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STARTUP SEAFA TRADING
JOINT STOCK COMPANY

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GRADUATION THESIS PROJECT

START UP SEAFA TRADING JOINT STOCK COMPANY



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This project will have many shortcomings due to our limited knowledge and experience. We look forward to receiving your valuable comments.

Sincerely thanks!

Hanoi, December 17, 2022

The authors of this thesis

EXECUTIVE SUMMARY

For the graduation thesis, this is a business plan for the SEAFA Trading Joint Stock Company startup project of the authors' team. SEAFA is the leading business that distributes fresh tapes dorsatus for restaurants in Hanoi and wholesale markets in neighboring provinces such as Hai Phong, Hai Duong, and Quang Ninh. The company's vision is to become an exclusive supplier of these products in the whole seafood market in Hanoi soon. The company began to research the market and identify the domestic seafood market. Seafood consumption characteristics in Hanoi, in particular, to recognize the opportunity to show that SEAFA brings value and necessity to customers wishing to buy tapes dorsatus and choose the company as the leading supplier to distribute fresh productive this.

The second part is an overview of the company and its products, along with competitive environment analysis and environmental assessment. So, the 7Ps marketing mix strategy and detailed marketing strategy for the first year, as well as the budget to reach the company's main customers in the Horeca channel and wholesale market to build the image and value that the company brings, contribute to proving SEAFA is a professional business company, reputable and reliable.

In addition, the company will also describe in detail the organization chart, the SEAFA co-founder and management team consisting of 4 members of the Board of Directors, and the contribution of key partners will be in charge of each stage of operation to form a closed sales process to satisfy customer expectations for the company's future.

In the financial planning section, SEAFA makes three scenarios about the project's performance: Optimistic, Pessimistic, and Most likely. At the same time, the company will predict the financial performance in the next three years of business operation to evaluate the company's business performance. Initially, the authors will invest a total of VND 2 billion as working capital for the company, and the payback period of SEAFA is .0.97. Besides, the company's internal rate of return (IRR) is 121 percent, with an NPV rate is VND .77 billion for most likely scenario.

ABSTRACT

The graduation thesis will discuss a business plan called "SEAFA Trading Joint Stock Company" - the project of distributing Tapes Dorsatus (Ngao Hai Còi) in large quantities. The thesis is made on through the process of understanding actual surveys on the supply and demand of customers and market characteristics of the North in general and the provinces of Quang Ninh, Hai Duong, Hai Phong City, and Hanoi City in particular.

SEAFA found that Tapes Dorsatus is one of the seafood that is easy to prepare, rich in nutrients, and brings high value, but it has yet to be exploited in the domestic market. As a result, SEAFA has started with the mission of acting as a supply that distributes tapes dorsatus to customers in Hanoi and neighboring provinces. The SEAFA start-up project aims to provide a stable quantity of Tapes Dorsatus at competitive prices, quick delivery services, and dedicated customer care.

The focus group of customers is Horeca in Hanoi and wholesale seafood markets in Hai Phong, Hai Duong, and Quang Ninh. The company will draft a specific business plan with calculation, market analysis, value proposition, people management, financial planning, and market planning. In addition, the authors' team will establish solutions for known risks and possible business scenarios. SEAFA will be done as close to reality as possible.

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ABBREVIATION

No.	Abbreviation	Meaning
1	B2B	Business-to-business
2	BOFU	Bottom of funnel
3	CA	Current assets
4	CapEx	Capital expenditure
5	CAPM	Capital asset pricing model
6	CIT	Corporate income tax
7	COGS	Cost of Goods Sold
8	COS	Container Optimization Solution
9	CPI	Consumer price index
10	DCF	Discounted cash flow
11	DPP	Discounted Payback Period
12	EBITDA	Earnings before interest, tax, depreciation and amortization
13	EBT	Earnings before tax
14	EOM	End of month
15	EOY	End of year
16	FDI	Foreign direct investment
17	FMCG	Fast Moving Consumer Goods
18	GDP	Gross domestic product
19	Horeca	Hotel Restaurant Catering

20	HR	Human resources
21	IRR	Internal rate of return
22	IT	Information technology
23	MOFU	MIDDLE OF FUNNEL
24	NPV	Net Present Value
25	NWC	Net working capital
26	PR	Public relation
27	PRC	People Republic of China
28	ROI	Return on investment
29	SAM	Serviceable addressable market
30	SEO	Search Engine Optimization
31	SOM	Serviceable obtainable market
32	SPM	Supplier Performance Management
33	TAM	Total available market
34	TOFU	Top of Funnel
35	USP	Unique Selling Point
36	VASEP	Vietnam Association of Seafood Exporters and Producers
37	VAT	Value-added tax
38	VND	Viet Nam Dong
39	WC	Working capital

1. INTRODUCTION

1.1 Topic background

1.1.1 Topic relevance

Vietnam's seafood is one of the most economically vital industries. The government is interested in building a solid economic industry on par with other countries in Asia. On the other hand, the trend of economic growth enterprise in general and the seafood industry, in particular, have several advantages and conditions in economic cooperation. Still, it also faces numerous difficulties and challenges.

From 1995 to 2020, Vietnam's seafood production increased more than six times, from 1.3 million tons in 1995 to 8.4 million tons in 2020, an average annual growth of eight percent. Aquaculture production makes up 54 percent, and fishing for seafood counts for 46 percent (VASEP, 2020).

Seafood production in Vietnam grew at an average annual rate of about 8 percent. Therefore, it's said that this percentage is also an estimate of the growth percentage of the output of tapes dorsatus products in the coming years.

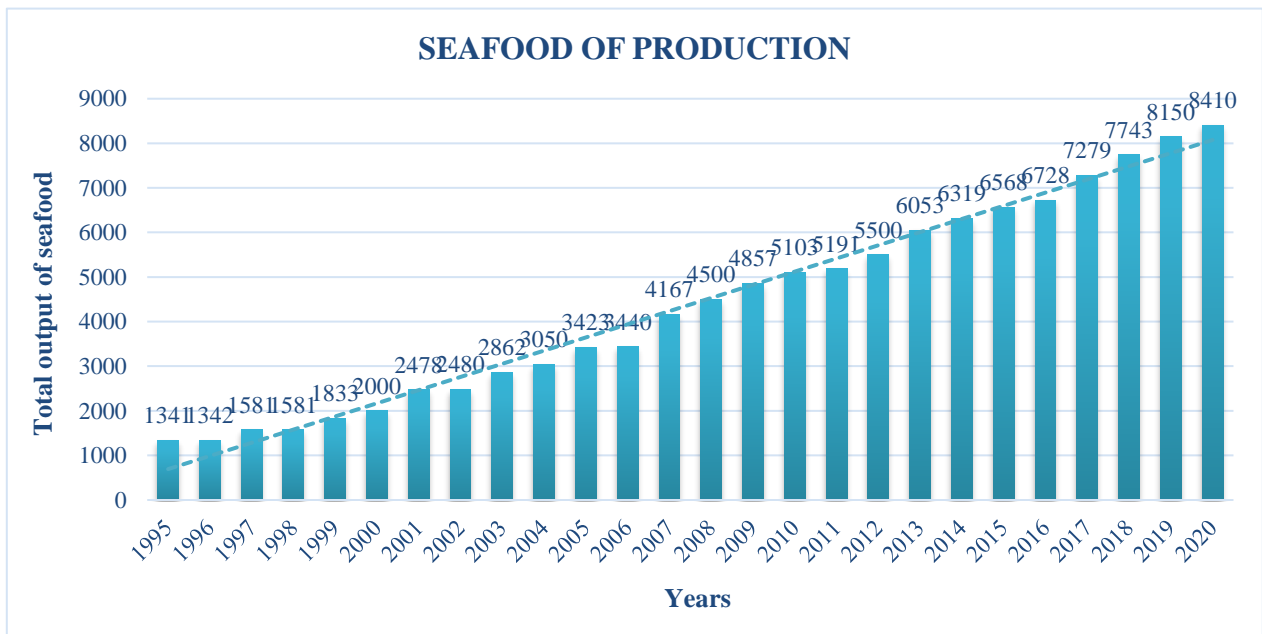


Figure 1: Total output of seafood from 1995 to 2020

(Source: VASEP, 2020).

Vietnam has a crisscrossing network of rivers and streams and a coastline of 3.260 kilometers

which is conducive to the development of aquaculture and aquatic exploitation. Vietnam's seafood production has maintained continuous growth over the past 17 years, with an average annual increase of 9.07 percent per year. Besides, the government's policy of promoting aquaculture development has made decisive steps, with the quantitative production constantly increasing during recent years, reaching 12.77 percent per year, contributing significantly to the country's total seafood production growth.

1.1.2 Characteristics of the Vietnamese seafood market

Vietnam's seaboard covers 3.260 kilometers from north to south along the east coast of the Indochinese Peninsula, which does not include islands and archipelagos. Hence, Vietnam's seafood market was particularly vibrant and bustling. In addition, Vietnam is adjoined with three sides bordering the ocean. So, Vietnam has several advantages with seafood resources. Each part of Vietnam's seaboard has at least one specialty seafood, such as lobsters in Nha Trang, garrupa in Con Dao, stonefish, Stomatopoda in Phan Thiet, Crab in Ca Mau, and Tapes Dorsatus in Quang Ninh.

Based on the good points above, Vietnam's domestic seafood market should be effervescent. Still, most of the distributor businesses, fresh seafood in the country, have difficulty Purchasing Tapes Dorsatus because these products do now popular in the domestic market and are mainly exported to the abroad market, typically China.

The domestic market is the solution that has been chosen by some seafood businesses in recent months when export activities face difficulties due to COVID-19 (VASEP, 2021). The data from The Department of Agriculture Product Processing and Market (Ministry of Agriculture and Rural Development, 2020) show that the consumption value of seafood products in the domestic market each year is more than USD 943.800 million. The average seafood consumption of Vietnamese people is about 35 kilograms per year. However, the fresh tapes dorsatus effect are limited because it needs to meet customers' needs. This item faces many difficulties in meeting the market in Hanoi and neighboring provinces due to insufficient quantity to supply all year round, leading to scarcity in the domestic consumption market.



Figure 2: Tapes dorsatus

(Source: Authors)

1.1.3 The story and reasons to choose Tapes Dorsatus

Tapes dorsatus are known to be among the most nutritious and delicious in Veneridae. Its adductor muscles are ivory-white and have a crunchy, sweet, and intense taste of the tangy scent of salt. Besides, tapes dorsatus was cooked into many dishes served in the restaurant (some fingers are included below). Meanwhile, the providers can supply tapes dorsatus with a large number all year round to the wholesale seafood market, and restaurants in Hanoi and neighboring provinces are quietly limited. Furthermore, the tapes dorsatus are mainly exported to the Chinese consumer market.

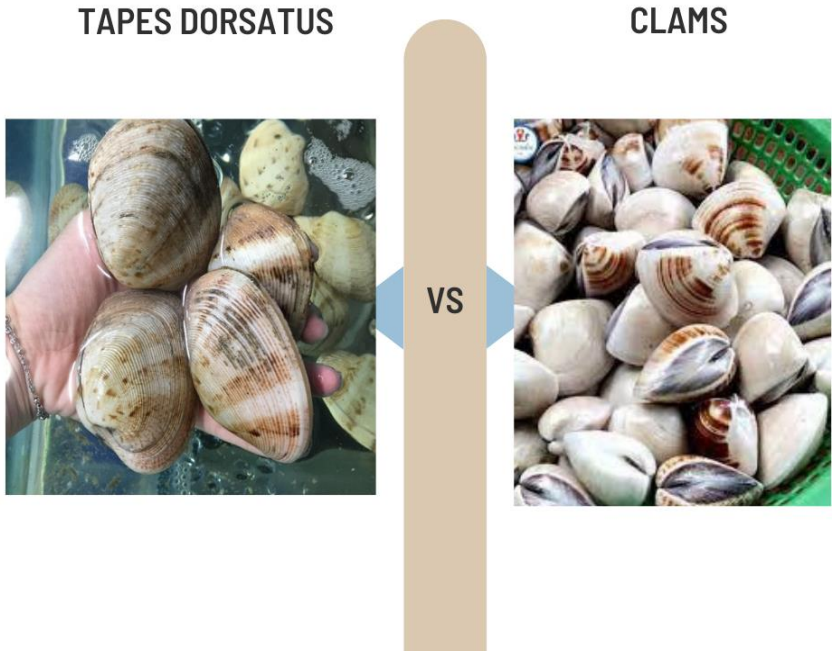


Figure 3: Comparison Tapes dorsatus with clams

(Source: Authors)



Figure 4: Tapes dorsatus cajun

(Source: Authors)

In addition, starting with the authors' group has a long tradition and potential for their consumption in the Hanoi market. Hence, the members of SEAFA Trading Joint Stock Company want to apply the knowledge of tapes dorsatus item process to become popular widely fresh product in the big cities by customers. It can help household tape dorsatus producers in Quang Ninh, ensure increased revenue, and improve quality of life. Based on favorable conditions, the authors' group will launch the model business of SEAFA Trading Joint Stock Company supplying tapes dorsatus cooperating with three household tapes dorsatus producers who own large model lagoons in Quang Ninh to make sure that the output is for theirs. Also, it is suitable for the customer's needs for sizable fresh tape dorsatus products in the fiercely competitive domestic seafood market.

Besides, the company will focus on providing fresh tapes dorsatus to target customers specifically: wholesale seafood markets and restaurants in Hanoi, and SEAFA also supplies for neighboring provinces such as Hai Duong, Hai Phong, and Quang Ninh. This will support SEAFA to penetrate deeper into the market and gain access to more diverse customers to create a foundation for further development momentum in the future.

Furthermore, the authors' group's company expects to be able to supply at least 2.500 kilograms of tapes dorsatus per day and twice a week in the Hanoi market and neighboring provinces equally distributed to wholesale seafood markets (40 percent) equal to 1000 kilograms and Horeca channels (makeup 60 percent) which is equivalent to 1500 kilograms per day. Therefore, it has created a premise to become the leading business tapes dorsatus distribution chain throughout the developing north cities in Vietnam.

1.2 Company introduction

1.2.1 Company's name and logo

The company's brand name is SEAFA TRADING JOINT STOCK COMPANY. Through the name combined from the first two letters "seafood" and "fast delivery," the company expects to put seafood in a place that is considered the convergence of the quintessence of the sea, which is Van Don (Quang Ninh province). Besides, the outstanding feature of our company that we want to bring to customers is fast, so the word FA was formed with the meaning of fast delivery 24/7, ensuring our goods are always available within the day, customers only need one call, and SEAFA

are ready.



Figure 5: Name and logo of company

(Source: Authors)

1.2.2 Type of enterprise

In Vietnam today, SEAFA can form an enterprise as a sole proprietorship, partnership, limited liability company, or joint-stock company (Enterprise Law 2020). However, the company will establish the SEAFA platform as a commercial joint stock company. Which four members contribute the initial charter capital:

- *Pham Thanh Ngoc: VND 500 million*
- *Nguyen Thi Minh Anh: VND 500 million*
- *Nguyen Thi Long Van: VND 500 million*
- *Luu Thi Thu: VND 500 million*

A joint-stock company has its authorized capital divided into equal parts called shares (Enterprise Law 2020). Being a separate legal entity enhances professionalism. Besides, the flexibility in investment, capital withdrawal, and limited liability also brings significant advantages to investors and companies.

Furthermore, a commercial is an intermediary bridge between manufacturing enterprises and consumers, performing service activities to satisfy customers' needs to earn profits; this form is appropriate for SEAFA's business activities.

1.2.3 Vision and mission

1.2.3.1 Mission

With the mission of providing the northern maritime market with the best quality clam products, together with the 3F value chain "Fresh - Fast - Faithful" to provide the market with the most delicious and fresh Tapes Dorsatus to the market and at the same time constantly Improving its reputation as well as building itself a brand that is both convincing and impressive to customers with the company's mind, intellect, and emotions.

1.2.3.2 Vision

SEAFA aims to create a complete ecosystem that brings core values to all members, bringing Vietnamese Tapes Dorsatus products to the world. That is the foundation for the company to affirm its mission to constantly improve the quality of food hygiene and safety, giving consumers peace of mind and great experiences at every table.

1.3 Market opportunity and problem identification

1.3.1 Market opportunity

First, the tourism market and the dining needs of tourists each year visit the Northern provinces. Every year, the number of tourists to the Northern provinces is enormous, especially in Quang Ninh province, Hai Phong city, and Hanoi, because of the landscapes and cultural and historical relics of the seas, such as Co To, Cat Ba, Ha Long Bay, etc. According to figures from the Ministry of Culture, Sports and Tourism, the total number of tourists to Quang Ninh in the last three years, specifically, is about 8.8 million (2020); 4.38 million (2021); and 5 million visits (as of mid-2022). Statistics from the Hai Phong Security Newspaper and Hai Phong Newspaper show that in the last three years, there have been 9 million tourists (in 2020), 3.6 million turns (in 2021), and 3 million tourists (as of mid-2022).

Besides, according to the Bureau of Statistics (2021), the population in the capital city of Hanoi is 8.33 million. According to the Hanoi Department of Tourism (2022), the total number of tourists to Hanoi estimated at 13.87 million reading to the Hanoi Department of Tourism (2022), the total number of tourists to Hanoi estimated at 13.87 million. Of these, international tourists are estimated at 766.4 thousand arrivals, and domestic tourists are estimated at 13.1 million arrivals.

Visitors frequently want to sample local cuisine or buy it as a present for friends and family. With almost 100 million residents and more than 10 million visitors, analysts predict that domestic consumption will reach 940,000 tons by 2020, and the market will eventually reach 940,000 tons. The Vietnamese seafood business has much potential in the home market. By the end of 2021, it should be down to roughly 1 million tons (Department of Agricultural Product Processing and Market Development, 2020).

Secondly, because the living standards in Vietnam are increasing, the food industry is under stringent regulation and focuses on high-nutrition goods. As Vietnam continues to grow and develop, the population's need for a bountiful supply of healthy food is rising. Especially after the COVID pandemic, people are increasingly conscious of their health and weight, and they value meals that are high in nutrients, easy to process, and low in calories.

An estimated 12,000 tons of mollusks are produced annually in the Van Don region by more than 1,000 households, more than half of which are raising tapes dorsatus. Tapes dorsatus are often collected throughout the year, depending on when they are stocked and consumed in the market. Still, October is always the best period since the weather changes to autumn, which is cold and ideal for harvesting and preserving clams (2021, Quang Ninh Newspaper).

In particular, for the clams, SEAFA conducted a small survey with 265 samples in the provinces of the Northern Delta, mainly in Hanoi. From the survey, 31.3% of the results said they did not know about this product, and 94.7% said they were willing to try this dish. The survey shows that the demand for "Tapes Dorsatus" is fully exploited. The awareness level of the people

is limited, but they are willing to try if there is any, and this is a potential.

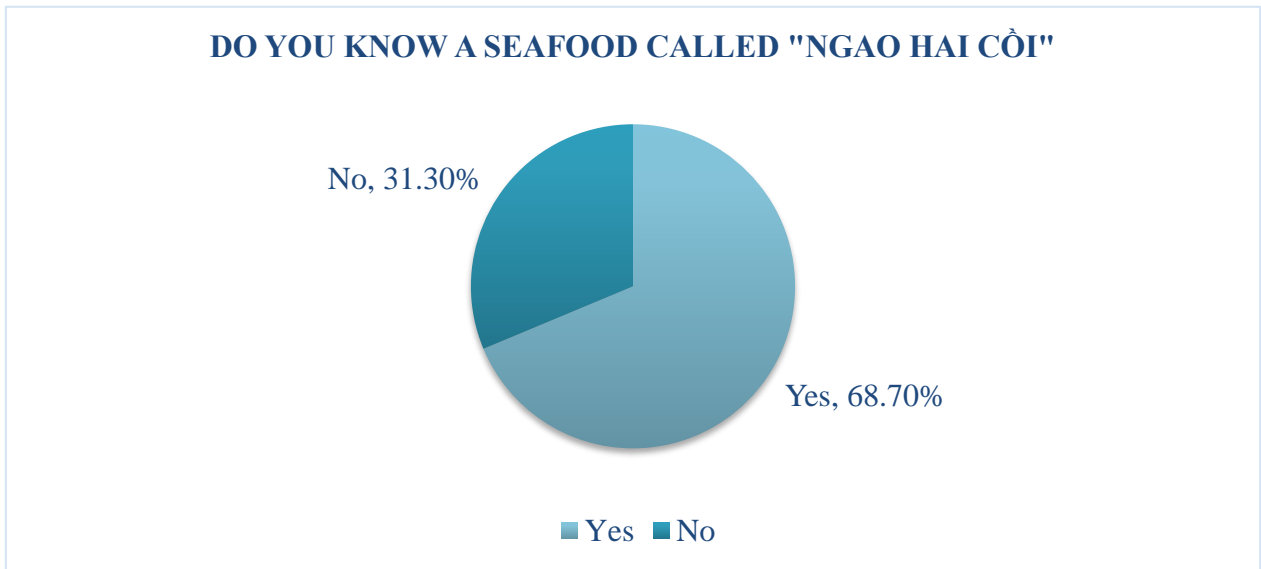


Figure 7: Survey about awareness of “Ngao Hai Còi” on 265 random people

(Source: Authors)

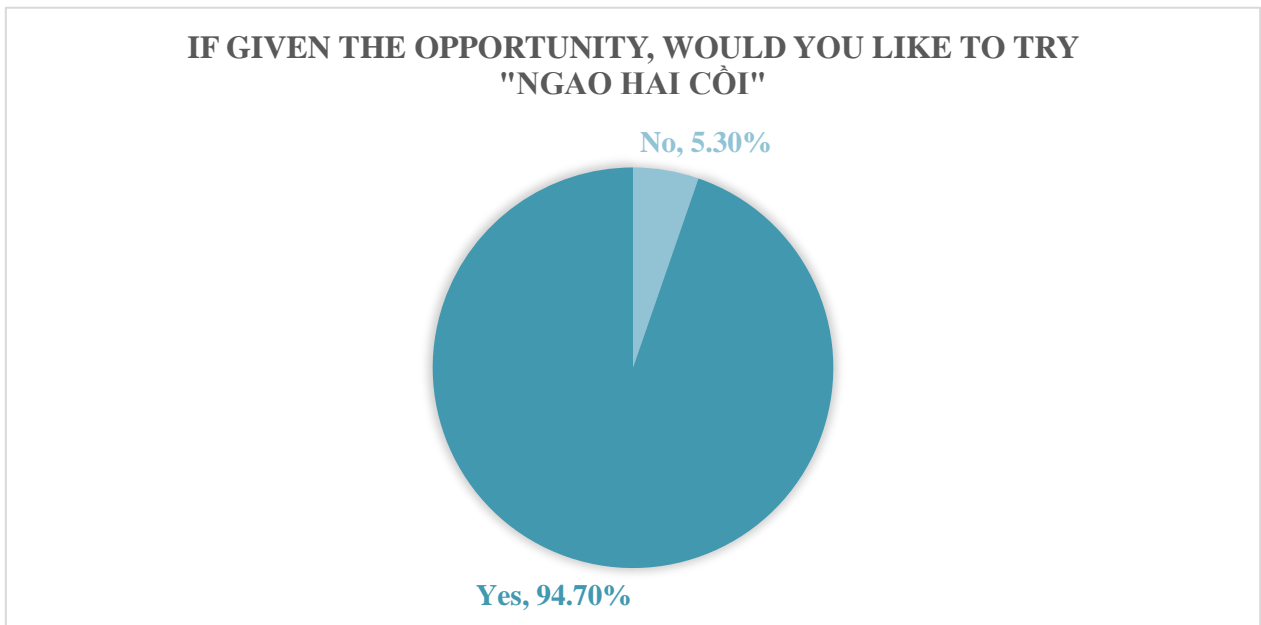


Figure 6: Survey on the opportunity about customers want to try tapes dorsatus

(Source: Authors)

1.3.2 Problem identification

Tapes dorsatus is known in coastal provinces and popular in seafood restaurants serving

tourists, but not in other areas. The domestic market for clams is small; about 80% of the Van Don district volume is exported to China (Quang Ninh newspaper, 2021), implying that the supply of products for distribution to the Vietnamese market is limited. According to the owner of Quang Men Seafood Market in Hai Duong, who has 20 years of experience trading fresh and frozen seafood, the Vietnam-China boundary has reopened, so tapes dorsatus have primarily been exported to China. Finding this product's suppliers on the market is difficult (authors, 2022).

Furthermore, there needs to be more high-quality seeds. According to Vietnam's General Ministry of Fisheries 2020, clam farming, particularly clam farming, is currently plagued by declining resources, unstable seed quality, and a high loss rate. The shape and proportion of animal flesh could be guaranteed due to poor breeding stock and excessive stock levels of specific gravity in many production areas, resulting in consumption and environmental pollution issues. The widespread destruction of clams in recent years, in particular, has caused significant damage to aquaculture fishermen. Furthermore, because tapes dorsatus is a distinct clam variety, overall survival to adulthood is relatively low; thus, special techniques are required for them to survive and grow effectively.

Finally, trading operations are driven mainly by dealers traveling to farming regions or diving boats to make impulsive, small-scale purchases at volatile prices. Submersibles cannot be sold unless they are purchased. When first establishing the marine industry, finding a company that supplies large amounts of clams can take time and effort. Because the enterprises providing vast quantities of tapes dorsatus are all spontaneous models, not yet professionally operated, but a firm with a business name, business license, head office, branch, and representative office. Because of the establishment's existence, it is impossible to check its integrity.

1.4 How does SEAFA work?

The usual seafood suppliers tend to provide seafood with many different product lines, especially fresh seafood in general and Tapes dorsatus in particular. This is a very specialized item and is quite risky in terms of transportation and packaging. If you lack experience, this product will break and die a lot. Therefore, most seafood suppliers today do not have a return policy for Tapes dorsatus.

For units that provide many types of seafood, they have a disadvantage because the quantity of each class is quite limited. So, the supply is different. If buyers have a significant demand to buy Tapes dorsatus, the high percentage of supply will be insufficient and uneven. Moreover, seafood transportation has many limitations, including unprofessional packaging, slow delivery, and no return policy.

SEAFA was established to overcome those disadvantages, making Tapes dorsatus reach the

buyer with the best quality.

SEAFA brings to the market Tapes dorsatus with abundant stock, always available, and the best price. Seafood is grown directly in Quang Ninh territorial waters by prominent and experienced people. Then through packaging and shipping to the customer. If the goods are broken or damaged during transportation, the company has a policy of returning goods on the same day by specialized trucks. Delivery time will be within 24 hours after the customer closes the order. Tape dorsatus items will include a full range of sizes from large too small. The company will specialize in distribution to wholesale agents, restaurants, and hotels in the Northern provinces.

Tapes dorsatus are harvested at the reservoirs → Goods are transported to the company's warehouse about 5km from the seaport → Workers do pack and sorting → Loading goods → Move to the wholesale markets → Bringing to hub warehouse → Distributing the B2B market including HORECA market in Ha Noi.

2. MARKET ANALYSIS AND VALUE PROPOSITION

2.1 PESTEL

2.1.1 Political

In recent years, Vietnam has been classified as a politically stable country with a socialist regime under the leadership of The Communist Party of Vietnam and the management of the government. All political events in the integration period created advantageous conditions for Vietnam in export and domestic seafood business activities. In addition, based on the benefits of the integration environment, the government still has supported some policies and solutions to make conditions to promote model business activities for seafood enterprises.

The government's aquaculture development policies, for example, the aquaculture development programs for the period of 2000 to 2015, have been completed that included target exceeding the set plan. Based on the decision of the Prime Minister (Prime Minister, issued 2011), approved a scheme to plan aquaculture development by 2020. This openness for business and investment can develop lean on a stable political background and provide confidence for owners to expand business activities.

The State Treasury (2021) reported that the seafood industry had been assessed to have several potentials for export and domestic in recent years. Then the government also has some policies to promote aquaculture development, typically:

Investment regime: the government invests capital for the development and aquaculture to combine owners and localities. The allocations from the central budget support 100 percent of the

funding for seaport type 1 and 100 percent of the region's infrastructure predominantly by the sea.

Tax incentives: the government has many policies aimed at the advantages, such as exemption from lagoon rent to use aquaculture businesses, household seafood providers, and individuals.

2.1.2 Economic

Based on the data of the General Statistical Office (2021) report, although economic indicators showed a sharp decrease in growth in 2021, Vietnam is among the few countries that still maintain a positive GDP growth rate of 2.91 percent (first quarter increased by 3.68 percent; second quarter increased by 0.39 percent, third quarter raised by 2.69 percent and fourth quarter make up 4.48 percent). During the past five years, the inflation rate is still the highest, but it is still controlled within the scope of the National Assembly.

The Agro Processing and Market Development Authority - Agrottrade (2021) shows that the consumption value of domestic seafood products each year raises over USD 1 billion, so this value is as high as the export seafood markets of Vietnam from then up to now. Thus, the average consumption of Vietnamese people is estimated at 33 kilograms of seafood per year. It is still forecasted that this consumption will increase to 44 kilograms per person per year from 2020 on, and in the coming time, when people have higher incomes, seafood products will go up and require higher quality and value.

The domestic market has great potential, but the competition will undoubtedly be increasingly fierce. Some companies have affirmatively served the domestic market as the priority. Typically, Quang Ninh aims to achieve the total area of the sea will reach 8.800 hectares (making up 33 percent of the total aquaculture area) by the end of 2025. The average output growth rate in 2020-2025 is 8 percent production value at fixed prices, which is over USD 197.340 million (bao Binh Phuoc synthetic, 2021).

2.1.3 Social

Each country and locality have different cultures, customs, and tastes. The northern developing cities in Vietnam, generally, and Hanoi capital, in particular, are the focus market that SEAFA set targets. It is famous for its rich history through thousands of years, and Travel Magazine highly appreciates converging popular tourist destinations. Not only do people have the habit of being cautious in consuming, but they also require high quality and reasonable prices.

Besides, Hanoi's people attach great importance to prestige, which is also the foundation for establishing long-term cooperation relationships. Therefore, the cultural environment significantly influences SEAFA's business activities, so the company will have more benefits and opportunities

in the tapes dorsatus business when understanding the culture and society in the domestic seafood market the authors' group aims for.

For these reasons, SEAFA Join Stock Trading understands the importance of the above issue, so in ancient times, the company has constantly researched and learned about the market culture there. However, more than the level of inquiry is needed. So, in the coming time, SEAFA needs to gain its understanding to grasp the culture, taste, and change in society needs to come up with appropriate strategies and avoid problems arising, particularly in business activities of enterprises.

2.1.4 Technological

Besides, under the influence of the COVID-19 pandemic, the appearance of two trends will reshape the way of doing business and play an essential role in supporting businesses to expand their operations when COVID-19 ends. That is the payment without using cash and cloud computing services. During the pandemic, numerous companies work and transact at home, and customers increased the trend of buying online rather than going out. The movement also moving to cloud platforms takes place in the activities of the government to limit the spread of disease.

But recently, the rapid development of technology has put businesses in danger of lagging behind technologies. Thus, Vietnam's government's priority on developing information technology to improve excellent conditions for enterprises to apply new technologies in production and management to assist businesses can shorten lag behind.

2.1.5 Legal

The Enterprise Law was amended and supplemented more entirely with a precise mechanism to encourage enterprises to invest and develop. The government has taken short-term solutions to handle tax exemptions and reductions to prevent an economic downturn. And it Ensured social security included: a reduced 50 percent value-added tax rate for 24 groups of goods and services, going down 30 percent corporate income tax for small and medium enterprises with a term of 9 months (Hanoi Tax Department, 2022).

This is an advantage for the seafood industry and the development of SEAFA. However, some difficulties in the legal that the company has to face are the change and addition of new policies and regulations on legal documents related to SEAFA operation and the development of the domestic seafood market in general. The authors' group's company, in particular.

2.1.6 Environment

The land in northern provinces consists of continental shelves, seacoasts, mountains, and plains. It has a long history of topographic and geological development and intense weathering. On the northeast are mostly hills along the east coast and surrounded by large and small islands; Tonkin

gulf consists of nearly 3.000 different large and small islands located in HaLong bay and Cat Ba island.

On the other hand, the increasingly polluted environment requires SEAFA to responsibility to protect the environment. In addition, the stricter requirement and regulations on quality and hygiene and higher requirements for value-added and environmentally friendly products. So SEAFA has to put more effort into controlling quality, hygiene, and safety, as well as strengthening research and development to build product that can satisfy the needs and expectations of customers.

2.2 Market trend

The current trend of the Vietnamese people is mainly nutritious, cheap, and delicious while still ensuring their own health. The food that is now available on the market is no longer clean since all of the preservatives include chemical intervention, which greatly increases food contamination and increases the risk of serious illnesses.

In addition, people are more conscious of the value of safeguarding their health and providing good body condition as a result of the severe repercussions of the COVID epidemic. According to studies, individuals with high immunity are less likely to have severe virus-related effects.

From there, it can be seen that eating clean, safe, increasing resistance, and reducing pollution are factors in people's food choices.

Increasing the supply chain's overall transparency, for instance, in areas such as food safety and hygiene, environmental responsibility, business ethics, and branding will have an advantage. Presently, clients are seeking businesses that are reliable, offer honest items, and understand how to cultivate client confidence.

Besides foods such as vegetables, tubers, fruits, meat, or nutritious nuts, seafood is also a source of abundant nutrition for humans. However, from the past until now, seafood has been mostly consumed by high-income people and less often by middle-income people.

It can be seen that seafood is a nutritious food and is loved for its taste, but price will still be one of the important factors for people to choose.

Additionally, a significant portion—roughly 13 of total income—of Vietnamese people's expenditure goes toward purchasing fresh food in general.

According to a household spending study conducted by Mr. Nguyen Huy Hoang (Corporate Director of Kantar Worldpanel Vietnam, working in the field of market research), around a third of their income is on fresh food and consumer products that move quickly. Expenditure on fresh food is predicted to be 1.1 million per week, which is 3 times more than FMCG spending. This

total amount is primarily spent on fruit (19%), pork (14%), fish (12%), and seafood (12%) (FMCG).

2.3 Analysis competitors

In addition to their customers, business owners need to understand their competitors to succeed in the marketplace. In the same industry, competitor analysis assists businesses in developing a suitable pricing strategy and products and services offered to satisfy customers better.

Businesses and firms are now operating in the same industry, and potential businesses with the potential to work in the distribution of that kind of Tapes Dorsatus are among SEAFA's rivals.

2.3.1 Direct competitors

Through research, SEAFA found that the company's competitors currently are:

2.3.1.1 Wholesale seafood markets in Hanoi and neighboring areas



Figure 8: Long Bien wholesale market, Ha Noi

(Source: Digiticket.vn)



Figure 9: Thanh Cong market, Ha Noi

(Source: Digiticket.vn)



Figure 10: Phia Nam wholesale market

(Source: Digiticket.vn)

SEAFA picks restaurants as its end product in the Hanoi area so that it may directly compete with seafood booths in wholesale markets.

❖ **Advantages:**

- Easy to find and purchase
- There are numerous options available to customers and finding replacement products is simple.

❖ **Disadvantage:**

- The cost is still expensive
- Despite being fresh, seafood goods are of unknown provenance (they can be wild caught, farmed, or bought wherever...)
- The optimum conditions regarding raw seafood cannot be guaranteed because its freshness

is really only maintained for a short time after arrival.

2.3.1.2 Online retailers on social media

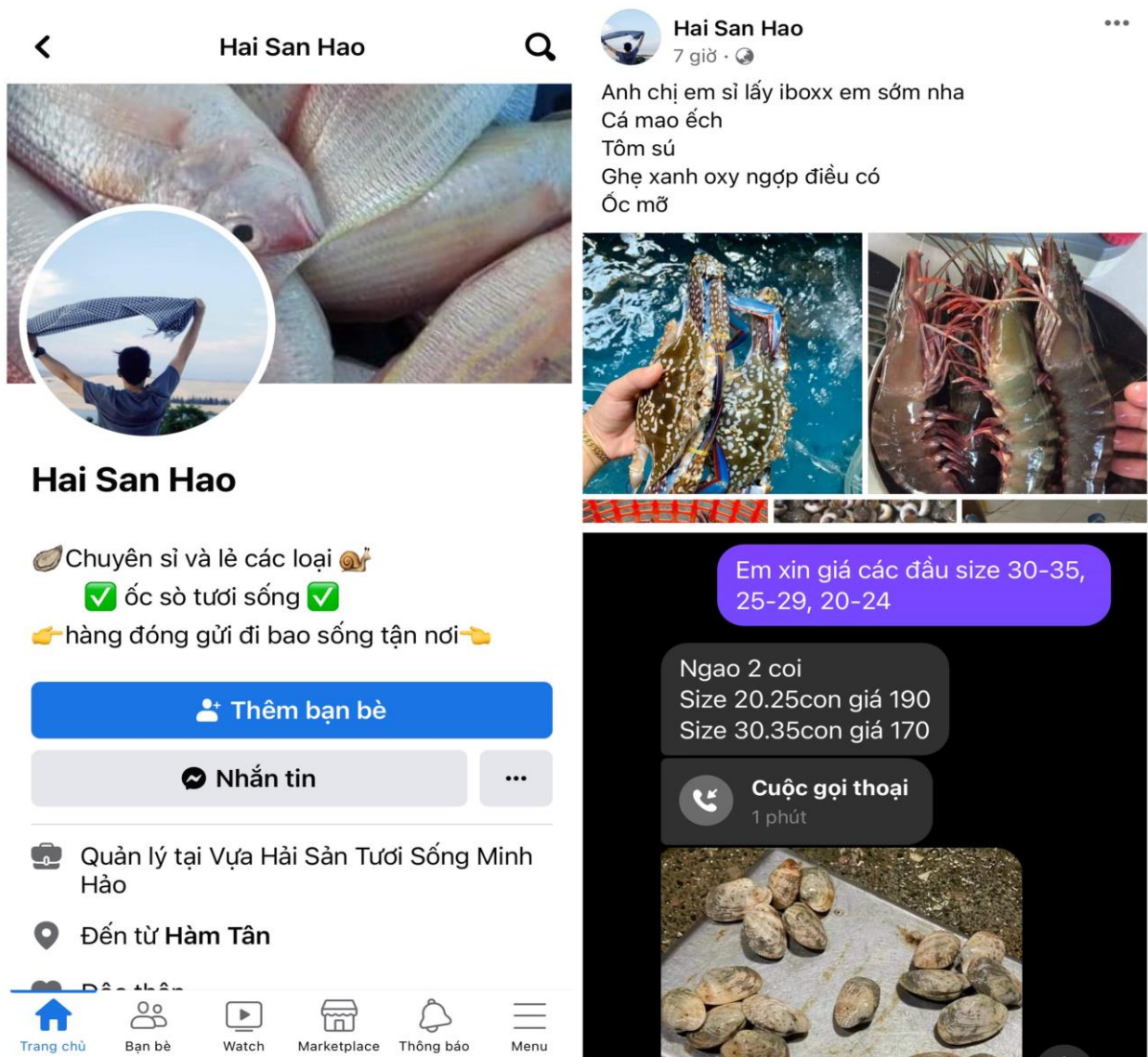


Figure 11: An online retailer “Hai San Hao” selling tapes dorsatus on Facebook

(Source: Authors)



Vua Kingcrap Seafood

Vua Kingcrap Seafood
18 thg 11 · 🌐

Hơn cả yêu



👍 1



Figure 12: Online seafood “Vua Kingcrap seafood” suppliers on Facebook

(Source: Authors)

❖ Advantages:

- Utilize resources like SEO, marketing
- Whenever possible, mix online and offline sales so that buyers might experience
- Diverse items provide consumers with more options.

- Conveniently, clients may place orders.
- Low entry barrier

❖ **Disadvantages:**

- Limited availability of services
- Price is still high
- Difficult to believe because there is no brand
- There are too many products; therefore, their quality can't be as great as when offering only one.
- Consumer psychology for online purchasing
- Ferocious competition

2.3.1.3 Foreign merchant's exports tapes dorsatus to international

❖ **Advantages:**

- As a frequent consumer of fishermen, it is simple to import goods and has the capacity to supply large quantities to the seafood consumption market.
- Tapes Dorsatus have traditionally been imported into China, so Chinese businessmen are experienced at identifying sources and negotiating with suppliers.

❖ **Disadvantages:**

- Relatives of fishermen were put under pressure.
- Resulting in a scarcity of Tapes Dorsatus in the domestic seafood market, driving up the price of domestic consumption above normal.

Through the above assessment, SEAFA found that competition for substitute products. In general, at present, SEAFA's competitors are all buying goods through many intermediaries with relatively good quality, but high prices and unstable volumes output for the domestic market day by day. With the desire to bring tapes dorsatus closer to Vietnamese consumers, SEAFA has policies to cooperate with clam suppliers to ensure the number of products for the company. At the same time, because there is a stable quantity of goods, the company's price policy is also stabilized and adjusted reasonably to attract customers and ensure revenue. In addition, the competitors only operate small and need to be more professional in operation and customer care. SEAFA hopes to bring customers quality products to find out competitors' weaknesses. Reasonable prices and many

attractive preferential policies bring the best experience to customers.

2.3.2 Potential Competitors

Firstly, existing suppliers could transfer from just supplying to a new value chain that incorporates supply, transportation, and trading activities. The reason for this is that the investment needed is not ridiculously expensive, they have the initiative in product supply, the obstacles to entry are low, and the industry earnings are attractive.

Secondly, someone who wants to do seafood business online, even though the industry's start-up costs are not prohibitively high and selling online will help reduce costs and time spent building a distribution channel, Furthermore, selling online does not have to be enormous, and it eliminates several entry hurdles such as distribution networks, infrastructure.

Thirdly, after the TPP agreement comes to an end, foreign enterprises intend to invest in industry to export seafood into the domestic market, leading to lower taxes on agricultural and seafood products.

The foregoing analysis provides us with a thorough understanding of the opponent's strengths and weaknesses. From then on, the advantages of rivals may be used to promote the company's core capabilities through the method of running and distributing tapes dorsatus throughout the North. Recognizing the competitors' weaknesses allows us to evaluate and overcome them in order to provide the best experience for our own consumers. SEAFA Company will eliminate rivals' weaknesses and strengths in order to enhance the company and be the first choice of customers.

2.4 Analysis customers

❖ Firmographic Segmentation

SEAFA is a unit specializing in supplying Tapes Dorsatus in large quantities, so those who was and will always trade in Tapes Dorsatus will become SEAFA's customers.

Firstly, customers who are the restaurants that have supplied and processed the Tapes Dorsatus dishes will be the first potential customers.

Second, customers who are seafood stalls at wholesale markets, who may have never or have ever traded in Tapes Dorsatus will be the next potential customers that SEAFA wants to target.

❖ Geographic segmentation

SEAFA's target customers are divided into 2 main customer segments by geographical location:

- Seafood kiosks at wholesale markets in some Northeast provinces (Quang Ninh, Hai Phong,

Hai Duong, Bac Ninh, Bac Giang)

- HORECA channel in Hanoi area

Firstly, SEAFA found that most of the wholesale markets in Quang Ninh, Hai Phong, Hai Duong, Bac Ninh, and Bac Giang have their own seafood sales areas and include many stalls.

The Northeast is the focal point to supply seafood for the whole North, so most seafood in other provinces in the Northern region will be transported from these provinces, gathered at Long Bien market, Ha Noi and transported to other neighboring areas. Therefore, the supply of goods to these Northeastern provinces is very potential.

Secondly, compared to the provinces in the North, Hanoi is a densely populated place with a high demand for food. In the Hanoi area, restaurants are a huge source of seafood consumption. However, because they are quite far from the sea, they often have to buy seafood that is not fresh with a much higher price than in other places, plus the lack of many types of seafood, especially Tapes Dorsatus.

Moreover, the distance between Hanoi and Quang Ninh is not too long when SEAFA has a proprietary packing formula that preserves Tapes Dorsatus, especially the success of the expressway project along Quang Ninh connecting Mong Cai, Quang Ninh with Ha Noi makes moving time shortened, easier and more convenient.

Therefore, the HORECA channel in Hanoi is the next potential channel that SEAFA wants to target.

❖ **Behavioral Segmentation:**

According to the author's survey of 265 random people, 88.2% of people who often go travel choose to go out to eat instead of self-cook. Moreover, for Tapes dorsatus, 69.5% of the selected people want to use it at the restaurant. So SEAFA's main customers in Hanoi are seafood restaurants.

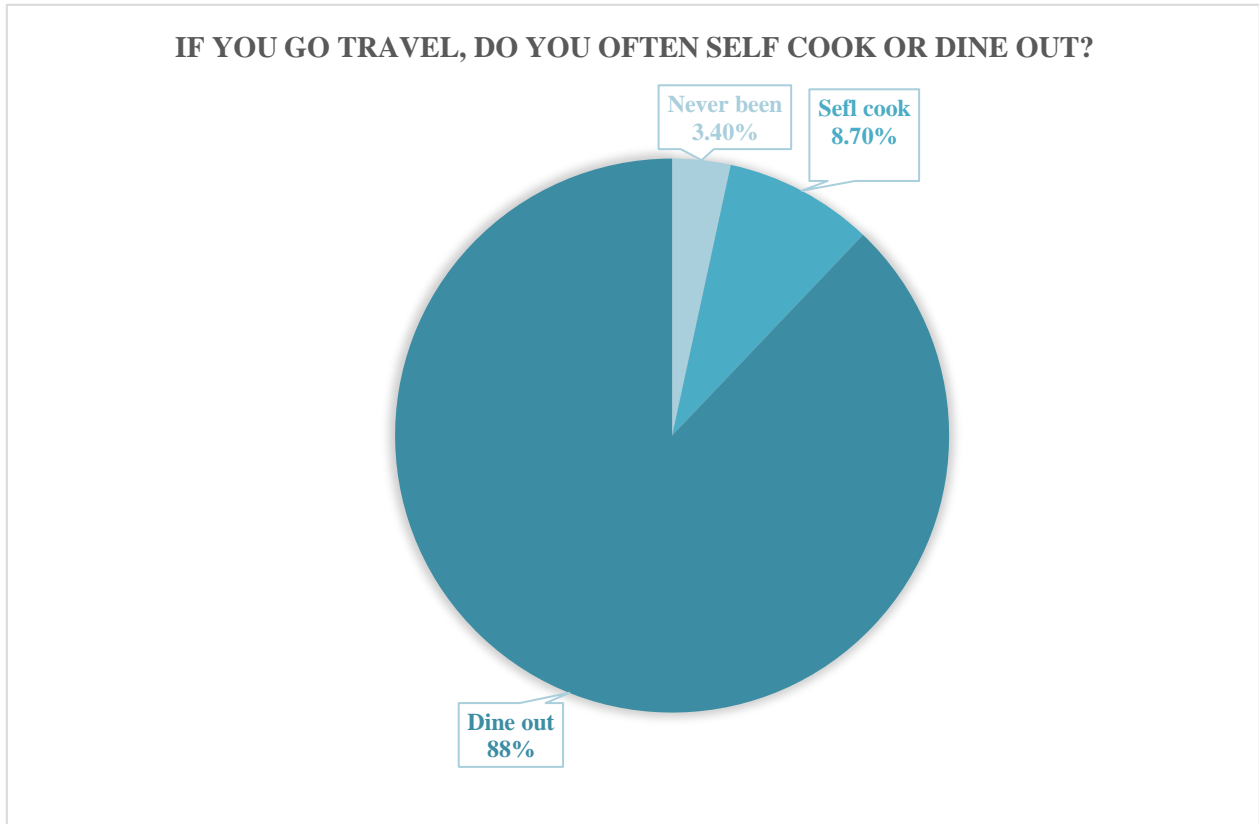


Figure 13: Surveyed 265 random people and 87.9% of them said that they often dine out when travelling

(Source: Authors)

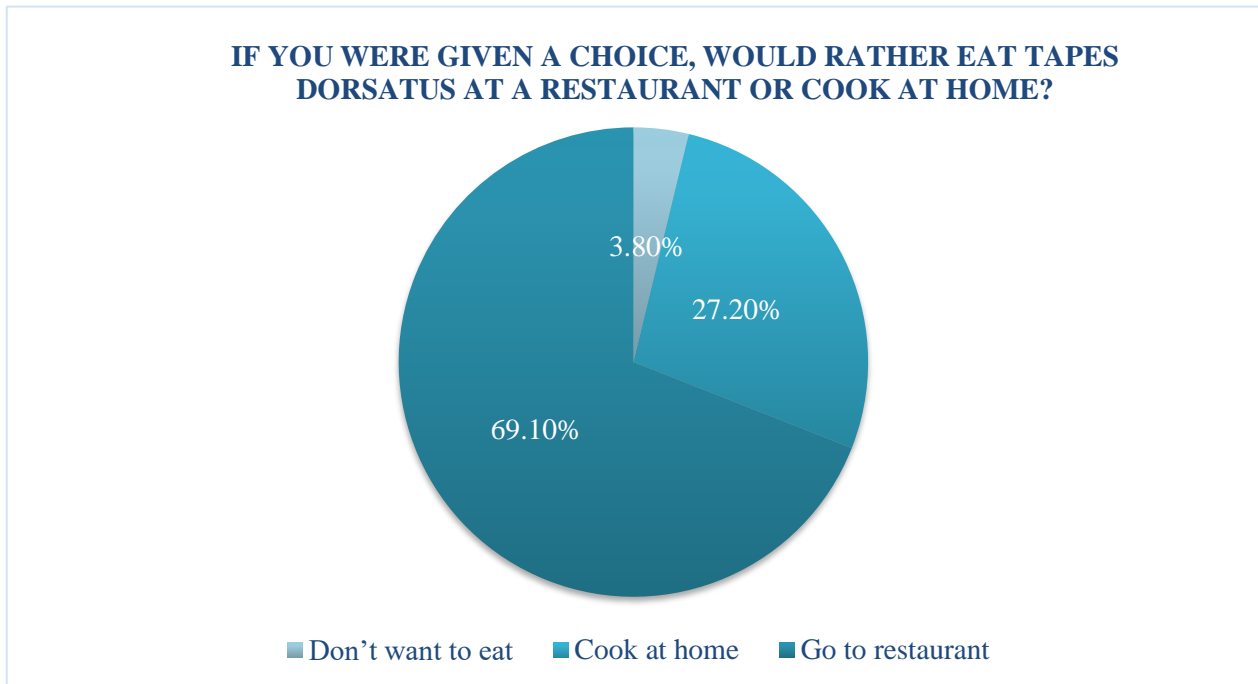


Figure 14: Surveyed 265 random people and 69.1% of them said that they want to eat Tapes dorsatus in restaurant

(Source: Authors)

2.5 Value proposition

2.5.1 Fundamental Principle

❖ Reputation

SEAFA prioritizes prestige, uses prestige as a competitive advantage, and defends prestige as self-defense.

To fulfill its obligations to its partners and customers, SEAFA continually strives to guarantee sufficient execution capacity.

❖ Quality

SEAFA always strictly manages inputs and provides equipment and adviser support for reservoirs with many years of experience to co-manage and control the quality of seed and products in the best way.

The product's preservation and packing stages are given top concern throughout to ensure maximum quality retention when it reaches the client.

❖ **Respect**

As colleagues working toward the same objectives of mutual benefit, respect, and sustainable growth, SEAFA views its customers, partners, and staff as its teammates.

2.5.2 Availability of Products

Sources of goods are taken directly from the waters of Quang Ninh or Hai Phong by reservoirs of coastal residents. The management of input is planned in detail. SEAFA sets up the optimal policy for partners, provides support in terms of management, and provides suppliers' equipment in the farming process, thereby controlling and ensuring the quality and quantity of product output.

In urgent cases, SEAFA has a list of other retail suppliers who have pre-prepared many products to meet customers' needs in the shortest time possible, packaged and preserved according to regulations, so customers can trust, and rest assured when buying.

2.5.3 Selection of quality breed

When *Tapes dorsatus* encounter unfavorable conditions such as temperature, salinity, or sudden weather changes, they often cannot cope.

SEAFA ensures that *Tapes dorsatus* when distributed to consumers, are the best, best quality *Tapes dorsatus* from reputable reservoirs, licensed by the state for business and with clear origin. Therefore, combined with the three largest pools in the North, SEAFA also has a professional team in choosing to breed and purchase. They will be the ones to directly guide and supervise the quality appraisal of *Tapes dorsatus* from the time of breed selection and care until the goods are sold. Breeds selected with the best quality originate from Nha Trang - Vietnam nurseries. The sowing time of *Tapes dorsatus* was set and calculated by SEAFA as February and October. At those times, SEAFA staff, reservoir owners, and advisors will travel to nurseries in Nha Trang and personally select the best quality breed.

Good-breeded *Tapes dorsatus* of 1.2-1.5 or 1.5-2.5 cm in size were stocked on the surface of the cage with mud and sand. After 8-14 months, harvested *Tapes dorsatus* reach the smallest size of 30-35 pcs/kg. The advisors said the cage bottom material used included: mollusk shell, mud (mud rate 15%), and sand. Porous sand plus mollusk shells is suitable as nursery cages substrates for the highest growth rate and survival rate.

A process of selecting a quality breed is to produce finished products: rigid shell *Tapes dorsatus*, tightly closed mouth, and heavy hand. If the *Tapes dorsatus* is light, easily separate it by hand, *Tapes dorsatus* has suffocated.

2.5.4 SEAFA's 3F: 'Fresh - Fast - Faithful'

When we came up with the idea of establishing SEAFA, these three words beginning with the letter F held the most core value for us, along with the desire to bring the community health, convenience, joy, and happiness by providing fresh, safe, and quality products. In addition, SEAFA wants stakeholders to feel devotion, faithfulness, and sincerity when accompanying and cooperating with SEAFA.

The first F is 'Fresh': To bring high-quality products, SEAFA strictly adheres to the state regulations on food safety and hygiene and strictly follows the product quality inspection process in the rules. The route includes the selection of fishing houses, rearing in the lagoon under the supervision of a seafood advisor, product screening; standard packaging; and preservation during transportation. Therefore, we commit to ensuring fresh food every day for our customers.

The second F is 'Fast': We want the food to reach our customers as soon as possible. SEAFA selects and evaluates carefully, thereby cooperating with reputable shipping units. Each shipping unit is arranged by region according to its strengths in each area. From there, the order can be well preserved and quickly delivered at any time. SEAFA has a specific plan for fixed shipments every day. For orders arising during the day, SEAFA will deliver within 2 hours.

The final F is 'Faithful ': The customer's trust and satisfaction are the destinations and driving forces of SEAFA. Cooperating with stakeholders is expected to be mutually beneficial. Everyone is satisfied, and it brings benefits. SEAFA makes continuous efforts to keep trust and sincerity with customers and partners.

2.5.5 Unique selling point (USP)

Whenever the company establishes any industry, though, they have competitors, especially in the wholesale seafood business, which is rated to be one of the potential industries to bring several profits right the short-term in the domestic seafood market. Thus, the SEAFA wants to survive and develop in an extreme environment. The company must equip sufficient knowledge and practical survey experience about its competitive advantages.

The SEAFA's competitive advantages will support finding stable and potential customers to distribute, grow more robust, and have a steady position in the domestic and Hanoi's seafood markets. The competitive edge attracts customers' curiosity about tapes dorsatus's product and the company's value, helping to retain old customers and attract new ones. Here are some competitive advantages that SEAFA Trading Joint Stock Company has been preparing to build

2.5.5.1 Providing only Tapes Dorsatus items

Quang Ninh is famous for a variety of fresh seafood, but not many people know about tapes dorsatus, which are Vietnamese's name "Ngao hai còi" if they do not live in Quang Ninh province.

Because this item was dependent on weather, salinity, and strong growth in windy areas, Quang Ninh has many rocky tidal banks cultured in saltwater lagoons. Because of the insufficient supply, not enough in Quang Ninh still becomes a highly sought-after commodity, especially for distant customers in landlocked cities.

The number of *Tapes dorsatus* in the domestic market is not enough to consume because a large of production is exported to China's market, so the domestic market use Anadara subcarinal (Vietnamese name Ngao Long) and blood cockles to substitute output. It does not ensure the origin and quality that could influence when people are eating. So based on the above situations, the company is currently cooperating with three large suppliers with treatment-grow ponds that use trestle culture of *tapes dorsatus* in Quang Ninh so that SEAFA will have more competitive prices than other competitors in the seafood market.

Moreover, the company specializes in providing the only product that is few and able to satisfy a large number of *tapes dorsatus* production with a variety of types followed by customers' requirements year-round. Nowadays, SEAFA's main markets are wholesale seafood markets and restaurants in Ha Noi and the nearby provinces. As a result, the company hopes that Quang Ninh's *tapes dorsatus* "authentic" will be more widely known to customers.

2.5.5.2 Available Tapes Dorsatus source provide quantity according to customer's order request

The seafood industry of the northern provinces still has only achieved a low growth rate with the lack of labor force aquaculture; consequently, the unstable seafood consumption market significantly affected wholesale *tapes dorsatus* providers in aquaculture activities. In fact, in some years of favorable weather, the providers' *tapes dorsatus* in lagoon or trestle culture still earn low incomes during the adverse weather, making household life more complex.

So SEAFA has the advantage of cooperating with the three largest suppliers in Quang Ninh province. The company is confident that the source of *tapes dorsatus* are always available and meets the requirements in large quantities all year round, efficiently meeting the demand for *tapes dorsatus* at restaurants in Hanoi and neighboring provinces. In addition, along with the hub warehouse storing *tapes dorsatus* available in Hanoi, the issue of ensuring same-day delivery also creates another advantage for the company combined with the close connection of SEAFA departments and three large providers in Quang Ninh will form a cohesive hard supply chain, unify and depend on each other to grow together.

In addition, the three leading large suppliers for the company are focused on supporting knowledge and breeds of *tapes dorsatus*, and equipment if necessary; it is essential to ensure that the source meets the requirements and is clean. So, providers will have peace of mind when

working with the company and have to rely more on the SEAF A party, not worry about being ripped off like other private parties whose output is limited. From there, it will create scarcity in the market, and customers can only import the company's goods if they want large quantities regardless of the month of the year.

Besides, they are one of the critical links in supplying tapes dorsatus to the SAFA. With them, operating processes will achieve benefits because the company has failed right from the suppliers. Therefore, the company will limit the shortage of tapes dorsatus or insufficient them for customers to increase product value and satisfy the requirements, satisfaction, and customer loyalty with the company's products as a premise to create maximum profits and the company's brand in the field of supplying tapes dorsatus in quantities as required year-round.

2.5.5.3 Competitive price, delivery on time and flexible return support policies

When the company has made scarcity in the domestic seafood markets in general and the tap dorsatus markets in particular, the issue of available goods customers the timely response from SEAF A. Therefore, the attraction for customers to choose SEAF A is tapes dorsatus source is always open in the Hanoi hub instead of gathering all tapes dorsatus in a warehouse in Quang Ninh. It supports that the company can transship products between provinces, or it was used in the case of returning customers so that SEAF A will be transferred to the hub for inventories, then the company can reduce shipping costs. In addition, when using the hub, the delivery process takes place on time and ensures professionalism in the work schedule.

Besides, one more important reason to make customers feel secure when ordering when choosing SEAF A is the supplier of tapes dorsatus because of the flexible return support policies. In recent days, few businesses have been in the market with a return policy because they have to face two losses, and the inventory will be increased without pushing the goods away.

- For wrong or lack of quantities: SEAF A will reconfirm the order from customers and try to process it within 2 hours of receiving feedback.
- Return of products caused by dead or broken seashells: in the transportation process, SEAF A will be responsible for re-checking, recalling, and returning the product to customers according to the company's regulations.
- For the return payment, customers can contact the company or chat directly through SEAF A's Website, Zalo, and Fanpage Facebook, and customers need to specify the content of the return or accompanying image (if any).

3. KEY ACTIVITIES

3.1 Operation

3.1.1 Main activities

The process of purchasing and selling SEAFA will be operated as follows:

- ❖ **Step one, in conjunction with key partners, supports the breeding and take care of *Tapes dorsatus*.**

Firstly, SEAFA will sign a contract with three owners of *Tapes dorsatus* reservoirs in the North: Mr. Nguyen Viet Cong, Mr. Pham Van Dong, and Mr. Nguyen Van Cong. These three people own the giant *Tapes dorsatus* reservoir area in Quang Ninh. The company will support owners with advanced breeding technology, facilities, and equipment and sign output commitments.

From the incubation step, SEAFA the company will hire two staff with high skills and experience, combined with these three partners, to select the best breeds. They will be two procurement staff of SEAFA. Breeding characteristics of *Tapes dorsatus* are that they are only as small as a grain of sand or rice, so their survival rate is relatively low, and special techniques are needed for them to survive and develop well.

There are two most delicious races of *Tapes dorsatus* today. One is the *Tapes dorsatus* variety in China, and the other is the *Tapes dorsatus* variety in Nha Trang - Vietnam. About the Chinese *Tapes dorsatus* race, the outside of the shell will have stripes and small flowers, and the flesh is more rigid, but there's a bit small. As for *Tapes dorsatus* in Nha Trang Vietnam, the body will not have the same pattern as the Chinese clam, the inside will be fatter, but the meat is not as strict. In Return, the Vietnamese *Tapes dorsatus* combination has sweeter flesh And pinker skin. Therefore, SEAFA will associate with reservoirs to breed Nha Trang *Tapes dorsatus*.

There are two main breeding methods of *Tapes dorsatus*: natural stocking in the sand and hanging cage culture. For the first form, genuine hose in the sand, the required characteristics are that the sand layer must be a sandy layer with porous mass, and sand accounts for 60-85%. For *Tapes dorsatus* to not be weak and develop well, it is necessary to have a breeding site that is a sandy layer in the bay or tidal flat with small waves and smooth tides. But this form has the disadvantage that it is difficult to manage in quantity. *Tapes dorsatus* are easily lost and difficult to take care of. Therefore, SEAFA chose the second breeding method, hanging cage culture.

The reservoir owner will buy rectangular or oval open hanging cages. After that, SEAFA will incubate the breeds in the sandy layer inside the cells. Next, the company will hang the cage on

wooden bars or floating houses in the bay. This form will make the cultivation of *Tapes dorsatus* easy to monitor and not lose. Breeding and harvesting time will be faster than the first form. Therefore, SEAFA, combined with the reservoir owners, decided to choose the method of breeding *Tapes dorsatus* by cage culture.



Figure 15: Hanging cage culture

(Source: Internet)

As we can see, the *Tapes dorsatus* can only be raised in sandy, mud, and airtight, wave tight. Therefore, the waters of Ha Long Bay, Bai Tu Long Bay, and Lan Ha Bay are the best areas for raising *Tapes dorsatus* in the North. Thus, the way SEAFA combines with the three largest reservoirs in Van Don and Ha Long Quang Ninh areas is a very right decision. These three reservoirs are located on Ha Long Bay and Bai Tu Long Bay, which is very suitable for the growing conditions of *Tapes dorsatus*.

The natural features in Bai Tu Long Bay, Quang Ninh province, are the most convenient and golden conditions for cultivating *Tapes dorsatus*. There is clean, clear, and green water here, which is a prerequisite for determining the color of the *Tapes Dorsatus*'s shell.

Moreover, the salinity and pH here are also suitable with the ideal numbers for breeding *Tapes dorsatus* with a salinity of 15-25‰ and a pH of 6-7 (RESEARCH INSTITUTE FOR

MARINE FISHERIES, 2007). In particular, Bai Tu Long Bay and Ha Long Bay are rich in plankton and suitable for mollusk breeding, especially *Tapes dorsatus*.

The estimated time to breed *Tapes dorsatus* from tiny seeds like rice seeds to giant clams is about 8 to 14 months. The perfect time of the year for the incubation of *Tapes dorsatus* is from August to the end of spring. According to the author's survey of reservoirs, restaurants, and wholesale markets and consumption habits, SEAFA found that the spring and summer periods are when *Tapes dorsatus* are consumed most of the year. Thereby, combined with the above factors, we decided to choose the time of sowing *Tapes dorsatus* for all three reservoirs, which is February and October every year.

The reservoir owners will be the ones who take care of and monitor the maturation stages of the *Tapes dorsatus*. SEAFA will be the partner to provide technical and financial support to produce the best quality *Tapes dorsatus*.

❖ **Step two, transport from the reservoir to the main warehouse.**

After *Tapes dorsatus* is fostered and cared for to a particular mature, large, and strong stage, the reservoir owners, will harvest and deliver it to their partner, SEAFA.

Tapes dorsatus will be gathered ashore by farm owners and transported to the SEAFA's main warehouse at No. 356, group 64, zone 6, Ly Thuong Kiet Street, Cua Ong ward, Cam Pha City, Quang Ninh province. This place is about 5-10 km from three reservoirs with a moving time of about 15-25 minutes. Pools will have their trucks ship *Tapes dorsatus* to the SEAFA's central warehouse, then classify and pack them.

SEAFA will classify *Tapes dorsatus* into three fixed sizes in the classification step. That is 20-24 pcs/kg; 25-29 pcs/kg; 30-35 pcs/kg. *Tapes dorsatus* will be dumped, and warehouse staff will initially flush the *Tapes dorsatus* with salt water to remove the mud. After that, it will proceed to classify depending on the size of each animal into separate baskets. Then the workers will weigh again so that the standard number of units corresponds to each kilogram.

After sorting will be the packing step. This is an essential step for seafood in general and *Tapes dorsatus* in particular. The total time for sorting, packing, and loading the goods on the truck is 3 hours with 2500kg and four warehouse staff working. After a lot of research and experience from the forerunners, along with a thorough understanding of the characteristics of the *Tapes dorsatus* species, SEAFA has come up with a separate packaging formula, helping *Tapes dorsatus* to maintain freshness for up to 36 hours of long-distance travel.

Firstly, SEAFA's workers will put *Tapes dorsatus* in the basket and weigh them for packing. On average, a 50kg styrofoam box will shrink about 20kg of *Tapes dorsatus*. There will be

styrofoam boxes with thick nylon lining to store *Tapes dorsatus* mixed with seawater. The ideal temperature for *Tapes dorsatus* to live well after being picked up is 20 degrees C. Therefore, SEAFA relied on this feature to create its packaging formula.

Industrial ice will be wrapped in separate plastic bags and placed on top of plastic bags packed with *Tapes dorsatus*. A machine is required to balance the temperature inside the styrofoam box and determine that the *Tapes dorsatus* are being filled at the ideal temperature of 20 degrees C. This packing method has been tested many times by the SEAFA research team for its extremely high efficiency, and *Tapes dorsatus* can sometimes live and stay fresh for up to 48 hours.

Afterward, the group of workers will close the lid of the styrofoam box and stick the tape around the box. The next step is to mark the different codes on the outside so that the goods are correctly delivered to the customer.

❖ Step three, shipping *Tapes dorsatus*

After *Tapes dorsatus* is appropriately packed and loaded onto the truck of the Bac Nam TVC, SEAFA will deliver the goods to wholesale markets along the route. The wholesale markets selected by SEAFA here will include the following needs. The truck will have a fixed way every week on Tuesday and Friday. The wholesale market channels will also pick up goods twice a week with a total quantity of 2 tons (2000 kgs) per week.

The wholesale markets selected by SEAFA here will include the following markets:

No.	Location	Wholesale market name	Estimated number of booths / Total number of booths	Forecast sale volume per day (kilograms)	Forecast sale volume per week (kilograms)
1	Ha Long City, Quang Ninh	Ha Long I Market	15/100	425	850
2	Ha Long City, Quang Ninh	Ha Long II Market	4/30	100	200
3	Ngo Quyen, Hai Phong	Co Dao Seafood Market	6/20	150	300
4	Hai Duong City, Hai Duong	Tan Kim Market	6/13	105	210
5	Hai Duong City, Hai Duong	Hoi Do Market	11/30	220	440

Total	42	1000	2000
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Table 1: List of wholesale markets' SEAF A will deliver by Bac Nam TVC

(Source: Authors)

The truck's route will follow a fixed main path, starting at 10 PM every Tuesday and Friday.

The car's last stop will be the company's hub warehouse at 54A, Lane 83, Ngoc Hoi Street, Hoang Mai District, Hanoi.

About the HORECA channel, every week will consume a total quantity of 3 tons corresponding to 3000kg, evenly distributed for the whole week. The estimated daily sales volume of the HORECA channel is approximately 430kgs/day and 3000kgs/week with the forecast list of restaurants and sale volume below:

No.	Name of restaurants	Forecast sale volume per day (kilograms)	Forecast sale volume per week (kilograms)
1	Sen Tay Ho restaurant	30	210
2	SET Buffet	40	280
3	Bay Seafood Buffet	25	175
4	Bien Dong seafood	20	140
5	Bien Dong seafood II	30	210
6	Buffet seafood & Dimsum Cuu Van Long	29	203
7	Bien Dong seafood III	43	301
8	Cua Bien Dong	29	203
9	Panxin - Minh Khai	20	140
10	Hai Cang- Nguyen Chi Thanh	30	210
11	Chef Dzung - Buffet seafood	30	210
12	Octopus King	24	158
13	Tomato seafood restaurant	27	189
14	1981 restaurant	20	140
15	Cua Bien Dong	32	224
Total		429	3003

Table 2: List of restaurants SEAFA will supply

(Source: Authors)

❖ **Step four, implement preservation after transporting to hub warehouse**

After the goods are transported to the hub warehouse, SEAFA will do the preservation here. The hub warehouse has three large, preserved tanks, each with circulating water, a pump, and a

jacuzzi. The bottom of the tank will have a thick layer of sand and mud, from 10-12 cm. The workers at the hub warehouse will check the goods once to rule out broken shells, then feed *Tapes dorsatus* with this tank.

The tank's temperature should always be stable at 15-20 degrees C. The tank will have to have a circulating water chiller to regulate the tank's temperature in winter or summer. *tapes dorsatus* must cool the water in the summer and, in the winter, must be covered with a tarpaulin. If we do this correctly, *Tapes dorsatus* can live for 3-5 days.

Breeding *Tapes dorsatus* at the warehouse is a stage that requires a lot of work and experience from the staff because this is not easy. SEAFA had to research and test many times to generalize how to raise *Tapes dorsatus* with separate tanks that only a few market people know about.

After being grown in a tank, *Tapes dorsatus* will be preserved for 3-5 days. Usually, SEAFA will sell the estimated amount of goods sold on that day, but the risk is inevitably caused by supply, carrier, or other objective factors such as weather.

Therefore, the preservation step at this hub warehouse is crucial. On the one hand, to increase the freshness of *Tapes dorsatus*. On the other hand, to meet SEAFA's criteria of always-available goods and a place for new customers to come directly to verify goods and increase trust with customers.

❖ **Step five, transport from hub warehouse to restaurants**

For restaurant orders placed from the previous day, SEAFA will have a separate shipper to deliver a fixed route at 3h50PM daily. For orders that arise unexpectedly and need urgently, SEAFA's shipper will ship or hire a shipper outside to transport if the quantity is not too much.

AHAMOVE is the company selected by SEAFA to carry out the transportation task with a team of shippers specialized in transporting seafood. They will move to the places of those restaurants, regardless of the near or far terrain, rain or shine. The shipper will be the co-inspector (co-check the goods) with the buyer and report the situation to the SEAFA team for a suitable solution.

3.1.2 Purchasing management

Procurement plays an essential role, and to establish a sourcing strategy, SEAFA needs to plan. Regarding the organization's strategy, SEAFA expects to cooperate with three central farming ponds in Quang Ninh, allowing the company to maintain a consistent supply of products with enough quantities to supply to seafood wholesale markets and restaurants in Hanoi and neighboring provinces (HORECA channel). The total amount of *tapes dorsatus* expected to be imported by SEAFA from these enormous ponds is projected to be 5 tons of clams per week (scheduled in the

first year of operating).

The next step is finding the source of goods (Sourcing). The tapes dorsatus is in critical shortage because the tapes dorsatus are mainly exported to China. Domestic Vietnam is currently not available for scale. Therefore, finding a source of goods to meet the quantity and quality of tapes dorsatus is a problem that SEAFA needs to solve to ensure the company can operate efficiently.

Following research of fishermen of tapes dorsatus reservoirs in Quang Ninh, SEAFA identified the leading suppliers through the advantages and disadvantages of these suppliers that are compatible with the company's plan. This is the phase of supplier selection (Supplier Selection), which involves looking for and learning about tapes dorsatus culture ponds. The company has identified three central agricultural ponds in Quang Ninh, which are the reservoir of Mr. Nguyen Viet Cong, Pham Van Dong, and Nguyen Van Dong, to operate as the company's immediate suppliers.

SEAFA intends to negotiate pricing policies and terms after selecting a supplier (Negotiation). The company will provide farmers with advanced agricultural techniques, infrastructure, equipment, and sign output guarantees. If the two parties agree on pricing and terms, the firm will sign a deal with the suppliers, as mentioned earlier.

Finally, manage supply stability by evaluating suppliers (Supplier Performance Management) and supplier sustainability issues. Corporate SPM will analyze, assess, and manage supplier performance to cut costs, minimize risk, and promote continuous improvement. This activity aims to identify potential issues and to determine the principal cause of the between supplier And the company, so that staffs may handle it as quickly as possible for the advantage of both parties.

In general, procurement management is an essential mission of SEAFA. To guarantee the source (quantity of tapes dorsatus) to maintain the supply chain, it is necessary to gather information such as an address, contact method, business license, etc., to prove the partner's transparency to ensure long-term sustainability. Long-term relationships with suitable suppliers help SEAFA'S operation process quickly go into stability and minimize the costs of finding a new supplier.

SEAFA also contacted three other reservoirs: Mr. Hoang Trung Viet (Ban Sen commune, Van Don district, Quang Ninh province); Mr. Le Van Khanh (Vinh Thuc commune, Mong Cai city, Quang Ninh province); Mr. Nguyen Van Do (Vinh Trung commune, Mong Cai city, Quang Ninh province) mitigates risks, including supplies and difficulties with previous suppliers.

3.1.3 Warehouse management

3.1.3.1 Main warehouse

First, it will describe the space of the main warehouse at the head office No. 356, group 64, zone 6, Ly Thuong Kiet street, Cua Ong ward, Cam Pha city, Quang Ninh province.



Figure 16: The design of the main warehouse facade of SEAFA

(Source: Authors)

SEAFA will rent the company's central warehouse with an area of 160m² with a convenient location, has both front and back doors. The back door of the main warehouse is wide enough to accommodate a truck in stock. SEAFA will design two areas: the office area and the packing area.

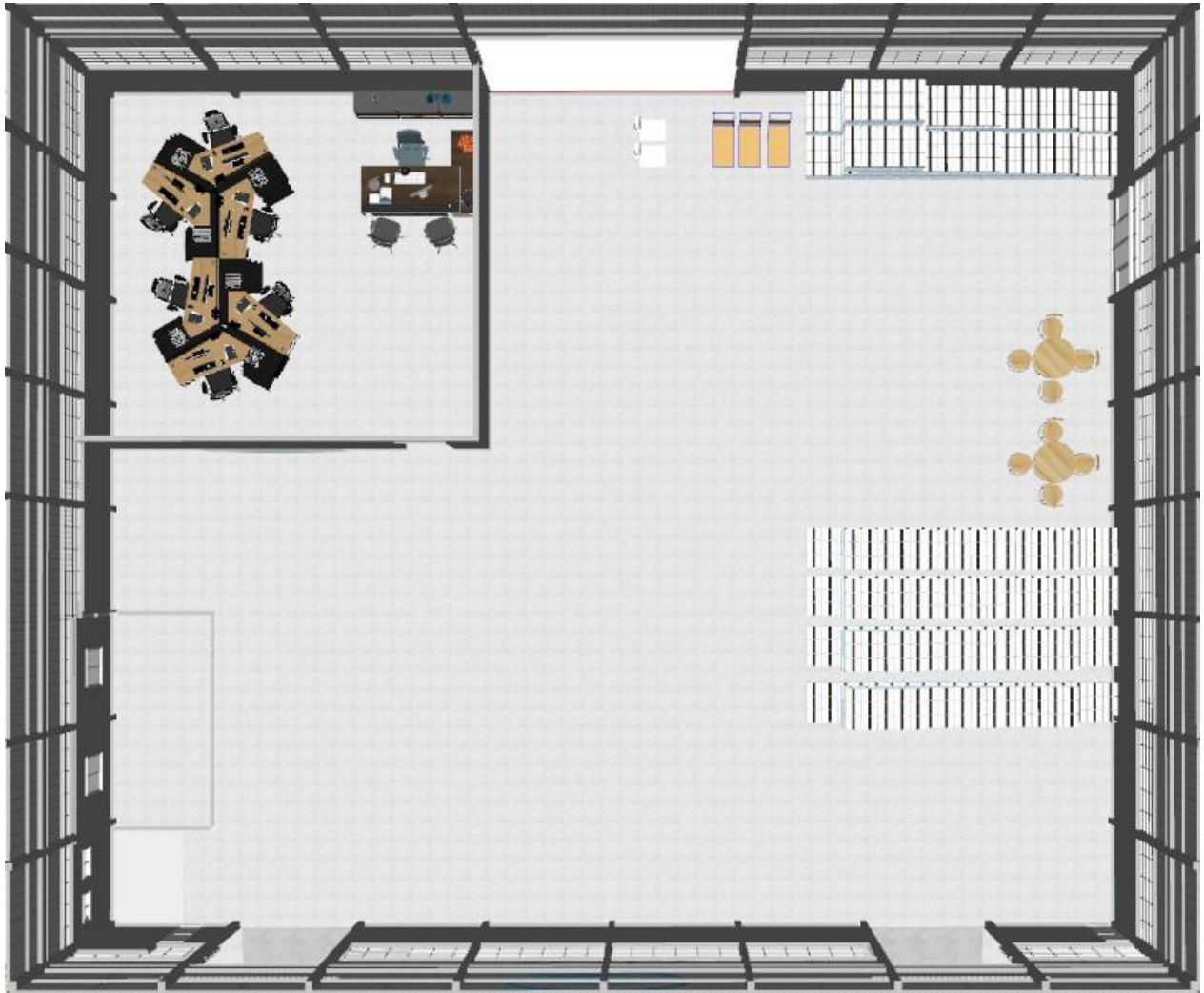


Figure 17: SEAFA's main warehouse when taken from above, consists of two separate areas

(Source: Authors)

SEAFA's main warehouse will have two areas: an office area and a packing area. The office in the warehouse is the place where the board of directors works with the accounting, purchasing, and sales departments and also the place to receive orders, work with the suppliers and perform customer care.

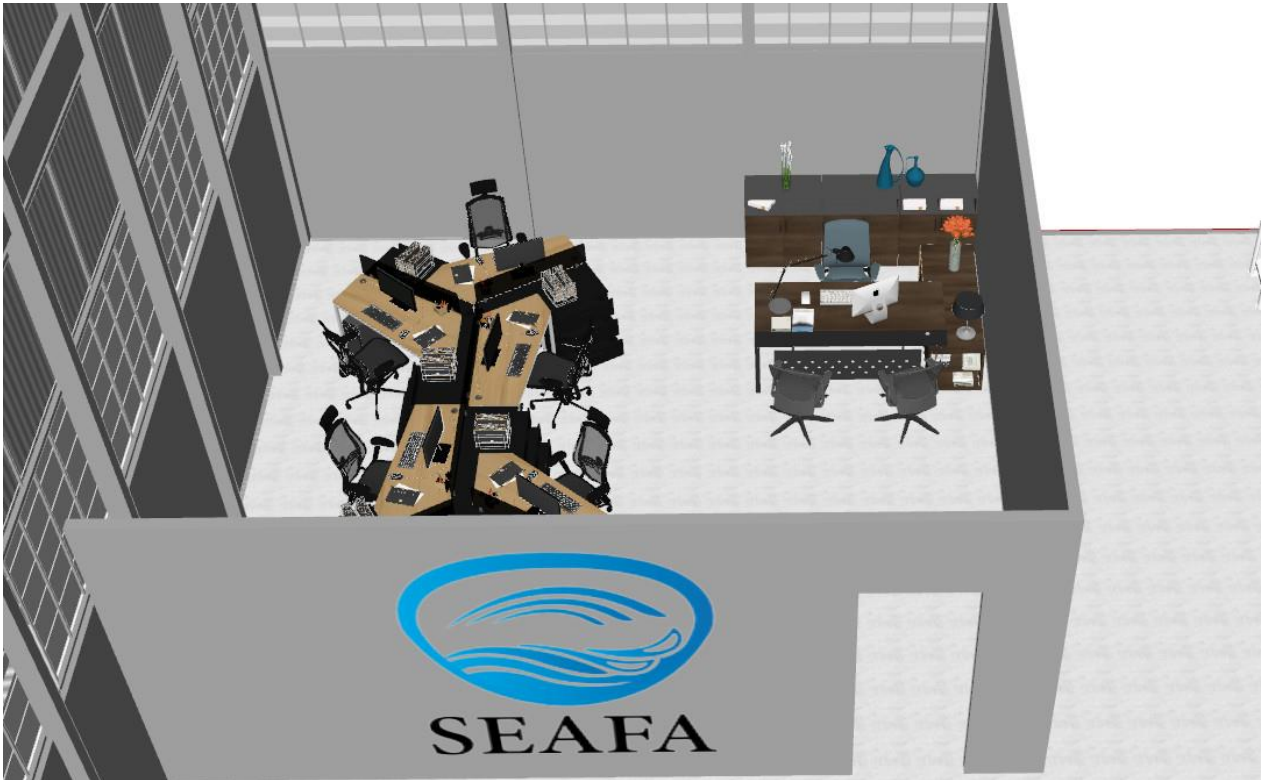


Figure 18: SEAFA's main warehouse office area

(Source: Authors)

For the packing area of the main warehouse, the central warehouse will not have a preserved tank but ample space for packing. Not only that, but the main warehouse will also contain packing tools, such as foam boxes, trolleys, and scales for the packing and sorting process.

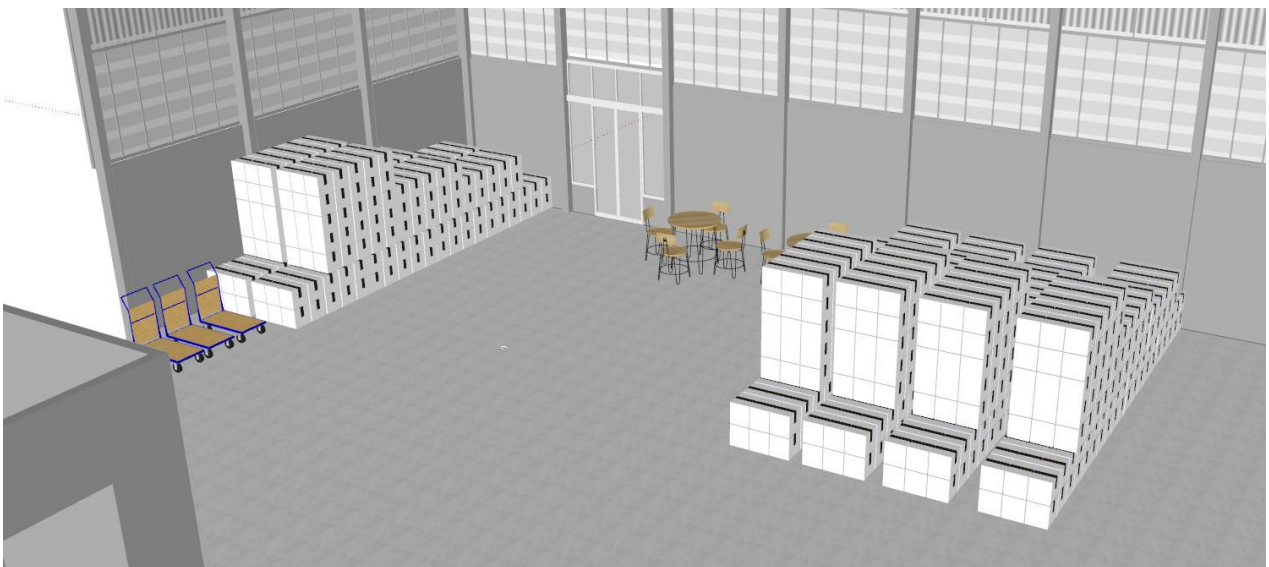


Figure 19: SEAFA's main warehouse packing area

(Source: Authors)

For SEAFA's warehouse management, there will be six core issues that SEAFA is most focused on.

Firstly, the activity of receiving orders and managing import-export activities. At the warehouse, SEAFA will have SAPO sales management software to manage daily incoming and outgoing goods. When a customer places an order through SEAFA's phone number, zalo, or website, we will record the customer's order (no later than 3:30 p.m. the previous day for customers who are wholesale markets) and start placing orders with the suppliers.

Every day, when goods have been imported from the reservoir, SEAFA workers will record the number of imported goods after sorting and weighing the quantity and size. This will be the most accurate number to pay the reservoir owner. Next, SEAFA will distribute the goods to the locations corresponding to the orders.

Secondly, the activities of preserving and arranging goods and furniture in the warehouse. The main items in the warehouse will be pumps, large baskets, styrofoam boxes, adhesive tapes, desktop computers, calculators, large drums, rackets, boots, gloves, scales, and tools. They measure water temperature and pressure, ball bags, tables, chairs, and especially three large tanks (can breed up to 3 tons of *Tapes dorsatus*). These tools will be recorded and fully managed by warehouse staff.

For the preservation of *Tapes dorsatus*, saltwater will first be purchased for VND 150,000 per block of water and filled into the drums along with the tanks. SEAFA will breed in 3 large tanks with circulating water and equipment to measure temperature and water pressure, which can keep the product fresh for 3-5 days.

Thirdly, tracking and monitoring the entire buying and selling process. SEAFA will have a manager - the founder of SEAFA- to manage this whole activity, from purchasing at the reservoir to packing, coding, and shipping to the buyer.

For fresh seafood, especially *Tapes dorsatus*, this stage is critical. Because the weight of seafood, when weighed at the place of sale to when it arrives at the warehouse, is very different. Not to mention that the classification of goods also has many differences in the prices of the sizes, so it is necessary to manage this stage carefully so that the goods are not lost.

Fourthly, plan to import goods. This step is not only a matter of measuring volume and managing interests in the warehouse. SEAFA's warehouse management activities will be associated with estimating the number of goods sold each day and informing reservoir owners in advance. Moreover, it will be inevitable that there will be inventory, so SEAFA will manage this problem with SAPO sales management software to give the most reasonable business scenarios.

Fifthly, report the fluctuations in stock. This is also an essential step in measuring whether Tapes dorsatus products sell best on what day of the week or season of the year and the average quantity of each period.

From that, SEAFA can get the appropriate catching volume and report and arrange for each reservoir to harvest Tapes dorsatus on schedule.

Sixthly, the problem of managing and arranging personnel in the warehouse department. In the main warehouse, there will be six employees and one manager, taking turns in charge of issues.

3.1.3.2 HUB warehouse

Hub warehouse is also a place where SEAFA focuses and invests a lot in facilities. Hub's space at No. 54 A, Lane 83, Ngoc Hoi Street, Hoang Liet Ward, Hoang Mai District, Hanoi will be designed quite specifically with an area of 160m².



Figure 20: The front of the HUB is designed by SEAFA with a prominent company name

(Source: Authors)

The space of the HUB has also been divided into two main areas: the first floor is the rearing

and packing area, and the mezzanine is a small office area and a resting place for employees.



Figure 21: Panoramic view of warehouse with mezzanine space to optimize the area

(Source: Authors)

The difference between the HUB and the main warehouse is that $\frac{1}{4}$ of the HUB area will use to build 3 large, preserved tanks to safeguard Tapes dorsatus. The packing area of the HUB will be smaller than the main warehouse due to the smaller number of goods.

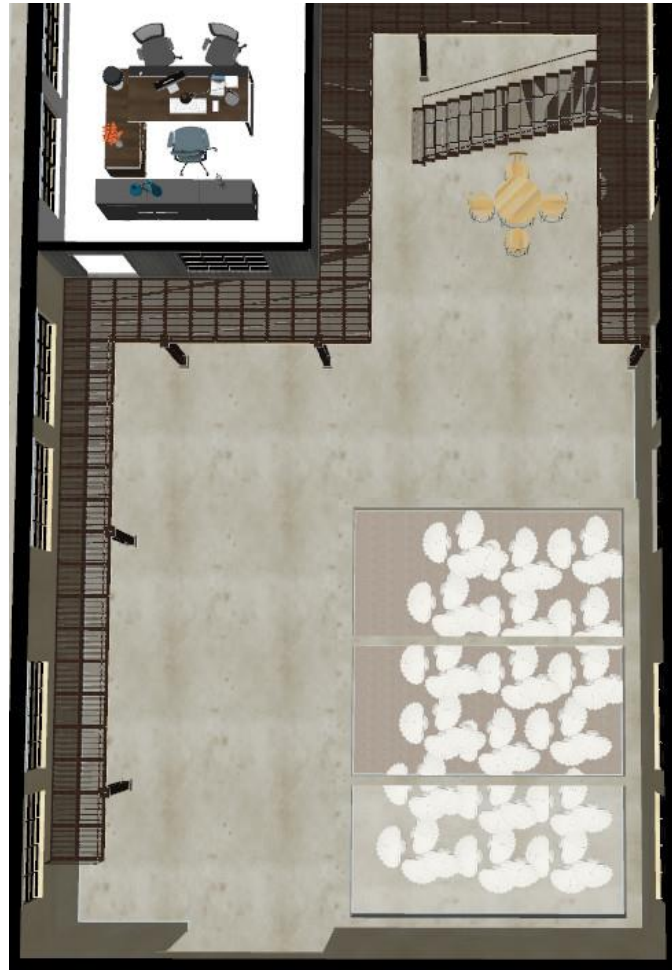


Figure 22: Hub space when shooting from the top

(Source: Authors)

In HUB warehouse management, SEAFA will focus on managing the following issues:

Firstly, receive orders from restaurants. As in the main warehouse, staff will enter orders from restaurants in the Hanoi area into SAPO software to manage order quantities and plan appropriate packaging.

Secondly, inventory management. Because goods will be moved from the central warehouse to the hub warehouse every day, it is essential to preserve the inventory. SEAFA has a process of raising fresh Tapes dorsatus within five days and requires staff to follow the correct steps to keep the freshness of the Tapes dorsatus.

The import plan is also a significant step in the hub warehouse. The workers at the hub warehouse will estimate the consumption of Tapes dorsatus by the restaurants and evaluate them to produce weekly and seasonal sales. From there, report to the central warehouse to plan the most

appropriate import and transshipment to the hub warehouse.

3.1.4 Delivery and inventory management

❖ **BAC NAM CVT LOGISTICS JOINT STOCK COMPANY is the leading partner of SEAFA in the transportation long road.**

CVT BAC NAM is SEAFA's leading partner in long-distance transportation. SEAFA chooses CVT BAC NAM as the ultimate transportation partner in the Wholesale segment SEAFA is entitled to a 5% discount on shipping costs from signing a long-term contract with CVT BAC NAM, ensuring a minimum of 2 fixed shipments in a week with partners.

The process of transporting large quantities through the markets:

- 22h: 356 Ly Thuong Kiet, Ong Cam Pha Gate (Main Warehouse)
- 22h50 - 23h20: Ha Long Market
- 12h20 - 12h50: Co Dao Market
- 2h - 2h30: Hoi Do Market
- 3h35: Ngoc Hoi Street, Hoang Mai (HUB)

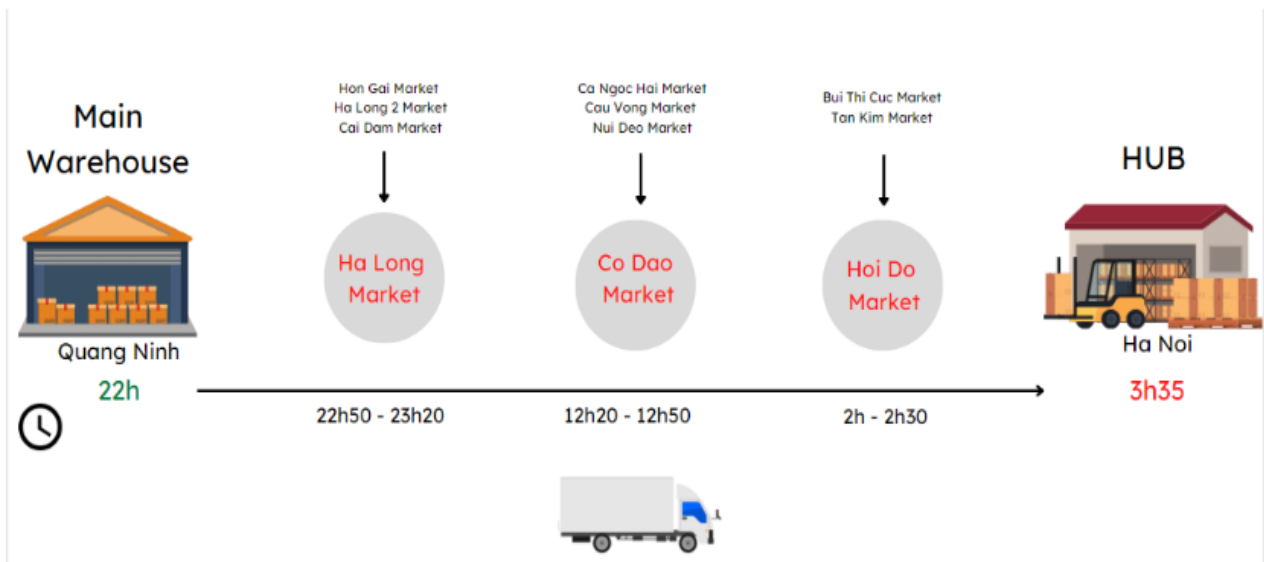


Figure 23: The process of transporting of SEAFA company

(Source: Authors)

The CVT Bac Nam company truck has a GPS positioning system, which helps SEAFA track the transportation process over the internet to ensure the correct route.

In addition, warehouse staff will accompany each vehicle to assist in the loading and unloading. Through each point, after shipping the order by region, the team will add it to the software to subtract the inventory quantity and report the order's status.

The CVT Bac Nam company truck has a GPS positioning system, which helps SEAFA track the transportation process over the internet to ensure the correct route.

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SEAFA's sales manager can directly monitor trucks four times a month to monitor sales progress, work now with customers, or analyze the market.

Delivery Charges:

After the truck travels through the stops, it will have traveled around 223 kilometers, including three visits. Including associated expenses such as freight as arranged, the first kilometer of cargo, stopover fees at the location, handling fee, 5% discount, and not including tolls.

Includes:

- VND 15 thousand per kilometer for freight as arranged.
- VND 400 thousand for the first 4 kilometers of freight.
- VND 150 thousand for stopping at 5 points
- VND 150 thousand for handling fee

The total cost is VND 3,825 million

❖ Delivery in Hanoi city

Restaurants and hotels are SEAFA's main customers in Hanoi's inner city, with 30 kg poured up. SEAFA will collect orders per day in advance for timely delivery the next day. Staff will place orders via hotline or website, then integrate through SAPO software to calculate quantity and charge time and arrange a route for affordable transportation.

The delivery time will be between 3:50 pm and 6:00 pm, with a weight of 429kg for approximately 15 locations. Orders in the inner city have fast shipping, so the company will pack the goods in styrofoam, but excluding ice and water, each box weighs about 30 kg. The inner streets of Hanoi are mainly tiny, crowded with vehicles, and often have traffic jams. As a result, while transporting motorcycles is quick, they can only carry a small amount; on the other hand, small

trucks can carry large amounts but slow down and are very expensive. From the above points, SEAFA selected the delivery tricycle type per CBM, This type of vehicle can carry a maximum quantity of 1.5–2 tons, preserves fresh goods, is convenient for the characteristics of the transportation distance, and meets the requirements for enough volume. SEAFA directly equips the above vehicle, and the hub staff will also be the shipper to deliver the goods to the address requested by the customer.

During the delivery process, the shipper checks in with the customer and handles any issues. This ensures both sides: the customer can check the quality, and if there is a refund request, they will be compensated. After receiving the payment, the shipper will gather the information and transfer it to the SAPO APP, which will enter the system to notify that the order has been successfully delivered and synchronize the inventory quantity.

For small orders arising the next day, SEAFA will hire an outside shipper via the AHAMOVE app (integrated with SAPO), with the shipping cost to be paid by the customer after receiving the goods. During the delivery and receipt of the order, the shipper will consult with the customer to address any issues that may arise.



Figure 24: Vehicle of SEAFA used to delivery

(Source: Authors)

3.1.5 Customer service

Customer service is an opportunity and one of the significant challenges in the Company's competitive advantage. The Company's policy toward customers is a factor that receives much attention from customers when choosing and deciding to buy tapes dorsatus from the Company instead of buying from competitors. What benefits will customers benefit from purchasing company products? The Company also needs to establish more policies for customers, such as: enhancing forms of promotion for loyal customers and wishing to buy regularly. SEAFA must apply these policies reasonably to maintain and establish more great and long-term customer relationships.

To improve the service quality, SEAFA Trading Joint Stock Company always has staff 24-hour stand-by online and direct sales staff ready to help customers. They were tasked with the following:

- Take care of old and returning customers.
- Receiving and consulting information for customers who want to buy or are having difficulties in deciding to buy tapes dorsatus and the purpose of use of customers
- Receiving and listening as well as resolving complaints and complaints of customers

Besides the Company being able to monitor the needs of customers arising from item purchase orders, the Company uses SAPO software to monitor. Because each time a customer makes a request, the SAPO will update the information and record details such as the number of purchases, how much to buy, payment information, and the customer's delivery address. From there, it helps a lot in surveying customers' needs, thereby making reasonable sales policy changes for both buyers and sellers.

❖ Keep a good relationship with customers

After a successful sales process, customer care staff will contact customers through the zalo of the business to buyers and send incentive programs or happy birthday messages to customers will be a bridge for the relationship between companies and customers to become closer. In addition to showing respect to customers, this action is also a prerequisite for maintaining and maintaining a good, sustainable relationship with customers and is something any business wants to achieve.

❖ Collect customer reviews after experiencing the product:

One of the indispensable steps in the customer care process is to survey customer reviews of the Company's fresh products of the business. This activity shows the SEAFA's sincere interest and listening to customers by collecting customer reviews. The SEAFA will constantly improve and develop to bring maximum satisfaction to customers.

❖ **Dealing with complaints process**

• ***Step 1. Receiving information***

Customer requests and feedback are aggregated through calls, sales channels and Fanpage on Facebook or TikTok, Zalo of the company and website then customers send product-related information to the SEAFA customer care staff through:

Hotline: 0203.888.888

Zalo: SEAFA Ngao Hai Còi 3F Chất lượng cao

Or message directly through the website: seafa.vn

• ***Step 2. Contact and process***

SEAFA Trading Joint Stock Company's customer care staff will receive information and contact to confirm and agree with customers about product complaints in a fast time.

• ***Step 3. Solution plan***

After agreeing on a solution plan in the company's department, customer service staff will discuss with customers the solution in a conciliatory spirit and cooperation to ensure the interests of all customers. In case the product does not meet the quality or dies during delivery, the SEAFA will apply "the product's quality assurance policy" to customers.

3.1.6 Financial management

Customers can pay with cash or through direct payment channels such as Napas, Visa, or MasterCard at SEAFA. The company will connect the platform with online payment options supplied by banks to deliver the most efficient client experience if the customers from the Horeca channel through the Website: <https://cong-ty-co-phan-thuong-mai-seafa.sapopage.com/>

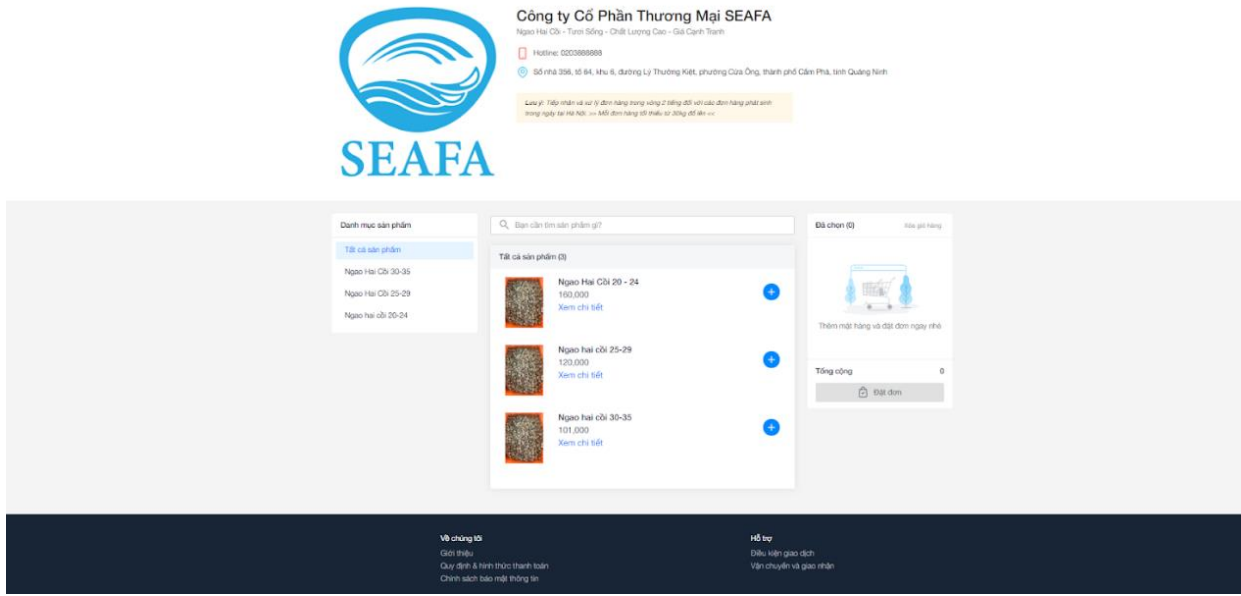


Figure 25: Sales website for the company's HORECA channel

(Source: Authors)

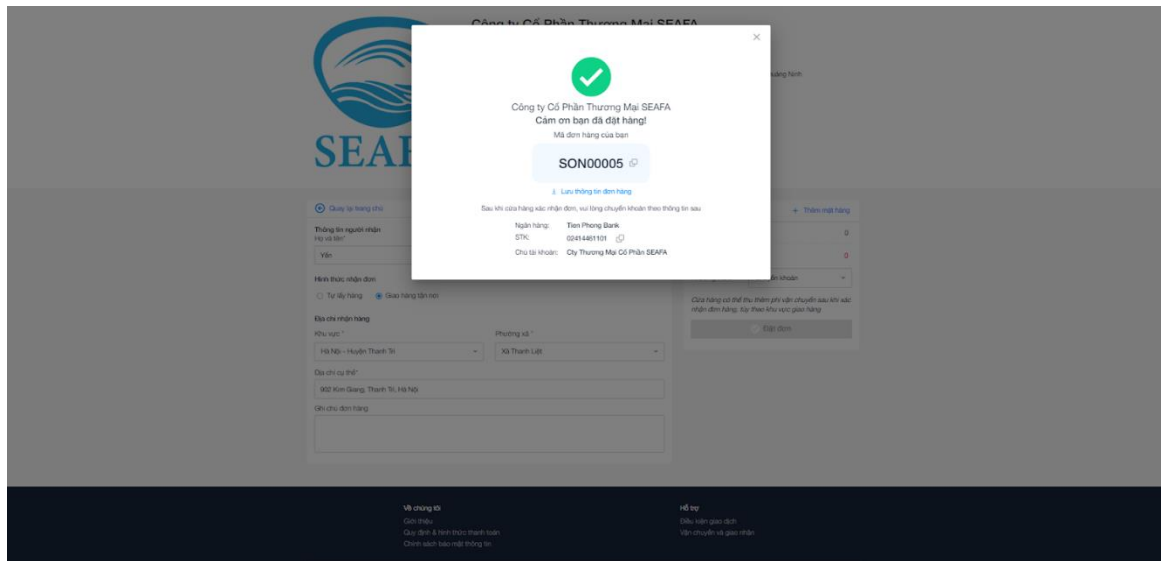


Figure 26: Payment methods on the Website

(Source: Authors)

After finishing an order on the website, the customer will wait for the company's hub staff to confirm and take the next the payment steps as instructed on the web.

The payment procedure has been developed by SEAFA's banking partners and SAPO's IT department, and the company will update the system regularly to minimize mistakes and processing time. If payment and financial errors occur, staff will determine the reason as quickly as possible

and establish a detailed list of appropriate remedies in advance to deal with such issues. Meanwhile, SEAFA uses Sapo POS software to aid company staff in processing orders rapidly, including selecting item types and quantities, producing invoices, raising pricing, and calculating discounts. Employees will no longer be obsessed with keeping records to limit errors and mistakes that cause harm to the company.

Accounting must manage invoices and receive and review accounting documents. The company must enter daily receipts and receipts for materials into the system. Controlling the pricing of imported clams to minimize supply shortages for clients; inventory management, warehouse asset management, staff payroll; preparing monthly/quarterly/year-end business reports and tax reports such as personal income tax, value-added tax, and corporation tax. SEAFA must reflect revenue and profit in the financial accounts after the year; the company must reflect costs...

3.1.7 Marketing and Sales

In a challenging market, particularly in the highly competitive seafood sector, marketing planning assists the organization in reaching the proper target customers and increasing sales and profits. Understanding client portraits, studying rivals, creating PR pieces, designing media releases to entice customers to purchase clams through promotional activities, and participating in OCOP fairs are examples of marketing activities. Furthermore, marketing must decide on a price plan, research the market to develop brand identification, and contact customers who believe in and consume SEAFA'S services and products. To provide the highest-quality value, approach customers, and establish long-term connections by executing customer care initiatives. That is the core value that the SEAFA company wishes to convey to clients through brand awareness.

Sales operations will include negotiating with clients and promoting customers to consume the company's products, raising turnover and revenues via online platforms (Website, Facebook, Zalo, Hotline), and online stores. SEAFA will have direct sales personnel at wholesale marketplaces in addition to the internet to perform the following: work directly with former clients; present the company's tapes dorsatus to new customers. Sales staff must understand and grasp the information and characteristics of tapes dorsatus. Moreover, the team needs communication, listening, and persuasion skills to convince customers to buy the company's products. Besides, other sales staff are responsible for searching, exchanging, and consulting to help customers choose SEAFA's tapes dorsatus instead of selecting other consequences of competitors (the customers mentioned here are restaurants in Hanoi).

3.1.8 Applying digital transformation

Digital transformation integrates digital technology into all business areas, fundamentally changing how you operate and deliver customer value.



Figure 27: Sapo logo

(Source: Sapo)

The company will use SAPO management software to support SEAFA's operational process management. SEAFA will enter operational processes from Purchasing, Warehouse, Delivery, Customer Service, Financial Management, Marketing, and Sales into the SAPO management software. Each member of SEAFA is allocated a separate account according to their job position, thereby decentralizing usage rights on the Sapo app. Moreover, each part can manage its work on the app, centralize the data on the system so that the information is aggregated and unified, and Sapo's algorithm will produce statistical reports on aspects of the business.

Besides, the Sapo application is a sales synchronization solution for both online and offline channels. The authors' team will integrate the website, Facebook, and direct sales in the Sapo application. Orders will be centralized and synchronized at the merchant's account. After the order is fulfilled, inventory data will be synchronized to the remaining channels and automatically pushed through the shipping unit, thereby helping to synchronize management between departments.



Figure 28: SAPO management software

Source: Authors

3.2 Company structure and human orientation

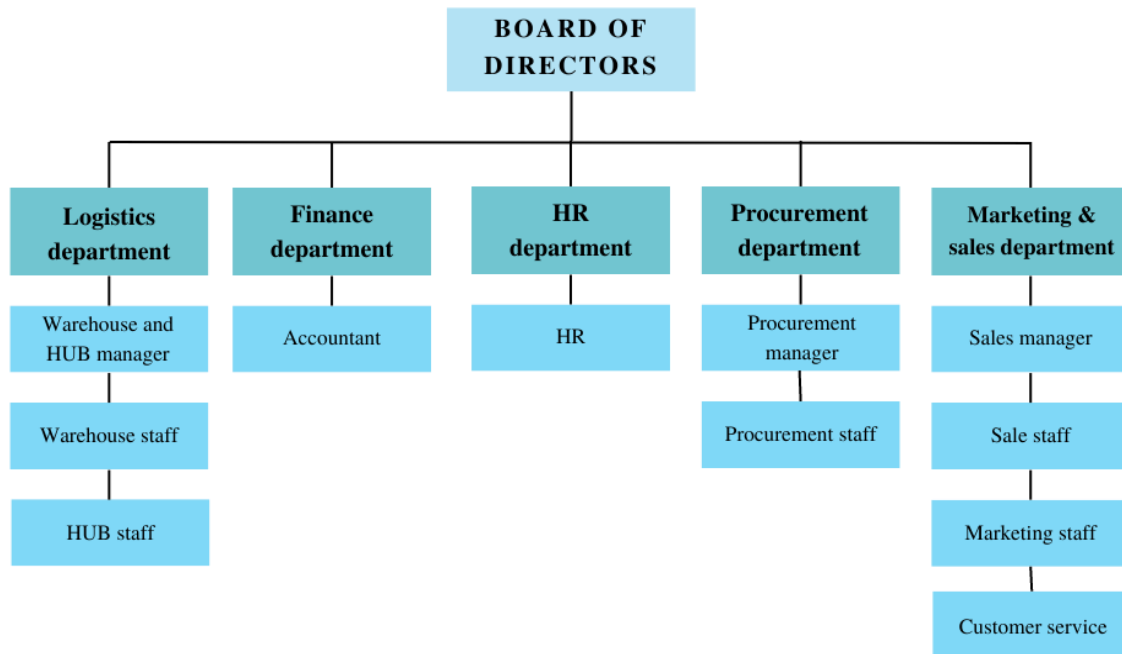


Figure 29: SEAFA organization chart

(Source: Authors)

3.2.1 Board of directors

The board of directors of SEAFA Trading Joint Stock Company currently includes four members in the start-up phase. Especially the positions of the members will be flexible. Members will actively take on different places in each department of the company, from the purchasing and logistics departments to the sales and logistics departments. Generally, the board of directors has the highest power in the company. They will be the legal representative of the company. And the members will agree on the main critical tasks and implement business strategies to quickly promote the operation process and increase profits for the company. In addition, they will manage human resources, run the communication process between departments, and support each other in the stage from working with the suppliers to the order delivered to the customer.

3.2.2 Main functional departments of the company

The company has two warehouses located at different addresses far from each other. So, the

number of employees will be allocated to ensure that work tasks can be carried out smoothly according to one process, as well as help managers easily control the operation status of the two warehouses and divide the tasks between employers and workers most reasonably, as follows:

No.	Work location	Department	Position	Quantity	Note
1	Warehouse	Logistics department	Warehouse staff	2	
			Worker	2	
2	Office (located in warehouse)	Sales department	Sales staff	1	
			Marketing	1	
			Customer services	1	
		Finance department	Accountant	1	
		Procurement department	Procurement staff	2	
		Board of director	General director	1	Manage each stage, can change positions to sales and close goods
			Sales manager	1	Manage each stage, can change positions to sales and close goods
			Procurement manager	1	Manage each stage, can change positions to sales and close goods
			Warehouse manager	1	both working as a sales staff and managing employees for work progress
		3	HUB warehouse	Logistics department	HUB staff
Sales department	Sales staff			1	Sales and settlement of orders in Hanoi
Total				17	

Table 3: Table Personnel Allocation Plan of SEAFA

(Source: Authors)

No	Performed	Number people	Review task
I	Financial department		
1	Accountant	1	<ul style="list-style-type: none"> Inspect and supervise buying and selling goods, supplies, services, receivables payables, advise leaders in goods management. Check the accuracy of accounting, compliance, and compliance with managing economic activities, finalization, accounting vouchers, compile data and make periodic financial statements by month and year. The salary calculation for all employees and workers includes insurance, wage, and benefits by year.
II	Logistics department		
1	Warehouse and Hub manager	1	<ul style="list-style-type: none"> Record the import quantity of tapes dorsatus, organize and coordinate the transshipment and receipt between the central warehouse and Hub. The staff manages, distributes, and operates two warehouses: the central warehouse and Hub. Supervise the process of importing and exporting fresh tapes dorsatus product. Arranging goods and inventory in different classes. Monitoring the machinery at Reservoir's tapes dorsatus. Participate in grading the goods and pack them into styrofoam boxes to get on vehicles. Clean tapes dorsatus with other members
2	Warehouse staff	4	<ul style="list-style-type: none"> Carry out loading and unloading from the warehouse or to the truck as specified Daily week and month cleaned the warehouse, including sweeping dirt, collecting styrofoam packages and garbage, and cleaning the reservoir. Proceed to weigh and classify tapes dorsatus according to the correct size. Clean the goods and pack them carefully, following the process to ensure they remain alive until delivery to the Hub in Hanoi. Follow the correct packing process and load the truck. Perform other tasks under the direction of the Inventory manager or reasonable requests from customers Make clean the tapes dorsatus, then follow the process of classifying them according to the size that the company has requested. After sorting, the warehouse manager will arrange for it to be carefully sorted to ensure that the line is followed. To ensure the progress of the sorting work in time, there must be a fast, standard, and correct sorting speed for loading goods onto the truck.

No	Performed	Number people	Review task
3	Hub staff	2	<ul style="list-style-type: none"> Carry out loading and unloading of goods from the warehouse to the goods truck to the corresponding warehouse as indicated. Annual daily, weekly, and monthly cleaning of Hub inventory for storing goods, including sweeping dirt, collection of empty bins, clean shelves and floors to ensure they are clean and dry Managing tapes dorsatus stored at the Hub to ensure the freshness of the product. Making plans to import goods based on data from markets and restaurants of previous orders to send to the company Carry out transporting goods from the central warehouse to the Hub under the manager's direction. Coordinate with the employees in the Logistics department to operate and arrange the transportation schedule properly. Report the results of work after completion Support sorting and preparing goods with Hub staff Submit all documents related to the delivery of tapes dorsatus Perform delivery works by motorcycle under the direction of the Warehouse Manager and understand the fastest inner-city routes
III	Procurement department		
1	Procurement manager	1	<ul style="list-style-type: none"> Ensure that the suppliers provide the right amount of tapes dorsatus following the terms and agreements of the transaction. Accurate control of the quantity of inventory and the quality of goods taken from the lagoons and trestle culture Make a list of equipment and supplies to buy to ensure the company's commercial business is stable and uninterrupted. Store supplier information, and ensure revenue and expenditure status in equilibrium
2	Procurement staff	2	<ul style="list-style-type: none"> Perform tasks under the direction of the manager Receive a request from the Sales department, then contact the suppliers to set the number, monitored 24/7 Every day, check the lagoon and trestle cultures of suppliers to inspect and coordinate their quality management in the three large suppliers the company is cooperating with. Inventory the correct number of tapes dorsatus that the suppliers have delivered before reporting back to the Sales department Planning to replenish supplies for the company by month Search for more backup providers

No	Performed	Number people	Review task
			<ul style="list-style-type: none"> Receive suppliers' complaints and contributions and then report to the manager to agree on a timely resolution process.
IV	Marketing and sales department		
1	Sales and Marketing manager	1	<ul style="list-style-type: none"> Support and help employees achieve the best working results. Provide ideas, strategies, and plans to help expand the scope and scale of the business with the board of directors There is a plan to coordinate with the carrier to follow the surveillance vehicle and find more customers in need at the delivery points by tracking the car four times a month. Develop specific business strategies for months, quarters, and years Making target sales for the department, operating and managing the department's personnel to create cohesion between employees to accomplish the common revenue goal. Ensure employee performance
2	Sales staff	2	<ul style="list-style-type: none"> Introduce, consult and persuade customers to order tapes dorsatus Find, maintain and grow customer networks Solve customer problems and complaints to ensure customer satisfaction and reliability Report to management levels on the needs, problems, and concerns of customers; competitors' activities and potential in developing the product of business Make quotations, create customer orders from zalo, the company website, and fan page on Facebook
3	Marketing staff	1	<ul style="list-style-type: none"> Develop communication and sales channels on many platforms (Zalo, TikTok, Facebook) Manage the company's social media page, post daily advertising articles Develop video content, viral content marketing Collaborate with other employees in the customer file extension department Propose strategies to promote the company, tapes dorsatus product at daily meetings at the company

No	Performed	Number people	Review task
4	Customer services	1	<ul style="list-style-type: none"> • Receiving customer complaints through the call center, Zalo, website and classifying complaints • Manage and control settlement activities, coordinate with management to handle customer complaints. • Consulting suitable solutions to solve problems for customers. • Continuously monitor to promptly revise and adjust problems arising after the process of buying Tapes dorsatus • Support to sales staffs to scale and develop new potential customers • Coordinate with internal departments to make assessments and judgments about the risk of hot complaints. • Streamline claims management
V	Boards of directors		
1	Director(s)	4	<ul style="list-style-type: none"> • It is 1 of 4 members who alternately to rotate the position. Responsible for managing business activities in the company, devising specific strategies to promote the development and increase the profitability of the business • Supervise the activities of investment and branding options to ensure financially and cost efficiency • Reconciliation of documents and operations related to finance along with accountant staff • Manage personnel and equipment, and infrastructure, and approve additional requirements in need to operate the business. Personnel selection and training • Develop regulations and manage sales records

3.2.2.1 Financial Department

The Accounting-Finance Department has the function of advising the Director of the Company in managing the use of assets and capital sources and organizing accounting and financial activities of the Company following the management requirements of the laws of government; preservation and development of corporate capital; responsible for checking and supervising the financial and accounting work of the Company.

- Organize a unified financial and accounting system in the Company from collecting initial recorded data, economic and financial indicators, bookkeeping system, accounting documents, reporting system, and forms to ensure timely, honest, and accurate.
- Strictly manage assets, liabilities, expenses, and the use of funds at the Company, collection, and expenditure under the Ministry of Finance.

- Accounting organizations ensure management Assurance of requirements provided for in the Enterprise Law. In addition, manage the collection, payment, and cash payments and strengthen fiscal discipline to prevent violations in capital use management.
- Professional direction, inspection, and guidance of other departments such as Sales, Logistic, and Purchasing to follow up strictly, reflect reality, objectivity, principles, and accounting regimes.
- Perform the task of calculating and paying employee salaries according to their capacity, timekeeping, and paying insurance and taxes as required by the government's policies.

3.2.2.2 Logistic Department

SEAFA's members belong to the Logistics department, manage the import and export of goods at the warehouse and Hub and prepare all documents to send with goods at the request of the accounting department. Moreover, establish processes related to managing and controlling goods exported, imported, and out of stock. Inventory management included minimum, and complete inventory, inventory turnover, and freight rotation. Develop and strictly hold documents to ensure close and smooth coordination of the central warehouse and Hub and uninterrupted communication throughout the working process and circulation of goods until delivery to customers.

3.2.2.3 Purchasing department

The staff in this department has to predict market demand through the number of orders from wholesale seafood markets, restaurants, and customers. Besides, make a plan to buy goods for the company. And the employees make plans and implement the collection, evaluation, and selection of tapes dorsatus suppliers from 1 of 3 large household tapes dorsatus providers have lagoons and trestle cultures based on orders sent by the Sales department. Besides, analyzing sales data to update product strategy, purchase, connect suppliers according to market needs and contact, negotiate, order, and solve problems arising with suppliers for the company. In addition, implement connectivity, supplier care, and product portfolio coordination according to the company's strategy.

3.2.2.4 Sales department

All department members need to introduce products, deliver, and sell products of the company, and provide complete information about goods and product quality. Additionally, actively participate in social activities to promote products and enhance brand value and build a professional customer service team. And offer many out-of-service and product warranties to customers.

Marketing staff need to build more information channels so that customers can easily access information about the company and understand tapes, dorsatus products, prices, and payment methods. Responsible for receiving all information about customer complaints and providing solutions. Then, submit to sales managers for opinions and discussions at the briefing.

In addition, the members implement advertising programs and analyze customers to maximize the marketing plan's effectiveness according to the set goals. The customer service process must be established into processes and continue to find ways to improve the company's customer care activities to achieve the highest efficiency.

3.2.2.5 Customer care

To improve the service quality, SEAFA Trading Joint Stock Company always has staff 24-hour stand-by online and direct sales staff ready to help customers. They are tasked with the following:

- Take care of old and returning customers.
- Receiving and consulting information for customers who want to buy or are having difficulties in deciding to purchase tapes dorsatus and the purpose of use of customers
- Receiving and listening as well as resolving complaints and complaints of customers

Besides the company being able to monitor customer needs arising from item purchase orders, the company uses SAPO software to monitor. Because each time a customer makes a request, the SAPO will update the information and record details such as the number of purchases, how much to buy, payment information, and the customer's delivery address. From there, it helps a lot in surveying customers' needs, thereby making reasonable sales policy changes for both buyers and sellers.

❖ Keep a good relationship with customers.

After a successful sales process, customer care staff will contact customers through zalo of the business to buyers and send incentive programs or happy birthday messages to customers will be a bridge for the relationship between the company and customers to become closer. In addition to showing respect to customers, this action is also a prerequisite for maintaining and maintaining a good, sustainable relationship with customers and is something any business wants to achieve.

❖ Collect customer reviews after experiencing the product:

One of the indispensable steps in the customer care process is to survey customer reviews of the company's fresh products of the business. This activity shows SEAFA's sincere interest and listening to customers by collecting customer reviews. SEAFA will constantly improve and

develop to bring maximum satisfaction to customers.

3.3 Key Partners

3.3.1 Suppliers

SEAFA will sign exclusive contracts with three leading suppliers: Mr. Nguyen Viet Cong, Mr. Pham Van Dong, and Mr. Nguyen Van Cong. These are three reservoirs licensed by the state to breed *Tapes dorsatus* in large quantities, with advanced breeding methods and the highest yield in the region. Besides, SEAFA will also replenish goods from other suppliers if more is needed.

3.3.1.1 Mr. Nguyen Viet Cong

Full name: Nguyen Viet Cong

Permanent address: Ban Sen commune, Van Don district, Quang Ninh province

Estimated production of Tapes dorsatus per week: 3 – 3.5 tons

Breeding form: natural stocking in sand and hanging cage culture

Cultivation location: Bai Tu Long Bay area - Van Don district and Ha Long Bay - Ha Long city

This is one of the three critical suppliers of SEAFA. According to the survey of authors, the family of Mr. Nguyen Viet Cong (nicknamed Cong Trau) is one of the households with the most significant production of *Tapes dorsatus* breeding in Quang Ninh province today, working for more than ten years. His reservoir stretches from Van Don - Cam Pha - Ha Long with two main breeding methods: natural stocking in the sand and hanging cage culture.

Mr. Nguyen Viet Cong's family has the advantage that the output of *Tapes dorsatus* breeding is enormous, providing more than 60% of the average daily volume SEAFA needs. Mr. Cong's *Tapes dorsatus* is characterized by a gorgeous shell color, pinkish-white color, and medium-large size. More than 50% of Mr. Cong's commercial *Tapes dorsatus* fall into the size 20-24 pcs/kg - the largest size for Hai Co clams.

Another feature of Mr. Nguyen Viet Cong's reservoir is that Mr. Cong's *Tapes dorsatus* breeding process is very advanced. He is eager to approach and apply new technologies to the cultivation of *Tapes dorsatus* to produce the best output. Therefore, he was very interested in SEAFA's proposal to use technology and software for *Tapes dorsatus* breeding and modern machines to monitor SEAFA's *Tapes dorsatus* growth.

However, there are still some areas for improvement in the *Tapes dorsatus* culture of Mr. Nguyen Viet Cong's family. His breeding households apply natural stocking in the sand and hanging cage culture methods, so the management needs to be closer. When breeding in the wild,

he still can't control the quantity, so the harvest process is still much more lost than expected, and the output is uneven. Moreover, despite having ten years of experience in the industry, the Tapes dorsatus variety is gradually changing from year to year, plus the weather changes, especially in the last three years, so his family's breeding is also facing many difficulties because almost every crop has a loss of output compared to expectations.

3.3.1.2 Mr. Pham Van Dong

Full name: Pham Van Dong

Permanent address: Dong Xa commune, Van Don district, Quang Ninh province

Estimated production of Tapes dorsatus per week: 1 – 2 tons

Breeding form: hanging cage culture

Cultivation location: Bai Tu Long Bay - Van Don district

Mr. Pham Van Dong's family has been breeding Tapes dorsatus for the past four years. His breeding location is in the Bai Tu Long Bay area, Van Don district. Production per day can provide up to 1 ton of Tapes dorsatus daily. His family only reared in one form: hanging cage culture, not stocking.

Mr. Dong's family's meritorious services to the revolution, so the local government grants a reasonably large breeding area in Bai Tu Long Bay, Van Don district. This is a tremendous advantage of Mr. Pham Van Dong's reservoir. Due to his method of breeding Tapes dorsatus in a hanging cage, there is not much loss in quantity at harvest.

According to the survey of the authors, Mr. Pham Van Dong's reservoir can breed Tapes dorsatus with the most significant number of small sizes of 30-35 pcs/kg. Mr. Dong's strong point is that his family lives directly on the raft, so the management and care of Tapes dorsatus are very close, there is rarely a loss in quantity, and the status of Tapes dorsatus is monitored daily. The production of his family is very regular, with the amount of 8 quintals/day. Therefore, when signing a contract with Mr. Pham Van Dong, SEAFA will not need to worry about the problem of lack of Tapes dorsatus compared to what most reservoirs are facing.

Despite the great advantage of high and regular output, Mr. Pham Van Dong is facing a big problem of not being able to utilize the breeding space radically due to a lack of capital, lack of human resources. Moreover, his price is also higher than other businesses.

3.3.1.3 Mr. Nguyen Van Cong

Full name: Nguyen Van Cong

Permanent address: Cam Thinh ward, Cam Pha city, Quang Ninh province

Estimated production of Tapes dorsatus per week: 1 – 2 tons

Breeding form: hanging cage culture

Cultivation location: Bai Tu Long Bay - Van Don district

Mr. Nguyen Van Cong is originally from Nha Trang, so he has experience selecting good breeds. His family mainly breeds medium-sized Hai Co clams of 25-29 pcs/kg. The main aquaculture area of Mr. Cong's family is the Northern area of Bai Tu Long Bay, Van Don district - the best place for Tapes dorsatus breeding because it is very pristine and has many ephemerals.

The finished product of Mr. Cong's family has a beautiful shell, high quality, and is recognized in the region. That advantage comes with the price of his family's Tapes dorsatus slightly higher than the common ground. Moreover, his breeding method has yet to bring high efficiency and appropriate measures to increase production.

3.3.1.4 Other suppliers

Mr. Hoang Trung Viet (Ban Sen commune, Van Don district, Quang Ninh province)

Mr. Le Van Khanh (Vinh Thuc commune, Mong Cai city, Quang Ninh province)

Mr. Nguyen Van Do (Vinh Trung commune, Mong Cai city, Quang Ninh province)

3.3.2 Delivery

❖ **Transporting for wholesale channels:**



Figure 30: Van Tai Bac Nam logo

(Source: Authors)

Partner: BAC NAM CVT LOGISTICS JOINT STOCK COMPANY

Address: No.54 A, Lane 83, Ngoc Hoi Street, Hoang Liet Ward, Hoang Mai District, Hanoi

Hotline: 083249999

Email: CVTBACNAM@gmail.com

CVT BAC NAM has been operating for nearly 15 years, with a new truck system, well-trained drivers, and long experience transporting seafood. In particular, the relationship between SEAFA and CVT BAC NAM is mutually beneficial. CVT BAC NAM has a fixed route going from Hanoi to Quang Ninh in the afternoon, but in the return direction, Bac Nam still needs more goods and cannot guarantee regular return shipments. The SEAFA route goes from Quang Ninh to Hanoi and rents HUB warehouses directly in the North and South, which is convenient for both sides.

Through its outpost at the warehouse of CVT BAC NAM, SEAFA found that the warehouse system at CVT BAC NAM is equipped to ensure safe and clean goods and a convenient location to transport goods to SEAFA distribution points. Therefore, CVT BAC NAM is the SEAFA unit that chooses to rent a HUB warehouse.

SEAFA signed a contract to guarantee at least two shipments within a week and a 3-year warehouse lease contract with CVT Bac Nam.

Since then, SEAFA has enjoyed a 5% discount on shipping costs.

SEAFA, on the other hand, has segments in Hanoi's inner city, where CVT BAC NAM is primarily transported by heavy trucks, and BACNAM has yet to be able to support inner city transportation due to volume fully. Not too big or too small.

3.3.3 Customers

3.3.3.1 Wholesale seafood market

3.3.3.1.1 Hoi Do's wholesale market, Nguyen Van Linh street, Thanh Binh ward, Hai Duong city

Established in 2014 after a major fire incident at Thong Nhat Street in 2013 under the management of Nam Cuong Group was located at the gateway of Hai Duong city. From 2014 to January 2022, Hoi Do had 30 kiosks, including 30 seafood trading kiosks, and operating time from 3 am to 7 am on weekdays, including major holidays.

In addition, it is formed and concentrated in a large population area having a traffic hub with the developed infrastructure system of Hai Duong city. Hoi Do will attract and focus a large number of goods for distribution to people's markets and other circulation channels, contribute to promoting the development of centralized production and consumption of goods, creating the primary source

of seafood for prominent cities and concentrated industrial parks.

As a result, SEAFA estimates it will be able to work with 11 out of 30 kiosks during its initial operation. On the other hand, there is a demand for tapes dorsatus, but only a few businesses can provide them. Therefore, most households trading at the market often changes tapes dorsatus to blood cockle or half crenate for consumption. Not only that but there are also standard tapes dorsatus suppliers for small traders at the market. When delivering products, there are some problems with them dying, breaking seashells a lot, and causing them to complain and deal with suppliers regularly.

3.3.3.1.2 Co Dao market, Tran Nhat Duat street, Ngo Quyen ward, Hai Phong city

It was built on 4.6 hectares and put into operation in 2000. The market usually meets quickly in the morning. Therefore, the seafood here always sells "high-end" seafood such as scallops, lobster, and grouper. Most of them are fresh seafood products collected by seafood trading households at the market from small traders supplied or had to order from different suppliers (Ms. Lien, 2018).

Recently, China's border gate has reopened, so the number of tapes dorsatus exported to China's market often leads to a shortage of supply in the domestic market, leading to the situation that some businesses can ensure the collection of tapes dorsatus all year round. So, according to a survey of the demand of the authors' group, over 80 percent of households trading at the market use scallops, and half crenate ark compensate for the lack of numbers and sizes will not be diverse. Therefore, SEAFA's tapes dorsatus are of clear origin, qualified, and offer competitive prices. So, the company plans to be able to work 6 out of 20 kiosks.

3.3.3.1.3 Ha Long I market, Cam Thuy ward, Cam Pha city, Quang Ninh province

The operation time of the market starts from 3 am-4 am every day. Ha Long I market is located in the city center. It was built in 2003 and is considered the largest seafood wholesale market of Cam Pha, with consumption seafood production of over 50 tons every day. On average, there are more than 5.000 visitors to the market daily, and weekends can reach more than 7.000 visitors daily (Ha Long people's committee, 2021).

Therefore, SEAFA will comply with market hygiene while providing customer tapes dorsatus. Besides, customers also have some long-term working relationships, so in the early stages, the company plans to offer 15 out of 100 kiosks selling tapes dorsatus products.

3.3.3.2 HORECA

3.3.3.2.1 Bien Dong seafood restaurant

In the capital, there is rarely a restaurant that serves a variety of fresh seafood at such affordable prices as here. Therefore, all restaurant branches are desirable destinations, with six restaurants throughout the inner districts on significant streets and convenient travel locations. This place serviced 800 guests, including joint space, private room, and outdoor seating. The restaurant is like a fresh sea breeze in the middle of a crowded urban residential area.

The restaurant's ample space with five floors. The restaurant serves not only diners who come to eat at the restaurant but also customers who buy fresh seafood to take home. In addition, the restaurant's regular morning and afternoon seafood import times have become appointment times for patrons. They had to arrive early to pick up the tapes dorsatus and set the table in advance for the chef to prepare for dinner.

3.3.3.2.2 The Gioi Hai San's restaurant chain

The first branch of The Gioi Hai San's Supermarket restaurant with the slogan "Whatever is swimming we have" was established in November 2013. So, The Gioi Hai San offers more than 100 types of fresh, quality seafood of type 1 brought from the seas across the country and released alive in aquariums under the strict supervision of a team of fisheries engineers. With more than 20 years of professional experience, will bring quality and high-class dishes located on Me Tri Street. Customers come here to experience a modern space designed that is characteristic of the World Seafood restaurants with a capacity of 500 guests divided into 15 VIP rooms, 2 Royal rooms, and two halls.

3.3.3.2.3 Bay Buffet Seafood restaurant

Located in the golden location of the capital - No. 14 Tong Dan ward, Hoan Kiem District, which is only a few hundred meters from Sword Lake and walking street, Bay Seafood Buffet owns a prominent shimmering space in the middle of the street, attracting diners at first sight. An imposing feature lies in the vast space with an area of up to 2500m²; The design consists of 4 luxurious and unique floors combined with the investment and careful care of the interior, making this place extremely ideal for customers to enjoy "virtual living" check-in. With a capacity of 1000 guests, including 3 private rooms (18 guests per room) with full facilities.

3.4 Key resources

3.4.1 Suppliers

Supply is a critical element of SEAFA. The strength of SEAFA compared to other companies is the difference in the quality of inputs. While other businesses take small quantities from many

sources with heterogeneous amounts and no commitment between the two sides, SEAFA was

built differently. Signing exclusive contracts and ensuring output with suppliers is the key issue that makes SEAFA the most stable supply in the market.

According to the authors' survey in Cai Rong Market, Van Don, Quang Ninh (2022), currently, 95% of reservoir owners still need to put their business model into professional stages in the Van Don district still provides too many small buyers. Therefore, the current situation in the reservoirs is that the goods are available, but the prices are heavily pressed, and the quantity of breeding does not match the market demand, sometimes too much, sometimes too little due to the inability to estimate the direction. (Mr. Nguyen Minh Phong, Owner Hai San Van Don).

According to the author's survey in Bui Thi Cuc Market, Hai Duong (2022), outside of the market, 100% of Tapes dorsatus dealers are experiencing a shortage of Tapes dorsatus in the past one year, so they have had to replace Tapes dorsatus with other products such as Thung Clam, Giay Clam, etc., caused the price of Tapes dorsatus in the market to be rapidly pushed up (Mrs. Tran Hong Cuc, Owner Cho Hai San Loai I).

Another factor is that many of the Tapes dorsatus reservoirs supplied in the North market are spontaneous reservoirs. That makes it difficult for the state to manage, and those reservoirs will be dissolved sooner or later. This also leads to a severe decrease in the supply of Tapes dorsatus in the next 2-3 years.

Because of that inadequacy, becoming the exclusive importer of the three largest aquaculture reservoirs in Quang Ninh with SEAFA is an essential and strategic resource that gives the company a much more competitive advantage than other competitors the industry.

By linking with three reservoirs of Mr. Nguyen Viet Cong, Mr. Pham Van Dong, and Mr. Nguyen Van Cong, SEAFA is confident with an estimated weekly output of at least 5 tons Tapes dorsatus, a constant source of goods and there can be no shortage problem, scarcity of supply like all the current Tapes dorsatus peddlers are facing.

3.4.2 Human resources

The total number of employees working for SEAFA includes four members of the board of directors whose positions will change flexibly and take over the management of different departments and 13 official employees working at the company. Besides, it will create a solid foundation for the company because, in any industry and position, the board of directors can compete well and manage it well. In addition, The board of directors, who can have the flexibility to be department managers, will help the company save costs for the workforce in the start-up stages.

Moreover, the business, good or bad, depends significantly on the management of SEAFA's directors with high management level will make appropriate strategies and decisions to support, save costs and improve business efficiency. Most of the head department members have graduated from university and have experience in the business industry, so they are qualified to satisfy the requirements of the job plus, the spirit of wholehearted solidarity for the business has helped to grow constantly.

However, this will also be one of the disadvantages of SEAFA when the employees and members of the board of directors are still relatively young with little practical experience, long experience, and always have the ambition to seek new challenges and new jobs that have more opportunities. So, this will challenge the company's management to develop and maintain a strong team.

3.4.3 Financial resources

Financial resources are an essential component of physical resources; the company has intangible and tangible resources.

The financial resource, in this case, is cash. SEAFA's tapes dorsatus business projects' overall initial investment capital is VND 2 billion, on which the company will spend VND 535 million facilities. The remaining amount will be the working capital of the company used to pay for the registration of legal documents to form SEAFA Trading Joint Stock Firm, warehouse leasing, investment in software for fishermen, and the company to improve customer service and labor costs. Furthermore, the corporation has a reserve of 10% of revenue. This amount is to pay for unintended damages, ensuring the smoothest operation of the company.

3.5 Marketing plan

3.5.1 SWOT

3.5.1.1 Strengths

Seafood experience from family tradition. Early access to the seafood industry helps SEAFA understand the nature of seafood products, how to select and grow them, and how to operate in this market.

SEAFA has a competitive advantage in quality, speed, and customer service.

In terms of quality, SEAFA cooperates with advisors in the Tapes Dorsatus breeding industry and manages the breeding process for reservoir owners. SEAFA also provides equipment and machinery to ensure that the breeding process is measured in an accurate way, reducing costly labor and avoiding unnecessary damage. SEAFA ensures secrecy in the packing process, which is one

of the important steps to ensure the quality of goods during transportation.

In terms of speed, SEAF A is committed to fast, on-time delivery. From the process of ensuring the quality of the input, to the transportation process, SEAF A wants customers to receive the goods as quickly as possible to ensure both freshness and customer needs.

In terms of customer service, SEAF A always has appropriate policies to attract new customers, retain old customers by policies for loyal customers will enjoy appropriate incentives and treatment. New customers have the right to choose salespeople support across accompanies SEAF A. Customer satisfaction is the driving force of SEAF A development.

3.5.1.2 Weakness

SEAF A is a start-up company, and the level of brand awareness still needs to be stronger, making customers unable to identify and trust. Moreover, selling only one product is both a strength and a weakness of SEAF A. Selling only one product range makes the revenue source not diversified, and customers also have little choice from this supply.

3.5.1.3 Opportunity

The distribution locations of SEAF A have a large number of residents and tourists; there are many restaurants and large food markets.

People's dietary needs develop day by day; seafood is one of the favorite foods, and the dishes are becoming increasingly diverse.

The demand for seafood in general is increasing, and Tapes Dorsatus in particular has not been fully exploited. Few Vietnamese people know about this seafood dish. Traders focus mainly on the export market and on the new and potential domestic market.

3.5.1.4 Threats

Natural disasters such as floods, and extreme hot or cold weather can affect the quality of the product or the progress of farming. The return of the export market can make the supply more competitive; the source of goods gradually becomes scarce.

Direct, indirect, or potential competitors are also one of the threats to SEAF A.

Fresh products often face difficulties in long-term preservation. This leads to a deficit in quantity and quality during transportation or storage at locations where there are no favorable conditions for preservation.

3.5.2 7Ps

3.5.2.1 Product

SEAFA specializes in providing tapes dorsatus to wholesale markets in Hai Duong, Hai Phong, and Quang Ninh and restaurants in Hanoi and neighboring provinces. The distinct foundation of SEAFA is Provide only product " Tapes dorsatus. " The fresh product that SEAFA provides is tapes dorsatus's breeds from Nha Trang - a Vietnam, tasty and fatty meat is not as tough as Chinese clams. This clam variety is very beneficial for human health because it contains much iron, and B vitamins, rich in protein content, and recommended by nutritionists.



Figure 31: Tapes dorsatus' SEAFA

(Source: Authors)

As well as satisfy the wants of customers with diverse choices, tapes dorsatus are classified into three types of fixed sizes, and the price for each size on the scale is also different, which are:

- Size 30-35 pieces per kilogram, size 25-29 pieces per kilogram, and size 20-24 pieces per kilogram for customers to choose quickly based on the needs of customers.
- Customers will be provided complete information about order status, shipping unit, accompanying documents, and public prices.

With the advantage of cooperating with three large suppliers, tapes dorsatus in Quang Ninh province and Bac Nam transport company partners, SEAFA minimizes the risk of unsecured supply and limits the risk of delayed delivery or fresh product waiting to be delivered. In addition, customers will be consulted and handled by the customer services team 24/7 support staff and problem solvers. Easy to prepare, Tapes dorsatus can prepare into dishes such as steamed lemongrass, grilled onion fat, cheese, cooked hot pot, etc.



Figure 32: Tapes dorsatus grilled

(Source: Internet, 2022)

3.5.2.2 Price

As a new entrant company entering the seafood market in Hanoi. So, price is an essential factor that significantly affects the consumption of tapes dorsatus. It is also the criterion that determines customers' purchases and directly affects the company's profitability.

So the company decided to use the Cost-Plus Pricing Strategy to maintain a lower level of competition than its competitors in the domestic consumer seafood market today to attract the

purchasing power of customers. If the selling price is too high, it will not be easy to compete with previous competitors. Although the cost of SEAFA is lower than competitors, the quality, reputation, and accompanying service are also higher.

On the other hand, the company also offers reasonable prices for each size category with each market segment that the company is targeting, Horeca and Market, as shown in the table below.

<i>Items</i>	<i>Price</i>		
	<i>30-35 pcs/kg</i>	<i>25-29 pcs/kg</i>	<i>20-24 pcs/kg</i>
<i>Wholesale market</i>	<i>82,000</i>	<i>110,000</i>	<i>140,000</i>
<i>Horeca</i>	<i>101,000</i>	<i>120,000</i>	<i>160,000</i>

Table 4: SEAFA's price quotation

(Source: Authors)

3.5.2.3 Place

The company's head office is located at No. 356, group 64, zone 6, Ly Thuong Kiet Street, Cua Ong ward, Cam Pha city, Quang Ninh province. This is an address located on the crossroads of Mong Cai - Van Don - Ha Long gateways, very convenient for transportation.

In addition, SEAFA's hub will be located on Ngoc Hoi Street to facilitate distribution throughout the restaurant's inner city of Hanoi and neighboring provinces. It will help the company reach customers faster. The Hub warehouse will be equipped with a reservoir to stockpile available products in Hanoi and help the tapes dorsatus to prolong life during the waiting period for transportation of up to 2-5 days. SEAFA's hub warehouse will act as an intermediary for transporting product.

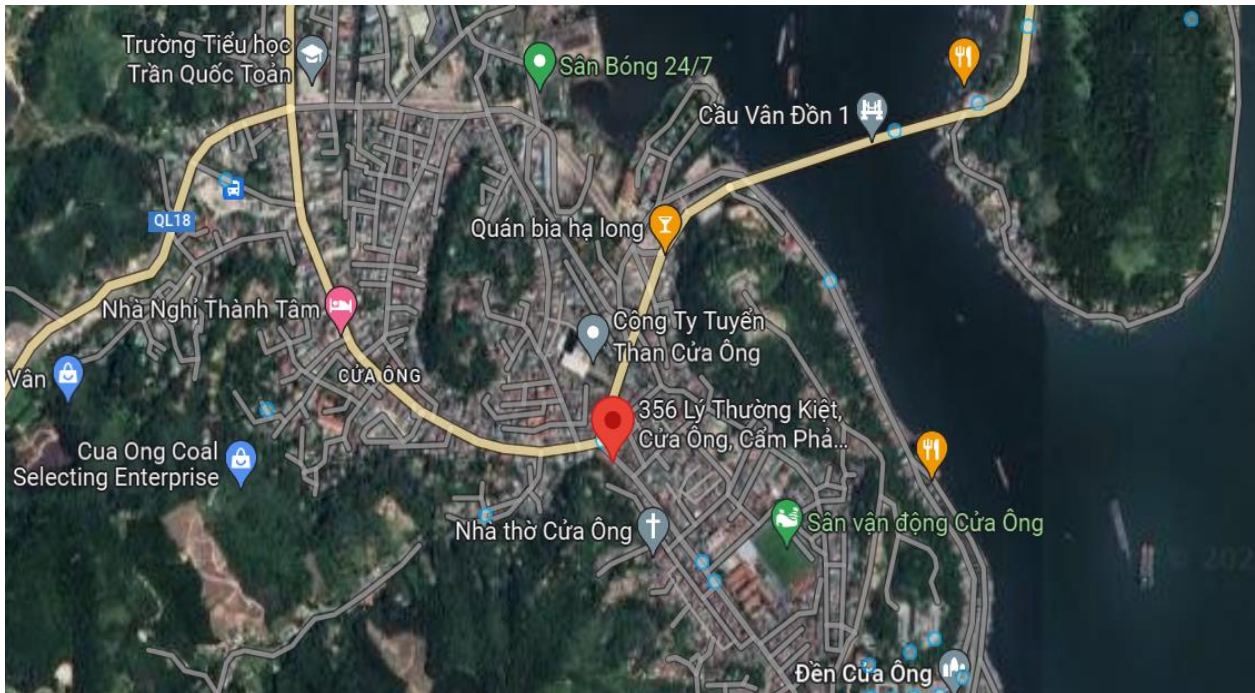


Figure 33: The location is located in the middle of the only junction connecting Mong Cai - Van Don - Ha Long

(Source: Authors)

From here, there are trucks of the North-South Transport Company passing by every day, so it is very convenient for moving throughout the northern provinces. In particular, the company's head office as well as the main warehouse is located near Van Don - Mong Cai, Van Don - Ha Long - Hai Phong - Hanoi highways, so the transportation time to the northern provinces will be shortened. so many. Therefore, the company's target customers will be in the Northern provinces.

About the hub, SEAFA intends to choose the address No. 54 A, Lane 83, Ngoc Hoi Street, Hoang Liet Ward, Hoang Mai District, Hanoi as a satellite warehouse in Hanoi. This is both a warehouse for preserve Tapes dorsatus and a main gathering place for CVT BAC Nam - the main delivery partner of SEAFA.

Moreover, this place is also a very convenient location. This is an area that is both located in the inner city of Hanoi and near major roads going to other provinces such as National Highway 1A, Throughway 20, Ring Road 3 and Throughway 01, very convenient for large trucks to move as well as motorbikes and tricycles can easily move from here to places in the Hanoi area. Therefore, the other target customers of SEAFA will be the HORECA channel all over Ha Noi.

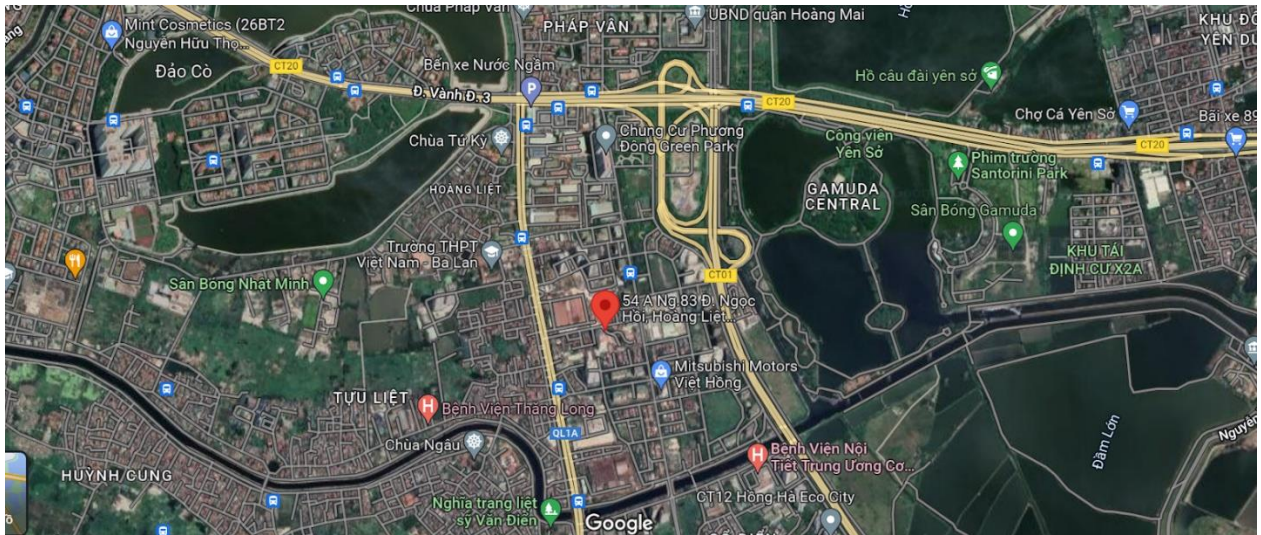


Figure 34: Hub is located in the area close to thoroughway 01. Ring Road 3, National Road 1A,

(Source: Authors)

3.5.2.4 Promotion

For the promotion strategy to be effective when the SEAFA has just entered the market, the company constantly strives to promote and build an image, design a unique logo, slogan, and advertising. The SEAFA has just entered seafood market in Hanoi and neighboring provinces. The company will promote itself as the first business to cooperate with three large providers in Quang Ninh to ensure sufficient output to make customers believe that the SEAFA is reliable and what they need. Through the fairs, the company exhibition will directly contact customers, such as giving gifts and explaining and introducing the company to its products, thereby strengthening its brand. In addition, the company organizes customer conferences with distributors across the country each year.

3.5.2.4.1 Advertising on social media

- Advertising on TikTok platform: review channels about culture and cuisine. Interviews with wholesalers at seafood markets, reviews of dorsatus dishes, and company-related entertainment.
- Advertising on Facebook platform: seafood public groups, the company's Fanpage management etc. Facebook ads help create a flexible campaign in terms of ad content. Ad content displayed with both images and introductions will increase the amount of information for customers. That further convinces customers to come to the products and services of SEAFA, so the combination of images and words has created conditions for businesses to get closer to their customers to help the company plan and manage budgets. In addition, the

company does not need to pay a fixed budget in advance, depending on the goal at each stage for SEAFA to adjust their daily or monthly budgets to be reasonable and effective because the company will mainly focus on Facebook's groups to increase awareness.

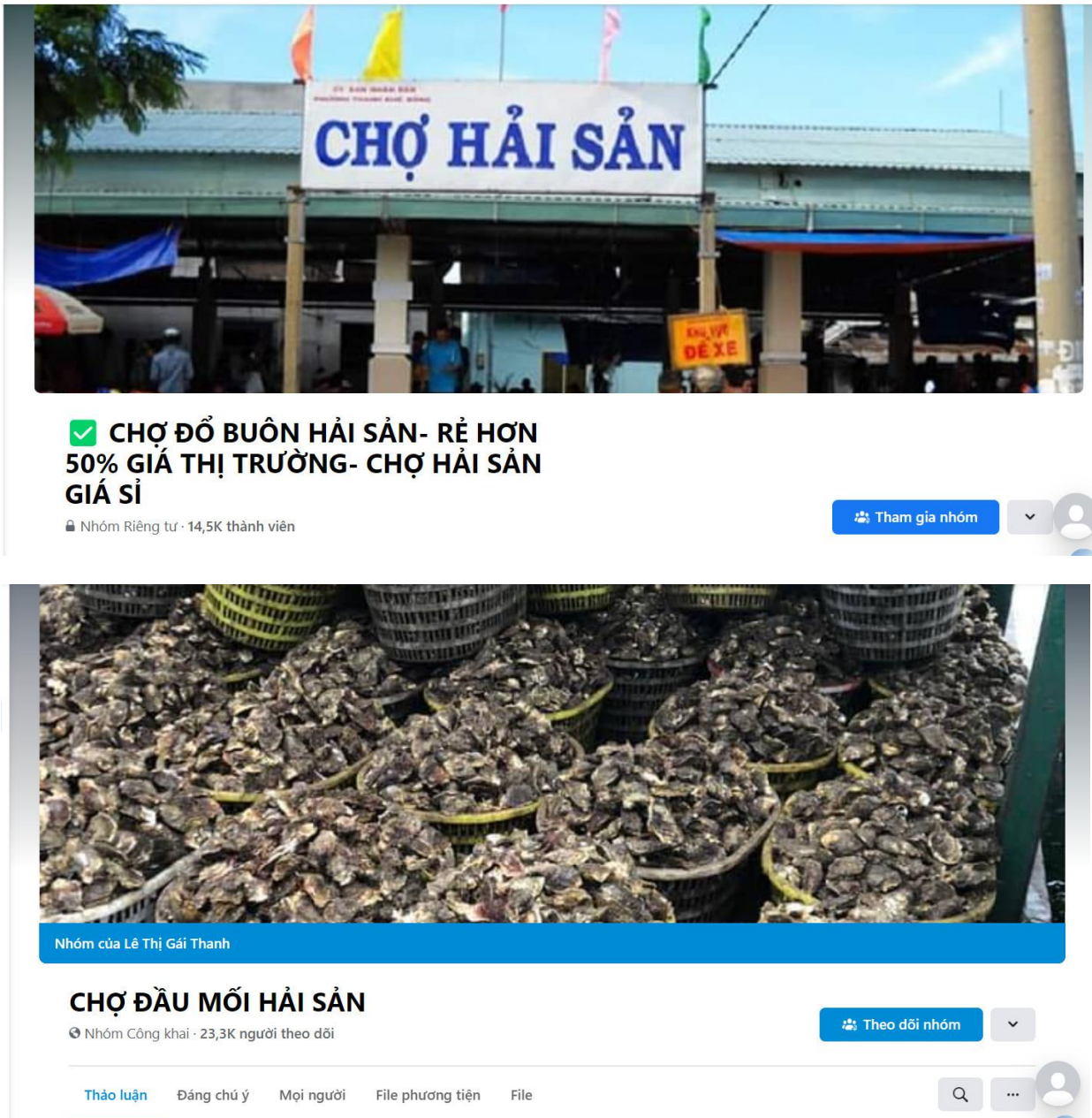


Figure 35: Seafood groups on Facebook

(Source: Authors)

- Sales directly to customers at their points of business

This is one of the company's most important direct marketing activities because when it comes to customers' business locations such as restaurants and kiosks at seafood markets and

restaurants in Hanoi and neighboring provinces. The company's sales staff will go to the customer's business locations to distribute leaflets and catalogs about the company as well as tapes dorsatus product then ask for contact information to attract customers in the first place.

3.5.2.4.2 Participation in OCOP fair

The OCOP Fair, also known as Agricultural Trade Promotion Fair and Vietfish (was held by VASEP) in each year, this fair attracts 70 businesses, organizations and individuals from all over the country with 66 kiosks and displaying more than 500 product lines, SEAFA plans to participate in this fair every year to introduce tapes dorsatus that the company does business to consumers, increase brand recognition, bring quality products and professional services to customers to advertise SEAFA brand.



Figure 36: Vietfish 2022

(Source: Internet)

3.5.2.4.3 Marketing actions

SEAFA is an enterprise specializing in providing fresh Tapes dorsatus for restaurants in Hanoi and Wholesale market in neighboring provinces such as Hai Phong, Hai Duong and Quang Ninh. So, the company's primary target audience is B2B, so the company will plan a promotion that will include clear phases with specific goals and a clear budget for the next three years of business. And the marketing plan relies on analyzing the Marketing Mix, SWOT, and marketing

funnel model to reach customers intelligently, save costs, and effectively promote brand recognition.

a. Pre-opening marketing stage

At this stage, the company begins penetrating Hanoi and neighboring provinces. Hence, SEAFA needs to be popularized and positioned to give customers an overview of the company as well as the fresh product that the company provides. From there, takes feedback and reviews about the service that the company offers to improve future orders.

❖ *Customer personal*

Customer Personal		
Customer demographic	<i>Year of operation</i>	1 – 3 years
	<i>Location</i>	12 districts in Hanoi, 9 neighboring provinces such as Hai Duong, Hai Phong, and Quang Ninh, etc.
	<i>Scale</i>	<ul style="list-style-type: none"> • Restaurant: from 60 to over 300 people are about the capacity • Wholesale market: over 10 kiosks
Hobbies and Interest	<ul style="list-style-type: none"> • There is a demand to purchase tapes dorsatus for various purposes. • Limitations on the number of suppliers because of the need for dinners come to restaurants. • The number of tapes dorsatus brings high profits, and they are willing to change suppliers if they have some excellent quality. 	
Background	Being in the business of tapes dorsatus, but not having enough quantity to do business and having to replace them with other types such as blood cockles. Since they have a similar shape.	
Goals	<ul style="list-style-type: none"> • There is a new supplier to purchase tapes dorsatus. • Ensure the number of tapes dorsatus provided per day and continuously by week and month. • Get more information about the purchase price of tapes dorsatus to compare with other suppliers who are selling or working. 	
Challenges	<ul style="list-style-type: none"> • Increasing doubts about the origin of tapes dorsatus are not clear. The quality is not as promised. • The risk of non-transparent payment and these fresh products can die in transport. • Poor customer service and inexperience in supporting return policies. 	

Preferred Channels	<ul style="list-style-type: none"> • Fanpage on Facebook about seafood • Wholesale seafood groups on Facebook • Advertising on Zalo • TikTok review of tapes dorsatus • OCOP and Vietfish fairs • Direct marketing
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Table 5: Customer personal

(Source: Authors)

❖ **Overview plans**

Campaign name: “SEAFA Trading Joint Stock Company” penetration stage

Target: Reach as customers in the Hanoi and neighboring provinces three months before launching so customers can remember the company and have some impression of fresh product. And create the first purchase order on the company’s tapes dorsatus.

Period: 01/2023-03/2023

Budget: VND 207,000,000

Campaign slogan: Customers need to be delivered immediately, fast, secure, and convenient

Channel: Online and Offline

Key message: SEAFA combines experience, creativity, and responsibility throughout the entire sales process, procurement tapes dorsatus, and delivery at the destination. The company will provide high-quality tapes dorsatus for the restaurant in Hanoi and wholesale markets in neighboring provinces and the most dedicated customer services. The point that makes the company unique compared with other competitors is that SEAFA cooperates with the three large suppliers in Quang Ninh but also has available reserves in the Hub warehouse in Hanoi and with crucial partner Bac Nam transport company has experience in transporting fresh seafood. As a result, it will significantly reduce risks during delivery.

❖ **Execution**

Timeline overview:

Timeline	Phase 1 TOFU	Phase 2 MOFU	Phase 3 MOFU
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Date	10 Oct – 7 Oct 2022		8 Oct – 23 Nov 2022	24 Nov – 31 Dec 2022
Objective	Reminding customers of company information, tapes dorsatus are available in Hanoi market		Create attraction and interest in Quang Ninh's tapes dorsatus. Get customers to learn more about homes that can offer them	Increasing demand for tapes dorsatus. Thus, give more information about some of the privilege policies to customers on the first day of business activities of the company
Approach	Creation of information current situation of tapes dorsatus resources in the domestic The origin of Tapes dorsatus is unknown and the quality, not assurance	Provide public information for customers to compare in terms of quality, service, cost, and transit time	Make comparisons with the current tapes dorsatus suppliers on the market in terms of price, payment, and delivery	Create privilege policies for customers order large quantities of over 100 kilograms Create some incentives on policies and customer care

Table 6: Pre-opening marketing phase and timeline overview

(Source: Authors)

❖ *Action plan*

Phase 1: TOFU (Top of the funnel)

TOFU is the first stage in the funnel strategy model, demonstrating the company's core values. At this stage, the company mainly focuses on the current situation of tapes dorsatus in the Hanoi market, often having to replace types with similar by blood cockles to compensate for quantity and price, that is, the quality of tapes dorsatus that customers purchase product to create invisible burden and make questions in the deep mind of customers. During this period, the company will focus on raising awareness and building a brand image in the minds of customers on many social media channels (Facebook, Zalo, and TikTok) as well as participating in seafood groups and setting up fan pages on Facebook to post contents that both add knowledge to customers and help customers visualize an overview of the company model.

TOFU		
<ul style="list-style-type: none"> • Objective: Reminding customers of company information, tapes dorsatus are available in Hanoi market • Duration: 10 Oct – 7 Oct 2022 		
Activities	Channels	Targets
<ul style="list-style-type: none"> • Set up SEAFA’s Fanpage Facebook, Zalo and TikTok • Write contents related to the origin of tapes dorsatus, the current supply situation, and the value they can bring. • Write content comparing the quality of Quang Ninh’s tapes dorsatus with other types, such as blood cockles, clams, and scallops 	Website Facebook Zalo	Creating the current assessment of tapes dorsatus; At the same time, it also attracts the number of customers interested in the company's products through Fanpage and websites

Table 7: Pre-opening marketing phase-TOFU

(Source: Authors)

Phase 2: MOFU (Middle of the funnel)

At this stage, SEAFA continues with brand awareness but with a more straightforward and deeper understanding of the company's tapes dorsatus, sales methods, delivery, and policies that come with after-sales care. In addition, this phase enhances communication on social media. It incorporates direct sales activities to customers' business addresses by sending catalogs, and types of company tapes dorsatus from which to ask for contact information and add friends on Zalo with customers to create trust and motivate customers to make decisions.

On the other hand, continue to participate in OCOP and Vietfish fair organized by the Vietnam Association of Seafood Exporters and Processors (VASEP) to promote and promote the

company's business model as well as customers can evaluate the quality of clams right at the booth. Promote the posting of short videos about tapes dorsatus, review dishes made from them, or the packaging and storage process to attract customers to order.

MOFU		
<ul style="list-style-type: none"> • Objective: Reminding customers of company information, tapes dorsatus are available in Hanoi market • Duration: 8 Oct – 23 Nov 2022 		
Activities	Channels	Targets
<ul style="list-style-type: none"> • Participating in the opening at offline fairs: COOP and Vietfish • Direct marketing to restaurants and wholesale markets in neighboring provinces. Promote product and send catalogs to customers • Post videos related to tapes dorsatus scallops 	<p style="text-align: center;">Website</p> <p style="text-align: center;">Facebook</p> <p style="text-align: center;">Zalo</p> <p style="text-align: center;">Direct marketing</p>	<p>Customers can directly evaluate the quality of tapes dorsatus, and price.</p> <p>Customers can directly evaluate the quality of tapes dorsatus, and price.</p>

Table 8: Pre-opening marketing phase-MOFU

(Source: Authors)

Phase 3: BOFU (Bottom of the funnel)

During this period, customers have a clear awareness of the company and the advantages of the fresh product; SEAFA offers, focusing on increasing loyal customers, and regularly contacting them to maintain relationships. This phase will focus on creating a list of customers buying through emails, phone numbers, and delivery information, aggregate customer feedback, and resolving for customers to self-assess and help retain customers because of the clear and transparent buying and selling process.

BOFU		
<ul style="list-style-type: none"> • Objective: Build close relationships with customers, increase loyal customers, and encourage purchases, having new customers • Duration: 24 Nov – 31 Dec 2022 		
Activities	Channels	Targets
<ul style="list-style-type: none"> • Continue to market directly at the customer's business addresses, enclosing the company's catalog and business cards. • Collect customer feedback, reviews • Solve problems that customers respond to and urgently request • Post contents and policies to support purchases on social media platforms 	Website Facebook Zalo Direct marketing	Establish a good reputation based on actual feedback. To Improve service quality Communicate regularly with customers and build long-term relationships with credibility and credibility. And increase the number of loyal customers after purchase and promote more orders

Table 9: Pre-opening marketing phase-BOFU

(Source: Authors)

b. Opening marketing stage

Duration: 01 Jan 2023 – 31 May 2023

Estimate budget: VND 180 million

Public relations: After three months of business operation, the next stage will affirm its position in the seafood market distribution market in general and tapes dorsatus in particular in terms of guaranteed source quality and shipping time combined with many policies accompanying guaranteed purchases. The company continues to promote advertising on social platforms and direct marketing; At the same time, the company will sponsor culinary gameshows such as Master Chef Vietnam and Chuan Com Me Nau as a reputable two-pot clam supplier in the market. This method will target the company's target audience of restaurants and kiosk owners and build an

evident reputation.

c. Online and traditional marketing stage

Duration: 01 June 2023 – 31 December 2023

Estimate budget: VND 288 million

SEAFA will focus on online marketing combined with direct marketing at customers' points of the business, as these will be the two main channels of item distribution. Therefore, the company will promote marketing on online platforms to easily reach customers far from Hanoi. In this step, the company will estimate the cost and divide it among the media so that the budget is most effective.

❖ **Social advertisement**

– Facebook

According to statistics (NapoleonCat,2022), as of 6/2021, the number of Facebook users in Vietnam is 75,940,000, accounting for more than 70 percent of the country's population. Running ads on this platform helps the company reach various potential customers, supporting quick connection and pushing interactions effectively, so this will be a channel to help brand recognition quickly and effectively. Besides, participating in public seafood groups on Facebook helps the company connect quickly with a certain number of customers wishing to find suppliers with competitive prices and guaranteed quality.

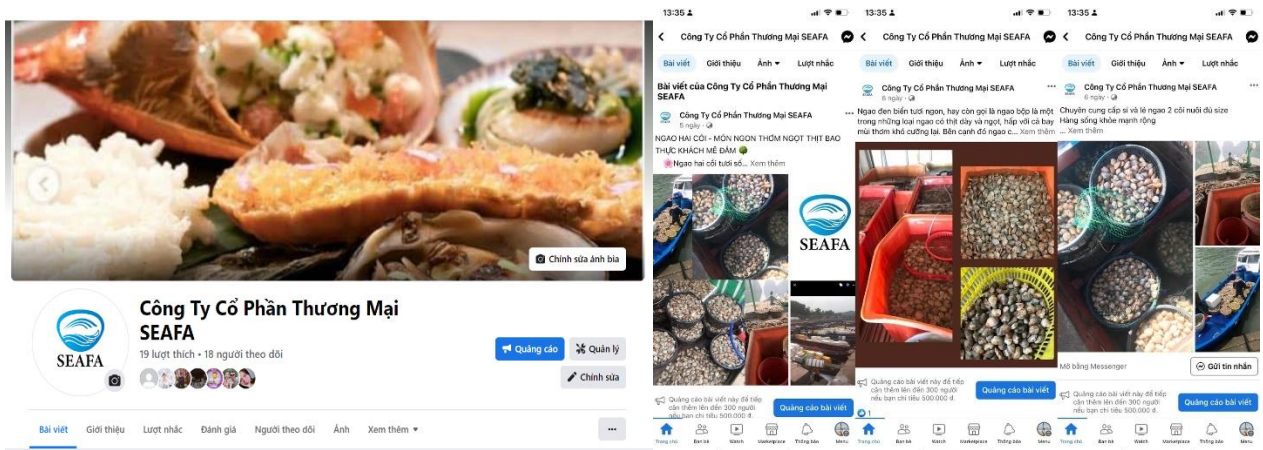


Figure 37: SEAFA Fanpage Facebook

(Source: Authors)

– TikTok:

New platform with nearly 13 million users in Vietnam (TikTok Marketing Science Global, 2021). In addition, users like to watch content about brands accounting for 61 percent so the company will use TikTok as a tool to promote the company's image, introducing tapes dorsatus as well as enhancing the professionalism of the company.

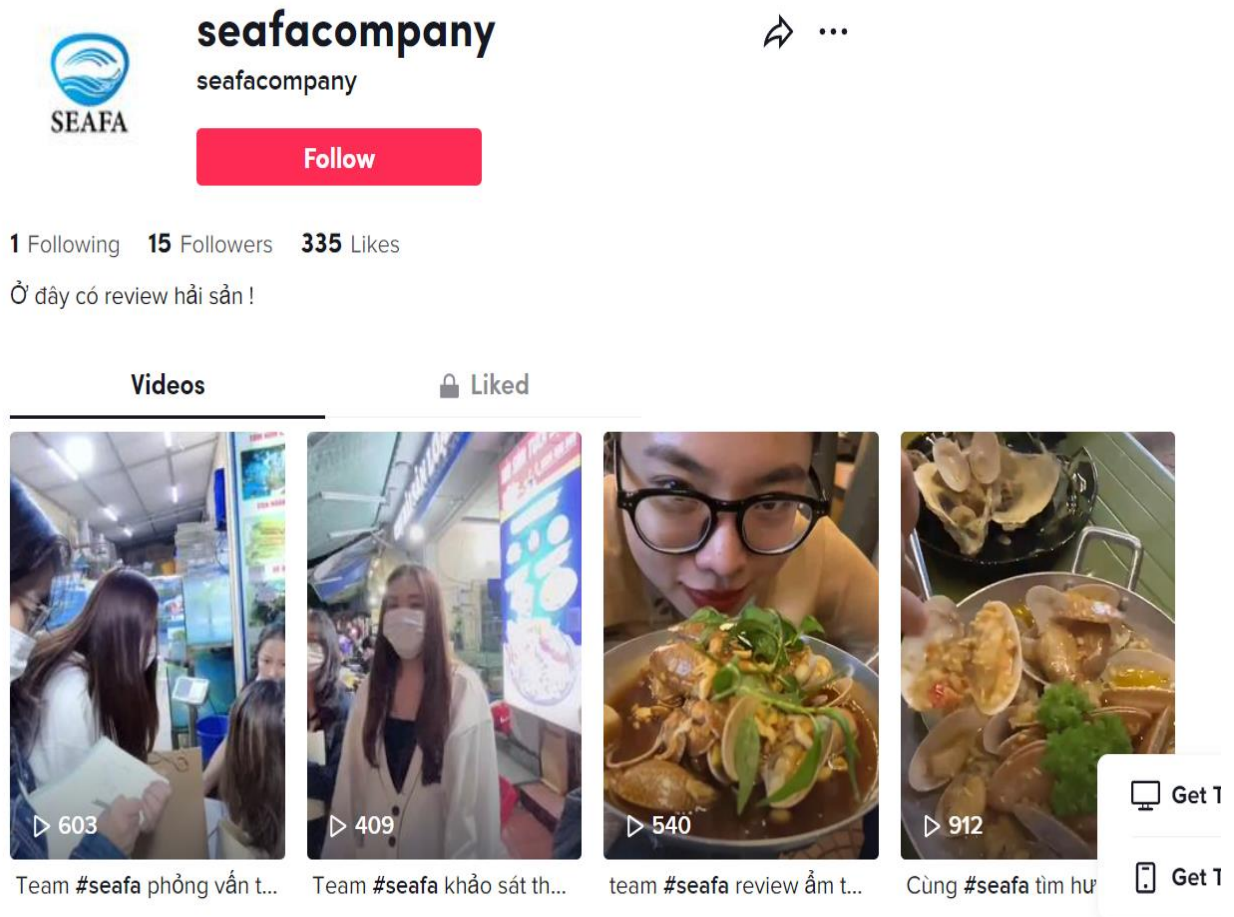


Figure 38: SEafa's videos TikTok

(Source: Authors)

– Website:

Will provide customers with detailed information about the tapes dorsatus, how to order, available selling price, and order status management, as well as a place to receive customer feedback. In addition, the company's website posts news and announcements related to the

company and its plans.



Figure 39: SEAFA's website

(Source: Authors)

❖ Sales directly

Sales directly at restaurants and wholesale markets to send visit cards, catalogs, and samples so that customers can now evaluate the quality and availability of the company. It is a traditional marketing method, but it is the most effective and costs little for this form.

❖ Participate in OCOP and Vietfish

Participate in OCOP and Vietfish fairs to improve general knowledge of the seafood business and tapes dorsatus. One of the methods to help find new customers and expand relationships to be the most realistic and a means to help promote the image and business model of the company



Figure 40: Illustrative image of SEAFA's booth

(Source: Authors)

d. Marketing and Sale budget

SEAFA will reduce SEAFA's marketing activities up to the next years accordingly because SEAFA's target audience is B2B, so the marketing activity in the following years is reasonable when SEAFA already has a certain number of customers.

Marketing fees for the whole first year's activities							
Phase	Activities	Duration	Quantity	Method	Budget	Total	
Pre-opening	Build brand image and SEAFA's tapes dorsatus for customers to awareness	1/10/2022 – 30/12/2022		Social media ads	30,000,000	207,000,000	
	Write contents with content about the current situation of tapes dorsatus: origin, quality, and price						
	Create short videos related to fresh product						
	Collect customer feedback, reviews on social media						
	Find new customers through customer calling			726	Direct marketing		15,000,000
	Opening booth at OCOP and Vietfish fairs						62,000,000
	Advertise content about tapes dorsatus on public seafood wholesale groups on Facebook and Zalo.				Social media ads		30,000,000
	Door-to-door marketing at customers' business addresses to send visit cards and catalogs.				Direct marketing		70,000,000
Opening stage	Continue to send samples to customers to experience the company's tapes dorsatus	01/01/2023 - 31/5/2023	726	Direct marketing	40,000,000	180,000,000	
	Marketing in the form of being a sponsor of tapes dorsatus ingredients for television gameshows such as Master Chef Vietnam and Chuan Com Me Nau			Samples	125,000,000		
	Expand new potential customers and maintain relationships with customers through calling or texting. To continue creating purchase orders.			Direct marketing	15,000,000		
Online and traditional marketing	Continue to maintain relationships with customers and expand new customers by regularly contacting and exchanging calls.	01/06/2023 – 31/12/2023		Direct marketing	88,000,000	288,000,000	
	Opening booth at OCOP and Vietfish fair						
	Direct sales at Hanoi restaurants and wholesale markets in neighboring provinces send business cards and catalogs. Get more customer contact information.				75,000,000		
	Offer customers samples so they can experience and directly evaluate the quality of the company's fresh product.		1.452	Samples	125,000,000		
Total						675,000,000	

Table 10: Marketing fees for the whole first year's activities

(Source: Authors)

3.5.2.5 Process

3.5.2.5.1 Selecting and cooperate with suppliers

An important operation of SEAFA, which further contributes significantly to the company's ability to continue operating profitably, is the supplier selection process. The reservoir supplying 2 tapes dorsatus for SEAFA should be located in the Van Don, Ha Long, and Quang Ninh areas because the natural elements of these locations have been suitable for growing tapes dorsatus and are convenient for transportation. The ponds should be required to meet the quantity of tapes dorsatus and commit to the products quantity for the company to customers; good-bred clams are of a standard size and bred of tapes dorsatus in Nha Trang, Vietnam; a commitment to quality attributes is produced; the cost is reasonable; the transparency policy which could assist the business in decreasing risks and enhancing the efficiency of existing partnerships between SEAFA and suppliers. Therefore, it is necessary to find new suppliers to reduce possible problems and expenses.

Unique approaches are needed for the tapes dorsatus to survive and grow effectively because it is a specialist product that can only be farmed in sandy, airtight, wave-proof seas. Therefore, SEAFA will utilize its resources to negotiate an exclusive contract with the three biggest clam reservoirs in the north of the country and will also support their use of finance, facilities, equipment, and a commitment to volume.

Additionally, the business will support the clam preserve through inviting two well-known tapes dorsatus specialist experts from the Ha Long-Quang Ninh province to support clam preserve owners from the very inception. Indirectly, this enhances the company's capacity to produce high-quality products as well as the knowledge and expertise of preservation owners.

Packaging, transportation, distribution process

The supplier will harvest tapes dorsatus and deliver them to the main warehouse in Cua Ong, Cam Pha, Quang Ninh. The shells will be sorted and packaged by workers at the company's main warehouse using a specific technique that can effectively preserve the clams even if it takes 36 hours to travel over large distances.

The clams will be cleaned and packed into fiberglass boxes before even being put onto the Bac Nam Transport Company's vehicle and driven along the most practical route for delivery to the wholesale marketplaces of the provinces: Quang Ninh, Hai Phong, Hai Duong, and the warehouse in Ngoc Hoi, Hanoi, where the path is completed.

The route will start at 10 p.m. on Tuesday and Friday every week. There will be warehouse

worker from SEAFA company and sale wholesale staff who will accompany the driver of the North-South Transport Company to do the loading, unloading, and checking of goods. buyers at wholesale markets.

3.5.2.5.2 Selling tapes dorsatus at wholesale markets

When SEAFA receives orders from customers via phone, Zalo, or the website (by 3 p.m. the previous day), the company will place an order and purchase the number from the party. The SAPO software will be utilized as a support tool by the firm to control the quantity of items flowing in and out on a daily basis, allowing the company to function more effectively and prevent inventory. After importing items from the farm, the SEAFA crew will sort, pack, and load the goods into the truck to distribute them to consumers who have pre-ordered at 6 sea markets estimated 38 wholesale marketplaces (the car will stop at 3 markets the company has listed). Marketers from surrounding marketplaces will aggressively go to the above-mentioned marketplaces to pick up products. A sales manager would follow the driver and be responsible for verifying products, communicating directly with consumers, collecting customer feedback immediately after defective products, and introducing and finding new customers for the business (at least 4 times per month). The driver will support the manager's team of workers in unloading and inspecting the products. It is expected that the quantity of goods sold to agents in the markets is 2 tons, divided equally into 2 times on Tuesday and Friday each week.

3.5.2.5.3 Supplying of tapes dorsatus for HORECA channel

In addition to ordering via Zalo, Facebook, etc. SEAFA will use a selling website for HORECA channel customers to create convenience for patrons and make it easier for the company to manage orders. That makes the company avoids inventory quantity risk.

After making an application, the company's staff will make an application and call to confirm the customer's order. After 2 hours, the order will be delivered to the customer.

The delivery of tapes dorsatus to restaurants in Hanoi will be shippers instead of using Bac Nam Transport Company's vehicles. The company's sales department will often find customers, work with customers, take care of customers to increase sales, maintain close relationships with customers. Estimated volume of goods sold to Horeca channel is 3 tons per week, estimated daily volume of goods sold by Horeca channel. company approximately 430kg.

3.5.2.5.4 Preserving tapes dorsatus at satellite warehouses (HUB)

After the wholesale markets, the tapes dorsatus will be transported to the company's hub warehouse in Ngoc Hoi, Hanoi, and distributed to the restaurant there. The HUB is placed which

stored clams for 3-5 days before selling them to HORECA, together with handling inventory. To begin with, it really is essential to make sure that the sump temperature remains stable between 15 and 20 degrees Celsius at all times; the tank must have a circulating water chiller to regulate the temperature according to the season. At the same time, the following requirements must be fulfilled for the culture tank: large capacity, circulating water, pump, and aerator. The tank's bottom is covered in a thick sand layer and mud ranging in width from 10 to 12 cm, two tanks with the highest capacity each holding 1 and a half tons of clams. The staff is responsible for estimating the amount of products used by the hotel restaurants on a weekly and seasonal basis, reporting to the main warehouse to plan collected tapes dorsatus and know how to preserve them. Inventory management is employed to avoid the production of defective items, dead goods, and inventory.

3.5.2.5.5 Payment methods

After receiving the products, customers can pay in cash or by direct payment gateways such as Napas, Visa or MasterCard. To promote accountability and minimize risks again, SEAFA will require customers to deposit 20% of the order value in advance for large purchases over 200 kilograms for the first time.

3.5.2.6 People

SEAFA's Procurement Department will be staff with knowledge and understanding in the field of famed tapes dorsatus farming in the Ha Long-Quang Ninh area. The greatest clam-growing region in Quang Ninh is the ideal pairing with the company's supplier. This assists the corporation in reducing business losses by stabilizing the amount of imported goods and ensuring product quality, supplying clients with fatty, sweet, and juicy clams, and minimizing the number of dead and in fervor clams. economical for the company.

Packing personnel at SEAFA are well trained because this is an incredibly crucial phase for seafood, particularly tapes dorsatus. Packing abilities are a specific secret learned from those who have gone before, combined with a full awareness of the features of this species. SEAFA can safely assure the freshness of the product before delivering it to clients using this recipe, despite 36 hours of long-distance travel.

The firm will teach satellite warehouse managers on how to preserve tapes dorsatus in the aquarium, which is critical since tapes dorsatus in the satellite warehouse will be supplied to your home. products in the Hanoi region in 3-5 days This implies that SEAFA's satellite warehouse workers must understand how to keep items fresh throughout this time, limiting inventory for the corporation. Furthermore, warehouse personnel have expertise in organizing items, predicting the number of commodities imported and sold, and utilizing SAPO sales management software

fluently.

The sales and marketing staff are well-trained, constantly respond quickly and passionately to client inquiries, have expertise in assessing consumer tastes and trends, and routinely approach partners in various areas such as restaurants and marketplaces.

SEAFA's management staff is properly trained, energetic, and fast to learn in order to stay up with market developments, particularly in the tough seafood industry market. And, in particular, there is a heritage of selling seafood nationally in the company's founding team, so SEAFAo have learnt from experience and knowledge about the qualities and habitat of tapes dorsatus, which has offered a method to close special packaging on this specialty product, confirming that it would help the SEAFA company's name become a significant brand in the North seafood industry and Vietnam soon.

3.5.2.7 Physical evidence

3.5.2.7.1 Logo



Figure 41: Logo SEAFA

(Source: Authors)

The logo has the main color of blue - The vast blue sea with a rich source of fresh seafood. Covering the outside is the shape of a two-tailed clam, the main product of SEAFA company. Besides, it is also a badge that shows prestige, sustainability and towards the imagination of customers. Right in the middle are 3 gentle arc paths corresponding to 3F - descriptive adjectives 'Fresh', 'Fast', 'Faith'.

3.5.2.7.2 Website design

The user-friendly website interface uses blue as the main color (the same color as the logo) and is simple to use. Customers may get information about SEAFA on the website seafa.vn, such

as the phone number, address of the main warehouse, satellite warehouse, product kinds, and selling price. SEAFA is continually updating promotions and product information to assist consumers in distinguishing tapes dorsatus in the market and avoiding confusion, as well as videos on how to select clams, preserve, and process this product.

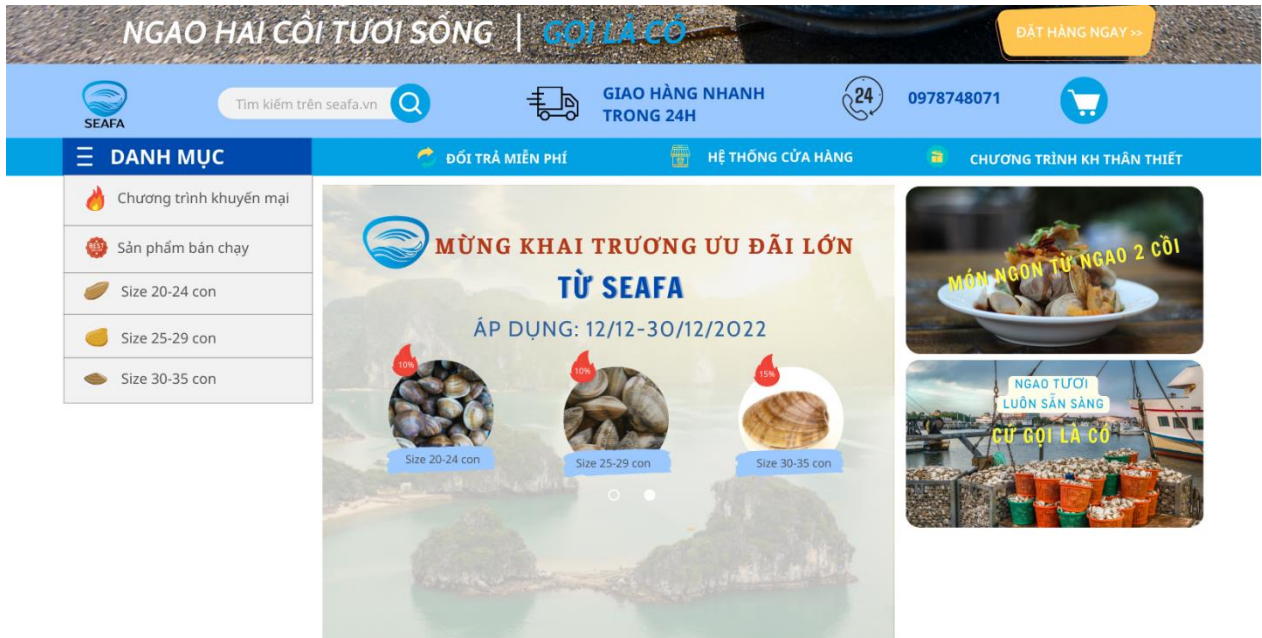


Figure 42: SEAFA website

(Source: Authors)

❖ **Company's selling website**

Customers can also order through the company's website and pay directly on it.

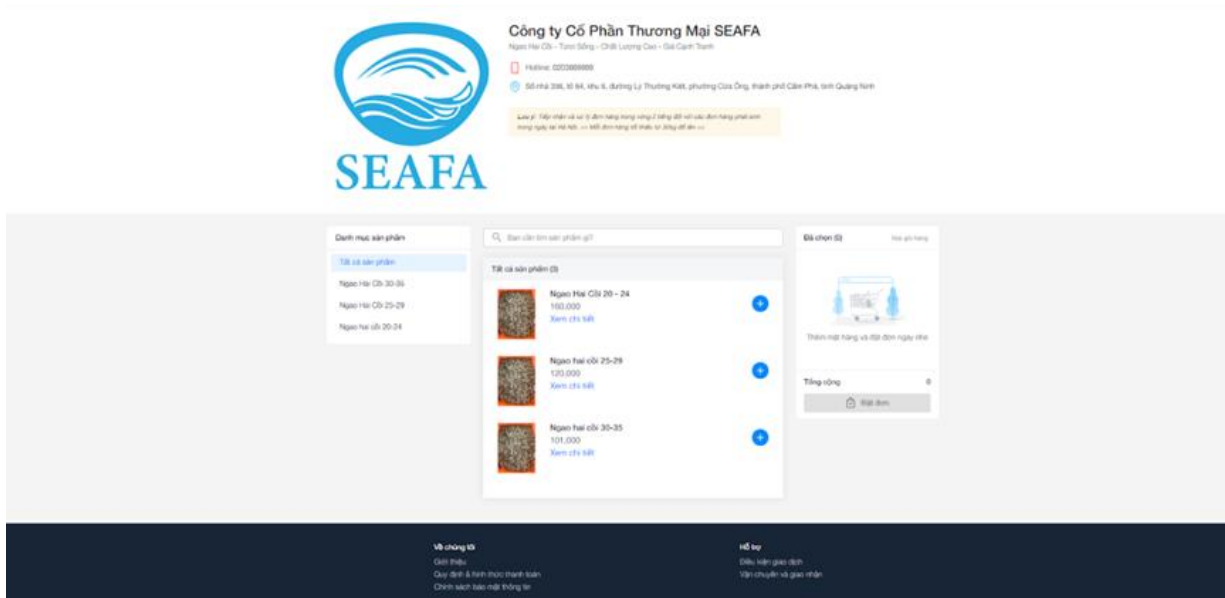


Figure 43: Selling website SEAFA

(Source: Authors)

3.5.2.7.3 Uniforms

Uniforms in the company's signature blue hue demonstrate the sense of solidarity among employees and police, bringing unity into synchrony. Even though the company only distributes a single product, tapes dorsatus, the company maintains a professional image throughout all phases of operation, delivering prestige, trust, and value to SEAFA's consumers.



Figure 44: Design uniform of SEAFA

(Source: Authors)

3.5.2.7.4 Brand identity

The brand identity is necessary when starting a business company. SEAFA proposes the best plan for the brand identity, so the company wants to bring professionalism, quality, and reliability to each design.



Figure 45: Visit card SEAFA

(Source: Authors)



Figure 46: Packing items design of SEAFA

(Source: Authors)



Figure 48: Delivery tricycle SEAFA

(Source: Authors)



Figure 47: Booth OCOP of SEAFA

(Source: Authors)

4. FINANCIAL ANALYSIS

4.1 Scenario analysis

4.1.1 Summary of scenarios

Three valuation criteria including firm value computed according to Discounted cash flows (DCF) model, internal rate of return (IRR), Discounted payback period (Discounted PB) , and Net Present Value (NPV) will be used to evaluate each case of SEAFA in scenario analysis. .

As Cost of Goods Sold (COGS) and Other Expenses vary to sales, while sales are already adjusted between cases, to avoid the duplication, they will be added separately instead of being justified $\pm 10\%$ with other components of operating expenses. That makes the item of operating expenses within pessimistic and optimistic scenarios is under two effects at the same time. For example, in the better case, other components of other expenses would reduce 10% compared to the normal one, while other COGS increase 10%.

Scenario	Pessimistic	Most likely	Optimistic
Initial outlay		note 4.9	
Office and warehouse equipment's	439,715,038	439,715,038	439,715,038
Renovating and repairing	95,000,000	95,000,000	95,000,000
Revenue ($\pm 10\%$)	90%	note 4.5	110%
2023	28,380,240,000	31,533,600,000	34,686,960,000
2024	29,799,252,000	34,686,960,000	39,196,264,800
2025	31,289,214,600	37,461,916,800	44,291,779,224
COGS ($\pm 10\%$)	90%		110%
2023	20,550,656,400	22,834,062,667	25,117,468,933
2024	21,578,189,220	25,072,781,733	28,382,739,895
2025	22,657,098,681	27,054,083,107	32,072,496,081
Costs of service		note 4.4	
2023	6,204,800	6,204,800	6,204,800
2024	6,204,800	6,204,800	6,204,800
2025	6,204,800	6,204,800	6,204,800
Operating expenses		note 4.7	

2023	3,997,980,668	3,997,980,668	3,997,980,668
2024	3,845,004,535	3,845,004,535	3,845,004,535
2025	3,676,080,788	3,676,080,788	3,676,080,788
Other expenses (±10%)	110%	note 4.7.6	90%
2023	1,040,608,800	946,008,000	851,407,200
2024	1,144,669,680	1,040,608,800	936,547,920
2025	1,236,243,254	1,123,857,504	1,011,471,754

Table 11: SUMMARY OF SENARIOS

(Source: Authors)

4.1.2 Most likely scenario

PRO-FORMA INCOME STATEMENT FOR MOST LIKELY SCENARIO				
Items	Note	2023	2024	2025
Revenue	4.3	31,533,600,000	34,686,960,000	37,461,916,800
COGS		(22,834,062,667)	(25,072,781,733)	(27,054,083,107)
Cost of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
Gross profit		8,693,332,533	9,607,973,467	10,401,628,893
Operating expenses	4.7	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other expenses	4.7.6	(946,008,000)	(1,040,608,800)	(1,123,857,504)
EBITDA		3,749,343,865	4,722,360,132	5,601,690,601
Depreciation & Amortization	4.9.2	(67,157,203)	(67,157,203)	(67,157,203)
EBT		3,682,186,662	4,655,202,929	5,534,533,398
CIT (20%)	4.7.5	(736,437,332)	(931,040,586)	(1,106,906,680)
Net income		2,945,749,330	3,724,162,343	4,427,626,718
Gross profit margin		27.57%	27.7%	27.8%
Net profit margin		9.34%	11%	12%

Table 12: Pro-forma income statement for the most likely scenario

(Source: Authors)

PRO-FORMA CASHFLOW STATEMENT FOR MOST LIKELY SCENARIO				
Items	Note	2023	2024	2025
Net Revenue		31,533,600,000	34,686,960,000	37,461,916,800
CapEx	4.9.1	(534,715,038)		
Working Capital		(1,465,284,962)	(750,000,000)	(750,000,000)
Operating expenses	4.7	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other expenses	4.7.6	(946,008,000)	(1,040,608,800)	(1,123,857,504)
Cost of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
COGS		(22,834,062,667)	(25,072,781,733)	(27,054,083,107)
Tax Payment (20%)	4.7.5	(773,829,332)	(968,432,586)	(1,144,298,680)
Net Cash Flow		(2,000,000,000)	2,262,906,533	3,041,319,546
DCF		(2,000,000,000)	2,057,187,757	2,513,487,228
Accumulative		(2,000,000,000)	262,906,533	3,304,226,079

Table 13: Pro-forma cashflow statement for the most likely scenario

(Source: Authors)

FINANCIAL FIGURES OF SEAFA IN PESSIMISTIC	
<i>Initial Investment</i>	2,000,000,000
<i>NPV</i>	5,766,476,797
<i>IRR</i>	121%
<i>Discounted payback period (DPP)</i>	0.97

Table 14: Financial figures of SEAFA in the most likely scenario

(Source: Authors)

4.1.3 Optimistic scenario

PRO-FORMA INCOME STATEMENT FOR OPTIMISTIC SCENARIO

Items	Note	2023	2024	2025
Revenue	4.3	34,686,960,000	39,196,264,800	44,291,779,224
COGS		(25,117,468,933)	(28,382,739,895)	(32,072,496,081)
Costs of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
Gross profit		9,563,286,267	10,807,320,105	12,213,078,343
Operating expenses	4.7	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other Expenses	4.7.6	(851,407,200)	(936,547,920)	(1,011,471,754)
EBITDA		4,713,898,399	6,025,767,651	7,525,525,801
Depreciation & Amortization	4.9.2	(67,157,203)	(67,157,203)	(67,157,203)
EBT		4,833,701,196	6,145,570,447	7,645,328,598
CIT (20%)	4.7.5	(929,348,239)	(1,191,722,089)	(1,491,673,720)
Net income		3,717,392,956	4,766,888,358	5,966,694,878
Gross profit margin		27.6%	27.6%	27.6%
Net profit margin		10.72%	12.16%	13.47%

Table 15: Pro-forma income statement for optimistic scenario

(Source: Authors)

PRO-FORMA CASHFLOW STATEMENT FOR OPTIMISTIC SCENARIO				
Items	Note	2023	2024	2025
Net Revenue		34,686,960,000	39,196,264,800	44,291,779,224
CapEx	4.9.1	(534,715,038)	0	0
Working Capital		(1,465,284,962)	(1,000,000,000)	(1,000,000,000)
Operating expenses	4.7	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other expenses	4.7.6	(851,407,200)	(936,547,920)	(1,011,471,754)
Cost of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
COGS		(25,117,468,933)	(28,382,739,895)	(32,072,496,081)
Tax Payment (20%)	4.7.5	(966,740,239)	(1,229,114,089)	(1,529,065,720)
Net Cash Flow		(2,000,000,000)	2,784,550,160	3,834,045,561

DCF	(2,000,000,000)	2,464,203,681	3,002,620,065	3,488,712,002
Accumulative	(2,000,000,000)	464,203,681	3,466,823,746	6,955,535,748

Table 16: Pro-forma cashflow statement for optimistic scenario

(Source: Authors)

FINANCIAL FIGURES OF SEAFA IN OPTIMISITIC	
<i>Initial Investment</i>	<i>2,000,000,000</i>
<i>NPV</i>	<i>7,979,978,382</i>
<i>IRR</i>	<i>154%</i>
<i>Discounted payback period (DPP)</i>	<i>0.81</i>

Table 17: Financial figures of SEAFA in the optimistic scenario

(Source: Authors)

4.1.4 Pessimistic scenario

PRO-FORMA INCOME STATEMENT FOR PESSIMISTIC SCENARIO				
Items	Note	2023	2024	2025
Revenue	4.3	28,380,240,000	29,799,252,000	31,289,214,600
COGS		(20,550,656,400)	(21,578,189,220)	(22,657,098,681)
Costs of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
Gross profit		7,823,378,800	8,214,857,980	8,625,911,119
Operating expenses	4.8	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other Expenses	4.8.6	(1,040,608,800)	(1,144,669,680)	(1,236,243,254)
EBITDA		2,784,789,332	3,225,183,765	3,713,587,076
Depreciation & Amortization	4.10.2	(67,157,203)	(67,157,203)	(67,157,203)
EBT		2,717,632,129	3,158,026,562	3,646,429,873
CIT (20%)	4.8.5	(580,918,426)	(668,997,312)	(766,677,975)
Net income		2,174,105,703	2,526,412,250	2,917,143,899
Gross profit margin		27.6%	27.6%	27.6%

Net profit margin	7.7%	8.5%	9.3%
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Table 18: Pro-forma income statement for pessimistic scenario

(Source: Authors)

PRO-FORMA CASHFLOW STATEMENT FOR PESSIMISTIC CENARIO				
Items	Note	2023	2024	2025
Net Revenue		28,380,240,000	29,799,252,000	31,289,214,600
CapEx	4.10.	(534,715,038)		
Working Capital		(1,465,284,962)	(500,000,000)	(500,000,000)
Operating expenses	4.8	(3,997,980,668)	(3,845,004,535)	(3,676,080,788)
Other expenses	4.8.6	(1,040,608,800)	(1,144,669,680)	(1,236,243,254)
Cost of service	4.4	(6,204,800)	(6,204,800)	(6,204,800)
COGS		(20,550,656,400)	(21,578,189,220)	(22,657,098,681)
Tax Payment (20%)	4.8.5	(580,918,426)	(668,997,312)	(766,677,975)
Net Cash Flow		(2,000,000,000)	1,741,262,906	2,093,578,453
DCF		(2,000,000,000)	1,658,345,625	1,993,884,241
Accumulative		(2,000,000,000)	(258,737,094)	1,834,841,359

Table 19: Pro-forma cashflow statement for pessimistic scenario

(Source: Authors)

FINANCIAL FIGURES OF SEAFA IN PESSIMISTIC	
Initial Investment	2,000,000,000
NPV	3,441,660,105
IRR	82%
Discounted payback period (DPP)	1.13

Table 20: Financial figures of SEAFA in the pessimistic scenario

(Source: Authors)

4.2 TAM SAM SOM analysis

When presenting a product line that is not as popular as Tapes dorsatus along with its market segmentation, we need to find the most comprehensive estimate of the potential market size of this product.

Therefore, SEAFA will use the TAM SAM SOM model to consider the potential size as well as understand the total market size and determine the target to obtain that market.

First of all, we will talk about TAM. The volume of total available market (TAM) for SEAFA will be the consumption volume of the seafood market in general. According to Danso.org (2022), Vietnam's population is estimated to reach 99,329,145 people by early 2023. According to Mr. Nguyen Quoc Toan, Acting Director of the Department of Agricultural Product Processing and Market Development (2018) it is forecasted that the yearly average seafood consumption per capita in Vietnam in 2020 is likely to reach 33 kg/person.

Therefore, the TAM will be calculated as follows:

The volume of TAM = Vietnam's population (2022) x the yearly average kilogram consumes seafood each Vietnamese people

$$= 99,329,145 \times 33$$

$$= 3,277,861,785 \text{ (kg)}$$

Next is SAM, serviceable addressable market. This refers to a specific potential group of customers for SEAFA's products. Therefore, SEAFA will choose the provinces of Quang Ninh, Hai Phong, Hai Duong, Hanoi, Bac Ninh, and Bac Giang as customers for this market size.

According to the statistics of each province (2022) and the author's synthesis, these 6 Northern provinces will have a total population of 17,162,333 people estimated by the beginning of 2023.

Moreover, given the market size of SAM, SEAFA realized that the target customers here should be narrowed down to the segment of customers consuming Tapes Dorsatus. According to VASEP (2020), the marine aquaculture area of seafoods in Vietnam reaches 260 thousand hectares, of which krill accounts for 54.5 thousand hectares.

According to Bao Quang Ninh (2020), the whole Viet Nam has established an area of 8.5 thousand hectares of Tapes Dorsatus farming area and from this figure we can calculate the market share of Tapes Dorsatus in the total area of marine aquaculture in our country with the proportion of 3.27%.

Therefore, the SAM will be calculated as follows:

The volume of SAM = population of selected provinces (2022) x the yearly average kilogram consumes seafood each Vietnamese people x The percentage of farming of *Tapes dorsatus* in total marine seafood in Vietnam

$$= 17,162,333 \times 33 \times 3.27\%$$

$$= 18,519,873 \text{ (kg)}$$

For SOM, the target of market shares that SEAFSA expected to obtain in the first year is 1.4%. Therefore, the volume of serviceable obtainable market for SEAFSA will be 1.4% of the volume of SAM.

The figure of 1.4% is reasonable because *Tapes dorsatus* is a fairly new product, the competitors as analyzed in the market are very few, almost no one specializes in this product but SEAFSA is a new company in the industry, so experience and market coverage will not be high in the first year even though SEAFSA's input source is quite stable and not as small as other competitors. Moreover, for this potential seafood market, the risk of other new entrances entering or expanding their product line is very high. Therefore, the percentage of TAM that SEAFSA plans to acquire and turn it into its own SOM is 1.4% is reasonable.

Therefore, the SOM will be calculated as follows:

The volume of SOM = 1.4% x SAM

$$= 1.4\% \times 18,519,873$$

$$= 259,278 \text{ (kg)}$$

From that we can see, with the SOM as calculated above, on average, a week's sales volume of SEAFSA will fall to approximately 4972kg per week. Therefore, SEAFSA chooses 5000kg per week as the estimated actual sales volume of SEAFSA in the coming 2023.

Although *Tapes dorsatus* is a new and easy to penetrate market but with the exclusive signing of SEAFSA with the 3 largest reservoirs in Quang Ninh province, there is a scarcity of resources along with very few direct competitors. Not focusing on *Tapes dorsatus*, SEAFSA estimates that in the second year, the output and brand coverage will grow gradually, so it is expected that SEAFSA in the first 2 years will expand by 10% its market share compared with the previous year. Sales

volume is estimated to reach 5500kg per week in 2024 and 6050kg per week in 2025.

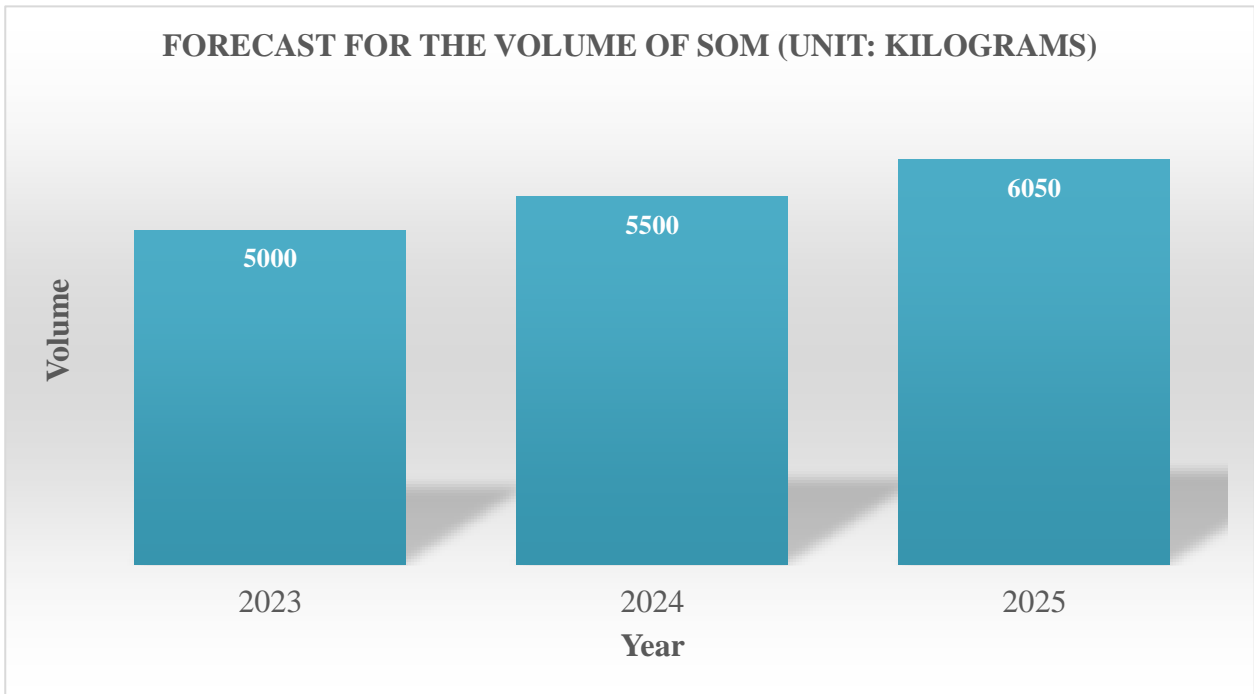


Figure 49: Forecast for the volume per week of SOM

(Source: Authors)

	2023	2024	2025
Growth of SOM		10%	10%
SOM as percentage of TAM	1.4%	1.5%	1.7%

Table 21: Forecast the growth percentage in sale volume

(Source: Authors)

4.3 Revenue

The price will be determined by size because of Tapes Dorsatus' special characteristics. The details of the selling price by size for each sales volume are displayed in the revenue table below. From there, summarise the revenue in 2023 according to the most likely scenario.

Items	Total Volumes (kilograms)	Price			REVENUE BY DAY			TOTAL REVENUE			
		30-35 pcs/kg	25-29 pcs/kg	20-24 pcs/kg	30-35 pcs/kg	25-29 pcs/kg	20-24 pcs/kg	1 Day	1 week	1 Month	1 Year
Wholesale market	2500	83,000	112,000	137,000	8,300,000	50,400,000	61,650,000	120,350,000	416,250,000	962,800,000	11,553,600,000
		10%	45%	45%							
Horeca		96,000	129,000	158,000	14,400,000	87,075,000	106,650,000	208,125,000	656,950,000	1,665,000,000	19,980,000,000
		10%	45%	45%							
TOTAL								1,073,200,000	2,627,800,000	31,533,600,000	

Table 22: Summaries revenue of SEAFA in 2023

(Source: Authors)

Sales forecasts will be increased by 8% over time, followed by revenue increases of 8% over time, and finally revenue after accounting for inflation. Below is a table of SEAFA's REVENUE for five years.

Items	Note	2023	2024	2025	Currency
Total revenue		118,570,250,000	237,140,500,000	256,111,740,000	VND

Table 23: Forecast revenue from 2023 to 2025

(Source: Authors)

4.4 Costs of service

SEAFA employs third-party services (SAPO) to manage operations more efficiently and better for the company.

Items	Package	Supplier	Fee	Unit price	Discount when buying large package
Management Software	SAPO Omnichannel (include Web Hosting)	SAPO	Monthly cost	359,400	yes
	1 branch management (HUB management)		Monthly cost	136,000	yes
Domain	Domain .com	SAPO	Annual cost	260,000	no

Table 24: Items belong to SEAFA's costs of service

(Source: SAPO, 2022, and authors)

Items	2023	2024	2025
Management Software	4,312,800	4,312,800	4,312,800
Add 1 Branch in SAPO	1,632,000	1,632,000	1,632,000
Domain	260,000	260,000	260,000
Costs of service	6,204,800	6,204,800	6,204,800

Table 25: Costs of service for SEAFA

(Source: Authors)

4.5 Costs of freight

To pack and preserve the goods loaded onto the truck, SEAFA lined up the goods in foam boxes, each weighing 50 kg (including 30 kg of goods and 20 kg of ice and water).

CVT BAC NAM is the main transport partner in the WHOLESALE segment, and the two parties signed a three-year contract with a list price in all circumstances. SEAFA enjoys a 5% discount from CVT BAC NAM, excluding costs such as: the first km of freight, stopping at a point, and the handling fee.

To be able to clearly calculate the cost of gasoline in the shipping process, there is no exact estimate. Therefore, SEAFA will pay the shipper for each order of VND 10,000 per location; employees will pay for gas themselves and use the company's car to return; the rest will be paid when shipping goods.

The type of car used by SEAFA has a capacity of 175 cc and a fuel consumption of 50 km per liter. The price of 95 RON at the present time (4/2022) is VND 23,000 per liter (2022, PVOIL).

Each day, it is estimated that there are about 15 delivery locations, with a total distance of about 50 kilometers both going back and forth. So, every day if the shipper pays himself, the cost of gas is VND 23,000. SEAFA's total shipper payment is $15 * VND 10,000 = VND 150,000$. So, after paying the fuel fee, the shipper will receive a salary of $VND 150,000 - VND 23,000 = VND 127,000$

Since then, SEAFA has found that the extra amount of money employees receives when shipping is completely reasonable.

FREIGHT COST OF CVT BAC NAM LOGISTICS

Quang Ninh → Ha Noi	The first 4 kilometers of freight	Stopping at 3 points	Total of around	Feight as arranged (per km)	Discount 5%	Total (per day)	Total (per year)
2023	400,000	150,000	219	15,000	164,250	7,641,500	366,792,000
2024	400,000	150,000	219	17,000	164,250	7,641,500	366,792,000
2025	400,000	150,000	219	17,000	164,250	7,641,500	366,792,000

Table 26: SEAFA's Cost of Freight from CVT BAC NAM LOGISTIC

(Source: CVT BAC NAM)

FREIGHT COST OF SEAFA IN HORECA CHANNEL

Ha Noi	Cost per deliver location	Quantity delivery location (per day)	Total per day	Total per week	Total per year
2023	10,000	14	142,857	1,000,000	48,000,000
2024	10,000	16	157,143	1,100,000	52,800,000
2025	10,000	17	169,714	1,188,000	57,024,000

Table 27: SEAFA's cost of freight from AHAMOVE

(Source: AHAMOVE)

TOTAL FREIGHT COST

Items	Note	2023	2024	2025
Wholesales	40% CVT Bac Nam	146,716,000	146,716,000	146,716,000
Horeca	60% CVT Bac Nam and Ha Noi	268,075,200	272,875,200	277,099,200
Cost of Freight		414,792,000	419,592,000	423,816,000

Table 28: Total freight cost of SEFA company

(Source: Authors)

4.6 Costs of Packing

Items	2023	2024	2025
Wholesale			
Tape	7,280,000	8,008,000	8,808,800
Salt water	12,100,000	13,310,000	14,641,000
Foam boxes	48,000,000	52,800,000	58,080,000
Markers	144,000.00	158,400	174,240
Plastics bag	4104000	4,514,400	4,965,840
Ice	1,666,667	1,833,333	2,016,667
Horeca			
Tape	10,920,000	12,012,000	13,213,200
Salt water	64,900,000	71,390,000	78,529,000
Foam boxes	72,000,000	79,200,000	87,120,000
Markers	216,000	237,600	261,360
Plastics bag	2,640,000	2,904,000	3,194,400
Ice	2,500,000	2,750,000	3,025,000
Total	226,470,667	249,117,733	274,029,507

Table 29: Expense for items packing

(Source: Authors)

Items	2023	2024	2025
Wholesale			
Tape	7,000,000	7,700,000	8,470,000
Salt water	18,250,000	20,075,000	22,082,500
Foam boxes	48,000,000	52,800,000	58,080,000
Markers	144,000	158400	174,240

Plastics bag	3,800,000	4180000	4,598,000
Ice	1,666,666	1,833,333	2,016,666
Horeca			
Tape	1,120,000	12,320,000	13,552000
Salt water	84,500,000	92,950,000	102,245,000
Foam boxes	72,000,000	79,200,000	87,120,000
Markers	216,000	23,7600	261,360
Plastics bag	6,440,000	7084000	7,792,400
Ice	2,500,000	2,750,000	3,025,000
Total	255,716,666	281,288,333	309,417,166

Table 30: Total cost of packing

(Source: Authors)

4.7 Operating expenses

Items	Note	2023	2024	2025
Marketing expenses	1	675,000,000	525,000,000	350,000,000
Payroll expenses	2	2,921,580,000	2,913,080,000	2,913,080,000
Warehouse and office expenses	3	77,400,668	82,924,535	89,000,788
Rent Expenses	4	324,000,000	324,000,000	324,000,000
Operating expenses		3,997,980,668	3,845,004,535	3,676,080,788

Table 31: Aggregation of expenses

(Source: Authors)

4.7.1 Marketing expense

Items	2023	2024	2025
Direct marketing	350,000,000	200,000,000	175,000,000
Social media ads	75,000,000	75,000,000	50,000,000
Samples	250,000,000	250,000,000	125,000,000
Total	675,000,000	525,000,000	350,000,000

Table 32: SEAFA's marketing budget

(Source: Authors)

4.7.2 Payroll expense

Position	Quantity	Monthly salary	Yearly salary
Board of directors	4	15,000,000	720,000,000
Warehouse staff	4	8,000,000	384,000,000
Hub staff	2	8,000,000	192,000,000
Customer services	1	7,500,000	90,000,000
Sales	2	7,500,000	180,000,000
Marketing staff	1	8,500,000	102,000,000
Procurement staff	2	13,000,000	312,000,000
Accountant	1	11,000,000	132,000,000
TOTAL	17		2,112,000,000

Table 33: Base salary for each position at SEAFA

Items	Rate	Total	Note
13th month salary		176,000,000	Equal 1/12 of the total base salary
INSURANCE			
Social insurance	17.5%	369,600,000	
Health insurance	3%	63,360,000	Use base salary
Unemployed insurances	1%	21,120,000	
ALLOWANCES			
For Lunch	25,000/day	127,500,000	All employees work full-time
For Fuel	5,000/day	25,500,000	300 days per year
Total		783,080,000	

Table 34: Welfare benefits at SEAFA

(Source: Authors)

Items	2023	2024	2025	Note
Base salary	2,112,000,000	2,112,000,000	2,112,000,000	
Welfare benefits	783,080,000	783,080,000	783,080,000	
Sales commission	18,000,000	18,000,000	18,000,000	

Uniform	8,500,000			Incur one time for 17 people in 2023 Cost 500,000VND per capital
Total	2,921,580,000	2,913,080,000	2,913,080,000	

Table 35: Total payroll expenses

(Source: Authors)

4.7.3 Warehouse and office expense

Items	2023	2024	2025
Cost to acquire business license	100,000	100,000	100,000
Costs to acquire trademark	1,000,000	1,000,000	1,000,000
Business license tax	2,000,000	2,000,000	2,000,000
Maintenance warehouse	25,000,000	27,500,000	30,250,000
Electric bill	20,000,000	22,000,000	24,200,000
Internet bill	4,400,000	4,400,000	4,400,000
Water bill	2,918,668	3,210,535	3,531,588
Telephone	1,080,000	1,188,000	1,306,000
Stationery	4,800,000	5,280,000	5,808,000
Drink water	1,440,000	1,584,000	1,742,000
Bank account	720,000	720,000	720,000
Digital invoice	5,800,000	5,800,000	5,800,000
Digital signature	942,000	942,000	942,000
Email business	7,200,000	7,200,000	7,200,000
Total	77,400,668	82,924,535	89,000,788

Table 36: Estimated SEAFA's expense for warehouse and office

(Source: Authors)

In addition to the costs will be unchanged over the years such as internet bill, cost to acquire business license, cost to acquire trademark, business tax, bank account, digital invoice, digital signature, email business remains unchanged. The remaining costs will increase as a percentage of the company's (expected) growth.

For example, the expense for electric bill, water bill, maintenance warehouse, stationery in 2024 will increase 10% compared to 2023.

4.7.4 Rent expense

Total rental cost is VND 30,000,000 per month (main warehouse: VND 12,000,000 and hub

VND 12,800,000).

Within 3 years, the rent expense will unchanged following by tenancy.

Rent Expense	Note	2023	2024	2025
Fee (12 months)		324,000,000	324,000,000	324,000,000

Table 37: SEAFA's rent expense

(Source: CVT BAC NAM & Alohanhadat)

4.7.5 Corporate income tax (CIT)

SEAFA's business lines are now subject to a 20% marginal tax rate under corporate income tax law. Because a normal business valuation only analyzes incremental cash flows, the marginal tax rate must be considered. The marginal tax rate is the tax rate applied on extra earnings.

The tax payables account is computed at the end of each year, but the tax is really finalized and paid to tax authorities in the following year. Thus, the tax payments, which are computed based on a typical year's income, are the outflows in the next year. There are two last points to make. Losses shall not be carried forward for more than 5 years in situations of negative EBT. Furthermore, because depreciation and amortization charges are senior to CIT expenses on pro-forma PLs, only 80% of the written-off amount will be added back.

4.7.6 Other expenses

For Tapes dorsatus, SEAFA estimates other expenses at 10%. This will include the costs incurred during the operation and the cost of handling broken or damaged Tapes dorsatus during transportation or preserving of the company.

With the percentage growth in sales volume of 10% year by year, respectively, other costs in operating expenses also increased by the same percentage.

Item	Note	2023	2024	2025
Other expenses		946,008,000	1,040,608,800	1,123,857,504

Table 38: Estimated other expenses

(Source: Authors)

4.8 Cost of purchasing

For each reservoir, SEAFA will sign a contract with a separate unit price along with the

investment of separate amounts. Therefore, for Mr. Nguyen Van Cong's reservoir, with high-quality Tapes Dorsatus, his reservoir has a higher price than the common ground of the other two reservoirs, but the quantity is not much, the total production obtains the volume accounts for 20% of SEAFA's imported Tapes Dorsatus, equivalent to 1000kg per day.

Mr. Nguyen Viet Cong's reservoir has the highest area with the lowest price, so his family's output accounts for 60% of SEAFA's sales forecast, equivalent to 3000kg per day. The remaining 10% of SEAFA's import volume is the harvest of Mr. Pham Van Dong's reservoir, equivalent to 1000kg per week.

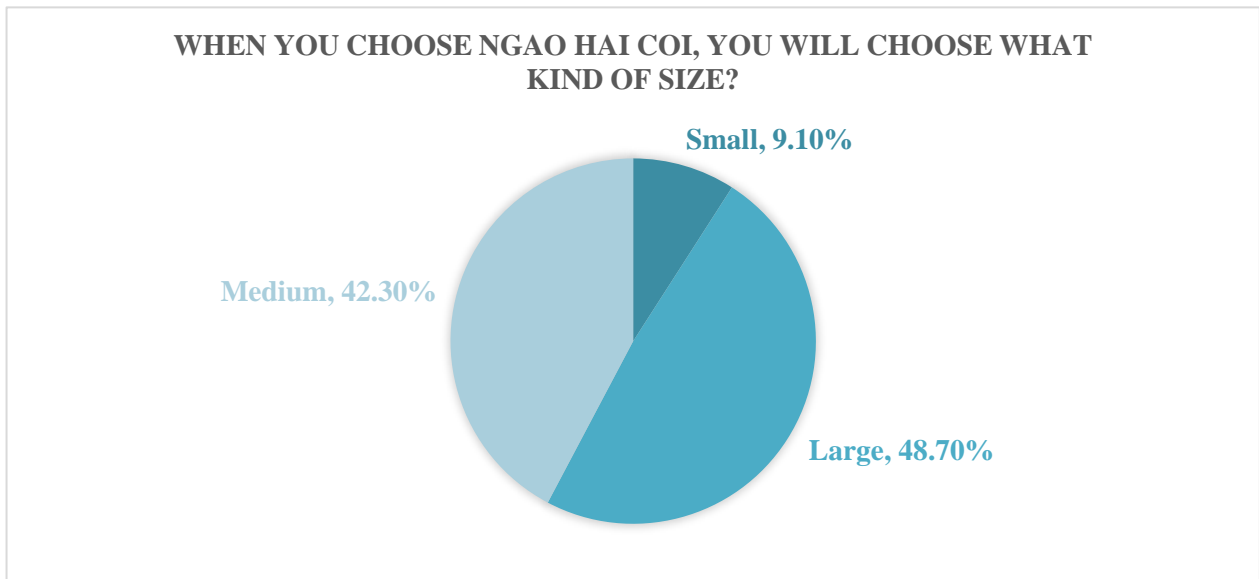


Figure 50: Surveyed 265 random people about their consumption behavior about the size of Tapes Dorsatus

(Source: Authors)

According to the survey of the author group on the consumption behavior of Tapes Dorsatus, about 9.1% of them choose to use small-sized products, 42.3% choose to use medium-sized products and

48.7% choose to use products in the large size.

So SEAFA decided that its sales volume for Tapes Dorsatus are 10% of the sales forecast will be small size products, 45% of sales forecast will be medium size products, and 45% will be sold for the remaining large size. Besides, Cost Price also has a growth equivalent to the growth in sales

volume year over year.

Name	30-35 pcs/kg	25-29 pcs/kg	20-24 pcs/kg	Input price by week	Input price by month	Input price by year	Currency
Mr. Nguyen Viet Cong (60%)	60,000	86,000	103,000	279,250,000	1,117,000,000	13,404,000,000	VND
	0%	35%	25%				
Mr. Pham Van Dong (20%)	63,000	88,000	106,000	84,300,000	337,200,000	4,046,400,000	VND
	8%	5%	7%				
Mr. Nguyen Van Cong (20%)	66,000	88,000	108,000	98,800,000	395,200,000	4,742,400,000	VND
	2%	5%	13%				
Total				462,350,000	1,849,400,000	22,192,800,000	VND

Table 39: Cost Price 2023

(Source: Authors)

Items	Note	2023	2024	2025	Currency
Total Cost Price		22,192,800,000	24,412,080,000	26,365,046,400	VND

Table 40: Total cost price SEAFA

(Source: Authors)

4.9 Initial investment

4.9.1 Capital expenditure

No	Name of equipment	Quantity	Price before tax	Price after tax	Total
1	Delivery tricycle Fushida	1	34,000,000	42,500,000	42,500,000
2	Sewage submersible pump China	1	1,530,000	1,700,000	1,700,000
3	Plastic tube PVC	3	223,200	248,000	744,000
4	Water pump Kangaroo	6	911,700	1,013,000	6,078,000
5	Water temperature gauges UT306S UT306C	6	214,200	238,000	1,428,000
6	Pressure gauges	6	166,500	185,000	1,110,000
7	Chiller	1	5,220,000	5,800,000	5,800,000
8	Bench scale Nhon Hoa 300kg	2	2,700,000	3,000,000	6,000,000
9	Shovel	10	45,900	51,000	510,000
10	Baskets	20	13,050	14,500	290,000
11	Rubber gloves	10	45,000	50,000	500,000
12	Wellington boots	10	58,500	65,000	650,000
13	Protective clothing	10	157,500	175,000	1,750,000
14	Barrel HDPE 50l	10	225,000	250,000	2,500,000
15	Aquablue air pump (Taiwan)	3	414,000	460,000	1,380,000
16	Spoon-net	5	61,200	68,000	340,000
17	Canvas	3	306,000	340,000	1,020,000
18	Plastic chair	20	30,150	33,500	670,000
19	Hand truck	2	630,000	700,000	1,400,000
20	Electric generator	2	4,590,000	5,100,000	10,200,000
21	Dell desktop computer	2	4,230,000	4,700,000	9,400,000
22	TP-Link Wi-Fi	2	352,800	392,000	784,000
23	Office furniture company set	2	1,665,000	1,850,000	3,700,000
24	HP printer	2	1,350,000	1,500,000	3,000,000

25	Coax air conditioning fan	4	2,601,000	2,890,000	11,560,000
26	Landline	2	135,000	150,000	300,000
27	Sanaky Inventor freezer	2	8,271,000	9,190,000	18,380,000
28	Plastic broom	4	20,520	22,572	90,288
29	Dustbin	4	148,500	165,000	660,000
30	Door interlock	2	162,900	181,000	362,000
31	Hikvision Camera	3	1,405,800	1,562,000	4,686,000
32	Scissor	15	13,500	14,850	222,750
33	Equipment, software	3	90,000,000	100,000,000	300,000,000
Total					439,715,038

Table 41: Initial investments for office and warehouse equipment

(Source: Authors)

4.9.2 Costs of renovation and repairing

SEAFA's warehouse is a place to preserve and store goods. Because of the specific nature of goods, SEAFA is required to renovate and repair the warehouse, including repairing office areas and building grow out pools.

Items	2023	2024	2025
Main Warehouse	35,000,000	0	0
HUB	60,000,000	0	0
Total Cost of Renovation and Repairing	95,000,000	0	0

Table 42: SEAFA's costs of renovation and repairing warehouse and office

(Source: Authors)

4.9.3 Depreciation and amortization

It would be irrational to lengthen the usable life of SEAFA's fixed assets. This horizon will instead be utilized to compute the straight-line depreciation and amortization rates for both office and warehouse equipment. For assets valued at over VND 1 million, SEAFA estimates the useful life to be 7 years, as result, costs of fixed assets will be reduced at the rate by 14% per year. For assets worth less than VND 1 million, SEAFA predicts a usable life of three years, so, costs of these assets will reduce at the rate by 33%.

<i>Total assets over VND 1 million</i>	Expected useful life	The rate	Depreciation per year
416,926,000	7 years	14.29%	59,560,857
<i>Total assets less than VND 1 million</i>	Expected useful life	The rate	Depreciation per year
22,789,038	3 years	33.33%	7,596,346
Total depreciation			67,157,203

Table 43: Total depreciation per year

(Source: Authors)

5. RISK MANAGEMENT

Risk management plays an important role because risks threaten SEAFA Trading Joint Stock Company's ability to fulfill its mission and vision. Risks can occur at any time and for a variety of reasons, internal, external or both. In order for the project to achieve the goals set by the authors group, it is necessary to avoid some risks and contingency plans are established to minimize the impact on the goals of the project.

5.1 Risk from internal factors

5.1.1 The preservation process Tapes Dorsatus risks

In fact, the characteristic of fresh seafood so the time factors and storage processes are always the top concern of the company. Due to, the certain reasons during preservation or transportation of the tapes dorsatus in the process causing the tapes dorsatus will be dying and ice melting (that are keeping them maintain long extension and standard temperature).

Therefore, the company will treat it packed in styrofoam with a chilled ice cover outside, also known as the thermal shock method just using ice to let the tapes dorsatus fall into hibernation. Then proceed to pump oxygen into plastic bags and load each bag into a styrofoam and seal it. Therefore, the company will cooperate with Bac Nam transport company as the main partner to deliver goods to the company's two warehouses and to the customer's address. Because Bac Nam Company is a professional partner with many years of experience in transporting fresh seafood, the shipping clerk will regularly update the cold and condition of the tapes dorsatus marinade ice to ensure the storage temperature is at the permissible level, offer the shortest and fastest delivery route to minimize their situation dies during transportation.

The storage come-up of tapes dorsatus at the HUB warehouse is from 3-5 days, during which the tapes dorsatus are unlikely to remain alive. Therefore, SEAFA will invest in a tape dorsatus's aquarium to help maintain life and also control the quality, easily control the quantity and avoid loss of them. The standard tapes dorsatus's aquarium of the company will include the following basic equipment: an oxygen system, aerator micro nano machine system, cooling system and filtration system. In addition, the main tapes dorsatus's aquarium system must ensure a sufficient number of captivities for the customers.

5.1.2 Human factor risks

Human factor risks management are the risks management activities related to the company's human resources. The lack of honesty and responsibility in the process of the company of employees and interpersonal problems of SEAFA Trading Joint Stock Company board of directors. First, the risk of the inconsistency of ideas of each member of the board of directors to give a common view towards the common goal of expanding distribution markets, customers, and increasing profits for the company. The solution to this problem is that there should be a third-person intervention that is fair, wise, tactful, and objective enough to act as the center of mediation.

Besides, there are risks that can take place for personnel such as dishonesty, falsifying import data to block money, working directly with customers and suppliers to generate revenue for individuals or stealing goods from the company for consumption. Therefore, the company must assess the seriousness of each issue and have a penalty for each case that can even terminate the labor contract with the employee who violates at a serious level.

In addition, to increase the dedication and loyalty of employees, each month the company will have bonus regimes to complete business targets and forms of bonuses on holidays and Tet holidays to increase income and improve the lives of employees. In the regime of implementing life care, the company will open training sales processes, services care weekly, accounting and business management with all employees in each department.

5.1.3 Finance factor risks

All financial risks must be carefully considered by the SEAFA especially for a company that is an infant company. So, the risks of financial instability are inevitable because the company has just entered the market. In the first year, even with stable financial resources, managing cash flow risks is very difficult and stressful. The amount of money spent will be more than the revenue, so preparing financial resources for a minimum period of three years is an important thing for the company to do if it wants to manage risks and minimize adverse impacts when starting a business.

In addition, during the beginning of operations, the company may encounter a Pessimistic

scenario where the sales volume of tapes dorsatus are not as expected by the company. But due to the preparation of the scenario, even if it falls into the pessimistic scenario, the company still earns greater profits and interest rate than the bank.

5.1.4 The running of the SEAFA risks

The running of the business risk management for the company plays an important role. operation management such as lax and inefficient management systems, departments in the company lack coordination with each other, even internal and party fraud can lead to SEAFA falling into a state of crisis, loss of assets and loss of markets.

To limit operational risks, SEAFA chooses to use sales management software to always capture all business indicators in real time as well as manage all activities of sales staff. In addition, the company will promulgate systems of documents, regulations and internal processes applied inside the organization, furthermore to the function of guiding the professional activities of each department according to the general system, regulations and processes are also the guiding documents for control activities and measures to be taken when errors are detected.

5.1.5 Inventory risks

The risk of the number of tapes dorsatus in the two main warehouses and Hub warehouse have also been focused on by SEAFA and identified the high risks because the facilities and equipment at the two warehouses have not yet been officially operational. In addition, the number of customers of the company in the early stages is still not screening out which are target, potential and real needs. So, the possibility of some customers arising from orders but due for delivery refuses to take tapes dorsatus and the amount of inventory from there increases the number of them in the warehouse of the company will incur some unnecessary costs.

Therefore, to solve this problem, the company must accurately control the average daily tapes dorsatus import by using Sapo management software, which is the optimal measure to help the company manage the number of them imported and exported per day, order status and customer information's to help calculate inventory at the level of the lowest but also enough to provide customers for the day.

5.2 External factor risks

5.2.1 Risks from supplies

Tapes dorsatus are imported mainly from suppliers who have an aquaculture milieu for tapes dorsatus household unevenly in number and do not guarantee a continuous supply. One of the common risks in these suppliers are disloyal and easily changed partners when there is a deviation

in the purchase price and supply to a number of different private companies in various provinces.

Dealing with this risk, SEAFA has come up with a plan to sign a 3-year cooperation contract and a constant price agreement with 3 households provided large tapes dorsatus quantity in Quang Ninh province to supply them with breeding tapes dorsatus and jointly supervise them being raised in the lagoon besides SEAFA also supporting equipment if necessary. Especially advisors with many years of experience in the technique of aquaculture to achieve maximum lagoons area. This helps to ensure the supply from the breed, ensures uniform size quality and continuous supply from the suppliers entered into by contracts between the two parties.

In addition, the climate change situation is increasingly complicated, difficult to predict and tends to negatively cause a lot of damage to the annual supply of tapes dorsatus, not only that the problem of environmental pollution in the tapes dorsatus's lagoons due to waste is not thoroughly treated, thus creating conditions for pathogens to proliferate, thereby causing an epidemic for their lagoons that are being cultivated causing great damage to the supply, as well as the quality of the extracted raw materials.

Facing that situation, SEAFA will cooperate with experts in the lagoons of aquaculture to overcome the negative impacts from the environment on the area such as: Wastewater treatment by biological methods, reuse of water sources for tapes dorsatus to limit discharge into the sea and use water environment monitoring techniques to monitor water quality.

5.2.2 Risks from competitors

Currently, SEAFA Trading Joint Stock Company is a new entrant that still lacks experience as well as not building a list of loyal customers is one of the major limitations compared to other competitors that have long had a foothold in the directly competitive seafood market such as Hai San Bien and Hai San Tuoi Song Quang Ninh that have a large customer base in Hanoi owning many chain stores in Hanoi.

Therefore, in order to compete directly and create brand awareness of SEAFA, the company will create a scarcity of tapes dorsatus in the market by signing a 3-year prices that does not change contract with 3 suppliers of tapes dorsatus have the largest are in Quang Ninh province. In addition, the company will also promote promotion strategies and marketing that are always focused by the company to ensure market share and improve competitiveness. SEAFA also deploys a software application integrated into sales management to make payment activities happen quickly and increase customer satisfaction as well as after-sales care.

5.2.3 Risk from customers

Customer risk is also a top concern of the company in the sales and payment marketing process as it can happen at any time. For unreliable, irresponsible, and fastidious customers in choosing tapes dorsatus quality that misjudge the quality of products or do not perform the obligation to pay debts to the company, it can cause consequences for the company that the two parties are at odds with each other, and it is difficult to meet for the next time. The main factor that determines whether customers return to buy and retain them is whether they are satisfied with the service and after-sales policies, the payment and shipping time as well as the quality of the goods they order.

Therefore, the company will provide door-to-door delivery services to customers far from Hanoi and support shipping costs with orders over 70 kilograms as well as fast delivery time is the strength of the main shipping partner of SEAFA is the Bac Nam transport company, the customer's delivery addresses will be scheduled and optimizing the shipping distance in accordance with the customer's criteria is fast, convenient and the goods are still fresh. In addition, in terms of advertising to attract customers to buy, the main advertising channels are Facebook, Zalo and the company's sales website.

It can be said that this also be considered as a potential advertising channel, because the number of individuals using Facebook is quite significant, but obviously, for fresh tapes dorsatus products, customers need to access the horeca channel in Hanoi in accordance with preferential policies, SEAFA will launch promotions such as: freeship inside Hanoi for orders of 50 kilograms or more in the opening time, freeship for provinces with orders of 80 kilograms or more. So, this program can help boost sales and customers will buy more SEAFA's fresh products to be able to get free shipping. This can be seen as an effective sales promotion option.

On the other hand, the risk of customers not paying debts is also a potential risk that can occur at any time. Therefore, the company needs to take measures to remedy this situation as follows: notify the customer for the first time that the debt by calling directly or sending an email with the customer's invoice or requesting an order from the customers before or making an appointment for a face-to-face meeting with a specific time and place because usually the meeting is a necessary start to an effective debt settlement process.

5.2.4 Legal risk

Legal risks are objective events, unexpected occurrences, and damages to the author's company, caused by subjective factors of the company and external objective factors occurring in the course of operations. In particular, the main reason for legal risks is legal regulations and arise in the company's business.

First, the legal risks that will be encountered after the establishment of the company including the structure of contributed capital, shares and control, management of legal risks during operation, implementation of labor law, social insurance. Therefore, the company will comply with law 18/2017/QH1- the law on seafood under decree 26/2019/ND-CP guiding the law on seafood and the code of practice of hunger with seafood and seafood products. In addition, directors must avoid violating the prohibition; In case the law allows it to be done with conditions, SEAFSA must assess whether it has met the conditions, if not it must find a way to meet the statutory conditions.

5.2.5 Economic policy risks

The company should also anticipate situations when an economic crisis occurs, a recession, inflation, or changes in the exchange rate. Domestic and foreign economic factors directly affect the company. For example, inflation affects the psychology and purchasing power of customers. The purpose of economic risk management is to control these risks within the permissible limits while maximizing the profits obtained and the market risk management contents implemented by the company.

As for the risk of inflation, it will affect revenues, as the company's main business is wholesale fresh tapes dorsatus products. Therefore, fluctuations in exchange rates will affect the results of SEAFSA's business, so members of the board of directors should pay special attention to monitor current and future liquidity requirements, especially the company needs to maintain cash reserves cases. As well as estimating exchange rate risk through capital increase issuances and having proactive prevention mechanisms, through policies to adjust revenue sources and trade credit. Plans to purchase tapes dorsatus involving distant customers must carefully calculate the implementation time as well as payment deadlines to limit exchange rate risk to the lowest level.

5.2.6 Warehouse rental risks

SEAFSA warehouse and hub warehouse are leased based on the daily import volume, market demand forecasts and remodeling plans to serve as offices for all employees of the company. To save costs, the company decided to rent two ready-built warehouses, SEAFSA only had to depreciate the cost of remodeling inside the warehouse to make offices, invest in equipment in the warehouse and operate the warehouse itself. But the warehouse is not the property of the company, it is possible that when the 3-year lease expires, the landlord recovers the warehouse causing difficult pressures on the company. In anticipation of this issue, the company will apply for an extension of the lease for the next 3 years and prove that during the use it does not cause any damage to the property as well as facilities, besides specifying in the contract that the lessor cannot unilaterally recover the warehouse without the approval of the side SEAFSA.

On the other hand, the risk in the process of renting a warehouse will also fall into the disadvantage situation that the lessor does not provide enough equipment as well as does not comply with periodic repairs as in the agreement when signing or does not pay taxes related to the warehouse being rented in accordance with the law. Therefore, in this case, the company has the right to request the landlord to hand over the facilities and fulfill the responsibilities that the landlord has stated in the contract, in the worst case SEAFA has the right to request the intervention of the law by appealing to the court to handle this issue.

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