will not receive dividends in the first 3 years; In the second year, transport vehicles are purchased to deal with fixed assets, and the depreciation is calculated for 10 years.

Based on the S-Green light forecast for the first three years, the balance sheet is relatively strong. Financial data such as current ratio and quick ratio performed well, and S-Green's light food liquidity, debt paying ability and capital turnover ability were predicted to be good.

4.8.3.2 S-Green Light Food project cash flow statement

The cash flow statement is a statement that reflects the inflow and outflow of cash and cash equivalents of an enterprise during a certain accounting period, and shows the changes in the cash of an enterprise organization within a fixed period. A cash flow statement can be used to analyze whether a business or organization has enough cash to cover its expenses in the short term.

Table 4.13: Statement of cash flow forecast(Unit: Wan yuan)

Project (Unit: ten thousand yuan)	The first year (10,000 yuan/year)	The following year (10,000 yuan/year)	The third year (10,000 yuan/year)
Cash flows from operating activities:			
Cash received from goods sold	95	240	339.5
Cash inflow subtotal	95	240	339.5
Cash paid for goods purchased or services received	30.5	73	85.9
Cash paid to employees	34.8	43.6	62.5
All taxes paid			
Other cash payments related to operating activities	35.88	21.18	39.08

Cash outflow subtotal	101.18	137.78	187.48
Net cash flow from operating activities	-6.18	102.22	152.02
Cash flows from investment activities:			
Purchase and construction of fixed assets, intangible assets and other long-term assets			
The cash paid	0	3	0
Cash paid for an investment			
Other cash received in connection with investment activities			
Cash inflow subtotal			
Cash flows from financing activities:			
Absorb cash received from investments			
Cash received from borrowings	0	0	0
Other cash received in connection with fund-raising activities			
Cash subtotal	0	0	0
Cumulative net cash inflow	-6.18	99.22	152.02

Source: Author

The cash flow is positive every three years, indicating that the project has a good profit margin; Investing in a branch in the second year can still maintain good cash flow, and further expansion of branches can be considered.

According to S-Green Light Food's forecast cash flow statement for the first 3 years, the cash received from the sale of goods is compared with the cash paid for the purchase of goods and services. The annual ratio increases with the year, indicating that the sales profit of the enterprise increases with the year, the sales return is good, and the cash generation ability is strong.

4.8.3.3 S-Green Light Food item profit and loss statement

Profit and loss statement is a financial statement that reflects a company's profit realization in a certain period of time. It can be used to analyze the reasons for profit increase or decrease, the company's operating costs, and make investment value evaluation.

Table 4.14: The income statement forecast(Unit: Wan yuan)

Subject (Unit: 10,000 yuan)	The first year	The following year	The third year	remark
Income from main business	95	240		
Main business cost				
Purchase cost	28 .5	72	84.9	Purchasing and wastage Shop assistant wages, product research and development expenses
Production cost	30 .2	14.8 7	35	Store rent, store operating expenses, store decoration
Selling expense	4. 8	5.18	11.2	Shop manager's wages
Delivery cost	4	9	10.98	Delivery fee and driver's salary
Main business profit	27 .5	138. 95	197.42	
Less: operating expenses	14 .78	15.2 7	22.58	
Marketing expenses	8. 18	8.18	14.38	Promotional expenses
Functional department wages	6. 6	7.09	8.2	Supervisor's salary, finance expenses
Administrative expenses	18 .9	21.4 6	22.82	
Service charge	0. 3	0	0	Company and trademark registration fees
Administrative wages	15 .6	16.8 6	18.22	Salaries of general manager and deputy general manager
Office expenses	3	4.6	4.6	Office rental costs, water and electricity costs
Operating profit	- 6.18	102. 22	152.02	

Gross profit	-	99.2	15202
	6.18	2	
Less: Income		2.48	
tax	0	05	7.601
Net profit	-	96.7	144.41
	6.18	395	9

Source: Author

Please refer to the remarks for the contents of each subject; The income tax rate shall be calculated according to the standard of small and micro enterprises; Procurement cost and production cost ratio is relatively high, expanding the scale can further reduce this part of the cost and increase profits.

According to the forecast profit and loss statement data of S-Green Light Food for the first three years, the profit of this project has turned positive since the second year, and has increased year by year, indicating that the profitability of S-Green Light Food project is good.

4.8.4 Forecast of profitability of S-Green Light food project

From the previous statistics of S-Green Light food project: According to Table 5.5, the three-year forecast cost of S-Green light food project is 1.011,800 yuan, 1.4078 million yuan and 1.8748 million yuan respectively; According to the forecast of the main business income in the income statement, the forecast income of the three years is 950,000 yuan, 2.4 million yuan and 3.395 million yuan respectively. The profitability forecast for the first 3 years of the S-Green project can be summarized as shown in Table 5.9 below. According to the total profit forecast in the income statement in Table 5.8, the forecast profit for the three years is -61,800 yuan, 992,200 yuan and 1,520,200 yuan respectively. As can be seen from Table 5.8, the income tax is RMB 200,000 yuan, RMB 24,805 yuan and RMB 76,010 yuan respectively. According to Table 5.8, the net profit is -61,800 yuan, 967,395 yuan and 1,444,19 yuan respectively. Net profit margin = Net profit/revenue, calculated as -6.51%, 40.31%, 42.54%, respectively.

Table 4.15: Earnings of S-Green Light Food in the next 3 years(Unit: Wan yuan)

A given year	cost	income	profit	Income tax	Net profit	Net profit margin
2025	101.18	95	-6.18	0	-6.18	-6.51%
2026	140.78	240	99.22	2.4805	96.7395	40.31%
						42.54%

2027	187, 48	339. 5	152.0 2	7,601	144.4 19	42.5 4%
total	429, 44	674. 5	245.0 6	10.081 5	234.9 785	34.8 4%

Source: Author

The above data show that the S-Green Light Food project's operating project income performance is excellent, from the end of the second year to achieve profitability, profitability in line with expectations, worthy of investment.

4.8.5 Analysis of return on equity of S-Green Light Food project

The rate of return on equity is a comprehensive evaluation index, which reflects the level of investment return of shareholders. The higher the ratio, the stronger the profitability of the company. The formula for calculating return on equity is: Net profit/average shareholders' equity *100%, that is: Return on equity (ROE)= net profit/net assets. As can be seen from Table 5.8, the three-year forecast of net profit is -61,800 yuan, 967,395 yuan and 1,444,19 yuan respectively. According to the total assets in the balance sheet forecast in Table 5.6, the three-year forecast is 438,200 yuan, 1.430,400 yuan and 2.950,600 yuan respectively. According to the calculation, the three-year forecast return on equity is -14.10%, 67.63% and 48.95%, respectively.

Table 4.16: ROE of S-Green Project in the next 3 years (Unit: Yuan)

Fiscal year	The first year	The following year	The third year
Net profit	-61800	967395	1444190
Net assets	438200	1430400	2950600
Return on equity	-14.10%	67.63%	48.95%

Source: Author

In the first year, the return on equity was negative, the second year began to increase significantly, and the third year fell due to the opening of new stores, but it was still above 40%. From the data of return on equity, it can be seen that the S-Green project has good potential and good development prospects.

4.8.6 Net present value of S-Green Light food project

Net present value is the difference between the discounted present value of the future cash flows generated by an investment and the cost of the project investment. Net cash value is an indicator that reflects the profitability of project investment. When the net present value

is greater than zero, the investment project is usually financially viable in theory, but not vice versa.

If the funds are not invested in this project, there will be an expected rate of return on funds invested in other projects. Generally, the expected rate of return on funds by the shareholders is at least 10%. This project assumes that the cost of using the annuity is 10%. The net present value (NPV) of the S-Green Light Food project is as follows:

$$\text{NPV} = -50 + (-3-6.18) * (P/F, 10\%, 1) + 102.22 * (P/F, 10\%, 2) + 152.02 * (P/F, 10\%, 3) \\ = 140.34 \text{ greater than } 0$$

Therefore, the S-Green light food project has good feasibility

4.8.7 Risk analysis and countermeasures of S-Green Light food project

4.8.7.1 Project financial risk analysis and countermeasures

The above analysis of S-Green light food project is based on subjective forecast, in the actual operation process, the actual sales may not reach the expected, the actual cost exceeds the forecast cost and other situations. In the process of operation, S-Green Light Food should take increasing sales as the primary goal, expand market share by ensuring product quality, improving marketing and sales ability, building brand marketing force and other ways to ensure continuous improvement of business income; It also helps to reduce various costs in order to maximize the profits of the S-Green light food project. The company should pay enough attention to financial risks, start from the details and daily places, and do a good job of prevention.

First, we will rationalize debt and capital structure. In the forecast, S-Green Light food project is handled without liabilities. In the actual operation process, due to various circumstances such as business needs and expansion needs, financing and borrowing are required. Attention should be paid to correctly grasp the amount and degree of debt, make reasonable use of financial leverage, minimize capital cost, and keep financial risks within a certain controllable range.

Second, establish a comprehensive and systematic financial budget and early warning mechanism. In the preparation of financial statements, we should follow the financial standardized management to ensure the authenticity and accuracy of financial data. Always pay attention to cash flow, "cash is king", related to the survival and development of S-Green light food project. Develop a complete financial risk prevention system to prevent problems before they happen. Not only the financial department attaches great importance to it, but also the operating department, procurement department and Marketing Department should participate in the formulation of work plans and strive to minimize financial risks.

Third, establish the awareness of financial risk prevention, and implement the responsibility to people. In hiring financial personnel, it is necessary to comprehensively consider their ability and professional ethics. In the face of the ever-changing financial management environment, the company should build an efficient financial management system, improve the financial management rules and regulations, and strengthen the basic work of financial management. In short, improve the awareness of financial risk prevention, take actions in many aspects, make the enterprise financial management system operate effectively, in order to prevent the financial risk caused by the financial management system does not adapt to environmental changes.

4.8.7.2 Analysis and countermeasures of other risks of the project

Project risk mainly comes from policy risk, management risk, market risk, financial risk and so on. In addition to financial risks, the comprehensive analysis of S-Green Light food project risks mainly focuses on management risks and market risks. Management risk is reflected in business decisions, daily operations and service management.

First, business decisions test the market judgment and opportunity identification ability of an organization's leadership team, and a decision tends to determine the success or failure of a project. Due to the weak anti-risk ability and low fault tolerance rate of the start-up team, the correctness of the direction of business decision is more important.

Second, in terms of daily operations, first, there are food safety risks of ingredients, food safety is crucial, and it is the lifeline of an enterprise to survive. The second is the risk of improper procurement of food materials. Excessive procurement of food materials will cause problems such as overstock, waste of food materials, and unfreshness. Too little can also affect the company's reputation.

Third, in terms of service management, there will be risks such as insufficient service awareness and inadequate service. This risk should be reflected in the selection and employment, a good service personnel can create more value for the company, and on the contrary, it will invisibly create losses for the company.

The market risk is reflected in the lack of consumer awareness of S-Green light food, and the sales can not meet the expectations. This project is a start-up project, we have done some research and analysis on the market where the project is located, but we cannot guarantee that the actual operation is completely consistent with the forecast. In addition, due to uncertainties such as the COVID-19 pandemic, product sales have become more difficult to predict and project risks have increased.

It is difficult to run a business without encountering risks. What we can do is to practice our internal skills and control the foreseeable risks within an acceptable range. Based on project risk analysis, project risk countermeasures are proposed from the following points.

First, strictly control food safety, choose high-quality suppliers in the procurement of food materials, but also control the quality of products in multiple links, and ensure that the products sent to consumers have no food safety problems.

Second, in terms of food procurement, we should sum up our past experience and make more scientific procurement estimates. On the one hand, by increasing the number of membership packages, the supply quantity can be booked in advance, and on the other hand, professional software can be used to predict the purchase volume.

Third, both the management and the grassroots should continue to learn and receive training, and some funds can be allocated for personnel training. The management level is mainly concerned with improving cognition and learning from outstanding enterprises in the industry, while the grassroots level is mainly concerned with service awareness and operation process. And formulate the corresponding assessment and reward and punishment mechanism.

Fourth, do a good job in brand marketing, expand the promotion of S-Green light food brand through various new media marketing and channels, and let more people know about S-Green light food. And do a good job of brand reputation improvement and maintenance.

In short, we should be aware of the existence of risks and avoid them reasonably in our daily services. When risks arise, deal with them in a positive way to ensure the normal operation of the company.

5. Conclusions

In concluding the comprehensive analysis of the S-Green Light Food project, it's evident that the venture presents a viable business model aimed at revolutionizing the light food industry in Guangzhou, catering to the health and wellness trends prevalent among the urban white-collar demographic. This conclusion encapsulates the main results, proposals, budgetary allocations, key performance indicators (KPIs), limitations of the study, and suggestions for further research.

- **Main Results and Proposals**

The S-Green Light Food project demonstrates strong potential for success through its differentiation strategy, leveraging big data, AI technology, and traditional Chinese medicine to offer personalized nutritional solutions. The PEST and Porter's Five Forces analyses provided a solid understanding of the macro-environment and competitive landscape, while the STP and 4P strategies have laid down a clear path for market segmentation, targeting, and positioning.

- Budget and KPIs

Financial forecasts suggest that S-Green Light Food is poised for profitability from the second year onwards, with significant growth expected in subsequent years. Key performance indicators have been identified to monitor progress and include sales revenue, customer acquisition rates, customer retention rates, and product development milestones, ensuring that the project remains on track to achieve its strategic objectives.

- Limitations of the Study:

This analysis acknowledges certain limitations, such as the reliance on projected financials and market assumptions that may not fully account for unforeseen economic fluctuations or shifts in consumer behavior. Additionally, the light food market's nascent stage in Guangzhou implies a level of uncertainty regarding long-term consumer adoption rates.

- Suggestions for Further Research

Future research could focus on a more granular analysis of consumer preferences within the light food sector, exploring potential sub-niches or untapped market segments. Investigating the scalability of the S-Green Light Food model to other cities or regions would provide valuable insights into the project's expansion potential. Further studies could also examine the long-term impact of technological advancements on the light food industry and how S-Green Light Food can continue to innovate its offerings to maintain competitive advantage.

In summary, the S-Green Light Food project is well-positioned to capitalize on the growing demand for healthier eating options in Guangzhou, offering a unique blend of traditional wisdom and modern technology. With a clear strategic direction, targeted marketing plan, and robust financial planning, the project holds promising prospects for success. However, ongoing monitoring of market trends, consumer preferences, and technological advancements will be crucial to adapt and thrive in the dynamic light food industry landscape.

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