

GRADUATION THESIS

LIKEHOME RESTAURANT

24

BUSINESS PLAN
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FPT UNIVERSITY



FPT UNIVERSITY

Topic: Business plan of LikeHome Restaurant

Bachelor of Hotel Management Thesis



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ABSTRACT

In this graduation report, our team will build a restaurant model with food and drink service featuring Vietnamese cuisine. That is a business project demonstrating the knowledge and skills accumulated during the hotel and restaurant management major semesters. The LikeHome restaurant project is shown from the ideation stage to determine the fundamental issues of a business model, such as core values, market research, human resource management, and financial management. FPT City is LikeHome's target market, consisting of consumers with similar behavioral segments and stable income. There will be five main sections: Market Opportunity, Model Introduction, Operations, Marketing, and Finance.

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1. INTRODUCTION

1.1. Topic Background

1.1.1. Overview of complexes in Vietnam

According to real estate specialists, a complex comprises a mix of real estate, including commercial townhouses, adjacent houses, healthcare, education, flats, and entertainment areas. Experts frequently referred to such a fancy name as the city's diamond (*Tapchitaichinh, 2022*).

In recent years, Vietnam's real estate industry has increasingly complex area projects. Royal City, Times City, Ecopark, Ciputra, Vinhomes Riverside, Gamuda Gardens in Hanoi. Phu My Hung, Vinhomes Central Park, Diamond Island, Dragon City, and Dragon Village in Ho Chi Minh City. People can easily see the vigorous development of complex areas in Vietnam in current years (*Tapchitaichinh 2022*).

According to a study published by Seoul Solution, Da Nang is a tourist city with a rich environment, natural resources, and relatively high education and living facilities (*Seoul solution, 2022*). Da Nang is also an essential transport and logistics hub in Vietnam, featuring the country's third and eighth-largest international airports and ports. The Vietnam Chamber of Commerce named Da Nang the most competitive city in Vietnam among 63 cities and provinces in its 2013 "provincial Competitiveness Index." (*Saisho 2015*).

Mr. Neil MacGregor claims that the development of complex area projects is not restricted to Hanoi or Ho Chi Minh City but has expanded to several other cities. Elysia Complex City, for example, can be found in Da Nang and covers 69 hectares. Villas, townhouses, and the Skyline international school are part of the project (*Tapchitaichinh 2019*). Besides that, one of the biggest complexes in Da Nang is FPT City, which is under construction and showing many signs of future development (*Trong 2019*).

1.1.2. About FPT City

FPT City is Da Nang's first industrial cluster with a "Smart City" characteristic, including a hierarchy, a university, and a business. An outline of the FPT City Danang Project is provided below (Fig. 1) (*Saisho 2015*):

- Investor and developer: FPT City Da Nang Joint Stock Company
- Location: Hoa Hai Ward, Ngu Hanh Son District, Da Nang.
- Total project area: 181.6 ha.
- Future population size: 50,000 people.
- Master plan for commercial and office buildings, schools, hospitals, hotels, and residential areas (townhouses, villas, and apartments).
- Vision: To become Da Nang's first green and smart city (industrial cluster) - a forward-thinking, environmentally conscious metropolis that attracts young professionals.

Figure 2 is the administrative building of FPT City. And figure 3 is the overall model of the completed project.



Figure 1. Location and Position of FPT City Da Nang

Source: Saisho 2015



Figure 2. Administrative Building of FPT City



Figure 3. Overall Model of the Completed FPT City Da Nang Project

Source: Saisho 2015

Source: Saisho 2015

The FPT complex and business park, as well as the campus, village, villas, town center, school, and sports center, are now under construction. The following are the primary areas: Business Park, Village and Villas, FPT Complex, and Campus (FPT University).

In the FPT City Danang metropolitan region, Hoa Hai Ward, Ngu Hanh Son District in Da Nang, people erected a 5.9-hectare FPT complex. The project has a total construction

area of 30,950 m² and a 454 billion investment capital. The FPT Building is a 10,000-person modern office complex, Vietnam's first building to achieve the World Bank's EDGE (Excellence in Design for Greater Efficiencies) Certificate.

FPT Software, which has been operating in Da Nang since 2005 and employs over 3,000 employees, is the region's largest technology company. During the last three years, FPT Software Da Nang has had an average yearly growth rate of more than 70% (*Danang FPT Software, 2022*). Furthermore, they will have more than 5000-9000 employees by 2022 (*Chungta 2018*).

Besides, more and more schools are being built, including FPT University, FPT high school, FPT primary school, and many schools built in the surroundings. Moreover, people bought the FPT Plaza apartments, others bought the land to build houses, and many stores grew. That shows the population growth of the FPT City area and proves itself more clearly about the development ability of this area (*Thienkimreal 2021*).

1.1.3. Opportunity recognition

From observing and experiencing the FPT City area, we recognized the following problems:

FPT City's people behaviors:

- Many people often ask questions about where to have lunch at FPT City, which shows that the customers have nowhere to have a quality lunch.
- At noon rush hour, office workers wait in long queues at the canteen at work, even at economic rice stalls.

⇒ *Problem: The demand for food at noon rush hour is high.*

Market:

- Economic rice stalls have sprung up, but their hygiene, service, and food quality are not guaranteed.
- Cafes are opening more lunch services, but because the cafe model does not specialize in food, this results in lunch at cafes that do not guarantee the quality or variety required at a high price.

- There are no well-invested lunch restaurants in FPT City in terms of services and products.

⇒ *Problem: There is little supply of lunch service, and the current supply of lunch service is of poor quality.*

Market opportunity: The current situation shows that the lunch demand of customers is high. At the same time, other restaurants cannot guarantee the supply, quality, and good lunch service that create opportunities for a new restaurant with excellent food quality, dedicated service, and unique concept development.

1.2. Company Introduction

1.2.1. Brand storytelling

“Gắn kết - Sẻ chia - Tròn vị - Cùng LikeHome gìn giữ hương vị đến tương lai”

Introduction: Along with the internationalization and globalization influence, we and the next generation are constantly trying to receive and adapt; the cuisine is no exception. The intersection of culture and cuisine has caused a fever to introduce foreign dishes, with an increasing number of restaurants dominating the market share and capturing the attention of today's generation.

Increase the pace: We spend more and more critical occasions with friends and relatives at foreign brand restaurants with typical foreign dishes such as Japanese Sushi, Korean grilled meat, spicy noodles, and Thai Tomyum, Pad Thai. Alternatively, go through a meal with a smartphone in hand.

The climax: We become distant from Vietnamese flavors in elaborate and traditional dishes. More, every meal becomes lonely and loses connection.

Lower the beat: Like people's homes, LikeHome offers guests a comfortable, traditional space where we can reunite with a tray of rice with comforting flavors and share emotions with our loved ones.

⇒ **End of message:** LikeHome is a home where guests can connect with love, share emotions, and enjoy delicious home-cooked dishes, and where the customers feel the taste of home in the most authentic way with the most emotional attachment.

Vietnamese Message: LikeHome là nhà nơi giúp bạn **gắn kết** tình thương, **sẻ chia** cảm xúc, tận hưởng những món ăn **tròn vị** quê hương. Nơi bạn cảm nhận hương vị quê nhà theo một cách chân thật nhất với tình cảm gắn kết nhất.

1.2.2. Company description

Type of company: LikeHome Joint Stock Company

Company name: LikeHome Joint Stock Company

Head office: Land portion B3-68.01, Nam Ky Khoi Nghia Street, Ngu Hanh Son Ward, Danang City



Figure 4. Location of land portion in FPT Software area

Source: (LITLAND n.d)

Description of business: LikeHome is a restaurant with 03 values: “**Gắn kết - Sẻ chia - Tròn vị**”

We serve excellent meals and drinks in a comfortable, close-knit space with attentive and professional service. We bring a unique taste thanks to our sense of home and rice-based food ingredients with different side dishes. In addition, the rice eating habits of Asians provide customers with meals that satisfy hunger and ensure the quality and taste of meals and a sense of respect for their health. Moreover, we always strive to provide

customer experience services with the most dedicated support and care possible.

Opening Hours: 6:00AM - 16:00PM (Monday - Sunday)

1.2.3. Infrastructure design

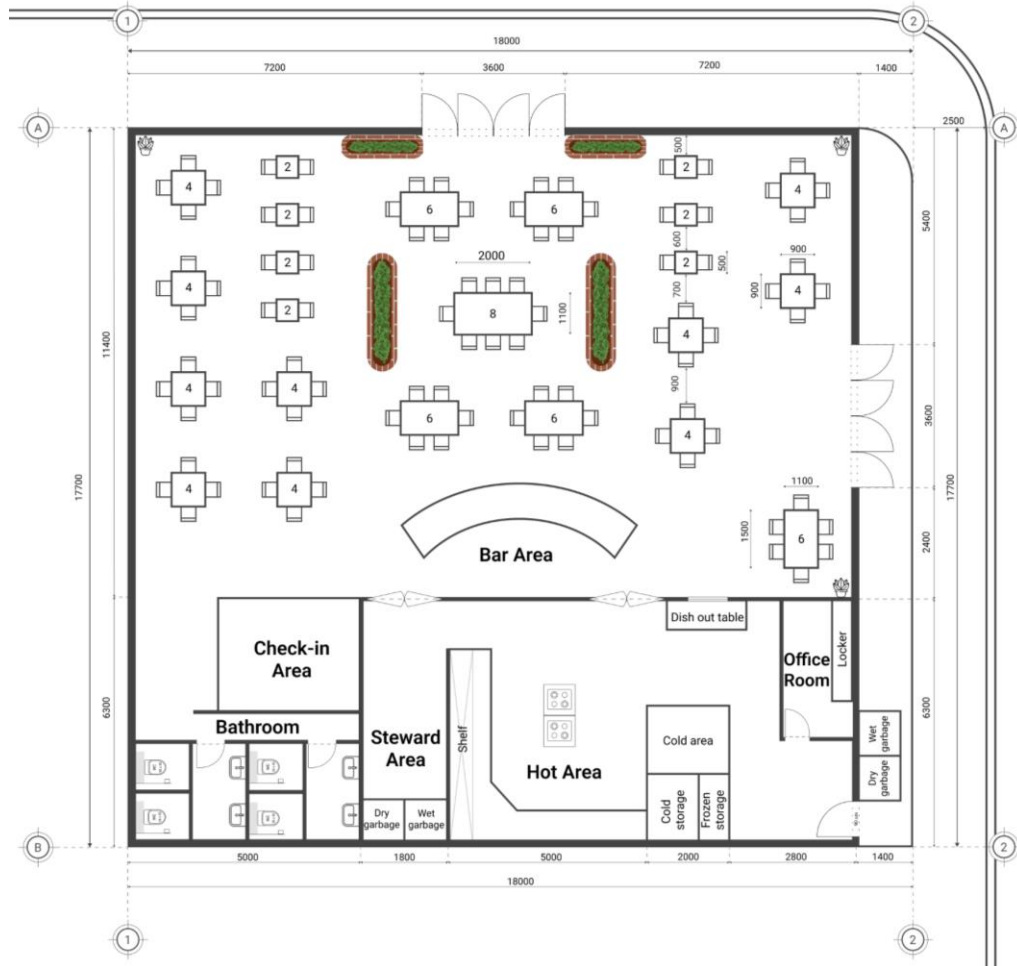


Figure 5. LikeHome infrastructure design

Source: Authors

1.2.4. Vision & Mission & Core values

1.2.4.1 Vision

LikeHome aims to become a prestigious rice restaurant chain with guaranteed quality and unique recipes in an intimate experience space imbued with national identity.

1.2.4.2. Mission

LikeHome was born with dedication, effort to understand, and great responsibility to bring a meal together with friendly and dedicated service in a space with old Vietnamese

style. LikeHome with the Mission of preserving the taste of Vietnam to the future to spread the original, full flavor to today and future generations in an intimate and connective space with bold decor Vietnamese culture and traditions.

Our slogan: *Preserving Vietnamese flavor to the future.*

1.2.4.3. Core values

These values are integral to the smooth running of LikeHome's operations as they ensure all staff remains focused on the company's primary goals. We emphasize instilling principles following the acronym C.A.R.E, with each letter representing a criterion that embodies the core spirit of LikeHome.

Connection: LikeHome has the critical task of providing a meal in a setting with traditional Vietnamese design while also carrying out the purpose of preserving the flavor of Vietnam for the future. We will be a venue where people can connect emotionally over delectable food.

Acknowledgment: We always understand and respect the wishes of our partners, customers, and staff, thereby recognizing and grateful for the support and enthusiasm of those who accompany LikeHome.

Refreshment: At LikeHome, whether a partner, an employee or a customer, people will always feel the warmth and belonging in a beautiful, loving environment. LikeHome is a place to regain energy with quality dishes and drinks for customers.

Experience: LikeHome makes sure to bring the most recent updates, the most outstanding product quality, and the effective operation of professional services from the team's passion with the ambition to spread and the spirit of continually innovating. LikeHome always strives to provide the most satisfactory possible client experience with the zealous activity.

1.3. Product

1.3.1. Tangible Product

1.3.1.1. Core Product

With details: [Core Products: Food & Drinks](#)

The restaurant offers lunch dishes around the main ingredient, rice, and many side dishes from rustic dishes handed down through generations. To serve the high breakfast needs of diners, LikeHome officially launched 03 breakfast dishes with a professional and quick service style, namely Bun Cha Ca and Quang Noodles (02 kinds of noodles). The dishes are made from fresh ingredients and bold spices from many regions, making diners flutter with the aroma and eye-catching decoration. In order to bring the full enjoyment of the sweetness in every grain of rice and the delicate feeling of the perfect seasoning to each diner, LikeHome is committed to giving customers a great experience with quality dishes.

The restaurant also offers coffee, tea, soft drinks, fruit, and vegetable juices prepared according to the restaurant's recipe to combine with the food menu to achieve the best effect.

1.3.1.2. Augmented Products & Service:

Augmented Products:

To make a stand out in the market among competitors with the same products, we are constantly improving our services and customer experience, thereby enriching the total value of the original product and maintaining the trust later purchase from a customer with the following features:

Compensation: LikeHome provides a change option if a product has problems during a specified period.

Innovation: We always strive to upgrade and improve products and service quality to satisfy LikeHome's customers.

Discount coupons for future purchases: LikeHome will give lovely customers attractive promotions with engaging experiences with delicious, quality, and full of energy meals.

Brand: With LikeHome's core values and mission, we always consider serving customers with credibility and understanding customers' needs with the most effective organizational method.

Quality Level: We LikeHome ensure customers' quality and reputable products.

Packaging Design: LikeHome offers free accompanying products, including packaging, chopsticks, spoons, toothpicks, and mouth wipes, to customers who buy products online at our stores.

LikeHome chooses to use the outer packaging of *biodegradable packaging* - this packaging will convert into simple, soluble organic substances or even decompose into CO₂ and water. The outer two sides of the paper packaging are all printed with LikeHome's logo to facilitate product promotion. The rice will also be hot from when it is purchased to when it is in the packaging until it is delivered home.

For toothpicks and tissues: toothpicks and tissues are also included in the bundled package of each rice portion sold. Dry tissue, non-crushing material, does not cause skin allergies and easily removes stains on the client's skin and toothpicks. That is a delicious greeting to customers while simultaneously demonstrating the professionalism of the LikeHome and our attentiveness to customers.

Augmented Services: For customers to come to LikeHome with all their love, we are ready to provide services to increase the customer experience to ensure satisfaction and happiness.

Table-service: The restaurant offers services such as eating directly at the restaurant with a true table-service style.

Catering Service: LikeHome accepts advanced reservations for home-service food orders for group customers.

Takeaway Service: We always ensure the convenience and speed of takeaway orders.

Delivery Service: LikeHome is available on all food ordering applications such as Shopee Food, Grab Food, Loship, and Beamin to create convenience for customers with longer distances.

1.3.1.3. Product Value

Product Value:

As mentioned above, LikeHome promises to bring delicious quality meals with a comfortable space to regain energy after long working hours.

Health promotion: The mineral folate, abundant in white rice, lowers the risk of birth problems such as preterm birth, congenital disabilities, low birth weight, or stillbirth. Rice is a gluten-free, naturally healthy grain that provides 100 calories per half-cup. White rice fortified with nutrients such as iron, zinc, folate, and other B vitamins add more than 15 vitamins and minerals to the diet (*Think Rice 2020*).

Fullness with energy: Having white at a meal boosted satiety and feelings of fullness more than a calorically comparable glucose solution control. According to a human clinical investigation (*Nutritionist 2022*),

Dr. Nguyen Van Tuan said that carbohydrates (glucid/carbohydrate/glucose) are the substances that provide energy for the most important activities and functions of the body, accounting for 60-65% of total dietary energy (*Tuoi tre online 2018*).

Brain development and mood improvement: A quality carbohydrate with rice makes up cells and tissues, supports brain and nervous system development, regulates body activities, and provides essential fiber. The healthy, high-fiber carbohydrates found in white rice help the body release serotonin, the «feel-good» chemical in your brain. These complex carbohydrates can improve guests' moods quickly, so try a delicious helping of rice products at LikeHome (*Tuoi tre online 2018*).

Disease prevention and improvement:

People with kidney disease: White rice is more suitable than brown rice because white rice contains less protein than brown rice. It helps the kidneys reduce their work capacity, bringing better patient benefits.

Pregnancy and breastfeeding: A sustainable, plant-based diet that encourages good health can include rice, which is a high-quality carbohydrate and is regarded as nutrient-rich quality complex carbs.

People with intestinal problems: Because white rice has less fiber than brown rice, it is a good choice for people who have diarrhea, diverticulitis, or need a low-fiber diet after surgery. (Vinmec n.d.).

1.3.2. Intangible Product

1.3.2.1 Service

Service is one factor that plays an essential role in making LikeHome different from other competitors in the same area. Professional staffs are always on duty, ready to take care of guests at every stage, responding to all requests quickly and professionally.

- Before guests enter the restaurant: The security guards greet guests and invite them into the restaurant. When the staff sees the guests coming, they stand ready to open the door for the guests and invite them in, then guide guests to their seats and prepare to take orders.
- While guests enjoy the meal: After guests are seated, the staff will serve cold towels for guests to relax, then receive their orders. If guests have a drink order, it must be completed and served before the food. While the guests are enjoying the meal, the manager will come to their table to inquire about the meal situation and whether the service quality is good or not.
- After the guest has experienced: the service staff thanks the customer and invites the guest to leave and see the guest next time.

For us, each customer is an essential member of the LikeHome family. Any feedback and suggestions will be a valuable opportunity to help LikeHome change daily and improve in the future.

1.3.2.2 Customer Experience

At LikeHome, customers can admire traditional art's beauty through paintings imbued with Vietnamese culture in the waiting room. There will be areas for customers to check in lovely photos and sip a cup of tea while waiting for a table. More specifically, the unique feature that attracts people to LikeHome also comes from the friendly and cozy atmosphere inside the restaurant. The unique style of food presentation and the signature dishes such as five-color rice and Vietnamese flag rice create the feeling of familiarity, and nostalgia, making customers recall old memories, and gather for meals with family.

2. MARKET ANALYSIS

2.1. Market Potential

2.1.1. Overall analysis of the F&B market in Vietnam

"The food and beverage (F&B) industry has an extensive scope that includes raw materials, semi-finished, and finished products ready for sale to the consumers." (*Wang Nguyen, Le and Tibo, 2020*).

Vietnam's food and beverage market were one of the world's most appealing in 2019. (ranked 10th in Asia). Total food and beverage sales were 975,867 billion VND in 2020, up 3.8 percent yearly. The food and beverage industry contributes approximately 15.8% of GDP. (*VietnamCredit 2021*).

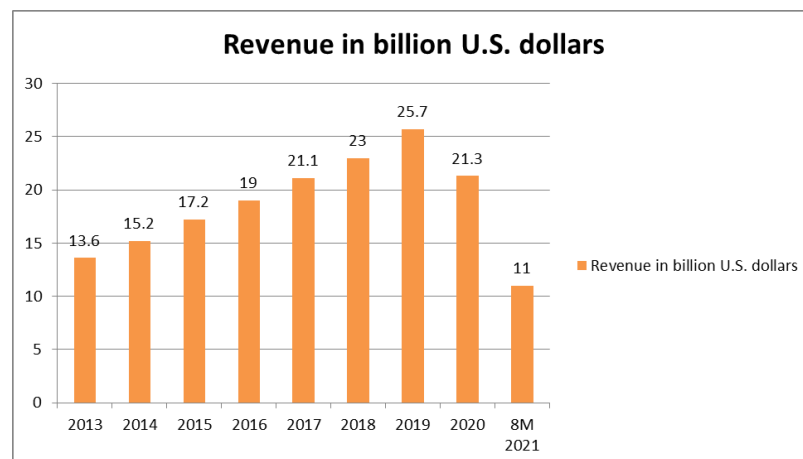


Figure 6. Revenue in billion U.S. dollars

Source: Statista 2022

The graph shows that from 2013 to 2018, revenue from the F&B Industry increased by an average of \$1.88 billion annually. Notice that 2019 is the most robust increase, with \$25.7 billion annually. However, there is a definite downward trend due to the epidemic's impact. Especially from 2020 to 8M 2021, revenue dropped markedly from \$21.3 billion to only \$11 billion.

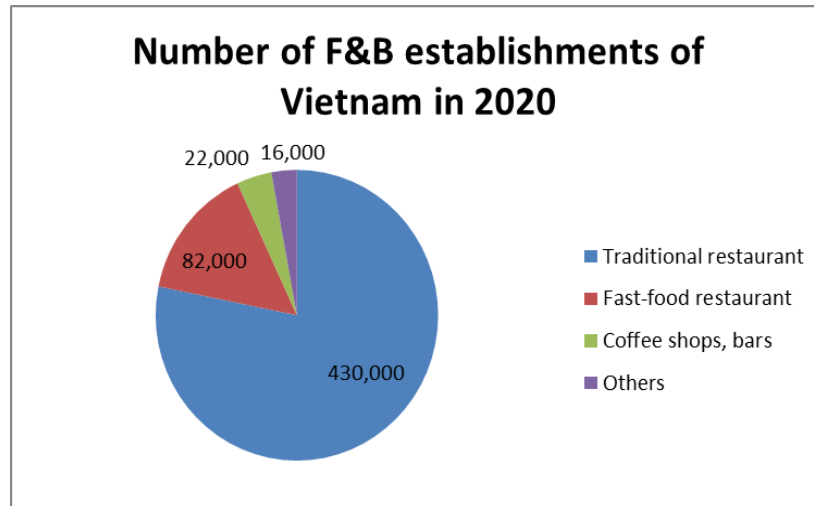


Figure 7. Number of F&B establishments of Vietnam in 2020

Source: Baonguilaodong 2020

According to the Vietnam Culinary Culture Association (VCCA), more than 550,000 establishments nationwide exist. Approximately 430,000 traditional businesses, more than 82,000 restaurants specialize in fast food service, more than 22,000 coffee shops, bars, and more than 16,000 other catering establishments (Baonguilaodong 2020).

Moreover, nearly 25% of Vietnam's population is between 16 and 30. Generation Z is still willing to spend a large amount of money on eating out, with nearly 900.000VND (40 USD) per month. Generally speaking, the trend in this Industry will lead by this Generation.

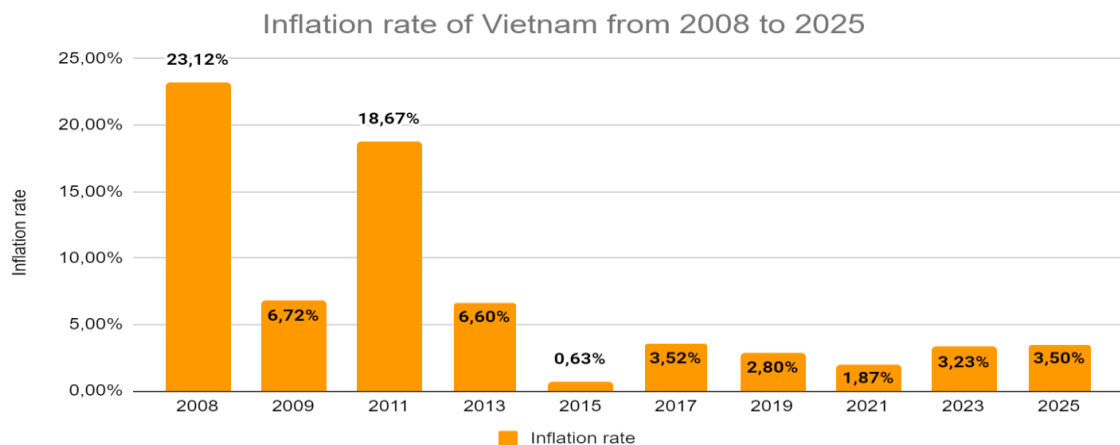


Figure 8. Inflation rate of Vietnam from 2008 to 2025

Source: Statista.com

Annual inflation rose to a 12-month high of 2.86 percent in May 2022, up from 2.64 percent the previous month, thanks to faster increases in food and catering services (1.32 percent vs. 1.08 percent). The reason is that the Russia-Ukraine conflict erupted in mid-February 2022. That causes people to think twice about spending money on goods. (Trading Economics 2022).

2.1.2. Overall analysis of F&B market in FPT City

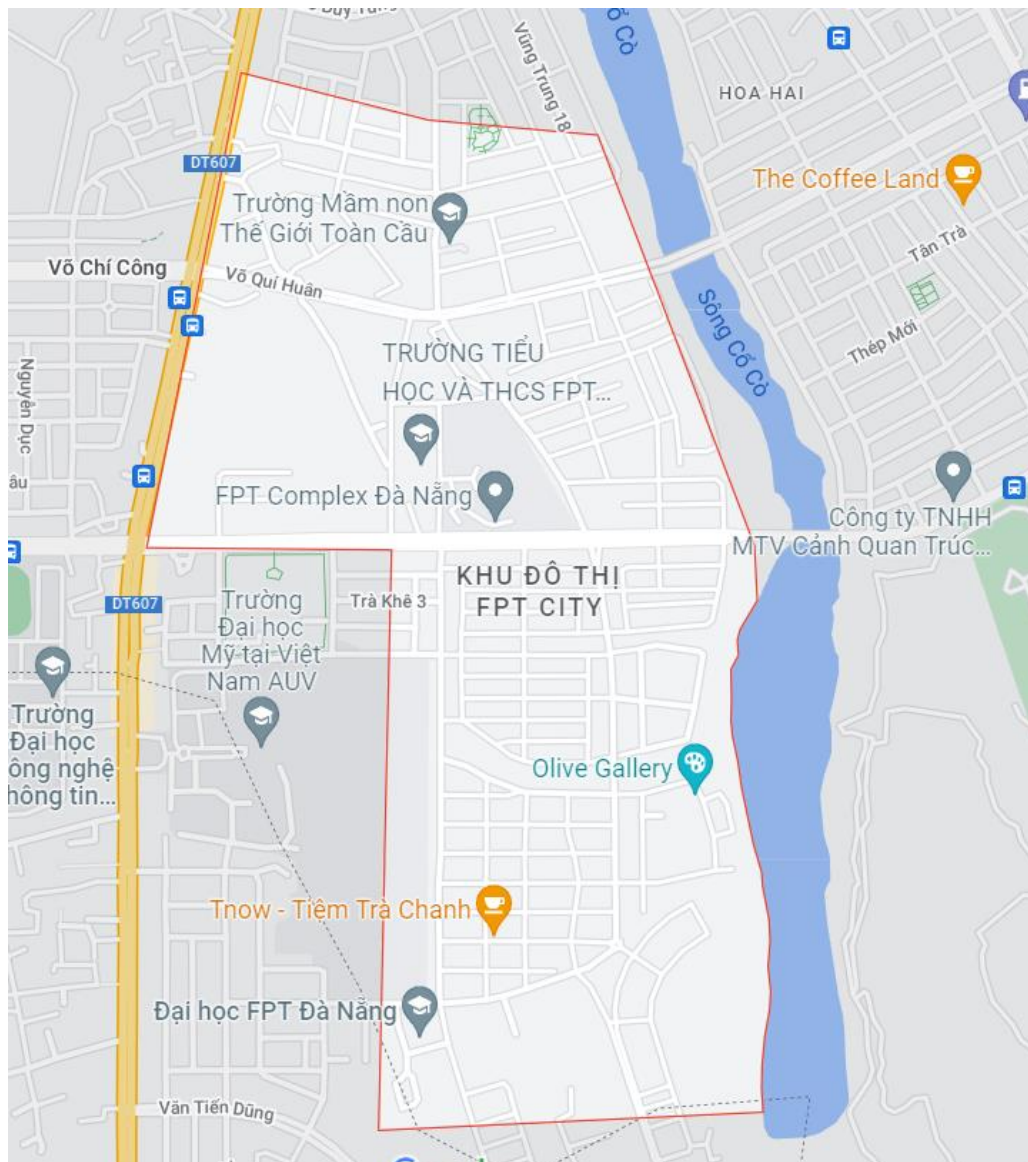


Figure 9. Map of FPT City area

Source: Google Map

The FPT City area is rising and is currently under construction with a strategic location. The West borders the planning area for Da Nang city university villages and some resettlement areas such as Dong Tra. Moreover, FPT shares a partnership with Quang Nam in the south. There are residential areas and projects such as Area 1A; Zone 1B. Besides that, the city's ongoing projects like FPT Complex commenced construction of phase 3, primary and secondary schools, and F Plaza 1 and 2 buildings. That promises to bring an ideal place to do business. Currently, more and more restaurants and cafes appear in this area (Thienkimreal 2021).

However, restaurants in FPT city are still tiny because it is in the development process. Popular restaurants mostly ignore design, quality, service, and space, and their prices are relatively low. The visitors are primary residents, students, teachers, and a portion of the FPT Software staff.

The most popular type of service in the FPT city area is coffee shops combined with selling food. Besides, roadside diners, small pubs, noodle shops, small eateries, restaurants, and bakery shops.

2.2. Market Share Overview

2.2.1. Competitor analysis

After a general market assessment, identify the competitors' strengths and weaknesses in selling existing products and services and assess their strategy in terms of their ability to supply in the marketplace in the sector F&B in FPT City, which we detail in the table below. The below overview table outlines the basic information of the competitors, where the critical aspects of the table include Strengths, Weaknesses, and target market.

| Competitors | Business Name | Brand Information | Business Model | Target Market | Open Hours | Strength | Weakness | Price | Average Price | Number of customers in 1 day |
|---------------------|----------------------------------|-------------------|-----------------------------|-------------------------|---------------------------------|--|--|-----------------|---------------|------------------------------|
| Indirect Competitor | Fpt Software Canteen (4th floor) | x | Individual business | FPT Software employees | 7:00 - 17:00 (Monday to Friday) | - Many price segments - Many choices for customer to choose - Convenient location for FPT Software employees - Spacious sitting space | - Waiting for the food too long - Long queues at rush hour - The atmosphere is boring and constrained - Can book food/drinks when working - The food flavour is not good | 35.000 - 50.000 | 42.500 đ | 500 |
| | Ngoc | x | Small family business model | Blue-collar Labour | 10:00 - 12:30 | - Many choices for customer to choose. - Suitable price. - Staff enthusiastic service, attentive. | - Hidden location. - Narrow space. - Dark and hot space. - Poor hygiene problem | 20.000 - 30.000 | 25.000 đ | 80 |
| | Bé Thuận Com Huế | x | Small family business model | Blue-collar Labour | 06:00 - 13:00 | - Low price. - Fast service | - Narrow space. - Cool food. - Dark and hot space. - Less seats for customer. - Poor hygiene problem - Staff attitude is not good. | >20.000 | 25.000 đ | 35 |
| | Canteen FPT University | x | Individual business | FPT Students & Lectures | 8:00 - 17:00 | - Many choices for customers to choose - Convenient location for FPT students - Spacious sitting space | - No Wifi. - Tissues is not allowed. - Sunblind and hot space. - Do not provide enough supplies - Food quality is not ensured. | >25.000 | 30.000 đ | 100 |

Table 1. LikeHome's Competitor analysis

Source: Authors

With Detail COMPETITOR ANALYSIS

When two or more businesses compete directly for the same prospective market by providing practically identical goods or services, this is known as direct competition. LikeHome does not name a direct competitor in the FPT market since it does not meet the requirements above (Ivy 2015).

According to SBBC, indirect rivals are organizations offering somewhat different products and services but targeting the same consumer group to meet the exact demands. We must consider indirect competitors; their restaurant is close to FPT Software, making it easy for them to reach a large portion of customers. They primarily serve lunch at a low cost. However, dishes' hygiene, deliciousness, and stable flavor are not guaranteed. LikeHome and these eateries have the same target market in FPT City. Be Thuan com Hue, Ngoc, FPT Software, and University's canteen are some of the long-standing restaurants in the area. Therefore, somehow they affect us considerably (Small Business BC 2022).

The above table information has been summarized, and the strengths and weaknesses of competitors, including the target market and price strategies, have been analyzed. Indirect competitors such as Ngoc and Be Thuan com Hue restaurants all have in common that the pricing is cheap, from 20000 to 30000. However, the food quality is inconsistent over time, the space is tight and hot, and hygiene is not assured, as shown in the above table. When clients use Be Thuan com Hue restaurant's food services, the restaurant

usually does not focus on regular cleaning. Although Ngoc restaurant has a varied menu, and the quality of the finished dishes varies, the dining space is heated, and the rice is not hot enough, making customers uncomfortable and unsatisfied.

In general, each restaurant has its own set of strengths. Ngoc, for example, is a well-known rice shop for residents because of its long-standing FPT City area's cafeteria that serves Korean foods geared at Gen Z customers, and they also sell Hanoi bun cha. On the other hand, competitors offer similar products to meet customers' everyday needs, such as rice dishes, noodles, and drinks. Following the identification of the features in the preceding table, LikeHome must combine these traits with many more highlights to construct a unique business model allowing it to expand and dominate the market to achieve the desired goal.

2.2.2 Relative market share

Relative market share, or RMS, is the amount of market share that a company has compared to its biggest competitor. With RSM, we can assess the difference between our business and the business we are targeting to build a strategy for development. Our performance will diverge more from the top performers the smaller the percentage. That can indicate that we need to plan to boost our earnings. If our relative market share percentage is high, it shows we have a greater chance of becoming the most competitive business in the industry (*Indeed Editorial Team 2021*).

After observing and analyzing, we found that the 4th-floor canteen FPT Complex has comparable prices at LikeHome, and sells the same food as us, so we chose it as our competitor.

Formulate: Relative Market share (RMS) = Individual market share (MS) / Largest industry market share (LMS) X 100 (*lorraine 2021*).

$$\text{LikeHome Relative market share} = (7.213.957.712/7.756.250.000) \times 100 = 93.01\%$$

LikeHome's relative market share is 93.01%. That shows that LikeHome can compete against the strongest competitor in the current market.

2.2.3. LikeHome's SWOT analysis

LikeHome uses the SWOT model to see our goals and factors inside and outside the organization that can positively or negatively affect our goals to establish appropriate

strategies and business plans with the business's target from which to develop appropriate sales strategies to increase revenue.

Strengths:

LikeHome's ingredients have been rigorously analyzed against existing competitors in the market to create a high-quality, energizing, and health-promoting product. Furthermore, we focus on consistency in product quality based on the process. Secondly, from the stage of raw materials to the stage of processing and preservation, the product is guaranteed absolute quality, food safety, and hygiene. Thirdly, LikeHome offers a unique decoration and design in the traditional Vietnamese style, bringing a positive experience to customers through Dedicated and Professional Service, making guests feel like they have come to the old Vietnamese space. Moreover, with the help of brand core values, LikeHome provides a waiting area with exceptional space and decoration for customers to take beautiful photos.

Weaknesses:

Like many companies, LikeHome restaurants' financial resources are still limited. Individuals' acquired capital, money borrowed from friends and families, and bank loans are the primary sources of funds. Furthermore, Because LikeHome is still a young company, it will be tough to extend the market size during this time. Furthermore, because the restaurant provides pleasant services and high-quality lunches, we serve products in the mid-high price range. Furthermore, our products are not appropriate for those that require low price products. Finally, because we just started to open our first restaurant in FPT city, guests in the market are still entirely new to the LikeHome brand.

Opportunities:

Perhaps the wet rice culture has been associated with the development of Vietnam, rice is always present in the meals of Vietnamese families, so rice is always the main ingredient in daily family meals. Not only that, but the meal also means the sentiment of happiness and love and is a place to cultivate a family bond between generations. (SonTinhatv 2022) Therefore, LikeHome is aware that providing delicious and quality meals is necessary. Following the Covid-19 pandemic, customers' preferences for high-quality foods have increased along with the trend of eating out. (Le 2022)

Furthermore, FPT City is not just one of Da Nang's major markets, with a workforce of 5000-9000 people expected to grow. Employees at FPT City, particularly those who formerly worked at FPT Software, are willing to pay more for high-quality meals and a fantastic place to sit down together to eat at home after the high-pressure working atmosphere.

As there is not enough space in the canteen or low-quality food and poor street restaurant services, make consumers not get a decent experience, and the trend of eating out and food delivery is growing. Customers are interested in various dishes with delicious flavors and dedicated services to guarantee that they have the best experience possible, in addition to health issues, food cleanliness, and safety. However, with a solid future vision and potential, LikeHome restaurants will open more locations in the future.

Threats:

In addition to the 04 critical competitors listed in the competition analysis above, there are some low-cost restaurants in other areas. That is one of LikeHome's challenges as they change and improve their restaurant into a professional version. Unlike local restaurants, LikeHome is threatened by foreign-branded restaurants with unusual flavors and strong brand recognition. Furthermore, customers' capacity to utilize alternative products is high if LikeHome does not improve and develop. Finally, LikeHome will be under pressure to ensure and maintain the food's quality and taste and the energy it offers.

| LikeHome SWOT Analysis | |
|--|---|
| Strengths | Weaknesses |
| 1. Food ingredients have a clear origin | 1. Economic potential - small capital to expand the market |
| 2. Special decoration and design concept with traditional Vietnamese style | 2. The price cannot capture the affordable segment |
| 3. Consistency in product quality based on clear processes | 3. The brand is still unfamiliar to customers in the market |
| 4. Having a waiting checking area | |
| 5. Dedicated and Professional service | |

| Opportunities | Threats |
|--|--|
| 1. The market potential in Vietnam is huge, urban areas and complexes are increasingly proving to expand | 1. The market for rice restaurants around the area is very crowded. LikeHome suffers great competition from both domestic and international brands |
| 2. The culture of Vietnamese people love rice and the trends of favorite retro Vietnam concept | 2. Pressure on food safety |
| 3. Demand for potential products and services that LikeHome discovers | 3. Various substitute products |
| 4. Consumers' tendency to eat out increases with quality requirements | 4. The current population in FPT City is still small |
| 5. Changing use of technology applications | |

Table 2. LikeHome's SWOT Analysis Table

Source: Authors

With details: [LikeHome SWOT ANALYSIS](#)

2.2.4. Positioning Map

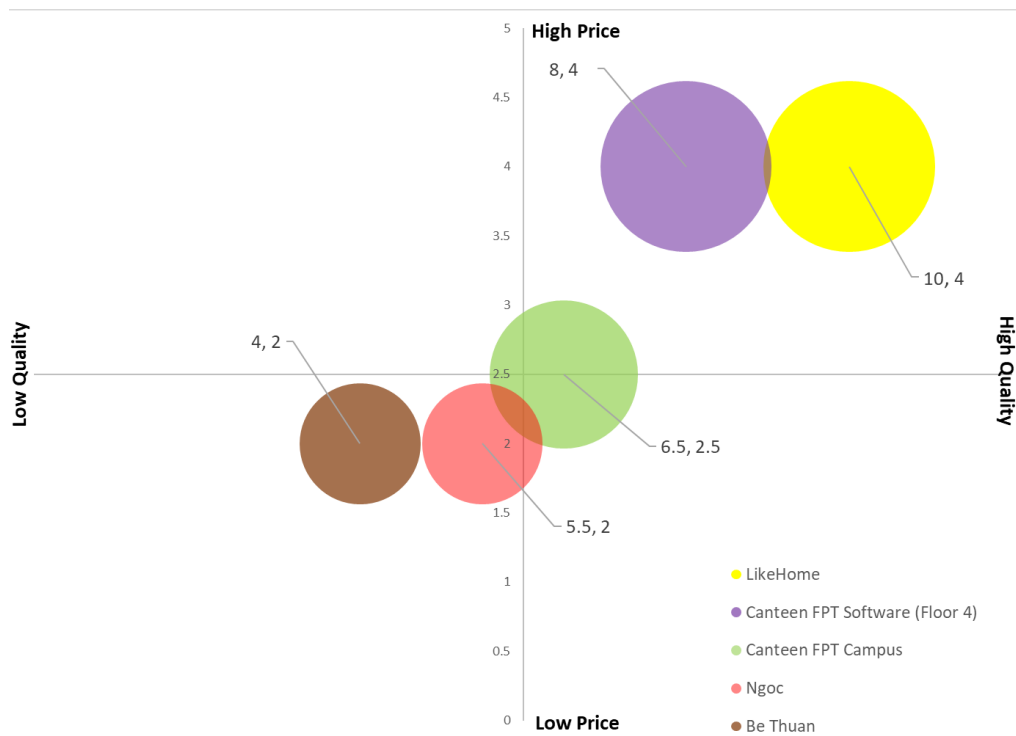


Figure 10. Positioning Map.

Source: Authors

Note:

- **Vertical column:** Based on the average cost per person to buy the product. (Unit: VND)
- **Horizontal column:** Based on the product quality assessment table and business establishments, features from the table below are taken from the SERVQUAL instrument (David and L. Drew 1994).

| FEATURES | LikeHome | FPT Software Canteen (4 th Floor) | FPT Campus Canteen | Ngoc | Be Thuan Com Hue |
|---|-----------|--|--------------------|------------|------------------|
| The business establishments perform the service as promised the first time | O | O | O | O | O |
| The business establishments have checks to avoid errors in the service performance | O | O | O | X | X |
| Ensuring fast and accurate product provide speed | O | O | O | O | O |
| Staff are enthusiastic support when having problems | O | O | O | O | O |
| The business establishments have the ability to react quickly and flexibly when problems arise | O | O | O | O | O |
| The solution is implemented quickly, saving guests time | O | O | O | O | O |
| The staff respond to requests despite being too busy | O | X | X | O | O |
| The staff create trust for guests through contact (knowledge, skills, expertise) | O | X | X | X | X |
| The staff behavior makes guests trust | O | O | O | O | O |
| The staff are polite, welcoming, respectful to guests | O | O | O | O | X |
| The staff have enough professional knowledge to answer guests' questions | O | O | O | X | X |
| The ability to understand psychology through understanding the requirements and needs of guests | O | O | O | O | X |
| Caring for each individual and identifying regular guests | O | O | X | O | X |
| Putting the interests of guests first | O | O | X | O | O |
| The equipment creates an increase in the service experience | O | O | O | X | X |
| Overview of the layout, colors, and furniture at the business establishments create a sense of unity and enhance the experience for customers | O | O | X | X | X |
| The menu presentation is reasonable, easy to read and beautiful | O | O | O | X | X |
| The staff has uniform, neat, elegant, polite welcome according to the prescribed standards | O | X | X | X | X |
| There is a safe parking area | O | O | O | X | X |
| Leaflets and brochures are interesting, attract guests | O | X | X | X | X |
| TOTAL POINT | 10 | 8 | 6.5 | 5.5 | 4 |

Table 3. Standard assessment table

Source: David and L. Drew 1994

With details: [Standard Assessment Table](#)

For LikeHome to stand firm in the market in the FPT City area, using a positioning map is one of the ways to analyze the market from which to come up with a strategy to position the product. A price-benefit positioning map depicts the relationship between a product's principal customer benefit and the pricing of all the products in a market (A. D'Aveni, 2007). The positioning map also shows the position of competitors in the market and the trend of using customers' products in this area. We can identify our competitors' strengths and vulnerabilities through the above analysis steps. We can develop unique solutions to overcome the problems that our competitors are ahead of us. A positioning map has many drawings, and most people will choose to draw the X and Y axes because it is simple and easy to see the strengths and weaknesses. We choose the X-axis according to the product quality criterion and the Y-axis to evaluate the price criterion.

Based on the chart, we see that LikeHome has a quality index of 10, the highest level compared to competitors in the same area. Regarding the price, LikeHome is at position 3.5, corresponding to a product price of 35,000 VND for a meal. We can see that LikeHome will have to compete strongly with FPT Complex's and FPT Campus's canteen in the lunch market in terms of price and quality.

LikeHome has been positioned to have a mid-range price and higher quality than competitors because LikeHome offers meals prepared with fresh ingredients, rich spices from many regions, and traditional and rustic dishes that have been passed down for generations. Not stopping there, LikeHome also focuses on service so that customers will feel closeness and comfort when they walk in the door, like being at home. We believe that the value and quality of LikeHome will help customers promote mental and physical health through lunches to bring satisfied feelings and experiences.

2.3. Customer Segmentation

2.3.1 Market Segmentation

Our market segmentation has five types of customers: students (FU, tourism college, etc.), employees of FPT Complex, Lectures of FPT University, Officers, and Local people.

MARKET SEGMENTATION

| MARKET SEGMENTATION | | | | | | |
|----------------------|-------------------|---|---|-------------------------------------|-------------------------------------|-------------------------------------|
| Demographic | | Students (FU, other college) | Employee of FPT Complex | Lectures of FPT University | Officers | Local people |
| | Ages | 18 - 22 years old | 20 - 45 years old | 24 - 60 years old | 24 - 50 years old | 18 - 60 years old |
| | Occupation | Student | Engineer, office worker | Lecturers | Real estate specialist | Students, different jobs |
| | Income | 3 - 10m VND | 10 - 35m VND | > 10m VND | > 6m VND | > 3.5m VND |
| | Educational level | University and college degrees | University degree or above | Master's degree or above | Graduated from high school or above | Graduated from high school or above |
| | Behavior | Buying habits | Rice, noodle, Korean food, instant noodles | Rice, noodle, Quang noodle, bread | Rice, noodle, Quang noodle | Rice, noodle, Quang noodle |
| Spending habits | | 15 - 25,000 VND | 25 - 50,000 VND | 25 - 50,000 VND | 20 - 35,000 VND | 15 - 25,000 VND |
| User status | | Tired, hungry | Tired, hungry | Tired, hungry | Tired, hungry | Tired, hungry |
| Brand status | | Potential | Regular | Regular | Potential | Potential |
| Reasons to buy | | Cheap, delicious, recommended by friends | Delicious, good service, cool space | Delicious, good service, cool space | Cheap, delicious | Cheap, delicious, good service |
| Place to buy | | Order through the app, social media Eat directly at the restaurant | Order through the app, social media Eat directly at the restaurant | Eat directly at the restaurant | Eat directly at the restaurant | Eat directly at the restaurant |
| Frequency | | 1-2 days/week | 3-6 days/week | 3-6 days/week | 1-2 days/week | 1-2 days/week |
| Psychographic | Character | Carefree, fun, comfortable | Friendly, approachable, open | Careful, sensitive, thoughtful | Confident, decisive, frank | Careful, sensitive, frank |
| | Interests | Have a hobby of going in groups, innovation | Have a hobby of going in groups, innovation, want to be recognized | Want to be recognized | Want a lot of money | Want to go home |
| | Life style | Comfortable, | Innovative, | Traditional, | Traditional | Traditional |

| | | | | | | |
|--|--------------|-------------------------|-----------------------------------|---|----------------|---------------|
| | | independent, innovative | independent, comfortable, dynamic | independent, honest, dedicated, sincere | | |
| | Social class | Middle classes | Middle classes | Middle classes | Middle classes | Lower classes |

Table 4. Market Segmentation

Source: Authors

With details: [MARKET SEGMENTATION](#)

2.3.2. Target Segmentation

2.3.2.1. Behaviors segmentation

LikeHome's target segmentation tends to like cool and hygienic places, as shown in the survey with more than 60,8% of people who have a terrible impression of hot and dirty places. Besides, they also tend to pay close attention to service, with nearly 58,3% of people having a bad experience with employees' attitude.

In addition, this segmentation also almost wants to eat delicious food at a clean place and get the respect of the waiter. According to the survey, the food quality is affected the most when choosing a restaurant, with 112 people choosing out of 204 people doing the survey. 81 and 76 choices, respectively, accompany the service and place factors. Moreover, we can see that place and menu diversity account for the essential options that show people also really care about the comfortable, lovely, or clean space and the many choice dishes when they choose a restaurant. Our target customers are also people who like Vietnam's traditional concept the most.

They will likely like incentive programs such as discounts, combos, and freeships. That also affected the decision to choose a restaurant, with 83,8% of people agreeing with that. Besides that, they like to get a dish with a free drink rather than other incentive fees, as reflected in the survey with 116 out of 204 people choosing it.

Our target customers are willing to pay the majority from 25 to 50,000 VND for lunch at a quality restaurant, with 76% of the people choosing, and more than 17,2% choose to pay more than 50,000 VND. On the other hand, 6,9% of people are willing to pay less than 20,000 VND for lunch.

For lunch, the most chosen food is the egg with 146 choices, followed by rib, chicken, fish, and pork belly with 118, 116, 80, and 74 choices. And tend to eat at 12:00 P.M to 13:00 P.M with 48% choosing, 11:00 A.M to 12:00 P.M with 41,7%, after 1:00 P.M at 5,9%, and before 11:00 AM at 4,4%. Besides that, choosing is eating around FPT city.

Choosing breakfast, they eat noodles, followed by Quang noodles with 71,6% and 69,6%, respectively. They usually eat in the time frame from 7:00 AM to 8:00 AM.

Moreover, based on the survey, it was discovered that people pay cash with the highest number of choices by 63,2%. In addition, they tend to make decisions based on the advice of a trusted person, with 147 people agreeing with that. Besides that, Shopee Food, Foody, and Grab Food were chosen by 84 people, and 83 people chose what they accidentally saw on the road, meaning a convenient place will quickly get their attention. Furthermore, 76 people choose a restaurant on social media like Facebook, Instagram, and website. Furthermore, people mostly tend to eat directly in the restaurant, with 165 people choosing.

2.3.2.2. LikeHome's target customer

In order to clearly and accurately shape the customer portrait for LikeHome, building Empathy Mapping is essential. Answering the questions about what the target customers have to feel through the five senses is the basis for LikeHome to build solutions and services that meet customers' wishes, solve Pain Points and ensure customer satisfaction from the benefits they receive with the value of the company's products.

Empathy Mapping



Figure 11. Empathy Mapping

Source: Authors

From empathy mapping and target segmentation, we can draw our target customers will be like below:

- LikeHome's primary customers are people with a Central taste who like to eat dishes with rich flavors.
- They also like Vietnam's traditional concepts.
- They belong to a group of people with dynamic personalities, busy at work, wanting to be noticed and respected.
- They belong to the group of people who often eat in groups of 2 to 4 and often eat at restaurants in FPT city from 3 to 6 days a week.

- They usually go for breakfast from 7 AM to 8 AM and lunch from 11 AM to 1 PM.
- They pay great attention to friendly and dedicated service, then the restaurant's space is spacious, clean, and ready to pay over 30,000 VND for a quality lunch.
- Customers mostly need to eat directly at the store, choose rice for lunch, and go to the restaurant to chat, and after eating, they will find a comfortable space to enjoy themselves.
- They do not want to wait long and need service quickly. The target customers tend to use social networks.

2.3.2.3. LikeHome’s target customer persona

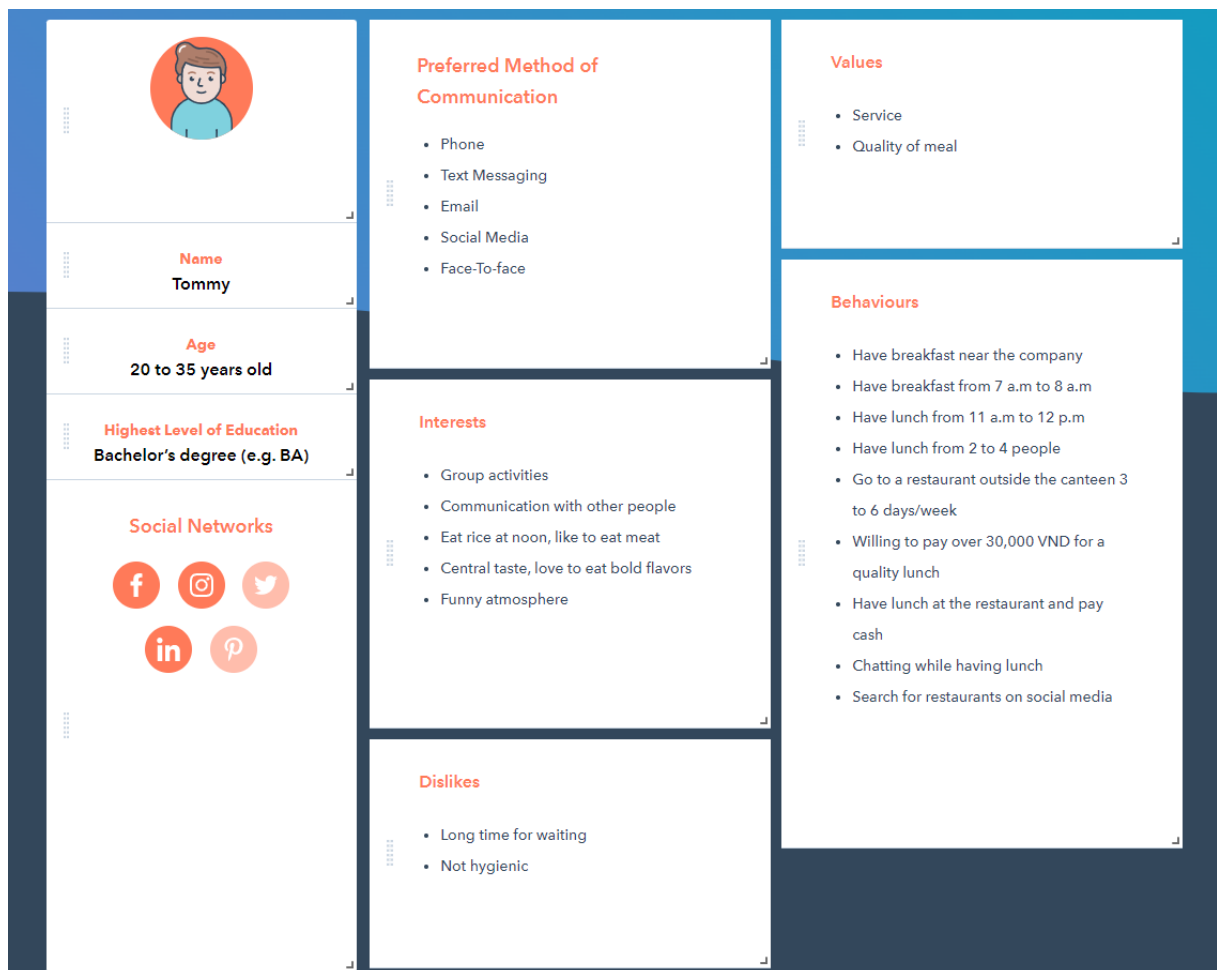


Figure 12. LikeHome’s target customer persona

Source:Authors

2.4. Market Trend Analysis

2.4.1. Electronic application

Technology is constantly growing alongside people's living standards. Moreover, with the increasing need for intelligent shopping or experiential dining, e-commerce in Vietnam is ceaselessly rising. As explained by the latest survey by Q&Me managed at the end of 2021, the percentage of respondents using online food delivery was 75 percent, and 24 percent were first users due to COVID-19 (*VietnamPlus 2022b*).

According to market research firm BMI, Vietnam has become one of the most attractive F&B markets in the world. At the same time, while online applications are continuously updating new features, local eaters' interests have gotten more diverse (*VietnamPlus 2022a*).

Meanwhile, according to estimates by market research group Euromonitor International, the online food delivery market in Vietnam was worth 33 million USD in 2018, is expected to reach 38 million USD in size by 2020, and maintain an average growth rate of 11% in the next five years.

In 2018, around 5.3 million consumers used online meal delivery services, most of which used the Restaurant-to-Consumer Delivery service (accounting for 92 percent). The number of individuals using meal delivery services is expected to double by 2023 to almost 13 million (*TOAN PHAT n.d.*).

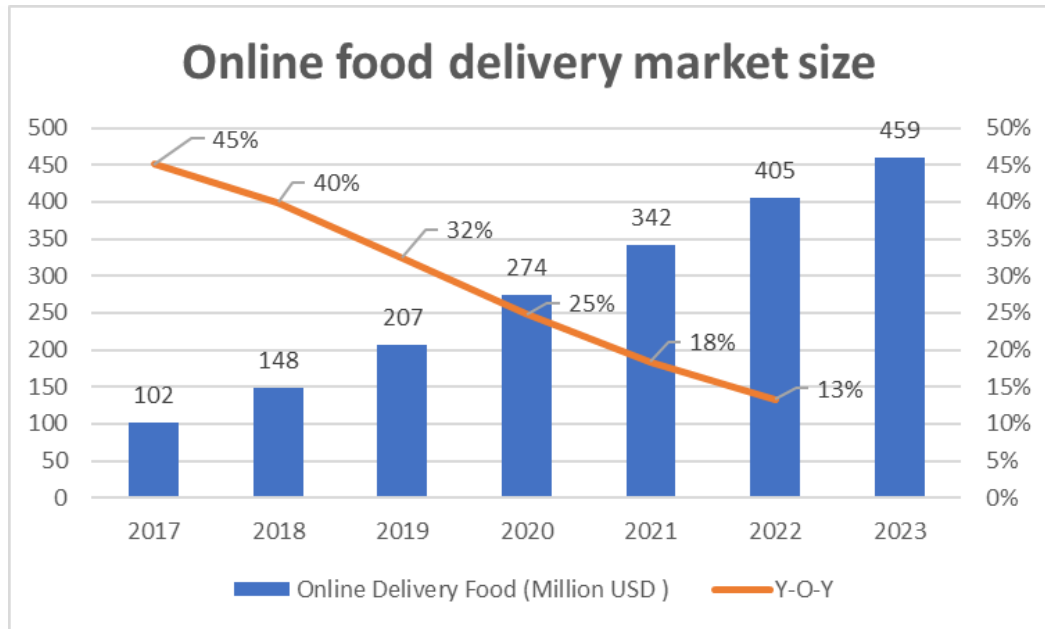


Figure 13. Online Food Delivery market size

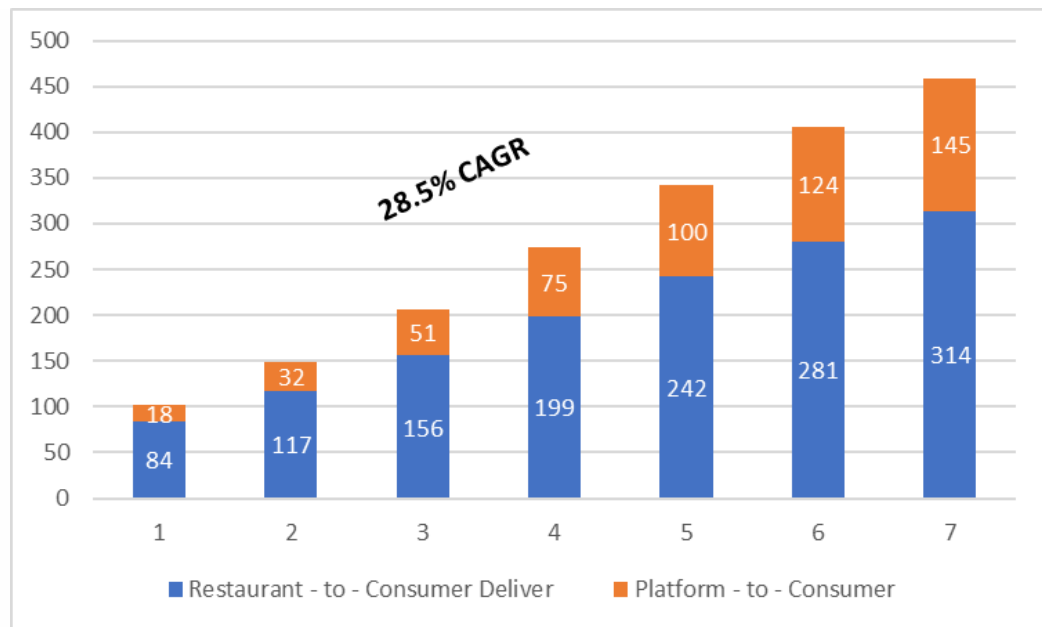


Figure 14. Online Food Delivery market size

Source: TOAN PHAT n.d.

According to experts, although online sales have grown enormously and popularly in the two years of the COVID-19 epidemic, most Vietnamese customers still prefer self-service. Thus, in order to maximize profits and reach a large number of customers, LikeHome decided to deploy sales in the form of multi-channel sales (Hai 2022).

2.4.2. Modern payment habits

According to a survey on Mastercard's "New Payments Index 2021", up to 84% of consumers in the Asia-Pacific region see their access to new forms of payment increase significantly (*Nguyen 2022*).

In Vietnam, cashless payment is gradually becoming popular in many forms, such as: swiping cards, transferring funds, scanning QR codes, or paying via e-wallets Moca, Momo.

The advantages of this form are clearly shown in the fight against fraud, corruption, and money laundering, helping managers better control assets and making payments easier for customers. However, the synchronization in localities and small cities still faces many difficulties because customers cannot wholly change the habit of using cash (*SAPO n.d*).

2.4.3. Out of home F&B consumption trend

Vietnam is one of the countries with a large young population that enjoys eating out, making it a lucrative market for the food and beverage business. That illustrates not just domestic but also international investment. More importantly, the F&B sector is seeing increased consumer demand, attracting investment through various channels. Investors consider the food and beverage industry rewarding (*Duong et al., 2021*).

Furthermore, 48% of Vietnamese said they go and eat out and buy food from restaurants. 16% of Vietnamese respondents said they eat outside as often as once/day or more than once/day. Meanwhile, 56% of Vietnamese consumers for breakfast choose outside food solutions instead of eating at home.

That is information from market research firm Nielsen's latest Convenience report (City Law Newspaper 2018).

2.4.4. Social responsibility

As the level of education increases, consumers are more aware of their behavior towards businesses that perform well on social responsibility, especially in terms of using environmentally friendly products. In addition, 64% of consumers feel a brand's social responsibility efforts are essential to them (*360 Market Reach 2022*).

According to The Economist Intelligence Unit, global web searches for sustainable items have increased 71% in the last five years. Consumers are interacting with sustainable

firms in previously unseen ways. Concerns about climate change are also linked to consumer happiness in countries, and many people want businesses to contribute to conserving nature and natural systems.

Research shows that North America, Asia, and Europe customers choose environmentally friendly packaging. Before purchasing things, many people think about a company product's environmental impact. According to 77% of respondents, plastic is the least environmentally friendly packaging. The most environmentally friendly material was determined to be paper. Therefore, LikeHome uses paper cups and encourages customers to use their lunch boxes to get discounts (*BusinessNewDaily 2022*).

2.4.5. Traditional Restaurants Trend

According to VietNamBiz, Large alleyways connect to more minor, narrower alleys, and Vietnam's major cities have a significant number of heritage structures thanks to a long history.

The unique feature of historic apartment buildings is a collection of cafes and restaurants with simple, antique, and distinctive decor and twisting, narrow stairs.

In order to suit the interests of young people and the tourism sector, the Old Town, which was once a haven for artisans and merchants, has developed new forms of experience. The rise in traditional and vintage models reveals a trend among today's diners who are passionate and curious about the past. Therefore, the construction of the LikeHome restaurant model in the ancient style appeals to young people's taste, which helps to increase the number of customers and promote the restaurant's brand and image to the public (*VietNamBiz 2019*).

3. VALUE PROPOSITIONS

3.1. Value Propositions

3.1.1. The value proposition canvas

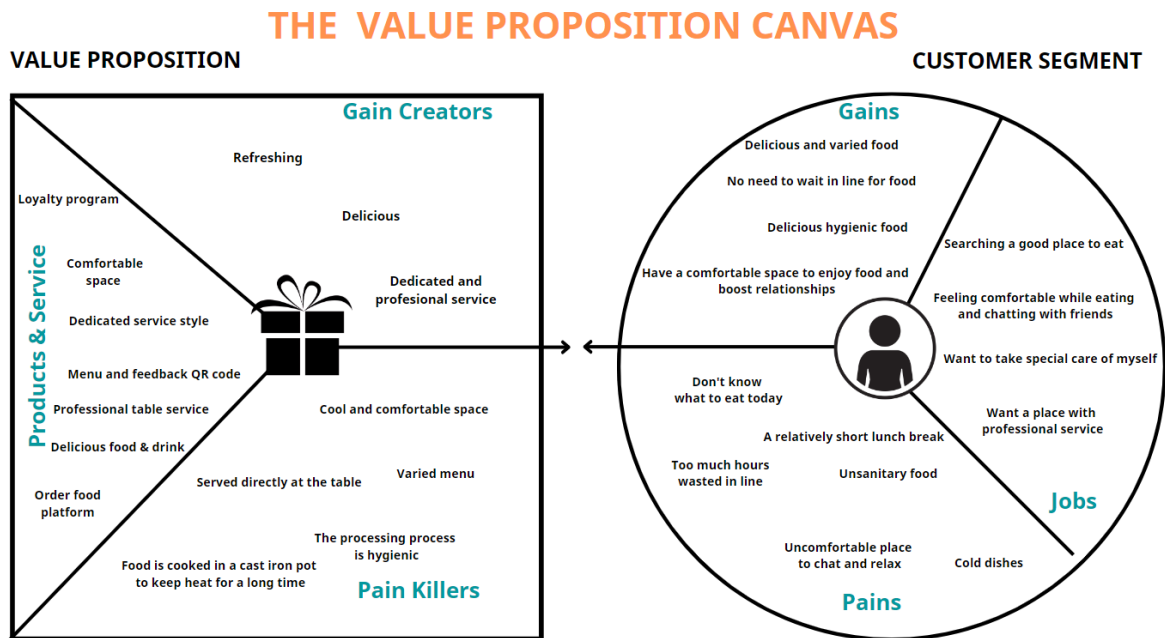


Figure 15. The value proposition canvas

Source: Authors

LikeHome uses the value proposition canvas to build products and models centered on the customer, prioritizing what is essential to the customer and selecting the value solution that motivates customers to action. In addition to assisting LikeHome in closing the customer gap, continuously improve and innovate to reduce the failure rate. That is not a miracle, but it reduces risk compared to simple ideas.

3.1.2. LikeHome's value

LikeHome brings customers the top values of product quality, customer experience, and professional service style. Customer experience for LikeHome is always significant, which is always listening to customers' feelings, recognizing contributions and criticisms to modify and develop to improve the value brought to customers.

3.1.2.1. Delicious

We have the standard recipes to ensure the dishes are full of traditional flavors to retain all the quintessential flavors of Vietnamese cuisine from the past to the present.

3.1.2.2. Refreshing

Besides, LikeHome with dedicated and professional service will make customers feel as comfortable as coming home, chatting with friends to relieve stress, and enjoying a delicious meal. All of this can help customers recharge and refresh themselves after a period of work, study, and work stress.

3.1.2.3. Dedicated and Professional service

LikeHome owns a young, dynamic service staff with a passionate heart that is always ready to serve customers. Before working, all staff is trained in soft skills to always welcome customers with a cheerful and enthusiastic attitude. The staff is always interested in customer requirements, listens to feedback, and assists customers when needed. If a customer has a complaint, question, or discomfort, they will be apologized to and resolved immediately, ensuring customer satisfaction.

Finally, the staff conducts themselves in a very professional manner. The staff always has a positive attitude toward customers, proactively assisting them with everything from big things like advising on dish selection and introducing incentives to small things like automatically opening the door to greet guests. In general, personal hygiene is a requirement for all employees. Men's hair is cut short, while women's hair is tied up. Uniforms in LikeHome must be kept neat at all times. Employees who fail to ensure one of the above will be denied employment because they do not meet the LikeHome criteria.

3.2. Differentiation

3.2.1. Frame of reference

From researching the market and competitors, LikeHome identified several points of parity and difference for the frame of reference in the FPT City area.

Points of parity:

- *All sell rice*

However, the rice at LikeHome has better quality with fresh ingredients, is processed according to food safety and hygiene standards, and is cooked with a special recipe. Moreover, keep food warm more extended than in other restaurants with different pots and wrapping materials.

- *Cool and amazed space*

The space is generally cool, some places have air conditioning at LikeHome too, but at LikeHome, the concept is uniquely designed in the traditional Vietnamese style.

Points of difference:

- *Service style*

Our dedicated and friendly service style gives customers a comfortable experience like coming home. Professionally trained staff to provide the best service quality.

- *Customer segment*

LikeHome targets the mid-range segment of customers and tends to eat in groups, willing to spend for a quality meal and good service.

3.2.2. POPs & PODs

According to Hitesh Bhasin, the Point of Parity is typically industry-specific. It identifies the points of differentiation, points of parity, and the components that are necessary for a brand to be regarded as a full-fledged rival in that particular category. On the contrary, the Point of difference is an entirely different concept altogether compared to the Point of parity. This particular feature gives the company a competitive edge that no other product can give us, giving LikeHome an edge over rival products. LikeHome has highlighted and found PODs and POPs in this table to identify the differences and similarities between competitors, consequently pointing out the competitors' flaws to propose competing strategies (Bhasin, 2020).

| | | POPs | POPs |
|------------------------|-----------------------|-----------------|--|
| | Products | Core Product | Rice Dishes |
| Supplementary Products | | Ice Tea | <ul style="list-style-type: none"> • Breakfast: Quang noodles, Bun Cha Ca; • Various Delicious Drinks |
| Packaging | | Box & Chopstick | <ul style="list-style-type: none"> • Paper cup: Degradable - safe - water resistant - oil resistant - insoluble - recyclable; • Packaging with chopsticks, spoons, toothpicks, and mouth wipes |
| Service | Form of Service | Table - Service | <ul style="list-style-type: none"> • Table - Service with Dedicated - Professional Service; • LikeHome restaurant chain to increased ease of access |
| | Guest Experience | None | <ul style="list-style-type: none"> • Impressive beautiful and clean space; • Waiting Room with mindful services • Vietnam traditional concept |
| | Guest Service Channel | Direct Respond | <ul style="list-style-type: none"> • Facebook Fanpage; • Delivery App; • Direct Respond |

Table 5. POPs, PODs of products and service

Source: Authors

3.2.3. Differentiation advantage:

LikeHome's primary competitive weapons are reflected in product differentiation in:

The origin:

Today's rice ingredients and products can only be bought cheaply, cooked, and consumed. The poor quality of the rice grains makes the rice less flexible and ensures that it will be hot when consumed, which lowers the user experience. That drastically lowers the nutritional value and does not entirely ensure food safety.

→ LikeHome means "delicious and quality meal like at home" derived from selected rice grains, quality, and guaranteed source of ingredients.

Strict processes:

The food at LikeHome is put to the test using exact SOPs for each job role and stringent processing methods, hence maintaining food safety and hygiene throughout each production stage. The passionate and skilled cooks will always serve consistently high-quality food to diners.

→ LikeHome products are processed by passionate chefs with a strict quality assurance process.

Traditional family dishes' flavor:

LikeHome brings the traditional flavor inherent with five-color rice flavors to help customers enjoy a variety of rice flavors during the meal, providing a great experience.

→ This transparent message is a statement affirming "the quality of clean, fresh food, delicious rice source," LikeHome has partly made a difference with competitors in the market. At the same time, the element of food safety and hygiene is also valuable to customers when hygiene is a concern.

Packaging and labeling:

LikeHome opts to employ biodegradable packaging for its exterior packaging, which can break down into simple, soluble organic compounds or even CO₂ and water. The LikeHome logo is printed on both of the paper packaging's outermost edges to aid in product promotion. In addition, the rice will be warm from when it is purchased until it is delivered to the customer's home.

→ LikeHome has created a line of Vietnamese rice products with more outstanding characteristics and affirmed the position of Vietnamese cuisine through a new market reference system.

Space with impressive and Vietnam concept decor:

According to the long-term strategy, this is one of the vital difference advantages in creating a cultural space with the mission "Preserving Vietnamese flavor to the future." At LikeHome, guests will experience the waiting room with mindful services, take photos and learn about Vietnamese culture through cute little decor corners.

→ LikeHome positions Vietnamese rice as a high-class and quality product commensurate with the quintessence of the country's culinary culture. LikeHome provides customer care services with the most dedicated and thoughtful style to ensure a valuable experience.

LikeHome restaurant chain:

With enthusiasm and determination to spread the flavor through preservation, future generations can still fully experience traditional delicious dishes. LikeHome has chosen its path according to the principle of bringing the flavor of Vietnam rice dishes to be worthy of its original value, which is the birth of the LikeHome restaurant chain nationwide and abroad according to future business plan goals. The restaurant chain is the main selling channel besides the electronic delivery channel. The number and location of restaurants are scientifically and logically distributed according to each area's geographical location map and population map. In the future, it will be possible to order directly through the website: www.likehomerestaurant.com and receive goods right at customers' homes - a quick, convenient experience with peace of mind about hygiene.

With the criterion of spreading flavor through preservation, future generations can still fully experience traditional delicious dishes and fulfill the dream of bringing Vietnamese cuisine to the world. The team of LikeHome Company is constantly trying to develop a growing brand to increase ease of access for customers.

3.2.4. Unique Selling Point

Based on insight and competitor analysis to make a difference to meet customers' personal needs. LikeHome has its advantages area:



Figure 16. Unique selling proposition

Source: Authors

| | |
|---|---|
| ✓ | <p>Advantage zone: The difference between LikeHome is knowing what customers need; customers need a quality meal that brings a sense of deliciousness. => LikeHome has a unique recipe for processing rice. With five different colors, make the rice looks very attractive and unique. “Cơm dừa lá dứa, cơm gấc, cơm gạo lứt, cơm nghệ, cơm trắng”</p> |
| ! | <p>Risk zone: Being met by the enemy for lunch and breakfast.</p> |
| ✗ | <p>Failure zone: Competitors offer a wider variety of dishes at lower prices.</p> |

Table 6. Unique selling proposition.

Source: Authors

From the above analysis map and differentiation advantage, LikeHome knows that the difference and uniqueness lie in the taste of the rice grain itself. With five different colors, making rice grains more attractive and delicious, LikeHome 's unique selling point is: “Cơm ngũ sắc khởi sắc yêu thương.”

4. KEY ACTIVITY PLAN

4.1. Operation

4.1.2. LikeHome manufacturing process:

4.1.1.1. HACCP standard:

HACCP stands for “Hazard Analysis and Critical Control Point.” The HACCP operation system ensures that every care is taken to prevent, mitigate, or eliminate contamination. LikeHome applies the HACCP system in the restaurant to define essential control points for all aspects of moving, handling, preparing, serving, and storing food, besides personal hygiene, cleaning, and sanitizing processes to ensure safety and hygiene in product food and beverage (*URI 2022*).

4.1.1.2 Legal and permits

Regarding legal issues, LikeHome must carry out business registration procedures - a joint stock company must comply with relevant laws. At the same time, our business needs to ensure the correct implementation of the business line code by the law - industry code 56101 for the food service industry, regulations on environmental hygiene, food safety and order, and urban. When conducting the above business form, these are necessary to ensure that LikeHome operates by the law and is protected by Vietnamese law.

In addition, for the assurance of food hygiene and safety for business and trade, we also comply with Article 11 of Decree 15/2018/ND-CP before the restaurant goes into the restaurant. The operation must carry out the procedures for issuing a certificate of satisfaction with food safety conditions. LikeHome strictly implements and completes related permits such as ensuring safe conditions for fire prevention and fighting; Environmental protection plan. To certify that the establishment meets all security and order conditions according to the State's regulations. Thus, LikeHome has completed all necessary procedures to complete the business profile.

4.1.2. Process to operate the restaurant:

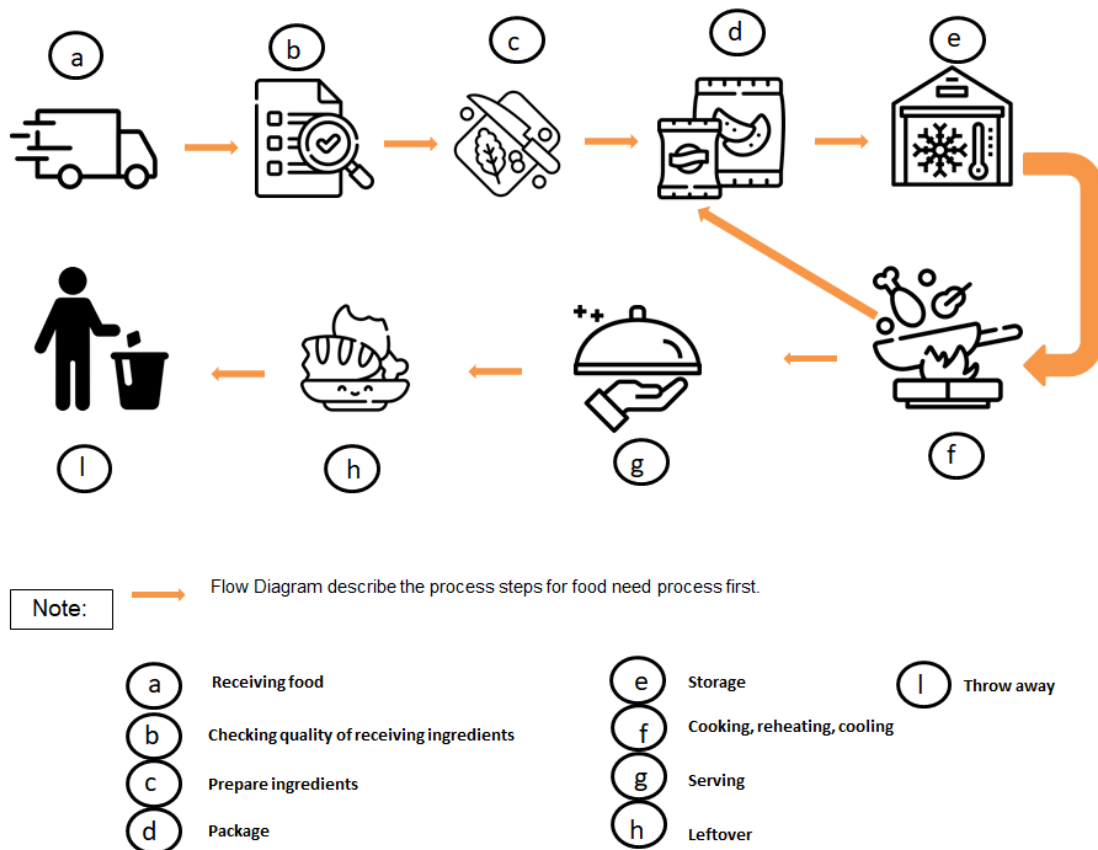


Figure 17. Flow Diagram describe the process steps

Source: Authors

LikeHome process follows from receiving goods, then checking them; we will prepare them and divide them to proportion and package them. We will take them out when needed and start cooking, serving, and handling leftovers. With the food after cooking but not served, we will package them and store them again.

4.1.2.1. Receiving food process

The delivery process is a crucial stage in keeping food hygienic and safe. Never assume that all food is good enough to eat (*Blogger 2020*).

LikeHome will receive daily food from around 3 PM until 5 PM, and different depending on the product type, suppliers may be delivered daily or every other day. The first step is checking deliveries for signs of visible damage, broken packaging,

contamination, and expired goods. Looking for more details, we have some points to look deeply into:

- **Packaging:** Do not have any damage package, insect, or chemical
- **Expired goods:** Does the product have an expiration date? Is it too close to the expiry date?
- **Labeling:** The supervisor should know the name of the goods, the place produced, and the expiry date.
- **Temperature:** Checking temperature with refrigerated food with a requirement below 50 degrees Celsius and frozen food with frozen solid.
- **Invoice:** Check the number of goods, quality, and prices.

If the food delivered does not meet the above requirements, we need to reject the delivery.

Moreover, the receiving dock should be kept tidy and need cleaning daily.

When a supplier delivers food, we should have a manager or Chef to check the goods and other staff to support the receiving goods. They must wear plastic gloves, scales, and thermometers while receiving goods.

If the goods meet the requirement, note the date received in the package before turning it to the storage room or preparation area to process and package before turning it to the storage room.

With details: [SUPPLIERS](#)

4.1.2.2. Preparation process

Before preparing food, chefs should wash their hands properly and make sure workstations, cutting boards, and utensils are clean and sanitized.

Use different chopping boards and knives for meat (red board), poultry (yellow board), seafood (blue board), and vegetables (green board).

Chefs should only take-out food from the cooler that chefs can quickly prepare.

| RAW MATERIAL | FOOD PREPARATION METHODS |
|------------------------|---|
| Raw pork | Use a little salt dissolved in warm water, soak the meat for 5 minutes then wash again and drain. |
| Cooked pork | Braised pork. |
| Raw beef | Rub with grated ginger and wash with clean water. |
| Minced raw meat | Wash and dry the meat, then grind or mince the meat. |
| Raw poultry meat | Dissolve vinegar with salt, soak chicken for 5 minutes, then wash with clean water and drain. |
| Fish | Remove scales, fins, gills, clean internal organs and wash with salt water, then drain. |
| Cooked fish | Braised fish. |
| Green vegetables | Separate leaves and stalks, discard damaged parts. |
| Root Vegetables | Wash and let dry totally. |
| Cruciferous vegetables | Remove damaged parts, wash and let dry totally. |
| Scallion | Wash and let dry totally. |
| Garlic, ginger | Wash and let dry totally. |
| Tomato | Store in the fridge. |

Table 7. Preparation process

Source: Authors

4.1.2.3. Stock rotation process

The correct storage and stock rotation of all types of food are vital to ensure that the food's quality and safety are maintained at a high standard. Great stock rotation also helps to avoid waste. The stock rotation is significant for high-risk foods to limit the multiplication of pathogens or bacteria that can cause food poisoning. Other problems include mold growth, insect infestation, spoilage, slime, and bad smells (*HACCP 2021*).

The principle to stock rotation:

FIFO: The first principle to remember in the stock rotation is FIFO which stands for First In First Out. That means the stock that was first to arrive is the first stock that must be used.

‘When in doubt, throw it out’: If the food looks bad or smells bad, throw it away.

Expiry dates and labeling: The shelf life of most food should be indicated on the label. When food is made or packaged in our kitchen, we should make sure to indicate what the dish or item is, the date when we package the items, and who packaged the item.

Training of staff: All staff members need to know the importance of stock rotation and how managers expect it to be done. Ensure that the delivered food is not too close to the expiry date.

New in the back, old in the front: When new stock is delivered, the old stock needs to be packed in the front of the shelf, and the newly delivered stock needs to be packed at the back.

Daily checks on short-life, high-risk foods: Stock rotation checks should be done daily on all short-life, high-risk, and perishable foods in the refrigerator before starting the shift. While doing these checks, chefs need to check for damaged, spoiled, or expired goods. If any goods do not meet the requirement of consumers, they need to be removed.

Weekly checks on low-risk items, chemicals and frozen foods: Weekly checks should also be done on lower-risk items, dry store goods, and kitchen and cleaning chemical stores, also on frozen foods.

One thing that is also vital in the storage process is temperature control.

- Frozen foods must maintain a maximum internal temperature of -18°C or less.
- Cool storage items should be stored between 10-21°C.

An easy way to remember this is to check the temperature of stored food and storage areas at the beginning of each shift.

TABLE OF STORAGE TEMPERATURES AND SHELF LIFE OF SOME FOOD

| No. | Food type | Storage temperatures | | | | | NOTE |
|---|---------------------------------------|----------------------|---------|---------|-------------|----------|---|
| | | Room Temp | 0 – 4°C | 2 – 8°C | 10°C - 15°C | < - 18°C | |
| I. TYPES OF MILK BUTTER, JUICE | | | | | | | |
| 1 | Sugar water after cooking and cooling | | 7 days | | | | |
| 2 | Butter (opened/cut) | | 3 days | | 10 days | 30 days | According to the Manufacturer's recommendations if it is written on the package. If there is no manufacturer's recommendation: The shelf life after opening is 1/3 of the shelf life indicated on the package. Product portions must be sealed with film. |
| 3 | Condensed milk | 3 days | | | | | - As recommended by the manufacturer (if any); - When storing, it is necessary to pack tightly or close the lid to prevent moisture from entering the product. |
| 4 | Honey (opened) | 1 days | 3 days | | | 30 days | |
| 5 | Dried food | 5 days | | | | | |
| 6 | Hand-made juice | 1 days | | | | | |
| 7 | Bottle of juice (opened) | | 3 days | | | | - As recommended by the manufacturer (2 to 3 days if not recommended.) |
| 8 | Processed food | | 5 days | | | | |
| II. TYPES OF SAUCE , SOUPS AND BROTH | | | | | | | |
| 9 | Fish sauce (already processed) | | 3 days | | | | |
| 10 | BBQ sauce | | 3 days | | | | |

| | | | | | | | |
|----------------------------|-----------------------------------|--------|--------|--|---------|---------|---|
| 11 | Fish and vegetables broth | | 3 days | | | | |
| 12 | Clear broth from meat and chicken | | 3 days | | | | |
| III. MEAT | | | | | | | |
| 13 | Beef, pork | | 2 days | | 10 days | 30 days | |
| 14 | Types of tubular bones | | 2 days | | 10 days | 30 days | |
| 15 | Marinated meat | | 2 days | | | | |
| 16 | Mince meat | | 2 days | | | 30 days | |
| IV. PROCESSED FOODS | | | | | | | |
| 17 | Opened canned goods | | 3 days | | | | <p>- Follow the manufacturer's recommendations if indicated on the package.</p> <p>Note: Take out other containers when storing, do not leave them in metal containers for storage.</p> |
| 18 | Cooked meat dishes | | 3 days | | 10 days | 30 days | Must be cooled quickly before putting in freezer |
| 19 | Broth | | 2 days | | 10 days | 30 days | It should be cooled down before being refrigerated. Divide into small units when storing to ensure temperature. |
| 20 | Sliced cold meats | | 1 days | | | | |
| 21 | Whole/peeled cold cuts | | 3 days | | | | |
| 22 | Boiled vegetables | 2 days | | | | | |
| 23 | Sliced fruit | 1 days | | | | | |

| | | | | | | | |
|----------------------------|--|---------|-----------------------------------|--|---------|---------|--|
| 24 | Rice | 2 days | | | | | |
| 25 | Boiled eggs | 1 days | | | | | |
| V. MEAT AND POULTRY | | | | | | | |
| 26 | Chicken, duck whole / cut pieces | | 3 days | | 10 days | 30 days | |
| 27 | Stew dish | | 3 days | | 10 days | | |
| 28 | Sausage | | 3 days | | 10 days | 30 days | Follow the instructions on the package if applicable |
| 29 | Whole eggs | | 7 days | | | | |
| VI. SEAFOOD | | | | | | | |
| 30 | Fresh seafood | | 3 days | | 10 days | 30 days | |
| 31 | Frozen raw fish and seafood (opened packaging) | | 3 days | | | 30 days | |
| 32 | Cooked fish | 1 days | | | | | Use immediately after processing |
| 33 | Sliced fish | 8 hours | | | | | |
| VII. OTHERS | | | | | | | |
| 34 | Noodle | | 2 days | | | | |
| 35 | Roasted peanut | 7 days | | | | | Store in a sealed container |
| 36 | Tofu | | 5 days | | | | |
| 37 | Shelled chicken eggs | | 3 days | | | | |
| 38 | Syrup | | 1/4 remaining date of the product | | | | After opened |
| 39 | Pickled fruits, soaked in sugar, jam | | 5 days | | | | After processed |

Table 8. Storage temperatures and shelf life of some food

Source: Premier Village Danang Resort, Food and Beverage Department

4.1.2.4. Cooking, Thawing, Cooling and Reheating

How people cook food is as important as how they prepare and store it. Inadequate or poor cooking is a common cause of food poisoning. Most foods, especially those that contain meat: fish, meat, poultry, and eggs, need to be cooked thoroughly in order to kill food poisoning bacteria (*with HACCP 2021*).

LikeHome follows the 2-hour rule, and the two hours/4 hours rule indicates that (*Gordon Food Service n.d*):

- Hot food held at hot holding for longer than 2 hours below 65 degrees C needs to be destroyed.
- Cool cooked food rapidly within 4 hours, and always ensure that our refrigerator works.

That means food that has been cooked but is left over must be quickly cooled down to a safe refrigerator storage temperature of 4.4 degrees Celsius or lower to prevent bacteria growth for a maximum of 2 hours. Divide vast quantities of food into shallow containers to do this. A large pot of soup will take a while to cool, allowing bacteria to grow and raising the risk of foodborne illness. To make the soup cool more rapidly, divide the pot into smaller containers. Cold water or an ice bath can quickly chill hot food before putting it in the refrigerator (*Food Safety and Inspection Service 2020*).

Thawing:

With frozen food, we keep them under cold running water to defrost. It often takes several hours, depending on how much food is being processed; included some steps:

- Put the frozen food item in a watertight plastic bag and immerse the bag entirely in ice-cold running water, at least 21 degrees Celsius.
- The food must not exceed four hours above 5 degrees Celsius when thawing using this approach.
- Food should be cooked right after it has thawed.

Cooking:

Food needs to be cooked thoroughly at an internal temperature that needs to be ensured to ensure that the food is not contaminated.

The minimal internal temperatures and recommended holding times for a variety of food categories are listed in the table below.

| Category | Food | Temperature | Rest Time |
|----------------------------|----------------------------------|--------------------------------------|-----------|
| Ground meat & mixed dishes | Beef, pork | 71.1 degrees Celsius for 15 seconds | None |
| | Chicken | 73.8 degrees Celsius for 15 seconds | None |
| Poultry | Whole or cut up chicken | 73.8 degrees Celsius for 15 seconds | None |
| Fresh beef | chops | 62.7 degrees Celsius for 15 seconds | 3 minutes |
| Pork | Fresh pork | 62.7 degrees Celsius for 15 seconds | 3 minutes |
| Eggs & egg dishes | Eggs | Cook until yolks and whites are firm | None |
| | Egg dishes | 71.1 degrees Celsius for 15 seconds | None |
| Leftovers & casseroles | Any leftover dish being reheated | 73.8 degrees Celsius for 15 seconds | None |
| | Casseroles | 73.8 degrees Celsius for 15 seconds | None |
| Seafood | Fish | 62.7 degrees Celsius for 15 seconds | None |

Table 9. The minimal internal temperatures and recommended holding times for food

Source: Food Safety and Inspection Service 2020

Maintaining Temperatures:

- Cold foods must be kept at 5 degrees Celsius or lower.
- Hot food must be kept at 57.2 degrees Celsius or higher.

At least once every four hours, check the temperature.

Ideally, the temperature should be checked every two hours to allow for time for corrective action.

The food must not discard at 5 degrees Celsius or above or 57.2 degrees Celsius.

Cooling:

Once the food is cooled, we can store it in a refrigerator for three days. As a guideline, we need to cool food from 65 degrees Celsius to 20 degrees Celsius in a maximum of two hours and then from 20 degrees Celsius to 5 degrees Celsius within a further maximum of 2 hours by using cold water methods.

Reheating:

When reheating food for hot holding or immediate consumption, we should reheat the food to a temperature above 75 degrees Celsius.

Reheating should be done as quickly as possible, always in less than an hour. That is to minimize the time that food is in the danger zone.

The chef should not reheat food more than once because food poisoning is present in the food.

All cooked foods should be stored separately from raw foods, and remember to take extra care with foods such as meat, fish, poultry, eggs, and dishes containing milk and cream.

4.1.2.5. Serving process

Stage 1: The customer enter the restaurant



Figure 18. Stage 1 of LikeHome's serving process

Source: Authors

The waiter will open the door when seeing the customers coming. Warming welcomes customers "LikeHome xin chào quý khách!" and invites customers into the restaurant. Then ask them, "How many people come with you?" and lead guests to the table.

Stage 2: The customer give order and wait



Figure 19. Stage 2 of LikeHome's serving process

Source: Authors

After the guest settles down, the waiter bar serves a cool towel for them. Then the waiter staff takes orders from customers. Recheck the order with the customer and then proceed to payment. Then the order waiter enters the bill and transfers it to the kitchen and

bar department. The Chef and bartender take the order, prepare food and drink for guests, and inform the runner staff of the number of guests and tables. Runners will prepare pickles to serve customers. After the runner serves the guests within 3 mins, they collect the cool towels and put them in the laundry basket next to the bar.

Stage 3: Serving meals to the customer



Figure 20. Stage 3 of LikeHome’s serving process

Source: Authors

Barback must serve drinks before the food is finished (if guests have a drink order). When the dish is ready, the Chef checks its quality and decorates it. The Chef informs the table number and then assigns it to the runner staff to serve the guests. The runner staff serves dishes to the table for guests and wishes them a good meal.

Stage 4: The customer are dining



Figure 21. Stage 4 of LikeHome’s serving process

Source: Authors

The manager walks around the restaurant and observes the customer experience. Random visits to some tables and ask about the guest's experience "What do you think about the meal today, sir/madam?". Receive customer feedback and thank our guests.

Stage 5: the customer finished their meal

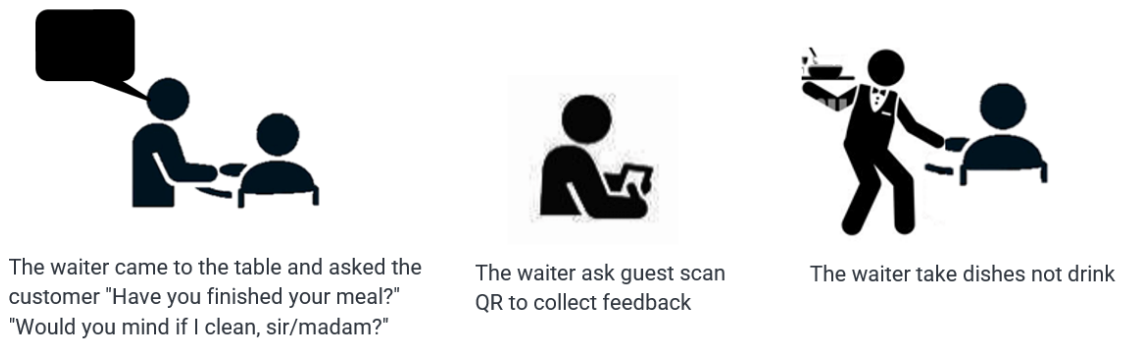


Figure 22. Stage 5 of LikeHome’s serving process

Source: Authors

The waiter came to the table and asked the customer, "Have you finished your meal?" "Would you mind if I clean sir/madam?", then proceeded to clean the dishes if the guest agreed. Suggest guests scan the QR code on the table for feedback to improve the service in the future.

Stage 6: The customer stand up and leave



Figure 23. Stage 6 of LikeHome’s serving process

Source: Authors

The waiter or manager comes to thank guests for the used meal. After the guests leave, the barback comes to the table to collect the glasses and wipes the table. When guests arrive at the door, the waiter will open the door and say: "See you next time."

4.1.2.6. Handling leftover food

The food that customers leave must receive leftovers from contractors for restaurants. Contractors use it for an animal, poultry, and other feed. Deliveries of leftovers are made at 3:30 PM. Servers place leftovers in designated containers labeled as being for leftovers.

Afterward, the staff tells the contractor to arrive after placing leftovers in containers. The servers request that they sign the delivery book after completing the transaction.

The accountant must complete a weekly delivery status report. The report has the following sections: the date, the name of the contractor, the name of the recipient, the signature, and the pertinent notes.

4.1.2.7. Food destruction process:

All food that does not allow the safety requirements, such as tainted or expired date food, should be destroyed (*Dawn 2018*). That following these steps below:

Step one: Creating a cancellation request for lousy food

Food that does not meet standards must be reported immediately to the Chef. The staff member Chef that submits the food cancellation request can do so.

Step two: Approving food cancellations

The Chef has the right to approve food cancellations. The approver is accountable for ensuring that the food quality is acceptable. The destruction slip must be filled with the destroyer's precise quantities, weights, and counts. The cancellation slip is copied by the kitchen staff and returned to the management. The food needs to be separated into different sections, and each food container needs labeling. Food name, part, delivery date, and time are all included on labels.

Step three: Food destruction

After 48 hours, the food must be destroyed, and the next day, the culinary department must carry the food directly to the trash can. Moreover, the transfer times are daily at 9:30 AM and 4 PM.

4.1.3. Key partners

LikeHome collaborates closely with a diverse network of partner companies and organizations to support the company's food and beverage restaurant operations. These collaborators can be broadly classified as follows:

- **Supplier and Vendor Partners**, including providers of other third-party services that support the company's broader range of corporate activities and suppliers of machinery, food, and supplies used in the company's core restaurant operations.

- **Government and Legal Partners**, such as Da Nang city partners, legal organizations and experts that deal with business permits.
- **Delivery and Distribution Partners**, which include a variety of logistics companies, distribution specialists, and delivery companies like Baemin, Shopee Food, Grab food, and Loship that support the company's storage and distribution activities, as well as its home delivery services;
- **Marketing and Sponsorship Partners**, comprising a range of commercial brands, sports teams, universities, and other organizations with which the company collaborates on joint sponsorship and marketing projects;
- **Strategic and Alliance Partners**, including many companies and other organizations, including cooperative companies in other projects, including business development, community support, and other projects across the country.

With details: [KEY PARTNERS](#)

4.1.4. Suppliers

4.1.4.1. Supplier selection

To ensure the purpose of not interrupting the supply in restaurant operations at different times, LikeHome establishes a list of potential suppliers with a thorough study of the necessary parameters. After negotiating and approaching suppliers, LikeHome chooses 1 out of 3 suppliers evaluated as the most suitable choice for business requirements. The selection is made based on the Supplier Assessment Table, with the highest overall score being selected along with the negotiation meeting.

| SUPPLIER | ITEM(S) SUPPLIED | ADDRESS | CONTACT NAME | EMAIL | PHONE | WEBSITE |
|---------------------------------------|---------------------|---|----------------------------|-------------------------------|----------------------------------|--|
| TIN PHAT I NEW INDUSTRIAL CO., LTD | Hard Equipment | 60 Bau Cat 2, Ward 14, Tan Binh District, City. Ho Chi Minh | Mr. Van Dong 0984.908.339 | info@tinphatcompany.com | 02838 102 698 | https://sieuthidungcukhachsan.com |
| TOAN PHAT TRADING TECHNOLOGY CO., LTD | Hard Equipment | Hoa Chau Commune, Hoa Vang District, Da Nang City | Mrs. Bảo Châu 0789.348.486 | kien@toanphatcorp.vn | 08 9838 9838 - 0905 91 5679 | toanphatcorp.com.vn hethonggas.com.vn |
| HUNG CUONG INOX COMPANY LIMITED | Hard Equipment | 757 Nguyen Duy Trinh, Phu Huu Ward, City. Thu Duc, Ho Chi Minh City | Mr. Toan 0334.434.437 | lienhe@inoxhungcuong.com | 028)66.840.844 – (028)22.400.007 | inoxhungcuong.com |
| KITCHEN EQUIPMENT NGUYEN PHATT | Hard Equipment | 448 Ong Ich Khiem, Hai Chau 2, Hai Chau, Da Nang | Mr. Phat 098 123 72 37 | dungcubepnguyenphat@gmail.com | 098 123 72 37 | https://www.facebook.com/dungcubepnguyenphat |
| IPOS.VN JOINT STOCK COMPANY | Management software | 80 Nui Thanh, Hoa Thuan Dong Ward, Hai Chau District, Da Nang City | Mrs. Hân 0383 367 387 | info@ipos.vn | 1900 4766 | https://ipos.vn/ |
| POS365 SALES MANAGEMENT SOFTWARE | Management software | 16 Nguyen Van Linh, Hai Chau, City. Danang | Ms. Nhi 0383 367 387 | hotro@pos365.vn | 1900 4515 | https://www.pos365.vn/ |

Figure 24. Supplier List

Source: Authors

With details: [SUPPLIERS](#)

4.1.4.2. Delivery ingredient time:

Material delivery time will be agreed upon with suppliers. Depending on the product type, the goods will be delivered every other day or every other day; Normally, for daily delivery products, they will be delivered between 3 PM and 5 PM. The ingredients may be too much or too little for a customer's daily consumption. Therefore, the general manager and chef will be responsible for verifying and recording today's food quantities to keep supplies on schedule. LikeHome often lists what to buy the next day to shop.

For more detail: [SUPPLIERS](#)

| SUPPLIER ASSESSMENT TABLE | | Công ty TNHH TM&DV Hai Thuần | | | Công ty TNHH Mười Nguyên | | | HC DIGITAL TECHNOLOGY CO., LTD | | |
|---------------------------|---|------------------------------|-----------|-------|--------------------------|-----------|-------|--------------------------------|-----------|-------|
| | Criteria | Points | Weighting | Total | Points | Weighting | Total | Points | Weighting | Total |
| 25% | Supplier's reputation | 7 | 5% | 0.35 | 3 | 5% | 0.15 | 10 | 5% | 0.5 |
| | Clear information | | | | | | | | | |
| | Transparency in cooperation | 7 | 5% | 0.35 | 7 | 5% | 0.35 | 7 | 5% | 0.35 |
| | Legal issues | 10 | 5% | 0.5 | 10 | 5% | 0.5 | 10 | 5% | 0.5 |
| | Solve the rate of damaged goods per order | 7 | 5% | 0.35 | 7 | 5% | 0.35 | 7 | 5% | 0.35 |
| | Actual supply of goods and services that match the cost invoice | 10 | 5% | 0.5 | 7 | 5% | 0.35 | 10 | 5% | 0.5 |
| 20% | Quality of products/services provided. | 10 | 20% | 2 | 10 | 20% | 2 | 10 | 20% | 2 |

Figure 25. Supplier Assessment Table

Source: thietkewebhcm, 2021
(CRIF D&B VIETNAM LLC, 2020)

4.1.5. Cost projected

A project's anticipated cost is the estimated final cost of a job or phase (dexterchaneyhelp 2022). In other words, it represents the entire cost of finishing the project (Miller 2002).

The table below shows all the costs incurred while constructing and running the restaurant.

With details: [FINANCE DETAIL](#)

4.1.6. Revenue mode

| REVENUE MODEL: Transaction-based model | |
|---|-------------------|
| WHO pays? Is it always the client? | Dine-in guests |
| | Take-out guests |
| WHAT is pay? Is it always money? | Cash |
| | Information |
| FOR WHAT is pay? Is it always the product? | Products |
| | Space |
| | Services |
| HOW is pay? Is it always directly? | Credit Cards |
| | Pay Cash directly |
| | Transfer money |
| HOW MUCH is pay? Is it always fixed? | Pay-per-use |
| | Hybrid pricing |

Table 10. Revenue model

Source: Authors

Likehome restaurants follow the Transaction-based model. It is a revenue model based on selling food and drinks directly to customers (both online and in-store). Different pricing strategies must be used when selling goods or services. For example, if a single customer comes to the restaurant, we will use the Pay-per-use tactic. If guests travel in groups of 4 or more, we will apply Hybrid pricing, which means applying many tactics simultaneously, such as pay-per-use, mixture, and discount.

In addition, LikeHome diversified forms of money transfer, including direct money transfer, banking, and money shooting via Zalo-pay to satisfy customers (*altexsoft 2020*).

4.2. Human Resources

4.2.1. Organizational structure

Each business will have its organizational structure with its own characteristics and ways of organizing the system. Our business will organize a systematic human resource apparatus based on the division of each department to promote the development of effective operations and bring more profits to LikeHome restaurants.

4.2.2. Roles and responsibilities

We should ensure everything runs smoothly and no mistakes are made when serving consumers. Each department at the LikeHome restaurant has specific jobs and tasks that have been formed.

With details: [ROLES & RESPONSIBILITIES](#)

4.2.3. Roster

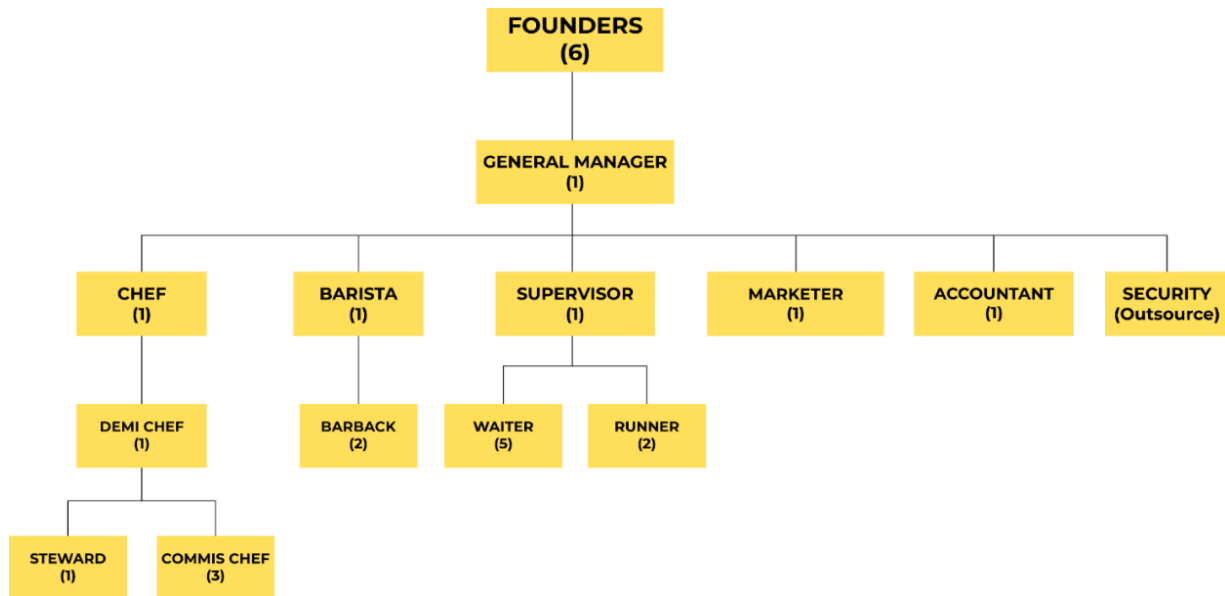


Figure 26. Organizational structure

Source: Authors

Roster a list or plan showing turns of duty or days off for employees in LikeHome restaurant.

With details: [HUMAN RESOURCES](#)

4.2.4. Employee payroll

With details: [HUMAN RESOURCES](#)

4.2.5. Recruitment process

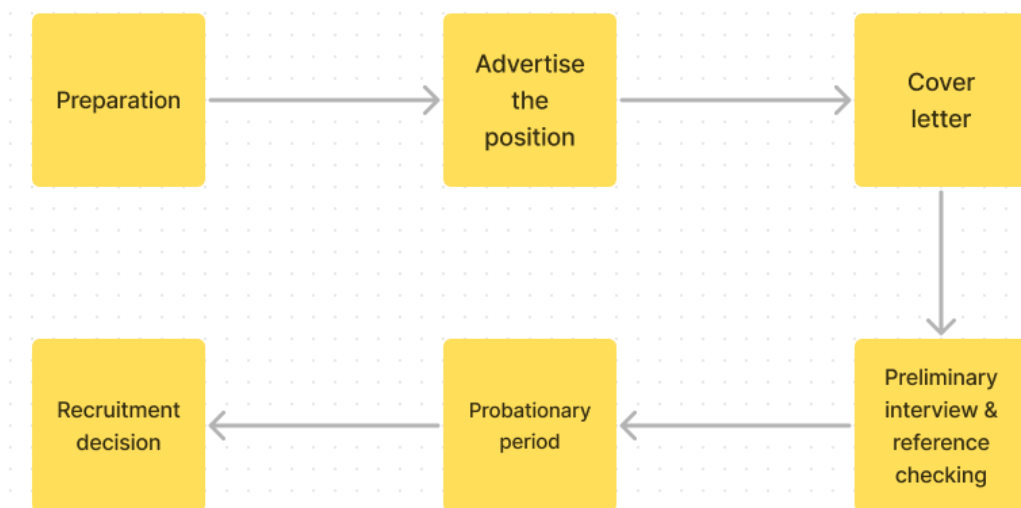


Figure 27. Recruitment process

Source: Authors

4.2.5.1. Step 1: Preparation

| No | Vacancies | Recruitment Requirements |
|----|-----------------|--|
| 1 | General Manager | <ul style="list-style-type: none"> ● Gender: Male/Female. ● Age: at least 25 years old. ● Degree: College or higher. ● Experience: 2 years. ● Good communication, leadership and teamwork skills. ● Be able to communicate fluently in English. ● Having the ability to solve problems quickly and accurately. ● Be able to work under high pressure. ● Dynamic and creative. |
| 2 | Supervisor | <ul style="list-style-type: none"> ● Gender: Male/Female ● Age: at least 22 years old ● Degree: College or higher ● Experience: 1 years ● Good communication, leadership ● Diligent, able to work under pressure; always friendly and welcoming; preference will be given to candidates with service experience. ● Basic English communication. |
| 3 | Waiter | <ul style="list-style-type: none"> ● Gender: Male/Female. ● Age: 18 - 25. ● Education: High school or higher. ● Diligent, able to work under pressure; always friendly and welcoming; preference will be given to candidates with service experience. ● Basic English communication. ● Good skills with relevant jobs. ● Dynamic and creative. |

| | | |
|---|-------------|---|
| 4 | Runner | <ul style="list-style-type: none"> ● Gender: Male. ● Age: 18 - 25. ● Education: High school or higher. ● Diligent, able to work under pressure; always friendly and welcoming; preference will be given to candidates with service experience. ● Good skills with relevant jobs. ● Dynamic and creative. |
| 5 | Chef | <ul style="list-style-type: none"> ● Gender: Male/Female, at least 25 years old. ● Degree: Bachelor or higher. ● Experience: 3 year-experience in the kitchen and 1.5 years of experience in a similar position. ● Extensive culinary knowledge. Being able to cook typical dishes of each region. ● Being proficient in English and computers. ● Good at communication, leadership, presentation |
| 6 | Demi Chef | <ul style="list-style-type: none"> ● Gender: Male/Female at least 23 years old. ● Degree: College or above. ● Experience: 2 year-experience and 1 year in a similar position. ● Extensive culinary knowledge. ● Being able to cook typical dishes of each region. ● Being proficient in English and computers. Good at communication, leadership, presentation and teamwork skills. |
| 7 | Commis Chef | <ul style="list-style-type: none"> ● Gender: Male/Female at least 18 years old. ● Degree: Intermediate or higher. Experience: 6 months experience. ● Extensive culinary knowledge. ● Good at communication, presentation and teamwork skills. |
| 8 | Steward | <ul style="list-style-type: none"> ● Gender: Female 19-45 years old. ● Health, Qualifications: employees are required not to suffer from communicable diseases such as tuberculosis, skin diseases, and other similar things ● Hardworking, dedicated, responsible at work, not afraid of difficulties, working properly required. |

| | | |
|----|------------|---|
| | | <ul style="list-style-type: none"> • Neat and clean demeanour at work |
| 9 | Barista | <ul style="list-style-type: none"> • Gender: Male/Female, at least 22 years old. • Degree: Intermediate or higher. • Experience: 1 year-experience in a similar position. • Extensive beverage knowledge. • Being able to mix new drink for restaurant • Good skills with relevant jobs. • Dynamic and creative. |
| 10 | Barback | <ul style="list-style-type: none"> • Gender: Male/Female, at least 18 years old. • Degree: Highschool or higher. • Experience: 3 months experience in a similar position. • Good skills with relevant jobs. • Dynamic and creative. |
| 11 | Marketer | <ul style="list-style-type: none"> • Gender: Male/Female • Age: at least 23 years old. • Degree: College or higher. • Experience: 1 years. • Dynamic and creative. • Being proficient in English and computer skills. • Good at communication, presentation • Able to come up with a good Marketing strategy for the restaurant |
| 12 | Accountant | <ul style="list-style-type: none"> • Gender: Male/Female • Age: at least 25 years old. • Degree: College or higher. • Experience: 2 years. • Possess extensive experience in handling paperwork, tax, and legal difficulties • Being proficient in English and computer skills. |
| 13 | Security | <ul style="list-style-type: none"> • Gender: Male. |

| | | |
|--|--|--|
| | | <ul style="list-style-type: none"> • Age: From 30 - 50. • Degree: Security certificate. • Skills required: Good communication, dynamic, hard-working, careful. • Priority is given to those who have completed their military service. • Good coordination with employees. • Complying with company regulations. • Neat and clean demeanor at work. • High responsibility. |
|--|--|--|

Table 11. Recruitment Requirements

Source: Authors

4.2.5.2. Step 2: Advertise the position

Following the determination of the precise hiring criteria for each position, LikeHome will make the following recruitment announcements:

Online form: LikeHome post jobs on LikeHome restaurant's fanpage and website. LikeHome will also post on HR websites such as Vietnamwork.com, Timviecnhanh.com, Careerlink.vn, Danangjob.vn, etc.

- Duration: 1 month
- Post information:
 - + Detailed requirements for each position such as qualifications, age, job, skills.
 - + The benefits that the candidate can receive when passing the interview and in the process of working.

Offline form: Post the job postings on the front of the restaurant

- Duration: 1 month
- Post information:
 - + Detailed requirements for each position such as qualifications, age, job, skills.
 - + The benefits that the candidate can receive when passing the interview and in the process of working.

4.2.5.3. Step 3: Cover Letter

The restaurant will conduct a selection procedure to identify qualified applicants for the position following the recruiting period's conclusion and receipt of the Cover Letter from the applicants.

Each candidate will also receive the results via email from the restaurant. Candidates not qualified for the post they have applied for will be informed of their failure.

Candidates will also be informed of the date, time, and place of the interview and the paperwork they need to bring.

4.2.5.4. Step 4: Preliminary interview & reference checking

Candidates who receive a notice of an in-person interview at the restaurant must show up on time. A preliminary interview with candidates to discuss their work ethic and specialist knowledge.

The job position determines which qualifications are required for the role they apply for:

- Barista position: candidates will be given a drink to evaluate
- Service position: candidates will be tested the service process and how to interact with customers
- Kitchen position: candidates will be able to cook a dish for evaluation.
- Management, finance, marketing positions: Check each candidate's professional qualifications, English, and office computer knowledge.

4.2.5.5. Step 5: Probationary period

After the candidate passes the interview and competency test, LikeHome will send an email to the candidates announcing the information exchange schedule. Candidates will come to discuss working hours, salary deals, policies, and benefits with employers before going to the restaurant's probationary period within two weeks. The candidate's capacity will be known most clearly through the probationary period.

4.2.5.6. Step 6: Recruitment decisions

After the candidate passes the above two rounds, the employer will officially sign a labor contract with the candidate depending on the position and agreement of the two parties.

With detail: [Labour Contract.pdf](#)

4.2.6. Human resource development plan

4.2.6.1. Benefits

Salary and bonus regime

LikeHome will have a 13th-month salary for full-time employees.

Insurance

LikeHome restaurant has insurance worth a total 238,000,000 VND per year for full-time employees.

Subsidies and allowances

Every employee at LikeHome received a lunch allowance of 20,000VND throughout the shifts.

Overtime payment

Employees will be compensated if they work overtime during their shift.

Promotion policy

All positions have clear progression paths. If employees have good achievements or more advanced skills in the process of working, they will be promoted to higher positions. Since then, wages and benefits have also improved.

Training

LikeHome creates the following training categories:

LikeHome restaurant will be responsible for training, guiding, and supporting new employees during the probationary process. The staff follows each step in the restaurant's standard procedure. We collaborate with businesses or organizations to share expertise (conferences, short seminars, promotional programs). Create a capacity assessment table to review salary and year-end bonuses for each employee.

4.2.6.2. Regulations

With details: [Restaurant Regulations.pdf](#)

4.3. Marketing Plan

4.3.1. Customer journey map

Customer journey maps are diagrams or graphics that depict the evolution of a customer's relationship with a company, its service, and its product over time. (Aragon Research n.d)

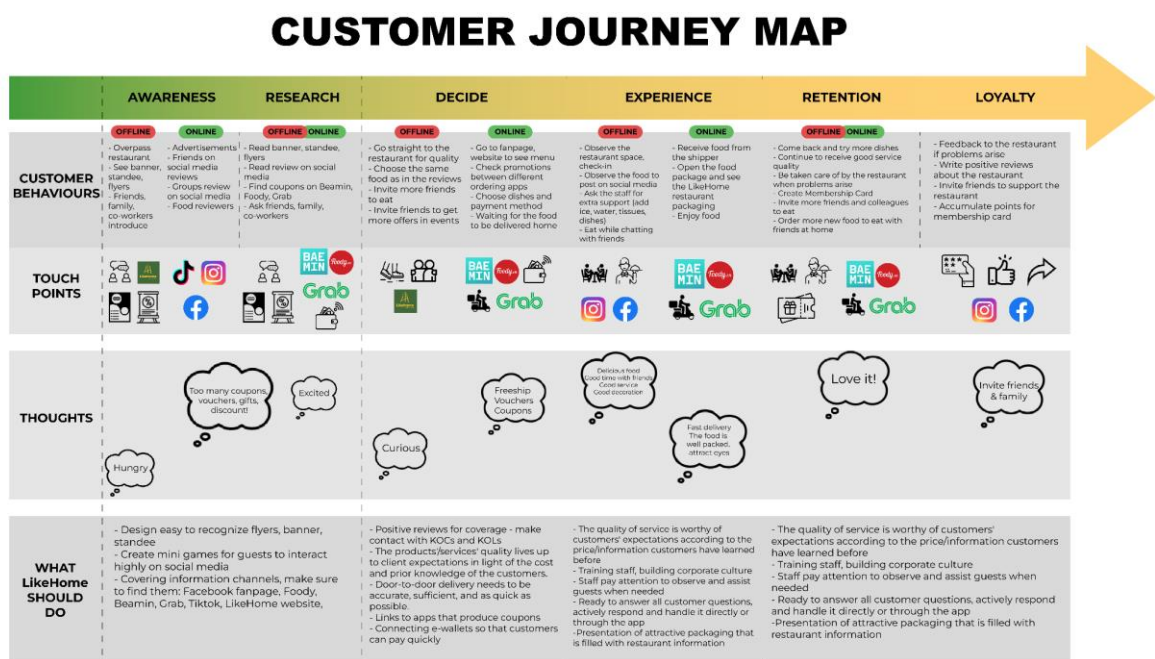


Figure 28. Customer journey map

Source: Authors

Better quality at: [Customer journey map.png](#)

LikeHome can identify consumer behavior through the customer journey map and create better touch points to create positive emotions in customers. After all, LikeHome must understand how to reach customers and provide convenience and customer pleasure from awareness to loyalty.

4.3.2. Marketing mix 7Ps

4.3.2.1. Product

- **Core product:** Rice dishes with fresh ingredients imported directly from reliable and high-quality sources are the company's core products.
- **Product Line:** Products are sold in many product lines such as: “combo Yêu Tổ Quốc”, “combo Yêu Đồng Bào”, “com nướng chảo 1 người”, or order different dishes.
- **Supplementary product:** More drinks and dishes such as Bun Cha Ca, and Quang Noodles. to diversify the menu to give customers more choices and experiences in each daily meal.
- **Image:** The dishes are cleverly and meticulously arranged, bringing a sense of deliciousness and serving for check-in campaigns to increase the number of customers.
- **Fragrance:** To attract customers in and serve as an invitation, the restaurant will concentrate on the flavor of the food released throughout the restaurant.
- **Customer service:** Customers can call the LikeHome restaurant's hotline, text through the chat box on Fanpage, and fill out the feedback form in the restaurant if they have any inquiries or issues throughout their dining experience.
- **Packaging:** Food served to guests will be packaged in sealed packaging to ensure food hygiene. Toothpicks, tissues, a guide on how to reheat food, as well as a business card with a message, will also be included: “Cảm ơn quý khách đã đặt niềm tin đến với LikeHome, chúc quý khách ngon miệng và hẹn gặp lại” .
- **Convenience level:** To prevent extending the wait and wasting the customers' time, LikeHome will ensure that the processing and serving processes are as quick as possible while maintaining quality.
- **Warranty:** If there is a service or food issue, LikeHome will provide a straight, honest apology via email and customer phone number in addition to a free return and exchange. Additionally, LikeHome corrects mistakes right away.

4.3.2.2. Price

- **Cost plus pricing:** LikeHome uses a pricing strategy method based on the cost of material, adding VAT, MIC, profits, facilities, and human resources.
- **Psychology pricing:** This price setting makes buyers feel they are being bought at a lower price and greater discount. For example, LikeHome built a menu with prices of 49k and 59k, creating a more attractive price feeling.

4.3.2.3. Place

- **Traditional direct distribution channel:** A distribution from producer to consumer without any intermediary channel. LikeHome will directly deliver products to consumers. To maximize client happiness, LikeHome will concentrate on developing the service procedure and restaurant's ambiance in this distribution channel.
- **Direct distribution channels on social:** including Fanpage, Website. LikeHome will build channel content to provide customers with restaurant information. Besides, support customers booking tables via hotline, website, and messenger.

4.3.2.4. People

- **Employee image:** The staff at LikeHome are young ages 18 to 30, must keep personal hygiene clean, and wear restaurant uniforms to be polite. Fast-paced, dynamic, and enthusiastic. The staff must comply with the restaurant's regulations.
- **Recruitment & skills training:** LikeHome has a 6-step recruitment process in section 4.2.5. The recruitment process and there is a rigorous training program in 4.2.6.1 Training.
- **Direct customer service:** When any problems are encountered during the customer experience, customers can call the staff at LikeHome restaurant to answer and advise questions.
- **Compensation & Retention of Employees:** Employees are entitled to compensation commensurate with their role. The long-term staff members will get an annual pay raise depending on the restaurant's earnings. Employees are also entitled to individual employee preferred policies.

4.3.2.5. Process

LikeHome constantly keeps a close eye on the procedure to ensure the necessary standards are maintained.

- **Import process:** Our business will import goods from clear suppliers. Import goods must be on time and right at LikeHome's import portal.
- **Preliminary processing process:** When imported goods will be preliminarily processed depending on the type of goods that will have different preliminary processing processes.
- **Storage process:** After being stored, the goods will be classified and stored in a specified area depending on the type of goods, such as the storage area for vegetables and the storage area for frozen goods.
- **Processing process:** Food is carefully processed depending on the type of food before being served to customers
- **Service process:** The service factor is significant at a restaurant. A team of carefully recruited and trained staff will provide the best service process for customers. The service process of our staff will take as little time as possible, reduce redundant operations, maximize service capacity and eliminate unnecessary intermediary stages in the customer's order process.
- **Shipping and take-away process:** The shipping and takeaway process will apply new technologies such as apps via social networks to increase convenience for customers with access to technology.

4.3.2.6. Physical Evidence

- **Website:** In the development plan, LikeHome builds a website so that customers can search for information on it for convenience for customers to order food, update news, book tables, and book parties.
- **Fanpage:** LikeHome has social networking sites such as Facebook, and Instagram, both for customers to find information and to interact with customers.
- **Interior design:** The interior design of LikeHome restaurant generates a distinct element that distinguishes it from other restaurants while also creating a

comfortable atmosphere for guests. The predominant colors of the restaurant are green and yellow, which create a pleasant, traditional sense while conveying the restaurant's unique features.

- **The brand identity:**

With details: [Brand Identity.pdf](#)

4.3.2.7. Promotion

4.3.2.7.1. Traditional Marketing

- **Print media, banners, and posters:** LikeHome uses flyers, posters, and adverts to quickly reach a wide range of clients, including students (at FU and other colleges), FPT Complex employees, FPT University lecturers, officers, and locals.
- **Word-of-mouth:** LikeHome pays close attention to client satisfaction, which fosters word-of-mouth promotion.
- **Programs:** Combo sales, Customer appreciation, Membership Card, and holiday specials...

4.3.2.7.2. Digital Marketing

- **Promotion on social networks:** The target market is between the ages of 20 and 30; this demographic heavily utilizes social networks, particularly Facebook. With 35 million monthly active Facebook users, Vietnam has 92 million Facebook account holders or more than one-third of the country's total population (*Thuy 2016*).
 - KOL, Influencers
 - Fanpage, website
 - Feedback, review
 - Links with other partners: Baemin, Grab, Foody, Loship, Shopee Food

4.3.3. Objectives of marketing plan

The market research, combined with the KPIs of each campaign and the revenue forecast from the financial plan. LikeHome sets goals by years:

| Timeline | 2023 | 2024 | 2025 | 2026 |
|-------------------|--|--|--|---|
| Objectives | - Expected revenue 6,4 billion - Reach at least 100 000 customers arrival | - Expected revenue 7 billion VND - At least 120 000 customers arrival | - Expected revenue 7 billion 6 - Reach at least 130 000 customers arrival | - Expected revenue of 8 billion VND - At least 140 000 customers arrival |

Table 12. Objectives of marketing plan

Source: Authors

4.3.4. Promotions for first year

4.3.4.1. General Timeline for first year

| | | | | |
|--------------------|--|--------------------------|-----------------------|------------------------|
| Insight | My job does not allow me to have time for lunches that require sophisticated, well-prepared cooking and a side table with family and friends. I need a convenient place to eat for work and can gather with friends and colleagues | | | |
| Big idea | LikeHome brings you traditional meals with your closest person | | | |
| Key message | “Cùng LikeHome sẽ chia mọi khoảnh khắc” | | | |
| Phase | Phase 1: Pre - Opening | Phase 2: Grand - Opening | Phase 3: Opening | Phase 4: Retention |
| Timeline | 1/12/2022 - 2/1/2023 | 3/1/2023 - 10/1/2023 | 11/1/2023 - 30/9/2023 | 1/10/2023 - 31/12/2023 |

| | | | | |
|---------------------------|---|--|---|--|
| Phase Purpose | Introducing LikeHome restaurant, attracting more guests to Grand - Opening | To the greatest extent possible, increase the number of customers who are aware of LikeHome. | Increase brand awareness LikeHome | Maintain brand awareness and boost sales |
| Key hook | Run advertisement to reach the most customers | Check-in event during grand-opening | Main activities on social networks | Attract more customers to join the membership system |
| Supporting tactics | Fanpage, Website, Tiktok, Poster, Banner, Flyers | Fanpage, Website, Tiktok, Poster, Banner, Standee, Flyers | Fanpage, Website,, Poster, Banner, KOLs, KOCs | Fanpage, Website, Poster, Banner, KOLs, KOCs |
| Activites | <ul style="list-style-type: none"> • Run advertisements on social media like Facebook, Instagram and TikTok • Place banners, standees, flyers in FPT City area with the main purpose of introducing LikeHome • Give vouchers | <ul style="list-style-type: none"> • Grand Opening Event • Give away 500 tote bags with restaurant logo printed to customers with bills from 100,000 VND • 5% discount on total bill for customers who take pictures to check-in and post LikeHome 's hashtag on social networks • Happy Women's Day Sale • Run advertisements for the launch event | <ul style="list-style-type: none"> • Social media • KOCs, food review, KOL • Seeding • Lucky gift mini game • Discount • Happy family day contest • Free drinks • Content on social network • Promotion for students | <ul style="list-style-type: none"> • Membership card • Black Friday • Conduct customer surveys on service quality • Campaign review • Run Advertising |

Table 13. General timeline for first year

Source: Authors

4.3.4.2. Actions plan for first year

With details: [MARKETING PLAN](#)

4.3.4.3. Budget for first year

| BUDGET | |
|-------------------------|--------------------|
| Phase | Budget (Unit: VND) |
| Phase 1 | 7.056.600 |
| Phase 2 | 26.870.000 |
| Phase 3 | 37.170.000 |
| Phase 4 | 81.000.000 |
| TOTAL FIRST YEAR | 152.096.000 |

Table 14. Budget of first year

Source: Authors

4.3.5. Promotions for next 3 years

4.3.5.1. Activities for next 3 years

With details: [MARKETING PLAN](#)

4.3.5.2. Budget for next 3 years

In the first year, the marketing budget was high because LikeHome focused on brand awareness and organizing grand opening events and campaigns to introduce the LikeHome brand to customers. In 2024, the marketing budget suitable for LikeHome restaurant in the range of 120,000,000 VND is just enough to maintain brand awareness. By 2025 and 2026, when LikeHome's revenue has reached the break-even point, marketing expenses will have stable growth.

| MARKETING BUDGET 4 YEARS | | | | |
|---------------------------------|--------------------|------------------|------------------|------------------|
| (Unit: VND) | Year 1 (2023) | Year 2 (2024) | Year 3 (2025) | Year 4 (2026) |
| Phase 1 | 7.056.600 | 21.100.000 | 18.100.000 | 36.500.000 |
| Phase 2 | 28.220.000 | 13.200.000 | 4.200.000 | 19.550.000 |
| Phase 3 | 35.820.000 | 22.000.000 | 56.000.000 | 31.500.000 |
| Phase 4 | 44.000.000 | 65.000.000 | 64.000.000 | 60.000.000 |
| Total year | 150.375.200 | 121.300.000 | 142.300.000 | 147.550.000 |
| TOTAL BUDGETS | 561.525.200 | | | |

Table 15. Marketing budget for 4 years

Source: Authors

5. FINANCIAL ANALYSIS

5.1. Startup Expenses and Capitalization

5.1.1. Startup Expenses

The start-up expenditure for this project includes 11 items:

Including Construction, Restaurant decor and set-up, Rental land fee, Equipment procurement expenses (*Sebastien 2021*), Inventory, Marketing, Formality, Professional Consultants, Employees wage, Insurance, and legal issues (*Sage US n.d*). The total estimated budget for the restaurant is 3 billion VND. The expenses details are presented in the table below.

With details: [FINANCE DETAIL](#)

5.1.2. Capitalization

The total investment cost is 3 billion VND, which six founders will invest.

| CAPITALIZATION | | |
|-----------------------------|------------------------|-------------|
| Shareholders | Common Stock (VND) | Percentages |
| Miss Pham Nguyen Phuong Nhu | 480.000.000 đ | 19% |
| Miss Phan Vu Tram Anh | 504.000.000 đ | 20% |
| Miss Nguyễn Thao Van | 120.000.000 đ | 5% |
| Miss Tran Thi Anh Thu | 240.000.000 đ | 10% |
| Mr Vien Dinh Anh Tuan | 456.000.000 đ | 18% |
| Mr Hoang Ngoc Hung | 700.000.000 đ | 28% |
| TOTAL | 2.500.000.000 đ | 100% |
| Borrowed Capital | | |
| Loan amount(VND): | 500.000.000 đ | |
| Interest rate (%): | 7.5%/year | |
| Loan term (year) | 48 Months | |
| TOTAL CAPITALIZATION | 3.000.000.000 đ | |

Table 16. LikeHome's Capitalization

Source: Authors

Each shareholder member will contribute from VND 120 million to VND 700 million, so each shareholder will represent from 5% to 28% of the highest shares. The highest number of shares belongs to Founder Hoang Ngoc Hung. That means they have the authority and responsibility to make decisions directly affecting the restaurant's business. The person with the highest number of shares will have the highest authority, representing the management in making decisions that directly impact the restaurant business.

With details: [Contract of business cooperation.pdf](#)

5.2. Financial detail plan

5.2.1. Operating expenses

The financial plan of LikeHome is divided into two specific parts: Fixed and Variable expenses.

5.2.1.1 Fixed expenses

Fixed expenses include the company's need to pay under any circumstances to maintain the restaurant's existence.

The fixed expenses of LikeHome include the following issues:

- **Land lease:** The initial lease term is ten years with 20 million per month, and the contract may be negotiated and extended after it expires.
- **Machine repair and maintenance costs** are carried out quarterly, with an estimated budget of about 151 million VND per year.
- **Insurance costs** for employees are more than 238 million a year.
- **Risk contingency expenses:** To face problems and incidents arising during the operation, we will erect a contingency budget of 120 million VND annually. Risk options can occur and are presented in detail in the risk analysis.

| OPERATING FIX COST | |
|-----------------------|----------------------|
| TYPE OF EXPENSE | BUDGET |
| Repairs & Maintenance | 151.000.000 đ |
| Rent Expense | 240.000.000 đ |
| Insurance | 238.908.000 đ |
| License fees | 2.000.000 đ |
| Risk | 120.000.000 đ |
| TOTAL | 751.908.000 đ |

Table 17. LikeHome's operation fix cost

Source: Authors

5.2.1.2 Variable expenses

Variable expenses that change based on the revenue the restaurant incurs.

The variable expenses include:

- **Labor costs** are set in stone at more than 100 million VND monthly. However, within the initial operational year, there will be changes in staff salary. The revenue analysis will present the reason for this issue and how it changes. The total amount the restaurant has to pay for the employee's salary is more than 1 billion VND annually.
- **Inventory expenses:** Beverage costs for 28% percent of the beverage revenue, and food costs account for 31% of food revenue. After predicting the alternately, the ingredients expenses that LikeHome must pay yearly is almost 2.1 billion VND.
- **Utility expense:** After analyzing based on the alternate revenue, the expenses paying for electricity, water, and gas are about 126 million VND.
- **Sale expenses** include marketing expenses with an estimated more than 140 million per year.
- **Debt bank:** this change is based on this month. After calculation, the first-year needs to pay 159 million VND.
- **Profit tax:** after calculated, it costs more than 315 million VND per year.

| OPERATING VARIABLE COST | |
|-------------------------|------------------------|
| TYPE OF EXPENSE | BUDGET |
| Inventory | 2.196.652.528 đ |
| Sales Expenses | 140.811.650 đ |
| Profit tax | 315.593.153 đ |
| Utilities Expense | 150.000.000 đ |
| Debt Bank | 159.000.000 đ |
| Payroll | 1.668.380.000 đ |
| TOTAL | 4.630.437.331 đ |

Table 18. LikeHome's operating Variable cost

For more details on fixed costs and variable cost, access the file below.

With details: [FINANCE DETAIL](#)

5.2.2. Income statement

5.2.2.1 One-week revenue

Customers to LikeHome will vary by week; from Monday to Friday more customers than Saturday and Sunday, with a total of 345 customers a day (Monday to Friday) with revenue of 21,989,232 VND and 127 customers a day (Saturday and Sunday) with a turnover of 14,391,898. From there, in a week, the total number of customers coming to the restaurant is 2199, with a weekly revenue of 138,729,956 VND.

| REVENUE PER WEEK | | |
|-------------------------------------|---------------------|----------------------|
| Days of the week | Total guest per day | Revenue each day |
| Monday | 345 | 21.989.232 đ |
| Tuesday | 345 | 21.989.232 đ |
| Wednesday | 345 | 21.989.232 đ |
| Thursday | 345 | 21.989.232 đ |
| Friday | 345 | 21.989.232 đ |
| Saturday | 237 | 14.391.898 đ |
| Sunday | 237 | 14.391.898 đ |
| Total revenue of each period | | 138.729.956 đ |
| Total guest per period | | 2199 |

Table 19. LikeHome's revenue per week

Source: Authors

For more details on the restaurant's revenue, access the file below.

With details: [LikeHome's Revenue.xlsx](#)

5.2.2.2 One-month revenue

The table shows the revenue and number of customers coming to LikeHome monthly. Revenue in a week is 138,729,956 VND and 2199 customers, respectively, in a week. However, with a 28-day period that has four weeks in one month. Since then, in a month,

the total number of customers coming to the shop is 8796, with monthly revenue of 554,919,824 VND.

| REVERNUE PER MONTH (28-DAY PERIOD) | | | | |
|---|---------------------------------|-----------------------------------|-------------------------------|-------------------------|
| Rev of week | Amount of guest per week | Amount of week in a period | Total guest in a month | Revenue in month |
| 138.729.956 đ | 2199 | 4 | 8796 | 554.919.824 đ |

Table 20. LikeHome's revenue per month

Source: Authors

5.2.2.3 First year revenue

Revenue for the first year will be presented based on three metrics: net revenue, gross profit, net profit

| INCOME STATEMENT PER YEAR | |
|---|------------------------|
| Items | Cost |
| Revenue (included 10% VAT) | 7.213.957.712 đ |
| VAT 10% | 721.395.771 đ |
| Revenue after VAT | 6.492.561.941 đ |
| Cost of good sold | 2.196.652.528 đ |
| Gross profit | 4.295.909.413 đ |
| Salaries and wages - Employees | 1.461.980.000 đ |
| Salaries - Contractors (Shopee Food, Grab Food, Baemin) | 24.000.000 đ |
| Benefits | 134.400.000 đ |
| Overtime pay | 48.000.000 đ |
| Rent | 240.000.000 đ |
| Insurance | 238.908.000 đ |
| Risk | 120.000.000 đ |
| Debt Bank | 159.000.000 đ |
| Marketing | 140.811.650 đ |
| Utilities | 150.000.000 đ |
| License fees | 2.000.000 đ |
| Repair and maintenance | 151.000.000 đ |
| Total Operating expenses | 2.870.099.650 đ |
| Profit before tax | 1.425.809.763 đ |
| Profit tax (20%) | 315.593.153 đ |
| Net profit | 1.110.216.610 đ |

Table 21. LikeHome's revenue per year

Source: Authors

Net revenue, gross profit, and net profit will be used to determine the revenue for the first year. The first year's net profit for LikeHome might be close to 1,1 billion VND. Net revenue must be deducted from the cost of products sold to calculate gross profit. We use that to determine the almost 4,2 billion VND gross profit. The cost of repaying a 500 million VND bank loan over four years at the annual interest rate of 7.5% is almost 160 million VND. As a result, LikeHome's first-year after-tax profit might be 315 million VND.

5.2.3 Break-even point

The break-even point is the point at which a company can get a return on its initial investment, with a total investment cost of 3 billion VND and an annual profit of about 1,1 billion VND, and reinvestment of 200 million VND per year.

The average annual growth rate is 8% with the formula is: Growth Rate = Return on Equity × Reinvestment Rate

| GROWTH INDEX | | | |
|--------------------|-----------|-----------|-----------|
| Year | 1 | 2 | 3 |
| ROE | 44,41% | 50,37% | 57,61% |
| Reinvestment Rate | 18% | 15,88% | 15,62% |
| Growth Rate | 8% | 8% | 9% |

Table 22. LikeHome's growth index per year

Source: Authors

From year-to-year growth, the restaurant's annual revenue is shown in the table below.

| | Revenue | Number of guest | Expected Variable(%) | Revenue after VAT 10% |
|-------------|-----------------|-----------------|----------------------|-----------------------|
| First year | 7.213.957.712 đ | 114348 | 8% | 6.492.561.941 đ |
| Second year | 7.791.074.329 đ | 123496 | 8% | 7.011.966.896 đ |
| Third year | 8.492.271.019 đ | 134610 | 9% | 7.643.043.917 đ |

Table 23. LikeHome's Revenue per year base on growth index

Source: Authors

Assuming cost growth is equal to revenue growth, the percentage increase in costs includes the inflation rate, and variable costs.

| OPERATING COST PER YEAR | | | |
|-------------------------|-----------------|---------------------|---------------------|
| | Variable Cost | Expected Variable % | Total Cost Per Year |
| First year | 4.630.437.331 đ | - | 5.382.345.331 đ |
| Second year | 5.000.872.317 đ | 8% | 5.752.780.317 đ |
| Third year | 5.450.950.826 đ | 9% | 6.202.858.826 đ |

Table 24. LikeHome's operating cost per year

Source: Authors

Therefore, LikeHome needs 03 years to reach the break-even point. After conducting actual business, the break-even point may change depending on LikeHome's operating situation in the market.

| BREAK EVEN POINT | | | |
|---------------------------|-----------------|-----------------|-----------------|
| Year | 1 | 2 | 3 |
| Investment | 3.000.000.000 đ | 2.089.783.390 đ | 1.030.596.811 đ |
| Revenue | 6.492.561.941 đ | 7.011.966.896 đ | 7.643.043.917 đ |
| Cost | 5.382.345.331 đ | 5.752.780.317 đ | 6.202.858.826 đ |
| Profit | 1.110.216.610 đ | 1.259.186.579 đ | 1.440.185.091 đ |
| Reinvestment | 200.000.000 đ | 200.000.000 đ | 225.000.000 đ |
| Profit After Reinvestment | 910.216.610 đ | 1.059.186.579 đ | 1.215.185.091 đ |

Table 25. LikeHome's Break even point

Source: Authors

5.3. Financial Ratios

5.3.1. Return on Sale

A return on sales ratio (ROS) is used to assess how effectively a business operates. This metric reveals how much profit is generated for every dollar of sales. An increased ROS shows that a business is becoming more efficient (Adam 2022).

We have the formulas of ROS ratio (*Adam 2022*):

$$\text{Return on Sale (ROS) Ratio} = \frac{\text{Net profit}}{\text{LikeHome's Revenue}} \times 100\%$$

| RETURN ON SALES (ROS) | | | |
|-----------------------|-----------------|-----------------|-----------------|
| Revenue | 6.492.561.941 đ | 7.011.966.896 đ | 7.643.043.917 đ |
| Profit | 1.110.216.610 đ | 1.259.186.579 đ | 1.440.185.091 đ |
| ROS | 17,1% | 17,96% | 19% |

Table 26. LikeHome's Return on Sales Ratio

Source: Authors

5.3.2. Return on Equity

An ROE index shows how effectively a company uses money and the rate of return on equity (*Jason 2022*). International guidelines state that ROE must be at least 15% (*topic 2022*). After calculating ROE based on net income and shareholder's investment, we have the ROE index for each year below, showing that the average restaurant ROE over three years is about 50%. That shows the restaurant can operate profitably in the future.

We have the formulas of ROE ratio (*Jason 2022*):

$$\text{Return on Equity (ROE) Ratio} = \frac{\text{Net income}}{\text{Shareholder's Investment}} \times 100\%$$

| RETURN ON EQUITY (ROE) | | | |
|--------------------------|-----------------|-----------------|-----------------|
| Year | 1 | 2 | 3 |
| Net income | 1.110.216.610 đ | 1.259.186.579 đ | 1.440.185.091 đ |
| Shareholder's investment | 2.500.000.000 đ | 2.500.000.000 đ | 2.500.000.000 đ |
| ROE | 44,41% | 50,37% | 57,61% |

Table 27. LikeHome's Return on Equity Ratio

Source: Authors

5.4. Project evaluation

5.4.1. External environment (according to PESTE model)

PEST analysis helps businesses identify external environmental factors (usually macro-environment) that are likely to be opportunities or threats to their business operations. Help businesses understand the business environment. From there, they may create a precise and suitable plan for each distinct region, take advantage of the present opportunities, reduce the hazards, and deal with difficulties efficiently. LikeHome chooses the PESTE model - a variation of PEST to analyze the market. (*Lam 2019*)

5.4.1.1. Political

With a total area of more than 181 ha and a stable political situation, a green city in the heart of a green city will not only be an ideal place to live and relax but also potentially promote an increase in real estate values, providing attractive investment opportunities. FPT city is also quite close to Da Nang city center. Many massive and modern projects are being completed, attracting people from other provinces.

5.4.1.2. Environment

The equipment used in our restaurant is mainly made from high-quality stainless steel to ensure food hygiene and safety. The restaurant's exhaust system is installed according to appropriate standards to ensure that it does not cause adverse effects on the environment. The kitchen's waste system is divided into different bins, and the sewage system also meets high-quality standards. The restaurant always limits the use of plastic packaging to protect the environment and regularly inspects and periodically monitors the waste storage and exhaust system to ensure that they do not affect the surrounding environment.

5.4.1.3. Society

Towards the mission of bringing delicious meals and ensuring food hygiene to employees and students around the FPT urban area, our restaurant will be the ideal place for customers. The restaurant always puts safety and hygiene on top to bring customers the freshness of food and, importantly, preserves 95% of the typical local flavor. In addition, we have been present on all ordering application platforms, such as Grab, Shopee Food, Baemin, etc., to serve customers most thoughtfully and conveniently.

5.4.1.4. Technology

During the past decade, technology has contributed significantly to the growth of the F&B industry. Some technologies bring many practical benefits and are widely applied up to the present time.

Located in the heart of the city of technology, LikeHome has the opportunity to access new trends and technologies for restaurants. We will constantly update the technology because with the help of technology; the restaurant can save the maximum labor cost, effectively reducing rush hour congestion. Moreover, customers who are served quickly will also be more satisfied with the quality of service.

5.4.1.5. Economics

Most people living in the FPT area tend to increase their living standards and demand for food. The ability to spend increases because our target customers are office workers and students, so we believe that a price of about 35,000-100,000 is reasonable for all the above objects following the criteria of price and quality as well as taste.

5.4.2. Internal environment

5.4.2.1. Human resource

FPT City Da Nang is located near many universities and colleges, including FPT University, Vietnam-Korea College, and Medical University, an area with an abundant student population that will bring young and energetic human resources. Since LikeHome was founded by six people with experience in the hospitality industry, it will have a distinct advantage in the field of restaurant management in terms of culinary culture, with employment specifically relating to managing banquets, conferences, and different stages of cuisine, event. LikeHome restaurant offers a good, friendly, dynamic working environment and many opportunities for self-development in culinary and restaurant management.

5.4.2.2. Corporate Culture

Corporate culture is formed and developed in parallel with the development of the enterprise, not only a communication culture but also includes core values and business methods. We place a strong emphasis on instilling principles following the acronym C.A.R.E, with each letter representing a criterion that embodies the core spirit of

LikeHome: Connection, Acknowledgment, Refreshment, and Experience. LikeHome's corporate culture is the success factor and the foundation of all future activities and goals.

5.4.2.3. Marketing

With a team of professional marketing staff, LikeHome offers a full range of marketing plans. The 1-year plan will be divided into 4 phases. Each phase has a detailed response policy and timeline. In addition, there will be planned plans for the next three years.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Risk analysis & backup plan

Risk management is the procedure of identifying, assessing, and limiting risks to the assets and earnings of an organization. LikeHome attaches great importance to risk analysis because it helps an organization consider the full range of risks we face and examines the relationship between risks and the potential effects they could have on a company's strategic objectives. LikeHome believes positive risks are opportunities that could increase the business value or damage an organization if not taken. Instead of eliminating risk, the objective of any risk management program of LikeHome is to safeguard and improve business value by taking reasonable risks. The risk management plan and methods of dealing with it are clearly outlined in the table below. (MAAS 2022)

With details: [RISK MGT](#)

6.2. Future oriented

Likehome's development orientation in the coming years is constantly improving the quality of products and services. With the philosophy of serving customers better every day, we are committed to improving service quality and building a prestigious brand in customers' hearts so that LikeHome builds a sustainable relationship with customers and families. Significantly increased market share. With the first project in 2023, the restaurant is located in FPT City with a capacity of 92 seats, serving 288 customers a day. LikeHome strives to achieve growth in the plan and start developing the chain in 2025.

LikeHome affirms that 2023 is the milestone that makes LikeHome restaurant the most loved and appreciated lunch business in FPT area.

6.3. Conclusion and Recommendations

LikeHome is a restaurant business brand with traditional Vietnamese dishes in an intimate space in 3 colors Brown - Yellow - Green, bringing the mission of preserving Vietnamese flavor to the future to spread the original, full flavor for present and future generations. Along with the market development with great demand, the market trend has returned to food that focuses on quality and experiences the taste of the homeland in a tight, traditional space. In terms of business goals, in the future, LikeHome aims to become a prestigious rice restaurant chain with guaranteed quality and unique recipes in an intimate experience space imbued with national identity. With the first project in 2023, the restaurant is located in FPT City with a capacity of 92 seats, serving 288 customers a day. LikeHome strives to achieve growth in the plan and start developing the chain in 2025.

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APPENDIX

Appendix 01. Form of Survey

SURVEY ON THE FOOD DEMAND OF CONSUMERS IN FPT CITY

1. How old are you?

- 18 - 22
- 23 - 30
- 31 - 45
- Above 45

2. What is your gender?

- Male
- Female
- Other

3. How much is your monthly income?

- Below 10 million VND
- 10 - 25 million VND
- 25 - 35 million VND
- Above 35 million VND

4. How much are you willing to pay for lunch at a quality restaurant? (Space, product, good service)

- Below 20 thousand VND
- 25 - 50 thousand VND
- Above 50 thousand VND

5. When you go to lunch, how many people do you usually go with?

- Alone
- 2 - 4 people
- Above 4 people

6. Rate the importance of the following criteria when you choose a restaurant?

- Dish quality
- Diverse dishes
- Price reasonable
- Service
- Place
- Social influence (recommended by friends and acquaintances)
- Space (beautiful, airy, clean, ect.)

7. Which of the following restaurant experiences do you have a bad impression of?

- Out of favorite food
- Waiting in a long queue
- Dishes take a long time
- Employee's attitude

- Space (hot, noisy)
 - Hygiene is not guaranteed
8. Frequency of eating out in FPT City area is
- Do not eat out
 - Less than 3 days/week
 - 3-6 days/week
 - Everyday
9. Which form of payment do you find most convenient?
- Cash
 - Bank card
 - E-wallets (Momo, ViettelPay, ...)
 - Transfer
10. What time do you usually have breakfast?
- 6h-7h
 - 7h-8h
 - After 8h
11. Where do you usually have breakfast?
- Restaurants in FPT City area
 - In the company canteen, the office
 - Breakfast at home
12. What do you like to eat in the morning?
- Bun
 - “Quang” noodles
 - banh mi
 - Sticky rice
13. What time frame do you usually have lunch?
- Before 11h
 - 11h-12h
 - 12h- 1h
 - After 1h
14. Where do you usually have lunch?
- Restaurants in FPT City area
 - In the company, workplace, office canteen
 - Breakfast at home
15. Which of the following lunch foods do you tend to enjoy?
- Fast food (fried chicken, hamburgers, etc)
 - Vietnamese family dishes (rice, braised meat, braised fish, etc.)
 - Other dishes
16. What do you like to eat with rice for lunch?
- Chicken
 - Pork ribs

- Eggs
- Pork belly
- Fish
- Other

17. What types of space do you enjoy in the restaurant?

- Traditional, close
- Modern, dynamic
- Luxury,

18. What is your favorite drink after lunch?

- Water
- Soft drinks (Pepsi, coca, 7up, etc)
- Energy drinks (revive, Redbull, etc)
- The coffee
- Tea (peach tea, lemon tea, fruit tea, etc).
- Fruit juice
- Do not want to drink water after eating

19. How do you usually buy food?

- Delivery channels (Shopee Food, Baemin, Foody, etc)
- Order through online social channels (Facebook, web, etc)
- Via the store hotline
- Eat directly at the store
- Buy at the store take away

20. How do you know the restaurant?

- Friend advice
- Accidentally seen on the road
- Google Map
- Online food ordering channels (Shopee Food, Foody, Grab Food, etc)
- Social media (Facebook, Instagram, website, etc)

21. Did the promotion affect your choice of eating at that restaurant?

- Yes
- No

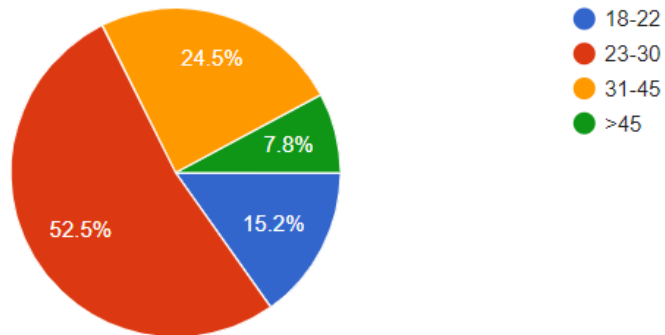
22. Which of the following promotions do you like?

- Freeship under a certain radius
- Great deal, golden hour
- Membership card to accumulate points
- Discount Combos
- Order free lunch with water drink

Appendix 02. Survey Results

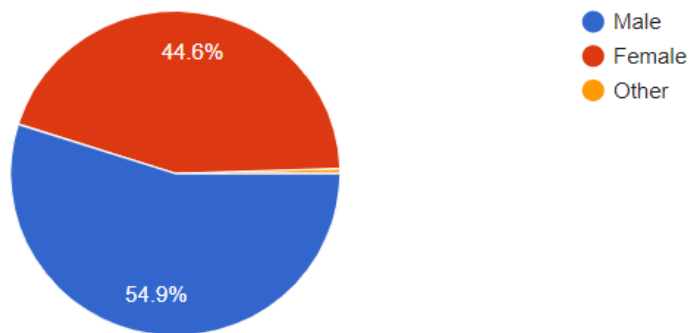
1. How old are you?

204 responses



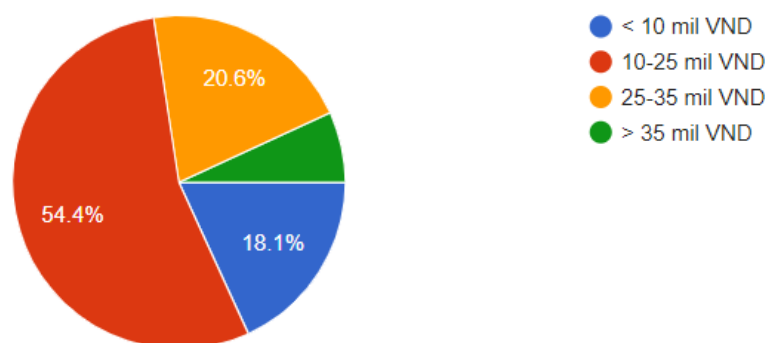
2. What is your gender?

204 responses



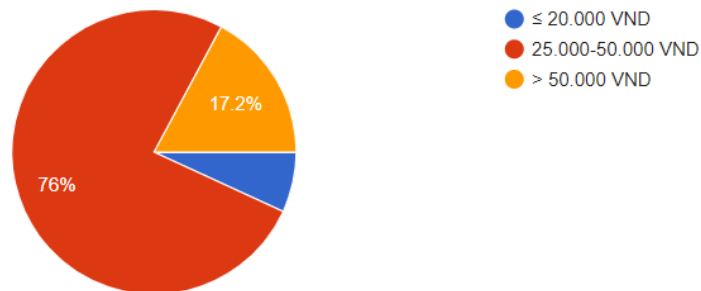
3. How much is your monthly income?

204 responses



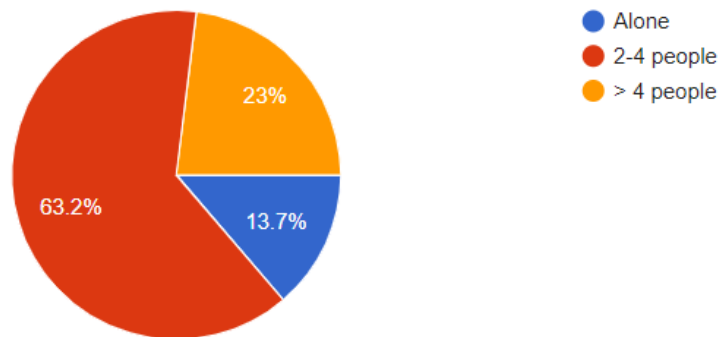
4. How much are you willing to pay for lunch at a quality restaurant? (Space, product, good service)

204 responses

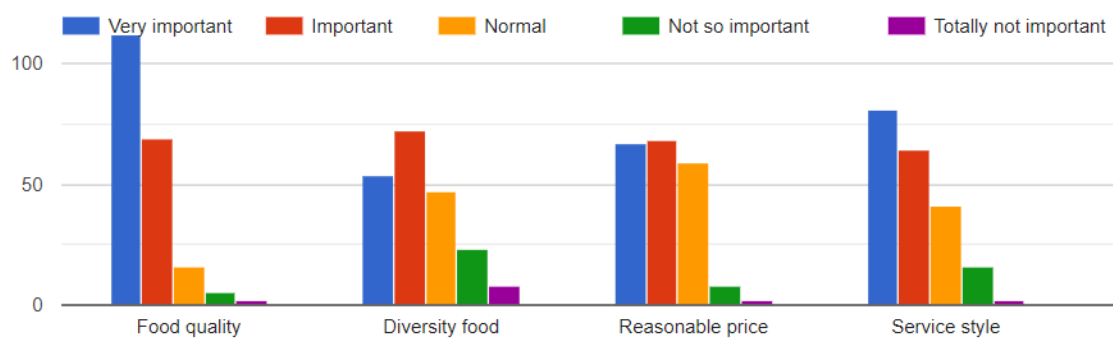


5. When you go to lunch, how many people do you usually go with?

204 responses



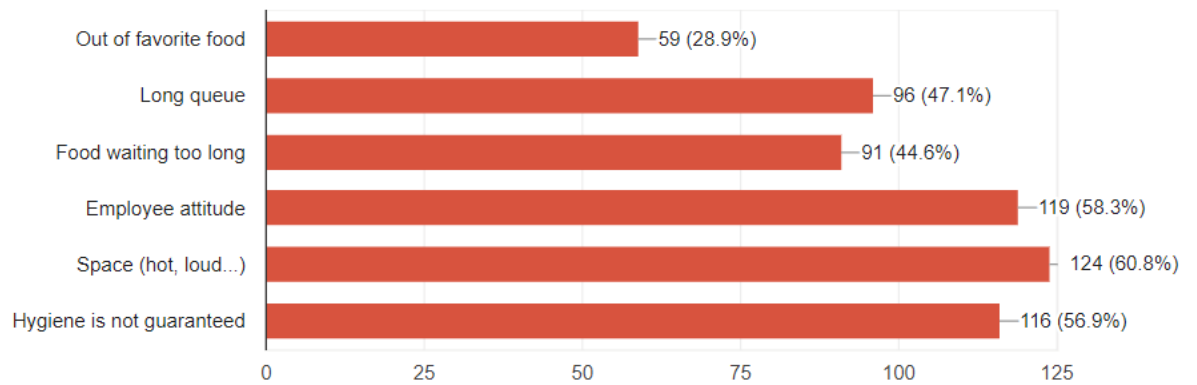
6. Rate the importance of the following criteria when you choose a restaurant?



7. Which of the following restaurant experiences do you have a bad impression of?

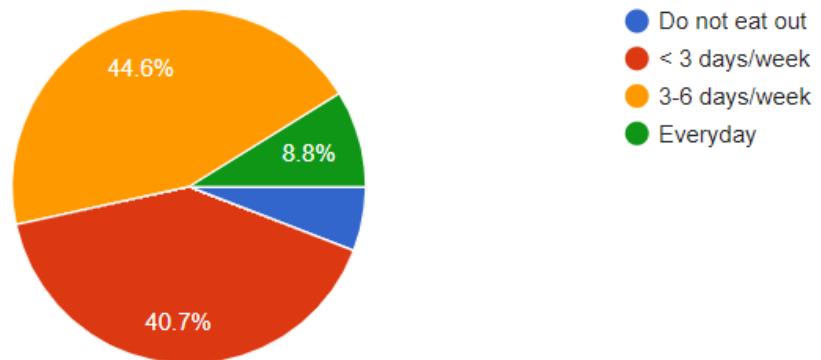
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204 responses



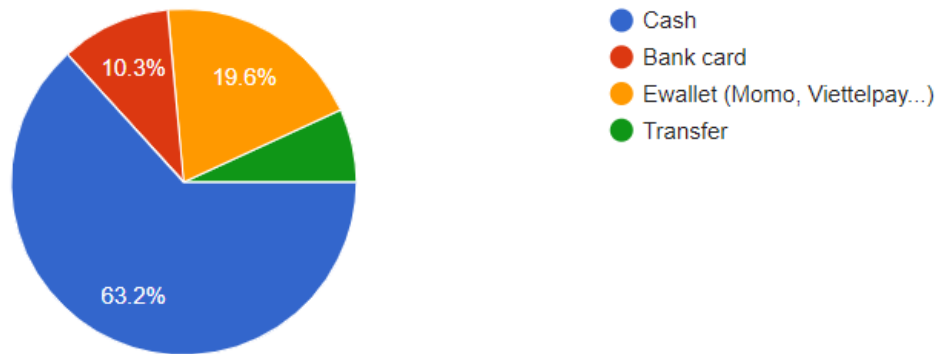
8. Frequency of eating out in FPT City area is

204 responses



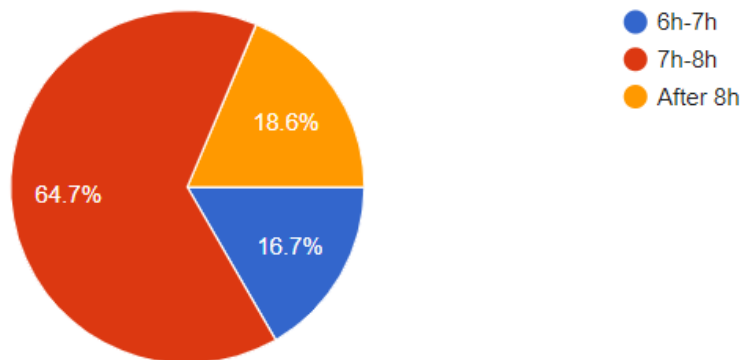
9. Which form of payment do you find most convenient?

204 responses



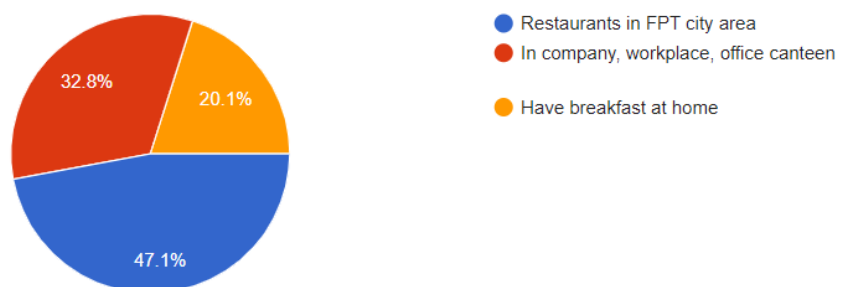
10. What time do you usually have breakfast?

204 responses



11. Where do you usually have breakfast?

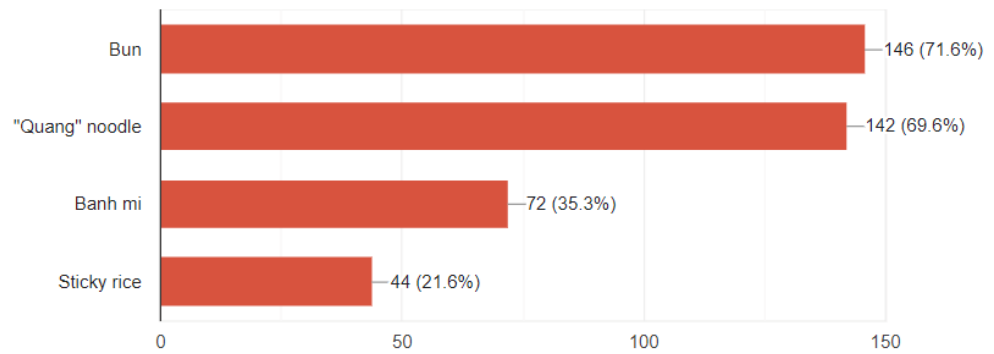
204 responses



12. What do you like to eat in the morning?

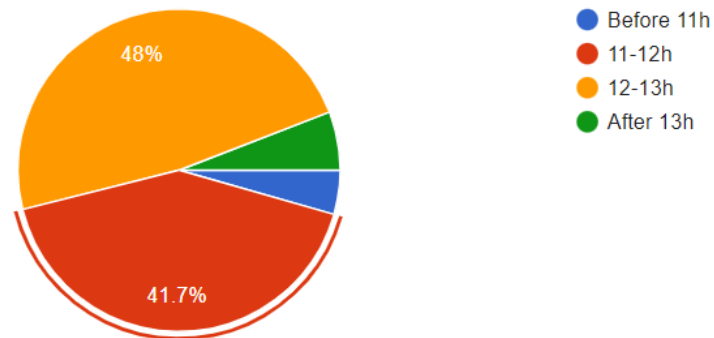
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204 responses



13. What time frame do you usually have lunch?

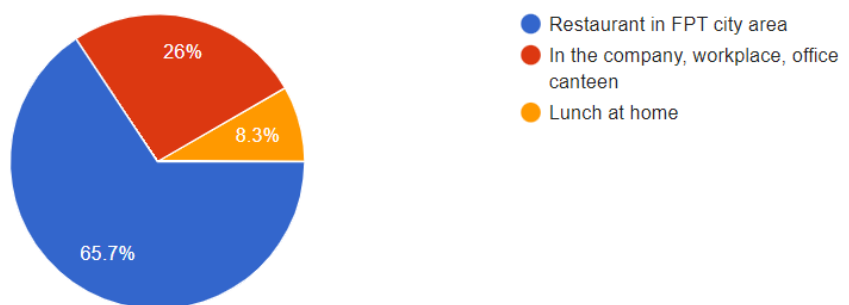
204 responses



14. Where do you usually have lunch?



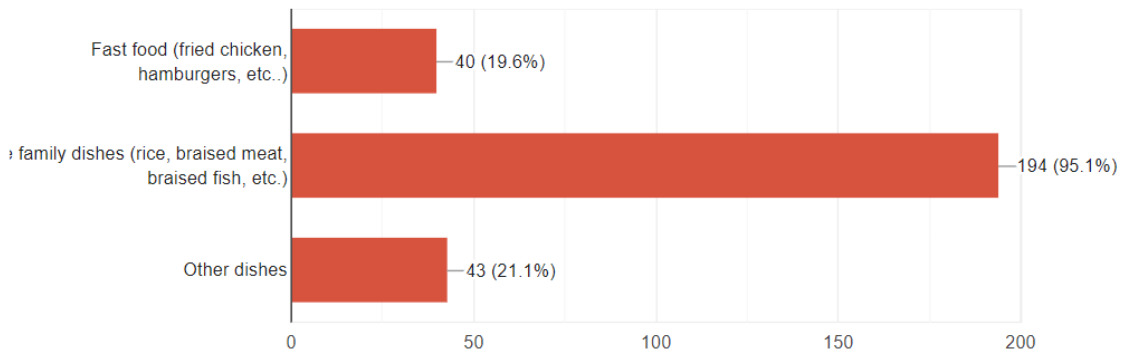
204 responses



15. Which of the following lunch foods do you tend to enjoy?

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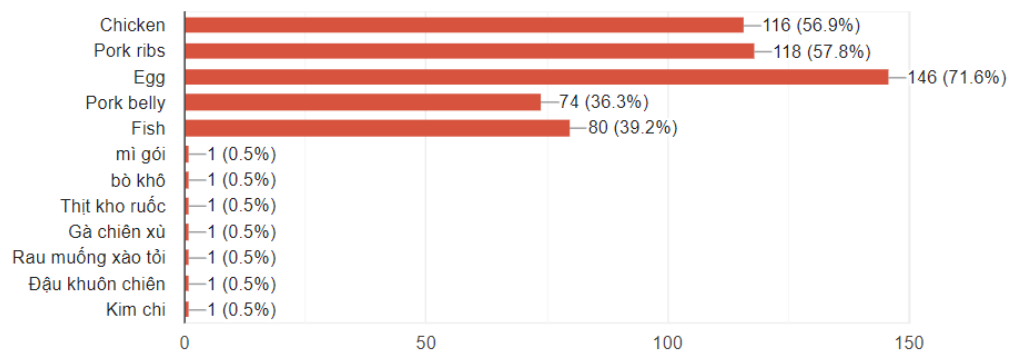
204 responses



16. What do you like to eat with rice for lunch?

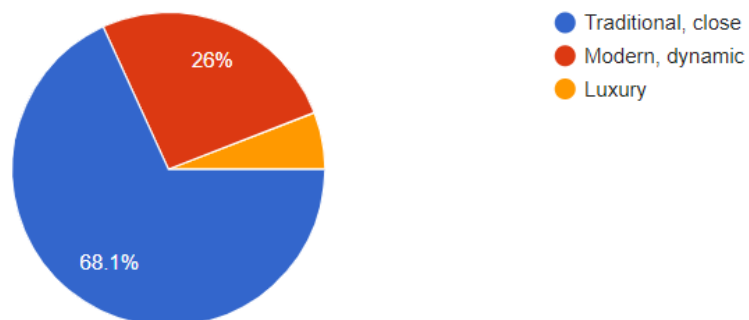
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204 responses



17. What kind of space do you enjoy in the restaurant?

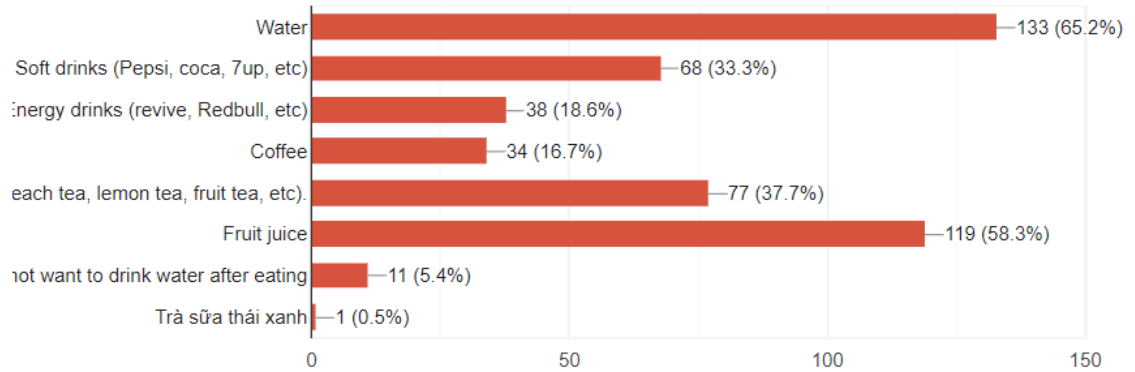
204 responses



18. What is your favorite drink after lunch?



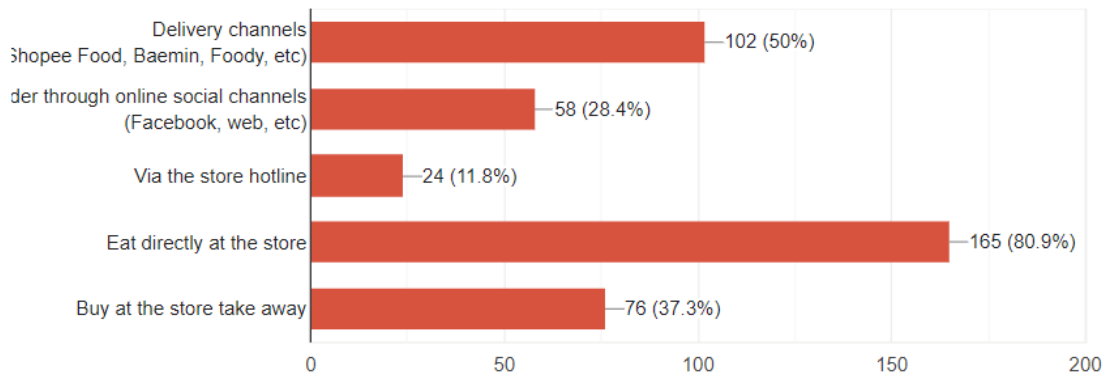
204 responses



19. How do you usually buy food?



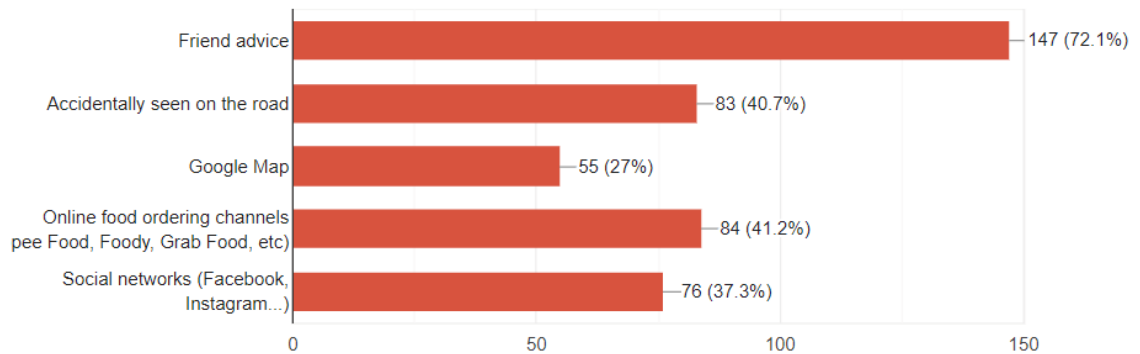
204 responses



20. How do you know the restaurant?



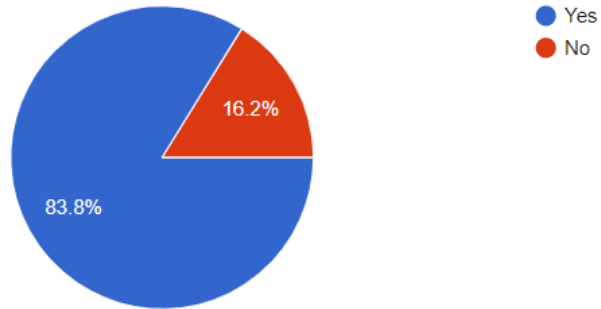
204 responses



21. For you, did the promotion affect your choice of eating at that restaurant?



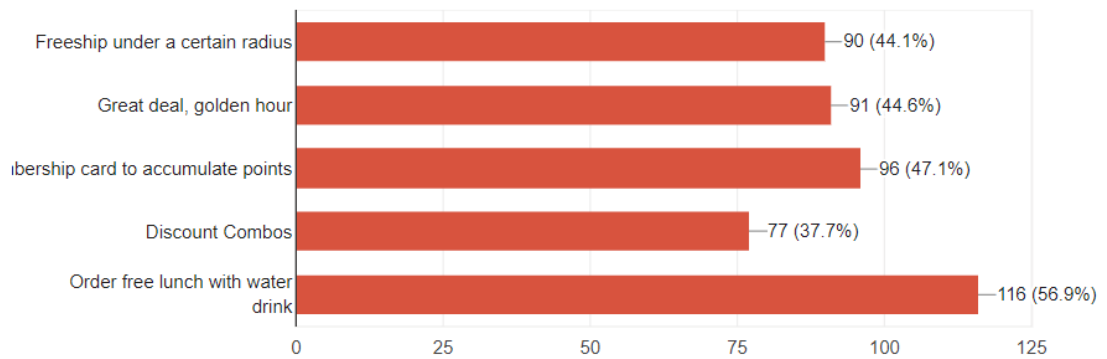
204 responses



22. Which of the following promotions do you like?



204 responses



Appendix 03. Marketing Plan

[General timeline for first year](#)

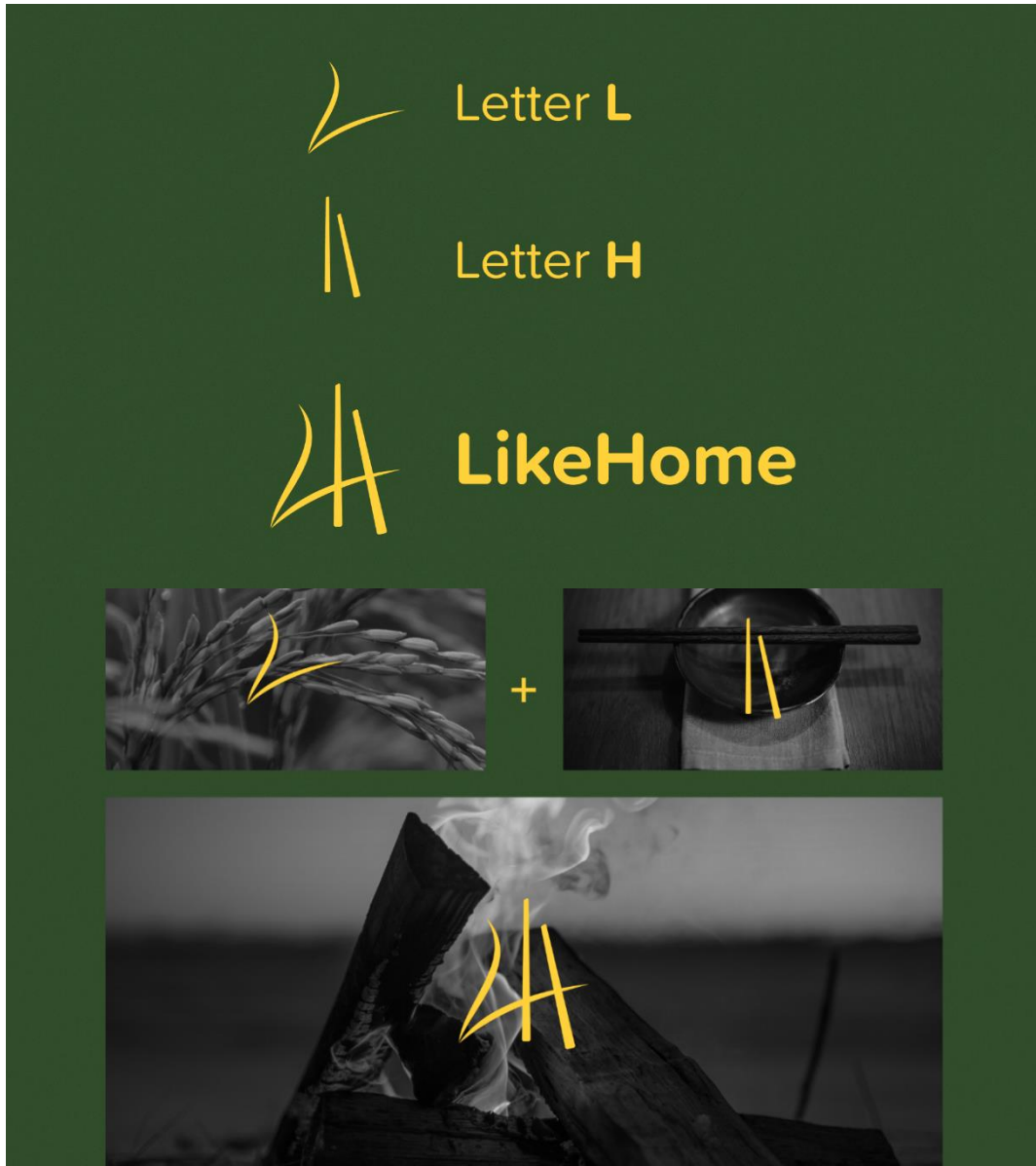
Appendix 04: Finance

[PRICE OF EQUIPMENTS](#)

[BANK LOAN](#)

[LIKEHOME'S REVENUE](#)

Appendix 05: Corporation Identify Program (CIP) - LikeHome



Decoration



Tạo cảm giác truyền thống. Màu xanh là của cây lá, màu vàng lấy cảm hứng từ bông lúa và màu nâu từ gỗ.



Menu

BỮA SÁNG

| | | |
|------------------|-----------|--|
| MỠ CHÁNH TỈNH TỰ | 24.000/02 | |
| MỠ CHÁNH TỈNH | 24.000/02 | |
| MỠ CHÁNH LẠ | 24.000/02 | |

GỢI THÊM

| | | |
|--------------------|----------|--|
| NHÂN TRÊN CƯỜNG HÈ | 9.000/01 | |
| NHÂN TỰ | 8.000/01 | |

MÓN BÒ-GÀ-HEO

| | | | |
|--------------|-----------|--------------|-----------|
| CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CHUYỀN HỒ HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CHUYỀN HỒ HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CHUYỀN HỒ HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CHUYỀN HỒ HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |

MÓN CÁ-MỰC-TÔM

| | | | |
|--------------|-----------|--------------|-----------|
| CÁ CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CÁ CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CÁ CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CÁ CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |
| CÁ CHUYỀN HỒ | 43.000/01 | HỒ CHUYỀN HỒ | 44.000/01 |

LIKEHOME DRINK MENU

NƯỚC ÉP (THOẠI MUA)

| | |
|-------|-----------|
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |

NƯỚC NGUỘI

| | |
|-------|-----------|
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |
| Chanh | 12.000/01 |

MÓN RAU

| | | | |
|--------------|-----------|--------------|-----------|
| NHÂN CÀ CHUA | 24.000/02 | NHÂN CÀ CHUA | 24.000/02 |
| NHÂN CÀ CHUA | 24.000/02 | NHÂN CÀ CHUA | 24.000/02 |
| NHÂN CÀ CHUA | 24.000/02 | NHÂN CÀ CHUA | 24.000/02 |
| NHÂN CÀ CHUA | 24.000/02 | NHÂN CÀ CHUA | 24.000/02 |
| NHÂN CÀ CHUA | 24.000/02 | NHÂN CÀ CHUA | 24.000/02 |

CANH

| | | | |
|--------------|-----------|--------------|-----------|
| CANH CÀ CHUA | 24.000/02 | CANH CÀ CHUA | 24.000/02 |
| CANH CÀ CHUA | 24.000/02 | CANH CÀ CHUA | 24.000/02 |
| CANH CÀ CHUA | 24.000/02 | CANH CÀ CHUA | 24.000/02 |
| CANH CÀ CHUA | 24.000/02 | CANH CÀ CHUA | 24.000/02 |
| CANH CÀ CHUA | 24.000/02 | CANH CÀ CHUA | 24.000/02 |

COMBO

| | | | |
|---------|-----------|---------|-----------|
| COMBO 1 | 43.000/01 | COMBO 2 | 44.000/01 |
| COMBO 1 | 43.000/01 | COMBO 2 | 44.000/01 |
| COMBO 1 | 43.000/01 | COMBO 2 | 44.000/01 |
| COMBO 1 | 43.000/01 | COMBO 2 | 44.000/01 |
| COMBO 1 | 43.000/01 | COMBO 2 | 44.000/01 |

MỘT MÌNH

| | | | |
|----------|-----------|----------|-----------|
| MỘT MÌNH | 43.000/01 | MỘT MÌNH | 44.000/01 |
| MỘT MÌNH | 43.000/01 | MỘT MÌNH | 44.000/01 |
| MỘT MÌNH | 43.000/01 | MỘT MÌNH | 44.000/01 |
| MỘT MÌNH | 43.000/01 | MỘT MÌNH | 44.000/01 |
| MỘT MÌNH | 43.000/01 | MỘT MÌNH | 44.000/01 |

KHÁC

| | | | |
|--------------|----------|--------------|----------|
| TRÁI CÀ CHUA | 4.000/01 | TRÁI CÀ CHUA | 4.000/01 |
| TRÁI CÀ CHUA | 4.000/01 | TRÁI CÀ CHUA | 4.000/01 |
| TRÁI CÀ CHUA | 4.000/01 | TRÁI CÀ CHUA | 4.000/01 |
| TRÁI CÀ CHUA | 4.000/01 | TRÁI CÀ CHUA | 4.000/01 |
| TRÁI CÀ CHUA | 4.000/01 | TRÁI CÀ CHUA | 4.000/01 |

CƠM

| | | | |
|-----|----------|-----|----------|
| CƠM | 7.000/01 | CƠM | 7.000/01 |
| CƠM | 7.000/01 | CƠM | 7.000/01 |
| CƠM | 7.000/01 | CƠM | 7.000/01 |
| CƠM | 7.000/01 | CƠM | 7.000/01 |
| CƠM | 7.000/01 | CƠM | 7.000/01 |

LIKEHOME DRINK MENU

CÀ PHÊ

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|--------|-----------|
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Uniform



Waiter, Runner

Bartender

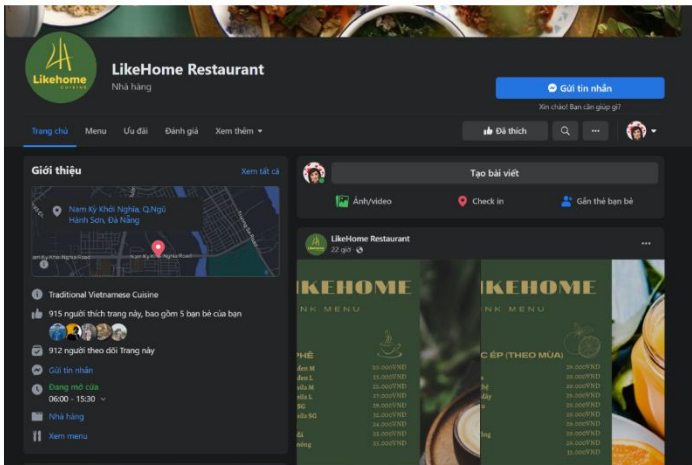
Chef

Packaging

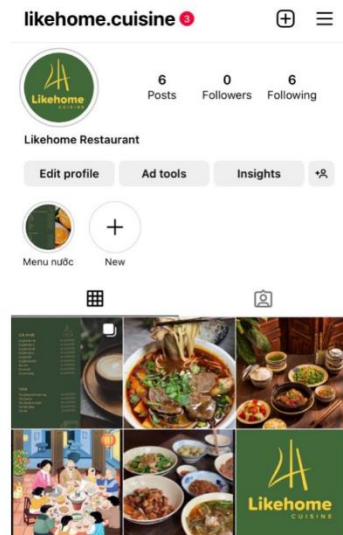


Paper cup

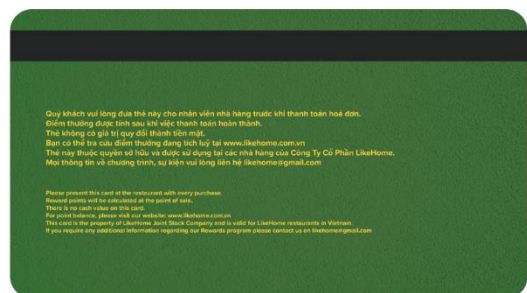
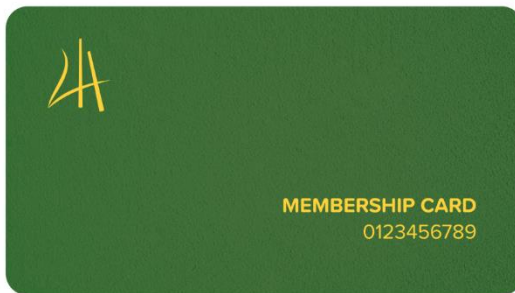
Packaging



Fanpage Facebook



Fanpage Instagram



Membership card