



GRADUATION THESIS REPORT



BUSINESS PLAN FOR “FreshFit Delights - Healthy eating, taking care of health

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Authors

ABSTRACT

Fresh Fit Delights business model is a business project that is expected to open in Hoa Lac. People have been becoming more concerned about health. Particularly, people at a very young age pay a lot of attention to nutritional diets. Thus we opened this restaurant to serve the needs of eating clean of people in Hoa Lac.

Our store aims at people who have a standard nutritional diet, ensuring health, and have a diet suitable for each individual's physical condition. At this Hoa Lac facility, our targeted customers are office workers, workers, and students. With the desire for customers' health to be our joy, we will be ready to offer our customers fresh and delicious meals. Our business is especially dedicated to professional service, attention and care for customers, especially familiar customers.

We hope that the values we bring can help customers have confidence in our brand.

We will outline a specific business plan along with market opportunity assessment, financial and marketing analysis to achieve success and minimize risk. This business person plans to be implemented in the most efficient way possible.

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I. Introduction

1.1 Project background

1.1.1 Definition of "Eat Clean diet"

Eat Clean is a nutritious diet that emphasizes clean, fresh, and leafy green foods rather than processed foods with artificial preservatives and additives. The Eat Clean food group commonly used includes cereals, green vegetables, and fresh fruits along with certain fat and protein content. In general, eating healthy is good for people's health, supporting weight loss, reducing extra fat, maintaining a thin, balanced physique, and promoting clear skin (Team Cleanipedia, 2022). When people follow the Eat Clean diet well, they will notice clear changes in health, and spirit as well as an improved, more toned, and lean body. That's why many women are eating Eat Clean every day, continuously.

1.1.2. The current situation of eating according to the Eat Clean Diet in Vietnam

According to AC Nielsen's organic food consumption trend research, 86% of customers in Vietnam prioritize choosing organic products because of their safety, superior nutrition, and flavor for daily meals because people tend to live a healthy diet. Concern over the production and consumption of organic food is growing, not just in affluent nations but also in less developed nations like Vietnam where there are serious issues with contaminated food and antibiotic residues. They are resulting in issues with food poisoning and significant health consequences from COVID-19, making individuals more conscious of their health and quality of life. Additionally, as income levels rise and knowledge about healthy and scientific lifestyles is more readily available, people are becoming more aware of health issues (MANAGER, 2023).

Nowadays, people can lose weight in a variety of ways. Some methods even entail adopting social norms or fashions. Along with people who can afford to go to beauty salons for quick liposuction, many people look for alternatives like becoming vegetarian, taking fast weight reduction drugs, or even fasting. The majority of these methods will leave the body undernourished and fatigued, which will have a lot of detrimental impacts on the body as well as the mind. Vietnamese are currently choosing more scientific weight loss techniques for themselves after giving the matter some thought. The Eat Clean weight loss approach, a simple, clean diet that is popular among Vietnamese, is currently the most well-known (SGGP, 2019).

Eating the "Eat Clean" diet in Vietnam is becoming increasingly popular, and there are many reasons why it is superior to other diets such as Low-Fat, DASH, Vegan Diets, and Intermittent Fasting. (IF). In Vietnam, fresh food is always easy to find and very close to the people. Vietnamese people often have the opportunity to access clean ingredients, especially when shopping at traditional markets and for agricultural products from the countryside. This makes eating clean a more natural choice than other diets. Eating clean is not limited to eating a specific type of food. Instead of being restrictive, this regime encourages the consumption of a variety of fresh foods. Vietnam has a long list of traditional dishes, a variety of raw vegetables, and dishes that can be adapted to fit clean eating, such as sandwiches with lean meat and raw vegetables or grilled pork dishes. delicious fish. This gives people greater flexibility in choosing the menu. Vietnam has a special culinary culture where food plays an important role in daily life. Eat clean can be easily integrated into the Vietnamese culinary lifestyle without having to give up traditional dishes. Eat Clean focuses on eating foods that do not contain preservatives and are regularly cleaned. Vietnam has many convenience stores and home food delivery services to help people easily maintain this regime in their busy lives.

1.2. Base of idea

1.2.1. Market basis

According to the current capacity of the food and beverage industry, the food and beverage sector currently makes up around 15% of GDP, and its growth potential is expected to rise soon. According to BMI, the food and beverage sector will develop faster between 2016 and 2019 with a chance that Vietnam could take third place in Asia. Additionally, with a growing amount of young people (nearly 50% of Vietnam's population is believed to be under 30 years old), income levels are rising, and the practice of buying processed meals is growing in popularity. The wealth and availability of agricultural goods, which serve as a source of raw materials for the production of food and beverages...are beneficial factors that enable Vietnam to become a potential food and beverage consumption market in the area and are advantages for firms in the industry to diversify product kinds to answer to the continuously changing needs of consumers (Enternews, 2018).

The food and beverage business in Vietnam is experiencing a moment of great opportunity as the market has successfully "lived with the virus" despite the hurdles posed by COVID-19. According to Standard Charter Bank's predictions, the Vietnamese economy will expand by

the end of 2022 and reach 7% growth rate by 2023 (Minh Tam, 2022). Consumers previously opted to purchase goods with value commensurate with the price, claims Kantar Vietnam. Most beverage categories and imported food saw a decline in monthly spending. Pre-processed or pre-processed foods, frozen foods, convenience foods, packaged meals, etc. are some product groupings whose use will rise in the short term but fall when there is community immunity (Tra Van, 2021). Additionally, a brief poll done by Vietnam Report at the end of 2020 revealed that, in response to the COVID-19 pandemic, 50% of consumers spent more on clean, healthy meals as well as items that boost resistance and the immune system. In the meantime, 63.7% of consumers reduced their purchases of beer and alcohol. Because of that reality, businesses in this industry are having to adjust operating capacity accordingly (MBS).

This is a realistic market in terms of market capacity given the enormous need for soft, nutritious foods in contemporary society. People of various ages, between 18 and 55, are affected by this desire. Additionally, there is little to no rivalry in the current market, raw material costs are low, and product prices are high. Can sell in many different forms such as selling products directly at the store, through the website, through Shopee Food and Grab Food, etc. First, try selling directly at the store and on famous online marketplaces such as Shopee Food, Grab Food,... Next are the competitors, although there are not many competitors. There are still many obstacles to overcome when wanting to break into this industry with demanding customers.

1.2.2. Based on the implementation capacity of the project team

Business people need to have the traits of honesty, and integrity, and always give clients real information in terms of attitude, abilities, and knowledge. Sales abilities, client persuading, product quality assurance, and personnel administration. It is crucial to comprehend the product in detail, as well as its unique advantages over competing goods.

Dedicated youthful employees are all working toward the same objective of providing clients with the cleanest food source. For the objective of long-term cooperation and in order to arrive at the best solution, all members are ready to support one another. Products brought to the store will have a food safety certificate, full label, and origin. With all passion, responsibility and enthusiasm, we will bring the best products.

1.3. Company Introduction

1.3.1. Company Description

Company name: FreshFit Delights

Slogan: Healthy eating - Taking care of health

Location: 218 Hamlet 3, Thach Hoa, Thach That, Hanoi

Description of business: FreshFit Delights is an Eat Clean food supply store founded in 2023. This store aims to provide healthy meals that ensure adequate nutrition for people to improve their health, fitness, and happiness with service of the best quality.

Type of company: We have chosen to establish a Limited Liability Company (LLC) called Fresh Fit Delight Co., Ltd. with 5 members: Nguyen Hong Nhung, Lai Hong Linh, Tran Thi Huyen Tram, Pham Thi Tu Uyen, and Nguyen Quang Huy. This type of company offers several advantages, including strict regulation of capital transfer, making it easier to preserve the business's capital. Additionally, a 2-member LLC is allowed by law to issue bonds, making it easier to raise capital. Another benefit is the diversification of risk and responsibility among multiple members, which can help mitigate individual financial and legal risks and distribute the workload and decision-making responsibilities. In an LLC, members are only responsible for the debts and obligations of the business up to the amount of capital they have contributed, protecting their personal assets in case of bankruptcy or other legal risks. This provides stability and continuity for the business, even as its ownership structure changes over time. The initial charter capital for the business is VND 640.000.000. The specific percentage of capital contribution and corresponding amount for each member is shown in the table below:

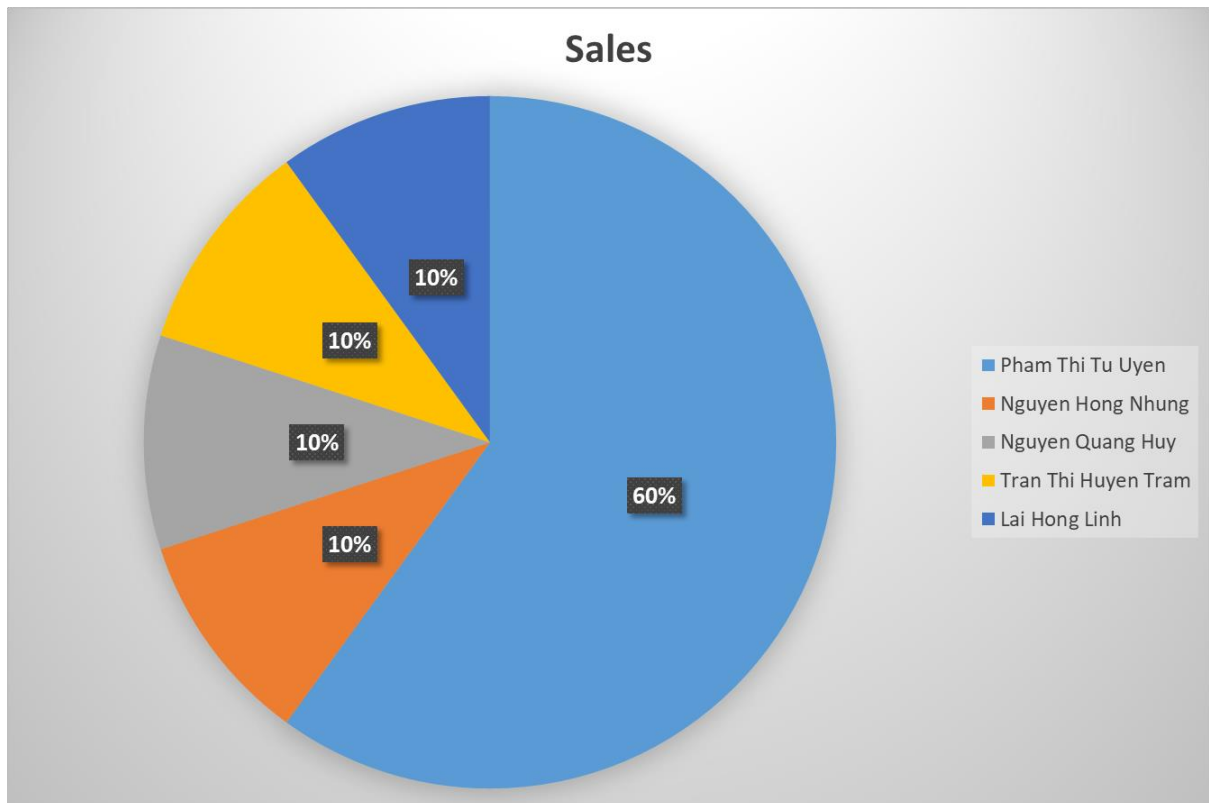


Figure 1: The specific percentage of capital contribution and corresponding amount for each member

1.3.2. Product

The store's products sell healthy foods and drinks. Drinks will include fruit detox water and main courses will include dishes made from healthy foods, with limited oil and spices. Each dish is clearly labeled with calories to help customers on the weight loss menu feel safer and easier in their meals.

1.3.3. Business goals

FreshFit Delights wants to serve the most delicious meals to customers without them having to worry too much about whether the dish is too fatty for their weight loss cycle. In addition, the store will be a great assistant for customers who love taking care of themselves with healthy foods, taking care of their health from the inside by following a diet, etc. We hope that it will be a bridge to help people find better health care methods when they do not have too much time. So the group set the following goals:

Short-term goal: FreshFit Delights restaurant wants to be a place where customers can feel secure in choosing to eat, ensuring safety and health.

Medium-term goal: FreshFit Delights restaurant is a gathering and dining place for many ages, where they can comfortably eat and drink without worrying about unsafe food or exceeding calorie limits.

Long-term goal: FreshFit Delights restaurant wants to spread a healthy, scientific lifestyle to diners, and is an ideal place for them to find fast, clean, healthy dishes.

1.3.4. Targeted customer

Income: Good level or higher

Gender: Male and female

Age: 20 - 40 years old

Location: Living and working around Village 3, Thach Hoa, Thach That, Hanoi

General description: People who want to improve the quality of their daily meals, busy people with limited time such as students, office workers, and mothers who do not have enough time to take good care of their children. But I want a complete, healthy meal that doesn't take up much time for my family. Young people don't have much time to cook and want to have a diverse menu every day.

1.3.5. Vision

By 2028, it will become the number one healthy restaurant in Hoa Lac, loved and respected by customers, specializing in providing healthy meals, famous for good service and improving health in the community. Your smile is our joy.

1.3.6. Mission

Change the view on healthy meals, help people have a healthy life by providing quick menus - beautiful, beautiful skin - good for health. We strive to enhance the customer's overall well-being to help customers receive the highest service.

1.3.7. Core values

Integrity: Be honest and straightforward in the working process, do not deceive customers and partners, and always bring customers delicious, nutritious, and quality meals.

Responsibility: Be responsible to customers and associates, building a strong Fresh Fit Delight.

Compliance: Comply with work procedures and principles.

Trust: Believe in the development direction and values that Fresh Fit Delight creates for the community, spreading the spirit to everyone around, and building trust and confidence of customers.

1.4. Methodology

Methodology refers to the systematic analysis of ideas based on a set of prescribed methods structured and applied in research efforts. The methodology includes a diverse range of techniques, such as conceptual analysis, theoretical modeling, scaffolding, and the use of quantitative and qualitative methods. In the context of this particular project, we used questionnaires and observations as the means of data collection.

- The questionnaire method entails collecting information through an online survey administered to a specific group of subjects under study. We created a set of questions to survey 300 individuals in the Hoa Lac target customer segment, with the aim of collecting information from respondents in a flexible and comprehensive manner. By using this method, we can drill deeper into the attitudes, perceptions, motivations, behaviors, and other relevant aspects of respondents, who often represent the target customer group.
- Our research team selectively uses qualitative methods based on the nature of the research. Qualitative research requires the collection of non-numerical information to gain a more detailed understanding of the research object, survey, or analysis requirement. In cases where small, focused samples are used, this type of information is often sought through interviews, direct observations, or focus group discussions with open-ended questions. For the specific research topic in this article, in-depth interviews and observations served as the primary means of gathering additional information.

Our research team used in-depth interviews as a means of data collection. An in-depth interview is a qualitative data collection method in which the research subject participates in a face-to-face conversation, discussion, and interview. This approach provides the interviewee, who is the focus of the research, with the opportunity to express their personal opinions and views. At the same time, it allows the researcher, who is conducting the investigation, to delve

into different aspects of the problem at hand. To ensure the most flexibility and comprehensiveness in collecting information, we developed open-ended questions for our in-depth interviews with four individuals studying and working in the Hoa Lac area. By using this method, we can gain a deep understanding of the interviewee's perspectives, perceptions, motivations, actions, and more, often representative of our target customer group.

- Primary data is used additionally to complete this research. The use of primary data will enhance the reliability and validity of our research. In this particular draft, we conducted an online survey that included 300 individuals in Hoa Lac with the aim of gathering analytical data for our upcoming business endeavors. This data set includes customer behavior, how much a customer is willing to spend on a meal, frequency of consuming clean food, etc.

The foregoing constitutes the research methods and rationale behind our team's use of these methods that conclude this article. The decision to incorporate secondary data sometimes poses a challenge for us because these data may have been examined and published a long time ago, making the discovery of new data quite cumbersome. However, there's no denying that it's still useful.

II. MARKET RESEARCH

1. Market assessment

Through the period of no diet, people do not have a beautiful body and good health. The trend of eating clean is growing. Because it not only helps people save money but also helps people have a beautiful body and a healthier lifestyle, meeting the need to eat clean while limiting production activities that are harmful to the environment.

If people are interested and regularly update how to eat clean through popular social networking sites such as Facebook, Instagram, and TikTok,... then people must have seen ads from healthy food stores at least once in big city centers such as Hanoi, Ho Chi Minh City, etc. Eating clean food has gradually become more popular in the past few years.

So, have depended on rising consumer demand and a free market to help promote the potential growth of this industry trend. The growth of the healthy eating industry during this time is not normal. We have recognized the possibility of developing new business models thanks to market needs and consumer preferences. The dishes sold in the businesses are wholesome,

nutritious foods that are well-liked and quickly catch on in the neighborhood. The SARS-CoV-2 epidemic, which has been raging since the end of 2019, is one of the reasons why people are more worried about eating healthily. In Vietnam, a search for "business of nutritional products" yields nearly 90 million results. All have the capacity to succeed in business when individuals prioritize their health (Adanvathealthy, 2021). Many young individuals who want to start their own businesses and value a healthy lifestyle are now choosing the healthy food industry because it is affordable, does not take a lot of effort, and is simple to trade online. The market for healthy foods is rising and growing, which is both a great opportunity and a great challenge. Regaining sectors or re-segmenting the market is crucial for survival and growth in this industry.

1.2. Overall analysis of the F&B market

Since the food and beverage industry is linked to people's basic needs, it has always been an interesting one. Vietnam is known for its varied cuisine, which means there is a lot of room for growth in the F&B industry there. In order to accommodate the substantial dining needs of patrons, an increasing number of eateries and restaurants are opening. According to Vogelstock (2020), it saw the tenth-highest increase in consumption in Asia. When compared to other Southeast Asian countries, Vietnam presents a favorable investment opportunity for the food and beverage (F&B) industry, according to Collier (2022) (Uyen, 2022). One of the most prosperous retail markets in Vietnam is the food and beverage industry, and major investors are taking notice of it. The world's 15th most populated country, with over 97 million people, of which over 40% are young, urban residents, presents a huge market opportunity for this country, which is also the third fastest-growing food-consuming nation in Asia (World Bank, 2021). Furthermore, it's noteworthy that they pay over 360 USD a month for food services. This number is more when compared to nearby countries such as Indonesia, Thailand, the Philippines, and Malaysia. In Vietnam, food and beverage spending accounts for 15% of GDP and approximately 35% of monthly expenses (BritCharm, 2020). According to iPOS.vn (2023), the food and beverage industry generated around VND 610 trillion in revenue in 2022, a 39% increase from 2021.

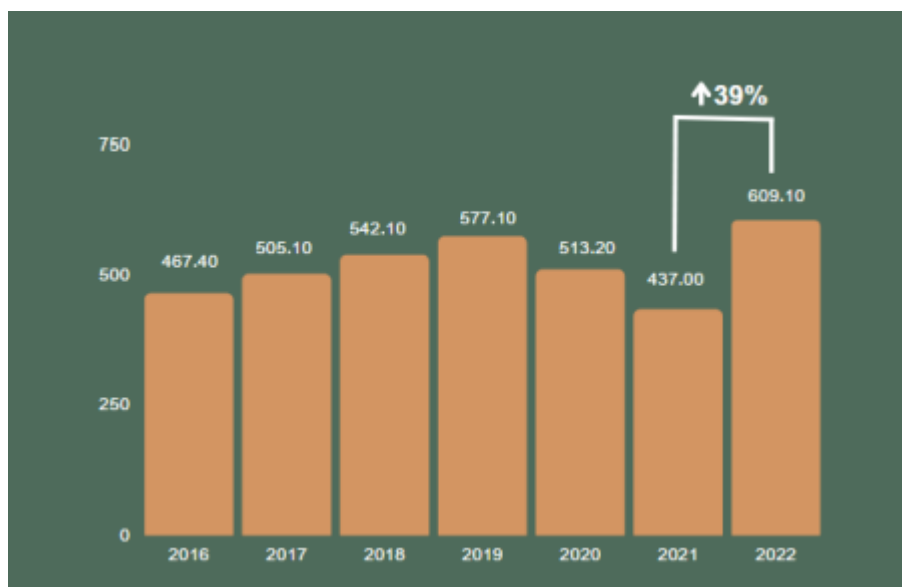


Figure 2: F&B service revenue in Vietnam in 2022 Source: (iPOS.vn, 2023)

In order to produce the Food Business (F&B) Market Report in January 2023, iPOS.vn collaborates with Vietnam F&B Website Community, Vietnam Industry Research and Consultancy Joint Stock Company (VIRAC), and in 2022. Three major cities were usually chosen for the survey: Da Nang, Ho Chi Minh City, and Hanoi. Vietnam has 294,204 food and beverage service restaurants in 2016, and the report projects that by 2022, the country would have over 338,600 restaurants, growing at an annual rate of roughly 2%. Following the two-year pandemic, there have been numerous reforms to the food and beverage industry. Following the quarantine period, this industry's demand has shown signs of robust revival. By 2023, the market value is expected to have increased by 18% from 2022 to VND 720 trillion. The food and beverage market is expected to rebound and grow gradually, with a projected valuation of VND 938.3 trillion by 2026 (VIRAC, 2023).



Figure 3: F&B Vietnam market value forecast, 2022 - 2026f Source: (VIRAC, 2023)

In large cities, the average cost of eating out is VND 69,599 in Ho Chi Minh City, VND 65,526 in Da Nang, and VND 80,327 in Hanoi (Lương Hạnh, 2023). The figures above show that Hanoians spend the greatest money on each meal when compared to people living in the other two main cities. Hanoians are willing to pay more for dinner outside the house. The leading travel website, TripAdvisor, announced in 2023 that its capital city, Hanoi, was among the world's top 20 gastronomic destinations (Anh, 2023).

Customers are now better able to make decisions that support their ideals since they are more conscious of their environment when it comes to their health. This shift offers new opportunities for people working in the business and pushes the Vietnamese F&B sector to prioritize more sustainable ideals. From selecting raw materials to product packaging, they need to exercise greater caution when it comes to branding.

1.3. Overview of the healthy food market

By 2022, the worldwide food industry for wellness and health will grow to \$841 billion. Statista projects that by 2026, it would have grown to one trillion dollars (Shahbandeh, 2022). The CAGR between 2022 and 2029 is 9.3%, according to data from Bridge Market Research (Bridge, 2022). According to a survey by Cimigo, there is a growing trend among Vietnamese consumers to prioritize healthy eating in the fast-food industry. Sixty-one percent of respondents maintain a healthy diet, and sixty-seven percent think their diet suffices (Cimigo, 2022). In order to lower their risk of illness and extend their lives, they aim to enhance their mental and physical well-being. This figure demonstrates the rising demand for nutritious food items.



Figure 4: Statistics about following a healthy and believing diets are healthy enough Source: (Cimigo, 2022)

According to the Vietnam Report, research on the increasing trend of food and beverage consumption in monthly spending reveals that the increasing trend in clean and healthy food is 50% since COVID-19 and 55% when inflation is factored in (VietnamReport, 2022). As the need for health promotion increases, so does the popularity of nutritious and healthful products. The inclination to buy will rise as a result. Thus, this is one of the elements that encourages the growth of F&B companies that prepare wholesome food.

The trend of increasing consumer food and beverage consumption in monthly targets

When COVID-19 appeared /when inflation increased

% consumption ratio

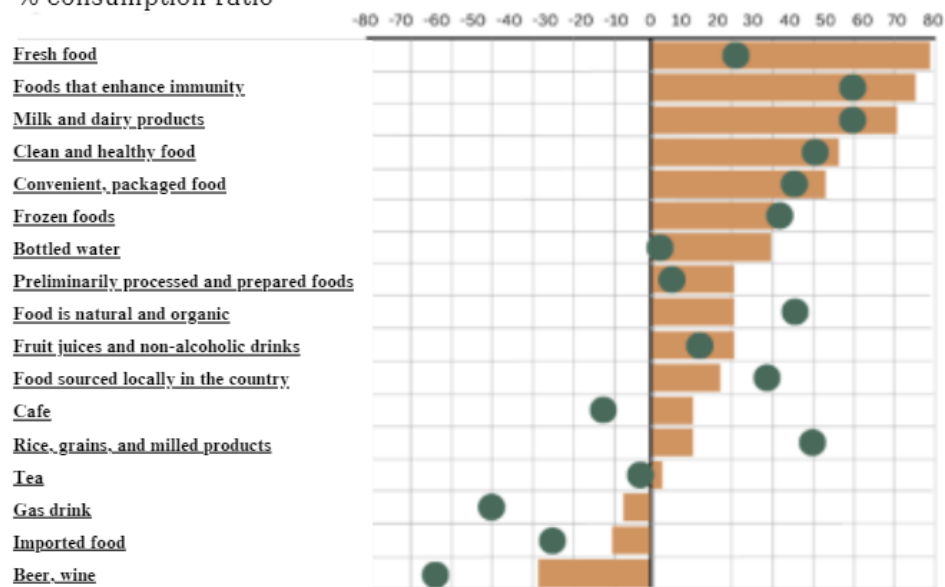


Figure 5: Increasing trend of food and beverage consumption in monthly spending Source: (VietnamReport, 2022)

As is evident, there is a global trend toward nutritious and healthful food. With a desire to maintain their health and physical appearance, consumers are often drawn to tight routines and nutritional elements. Customers in Vietnam are looking for healthy foods, but the market for such products is still in its infancy. They are also more picky about the food's quality. As a result, the procedure needs to guarantee the supply of reliable and superior goods. In terms of growing the healthy food industry, this presents both an opportunity and a challenge.

1.4. Eat Clean diet market globally

Growing emphasis on healthy eating, expanding acceptance of organic foods, and rising food sensitivities are driving growth in the global market for health and wellness foods. Some diseases have made it more common to eat well-balanced meals to boost immune responses. The market is also being driven by the growing availability of natural and organic foods in conventional supermarkets as opposed to specialty retailers. The focus on health and wellness food products is also expanding as a result of rising obesity rates and the prevalence of chronic ailments in both developed and developing nations, including blood pressure, diabetes, and asthma. Several medical disorders can be prevented and treated with the use of naturally healthy foods.

The global market for health and wellness foods, which was forecast to be worth US\$733.1 billion in 2020 is now expected to increase at a CAGR of 6% during the analysis period to reach US\$1 trillion by 2026. Following a thorough examination of the financial effects of the pandemic and the economic crisis it caused, the growth rate for the Functional Foods segment is readjusted to a revised 6.3% CAGR for the following seven years. Currently, this sector holds a 20.4% market share for Health & Wellness Foods worldwide (Dublin, 2022).

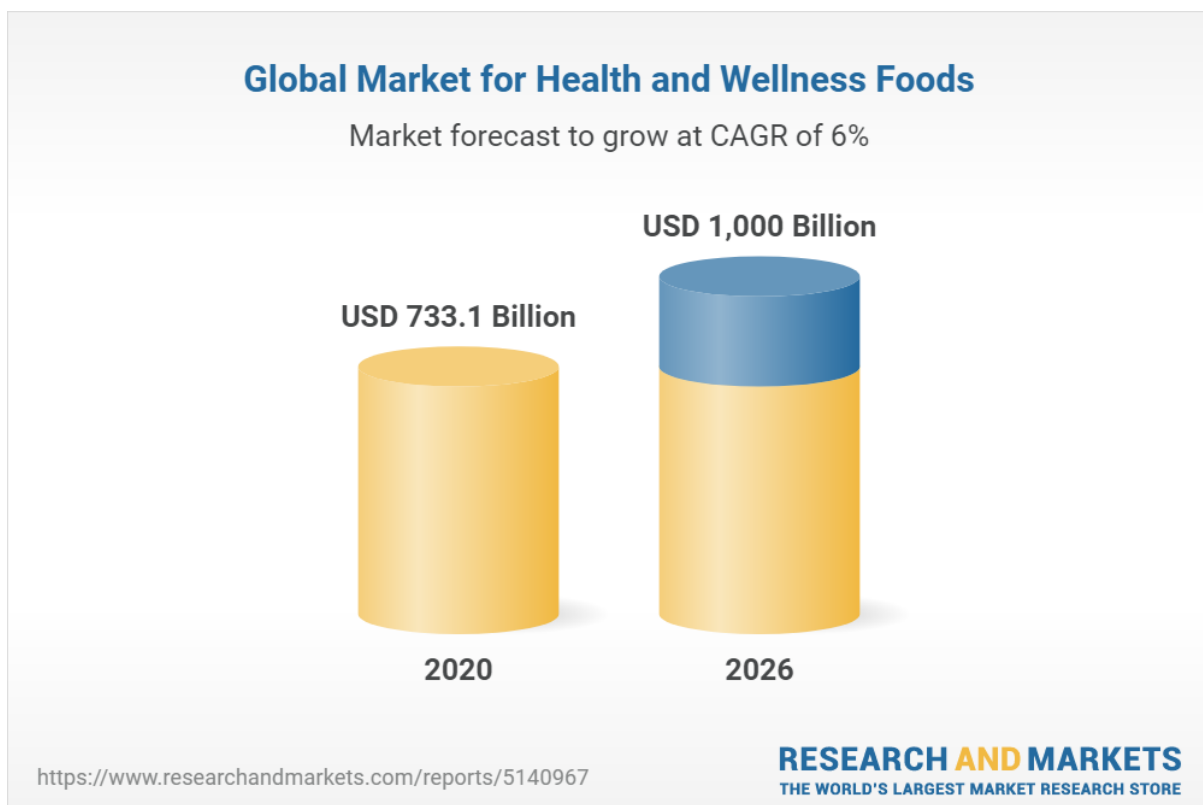


Figure 6: Global market for health and wellness foods. Source: globenewswire.com

In the United States, the market for health and wellness foods is anticipated to reach US\$279.1 billion in 2021. Currently, the nation holds a 35.33% market share worldwide. China's market is anticipated to reach an estimated value of US\$124.6 billion in 2026, growing at a CAGR of 8.3% over the study period. Japan and Canada are two other notable geographic markets, with growth rates of 4.2% and 5.8%, respectively, predicted for each during the course of the investigation. Germany is expected to develop within Europe at a rate of roughly 4.3% CAGR, while the rest of the continent's market will total US\$133.2 billion by the end of the analysis period.

Europe's diet and nutrition apps market is expected to grow in the forecast period of 2022 to 2029. Data Bridge Market Research analyses that the market is growing with a CAGR of 30.1% in the forecast period and is expected to reach 4,580.12 million by 2029 (Emma Miller, 2023).

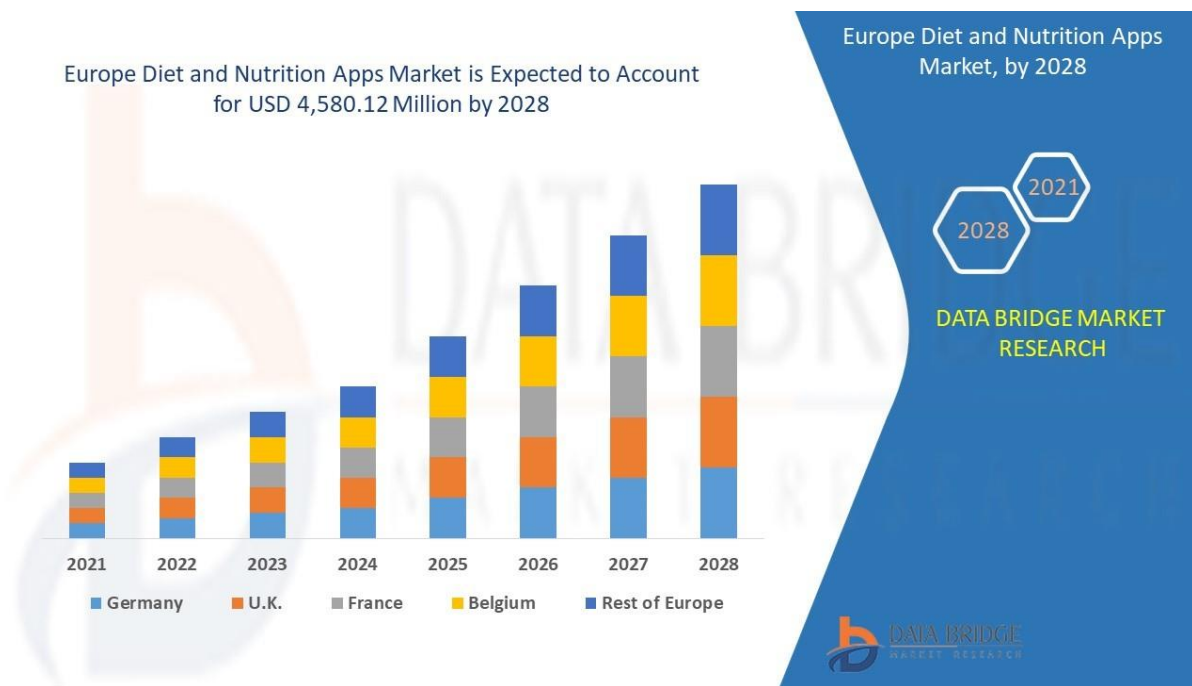


Figure 7: Data Bridge Market Research Market Analysis Study 2022. Source: linkedin.com

The dynamics of the European health and wellness food market are spending on nutritious food products is rising. Consumption of healthy food products naturally rises as consumers' disposable income rises and households have more money to save or spend on food, fueling demand for the global health and wellness food market. As a result, rising consumer disposable income encourages them to buy more healthy beverages, which propels market expansion. Additionally, rising expenditures on wholesome and nutritious foods have boosted demand for food items that support people's continued health. Thus, it is clear that customers spend more

on healthy items like nutritious drinks when their disposable income rises, which is predicted to stimulate the growth of the European market for health and wellness foods (Bridge, 2022).

The results, which outline the nutritional preferences of 132 489 kids, show that 78.8% of kids eat breakfast, 42.5% eat fresh fruit daily, and 22.6% consume vegetables daily. 9.4% of kids drink soft drinks daily, while 10.3% of kids eat sweet snacks. However, there are notable variations in eating patterns from one nation to another. Overall, the WHO findings from this study show that immediate effort is required to encourage children in all of the European Region's countries to have healthy eating habits, particularly to increase daily consumption of fresh fruits and vegetables. "A healthy diet includes high consumption of fresh fruits and vegetables, daily breakfast consumption, and discouraging routine consumption of nutrient-poor foods that are high in sugars, saturated fats, trans fats, and salt," said Dr. Kremlin Wickramasinghe, interim program manager for nutrition, physical activity, and obesity at WHO/Europe (WHO, 2021).

In general, in Germany, Austria, and Switzerland, they mainly choose whole foods and limit processed foods. Eating is a social event where the main focus is not the food but the company. They eat and drink regularly. They drink lots of clean, fresh water and they are very physically active to live a healthier life, helping to control or eliminate disease and/or lose weight (**Kristi Kalinsky, RD, LD**, 2022).

The need for wholesome foods is expected to lead the Asia-Pacific market for health and wellness foods to expand at a compound annual growth rate (CAGR) of 9.9% by 2029. In the area, consumers are becoming more health-conscious and nutrition is improving. According to a survey, a large number of individuals are eating more fruits, vegetables, and plant-based diets, with the Philippines setting the bar for acceptance of these options.

The food and beverage sector in India is anticipated to grow at a CAGR of 11.05% to reach USD 505.92 billion by 2027. According to consumer research, 74% of respondents support making healthier ready-to-eat products more readily available. Additionally, meals marked as low or decreased salt are more likely to be purchased by 34% of Indian consumers.

Brands have increased their healthy food selections by 40% in the post-COVID landscape, and healthy food orders have tripled at online aggregators. Particularly, orders for vegetarian and plant-based options rose 83%, while demand for keto-friendly items jumped by 23%. Mumbai, Hyderabad, and Bengaluru are quickly becoming India's health-conscious cities.

By the end of 2027, it is predicted that India's on-demand food delivery market will be valued at \$22.5 billion, expanding at a CAGR of 30%. On-demand food delivery platforms are expanding as a result of rising internet and smartphone usage, rising working family populations, particularly as more women enter the workforce, and quick changes in lifestyles (vero, 2023).

2. Market Trend Analysis

2.1. Changing consumer perception of eating habits

In Vietnam, risks from climate change and environmental pollution are increasingly clearly recognized by middle-class Vietnamese consumers. They are focusing on environmentally friendly and healthy products and services. Paying attention to green and clean standards in their consumption has created a new consumption trend (pinetree, 2023).

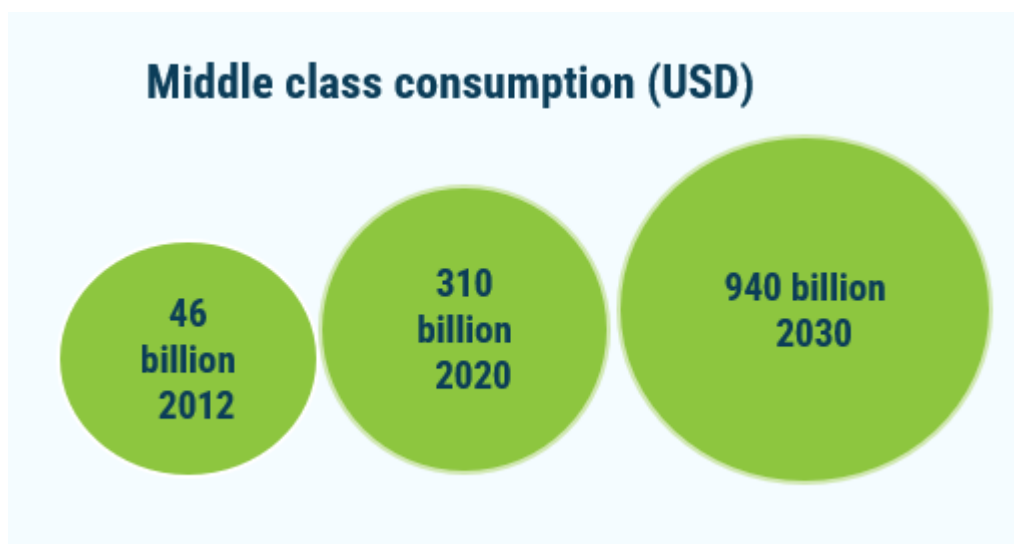


Figure 8: Middle-class consumption in what? Is this in health food (USD). Source: Pinetree.vn

According to statistics from Fitch Solutions Macro Research 2019, the obesity rate in Vietnam is increasing the fastest in Southeast Asia for 5 years from 2014. For five years starting in 2014. Vietnamese people are therefore gradually including healthier cuisine in their diets. Because of the modernization of life and the rise of several ailments, Vietnamese people are becoming more concerned about their health. They are aware that in order to strengthen their resistance and fend against infections, they must protect their health and watch what they consume. Accordingly, they consider switching to a healthy diet, exercising regularly, and increasing

their resistance. Therefore, Vietnamese people are gradually introducing healthier dishes into their diet.

Healthy eating trends of Vietnamese people in 2023: 67% of people feel their diet can be even healthier; 26% of people have been on a diet for more than 1 year; 52% limit fried foods, 47% add more vegetables and fiber, 41% reduce sugar in dishes. With increasingly busy lives, people need dietary solutions that are quick and easy to integrate into their lifestyle. The Eat Clean diet addresses this need by focusing on consuming foods that are fresh, chemical-free, and minimally processed. This helps them maintain a healthy and active lifestyle. And when it comes to weight loss, the Eat Clean method is one of the top choices among women, with a popularity rate of up to 80% (cleverads.vn, 2023).

2.2. Trends in customer needs and behavior regarding Eat clean food

In the last three years, the Eat clean food industry has only grown significantly. The items are delicious, nutritious foods that gained popularity fast and won support from the local population. Statistics from Younet Media show that 10,869 conversations on Eat Clean were included in the approximately 1 million conversations on popular social networking sites about healthy eating, which the 18 to 24 age group makes up more than half of, with 56.8% (younet media, 2017). It can be seen that the Eatclean diet is the most popular scientific diet trend among young people today.

Vietnamese people increasingly prioritize clean food. According to a survey on consumer behavior and trends released in March 2023 by the High-Quality Vietnamese Goods Business Association, modern consumers place the most priority on freshness and safe cleanliness (Anh Duong, 2023). Not only stopping at diet and daily exercise, Vietnamese people's "healthy and balanced" living standards are increasingly upgraded and become more comprehensive, including physical, mental, and possessive health. beautiful and flexible body as well as a socially responsible lifestyle. They care more about the things they eat and drink, how they are made, and the quality of ingredients they contain. Therefore, the Eat Clean regime is the choice of many people for their goals.

Experts discovered that health considerations are crucial in the most recent industry survey by Gutcheck, which included 7,000 consumers from four generations: Gen Z, Millennials, Gen X, and Baby Boomers. Purchasing decisions made by consumers, similar to the value that food

and drink bring: Before making a purchase, 50% of consumers feel that ingredient quality in importance, is a key consideration when selecting healthy products (Luong Hanh, 2022).

2.2.1. Vietnamese people form the habit of eating clean

After being brought to Vietnam, Eatclean quickly gained popularity among the country's citizens as a clean, healthful diet that efficiently improves skin tone and body form. People tend to maintain a long-term Eat clean eating habit to get good results.

The youth population, particularly the student body, has never "cooled down" from their enthusiasm for healthy eating. Many of you have not only met your aesthetic goals but also improved your mental clarity and attitude by selecting a healthy diet. Many believe that sticking to a long-term plan is the most crucial aspect of maintaining a healthy diet (Ngoc Long, 2023).

Ms. Minh Trang (Dong Da, Hanoi) shared that: "After a period of using "eat clean" food with a variety of dishes, I feel my body is balanced and my figure has improved clearly." . Opening an "eat clean" restaurant online or offline will also be an extremely growing business trend in 2022. Vietnamese people now increasingly want to improve their health and physique, so there is a need for clean food is huge (Viet Hung, 2022).

Since appearing in the Vietnamese market, the "eat clean" food business has quickly developed and gained a large number of customers. And the Eat clean mode really works when users have a scientific menu, suitable for their physical condition, and especially prepared properly. Therefore, a lot of people have decided to visit Eat Clean enterprises to purchase daily meals or even weekly and monthly combos, rather than cooking at home without the right ingredients. When faced with hectic schedules and little time, especially when office workers require speedy service, they frequently opt to use Eat Clean food's online platform (Ipos.vn, 2022).

The development of the 4.0 era allows people to quickly discover information, and compare and evaluate information from many different sources about products and services. Today, Google and Facebook, Instagram, Tiktok are widely used information search engines and social media platforms with the widest user base. The group's goal is to target students, young people, and office workers. According to the group's research, in Hoa Lac area the majority of customers often search for Eat Clean meals mainly on Facebook. That's why the group decided to look for customers on the Facebook platform.

2.2.2. Willing to pay

The percentage of Vietnamese individuals who adhere to the Eatclean diet has grown. The socioeconomic expansion has led to an improvement in living standards and income. Vietnamese people are increasingly growing accustomed to the notion of paying for wholesome food and medical services. They go above and above to prepare meals that will give them a stunning physique and meals that will help them fight disease and maintain a healthy body.

Meanwhile, according to market research firm Nielsen, The fastest-growing middle-class population in Southeast Asia is that of Vietnam. From 2014 to 2020, this segment will make up nearly one-third of Vietnam's population and earn at least 714 USD every month. This group's consumption is predicted to increase three times from 2020 to 2030 when it will total roughly 940 billion USD. Particularly, middle-class spending on food, appliances, and healthy lifestyles has paved the way for a prospective market with an impressive development trajectory. (pinetree, 2023).

The main market of the Eat Clean business is middle-income earners and young people who want to improve their physique and health. They are aware that "health is gold" and are willing to spend an amount of money from 60,000 VND - 80,000 VND for a healthy meal instead of having to eat "rice, sugar, porridge from the market" which is not good for their health and body shape. If purchased in combo, it will be about 150,000 VND/day and 550,000 - 600,000 VND/week (Ipos.vn, 2022). Therefore, the trend of using clean, healthy food still shows no signs of cooling down.

3. Market analysis

3.1. Competitors analysis

Nowadays, the demand for healthy food is increasing, especially in big cities. The following analysis of the strengths and weaknesses of three direct competitors is based on data and searches from the information team.

| | | | |
|--------------------|-------------------------------|-----------------|---------------------------------|
| Evaluation factors | Store: Joseph Healthy Rice | Store: An Anh | Store: Mother Butter Kitchen |
| Address | Hoa Lac, online | Hoa Lac, online | Hoa Lac, online |

| | | | |
|--------------------|--|---|---|
| | order | order | order |
| Service | Providing brown rice, salads, and sauces - delicious, clean, and high-quality. | Provide salad, chicken soup, and brown rice. | Providing brown rice, salad, and fast-food |
| Price(vnd) | 40.000 - 50.000 | 15.000 - 40.000 | 35.000 - 45.000 |
| Type of competitor | Direct | Direct | Direct |
| Fanpage (Facebook) | yes | yes | yes |
| Sales methods | Online sales: Post to student groups and residential on Facebook. | Online sales: Post to student groups and residential on Facebook. | Online sales: Post to student groups and residential on Facebook. |
| Marketing | Post to student and residential groups | Post to student and residential groups | Post to student and residential groups |
| Promotion | Advertising reaches customers mainly through their Facebook Personal Page. There are end-of-day discount programs, and ordering weekly or monthly combos will give you a 5-10% discount. | Advertising reaches customers mainly through Facebook Personal Pages. There are end-of-day discounts. | Advertising reaches customers mainly through Facebook Personal Pages. There are end-of-day discounts. |

| | | | |
|---------------|--|--|---|
| Customer care | Limited | Limited | Limited |
| Advantages | Have a recognizable brand, create a customer base, and price appropriately for students. | Many students have loved it, and it has a number of regular customers - Good price. | Many students have loved it, and it has a number of regular customers - Good price. |
| Disadvantages | Products are not diverse; the menu mainly consists of brown rice and salad. Maintenance is unreliable. Meals do not specify specific calorie counts, so customers can make their own choices. There is no customer care support. The shipping process takes a long time and the food flavor is not guaranteed. Does not have its own fanpage | Products are not diverse; the menu mainly consists of brown rice with salad. Unstable maintenance; meals do not specify specific calories, so customers can choose. There is no customer care support; the shipping process takes a long time and the food flavor is not guaranteed. Does not have its own fanpage | - Products include healthy food, fast food, and fried food - Unsatisfactory maintenance - Meals do not specify specific calories so customers can choose - There is no customer service support - The shipping process takes a long time, and the food flavor is not guaranteed. Does not have its own fanpage |

Table 1: Direct competitors

Currently, Hoa Lac market does not have a unit, restaurant, or individual specializing in healthy, clean eating food. Competitors have the advantage of having familiar customers, but because they do not specialize in healthy food, they still have many limitations and are not sufficient to meet the market's needs.

3.2. Indirect competitors

- Currently, the health care market is of great interest, with consumers paying increasing attention to their health and the consumption of healthy foods. As a result, the market for healthy foods has become highly competitive. In addition to stores that directly sell healthy food, there are also many stores that offer healthy ingredients for customers to purchase and prepare themselves, such as whole wheat flour, nuts, olive oil, brown rice, and various spices. In Hoa Lac, there are specialized stores that provide both healthy food and processed goods, such as Nutrimart (located at number 114, Village 3, Thach Hoa) and Minh Vuot (located at number 215, Village 3, Thach Hoa). These stores offer a variety of healthy options, including spices, fresh produce, and canned goods such as freeze-dried fruits and unseasoned dried nuts. These stores can be considered indirect competitors
- Restaurants selling vegetarian food are now popular and chosen by many people, partly because the price is reasonable. On average, for about 35,000 VND, one can buy a vegetarian meal. Additionally, on the first and fifteenth day of the lunar calendar, due to cultural beliefs, many people choose to go to vegetarian restaurants. Nowadays, many people opt to be completely vegetarian, thus increasing the demand for vegetarian restaurants. This is also one of our indirect competitors.

| Evaluation factors | Restaurant: Thu Thuy | Restaurant: Hoa Lac Food | Restaurant: Bep Anh Beo |
|--------------------|---|--|--|
| Place | Hoa Lac | Hoa Lac | Hoa Lac |
| Price | 25.000 -50.000 | 30.000 - 45.000 | 35.000 - 50.000 |
| Service | Rice per set: white rice served with food and drink | Rice per set: white rice served with food and drink Served with vermicelli, vermicelli, porridge, pho | Rice per set: white rice served with food and drink Served with vermicelli, vermicelli, porridge, pho |

Table 2: Indirect competitors

- Many people, wanting to lose weight quickly, have turned to functional foods that help them lose weight without needing to diet or exercise. There are many functional products and teas that support body metabolism, such as Night Diet, Herbal Tea Concentrate, and Keto Slim.

3.3. Potential Competitors

In the food market, Eat Clean was available and widely known to everyone. However, establishments operating in some localities are still few, such as in Hanoi, where the number of eat clean food stores has become widely popular, with many different brands distributed in different areas and districts. So FreshFit is looking to open a facility in Hoa Lac, and there are also stores selling Eat Clean Food, but it has not really gone into it yet. That is also an opportunity for FreshFit to develop and bring clean, fresh food to teachers, staff, pupils, and students in this high-tech park. Besides, there are also many potential competitors who can compete directly or indirectly in the future because there are many restaurants and stores here that have been in the food business for a long time. also have many of their own customer files.

In Hoa Lac, there are many investors in food and drink. Specifically, here is the Manh Quan supermarket; they sell necessities, food, etc. With economic potential, they may invest in the clean food market if they see the needs of people here.

3.4. Lesson and practical experience

Many years ago, Eat Clean appeared and was applied in many developed countries, such as the US, Japan,... Along with the development of the internet, social networks, fitness influencers, food influencers, etc., Eat Clean was introduced to Vietnam. Men and become a clean, healthy diet that helps improve health, improves body shape and skin effectively, and is popular with many people. However, when it comes to Vietnam and becomes a trend, many investors will face many difficulties in starting a food service. Therefore, to reduce risks and increase productivity in terms of product quality, service, and revenue, FreshFit needs to learn and draw lessons to develop its brand in the future with the following:

- Learn and research the area: We need to find out if there are many brands doing this type of service in that locality to minimize competition there.
- Customer's dietary needs and daily diet: To understand what customers want, we will adjust their diet to suit their physical condition.

- Clear and clean origin: This is the core thing that creates a brand name and finds loyal customers.
- Equipment in the kitchen industry: need appropriate equipment to quickly process food.
- Professional chefs: Clean food makes customers have good health, but to create a unique flavor, it requires chefs with techniques and experience who understand this type of eating.
- Equipment in the kitchen industry: need appropriate equipment to quickly process food and preserve it.
- Price: Offer prices suitable for customers as well as the quality of products and services.
- Research on nutrition: We need to learn and research nutrition in food to combine it into each reasonable diet to ensure the right goals and health for customers.
- Promote : Offer creative promotional solutions, along with available platforms, to bring to customers.

4. Customer Segmentation

| Criteria | Content |
|----------------------|--|
| Geographic | Thach That District Ha Noi Population of the district 242,786 people Density: 1.460 people /km ² |
| Demographic | Primary group: 25-35 ages Subgroup: 35-45 age Income: 10-30 million per month Job type: Students, Office staff, Workers |
| Psychographic | Personality: Loves beauty and a balanced body Hobbies: Likes to explore and experience delicious dishes full of healthy nutrients but still diverse, new and maintain a healthy lifestyle. Lifestyle: Have a healthy lifestyle, pay a lot of attention to health care and body shape. |
| Behavioral | People who want to improve the quality of their daily meals, busy people with limited time such as office workers, mothers who do not |

| | |
|--|---|
| | <p>have enough time to take good care of their children but want a complete, healthy meal that doesn't have time for family.</p> <p>Often uses food ordering services and cares a lot about her body shape, loves exercising, Gym, Yoga, Pilates.</p> <p>Young people don't have much time to cook and want to have a diverse menu every day.</p> |
|--|---|

Table 3: Target market of freshfit delights

4.1.Geographic:

The target market for FreshFit Delights comprises residents of Hanoi, which is known for having a high population density about 8,418,883 people per 3,328 km². Hanoi is not only one of the most populous and densely packed cities in Vietnam, but it is also one of the most active, rapidly expanding cities with a robust and stable economy.

According to the Hanoi newspaper, Vietnam's GDP growth is expected to be the highest among Southeast Asian countries, with an expected growth rate of 7-7.5% in 2023, due to rising income and People's busy schedules. With increasing income, Hanoians are willing to spend more on self-care and maintaining their happiness.

FreshFit Delights will be built in Thach That District, Hanoi. Population of the Thach That district is 242,786 people, where Hoa Lac high-tech park, Xanh Villas urban area, and many universities such as FPT University, National University,... companies, offices and hospitals, all with convenient transportation locations, contributing to promoting strong economic growth of the district.

Thach That district has developed into a diversified hub for commercial development, with industries including real estate, processing, tourism, agriculture, education, healthcare, and technology all seeing rapid growth. Hundreds of major and small domestic and foreign enterprises, particularly from Korea and Japan, have been drawn to the business sector alone. Therefore, services related to health care for office workers are urgently needed, making this a suitable place for health needs, especially regarding healthy diets.

4.2. Demographic:

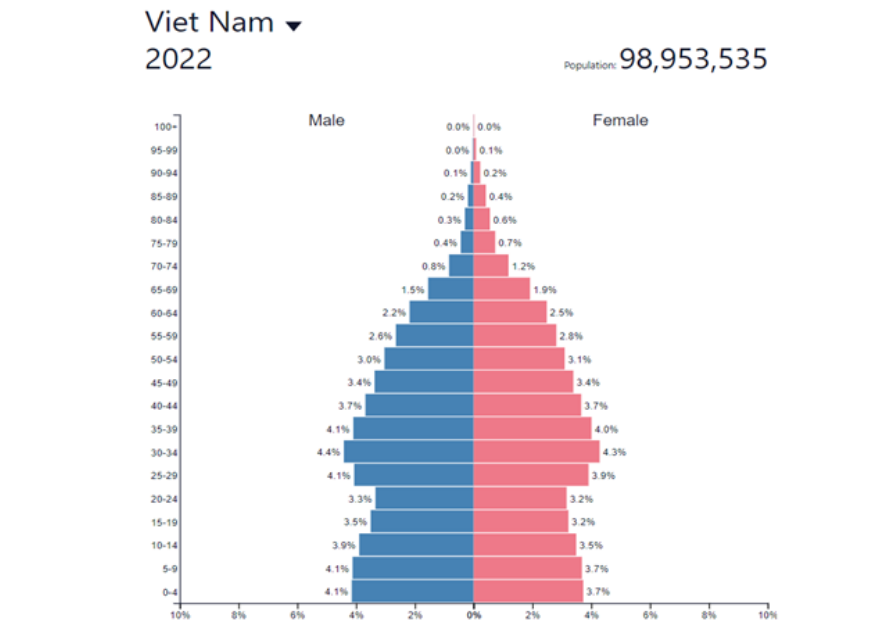


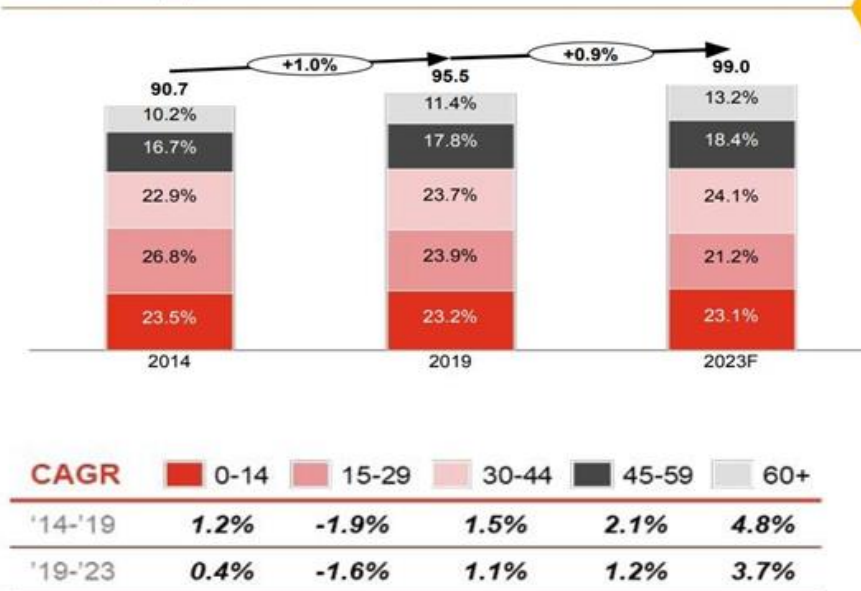
Figure 9: Vietnam's Population Pyramid in 2022. Source: PopulationPyramid.net

The largest group in the Vietnam Population Pyramid 2022 is made up of people aged 25-49. FreshFit Delights aims to focus mainly on the age groups of 25-35 and a smaller group of 35-45, as these are the segments it has identified as its target customers based on a number of factors. The majority of people in these age groups are office workers who are under pressure due to heavy workloads and high work intensities, as well as imbalances between work and life, and intense competition in their industries, leading to stress.

A survey conducted for the Vietnam Best Places to Work Conference 2022 by Thanh Nguyen, CEO and Inspirer of Anphabe Happiness, found that nearly 42% of 60,000 employees felt tired and depressed with stress levels ranging from frequent to very frequent. Therefore, more and more people tend to focus more on themselves by exercising in combination with scientific and healthy eating. After a tiring day of work, going to the Gym, Yoga or Pilates is also a way to relieve themselves of stress. A delicious and beautiful meal can also make people happier and more energetic after work.

Besides, in the current society, the aging population, the growing middle and upper classes, and the escalating prevalence of chronic diseases are all contributing to a more pressing need for healthcare.

Vietnam population by age group
2014-2023f, Million people

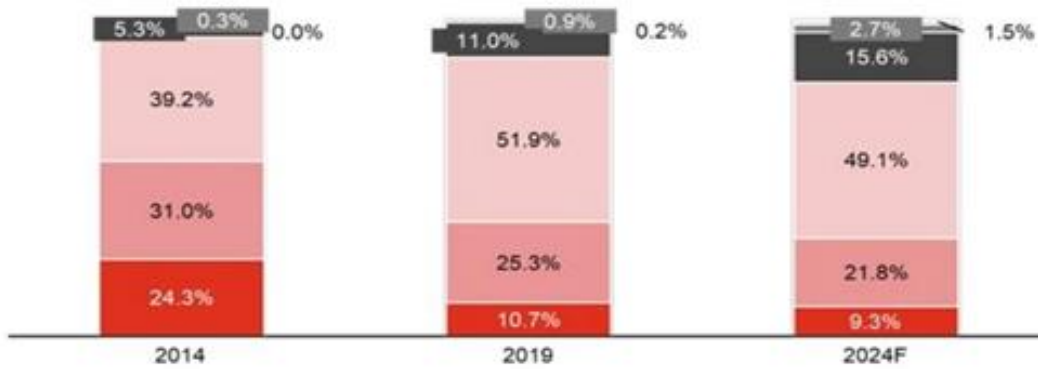


Source: GSO, Euromonitor, PwC Research & Analysis

Figure 10: Vietnam population by age group, 2014-2023, Million people.

Euromonitor’s survey has indicated a noticeable rise in the percentage of Vietnam’s middle and upper classes in recent years. This is evident from the estimation that households with yearly earnings of at least 13,450 USD will constitute nearly 20% of the population by 2024, which represents a 12% growth from 2019. As a result, there will be an increased need for superior healthcare services and a wider range of specialized treatments.

Household income bracket distribution
2014-2024f, %



Annual household income (current price)

| | Group | VND | USD* |
|---------------|-------|-------------------------|------------------|
| High income | A | 1,962 million and above | 84,066 and above |
| | B | 784.8 – 1962 million | 33,626 – 84,066 |
| | C | 313.9 – 784.8 million | 13,450 – 33,626 |
| Middle income | D | 117.7 – 313.9 million | 5,044 – 13,450 |
| Low income | E | 58.9 – 117.7 million | 2,522 – 5,044 |
| | F | 0 – 58.9 million | 0 – 2,522 |

Source: GSO, Euromonitor, PwC Research & Analysis

Figure 11: Household income bracket distribution, 2014-2024, %.

With the goal of obtaining a more comprehensive understanding of the customer dossier we were targeting, we collected 310 surveys from potential customers. As a result, the data indicates that:

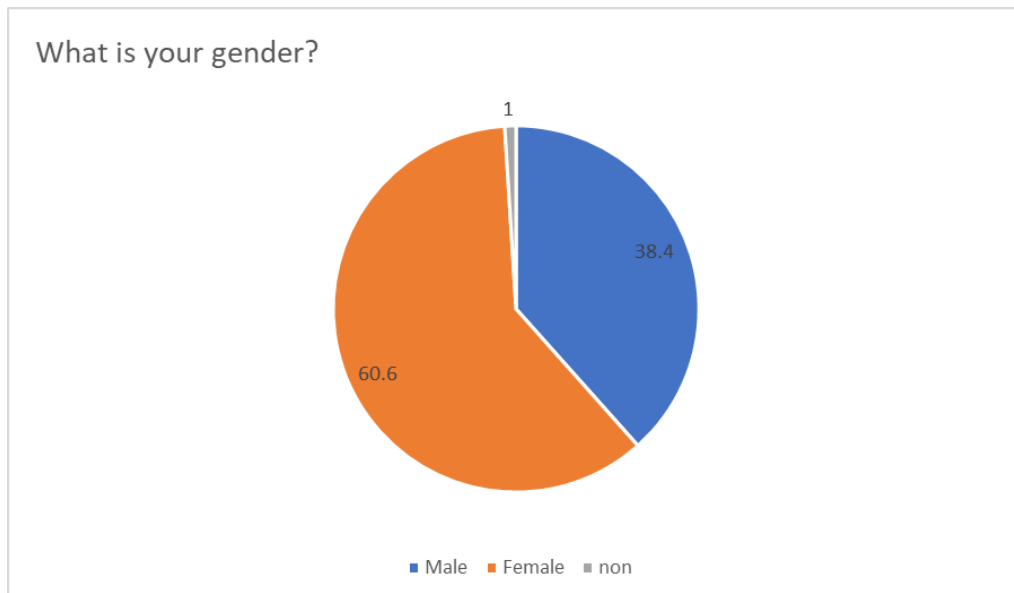


Figure 12: Respondents' genders according to FreshFit Delights survey

Out of all respondents, the statistical findings reveal that 60.6% are women and 38.4% are men.

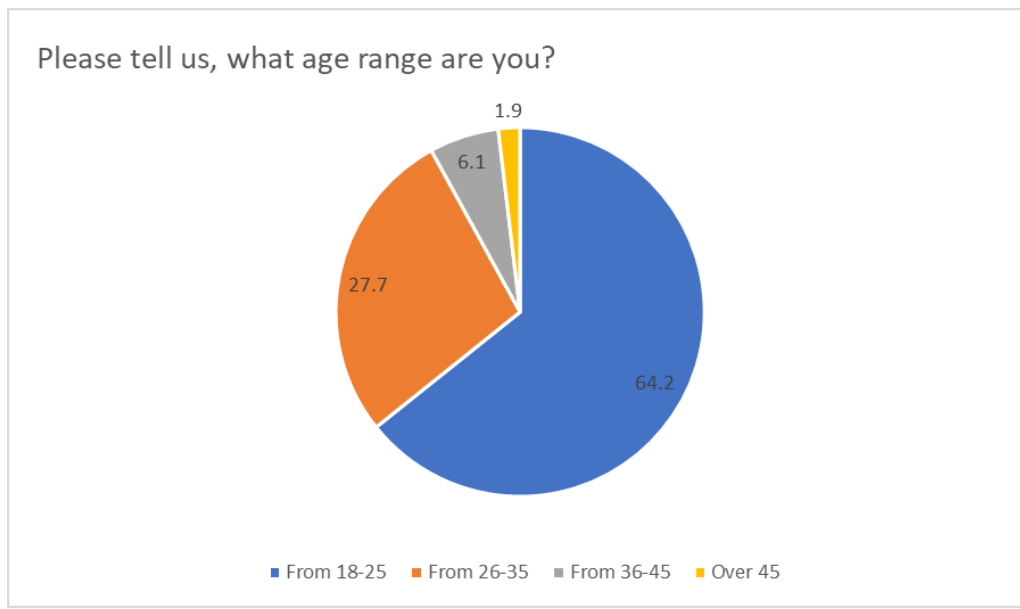


Figure 13: Respondents' age according to FreshFit Delights survey

In terms of age distribution, the majority 64.2% of the survey participants fell within the age range of 18-25 years, followed by 27.7% in the age range of 26-35 years. Only a small proportion of respondents were in the age range of 36-45 years 6.1%, and 1.9% were over 45 years old.

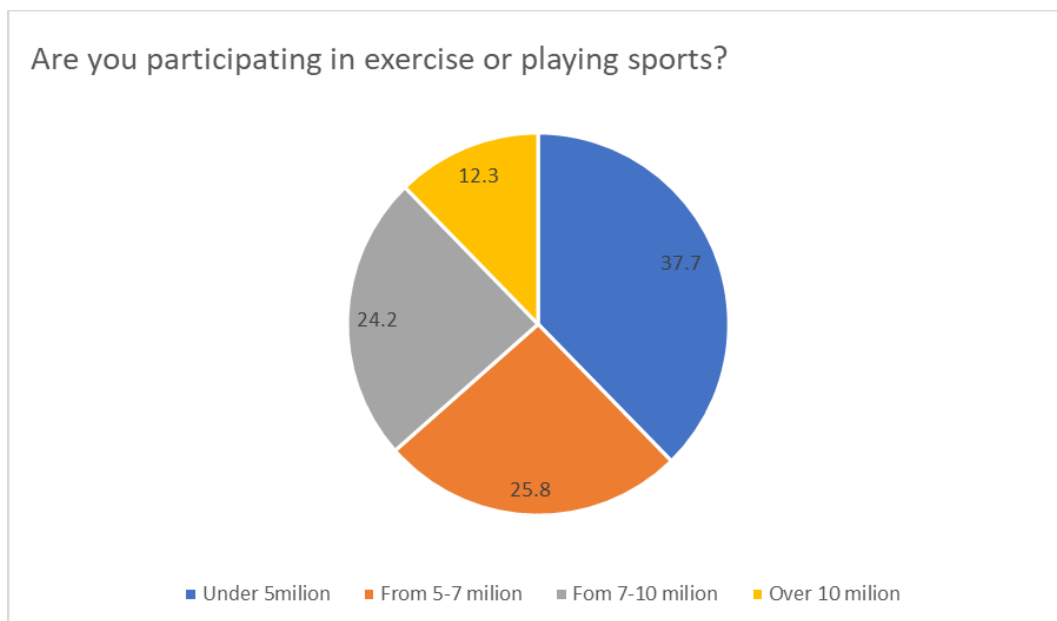


Figure 14: Respondents' income according to FreshFit Delights survey

In terms of income distribution among respondents, the highest percentages were found under the 5 million VND per month bracket 37.7% and the 5 - 7 million VND per month bracket

25.8%. Besides, the percentage of respondents 24.2% earned 7 - 10 million VND per month, followed by 12.3% of respondents who were in the lowest income bracket of over 10 million VND per month.

4.3.Psychology:

Interests for eat clean diet:

1. Has the EatClean diet had a positive impact on your health and well-being?

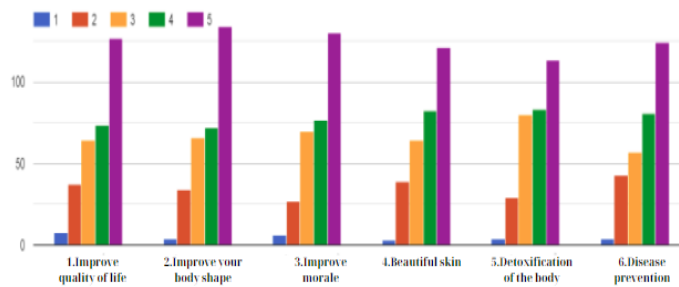


Figure 15: The Eat Clean diet has had a positive impact on health and well-being according to FreshFit Delights survey

Eatclean diet, according to survey respondents, had made a significant improvement in their quality of life, spirit, and physique. Additionally, it aids in disease prevention, body detoxification, and improvement of skin beauty.

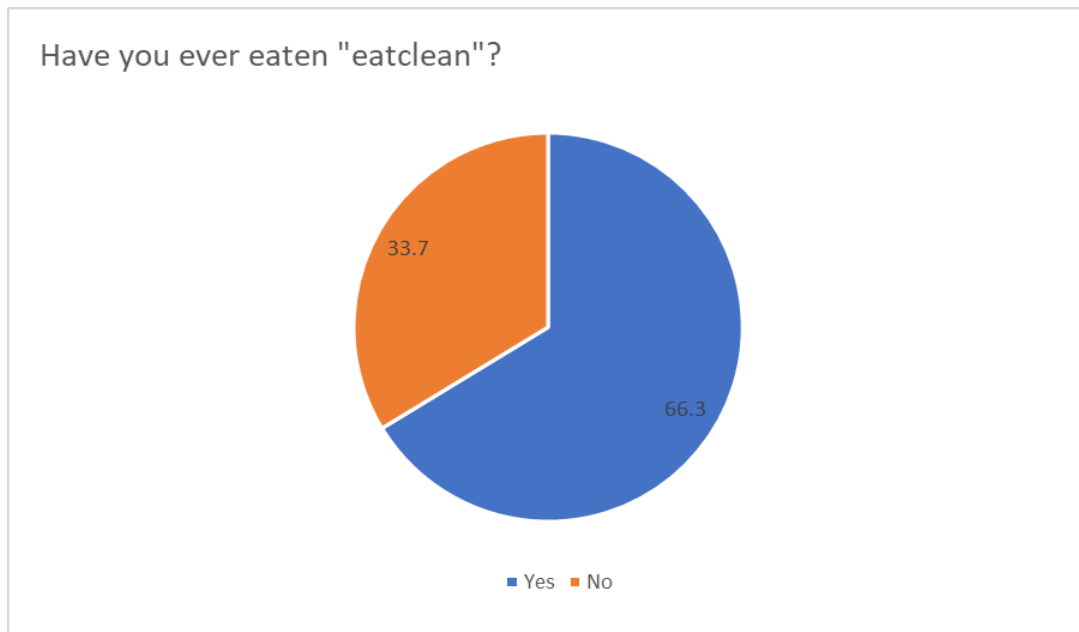


Figure 16: Interests for eat clean diet according to FreshFit Delights survey

- People choose to diet according to available menus like the eatclean diet because this is a method that supports sustainable and healthy weight loss according to each person's diet but takes little preparation time. They are motivated by the convenience and speed of eating at clean food stores that have menus available for each person.
- People mainly look for stores that prepare to eat clean food for their health benefits and weight regulation.
- People who care about weight will enjoy experiencing each weight loss method to help find the method that suits each person's body.

4.4. Behavioral:

Our customers are people who like health, love beauty and like to beautify themselves. In addition, we also have a survey to learn more about customer trends. From our survey results, it is clear that:

Eat diet:

In terms of diet, 41.6% of poll respondents follow a clean diet, and 40.3% do not follow any diet at all. Only 9% and 8.7% of people follow the Keto diet and the vegan diet. Surveys show that the clean regime is trusted and chosen by many people.

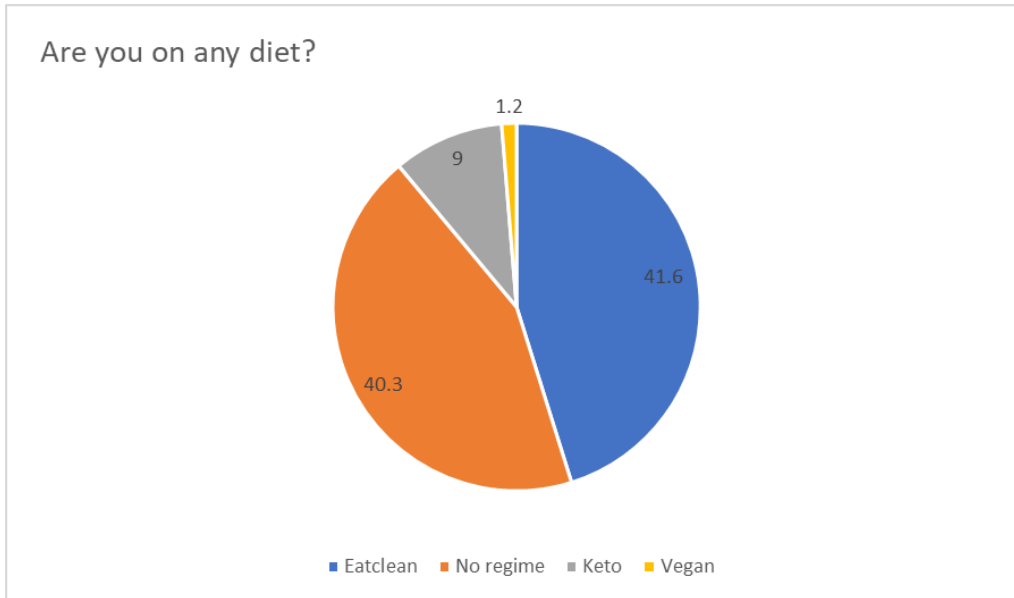


Figure 17: Respondents' health concerns according to FreshFit Delights survey

Spending habit:

According to the data gathered from the poll, 68.9% of consumers spend between 30.000VND and 60.000VND on a meal. The next statistic is that 20.1% of people spend less than 30.000VND on meals. For those who spend more than 60.000VND, the rate is 11%. According to surveys, individuals are quite concerned about getting enough nutrients for health in a meal.

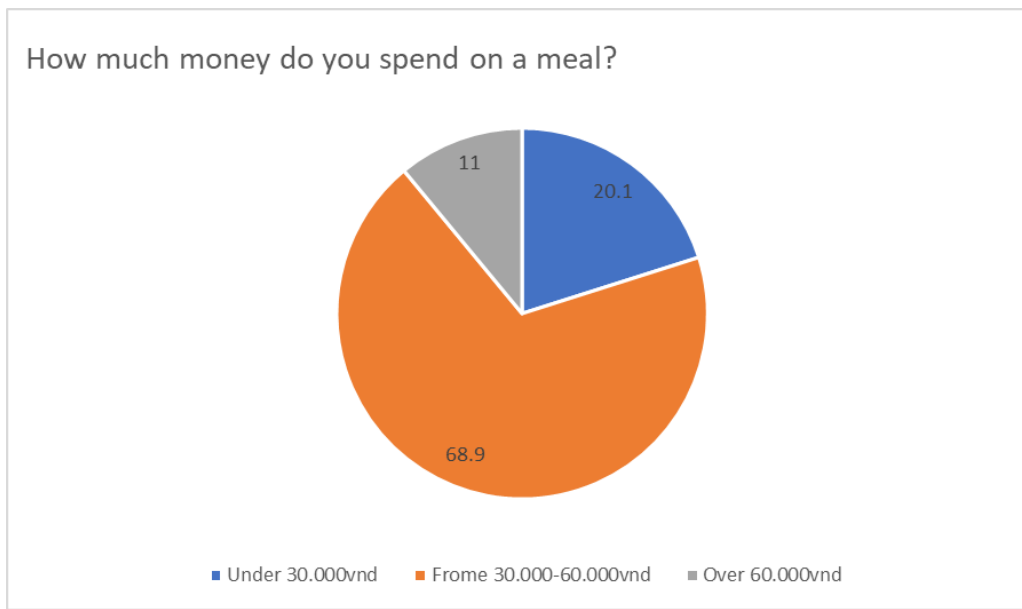


Figure 18: Respondents' spending according to FreshFit Delights survey

Drawing from the responses of individuals regarding their average expenditure per meal, a clear pattern can be discerned. The vast majority of respondents (44.7%) reported spend 350,000VND per course of eating clean diet for lunch or dinner in 1 week, up to 43% spent

650,000VND for both lunch and dinner in 1 week. A mere 8.4% of respondents spent 1,400,000VND per for lunch or dinner in 1 month, while only 3.9% spent 2,400,000VND per for both lunch and dinner in 1 month.

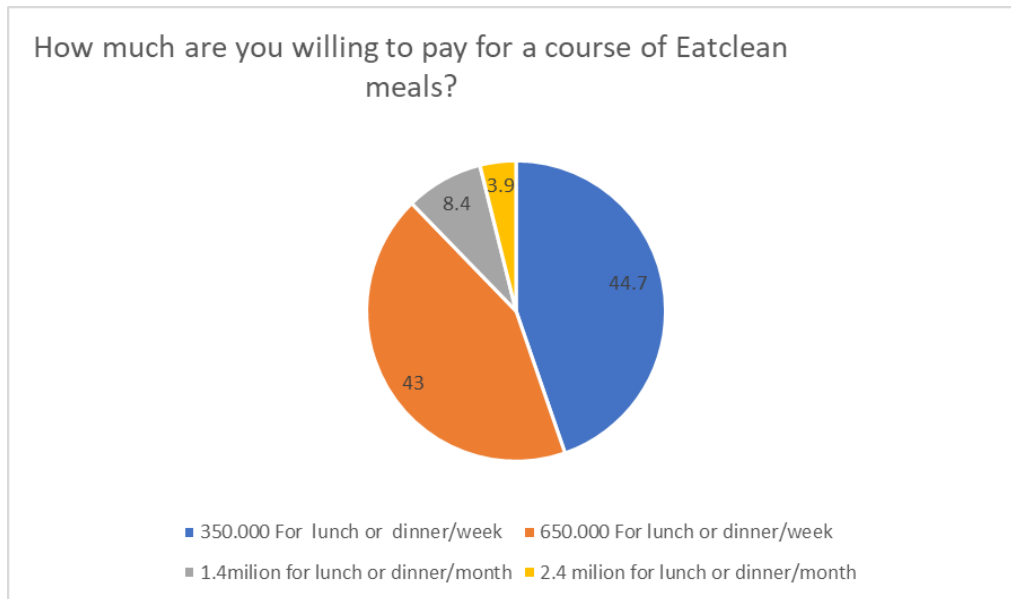


Figure 19: Respondents’ spending rate per course of eat clean diet according to FreshFit Delights survey

Factors That Influence the Selection and Repeat:

In accordance with the data, both male and female customers have various important criteria when choosing or returning to an eatclean store. Firstly, ensuring hygiene and health safety was a crucial consideration for 83.6% of respondents. Additionally, 81% of respondents are interested in suitable taste, easy to eat and not boring, and 71.5% are suitable for health status. The majority of respondents 70.8% also prioritized reasonable price, while 52.5% emphasized the importance of product presentation. Furthermore, 48.9% of respondents highlighted the importance of product flavor.

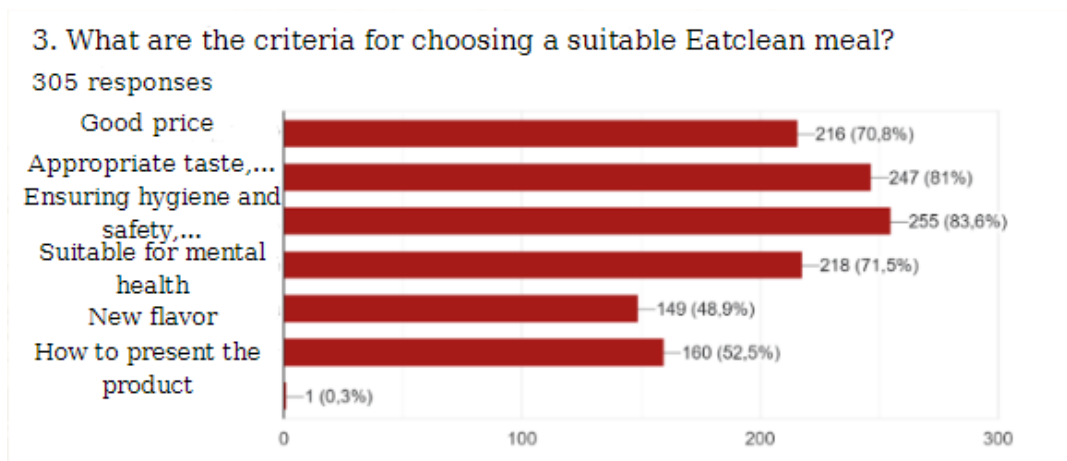


Figure 19: Things to consider when experiencing services according to FreshFit Delights survey

Delivery time:

According to the survey collected, up to 36.9% of users are very concerned about the time it takes to receive the product. There are 26.2% and 23.6% of users who are moderately interested. 9.4% and 3.9% do not care about delivery time.

4. Is delivery time one of the factors when you choose a store?

309 responses

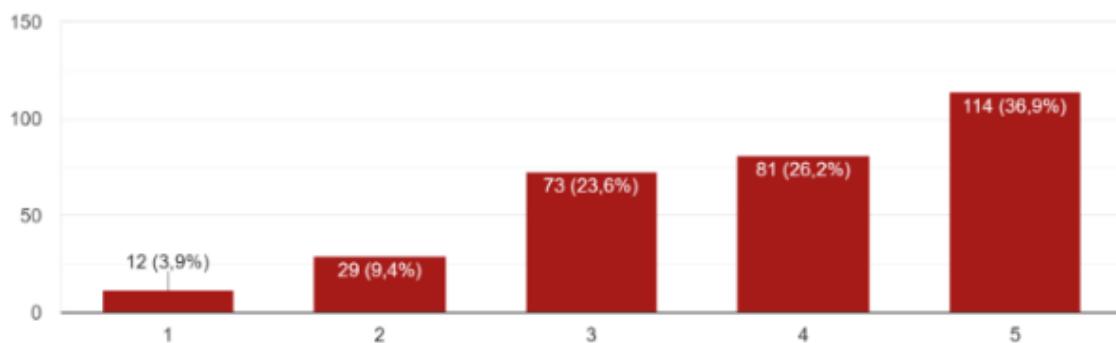


Figure 20: Things to consider when experiencing services according to FreshFit Delights survey

5. Value proposition:

5.1. Value proposition:

5.1.1. Source of raw materials to ensure food hygiene and safety

FreshFit Delights is always committed to product quality, always puts it first, does not use ingredients or foods of unknown origin. With a passion for cooking, FreshFit Delights is always

committed to constantly improving products and quality to meet the needs, preferences, and tastes of customers. From there, it serves as a basis for customers to feel secure in choosing and using FreshFit Delights products. Besides focusing on products, FreshFit Delights aims for sustainable development, building brand trust with customers and partners through strictly ensuring food hygiene and safety in the processing and packaging process. Those are the values that the FreshFit Delights team hopes to bring to partners and consumers.

5.1.2. Guaranteed nutritional value

Eatclean foods are recognized as nutritional supplements to a balanced diet and can serve as an outstanding choice for clean eaters. At the same time, nutritional values may vary depending on the recipe.

Compared to other eatclean brands on the market, FreshFit Delights will calculate calories for each meal in accordance with each person's calorie intake to best suit that person.

5.1.3. Service quality

With the desire to achieve a sustainable competitive advantage through customer acquisition and customer retention, the quality and service attitude of the store plays a vital role in meeting customers' needs, making them return to buy again and again, building loyalty, and maintaining the brand. For the values that our services bring, we will focus on three main values:

- Satisfaction: This is a measure for customers to evaluate whether they love our brand.

We will bring the best experience to customers when experiencing our products, such as: providing multi-channel customer support, listening to customers, always caring about customer feedback, and reducing waiting time wait,...

- Caring: This is the second keyword we want to talk about. We will support customers when they have difficulties using the product, ensuring that they will be satisfied with the solution of the store. Besides, they also advise customers on the right diet for each body.

- Patience: Quite a few business parties mentioned this issue. But we recognize that, in the F&B sector, there will be many crises. Each case is unique, so patiently finding a solution is very important. Sometimes it only takes a few more minutes, but in return, customer satisfaction.

5.1.4. Design the suitable space

In addition to focusing on products and services, we also attach great importance to the design of the store's space. This is also essential to creating new and interesting customer experiences. The most important thing in the space that we want to bring to our customers is peace of mind when experiencing a friendly space. Although the interior is not high-class furniture, it is always clean. As a store that combines production and distribution on the same premises, we are ready to let customers experience the production process, creating excitement in every product purchase.

5.2. SWOT Analysis

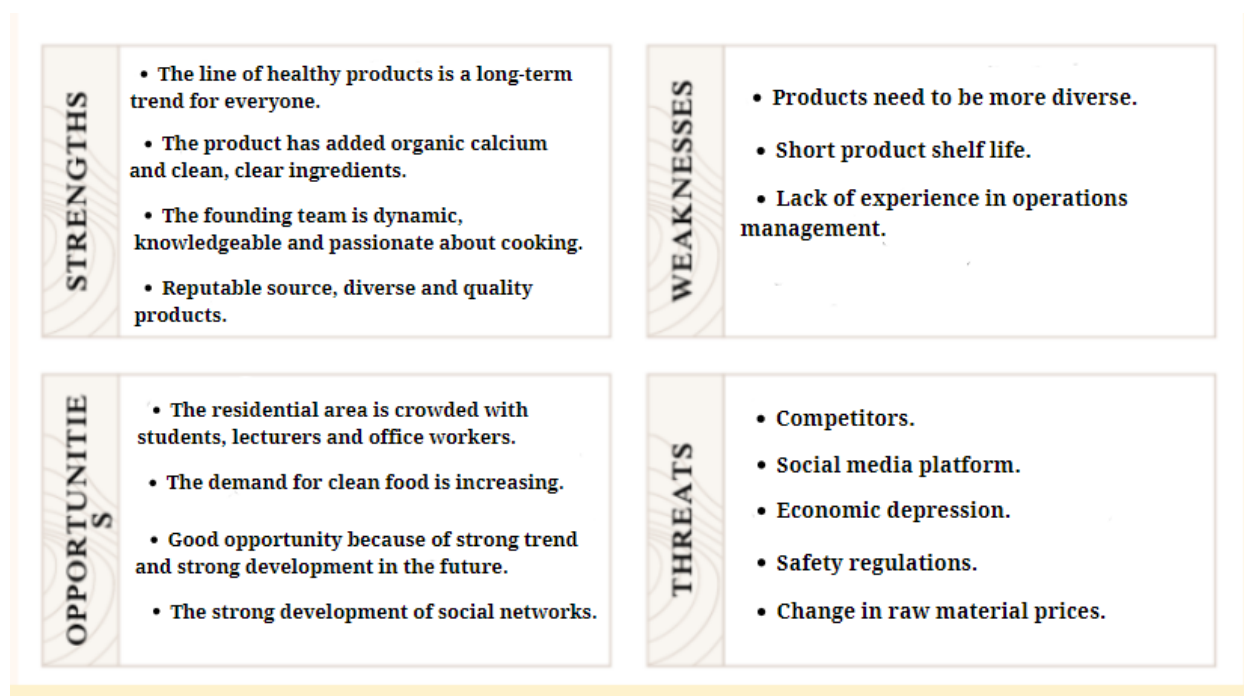


Figure 21: SWOT Source: Author, 2023

5.2.1. Strengths

The healthy product line is a long-term trend for everyone: People are frequently concerned about their health and safety and are well aware of the importance of following healthy diets because of the numerous potential disease risks as well as the current issues with food cleanliness and safety. Furthermore, consuming a balanced diet to enhance one's body, complexion, and overall health has become a more fashionable trend than before. Anyone who wants to be healthy can eat, not just those who want to follow a diet and drop weight.

The product has added organic calcium and clean, clear ingredients: FreshFit Delights seems quite promising because of this distinction. food that is totally natural and devoid of artificial

sweeteners, colors, preservatives, and additives. Additionally, reliable sources of raw materials in the market choose clear, clean sources with care. This is the most important feature of FreshFit Delights.

The founding team is dynamic, knowledgeable and passionate about cooking: Thanks to its youthful and dynamic founding team, the year effectively grasped the market trend together with the enthusiasm and energy of the entire team. wish to provide clients with a trustworthy, superior store. This expertise's specialized knowledge and ever-improving skills will be invaluable in the future for organizing and carrying out our store's activities.

Reputable source, diverse and quality products: With regard to each of the aforementioned sources, we are committed to choosing the most trustworthy and accountable source. Since then, we have given every customer the best products possible. We offer a diversified menu so that customers can try a wide selection of delightful goods. Our products are prepared from a variety of distinctive recipes that we have thoroughly researched.

5.2.2. Weaknesses

Products need to be more diverse: Expand the list of dishes that incorporate plant foods to serve customers who want to adopt this diet because they prefer foods of plant origin.

Lack of experience in operations management: Qualified employees will be hard to come by, keeping clean ingredients and fresh food stocks will be tough for New Eat Clean stores, and inexperience may result in waste fees or product shortages. Eat Clean stores should take store management training classes, get assistance from someone with experience in the food sector, and become experts in clean food preparation and food safety.

Short product shelf life: Eat clean foods are usually fresh products that do not contain preservatives or coloring agents. Therefore, they may spoil faster than foods with preservatives. Eatclean often prefers to use pure, natural, non-chemically treated foods. This may result in a shorter shelf life because the food is not preserved or protected with chemicals. The shelf life of Eatclean can be extended if you store them properly, for example placing them in the refrigerator or storing them at the right temperature.

5.2.3. Opportunities:

Crowded residential area with students: The store is located in a very convenient location because it has a two-way street and is on a major road. Furthermore, Thach Hoa and Hoa Lac

are close to crowded residential areas, universities, and motel areas. Thereby creating a good opportunity for the Eat Clean store to develop sustainably in the future.

The residential area is crowded with students, lecturers and office workers: The store is located in a very convenient location because it has a two-way street and is on a major road. Furthermore, Thach Hoa and Hoa Lac are close to crowded residential areas, universities, and motel areas. Thereby creating a good opportunity for the Eat Clean store to develop sustainably in the future.

The demand for clean food is increasing: In this day and age, when there are so many potential pandemic risks as well as challenges with food safety and hygiene, people often prioritize their own and their families' health. Vietnamese people regularly alter their diets, encourage good health, exercise, and strengthen their resistance. Consequently, there is a growing demand for and popularity of nutrient-dense meals. Consequently, we are able to provide our customers with affordable, hygienic products that are high in nutrients and created daily with fresh ingredients.

Good opportunity because of strong trend and strong development in the future: In recent times, there has been a notable shift in the discourse surrounding healthy eating, with the topic expanding quickly due to environmental shifts and epidemics. This proves that consumers' demands for a healthy diet are ongoing and not merely a fad. If you examine carefully, you will notice that all supermarkets, restaurants, and food delivery services have designated areas for customers who like to eat healthily.

The development of social networks: In the era of social media, the food and beverage industry is expanding quickly. Since social networking sites are currently the fastest way to disseminate information, users are spending more time on them. They appreciate visual media and commonly utilize social media sites for amusement and fun. Micro-influencers are especially well-suited for social media initiatives such as KOLs or Tiktokers. They are distinct individuals with their own sense of fashion, a friendly demeanor, a high degree of involvement, the ability to build relationships with customers, and reasonable costs. In general, building social networks is a great way to expand the bread industry overall and the F&B industry in particular.

5.2.4. Threats

Competitors: Established brands in the market compete with us as a small business because they spend a lot of money marketing and advertising their products and services. They have a large database of loyal customers, and they will do everything it takes to change their customers' minds and buying habits.

Social media platforms: Many cooking experts and beginners share their recipes with followers on social platforms like TikTok, Facebook, YouTube... Also, encourage viewers to try the recipes at home.

Economic depression: Millions of people are expected to lose their jobs in 2023 due to the forecasted worldwide economic slump. The regular working class had to drastically reduce all of their spending because their purchasing power had dramatically dropped will have an indirect impact on the store owners' income.

Safety regulations: We must follow health and safety regulations in order to produce items that are healthy. Consumers give the food industry's production processes and product quality a lot of weight. If we don't set strong standards, our Eat Clean stores will have a bad reputation regardless of how many food authority members visit them..

Raw material price fluctuations: Variations in raw material costs jeopardize our company's capacity to offer products to customers at the best prices so that everyone may enjoy healthful meals. We need to maintain good relations with our raw material suppliers in order to stable pricing.

III. KEY ACTIVITY PLAN

1. Key activities

1.1. Production Management

Planning: This is an important item to ensure the quantity of raw materials and inputs matches investment costs. And calculate the cost of the machinery and equipment needed for the service.

Resource Management: These resources can include tangible resources such as goods and equipment, financial resources, and labor resources such as employees. Resource management can include ideas such as making sure one has enough physical resources for one's business,

but not an overabundance so that products won't get used, or making sure that people are assigned to tasks that will keep them busy and not have too much downtime.

Process Optimization: In order to guarantee effective and reliable output of a high standard, managers must develop and optimize production processes. This might entail putting into practice standard recipes, making production schedules, and enhancing workflow and equipment use.

Ingredient Sourcing: It is necessary to ensure that the source of raw materials is necessary and sufficient for business services; however, it is also necessary to choose a guaranteed, reputable food source, ensuring the freshness of the ingredients. Besides, when supplying food to the warehouse, it is necessary to ensure there is a backlog, and there needs to be good suppliers with clear food safety checks.

Production and Quality control: There needs to be supervision of food processing processes, broth, and equipment to ensure sterilization and product safety. Besides, products such as rice, meat, and vegetables need to be prepared with the right taste and the right recipe. From there, the product will have a uniform flavor.

Recipe Development: During the business process, the store needs to change the taste of dishes to give customers more experiences. It is possible to create weekly, seasonal meals or change the dishes in each meal to make the product innovative and attractive.

Staff Training: Store managers need to choose chefs with high expertise, but in addition, they need training so that those people understand the style and flavor of the food that the store wants.

Equipment Maintenance: Equipment during the production process will be damaged, causing disruption to the store's business, so to ensure stability, management needs to check equipment and maintain it periodically.

1.2. Store management

Operate: In order for the store to operate stably, it is necessary for the operations manager to divide the work between each department of workers in the store and train them to work in a specialized and professional manner. In particular, the sales department needs to arrange store equipment to be aesthetically pleasing; chefs also need to have aesthetic expertise in arranging

food in boxes in an eye-catching way. From there, the store will make a good impression on customers when they come to buy products.

Inventory control process: Employees at the warehouse must regularly check to be constantly aware of the quantity and specifications of the items to assure quality for prompt supply. Make sure they comprehend the demands of the industry and develop sensible strategies. Inventory control risk may be decreased by making the appropriate calculations, bringing the best solutions to increase sales, and adhering to the correct procedures.

Sales process: A greeting will be a good opening for customers' shopping. Sales staff need to have a warm attitude when talking to customers, enthusiastically advising them on their dietary and health needs. Besides, it takes a year to capture customers' thoughts and wishes and get information from which we can care for them thoughtfully and professionally. In addition, when stores have gift or promotional programs, employees also need to provide them with information to create trust and promote purchases.

1.3. Serving

Food and beverage services In the modern global era, to meet customer desires, each store needs new and unique strategies and business forms. And to satisfy customers, it is necessary to have experienced sales staff who communicate attractively and bring customers exactly what they want. In particular, the cooking and processing process is at the core of creating loyal customers, and from there, the store has a certain and expanded customer base along with word of mouth. In short, to have good sales service, employees need to clearly understand the information and operating procedures of the store and grasp customer psychology. At the same time, it is necessary to listen carefully to customer feedback so that the store can grasp it and make changes.

1.4. Marketing and Sales

One of the most important divisions of a company is the marketing and sales division. Sales and marketing work together to increase a company's productivity. Advertising will spread word about the store's goods and services to customers by influencing consumer behavior to build traction in the market. Sales will primarily urge clients to push purchases, haggle over costs, and purchase as many items as possible in order to maximize potential profit.

1.5. Customer Service

To have good customer service, the most important thing is to take good care of customers. With FreshFit, the customer is number one, and service and price go hand in hand with quality. In particular, the customer service department needs to specifically grasp the health information of each customer and give them solutions suitable to each person's condition. In today's market, there are many stores competing with each other; creating a different service will help the store have many quality customers and create a highlight and impression in the hearts of customers. Besides, it is necessary to regularly collect customer opinions and feelings to re-evaluate service quality and make positive changes to improve customers' lives.

2. Company structure and human resources management

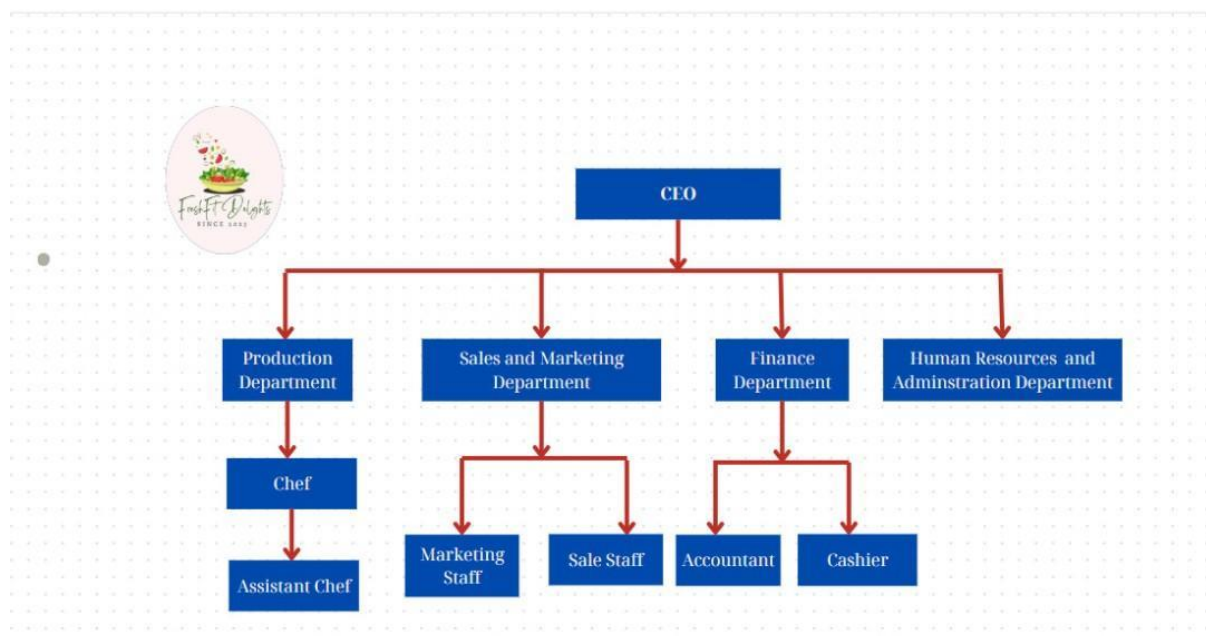


Figure 22: Company structure

The Chief Executive Officer (CEO) is responsible for conceiving innovative concepts for development and strategic planning of the company's operations and long-term trajectory. In addition, the CEO holds the highest position in the company.

Product development and supervision are under the purview of the production department. The marketing and sales division is in charge of creating fresh campaigns and putting advertising plans into action in order to promote the brand to the whole market. The Finance department manages daily operations, creating financial predictions, creating business budgets, and

monitoring cash inflows and outflows. The Human Resources Department is responsible for hiring people for all roles, screening applicants, defining and enforcing rules, and managing HR-related duties.

2.1. CEO

The CEO has a critical role in the long-term growth and operation of the business. They are the ones occupying the top spot. A competent CEO will uplift and encourage staff members. The chief executive officer's primary responsibility is to generate concepts and lay the groundwork for a business. Furthermore, they are the ones who steer Fresh Fit Delight's activities in the proper directions to ensure its continued growth and survival. When it comes to managing business procedures, the founder of a company bears the final say in decisions and risks. They must have the most in-depth knowledge of every facet of the business's operations and the most sway over the restaurant and all of its employees in their capacity as founders. In order to perform his job well, the CEO needs to be actively involved in creating and implementing corporate plans, as well as managing and overseeing staff members. They must also be skilled in managing and creating risk-reduction strategies for eateries. To ensure smooth and efficient operations, it is imperative to regularly inspect the store, provide motivation and training to employees, and engage in market research and evaluation. In addition, the CEO must keep up to date with the latest news and trends to guide the business's goals.

2.1.1. Roles and responsibilities

| Position | Job description |
|--------------------|--|
| CEO | <ul style="list-style-type: none"> - Determine the company vision, orient trends and needs in accordance with society - Build business in accordance with short-term and long-term goals - Manage staff to achieve efficiency - Adjust laws and regulations within the company in accordance with core cultural values, maintaining company discipline |
| Product Department | <ul style="list-style-type: none"> - Responsible for supervising product development - Cooperate with suppliers and ensure high quality raw materials are sourced. |

| | |
|---|---|
| | <ul style="list-style-type: none"> - Manage formulation, packaging design and product innovation. - Monitor production efficiency and coordinate with other departments. - Responsible for managing the quality of input materials and output products of the shop |
| Sales and Marketing Department | <ul style="list-style-type: none"> - Formulate and execute sales and marketing tactics with the objective of endorsing nutritious goods. - Investigate prospective collaborations with vendors, gyms, and internet platforms. - Undertake market analysis to confirm consumer inclinations and patterns. - Oversee the online image, social media presence, and advertising endeavors |
| Finance Department | <ul style="list-style-type: none"> - Oversee financial operations, encompassing budgeting, accounting, and financial reporting. - Administer cash flows, monitor expenditures, and formulate projected financial outcomes. - Collaborate with the product and sales divisions to evaluate product expenses and pricing tactics. - Formulate financial strategies to guarantee the profitability and expansion of the salon. |
| Human Resources and Administration Department | <ul style="list-style-type: none"> - Undertakes all human resources functions, encompassing the areas of recruitment, training, and performance management. - Formulates policies and procedures to secure adherence to labor laws and regulations. <ul style="list-style-type: none"> - Provides assistance to employee well-being and engagement endeavors. - Oversees employee benefits, payroll, and statutory compliance. - Executes day-to-day administrative duties to facilitate smooth |

| | |
|-----------------|---|
| | <p>operations.</p> <ul style="list-style-type: none"> - Oversees inventory and supplies, including the tasks of ordering and managing stock levels. - Coordinates logistical operations, including shipping, deliveries, and storage. - Manages facility management activities, maintenance tasks, and equipment acquisitions. |
| Chef | <ul style="list-style-type: none"> - Assume genuine accountability for the creation of nutritious rice dishes - Develop and alter formulas for wholesome commodities, guaranteeing compliance with quality and nutritional criteria |
| Assistant chef | <ul style="list-style-type: none"> - Aids in the manufacturing process by engaging in activities such as quantifying constituents, packaging, and maintaining cleanliness. - Ensures the cleanliness of the manufacturing space prior to and following production. - Undertakes the task of cleansing and sterilizing spaces utilized for food preparation, which encompasses countertops, cutting boards, and work surfaces. |
| Marketing staff | <ul style="list-style-type: none"> - Developing product messages. - Engaging in collaboration with the manager to formulate promotions for product campaigns and acquire additional promotional data. - Formulating communication strategies for activities related to the launch of products, promotions, events, and the comprehensive management of campaigns. - Overseeing the creation of multimedia content. - Sustaining social media accounts by generating posts and videos on diverse platforms of social media. |

| | |
|---------------------|---|
| Accountant | <ul style="list-style-type: none"> - Undertaking the task of preparing and scrutinizing financial statements, including but not limited to income statements, balance sheets, and cash flow statements. - Overseeing and controlling the flow of cash, predicting and creating budgets to guarantee financial stability and profitability. - Engaging in cooperation with the executive team to formulate and supervise key performance indicators (KPIs) and financial objectives. |
| Cashier/ Sale staff | <ul style="list-style-type: none"> - Execute cash transactions with precision and effectiveness, encompassing the reception of payments, disbursement of change, and provision of receipts. - Utilize the cash register to facilitate payments through diverse means, including cash, credit cards, and mobile payments. - Safeguard the precision and trustworthiness of transactions by verifying prices, discounts, and promotions. - Administer online orders through food delivery applications. |

Table 4: Job Description - Source: Computed by author, 2023

2.1.2 Recruitment

In regards to the recruitment process, we shall divide it into two distinct parts.

- Recruitment requires experience and expertise: Chef, Assistant chef, Accountant and Marketing staff.
- Recruitment without experience and expertise: Cashier/ Sale staff.

Recruitment, which is a crucial aspect, follows a systematic procedure:

Step 1: Candidates who are interested in the available vacancies are required to submit their curriculum vitae (CVs) via the designated job email, freshfitdelight@gmail.com.

Step 2: A test will be conducted to gauge the candidates' professional skills, which will require them to demonstrate their capabilities by preparing various products.

Step 3: The candidates will then proceed to an interview, wherein they will be questioned by a board of management with a comprehensive understanding of the eatclean market and will be evaluated based on their knowledge of F&B culture.

Step 4: Following two rounds of assessments, the management board will meticulously evaluate and select the most suitable candidates. This evaluation process will also aid in determining the appropriate salary and making a final hiring decision.

Step 5: Subsequently, the chosen employees will undergo a comprehensive training program encompassing both professional and soft skills. This training period will span 14 days, during which the employees will be expected to showcase their abilities. Furthermore, the employees will undergo a probationary period of two months, during which they will receive a probationary salary equivalent to 85% of the basic salary.

Step 6: Official decision: After two months of the probationary period, the management board will evaluate each candidate's performance, select and sign a labor contract

Recruitment without requiring prior experience and expertise:

Step 1: Submission of CV: Aspiring candidates who are interested in the available positions shall submit their Curriculum Vitae (CV) via the designated job email, freshfitdelight@gmail.com.

Step 2: Interview: An interview shall be conducted to gauge the suitability of the candidates for the respective positions. During this process, inquiries pertaining to the responsibilities associated with each role shall be made.

Step 3: Training and probation: The selected employees shall undergo a comprehensive training program encompassing both professional and soft skills. This training period shall extend for a duration of 14 days. Additionally, the employees are required to successfully complete a probationary period of two months, during which they will receive a salary equal to 85% of the basic salary.

Step 4: Official decision: Following the completion of the two-month probationary period, the management board shall evaluate the performance of each candidate. Based on this evaluation, suitable candidates shall be chosen and offered a formal employment contract for further engagement.

2.1.3. Training and development

- Assist employees in attending courses to enhance their professional expertise and ensure the efficacy of applying acquired knowledge.
- Facilitate discussions and knowledge-sharing sessions with seasoned employees or individuals who possess expertise in the company's domain.

- Take into consideration employees' desires, thereby expanding the number of training sessions to foster the development of essential skills.
- Continuously devise regular and standardized training programs for employees.
- Cultivate healthy habits and foster a team environment that promotes collaboration.
- Deliver training in quality management and occupational safety. The primary components of the quality management skills training program encompass a comprehensive set of standards, a quality control process, and techniques for identifying and eliminating substandard products, ...
- The production team will have access to periodic training courses to enhance their skills and assess and educate employees on a regular basis. The company will provide support for the Head Chef to receive further training on skills and stay up to date with market trends.
- The sales and marketing team will undergo training and knowledge-sharing sessions pertaining to healthy products, thereby enhancing their understanding of the product.

2.1.4 Compensation and Perquisites

2.1.4.1. Compensation

- Remuneration frequency: monthly remuneration.
- Recipients: Full-time personnel.
- Employee perquisites for personnel in the store.
- Insurance disbursements for full-time personnel.
- Mode of payment: remuneration via bank card.

2.1.4.2. Perquisites

There exist several perquisites that members of staff at Fresh Fit Delight enjoy owing to the nature of our enterprise and the products we sell. Herein lie some potential perquisites:

- Additional month's remuneration and twelve days of yearly leave.
- Bonus contingent upon business performance & individual accomplishments.
- Engagement in an amicable milieu, dedicated to long-term and steady progression.
- Provision of training and prospects of advancement in consonance with proficiency - education - employment.
- Enjoyment of complete perquisites as per the Labor Law of Vietnam.

- Availment of other perquisites as per the Company's mandates.

3. Key partner

3.1. Ingredient suppliers

The group's supplier selection criteria are safety, hygiene and food quality meeting Vietgap standards. That's why the group decided to choose the suppliers below.



Figure 23: Supply materials

Dung Ha Development Joint Stock Company specializes in providing clean food, grown and cared for according to processes from farms nationwide to consumers. Dung Ha agricultural products have a full range of safe products, ensuring nutrition, no chemicals, no pesticide residues. Products are always guaranteed to have clear origins, 100% of products meet VietGap standards, and extremely preferential agent policies. That's why we chose this company as our distributor.

The business has promised to only distribute products from reliable suppliers who maintain food safety and cleanliness and have been approved by capable health authorities. offering fresh seafood, frozen foods (fish, shrimp, crab, etc.) and raw fresh meat (beef, pork, chicken,

etc.); packaged foods, pre-processed foods, fruits and vegetables all while promoting clean eating.



Figure 24: Supply materials 2

Sendo Farm is also a supplier that meets Vietgap standards. Besides Sendo Farm e-commerce platform is committed to quality assurance by FPT: Sendo Farm products are guaranteed in terms of origin and product quality.

Sendo Farm is a new model of going to the market, ordering through the app and receiving goods near your home. Sendo Farm has other advantages such as: Free delivery of all orders to pick up location ; Committed to quality and refunds immediately if the product has quality problems; Convenient pickup: Sendo Farm orders will be delivered to the pickup location at 4:00 p.m. every day. We can choose the most convenient time to pick up. Because of the above advantages, the group also decided to choose Sendo Farm.

3.2. Image, brand identity partner



Figure 25: Digital quick print parts

Hoang Kim Advertising and Printing Company is known as a professional unit in total solutions in the field of advertising consulting, design and construction. Main products of Hoang Kim Advertising: Billboards of all kinds; large building sign; signs of supermarkets and shops. Recognized and highly appreciated such as: quick construction; Products are manufactured directly at the factory, minimizing space costs; Genuine materials used, carefully designed and calculated before processing; Full range of ancillary services, such as design and printing with modern machinery.

3.3. Payment service partner

To be able to quickly adapt to customer changes in cashless payments, FreshFit Delights chooses payment methods through 4.0 technology platforms.

In order to diversify payment methods to help customers save time as well as create convenience for customers, we have links with banks such as TPBank, BIDV, VietcomBank, VietinBank, and ACB,... Besides, it also cooperates with e-wallets such as MOMO, ZaloPay, VNPAY, and ViettelPay,...

4. Key resources

4.1. Financial resources

Financial resources are an important part of FreshFit Delights; in addition to the store's tangible and intangible resources. Our main source of finance is cash. Our entire initial investment capital nearly is VND 240.000.000. This sum is utilized to cover the price of registering legal documents, purchasing machinery, and purchasing equipment for advancement.

In addition, there is working capital of VND 400.000.000 is available at the store. In order to minimize risks when operating the store, working capital is very important. This sum is needed to guard against unforeseen harm and make sure the business's operations function smoothly.

4.2. Intellectual property

The brand is one of the intangible assets but has a particularly great tangible value in the commercial business activities of each business unit. Therefore, trademark registration for FreshFit Delights is essential. In today's market, any business has strategies for profit. Therefore, intellectual property rights are a "weapon" to help FreshFit Delights protect its brands. In addition, ownership of the recipe also helps FreshFit Delights preserve its legitimacy and differentiation from other competitors.

5. Marketing

5.1. 7Ps model

5.1.1. Product

With the hope of being the first choice regarding healthy products. We will bring quality products and reduce time and worries in calculating nutritional value and calories.

Eating clean meals is FreshFit Delights' primary offering. Every product is meticulously crafted, calculating calories in a way that maintains sufficient nutritional value. The product can be customized to meet nutritional demands and modified for use at different meals throughout the day.

Furthermore, we offer juice items that promote healthy weight loss, gorgeous skin, and other benefits. Drinking the beverage after a meal can help to maintain a healthy metabolism.

Brown rice:

Pan-fried chicken breast

Pan-fried chicken breast with orange sauce

Pan-fried chicken breast with passion fruit sauce

Kimbap with brown rice and pan-fried chicken breast



Figure 26: Brown rice

Drinks:

Celery mixed with apple and cucumber

Celery mixed with pineapple and cucumber

Celery mixed with carrot and cucumber



Figure 27: Drink

5.1.2. Price

The menu has 2 main product:

- Brown rice: VND 40.000
- Juice: VND 30.000

Price Formula:

- There are many ways to determine the price of a product. But in the FreshFit Delights case we use the cost plus pricing with elasticity consideration. Since our products are all inelastic therefore this pricing is matched with our needs.

- The price formula is as follow:

Selling Price = Cost Price Per Unit + Profit

- We also combine the above formula with our survey results to keep our products' prices within the willing-to-pay range.

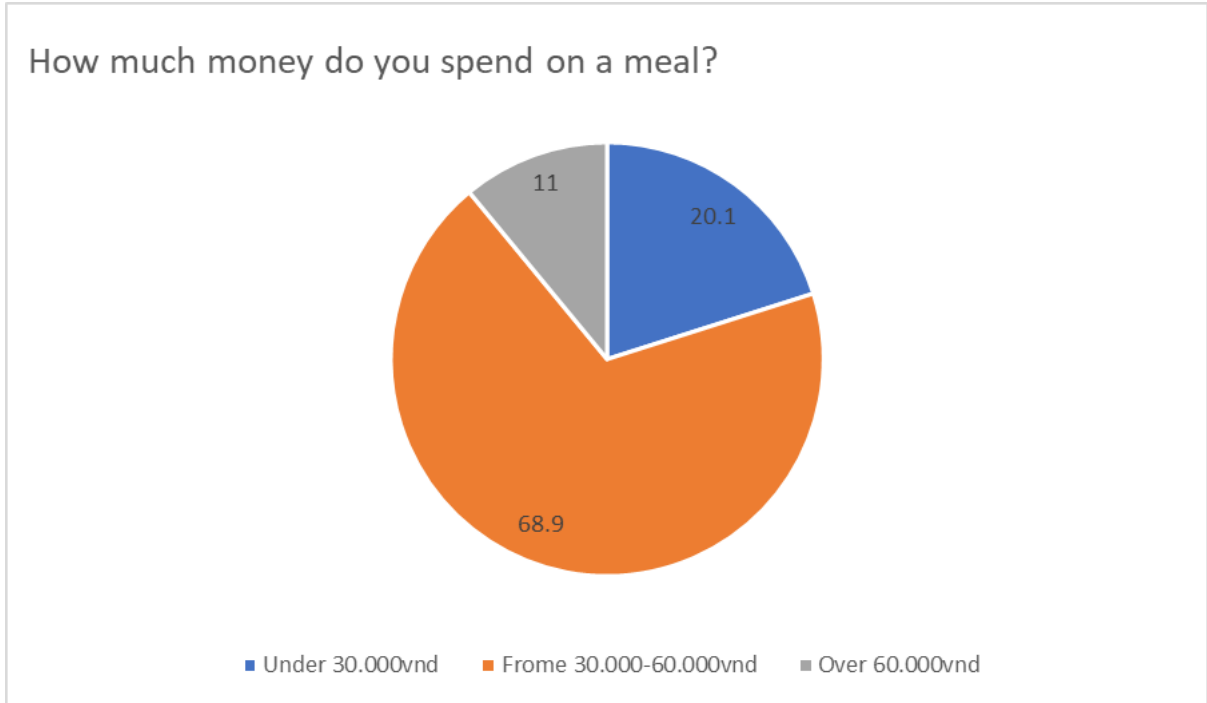


Figure 28: Product price survey

5.1.3. Place

With the criteria of a close and accessible store to many customers, we have located the store at 218 hamlet 3, Thach Hoa, Thach That, Hanoi. This location is very convenient because there is a two-way street, near universities and office buildings, and the population here is also dense. To make the current facility work with our business plan, we remodeled it. The 40 m2 space consists of 1 floor that houses the dining room and kitchen. We had to refurbish this space because it had been rented out for clothing sales before we decided to rent it out, the old model's structure was not appropriate for our eatclean food shop model. In order to give our customers the greatest experience possible, this area enables us to experiment with a wide range of refurbishment and décor ideas. The exterior space is roomy, maneuverable, and equipped with parking to facilitate diners' easy access to the "FreshFit Delights" store. We want customers to find warmth and friendliness, especially when looking at them and making them feel more secure than at unclean restaurants. Therefore, the eat clean store FreshFit Delights chose a youthful, simple design because customers are mainly students and office workers.



Figure 29: The outside of the "FreshFit Delights" store

Following our main color scheme and design principles, the sale area is mainly green and the decoration is very simple. Although decorated simply, it is still beautiful because of its gentle and natural feeling. The shop's products are displayed on the menu right outside for customers to refer to. Customers can choose products through our menu. The price of each product is also displayed inside so customers can easily grasp the information. While waiting for takeout food or wanting to eat on the spot, customers can sit on the bench.



Figure 30: The outside of the "FitFresh Delights" store

Our production area is located inside the 1st floor and is completely open. Customers can visit the production area and evaluate the product quality of each dish. The production area is also the raw material storage area. Additionally, this area is equipped with the necessary equipment for our chefs while maintaining a very open space for movement.

With the explosion of social media and the growing popularity of delivery apps, we couldn't pass up the opportunity to bring our products to a wider market. Therefore, we also distribute on social networking platforms such as Facebook.



Figure 31: Kitchen area

5.1.4. Promotion

5.1.4.1. Communication & Promotion Channels

Although it is a completely new brand entering the market and competing with brands that have been in the market for a long time, FreshFit Delights always wants to bring professionalism in each product and service. We always want to attract customers with our core values, so the communication and promotion channels we choose will be based on the following criteria:

- Promote and maintain brand image.
- Everyone can search and access.
- Can be willing to share knowledge related to consumer health.

Point of purchase: Taking advantage of Highway 21A - a crowded place - this is a very suitable location to promote the FreshFit Delights store because many passersby can approach it. We will research some ideas to utilize street space to promote our stores, such as:

- Place large advertising signs at the location and display the store's product menu.
- Use fresh, natural colors: Use colors such as blue and yellow to create a pleasant and close feeling for customers. Use items and accessories with appropriate colors to increase the aesthetics of the store.

Digital channels: The Internet has become an indispensable part of our daily lives, especially with the strong development of the digital economy. We use the internet to promote our store and attract more new and potential customers. The Internet will help the store become known to more people.

- **Facebook:**

FreshFit Delights found that using Facebook for business was a great opportunity to reach the target market. We will use Facebook as a platform to promote the brand image to all users to increase brand awareness. Create the official Facebook page for our store and provide full information about products, prices, promotions, comments from previous customers. Update information regularly to attract customers to visit our Facebook page. Post nutrition-related articles, recipes, share inspirations, and good messages about our store. Articles need to be written in a clear way, be attractive to the readers and encourage them to come to our store. Use photos and videos to present our eatclean product menu. The pictures and videos should be high definition, good quality and detailed description of the products. Provide information on special offers and deals via Facebook to drive customers to our store directly. Interact well with customers and answer questions from customers about our products and store quickly and in a friendly manner. Create a sense of convenience, professionalism and customers will trust and choose our store more. Incorporate Facebook ads from our lead target. Place compelling and creative marketing ads to capture attention right from the introduction to potential customers.

- **Other communication channels:**

Public events: FreshFit Delights will organize events, the purpose is to impart knowledge about healthy diets, ways to regulate calorie intake, and increase exposure to target customers. Public events can help FreshFit Delights provide customers with a great, fun experience. Activities such as opening ceremonies, New Year's Eve, Valentine's Day, Christmas Day, National New Year... help us attract attention and impress our customers.

Email & Telephone: After events or after each purchase at the store, we will collect the customer's email or phone number to contact the customer when there are promotions or products.

Points of interest of customers: FreshFit Delights will distribute flyers or coupons at locations that healthy eaters are interested in such as: gyms, offices, etc. In addition, it will also open a number of programs to distribute sample products to customers to try out the store's product experience.

5.1.4.2. Advertisement

Advertising is one of the essential marketing activities, means, and tools thanks to its information function that helps quickly inform and convey messages to customers to increase the consumption of enterprises' products.

FreshFit Delights is a new healthy eat clean store entering the market; it is crucial to choose the type of advertising that can be used to attract customers and create brand awareness. The first is advertising near the store to attract customers, such as using ads in local newspapers and community bulletin boards or sending invitations to businesses, agencies, and schools.

The second is advertising on social networks through advertising tools of Facebook, Google, etc., to share images, product information, and updates about the store or use paid advertising on platforms. In addition to increasing our search engine presence and drawing in potential customers, this can assist the store in reaching the intended demographic. Participating in and supporting neighborhood events is an additional strategy to market goods and establish a direct line of communication with consumers. This is a fantastic chance to gain recognition and establish credibility within the neighborhood.

5.1.4.3. Sales Promotions

Combo deals: Offer combo deals where customers can buy a combination of products at a discounted price. For example: brown rice and juice combo. This will encourage customers to try more products and increase awareness of their value to our stores.

Product discount: To encourage customers to come and buy at the store, FreshFit Delights will run a small number of discounts so that customers can easily feel attractive and likely to buy more of the products they love or try new products they have not purchased before. The discount program also helps our store to promote the brand and attract the attention of new customers through special promotional activities. Create awareness, interest, and increase the

likelihood of existing and potential customers returning. However, it can affect the product's overall value and customers' trust in the brand. If the discount is too frequent or deep, customers may think the product is not worth the original list price or feel ineffective. Therefore, we only do a few discount programs on special days such as grand opening, International Women's Day 8/3, or some holidays.



Figure 32: Product discount

Loyalty programs: Implement a loyalty program where customers can earn points for every purchase they make and then redeem them for discounts or free items. This will ensure customer retention and encourage repeat visits. To motivate our customers to buy regularly, we will offer free products or discounts when customers buy products in our store. For example, on each occasion of customer attraction programs, we will give away items such as tote bags, keychains printed with the FreshFit Delights brand, or exclusive coupons for each customer for buying products.

Refer People: Discounts for customers who refer friends to FreshFit Delights and make a purchase, and also discounts for people who review FreshFit Delights products on social networking sites. This can help us expand our customer base and increase word-of-mouth marketing.

Social media contests: Host a social media contest where customers can post a picture of themselves enjoying our store products and tag our store with a specific hashtag. The winner can receive a free item or a discount on their next purchase.

Seasonal promotions: Create special promotions and products during holidays or seasons that align with our store's healthy brand. For example, heart-shaped brown rice for Valentine's Day.

Implementing these sales promotions will help our healthy store stand out and attract new customers, while also retaining our existing customer base. Make sure to align our promotions with our brand messaging to keep everything cohesive and effective.

5.1.5. Process

Operation process of FreshFit Delights

Supplier selection process:

One of the most important aspects of generating high-quality products that benefit consumers is selecting a reliable fuel provider with a broad selection of items. We determine supplier selection according to the steps shown below. Choosing a supplier is not only about price, but also about availability, quality, and long-term relationships. Implementing this process carefully can help ensure the success and sustainability of your supply chain. At the same time, it also serves as a framework for gaining customer trust and support.



Figure 33: Supplier selection process

Prepare raw materials and processes to create products:

Prepare raw materials and processes to create products



Figure 34: Prepare raw materials and processes to create products

A crucial and essential step is the preparation of raw materials and the production of goods. The success of the healthy cake business is directly impacted by this. Prior to establishing trustworthy suppliers and ensuring the consistency and quality of the raw materials, it is crucial to identify and obtain the raw materials required to make the product. Conduct quality checks and inspections of the arriving raw materials as a second stage to make sure they adhere to the necessary requirements. Thirdly, use tried-and-true production and functioning procedures to turn raw resources into final goods. The fourth phase entails testing and inspecting produced goods to make sure they adhere to the necessary requirements. Finally, properly and safely package the finished item for storage and shipping.

Sales process at the store:

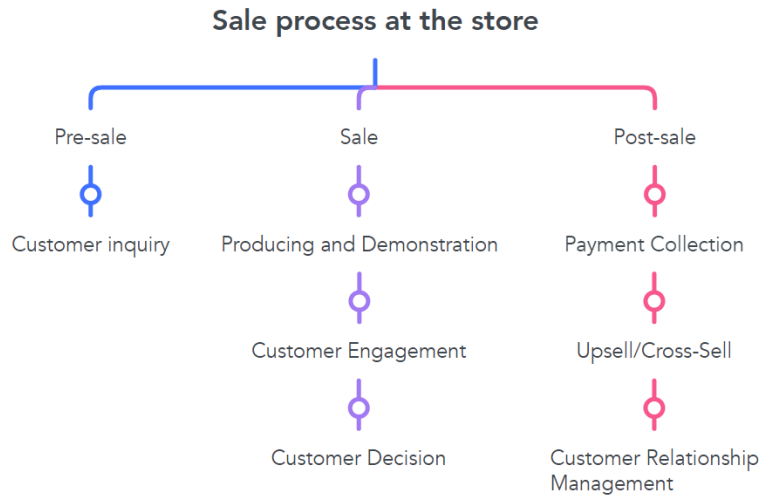


Figure 35: Sales process at the store

The typical in-store sales process starts with a potential customer expressing interest in the goods or services the store offers, followed by the sales team's presentation of the store's features and advantages of the chosen products, the customer's decision to buy, and finally, customer relationship management and follow-up.

Payment Process:

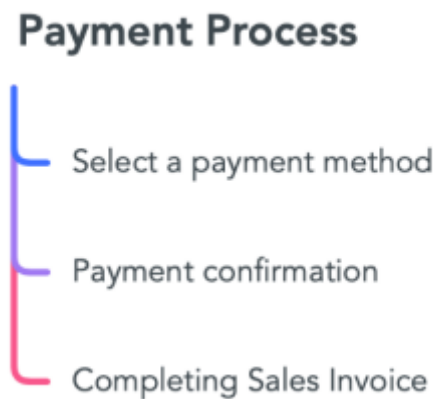


Figure 36: Payment Process

The buyer's purchase or order triggers the start of the checkout procedure. The sales team lists many payment options, including e-wallets, Zalo Pay, Viettel Pay, and Napas. Following then, the seller notifies the buyer that the payment was successful. Finish off by making the payment and invoice.

Process for managing product quality:

In today's world, organizations' ability to survive and grow is heavily influenced by their ability to manage their product quality. Businesses can enhance their consumer base, competitive advantage, and brand recognition by producing high-quality goods. Managers must possess the information necessary to manage the best quality, and assuring the best quality is a crucial responsibility that supports the company's economic expansion. The most significant component of an efficient quality management system is professional qualifications. Managers will benefit from having the clearest vision thanks to experience and expertise in making Eat clean food. To expand their knowledge, FreshFit Delights encourages managers to take quality management courses.



Figure 37:Product quality management process

5.1.6. People

The "People" component of the 7P model of marketing—clients, managers, consultants, and customers—is essential to the production and service success of the store. The management group emphasizes workplace culture and employee development while effectively organizing and managing marketing. Service and client interactions are greatly aided by store staff, especially those who create products. When marketing products, a team that interacts with clients prioritizes communication skills and product expertise. Customer service after the sale guarantees customer happiness and calls for problem-solving and interpersonal abilities. Success in marketing requires an understanding of client needs. Reputable providers of ingredients that offer premium, secure, and organic ingredients are crucial. Partners in

transportation make sure that food is delivered safely and fresh, keeping customers' health and flavor intact.

5.1.7. Physical evidence

5.1.7.1. Brand identity

- FreshFit Delights Logo



Figure 38: FreshFit Delights Logo

- Serve ware & Packaging design
 - FreshFit Delights food containers



Figure 39: FreshFit Delights food containers

- FreshFit Delights Detox



Figure 40: FreshFit Delights Detox

Food containers are an important part of the food and packaging industry. We choose appropriate packaging to preserve, transport and present the product.

- FreshFit Delights card visit



Figure 41: FreshFit Delights card visit

- FreshFit Delights uniform



Figure 42: FreshFit Delights uniform

FreshFit Delights wishes to bring professionalism and care to our products. We perfect the perfect image in every aspect of our products and the spirit of always being ready to serve our customers.

5.1.7.2. Social media presence

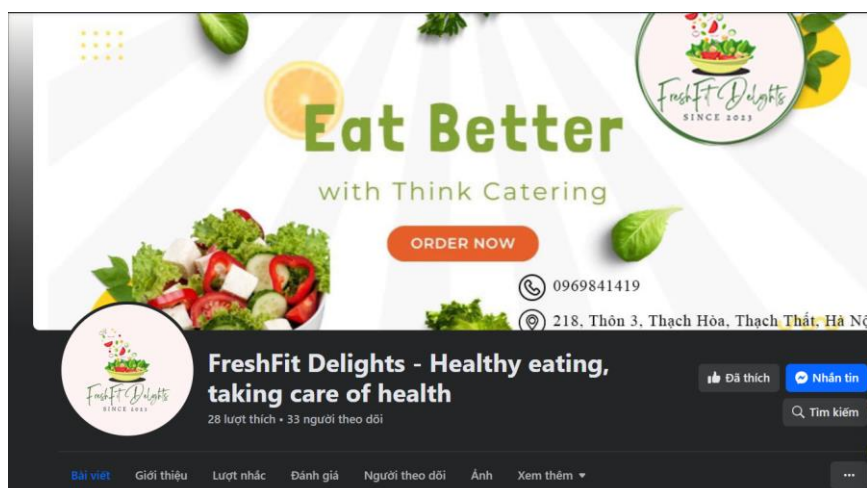



Figure 43: FreshFit Delights Facebook page, logo and cover

5.1.7.3. Physical store

FreshFit Delights - Healthy eating, taking care of health
15 phút · 🌐

👉 BỮA TRƯA TÌNH GIẢN NHƯNG VẪN ĐỦ CHẤT 🍌
👉 Với bạn thế nào là một bữa trưa hoàn hảo?
👉 Là một bữa trưa nhanh gọn không cần chuẩn bị nhiều
👉 Là một bữa trưa phải healthy một chút cho vóc dáng mi nhon
👉 Là một bữa ăn ngon cho ngày mới tâm trạng hứng khởi và hạnh phúc
Nếu đ... Xem thêm

Rice made from brown rice
Chicken breast brown rice




Nutrition Fact

| | |
|---------------------|-------------------|
| 300-400 Calories | 20-30g Protein |
| 40-60g Carbs | |

Order Now

Rice made from brown rice
Brown rice kimbab



Nutrition Fact

| | |
|---------------------|------------------|
| 200-300 Calories | 5-10g Protein |
| 30-40g Carbs | |

Order Now

FreshFit Delights - Healthy eating, taking care of health
Gửi tin nhắn

FreshFit Delights - Healthy eating, taking care of health
5 phút · 🌐

👉 "Nước Detox Căn Tây: Cách Tuyệt vời để Làm Sạch Cơ Thể và Tăng Cường Sức Khỏe"
👉 Lợi ích của Căn Tây trong Nước Detox

Làm Sạch Cơ thể: Căn tây chứa nhiều chất chống oxy hóa và chất xơ giúp loại bỏ các độc tố khỏi cơ thể. Nó có khả năng kích thích quá trình tiêu hóa và giúp tăng cường chức năng thận.... Xem thêm

Drinks
Celery juice mixed with flavors



FreshFit Delights
SINCE 2022

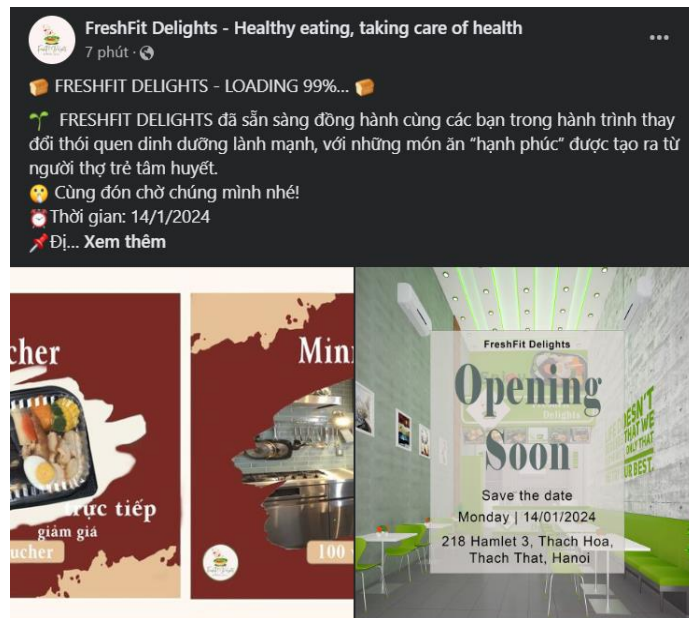


Figure 44: FreshFit Delights posts

5.2. FreshFit Delights Market Penetration Campaign.

Campaign: "Healthy eating, taking care of health"

Campaign Overview: FreshFit Delights will launch a campaign to promote a variety of healthy dishes, including dishes made from healthy brown rice, nutritious chicken breasts and vegetable juices, Clean tubers and fruits. The campaign aims to increase brand awareness and encourage customers to make healthier choices when choosing the menu of each meal.

Campaign Objective: The main goal of the campaign is to position FreshFit Delights Store as a trusted and reliable brand for healthy meals and foods. This campaign aims to educate consumers about the benefits of consuming healthy alternatives and encourage them to choose FreshFit Delights as their leading brand for nutritionally complete meal options, with enough calories needed for a delicious and satisfying meal.

Timeframe: The campaign will run for one month, starting from January 2, 2024, to December 28, 2024.

Estimated Budget: The estimated budget for the campaign is VND 46.000.000.

Key Message: "Healthy eating, taking care of health" - Emphasizes the store's dedication to providing customers with meal options that are healthy, premium and nutritious.

Execution:

❖ Digital Advertising:

- Run targeted online ads on social media platforms on Facebook.
- Create engaging video content showcasing the process of producing healthy food items and their ingredients.

❖ In-store Promotions:

- Display attractive and informative posters, banners, and standees in FreshFit Delights stores highlighting the benefits of healthy eating.
- Offer free samples or tastings of the healthy food products to encourage customers to try them and experience their delicious flavors firsthand.
- Design and distribute brochures or flyers that include detailed information about the products' nutritional value and how they contribute to a healthy lifestyle.

❖ Partnerships and Collaboration:

- Collaborate with local gyms or fitness centers to promote FreshFit Delights Store as the ideal brand for those seeking to lead a healthy lifestyle.

❖ Online Content Creation:

- Highlight the various healthy food products offered by FreshFit Delights Store on social media such as: Facebook,...
- Develop a content strategy for FreshFit Delights Store social media platforms, including blog posts, articles, and recipes, focusing on the health benefits of the products and providing tips for incorporating them into a balanced diet.
- Encourage user-generated content by hosting contests or giveaways where customers can share their favorite healthy treats using FreshFit Delights Store products.

❖ Loyalty Program:

- Implement a loyalty program that rewards customers for their continued support and purchases of FreshFit Delights Store products. This program may include exclusive discounts, personalized recommendations, and early access to new product launches.

- By implementing this comprehensive campaign, FreshFit Delights Store aims to establish itself as a leading brand in the healthy food market and encourage consumers to make FreshFit Delights Store their preferred choice for nutritious and delicious food options.

Timeline Overview:

| Timeline | Phase 1 Pre - Grand Opening | Phase 2 Grand Opening | Phase 3 After Grand Opening |
|------------------|---|---|--|
| Date | January 2, 2024 - January 14, 2024. | January 15, 2024. | January 16, 2024 - December 28, 2024. |
| Objective | - Generate awareness and anticipation for FreshFit Delights Store's Grand Opening. | - Drive foot traffic and generate excitement during the Grand Opening | - Retain and expand customer base while promoting long-term customer loyalty. |
| Approach | - 2 weeks before Grand Opening: Start a teaser campaign on social media platforms, releasing sneak peeks of the products, highlighting their health benefits, and building curiosity among the target audience. - Collaborate with local health and wellness influencers to create buzz by sharing their excitement for FreshFit Delights Store's opening and the brand's commitment to healthy food options. - Offer online promotions | - Grand Opening Event: Organize a captivating, well-publicized event to create a memorable experience for visitors. - Ribbon-cutting ceremony: Invite local dignitaries, health professionals, and influencers to participate in the official opening ceremony. - Product samplings: Offer free samples of various healthy food items, allowing customers to taste the quality and flavors of FreshFit Delights Store's products. | - Customer loyalty program: Implement a loyalty program to reward frequent customers with exclusive discounts, special offers, and personalized recommendations. - Social media engagement: Regularly update social media platforms with engaging content, such as recipes using FreshFit Delights Store products, tips for healthy eating, and customer success stories. - Collaborations and partnerships: Continue collaborating with local |

| | | | |
|--|--|---|--|
| | <p>such as early bird discounts or pre order options to encourage customers to visit the store on the opening day.</p> | <p>- Discounts and promotions: Provide special discounts or promotions to incentivize customers to make purchases during the Grand Opening.</p> <p>- Photo opportunities: Set up photo booths or interactive displays for customers to capture and share their experiences on social media, using specific hashtags to increase brand visibility.</p> | <p>gyms, fitness centers, and health related organizations to reinforce the brand's image as a trusted provider of healthy food options.</p> <p>- Customer feedback and reviews: Encourage customers to provide feedback and testimonials about their experiences, either through online reviews, surveys, or social media contests.</p> <p>- Continued promotions: Periodically offer promotions, seasonal discounts, or limited time offers to generate excitement and attract new and existing customers.</p> |
|--|--|---|--|

Table 5: Table of pre-opening marketing phase & timeline overview

Action plan:

Phase 1: Pre-Grand Opening

Duration: 2 weeks before the Grand Opening.

Estimated Budget: VND 3.000.000

Expected KPI/ Objective:

- Create buzz and excitement among the target audience.
- Build anticipation and curiosity about FreshFit Delights Store's healthy food options.
- Engage with local influencers and media personnel to spread positive word-of mouth.
- 700 - 900 reaches per day. Equal 8400 - 12600 reaches in 14 days for Facebook’s reach.

Timeframe: January 2, 2024 - January 14, 2024.

Activities:

| Channel | Target | Activities |
|-------------------------|----------------|---|
| Social Media | General Public | 1. Release teaser posts with glimpses of products and benefits on Facebook. |
| | | 2. Create countdown posts to build excitement on Facebook. |
| | | 3. Encourage the audience to share their anticipation using hashtags on Facebook. |
| | | 4. Offer them samples, engage in Q&A sessions, and foster networking. |
| Online Promotion | General Public | 1. Offer pre-order options and early bird discounts online. |
| | | 2. Generate excitement through online giveaways and contests. |
| | | 3. Leverage social media platforms to spread the word. |
| | | 4. Run ads on Facebook to increase brand awareness. |
| | | 5. Create short videos on Facebook to introduce FreshFit Delights and product line. |

Table 6: Table of pre-opening marketing phase

This action plan for Phase 1 is aimed at creating anticipation and excitement for FreshFit Delights Store's Grand Opening. By engaging with the general public through social media, collaborating with health and fitness influencers, FreshFit Delights Store can effectively generate buzz and build curiosity around their healthy food options. Additionally, online promotions and giveaways will help create a sense of urgency among potential customers and increase their interest in visiting the store during the Grand Opening. The estimated budget of VND 3.000.000 will cover expenses related to social media advertisements, and online promotions.

Phase 2: Grand Opening

Duration: Grand Opening Event Estimated

Budget: VND 21.000.000

Expected KPI/ Objective:

- Drive foot traffic and generate excitement during the Grand Opening.
- Attract a large number of visitors to the Grand Opening event.
- Create a memorable and enjoyable experience for attendees.
- Increase brand visibility and generate positive word-of-mouth.
- Distributed 2000 leaflets, the number of successful flyers was 1990.
- The number of participants attending the Grand Opening reach 300 people.

Timeframe: January 15, 2024.

Activities:

| Channel | Target | Activities |
|-------------------------|----------------|--|
| Grand Opening | General Public | 1. Organize a captivating Grand Opening event at FreshFit Delights Store. |
| | | 2. Conduct a ribbon-cutting ceremony with local dignitaries. |
| | | 3. Offer free samples of various healthy food items |
| | | 4. Provide special discounts and promotions during the event. |
| | | 5. Set up photo booths for attendees to capture and share their experiences on social media. |
| Online Promotion | General Public | 1. Posting articles and photos related to the opening ceremony on social networking platforms. |
| | | 2. Leverage online ads to reach a larger audience. |

| | | |
|-------------------|----------------|--|
| | | 3. Encourage customers to feedback online and share the event with their networks. |
| Collateral | General Public | 1. Design and print brochures or flyers highlighting FreshFit Delights Store's commitment to healthy eating. |
| | | 2. Distribute collateral prior to the event in nearby locations. |
| | | 3. Display educational posters about the benefits of healthy eating in the store. |

Table 7: Table of opening marketing phase

This action plan for Phase 2 focuses on driving foot traffic and generating excitement during the Grand Opening event. By organizing a captivating event, conducting a ribbon-cutting ceremony, offering free samples, and providing special discounts, FreshFit Delights Store can attract a large number of visitors and encourage them to try their healthy food options. Online promotions and leveraging social media platforms will help spread the word about the event, enhance brand visibility, and encourage attendees to share their experiences online.

Additionally, collateral distribution and media coverage will help create a positive buzz and generate press coverage for FreshFit Delights Store. The estimated budget of VND 21.000.000 will cover expenses related to event organization, online promotions, collateral design and printing, and media outreach.

Phase 3: After Grand Opening

Duration: 11 months after the Grand Opening.

Estimated Budget: VND 22.000.000

Expected KPI/ Objective:

- Retain and expand customer base while promoting long-term customer loyalty
- Foster customer loyalty and encourage repeat visits.
- Increase brand engagement and customer interaction through social media.
- Continuously promote FreshFit Delights Store's commitment to healthy eating.
- 1000 - 2000 reaches per day. Equal 14.000 - 28.000 reaches in 14 days for Facebook's reach

Timeframe: January 16, 2024 - December 28, 2024.

Activities:

| Channel | Target | Activities |
|---------------------------------|-------------------------------|--|
| Customer Loyalty Program | General Public | 1. Implement a customer loyalty program with exclusive discounts and offers for frequent customers. |
| | | 2. Send personalized email newsletters with product recommendations and promotions. |
| Social Media | General Public | 1. Regularly post engaging content related to healthy eating, recipe ideas, and success stories on social media platforms. |
| | | 2. Encourage user-generated content through contests or challenges. |
| | | 3. Respond to customer comments and queries promptly. |
| | | 4. Collaborate with micro-influencers to create sponsored content. |
| Collaborations and Partnerships | Health & Fitness Organization | 1. Collaborate with local gyms, fitness centers, and health-related organizations. |
| | | 2. Offer customized FreshFit Delights Store products for promotions or events conducted by partners. |
| Customer Feedback and Reviews | General Public | 1. Encourage customers to provide feedback through online reviews, surveys, or social media contests. |
| | | 2. Monitor and respond to customer feedback promptly. |
| Promotions | General Public | 1. Periodically offer promotions, seasonal discounts, or limited-time offers. |

| | | |
|-------------------|----------------|---|
| | | 2. Launch new product offerings to maintain interest and attract new customers. |
| Online Promotions | General Public | 1. Run ads on Facebook to increase brand awareness. |

Table 8: Table of after opening marketing phase

This action plan for the After Opening phase aims to retain and expand the customer base while promoting long-term customer loyalty. By implementing a customer loyalty program, maintaining an active presence on social media platforms, and engaging in collaborations and partnerships with health-related organizations, FreshFit Delights Store can foster customer loyalty and increase brand engagement. Additionally, soliciting customer feedback and reviews will help improve the brand's offerings and address any concerns promptly. Periodic promotions and new product launches will entice customers to continue visiting the store and attract new ones. The estimated quarterly budget of VND 22.000.000 will cover expenses related to customer loyalty program implementation, social media management, collaborations, customer feedback analysis, and promotional campaigns.

COMMUNICATION PLAN IN THE CAMPAIGN - FRESHFIT DELIGHTS BRAND OPENING GRAND OPENING

Communication Plan - FreshFit Delights Brand Opening Grand Opening (Pre-Event)

This communication plan outlines the online and offline activities for promoting the FreshFit Delights brand opening grand opening before the event. The online activities involve creating teaser and countdown posts on social media to build anticipation among followers. To encourage engagement, a user-generated content contest is run where participants can share their excitement about the grand opening using a specific hashtag. On the website or blog, a news article is published to create awareness about FreshFit Delights Store's unique offerings and commitment to healthy eating.

Offline activities include the distribution of flyers in nearby locations, highlighting the opening date, address, and special offers. Collaborating with local influencers, particularly those in the health and fitness space, helps spread the word about the grand opening through their social media presence.

The content of the communication will focus on conveying the excitement of the upcoming grand opening, highlighting the unique aspects of FreshFit Delights Store, and encouraging audience participation through contests or sharing their anticipation. Visuals and enticing copy will be utilized to capture attention and generate interest among the target audience.

| Online/ Offline | Channel | Activity | Time/Duration | Content |
|----------------------------|-----------------|-----------------------------------|----------------------|---|
| Online | Social Media | Teaser Posts | January 2, 2024 | "Exciting things are coming! Stay tuned for the grand opening of FreshFit Delights." |
| | | | | Include enticing images or videos of the store's interior and healthy food menu options. |
| Online | | Countdown Posts | January 4, 2024 | "Only 7 days until the grand opening of FreshFit Delights! Get ready for something amazing!" |
| | | | | Use eye-catching visuals or GIFs to create a sense of anticipation. |
| Online | | User-Generated Content Contest | January 7, 2024 | "Share your excitement about the upcoming grand opening with #FreshFitDelightsGrandOpening and stand a chance to win exclusive prizes!" |
| | | | | Encourage followers to share their anticipation and experience with FreshFit Delights Store. |
| Online | Social Media | Pre-Opening News Article | January 9, 2024 | "FreshFit Delights Store set to open its doors, offering a wide range of delicious and healthy |

| | | | | |
|---------|--------|---------------------------------------|------------------|---|
| | | | | food menu options." |
| | | | | Highlight the unique selling points of FreshFit Delights Store and its commitment to healthy eating. |
| Offline | Flyers | Distribution | January 11, 2024 | Design eye-catching flyers promoting the grand opening and distribute them in nearby locations, such as gyms, health stores, and community centers. |
| | | | | Include details about the opening date, address, and special offers. |
| Offline | | Collaborations with Local Influencers | January 13, 2024 | Engage local health and fitness influencers to share their excitement about the grand opening on their social media platforms. |
| | | | | Collaborate with them to create a buzz and generate interest among their followers. |

Table 9: Table of Communication Plan pre – opening

Communication Plan - FreshFit Delights Brand Opening Grand Opening (In the Event)

This communication plan focuses on activities during the FreshFit Delights brand opening grand opening event. Online activities include live social media coverage to provide real-time updates and create excitement among followers who are unable to attend the event. Event Specific hashtags are used to encourage attendees and followers to share their experiences on social media, creating buzz and engagement.

Offline activities include setting up dedicated photo booths where attendees can take pictures and instantly share them on social media using event-specific hashtags. Brand ambassadors or

representatives engage with attendees, answer their questions, and encourage them to share their experiences online.

Real-time social media contests are conducted to further engage attendees and encourage them to actively participate and share their experiences during the event. Branded souvenirs and giveaways are distributed to attendees to create a lasting impression and increase brand visibility.

The content of the communication will emphasize the unique experiences and activities taking place during the grand opening event. Encouraging attendees to actively share their experiences on social media using designated hashtags and participating in real-time contests will help generate user-generated content and increase brand reach.

| Online/ Offline | Channel | Activity | Time/Duration | Content |
|----------------------------|----------------|----------------------------|----------------------|--|
| Online | Social Media | Live social media coverage | During the event | Share live updates, photos, and videos on social media platforms to create FOMO (fear of missing out) among followers. |
| Offline | Event | Ribbon cutting | During the event | Highlight the exciting activities, such as the ribbon cutting ceremony or guest performances. |
| Online | Social Media | Event hashtags | During the event | Encourage attendees and followers to use event-specific hashtags, such as #FreshFitDelightsGrandOpening, when sharing their experiences on social media. Use the hashtags in your own posts and engage with user generated content using the same hashtags. |
| Offline | Photo | Social media | During the | Set up dedicated photo booths where |

| | | | | |
|---------|---------------|--------------------------------------|----------------------|--|
| | Booth | sharing stations | event | attendees can take pictures and share them directly on social media with event-specific hashtags. |
| | | | | Include signage with instructions on how to share the photos and promote the event hashtags. |
| Offline | Word-of Mouth | Ambassadors or brand representatives | Throughout the event | Engage brand ambassadors or representatives to interact with attendees, answer their questions, and encourage them to share their experiences on social media. |
| Online | Social Media | Real-Time Social Media Contests | During the event | Conduct real-time contests on social media platforms where attendees can participate and win prizes. |
| | | | | Encourage attendees to share photos, videos, or answer trivia questions about the event. |
| Offline | Collateral | Branded souvenirs and giveaways | Throughout the event | Distribute branded souvenirs like tote bags, pens, or keychain to create a lasting impression and increase brand visibility. |
| | | | | Include contact information or social media handles on the giveaways for future engagement. |

Table 10: Table of Communication Plan grand opening

Communication Plan - FreshFit Delights Brand Opening Grand Opening (Post-Event)

This communication plan outlines activities after the FreshFit Delights brand opening grand opening event. An online thank-you post is shared on social media, expressing gratitude to

attendees and partners for making the event a success. This post will include event highlights, photos, and videos to trigger positive memories.

A post-event recap article is published on the website or blog, summarizing the grand opening and acknowledging attendees while including quotes, photos, and any special performances. User-generated content shared during the event, such as photos, videos, and testimonials, is featured on social media to showcase the excitement and positive experiences. Newsletters are sent to subscribers, recapping the event and offering a special discount or promotion as a token of appreciation.

Offline activities include collecting feedback forms or suggestion cards from attendees to gather valuable insights and suggestions for future improvements. This can be done through drop boxes, dedicated email addresses, or collection booths. Ongoing social media promotion is maintained, highlighting new menu items, special promotions, and providing healthy eating tips to continue engaging attendees and attracting new customers.

The content of the communication will focus on acknowledging and thanking attendees, sharing user-generated content, highlighting key moments, and promoting ongoing offers and updates related to FreshFit Delights Store. By nurturing the post-event engagement, FreshFit Delights Store can continue to build brand loyalty and attract new customers.

| Online/ Offline | Channel | Activity | Time/Duration | Content |
|----------------------------|----------------|--------------------------|----------------------|--|
| Online | Social Media | Post-Event Thank You | January 16, 2024 | Express gratitude to attendees, followers, and partners for making the grand opening a success |
| Online | Social Media | Post-Event Recap Article | January 18, 2024 | Write a blog post or news article summarizing the grand opening event, thanking attendees and highlighting noteworthy moments. Include quotes from attendees, |

| | | | | |
|--------------------|--------------|--------------------------------|-------------------------------------|---|
| | | | | photos, and any special experiences or performances. |
| Online | Social Media | User-Generated Content Feature | January 20, 2024 - January 24, 2024 | Share user-generated content shared during the event, including photos, videos, and testimonials, to showcase the excitement and positive experiences. |
| | | | | Acknowledge and tag the respective users who contributed to the content. |
| Online/ Offline | Email | Post-Event Newsletter | January 25, 2024 | Send a newsletter to subscribers, recapping the grand opening event, highlighting key moments, and offering a special discount or promotion as a token of appreciation. |
| Offline | Collateral | Feedback Collection | January 16, 2024 - January 28, 2024 | Collect feedback forms or suggestion cards to gather valuable insights and suggestions from attendees for future improvements. |
| | | | | Include a drop box, dedicated email address, or collection booth to make it convenient for attendees to share their feedback. |
| Online | Social Media | Continuing | January 16, 2024 - | Share ongoing promotions, |

| | | | | |
|--|--|-----------|-------------------|---|
| | | Promotion | December 28, 2024 | offers, and updates related to FreshFit Delights Store to continue engaging attendees and attracting new customers. |
| | | | | Highlight new menu items, special promotions, or healthy eating tips. |

Table 11: Table of Communication Plan After grand opening

IV. FINANCIAL ANALYSIS

4.1. Initial Investment

| Summarized Initial Investment | | |
|-------------------------------|------------------------------|--------------------|
| STT | Catergories | Total |
| 1 | Legal procedure | 9.176.000 |
| 2 | Rent | 42.000.000 |
| 3 | Renovation & Reconstruct fee | 43.765.000 |
| 4 | Computer, Software | 8.890.000 |
| 5 | Furniture | 39.686.100 |
| 6 | Equipment | 74.380.000 |
| 7 | Other cost | 20.000.000 |
| Total | | 237.897.100 |

| Category | Total | Percentage (%) |
|---------------------------------|--------------------|----------------|
| Capital Expenditure | 237.897.100 | 37,29 |
| Net working capital | 400.000.000 | 62,71 |
| TOTAL INITIAL INVESTMENT | 637.897.100 | 100 |

Table 12: Summarized initial investment of FreshFit Delights

The total initial investment we spent to establish FreshFit Delights is 637,897,100 VND, which will then be paid for 8 items. First is the legal procedures such as registering a business license, trademark and necessary certificates, Fire Prevention Certificate, etc. Second is the house rental deposit fee of 42,000,000 VND, equivalent to the fee. Rent for 6 months. Next is renovation and construction, marketing and various equipment for the restaurant interior with a capital of

237,897,100 VND. Finally, net working capital (about 400 million VND) is ready for any expected or unexpected situation.

In fact, when actual revenue and expenses arise, we will record and recalculate the exact amount of net working capital each year.

4.2. Depreciation & Amortization

The above amortization table includes assets & equipment with a depreciation period of 3 years, and equipment depreciation 3 years.

| Summarized Depreciation & Amortization | | | |
|--|--|-----------------------|------------------------|
| NO | Name | Depreciation per year | Depreciation per month |
| I | Amortization | 1.762.533 | 146.878 |
| 1 | Giấy chứng nhận an toàn vệ sinh thực phẩm - Certificate of Food Hygiene and Safety | 333.333 | 27.778 |
| 2 | Đăng kí thương hiệu - Sign up the trademark | 186.000 | 15.500 |
| 3 | Giấy chứng nhận phòng cháy chữa cháy - Fire protection certificate | 1.243.200 | 103.600 |
| II | Depreciation | | |
| 1 | Renovation & reconstruct fee | 1.873.000 | 156.083 |
| 2 | COMPUTER, SOFTWARE | 2.598.000 | 216.500 |
| 3 | Nội thất - Furniture | 7.520.220 | 626.685 |
| 4 | EQUIPMENT | 5.818.000 | 503.967 |
| | TOTAL | 19.571.753 | 1.650.113 |

Table 13: Depreciation & Amortization cost of FreshFit Delights

4.3. Revenue

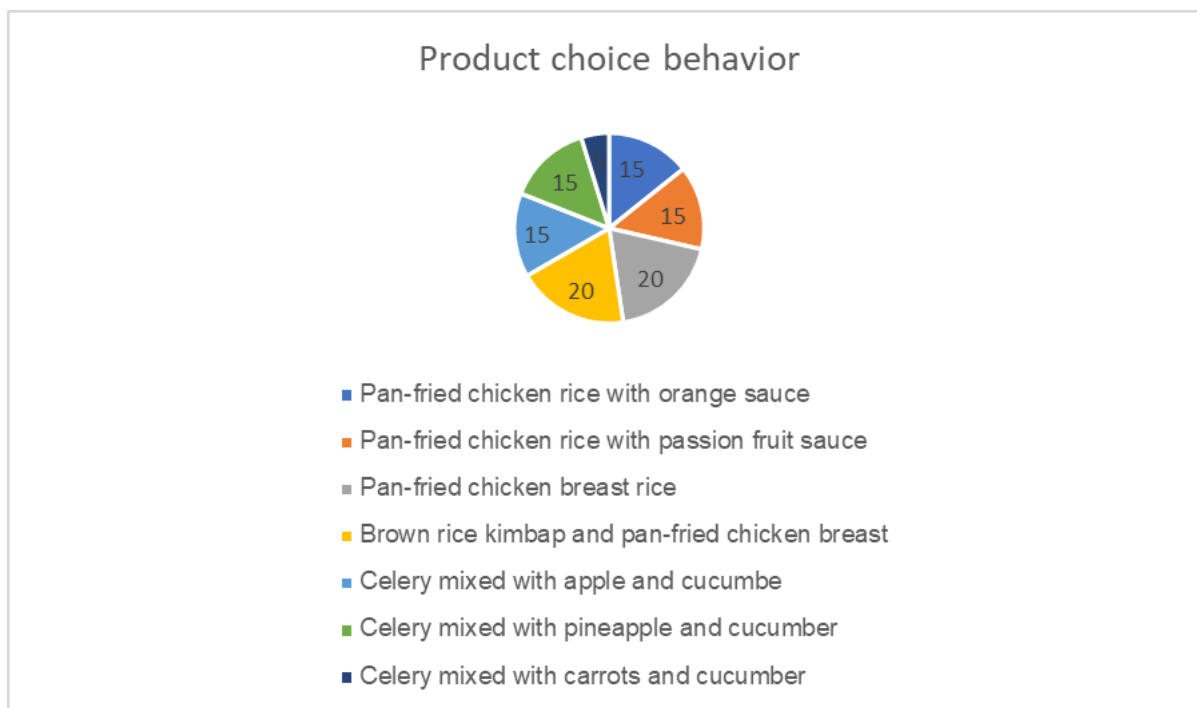


Figure 45: Chart shows the product choice behavior

Based on the surveys, it can be seen that the restaurant's attractive revenue comes from rice dishes with a total rate of 70% of total revenue, of which two dishes are Pan-fried chicken breast brown rice (R3) and Brown rice kimbap. and pan-fried chicken breast(R4) share 20%, Pan-fried chicken rice with orange sauce(R1) and Pan-fried chicken rice with passion fruit sauce(R2) share 15%; and the total proportion of water is 30% of total revenue, in which Celery mixed with pineapple and cucumber(D2) accounts for 15%, Celery mixed with apple and cucumber(D1) accounts for 10% and the remaining Celery mixed with carrots and cucumber(D3) takes 5%.



Figure 46: Chart shows the purchasing method

Looking at the above survey, it can be seen that restaurant revenue is strongly focused on delivery services instead of revenue when customers dine at the restaurant. Based on scenario analysis, we divide our project finances into 3 cases: Optimistic, Most Likely, Pessimistic during 3 years and the growth rate forecast for the next years for the optimistic case increase of 15%, most likely case increase 12%, pessimistic case increase 10%.

4.3.1 Year 1 (2024)

| Full name of product | Abbreviations |
|---|---------------|
| Pan-fried chicken rice with orange sauce | R1 |
| Pan-fried chicken rice with passion fruit sauce | R2 |
| Pan-fried chicken breast rice | R3 |
| Brown rice kimbap and pan-fried chicken breast | R4 |
| Celery mixed with apple and cucumber | D1 |
| Celery mixed with pineapple and cucumber | D2 |
| Celery mixed with carrots and cucumber | D3 |

Table 14: Abbreviated names of dishes

Based on scenario analysis, we divide our estimates into three cases: Optimistic, Most Likely, and Pessimistic. In the optimistic scenario, we estimate to sell 160 servings of rice and drinks a day. The number decreases slightly in the Most Likely scenario with 140 servings per day. For the pessimistic scenario, we have 120 servings a day. And the total number of meals sold in one month for the first year for 3 cases is as follows:

| In Year 1 (2024) | | | |
|---------------------------------|--------------|--------------|--------------|
| Quantity of Serving (per month) | Optimistic | Most Likely | Pessimistic |
| Delivery | 3120 | 2730 | 2340 |
| In place | 1680 | 1470 | 1260 |
| TOTAL | 4.800 | 4.200 | 3.600 |

Table 15: Estimate quantity of Serving per month in year 1

a. Optimistic case

Looking at the best-case revenue case, we can see FreshFit Delights' sales of 4800 meals in the first year through two sales methods: delivery and in-store sales with year 1 sales respectively is 1,422,720,000 VND and 766,080,000 VND.

| | REVENUE OF DELIVERY IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|----------------------|
| | Optimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 468 | 18.720.000 |
| R2 | 40.000 | 15,00% | 468 | 18.720.000 |
| R3 | 40.000 | 20,00% | 624 | 24.960.000 |
| R4 | 45.000 | 20,00% | 624 | 28.080.000 |
| D1 | 30.000 | 10,00% | 312 | 9.360.000 |
| D2 | 30.000 | 15,00% | 468 | 14.040.000 |
| D3 | 30.000 | 5,00% | 156 | 4.680.000 |
| Total 1 month | | 100,00% | 3.120 | 118.560.000 |
| Total 1 year | | | 37.440 | 1.422.720.000 |

Table 16: The table estimated revenue of delivery method of "FreshFit Delights" in Optimistic Case in year 1

| | REVENUE OF IN PLACE IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|--------------------|
| | Optimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 252 | 10.080.000 |
| R2 | 40.000 | 15,00% | 252 | 10.080.000 |
| R3 | 40.000 | 20,00% | 336 | 13.440.000 |
| R4 | 45.000 | 20,00% | 336 | 15.120.000 |
| D1 | 30.000 | 10,00% | 168 | 5.040.000 |
| D2 | 30.000 | 15,00% | 252 | 7.560.000 |
| D3 | 30.000 | 5,00% | 84 | 2.520.000 |
| Total 1 month | | 100,00% | 1.680 | 63.840.000 |
| Total 1 year | | | 20.160 | 766.080.000 |

Table 17: The table estimated revenue of in place method of "FreshFit Delights" in Optimistic Case in year 1

b. Most likely case

Looking at Table 20 and Table 21 are the most likely scenarios and the ones the team hopes to achieve.

Looking at the most likely scenario of the project, we can clearly see a decrease in the number of goods sold in both forms of transportation and at restaurants. Besides, it is also seen that the expected revenue of each form of sale for the year is 1,244,880,000 VND and 670,320,000 VND respectively.

| | REVENUE OF DELIVERY IN MONTH | | | |
|----------------------|------------------------------|----------------|--------------|--------------------|
| | Most Likely | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 410 | 16.380.000 |
| R2 | 40.000 | 15,00% | 410 | 16.380.000 |
| R3 | 40.000 | 20,00% | 546 | 21.840.000 |
| R4 | 45.000 | 20,00% | 546 | 24.570.000 |
| D1 | 30.000 | 10,00% | 273 | 8.190.000 |
| D2 | 30.000 | 15,00% | 410 | 12.285.000 |
| D3 | 30.000 | 5,00% | 137 | 4.095.000 |
| Total 1 month | | 100,00% | 2.730 | 103.740.000 |

| | | | | |
|---------------------|--|--|---------------|----------------------|
| Total 1 year | | | 32.760 | 1.244.880.000 |
|---------------------|--|--|---------------|----------------------|

Table 18: The table estimated revenue of delivery method of "FreshFit Delights" in Most likely Case in year 1

| | REVENUE OF IN PLACE IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|--------------------|
| | Most Likely | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 221 | 8.820.000 |
| R2 | 40.000 | 15,00% | 221 | 8.820.000 |
| R3 | 40.000 | 20,00% | 294 | 11.760.000 |
| R4 | 45.000 | 20,00% | 294 | 13.230.000 |
| D1 | 30.000 | 10,00% | 147 | 4.410.000 |
| D2 | 30.000 | 15,00% | 221 | 6.615.000 |
| D3 | 30.000 | 5,00% | 74 | 2.205.000 |
| Total 1 month | | 100,00% | 1.470 | 55.860.000 |
| Total 1 year | | | 17.640 | 670.320.000 |

Table 19: The table estimated revenue of in place method of "FreshFit Delights" in Most likely Case in year 1

c. Pessimistic case

Looking at the following two tables, we can see pessimistic estimates for our two delivery methods and on-site sales with year 1 revenue of 1,067,040,000 VND and in-place sales of 574,560,000 VND.

| | REVENUE OF DELIVERY IN MONTH | | | |
|------|------------------------------|-----------|----------|------------|
| | Pessimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 351 | 14.040.000 |
| R2 | 40.000 | 15,00% | 351 | 14.040.000 |
| R3 | 40.000 | 20,00% | 468 | 18.720.000 |
| R4 | 45.000 | 20,00% | 468 | 21.060.000 |
| D1 | 30.000 | 10,00% | 234 | 7.020.000 |
| D2 | 30.000 | 15,00% | 351 | 10.530.000 |
| D3 | 30.000 | 5,00% | 117 | 3.510.000 |

| | | | | |
|----------------------|--|----------------|---------------|----------------------|
| Total 1 month | | 100,00% | 2.340 | 88.920.000 |
| Total 1 year | | | 28.080 | 1.067.040.000 |

Table 20: The table estimated revenue of delivery method of "FreshFit Delights" in Pessimistic Case in year 1

| REVENUE OF IN PLACE IN MONTH | | | | |
|------------------------------|--------|----------------|---------------|--------------------|
| Pessimistic | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 189 | 7.560.000 |
| R2 | 40.000 | 15,00% | 189 | 7.560.000 |
| R3 | 40.000 | 20,00% | 252 | 10.080.000 |
| R4 | 45.000 | 20,00% | 252 | 11.340.000 |
| D1 | 30.000 | 10,00% | 126 | 3.780.000 |
| D2 | 30.000 | 15,00% | 189 | 5.670.000 |
| D3 | 30.000 | 5,00% | 63 | 1.890.000 |
| Total 1 month | | 100,00% | 1.260 | 47.880.000 |
| Total 1 year | | | 15.120 | 574.560.000 |

Table 21: The table estimated revenue of in place method of "FreshFit Delights" in Pessimistic Case in year 1

d. Total revenue in year 1 (2024)

Follow the year's estimated revenue for delivery and in-place sales, we can calculate the total revenue in year 1 (2024). Total revenue in year 1 is 2,188,800,000 VND in the optimistic case, 1,915,200,000 VND in the most likely case, and 1,641,600,000 VND in the pessimistic case.

| TOTAL REVENUE IN YEAR 1 | | | |
|--|-------------|-------------|-------------|
| Name | Optimistic | Most likely | Pessimistic |
| Pan-fried chicken rice with orange sauce (R1) | 345.600.000 | 302.400.000 | 259.200.000 |
| Pan-fried chicken rice with passion fruit sauce (R2) | 345.600.000 | 302.400.000 | 259.200.000 |
| Pan-fried chicken breast rice (R3) | 460.800.000 | 403.200.000 | 345.600.000 |
| Brown rice kimbap and pan-fried chicken breast (R4) | 518.400.000 | 453.600.000 | 388.800.000 |
| Celery mixed with apple and cucumber (D1) | 172.800.000 | 151.200.000 | 129.600.000 |
| Celery mixed with pineapple and cucumber (D2) | 259.200.000 | 226.800.000 | 194.400.000 |

| | | | |
|---|----------------------|----------------------|----------------------|
| Celery mixed with carrots and cucumber (D3) | 86.400.000 | 75.600.000 | 64.800.000 |
| TOTAL | 2.188.800.000 | 1.915.200.000 | 1.641.600.000 |

Table 22: Table of estimated total revenue in year 1

4.3.2. Year 2

Looking at the table, in year 2 (2025), we estimate sales per month to be higher than year 1. In the optimistic scenario, we estimate to sell 184 meals and drinks per day. In the Most Likely scenario, 157 servings are sold per day. For the pessimistic scenario, we have 132 meals per day. And the total number of meals sold in 1 month of year 2 for 3 cases is as follows:

| In Year 2 (2025) | | | |
|---------------------------------|--------------|-------------|-------------|
| Quantity of Serving (per month) | Optimistic | Most Likely | Pessimistic |
| Delivery | 3588 | 3058 | 2574 |
| In place | 1932 | 1646 | 1386 |
| TOTAL | 5.520 | 4704 | 3960 |

Table 23: Estimate quantity of Serving per month in year 2

a. Optimistic case

Looking at the best-case sales scenario, we can see FreshFit Delights sales of 5520 meals/month in year 2. Through the purchase method selection survey, these two tables were created with the highest revenue that can be achieved for the two sales forms of delivery and in place in this scenario being 1,636,128,000VND and 880,992,000 VND respectively. VND in the second year.

| | REVENUE OF DELIVERY IN MONTH | | | |
|------|------------------------------|-----------|----------|------------|
| | Optimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 538 | 21.528.000 |
| R2 | 40.000 | 15,00% | 538 | 21.528.000 |
| R3 | 40.000 | 20,00% | 718 | 28.704.000 |
| R4 | 45.000 | 20,00% | 718 | 32.292.000 |
| D1 | 30.000 | 10,00% | 359 | 10.764.000 |
| D2 | 30.000 | 15,00% | 538 | 16.146.000 |
| D3 | 30.000 | 5,00% | 179 | 5.382.000 |

| | | | | |
|----------------------|--|----------------|---------------|----------------------|
| Total 1 month | | 100,00% | 3.588 | 136.344.000 |
| Total 1 year | | | 43.056 | 1.636.128.000 |

Table 24: The table estimated revenue of delivery method of "FreshFit Delights" in Optimistic Case in year 2

| REVENUE OF IN PLACE IN MONTH | | | | |
|------------------------------|--------|----------------|---------------|--------------------|
| Optimistic | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 290 | 11.592.000 |
| R2 | 40.000 | 15,00% | 290 | 11.592.000 |
| R3 | 40.000 | 20,00% | 386 | 15.456.000 |
| R4 | 45.000 | 20,00% | 386 | 17.388.000 |
| D1 | 30.000 | 10,00% | 193 | 5.796.000 |
| D2 | 30.000 | 15,00% | 290 | 8.694.000 |
| D3 | 30.000 | 5,00% | 97 | 2.898.000 |
| Total 1 month | | 100,00% | 1.932 | 73.416.000 |
| Total 1 year | | | 23.184 | 880.992.000 |

Table 25: The table estimated revenue of in place method of "FreshFit Delights" in Optimistic Case in year 2

b. Most likely case

Looking at the two tables below is the most likely scenario and the one the team hopes to achieve.

| REVENUE OF DELIVERY IN MONTH | | | | |
|------------------------------|--------|----------------|--------------|--------------------|
| Most Likely | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 459 | 18.345.600 |
| R2 | 40.000 | 15,00% | 459 | 18.345.600 |
| R3 | 40.000 | 20,00% | 612 | 24.460.800 |
| R4 | 45.000 | 20,00% | 612 | 27.518.400 |
| D1 | 30.000 | 10,00% | 306 | 9.172.800 |
| D2 | 30.000 | 15,00% | 459 | 13.759.200 |
| D3 | 30.000 | 5,00% | 153 | 4.586.400 |
| Total 1 month | | 100,00% | 3.058 | 116.188.800 |

| | | | | |
|---------------------|--|--|---------------|----------------------|
| Total 1 year | | | 36.691 | 1.394.265.600 |
|---------------------|--|--|---------------|----------------------|

Table 26: The table estimated revenue of delivery method of "FreshFit Delights" in Most likely Case in year 2

| | REVENUE OF IN PLACE IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|--------------------|
| | Most Likely | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 247 | 9.878.400 |
| R2 | 40.000 | 15,00% | 247 | 9.878.400 |
| R3 | 40.000 | 20,00% | 329 | 13.171.200 |
| R4 | 45.000 | 20,00% | 329 | 14.817.600 |
| D1 | 30.000 | 10,00% | 165 | 4.939.200 |
| D2 | 30.000 | 15,00% | 247 | 7.408.800 |
| D3 | 30.000 | 5,00% | 82 | 2.469.600 |
| Total 1 month | | 100,00% | 1.646 | 62.563.200 |
| Total 1 year | | | 19.757 | 750.758.400 |

Table 27: The table estimated revenue of in place method of "FreshFit Delights" in Most likely Case in year 2

Looking at the Most Likely Scenario of the project, it is clear that the number of sales has decreased. Besides, we also see the expected revenue in year 2 reaching 1,394,265,600 VND with delivery sales and 750,758,400 VND with in-place sales.

c. Pessimistic case

Looking at the following table 30 and table 31, we can see pessimistic estimates for our two delivery methods with year 2 revenue of 1,173,744,000VND and in-place sales of 632,016,000VND. VND.

| | REVENUE OF DELIVERY IN MONTH | | | |
|------|------------------------------|-----------|----------|------------|
| | Pessimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 386 | 15.444.000 |
| R2 | 40.000 | 15,00% | 386 | 15.444.000 |
| R3 | 40.000 | 20,00% | 515 | 20.592.000 |

| | | | | |
|----------------------|--------|----------------|---------------|----------------------|
| R4 | 45.000 | 20,00% | 515 | 23.166.000 |
| D1 | 30.000 | 10,00% | 257 | 7.722.000 |
| D2 | 30.000 | 15,00% | 386 | 11.583.000 |
| D3 | 30.000 | 5,00% | 129 | 3.861.000 |
| Total 1 month | | 100,00% | 2.574 | 97.812.000 |
| Total 1 year | | | 30.888 | 1.173.744.000 |

Table 28: The table estimated revenue of in delivery method of "FreshFit Delights" in Pessimistic Case in year 2

| Name | REVENUE OF IN PLACE IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|--------------------|
| | Pessimistic | | | |
| | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 208 | 8.316.000 |
| R2 | 40.000 | 15,00% | 208 | 8.316.000 |
| R3 | 40.000 | 20,00% | 277 | 11.088.000 |
| R4 | 45.000 | 20,00% | 277 | 12.474.000 |
| D1 | 30.000 | 10,00% | 139 | 4.158.000 |
| D2 | 30.000 | 15,00% | 208 | 6.237.000 |
| D3 | 30.000 | 5,00% | 69 | 2.079.000 |
| Total 1 month | | 100,00% | 1.386 | 52.668.000 |
| Total 1 year | | | 16.632 | 632.016.000 |

Table 29: The table estimated revenue of in place method of "FreshFit Delights" in Pessimistic Case in year 2

d. Total revenue in year 2

Follow the year's estimated revenue for delivery and in-place sales, we can calculate the total revenue in year 2 (2025). Total revenue in year 2 is 2,517,120,000 VND in the optimistic case, 2,145,024,000 VND in the most likely case, and 1,805,760,000 VND in the pessimistic case.

| TOTAL REVENUE IN YEAR 2 | | | |
|--|-------------|-------------|-------------|
| Name | Optimistic | Most likely | Pessimistic |
| Pan-fried chicken rice with orange sauce (R1) | 397.440.000 | 338.688.000 | 285.120.000 |
| Pan-fried chicken rice with passion fruit sauce (R2) | 397.440.000 | 338.688.000 | 285.120.000 |
| Pan-fried chicken breast rice (R3) | 529.920.000 | 451.584.000 | 380.160.000 |
| Brown rice kimbap and pan-fried chicken breast (R4) | 596.160.000 | 508.032.000 | 427.680.000 |

| | | | |
|---|----------------------|----------------------|----------------------|
| Celery mixed with apple and cucumber (D1) | 198.720.000 | 169.344.000 | 142.560.000 |
| Celery mixed with pineapple and cucumber (D2) | 298.080.000 | 254.016.000 | 213.840.000 |
| Celery mixed with carrots and cucumber (D3) | 99.360.000 | 84.672.000 | 71.280.000 |
| TOTAL | 2.517.120.000 | 2.145.024.000 | 1.805.760.000 |

Table 30: Table of estimated total revenue in year 2

4.3.3. Year 3

After two years of opening, we estimate higher sales per month in year 3 than in year 2. In the optimistic scenario, we estimate to sell 212 meals and drinks per day. In the Most Likely scenario, 185 servings are sold per day. For the pessimistic scenario, we have 159 meals per day. And the total number of meals sold in 1 month of year 2 for 3 cases is as follows:

| In Year 3 (2026) | | | |
|---------------------------------|--------------|-------------|-------------|
| Quantity of Serving (per month) | Optimistic | Most Likely | Pessimistic |
| Delivery | 4126 | 3425 | 2831 |
| In place | 2222 | 1844 | 1525 |
| TOTAL | 6.348 | 5268 | 4356 |

Table 31: Estimate quantity of Serving per month in year 3

a. Optimistic case

Looking at the optimistic case, we can see FreshFit Delights sales of 6348 meals/month in year 3. Through the purchase method selection survey, these two tables were created with the highest revenue that can be achieved for the two sales forms of delivery and in place in this scenario being 1,881,547,200 VND and 1,013,140,800 VND respectively in the second year.

| REVENUE OF DELIVERY IN MONTH | | | | |
|------------------------------|--------|-----------|----------|------------|
| Optimistic | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 619 | 24.757.200 |
| R2 | 40.000 | 15,00% | 619 | 24.757.200 |
| R3 | 40.000 | 20,00% | 825 | 33.009.600 |
| R4 | 45.000 | 20,00% | 825 | 37.135.800 |

| | | | | |
|----------------------|--------|----------------|---------------|----------------------|
| D1 | 30.000 | 10,00% | 413 | 12.378.600 |
| D2 | 30.000 | 15,00% | 619 | 18.567.900 |
| D3 | 30.000 | 5,00% | 206 | 6.189.300 |
| Total 1 month | | 100,00% | 4.126 | 156.795.600 |
| Total 1 year | | | 49.514 | 1.881.547.200 |

Table 32: Estimate quantity of Serving per month in year 3

| REVENUE OF IN PLACE IN MONTH | | | | |
|------------------------------|--------|----------------|---------------|----------------------|
| Optimistic | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 333 | 13.330.800 |
| R2 | 40.000 | 15,00% | 333 | 13.330.800 |
| R3 | 40.000 | 20,00% | 444 | 17.774.400 |
| R4 | 45.000 | 20,00% | 444 | 19.996.200 |
| D1 | 30.000 | 10,00% | 222 | 6.665.400 |
| D2 | 30.000 | 15,00% | 333 | 9.998.100 |
| D3 | 30.000 | 5,00% | 111 | 3.332.700 |
| Total 1 month | | 100,00% | 2.222 | 84.428.400 |
| Total 1 year | | | 26.662 | 1.013.140.800 |

Table 33: The table estimated revenue of in place method of "FreshFit Delights" in Optimistic Case in year 3

b. Most likely case

Looking at the two tables below is the most likely scenario and the one the team hopes to achieve.

| REVENUE OF DELIVERY IN MONTH | | | | |
|------------------------------|--------|-----------|----------|------------|
| Most Likely | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 514 | 20.547.072 |
| R2 | 40.000 | 15,00% | 514 | 20.547.072 |
| R3 | 40.000 | 20,00% | 685 | 27.396.096 |
| R4 | 45.000 | 20,00% | 685 | 30.820.608 |
| D1 | 30.000 | 10,00% | 342 | 10.273.536 |
| D2 | 30.000 | 15,00% | 514 | 15.410.304 |

| | | | | |
|----------------------|--------|----------------|---------------|----------------------|
| D3 | 30.000 | 5,00% | 171 | 5.136.768 |
| Total 1 month | | 100,00% | 3.425 | 130.131.456 |
| Total 1 year | | | 41.094 | 1.561.577.472 |

Table 34: The table estimated revenue of delivery method of "FreshFit Delights" in Most likely Case in year 3

| | REVENUE OF IN PLACE IN MONTH | | | |
|----------------------|------------------------------|----------------|---------------|--------------------|
| | Most Likely | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 277 | 11.063.808 |
| R2 | 40.000 | 15,00% | 277 | 11.063.808 |
| R3 | 40.000 | 20,00% | 369 | 14.751.744 |
| R4 | 45.000 | 20,00% | 369 | 16.595.712 |
| D1 | 30.000 | 10,00% | 184 | 5.531.904 |
| D2 | 30.000 | 15,00% | 277 | 8.297.856 |
| D3 | 30.000 | 5,00% | 92 | 2.765.952 |
| Total 1 month | | 100,00% | 1.844 | 70.070.784 |
| Total 1 year | | | 22.128 | 840.849.408 |

Table 35: The table estimated revenue of in place method of "FreshFit Delights" in Most likely Case in year 3

Looking at the Most Likely Scenario of the project, it is clear that the number of sales has decreased. Besides, we also see the expected revenue in year 3 reaching 1,561,577,472 VND with delivery sales and 840,849,408 VND with in-place sales.

c. Pessimistic

Looking at the following table 36 and table 37, we can see pessimistic estimates for our two delivery methods with year 3 revenue of 1,291,118,400 VND and in place sales of 695,217,600 VND.

| | REVENUE OF DELIVERY IN MONTH | | | |
|------|------------------------------|-----------|----------|------------|
| | Pesimistic | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 425 | 16.988.400 |
| R2 | 40.000 | 15,00% | 425 | 16.988.400 |

| | | | | |
|----------------------|--------|----------------|---------------|----------------------|
| R3 | 40.000 | 20,00% | 566 | 22.651.200 |
| R4 | 45.000 | 20,00% | 566 | 25.482.600 |
| D1 | 30.000 | 10,00% | 283 | 8.494.200 |
| D2 | 30.000 | 15,00% | 425 | 12.741.300 |
| D3 | 30.000 | 5,00% | 142 | 4.247.100 |
| Total 1 month | | 100,00% | 2.831 | 107.593.200 |
| Total 1 year | | | 33.977 | 1.291.118.400 |

Table 36: The table estimated revenue of in delivery method of "FreshFit Delights" in Pessimistic Case in year 3

| REVENUE OF IN PLACE IN MONTH | | | | |
|------------------------------|--------|----------------|---------------|--------------------|
| Pesimistic | | | | |
| Name | Price | Sales mix | Quantity | Revenue |
| R1 | 40.000 | 15,00% | 229 | 9.147.600 |
| R2 | 40.000 | 15,00% | 229 | 9.147.600 |
| R3 | 40.000 | 20,00% | 305 | 12.196.800 |
| R4 | 45.000 | 20,00% | 305 | 13.721.400 |
| D1 | 30.000 | 10,00% | 152 | 4.573.800 |
| D2 | 30.000 | 15,00% | 229 | 6.860.700 |
| D3 | 30.000 | 5,00% | 76 | 2.286.900 |
| Total 1 month | | 100,00% | 1.525 | 57.934.800 |
| Total 1 year | | | 18.295 | 695.217.600 |

Table 37: The table estimated revenue of in place method of "FreshFit Delights" in Pessimistic in year 3

d. Total revenue year 3

Follow the year's estimated revenue for delivery and in-place sales, we can calculate the total revenue in year 3 (2026). Total revenue in year 3 is 2,894,688,000 VND in the optimistic case, 2,402,426,880 VND in the most likely case, and 1,986,336,000 VND in the pessimistic case.

| TOTAL REVENUE IN YEAR 3 | | | |
|---|-------------|-------------|-------------|
| Name | Optimistic | Most likely | Pessimistic |
| Pan-fried chicken rice with orange sauce (R1) | 457.056.000 | 379.330.560 | 313.632.000 |

| | | | |
|--|----------------------|----------------------|----------------------|
| Pan-fried chicken rice with passion fruit sauce (R2) | 457.056.000 | 379.330.560 | 313.632.000 |
| Pan-fried chicken breast rice (R3) | 609.408.000 | 505.774.080 | 418.176.000 |
| Brown rice kimbap and pan-fried chicken breast (R4) | 685.584.000 | 568.995.840 | 470.448.000 |
| Celery mixed with apple and cucumber (D1) | 228.528.000 | 189.665.280 | 156.816.000 |
| Celery mixed with pineapple and cucumber (D2) | 342.792.000 | 284.497.920 | 235.224.000 |
| Celery mixed with carrots and cucumber (D3) | 114.264.000 | 94.832.640 | 78.408.000 |
| TOTAL | 2.894.688.000 | 2.402.426.880 | 1.986.336.000 |

Table 38: Table of estimated total revenue in year 3

4.4. Cost Structure & Expense

4.4.1. Fixed Cost

| year 1 | | | | | | |
|----------------------------|------------------------|-------|----------|----------------------|----------------------|----------------------|
| Fixed cost in year 1 (VND) | | | | | | |
| No. | Name of capitals | Units | Quantity | Optimistic | Most likely | Pessimistic |
| 1 | Electricity expense | Month | 1 | 1.372.728 | 1.307.360 | 1.245.104 |
| 2 | Water expense | Month | 1 | 119.460 | 119.460 | 119.460 |
| 3 | Internet fees | Month | 1 | 220.000 | 220.000 | 220.000 |
| 4 | Sanitation fees | Month | 1 | 50.000 | 50.000 | 50.000 |
| 5 | Rental Fee | Month | 1 | 7.000.000 | 7.000.000 | 7.000.000 |
| 6 | Salary expenses | Month | 1 | 44.883.333 | 44.883.333 | 44.883.333 |
| 7 | Social insurance | Month | 1 | 7.854.583 | 7.854.583 | 7.854.583 |
| 8 | Health insurance | Month | 1 | 1.346.500 | 1.346.500 | 1.346.500 |
| 9 | Unemployment insurance | Month | 1 | 448.833 | 448.833 | 448.833 |
| 10 | Depreciation cost | Month | 1 | 1.650.113 | 1.650.113 | 1.650.113 |
| 11 | Marketing cost | Month | 1 | 50.600.000 | 46.000.000 | 41.400.000 |
| 12 | Other cost | Month | 1 | 1.300.000 | 1.300.000 | 1.300.000 |
| Total one month | | | | 116.845.550 | 112.180.182 | 107.517.927 |
| Total one year | | | | 1.402.146.604 | 1.346.162.188 | 1.290.215.125 |

Table 39: Fixed cost of FreshFit Delights year 1

Stable fixed costs of year 1 for the Optimistic case are 1,402,146,604 VND; The most likely is 1,346,162,188 VND and the Pessimistic is 1,290,215,125 VND.

| year 2 | | | | | | |
|------------------------|------------------------|-------|----------|----------------------------|----------------------|----------------------|
| No. | Name of capitals | Units | Quantity | Fixed cost in year 2 (VND) | | |
| | | | | Optimistic | Most likely | Pessimistic |
| 1 | Electricity expense | Month | 1 | 1.372.728 | 1.307.360 | 1.245.104 |
| 2 | Water expense | Month | 1 | 119.460 | 119.460 | 119.460 |
| 3 | Internet fees | Month | 1 | 220.000 | 220.000 | 220.000 |
| 4 | Sanitation fees | Month | 1 | 50.000 | 50.000 | 50.000 |
| 5 | Rental Fee | Month | 1 | 7.000.000 | 7.000.000 | 7.000.000 |
| 6 | Salary expenses | Month | 1 | 44.883.333 | 44.883.333 | 44.883.333 |
| 7 | Social insurance | Month | 1 | 7.854.583 | 7.854.583 | 7.854.583 |
| 8 | Health insurance | Month | 1 | 1.346.500 | 1.346.500 | 1.346.500 |
| 9 | Unemployment insurance | Month | 1 | 448.833 | 448.833 | 448.833 |
| 10 | Depreciation cost | Month | 1 | 1.650.113 | 1.650.113 | 1.650.113 |
| 11 | Marketing cost | Month | 1 | 26.400.000 | 24.000.000 | 21.600.000 |
| 11 | Other cost | Month | 1 | 1.300.000 | 1.300.000 | 1.300.000 |
| Total one month | | | | 92.645.550 | 90.180.182 | 87.717.927 |
| Total one year | | | | 1.111.746.604 | 1.082.162.188 | 1.052.615.125 |

Table 40: Fixed cost of FreshFit Delights year 2

Stable fixed costs of year 1 for the Optimistic case are 1,111,746,604 VND; The most likely is 1,082,162,188 VND and the Pessimistic is 1,052,615,125 VND.

| year 3 | | | | | | |
|--------|------------------------|-------|----------|----------------------------|-------------|-------------|
| No. | Name of capitals | Units | Quantity | Fixed cost in year 3 (VND) | | |
| | | | | Optimistic | Most likely | Pessimistic |
| 1 | Electricity expense | Month | 1 | 1.372.728 | 1.307.360 | 1.245.104 |
| 2 | Water expense | Month | 1 | 119.460 | 119.460 | 119.460 |
| 3 | Internet fees | Month | 1 | 220.000 | 220.000 | 220.000 |
| 4 | Sanitation fees | Month | 1 | 50.000 | 50.000 | 50.000 |
| 5 | Rental Fee | Month | 1 | 7.000.000 | 7.000.000 | 7.000.000 |
| 6 | Salary expenses | Month | 1 | 44.883.333 | 44.883.333 | 44.883.333 |
| 7 | Social insurance | Month | 1 | 7.854.583 | 7.854.583 | 7.854.583 |
| 8 | Health insurance | Month | 1 | 1.346.500 | 1.346.500 | 1.346.500 |
| 9 | Unemployment insurance | Month | 1 | 448.833 | 448.833 | 448.833 |

| | | | | | | |
|------------------------|-------------------|-------|---|----------------------|----------------------|----------------------|
| 10 | Depreciation cost | Month | 1 | 1.650.113 | 1.650.113 | 1.650.113 |
| 11 | Marketing cost | Month | 1 | 26.400.000 | 24.000.000 | 21.600.000 |
| 12 | Other cost | Month | 1 | 1.300.000 | 1.300.000 | 1.300.000 |
| Total one month | | | | 92.645.550 | 90.180.182 | 87.717.927 |
| Total one year | | | | 1.111.746.604 | 1.082.162.188 | 1.052.615.125 |

Table 41: Fixed cost of FreshFit Delights year 3

Stable fixed costs of year 1 for the Optimistic case are 1,111,746,604 VND; The most likely is 1,082,162,188 VND and the Pessimistic is 1,052,615,125 VND.

4.4.2. Salary

Based on the activities, we have balanced the number of employees and salary levels for each position as follows:

| No. | | Staff/shift | Shift/day | Salary/shift | Daily | Monthly | Annually |
|--------------|----------------------------------|-------------|-----------|--------------|------------------|-------------------|--------------------|
| 1 | CEO | 1 | 1 | 400.000 | 400.000 | 12.000.000 | 144.000.000 |
| 2 | Chef | 1 | 2 | 300.000 | 300.000 | 9.000.000 | 108.000.000 |
| 3 | Assistant Chef + delivery | 2 | 2 | 200.000 | 200.000 | 6.000.000 | 72.000.000 |
| 4 | Sale Staff + marketing staff+ HR | 1 | 1 | 150.000 | 150.000 | 4.500.000 | 54.000.000 |
| 5 | Cashier | 1 | 2 | | | 4.000.000 | 48.000.000 |
| 6 | Accountant | 1 | 1 | | | 7.000.000 | 84.000.000 |
| 7 | Bonus Salary | | | | | | 28.600.000 |
| Total | | | | | 1.050.000 | 44.883.333 | 538.600.000 |

Table 42: Salary

4.4.3. Variable Cost

Variable costs of our business include supplies expense and material COGS. In year 1, total variable cost is 159,438,733 VND in optimistic case, 139,392,904 VND in most likely case, 119,339,274 VND in a pessimistic case.

| VARIABLE COSTS OF YEAR 1 (2024) | Units | OPTIMISTIC | | | MOST LIKELY | | | PESSIMISTIC | | |
|---------------------------------------|---------|------------|--------|--------------------|-------------|--------|--------------------|-------------|--------|--------------------|
| | | Quantity | Price | Total | Quantity | Price | Total | Quantity | Price | Total |
| Variable COGS (Materials) | | | | 152.189.833 | | | 133.166.104 | | | 114.142.374 |
| Supplies expense | | | | 7.248.900 | | | 6.226.800 | | | 5.196.900 |
| Basket | Set | 5 | 63.000 | 315.000 | 3 | 63.000 | 189.000 | 2 | 63.000 | 126.000 |
| Multi-Purpose Curettage Set | Set | 2 | 57.000 | 114.000 | 2 | 57.000 | 114.000 | 2 | 57.000 | 114.000 |
| The cutting board | Set | 2 | 64.000 | 128.000 | 2 | 64.000 | 128.000 | 2 | 64.000 | 128.000 |
| Chopsticks | Set | 70 | 20.000 | 1.400.000 | 60 | 20.000 | 1.200.000 | 50 | 20.000 | 1.000.000 |
| Spoon inox | Set | 70 | 11.130 | 779.100 | 60 | 11.130 | 667.800 | 50 | 11.130 | 556.500 |
| White ceramic plate | Set | 70 | 25.000 | 1.750.000 | 60 | 25.000 | 1.500.000 | 50 | 25.000 | 1.250.000 |
| Plastic cup 450ml | Set | 70 | 15.000 | 1.050.000 | 60 | 15.000 | 900.000 | 50 | 15.000 | 750.000 |
| Paper napkin | Package | 180 | 3.500 | 630.000 | 150 | 3.500 | 525.000 | 120 | 3.500 | 420.000 |
| Dishwashing liquid | Bottle | 17 | 30.000 | 510.000 | 15 | 30.000 | 450.000 | 12 | 30.000 | 360.000 |
| Hand wash | Bottle | 3 | 35.000 | 105.000 | 3 | 35.000 | 105.000 | 2 | 35.000 | 84.000 |
| Floor cleaner | Bottle | 10 | 25.000 | 250.000 | 10 | 25.000 | 250.000 | 10 | 25.000 | 250.000 |
| Toilet paper | Package | 66 | 3.300 | 217.800 | 60 | 3.300 | 198.000 | 48 | 3.300 | 158.400 |
| TOTAL VARIABLE COST (PER YEAR) | | | | 159.438.733 | | | 139.392.904 | | | 119.339.274 |

Table 43: Variable cost of FreshFit Delights in year 1(2024)

In year 2, total variable cost is 185,098,308 VND in optimistic case, 156,984,936 VND in most likely case, 131,769,912 VND in a pessimistic case.

| VARIABLE COSTS OF YEAR 2 (2025) | Units | OPTIMISTIC | | | MOST LIKELY | | | PESSIMISTIC | | |
|---------------------------------------|---------|------------|--------|--------------------|-------------|--------|--------------------|-------------|--------|--------------------|
| | | Quantity | Price | Total | Quantity | Price | Total | Quantity | Price | Total |
| Material COGS | | | | 175.018.308 | | | 149.146.036 | | | 125.556.612 |
| Supplies expense | | | | 10.080.000 | | | 7.838.900 | | | 6.213.300 |
| Basket | Set | 6 | 63.000 | 378.000 | 4 | 63.000 | 252.000 | 4 | 63.000 | 252.000 |
| Multi-Purpose Curettage Set | Set | 3 | 57.000 | 171.000 | 2 | 57.000 | 114.000 | 2 | 57.000 | 114.000 |
| The cutting board | Set | 3 | 64.000 | 192.000 | 2 | 64.000 | 128.000 | 2 | 64.000 | 128.000 |
| Chopsticks | Set | 100 | 20.000 | 2.000.000 | 80 | 20.000 | 1.600.000 | 60 | 20.000 | 1.200.000 |
| Spoon inox | Set | 100 | 11.130 | 1.113.000 | 80 | 11.130 | 890.400 | 60 | 11.130 | 667.800 |
| White ceramic plate | Set | 100 | 25.000 | 2.500.000 | 80 | 25.000 | 2.000.000 | 60 | 25.000 | 1.500.000 |
| Plastic cup 450ml | Set | 100 | 15.000 | 1.500.000 | 80 | 15.000 | 1.200.000 | 60 | 15.000 | 900.000 |
| Paper napkin | Package | 300 | 3.500 | 1.050.000 | 150 | 3.500 | 525.000 | 120 | 3.500 | 420.000 |
| Dishwashing liquid | Bottle | 12 | 30.000 | 360.000 | 11 | 30.000 | 330.000 | 10 | 30.000 | 300.000 |
| Hand wash | Bottle | 6 | 35.000 | 210.000 | 6 | 35.000 | 210.000 | 5 | 35.000 | 175.000 |
| Floor cleaner | Bottle | 15 | 25.000 | 375.000 | 15 | 25.000 | 375.000 | 15 | 25.000 | 375.000 |
| Toilet paper | Package | 70 | 3.300 | 231.000 | 65 | 3.300 | 214.500 | 55 | 3.300 | 181.500 |
| TOTAL VARIABLE COST (PER YEAR) | | | | 185.098.308 | | | 156.984.936 | | | 131.769.912 |

Table 44: Variable cost of FreshFit Delights in year 2(2025)

In year 3, total variable cost is 213,613,154 VND in optimistic case, 176,634,060 VND in most likely case, 146,145,173 VND in a pessimistic case.

| VARIABLE COSTS OF YEAR 3 (2026) | Units | OPTIMISTIC | | | MOST LIKELY | | | PESSIMISTIC | | |
|---------------------------------------|---------|------------|--------|--------------------|-------------|--------|--------------------|-------------|--------|--------------------|
| | | Quantity | Price | Total | Quantity | Price | Total | Quantity | Price | Total |
| Material COGS | | | | 201.271.054 | | | 167.043.560 | | | 138.112.273 |
| Supplies expense | | | | 12.342.100 | | | 9.590.500 | | | 8.032.900 |
| Basket | Set | 7 | 63.000 | 441.000 | 6 | 63.000 | 378.000 | 6 | 63.000 | 378.000 |
| Multi-Purpose Curettage Set | Set | 3 | 57.000 | 171.000 | 2 | 57.000 | 114.000 | 2 | 57.000 | 114.000 |
| The cutting board | Set | 3 | 64.000 | 192.000 | 2 | 64.000 | 128.000 | 2 | 64.000 | 128.000 |
| Chopsticks | Set | 120 | 20.000 | 2.400.000 | 100 | 20.000 | 2.000.000 | 80 | 20.000 | 1.600.000 |
| Spoon inox | Set | 120 | 11.130 | 1.335.600 | 100 | 11.130 | 1.113.000 | 80 | 11.130 | 890.400 |
| White ceramic plate | Set | 120 | 25.000 | 3.000.000 | 100 | 25.000 | 2.500.000 | 80 | 25.000 | 2.000.000 |
| Plastic cup 450ml | Set | 120 | 15.000 | 1.800.000 | 100 | 15.000 | 1.500.000 | 80 | 15.000 | 1.200.000 |
| Paper napkin | Package | 450 | 3.500 | 1.575.000 | 150 | 3.500 | 525.000 | 120 | 3.500 | 420.000 |
| Dishwashing liquid | Bottle | 15 | 30.000 | 450.000 | 13 | 30.000 | 390.000 | 12 | 30.000 | 360.000 |
| Hand wash | Bottle | 8 | 35.000 | 280.000 | 7 | 35.000 | 245.000 | 7 | 35.000 | 245.000 |
| Floor cleaner | Bottle | 18 | 25.000 | 450.000 | 18 | 25.000 | 450.000 | 18 | 25.000 | 450.000 |
| Toilet paper | Package | 75 | 3.300 | 247.500 | 75 | 3.300 | 247.500 | 75 | 3.300 | 247.500 |
| TOTAL VARIABLE COST (PER YEAR) | | | | 213.613.154 | | | 176.634.060 | | | 146.145.173 |

Table 45: Variable cost of FreshFit Delights in year 3(2026)

4.5. Financial statements

4.5.1. Income statement

a. Optimistic case

| INCOME STATEMENT OPTIMISTIC CASE | | | |
|---|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 |
| Net sales | 2.188.800.000 | 2.517.120.000 | 2.894.688.000 |
| COGS (Material cost) | 152.189.833 | 175.018.308 | 201.271.054 |
| Gross profit | 2.036.610.167 | 2.342.101.692 | 2.693.416.946 |
| Supllies expense | 7.248.900 | 10.080.000 | 12.342.100 |
| Fixed cost | 1.402.146.604 | 1.111.746.604 | 1.111.746.604 |
| Earnings before Interest, taxes, depreciation, and amortization (EBITDA) | 627.214.664 | 1.220.275.089 | 1.569.328.243 |
| Total Depreciation & Amortization expense | 19.571.753 | 19.571.753 | 19.571.753 |
| Earnings before taxes (EBIT) | 607.642.910 | 1.200.703.336 | 1.549.756.489 |
| Taxes (20%) | 121.528.582 | 240.140.667 | 309.951.298 |
| Net income (NI) | 486.114.328 | 960.562.668 | 1.239.805.192 |
| | | | |
| Gross profit margin % | 93% | 93% | 93% |
| Net profit margin % | 22,2% | 38,2% | 42,8% |

Table 46: Income Statement of FreshFit Delights in Optimistic case

b. Most Likely case

| INCOME STATEMENT MOST LIKELY CASE | | | |
|---|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 |
| Net sales | 1.915.200.000 | 2.145.024.000 | 2.402.426.880 |
| COGS (Material cost) | 133.166.104 | 149.146.036 | 167.043.560 |
| Gross profit | 1.782.033.896 | 1.995.877.964 | 2.235.383.320 |
| Supllies expense | 6.226.800 | 7.838.900 | 9.590.500 |
| Fixed cost | 1.346.162.188 | 1.082.162.188 | 1.082.162.188 |
| Earnings before Interest, taxes, depreciation, and amortization (EBITDA) | 429.644.909 | 905.876.876 | 1.143.630.632 |
| Total Depreciation & Amortization expense | 19.571.753 | 19.571.753 | 19.571.753 |
| Earnings before interest, taxes (EBIT) | 410.073.155 | 886.305.123 | 1.124.058.878 |

| | | | |
|------------------------------|--------------------|--------------------|--------------------|
| Taxes (20%) | 82.014.631 | 177.261.025 | 224.811.776 |
| Net income (NI) | 328.058.524 | 709.044.098 | 899.247.103 |
| | | | |
| Gross profit margin % | 93% | 93% | 93% |
| Net profit margin % | 17,1% | 33,1% | 37,4% |

Table 47: Income Statement of FreshFit Delights in Most likely case

c. Pessimistic case

| INCOME STATEMENT PESSIMISTIC CASE | | | |
|---|----------------------|----------------------|----------------------|
| | Year 1 | Year 2 | Year 3 |
| Net sales | 1.641.600.000 | 1.805.760.000 | 1.986.336.000 |
| COGS (Material cost) | 114.142.374 | 125.556.612 | 138.112.273 |
| Gross profit | 1.527.457.626 | 1.680.203.388 | 1.848.223.727 |
| Supplies expense | 5.196.900 | 6.213.300 | 8.032.900 |
| Fixed cost | 1.290.215.125 | 1.052.615.125 | 1.052.615.125 |
| Earnings before Interest, taxes, depreciation, and amortization (EBITDA) | 232.045.600 | 621.374.963 | 787.575.702 |
| Total Depreciation & Amortization expense | 19.571.753 | 19.571.753 | 19.571.753 |
| Earnings before interest, taxes (EBIT) | 212.473.847 | 601.803.209 | 768.003.948 |
| Taxes (20%) | 42.494.769 | 120.360.642 | 153.600.790 |
| Net income (NI) | 169.979.078 | 481.442.568 | 614.403.159 |
| | | | |
| Gross profit margin % | 93% | 93% | 93% |
| Net profit margin % | 10,4% | 26,7% | 30,9% |

Table 48: Income Statement of FreshFit Delights in Pessimistic case

4.5.2 Balance sheet

| OPTIMISTIC CASE | | | | |
|------------------------|---------------------------|--------------------|----------------------|----------------------|
| BALANCE SHEET | | Year 1 | Year 2 | Year 3 |
| | Current Assets: | 947.686.082 | 1.927.820.503 | 3.187.197.448 |
| | Cash and cash equivalents | 854.682.605 | 1.825.422.740 | 3.074.989.920 |
| Asset | Inventory | 43.754.577 | 50.317.763 | 57.865.428 |
| | Supplies | 7.248.900 | 10.080.000 | 12.342.100 |
| | Accounts receivables | | | |

| | | | | |
|-----------|---|---------------|---------------|---------------|
| | Rent deposit | 42.000.000 | 42.000.000 | 42.000.000 |
| | Non-current Assets | 176.325.347 | 156.753.593 | 137.181.840 |
| | Legal procedure fees (gross) | 9.176.000 | 9.176.000 | 9.176.000 |
| | Property & Equipment | 122.956.100 | 122.956.100 | 122.956.100 |
| | Less accumulated depreciation | -19.571.753 | -39.143.507 | -58.715.260 |
| | Other assets | 63.765.000 | 63.765.000 | 63.765.000 |
| | Total Assets | 1.124.011.428 | 2.084.574.097 | 3.324.379.288 |
| | | | | |
| | Current liabilities: | | | |
| Liability | Income Taxes payable | 0 | 0 | 0 |
| | Total liabilities | 0 | 0 | 0 |
| | | | | |
| | Owner's equity: | | | |
| Equity | Owner's capital | 637.897.100 | 637.897.100 | 637.897.100 |
| | Retained earnings | 486.114.328 | 1.446.676.997 | 2.686.482.188 |
| | Total equity | 1.124.011.428 | 2.084.574.097 | 3.324.379.288 |
| | Total Liabilities & Shareholder's Equity | 1.124.011.428 | 2.084.574.097 | 3.324.379.288 |

Table 49: Balance sheet of FreshFit Delights in Optimistic case

| MOST LIKELY CASE | | | | |
|------------------|-------------------------------|--------------------|----------------------|----------------------|
| BALANCE SHEET | | Year 1 | Year 2 | Year 3 |
| | Current Assets: | 789.630.278 | 1.518.246.129 | 2.437.064.985 |
| | Cash and cash equivalents | 704.116.969 | 1.426.646.339 | 2.337.449.462 |
| | Inventory | 37.286.509 | 41.760.890 | 48.025.024 |
| | Supplies | 6.226.800 | 7.838.900 | 9.590.500 |
| | Accounts receivables | | | |
| | Rent deposit | 42.000.000 | 42.000.000 | 42.000.000 |
| | Non-current Assets | 176.325.347 | 156.753.593 | 137.181.840 |
| | Legal procedure fees (gross) | 9.176.000 | 9.176.000 | 9.176.000 |
| | Property & Equipment | 122.956.100 | 122.956.100 | 122.956.100 |
| | Less accumulated depreciation | -19.571.753 | -39.143.507 | -58.715.260 |
| | Other assets | 63.765.000 | 63.765.000 | 63.765.000 |

| | | | | |
|---|--------------------------|-------------|---------------|---------------|
| | Total Assets | 965.955.624 | 1.674.999.722 | 2.574.246.825 |
| | | | | |
| Liability | Current liabilities: | | | |
| | Income Taxes payable | 0 | 0 | 0 |
| | Total liabilities | 0 | 0 | 0 |
| | | | | |
| Equity | Owner's equity: | | | |
| | Owner's capital | 637.897.100 | 637.897.100 | 637.897.100 |
| | Retained earnings | 328.058.524 | 1.037.102.622 | 1.936.349.725 |
| | Total equity | 965.955.624 | 1.674.999.722 | 2.574.246.825 |
| Total Liabilities & Shareholder's Equity | | 965.955.624 | 1.674.999.722 | 2.574.246.825 |

Table 50: Balance sheet of FreshFit Delights in Most likely case

| PESSIMISTIC CASE | | | | |
|------------------|-------------------------------|--------------------|----------------------|----------------------|
| BALANCE SHEET | | Year 1 | Year 2 | Year 3 |
| Asset | Current Assets: | 631.550.831 | 1.132.565.152 | 1.766.540.064 |
| | Cash and cash equivalents | 552.964.778 | 1.049.823.783 | 1.676.799.885 |
| | Inventory | 31.389.153 | 34.528.068 | 39.707.279 |
| | Supplies | 5.196.900 | 6.213.300 | 8.032.900 |
| | Accounts receivables | | | |
| | Rent deposit | 42.000.000 | 42.000.000 | 42.000.000 |
| | Non-current Assets | 176.325.347 | 156.753.593 | 137.181.840 |
| | Legal procedure fees (gross) | 9.176.000 | 9.176.000 | 9.176.000 |
| | Property & Equipment | 122.956.100 | 122.956.100 | 122.956.100 |
| | Less accumulated depreciation | -19.571.753 | -39.143.507 | -58.715.260 |
| | Other assets | 63.765.000 | 63.765.000 | 63.765.000 |
| | Total Assets | 807.876.178 | 1.289.318.745 | 1.903.721.904 |
| | | | | |
| Liability | Current liabilities: | | | |
| | Income Taxes payable | 0 | 0 | 0 |
| | Total liabilities | 0 | 0 | 0 |
| | | | | |
| Equity | Owner's equity: | | | |
| | Owner's capital | 637.897.100 | 637.897.100 | 637.897.100 |

| | | | | |
|---|---------------------|-------------|---------------|---------------|
| | Retained earnings | 169.979.078 | 651.421.645 | 1.265.824.804 |
| | Total equity | 807.876.178 | 1.289.318.745 | 1.903.721.904 |
| Total Liabilities & Shareholder's Equity | | 807.876.178 | 1.289.318.745 | 1.903.721.904 |

Table 51: Balance sheet of FreshFit Delights in Pessimistic case

4.5.3. FCFF

a. Optimistic case

| OPTIMISTIC CASE | | | | |
|------------------------------|---------------------|--------------------|--------------------|----------------------|
| FCFF | Year 0 | Year 1 | Year 2 | Year 3 |
| Initial investment | -637.897.100 | 306.996.523 | -9.394.287 | -9.809.765 |
| CAPEX | -237.897.100 | | | |
| Change in NWC (without cash) | -400.000.000 | 306.996.523 | -9.394.287 | -9.809.765 |
| Operating CF | | 505.686.082 | 980.134.422 | 1.259.376.945 |
| Revenues | | 2.188.800.000 | 2.517.120.000 | 2.894.688.000 |
| Variable cost | | 159.438.733 | 185.098.308 | 213.613.154 |
| Fixed cost | | 1.402.146.604 | 1.111.746.604 | 1.111.746.604 |
| EBT | | 607.642.910 | 1.200.703.336 | 1.549.756.489 |
| Tax expense(20%) | | 121.528.582 | 240.140.667 | 309.951.298 |
| Net income | | 486.114.328 | 960.562.668 | 1.239.805.192 |
| Depreciation | | 19.571.753 | 19.571.753 | 19.571.753 |
| FCFF | -637.897.100 | 812.682.605 | 970.740.135 | 1.249.567.180 |
| Cumulative cashflow | -637.897.100 | 174.785.505 | 1.145.525.640 | 2.395.092.820 |
| cost of equity | 12% | | | |
| NPV | 1.750.997.698 | | | |
| PBP | 0,82 | | | |
| IRR | 130% | | | |
| ROE | 41% | | | |

Table 52: FCFF of FreshFit Delights in Optimistic case

b. Most Likely case

| MOST LIKELY CASE | | | | |
|------------------------------|---------------------|--------------------|--------------------|--------------------|
| FCFF | Year 0 | Year 1 | Year 2 | Year 3 |
| | | | | |
| Initial investment | -637.897.100 | 314.486.691 | -6.086.481 | -8.015.734 |
| CAPEX | -237.897.100 | | | |
| Change in NWC (without cash) | -400.000.000 | 314.486.691 | -6.086.481 | -8.015.734 |
| Operating CF | | 347.630.278 | 728.615.852 | 918.818.856 |
| Revenues | | 1.915.200.000 | 2.145.024.000 | 2.402.426.880 |
| Variable cost | | 139.392.904 | 156.984.936 | 176.634.060 |
| Fixed cost | | 1.346.162.188 | 1.082.162.188 | 1.082.162.188 |
| EBT | | 410.073.155 | 886.305.123 | 1.124.058.878 |
| Tax expense(20%) | | 82.014.631 | 177.261.025 | 224.811.776 |
| Net income | | 328.058.524 | 709.044.098 | 899.247.103 |
| Depreciation | | 19.571.753 | 19.571.753 | 19.571.753 |
| | | | | |
| FCFF | -637.897.100 | 662.116.969 | 722.529.370 | 910.803.123 |
| Cumulative cashflow | -637.897.100 | 24.219.869 | 746.749.239 | 1.657.552.362 |
| cost of equity | 12% | | | |
| NPV | 1.177.566.428 | | | |
| PBP | 0,97 | | | |
| IRR | 98% | | | |
| ROE | 37% | | | |

Table 53: FCFF of FreshFit Delights in Most likely case

c. Pessimistic case

| PESSIMISTIC CASE | | | | |
|---------------------------|---------------------|--------------------|--------------------|--------------------|
| FCFF | Year 0 | Year 1 | Year 2 | Year 3 |
| | | | | |
| Initial investment | -637.897.100 | 321.413.947 | -4.155.315 | -6.998.810 |
| CAPEX | -237.897.100 | | | |
| Change in NWC | -400.000.000 | 321.413.947 | -4.155.315 | -6.998.810 |
| Operating CF | | 189.550.831 | 501.014.321 | 633.974.912 |
| Revenues | | 1.641.600.000 | 1.805.760.000 | 1.986.336.000 |
| Variable cost | | 119.339.274 | 131.769.912 | 146.145.173 |

| | | | | |
|---------------------|--------------|---------------|---------------|---------------|
| Fixed cost | | 1.290.215.125 | 1.052.615.125 | 1.052.615.125 |
| EBT | | 212.473.847 | 601.803.209 | 768.003.948 |
| Tax expense(20%) | | 42.494.769 | 120.360.642 | 153.600.790 |
| Net income | | 169.979.078 | 481.442.568 | 614.403.159 |
| Depreciation | | 19.571.753 | 19.571.753 | 19.571.753 |
| | | | | |
| FCFF | -637.897.100 | 510.964.778 | 496.859.006 | 626.976.102 |
| Cumulative cashflow | -637.897.100 | -126.932.322 | 369.926.683 | 996.902.785 |
| cost of equity | 12% | | | |
| NPV | 660.683.614 | | | |
| PBP | 1,26 | | | |
| IRR | 64% | | | |
| ROE | 32% | | | |

Table 54: FCFF of FreshFit Delights in Most likely case

V. RISK MANAGEMENT AND BUSINESS ORIENTATION

1. Risk management

1.1. Competitive risk

Competitors lower their prices, use many promotions, and have various menu choices. Currently, with the growth of the market of nutritional health food, many businesses provide similar products and services, leading to price competition. Therefore, FreshFit Delights' strategy is to always provide customers with quality food and focus on food hygiene and safety. Besides, FreshFit Delights calculates the number of calories for each serving to suit the amount of calories each person needs to take into their body. At the same time, FreshFit Delights will try to research and prepare new dishes, bringing more choices to customers.

1.2. Supply chain risk

In the process of cooperation between the store and the ingredient material and food supplier, some risks and challenges may arise that may affect the store's business. The healthy food market often uses natural and organic ingredients to ensure reliability. This can lead to shortage of necessary materials, increase production costs, increase the cost of products, and harm

customers. In addition, businesses that supply raw materials that do not guarantee quality can lead to substandard final products and not meet customer requirements. This can negatively affect the customer's reputation and trust in the store. In addition to the risk of the quality of input materials, the soaring production costs and the legal dangers also cause significant impacts on the business process of the store. There are often no contract or unclear contractual terms between the store and the ingredient supplier, which can lead to legal issues (intellectual property rights or food safety and hygiene issues, etc.), causing a dispute about rights and responsibilities between the two parties.

Supply chain risks are hard to avoid and completely solved. Therefore, FreshFit Delights will make plans to control and limit risks to a minimum.

1.3. Contamination and spoilage risk

Spoiled food has gone stale and is not up to the standard for use; this is also a problem in every store. Like many processed foods, store products are subject to physical, chemical and microbiological deterioration. Low- and medium-moisture store products face shelf life limitations due to physical and chemical spoilage. On the other hand, store products with high moisture are susceptible to microbiological spoilage caused by bacteria, yeasts, and molds, posing a significant concern. Damage to store products is often caused by contamination from the air, surface, equipment, food handling, or raw materials after making the product, during refrigeration, cutting, or packaging. When a restaurant is only concerned with how much money they can spend on raw materials, they buy in bulk for the best price. Therefore, most stores need to pay more attention to how long these ingredients can keep, which is the main reason for spoilage of store products.

In order to minimize the risk of product spoilage, FreshFit Delights will build an inventory management system and calculate how often to input materials at a time and in what quantity is enough for the customer at that time. In addition, we will contract food contamination and spoilage insurance with our suppliers. When a customer complains about food poisoning, we work with the supplier to solve the problem.

1.4. Food safety and processing risk

For each business operating in the F&B industry, one of the essential standards is food hygiene and safety. Not only the space of the store but also the food preparation process and customer service are also the things that make customers not sure that they have enough peace of mind.

Customers worry about raw materials of unknown origin and origin; the processing process lacks control and compliance on food hygiene and safety. Food safety and hygiene significantly impact food quality and customer satisfaction. Claims arising from negligence or supply chain issues can damage our brand and potentially shut down our business permanently.

Therefore, in order to limit the risks of health problems and the overall customer experience, FreshFit Delights will carefully develop procedures and train staff to minimize the risk of unsafety occurring food:

- All products are appropriately labeled.
- Conditions of facilities, equipment and tools: having a food storage warehouse following regulations.
- Equipped with labor protection equipment.
- Import of food, and raw materials of origin, with the expiry date.
- How our employees handle and store raw consumables.
- Periodic product testing as prescribed.
- The kitchen area is large enough to have space to divide and arrange separate areas: processing area, storage area, and food display area..
- The processing area is always dry and clean, avoiding mold or moisture
- Full of garbage collection tools with lids, regularly cleaned
- Ensure clean water in the restaurant

2. Business orientation

2.1. Product and Service

Research and Innovation: Invest in research and development to continuously improve existing products and develop innovative new offerings. Stay updated with the latest trends and advances in products such as vegetables that meet VietGap standards for health to meet the growing needs of customers.

Seasonal Menu: Introduce seasonal menus featuring limited-time products inspired by fresh, seasonal ingredients. This approach keeps the offerings exciting and encourages customers to visit regularly to try new items.

2.2. Marketing

Content Marketing: Develop a content marketing strategy that includes a blog, video content, and informative guides on healthy eating, cooking tips. This establishes our brand as an authority in the health and wellness space.

Community Events: Host or participate in health and wellness events, farmers' markets, and food festivals to build brand awareness and foster a sense of community around the store.

2.3. Finance

Expansion Plans: Assess the feasibility of expanding to multiple locations or introducing franchising opportunities. Carefully evaluate the financial implications and potential risks associated with each growth strategy.

Supplier Negotiations: Strengthen relationships with suppliers to negotiate better deals on ingredients, packaging, and other supplies. This can help optimize costs and improve profit margins.

Profit Margin Analysis: Regularly analyze the profit margins for each product category to identify high-performing items and areas for improvement. Consider adjusting pricing or product offerings accordingly.

Investment in Technology: Embrace technology to enhance operational efficiency and customer experience. Implement an efficient point-of-sale system, online ordering platform, and customer loyalty program to streamline processes.

Sustainable Growth: Prioritize sustainable growth to ensure the long-term viability of the business. Set a goal of increasing sales to at least 6-7 billion VND in 2025 and 2026.

Financial Planning for Innovation: Allocate a portion of your budget to research and innovation, allowing for the development of new products and technologies that can drive future growth.

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