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Business Plan：A Relaxing Home-style Supermarket

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Master in Business Administration

Supervisor:
PhD Pedro Miguel Ribeiro de Almeida Fontes Falcao, Assistant Professor, Iscte Business School

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Department of Marketing, Operations and General Management

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Abstract

The home-style supermarket is a format innovation of the supermarket as a retailer, which is changing the basic layout as the original format of the supermarket to become a home or hotel atmosphere. The purpose of this project is to do some innovation through supermarket layout, category management, customer shopping experience, and alliance strategy on retailers to improve services quality and customer experience of supermarkets.

Based on the primary data analysis, we concluded that there are experiences that customers bought things that they do not need factually, and also that customers prefer to try and compare the same products before they take the goods home.

Additionally, market analysis and strategic analysis tools, such as PESTEL analysis, strategy group, Porter's Five Forces, SWOT analysis, and Business Model Canvas, were used to review the project's market and competitive context. The marketing plan, operational plan, implementation requirements, and financial analysis will present how to implement this project and needed funds, in an estimated viable project.

The innovation of this project will save customers' time and provide emotional value to customers, such as the feeling of relaxation, cozy, enjoyment, and happiness. Furthermore, the project also enriches the alliance strategy in retailers such as supermarkets.

Keywords: Innovation, retailer, strategy alliance, supermarkets layout, shopping experience.

JEL Classification: M14 Social Responsibility, L14 Networks.

Resumo

O supermercado caseiro é uma inovação de formato do supermercado como varejista, que está mudando o layout básico do formato original do supermercado para se tornar uma casa ou ambiente de hotel. O objetivo deste projeto é inovar por meio do layout do supermercado, gerenciamento de categorias, experiência de compra do cliente e estratégia de aliança nos varejistas para melhorar a qualidade dos serviços e a experiência do cliente nos supermercados.

A inovação deste projeto economizará o tempo dos clientes e proporcionará valor emocional aos clientes, como a sensação de relaxamento, aconchego, diversão e felicidade. Além disso, o projeto também enriquece a estratégia de alianças em varejistas como supermercados.

Para entender o valor desse projeto para os clientes e como as pessoas avaliam a experiência de compra que tiveram antes e o que precisam, a análise de dados primários nos disse que há experiências em que os clientes compraram coisas que não precisam de fato. E os clientes preferem experimentar e comparar os mesmos produtos antes de levar a mercadoria para casa.

Além disso, ferramentas de análise de mercado e análise estratégica, como análise PESTEL, grupo estratégico, Cinco Forças de Porter, análise SWOT e Business Model Canvas, foram usadas para revisar o mercado do projeto e o contexto competitivo. O plano de marketing, plano operacional, requisitos de implementação e análise financeira apresentarão como implementar este projeto e recursos necessários.

Palavras-chave: Inovação, varejista, aliança estratégica, layout de supermercados, experiência de compra.

Classificação JEL: M14 Responsabilidade Social, L14 Redes.

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1. Introduction

The project aims to help people have truly mind-body relaxation for people and happiness through our unique shopping experience. The project intends to start in China.

Although many successful retailers exist, there is a lack of new business models to create more value for both customers and companies. Under the COVID-19 and economic conditions in China and new computer science development, China is experiencing economic growth and computer science application in many industries. People in China are busy with their work. Thus, it is more important to support some place or projects to let them have time to take a break to keep mind-body relaxed. Therefore, this will be a human well-being-promoting business.

Nowadays, even though most people have access to supermarkets, which is convenient, some people still can't find someplace to relax because the majority of retailers and health services-related businesses in China's market are separate.

Thus, this project consists of a combination of a supermarket and a hotel, which is a home-style supermarket. This new supermarket is like a warm home. And all of the products are listed as household goods in our home with services.

Additionally, this project must create a relaxed experience for customers. Thus, the decoration of the supermarket is essential. As services are also our business, we could show customers the introduction of the decoration and design team. However, this is a new try, and the barrier to this project is to gain customers' preference and get customers' awareness. Initially, the main partners will be household goods suppliers and service suppliers, including health service suppliers.

This project opted to follow a differentiation focus strategy and seeks to fulfill a specific segment, people who need to take a break and have mind-body relaxation, through a unique shopping experience, the home-style supermarket.

The work will start with the Literature review, followed by the methodology, then classify the market status of China, internal analysis, and competition status in China. End with business objectives, business strategies, implementation, and financial analysis.

2. Literature review

This sector works for the idea of business plan, so it composed by sustainable business model and innovation, customer experience management and customer loyalty, digitalization and big data technology, the function and revolution of retailer.

2.1 sustainable business model and innovation

Nosratabadi et al. (2019) has found that under the context of internationalization and sustainable development goals, the sustainable business model has brought a competitive advantage, creating value for the economic, society, and the environment, to organization. Therefore, sustainable business models have effectively contribution to reducing the harmful effects of business activities on the environment and society through providing solutions to help firms meet their economic and sustainability goals simultaneously. In addition, a value triangle framework (Biloslavo, 2018) treats financial, manufactured, human, social or relationship, and natural as five types capital of a firm. The core value is value proposition. And value created by firm is appropriated by stakeholders, such as customers, partners and suppliers, social actors including environment and future generation, and firm itself. However, there are eight archetypical Product-Service System (PPS) business models (Tukker, 2004), which provide value through not only the products, but also the services. This research also supports four elements which are market value, production costs, investment/capital needs, and ability to sustain value in future, to evaluate the market potential and sustainability potential of the PPS by discussing the value characteristics and tentative (environment) sustainability characteristics of different types of PSS. In addition, Kjaer et al. (2019) propose a two-step framework from PSS to circular economy strategy to absolute resource decoupling. The first step is to discuss resource reduction potentials. And the second step of the framework is to identify challenges and limitations for PSS to result in absolute resource decoupling. There are three subsequent requirements for step two, which is ensure net resource reduction, avoid burden shifting between life cycle stages, and mitigate rebound effects.

As for operation innovation of retail, Sorescu et al. (2011) proposed a classification of retail business model innovations along a set of six design themes, each providing a distinct approach to enhancing value creation or appropriation. For example, three themes for value creation, namely, customer efficiency, customer effectiveness, and customer engagement, and three themes for value appropriation, namely, operational efficiency, operational effectiveness, and customer lock-in. In addition, Ya-Jun Cai and Chris K.Y. Lo (2020) proposed a prescribed framework for Omnichannel management (PFOM) which is a strategy that an online and offline operation working at the same time. Moreover, Kazancoglu and Aydin (2018) investigate consumers' purchasing intentions on omni-channel buying and generate important factors as follows: trust, situation, risk, anxiety, interaction need, and privacy. And Jin (2018) discussed the detail of pricing strategies and its costs and profits both under buy-online-pick-up-in-store (BOPS) mode of order fulfillment and reserve-online-pick-up-and-pay-in-store mode.

2.2 Customer experience management and Customer loyalty

Before review the customer experience management and customer loyalty, Lemon and Verhoef (2016) concluded that "customer experience is a multidimensional construct focusing on a customer's cognitive, emotional, behavioral, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey." According to strategic experiential modules (SEMs) (Schmitt, 1999), five different types of experiences are distinguished as "sensory experiences (sense), affective experiences (feel), creative cognitive experiences (think), physical experiences, behaviors and lifestyles (act), and social-identity experiences that result from relating to a reference group or culture (relate)". And "these experiences are implemented through experience providers such as communications, visual and verbal identity, product presence, electronic media, etc." It is an effective and practical theory in modern marketing strategy. Moreover, Pine (1998) believed that there are four stages in the progression of economic value: commodities, goods, services and experiences. Especially, in developing and developed country, people work and make money for a better, high-quality life. The good shopping experience make them feel good and decided to pay for the products and/ or services. It may also increase the possibility of second purchase, which is also a good method to increase customer loyalty. Based on these theories, the research of Roggeveen (2020) had found, DAST framework, that interactive effects of retail atmospherics such as design factor, ambient factor, social factor, and trialability factor, as a factor, will influence customer behavior. The research also given us a specific explanation of each factor and further a design reminder of retail presentation. Another research by Biswas (2019) also discussed the specific five sensors of the customer experience management. This research could also be a guide for the atmosphere design of the supermarket to improve customer experience. Grewal (2020) proposed that customer experience and be decided into three stages, such as pre-purchase, purchase, and post-purchase stage. Cognitions, emotions, and behavior are the factors that will influence customer purchase behaviors and technology, social, cultural, and political factors as well as retail atmosphere, numeric, merchandise, and packaging cues are also the influencers. Grewal's research more focus on the environment around customers, which will disturb customers purchase decision. Thus, supermarket could improve customers' experience by design the shopping process through three purchase stages and design the atmosphere of the supermarket base on the five sensors of human and strategic experiential modules (SEMs).

Further, Lemon and Verhoef (2016) identified the important contributions to customer experience research, including customer experience and customer decision making as a process; customer satisfaction and loyalty, service quality, relationship marketing, customer relationship management, customer centricity and customer focus, customer engagement. All of the above topics were seen as the roots of customer experience in marketing so it would influence customer's experience. This means improve the essential elements would be good for customer experience management. In addition, the suggestions for firms based on customer purchase journey include three steps. First, companies should understand both the firm and customer perspectives of the purchase journey, identify key aspects for both prepurchase stage, purchase stage, and post-purchase stage. Second, companies should identify the specific elements or touch points that occur throughout the journey. Third, companies should identify specific trigger points that lead customers to continue or discontinue in their purchase journey. To be specific, prepurchase behavior encompasses the need/goal/impulse recognition and consideration of satisfying that need/goal/impulse with a purchase. Purchase stage is characterized by choice, ordering, and payment. And marketing activities, the environment and atmospherics, the service environment, choice overload, purchase confidence, decision satisfaction, and digital environment influence the purchase decision. During the post-purchase stage, the product itself becomes a critical touch point. In the end of this research, the author gave a tool according to Disney's case for customer experience management. The elements of the tool including customer experience design, role of information technology, reducing friction and optimizing logistics, and strengthening touch points throughout the experience.

Based on the research above, we conclude that not only the design for store's atmosphere, but also the technology could help with enhancing customer's experience, including cutting-edge store technologies. For example, virtual reality experiences immerse customers in product experiences; self-services scanners and automatic checkouts enable customers to avoid waiting in checkout lines. Grewal (2020) discussed how technology can improve frontline interactions between customers and service employees. Grewal propose a three-dimensional conceptualization of how employee services might improve from FLEs: physical, cognitive, and emotional. The proposal is to gain customer outcome through enhanced employee by service cyborg to make customer feel warm and competence of the services.

Customer loyalty comes after the touch points if customers have a great historical experience. Chen (2021) pointed that the most frequently used theoretical framework to explain loyalty program (LP) including social identity theory, social comparison theory, prospect theory, behavioral learning theory, social exchange theory, and equity theory. Specifically, social identity theory focusing on people's need to belong and their sense of community. In practical, the membership could be status-related incentives and the psychological mechanism of customers' adoption of hierarchical or open LPs. In addition, a research show that customer-company identification helps to convert program loyalty into company loyalty (Kang, 2015). Moreover, open programs often lead to higher in-group identification than selective LPs (Esmark, 2016). Social comparison theory explains how individuals define themselves and determine their worth by comparison with others. The evaluation occurs across domains such as attractiveness, social status, intelligence, wealth, and success. And customers satisfaction come from feelings of being special. According to the inertia-based mechanism, such as prospect theory, and behavioral learning theory, rewards LP offers such as gifts, discounts, and convenience, costs and benefits, as well as inputs and outcomes. Other theories impact customer loyalty including relationship-based mechanism, such as social exchange theory and equity theory. There are also other theories and multiple-theory application used to maintain customer loyalty. In addition, Gremler (2020) found that three identified mediation paths, for example, perceived value, relationship quality, and switching costs, through which relation benefits influence customer loyalty, the sequential path through perceived value and relationship quality is the strongest. To clarify those concepts, perceived value is customers' feelings of reduced anxiety and confidence in the service provider that result from being loyal to the organization (Gwinner. 1998). In other words, it is confidence that the service will be performed correctly, knowing what to expect when dealing with an organization. Relationship quality means customers' overall assessment of a relationship satisfaction, trust, and commitment, or a combination of these. Switching costs means perceived, anticipated, or experienced costs of switching a relationship from one service provider to another. To enhance the loyalty, companies should strength the three identified mediation paths.

2.3 Digitalization and Big data technology

"Thanks to the fast evolution of big data technologies and to the enormous availability of data that firms can capture from many sources, such as social media activities, Radio Frequency Identification tags, web information, mobile phone usage and consumer preferences expressed on the web. Companies can leverage on these data to seek new opportunities and gain deep understanding of the hidden values (Raguseo, 2018).” Raguseo (2018) also listed the frequencies of big data technologies that medium and large companies using as well as benefits and risks of big data. To be specific, the big data resource of retailer mainly includ online portal contract, Point Of Sales (POS) data or other transactional data sources, smart meter data, video sources, image sources, social media posts, and Radio Frequency Identification (RFID) system data. The benefits of using big data for retailer including enhancing employee productivity, reducing operating costs, increasing returns on financial assets, reducing communication costs, providing better products or services, aligning IT with a business strategy, and establishing useful links with other organizations and so forth. However, the understanding risk including privacy issues, security issues, and lack of information system and infrastructure support. Specially, Akram (2021) found out that millennials’ decision to buy is significantly influenced by information found online. And e-commerce providers, especially mobile commerce (m-commerce), can increase competitive advantages by communicating with existing and potential customers via social media channels and website. Thus, companies rely on m-commerce can gain a competitive advantage through developing their m-services.

2.4 Retailer

This section will introduce the retailer, such as the revolution of retailer under the development of technology in China, the function of retail organization.

2.4.1 revolution of retailer in China

There are three stages of the revolution of retailer in China. The first revolution is omni-channel retailing, the second revolution is social electronic commerce, the third revolution, digital future, is coming.

Yan Ma (2020) summarized some important retailer revolution in China. The first transform is customers, especially, the 80’s and 90’s were prefer shopping online. The second is Online to Offline, plenty choices of goods, and electronic payment. The third is Online combine Offline. The fourth is big data and Artificial Intelligence support operation management of retailer and the development of physical distribution. The Freshippo is a good example of the revolution. Yan Ma (2020) suggested that the omni-channel retailing should focus on customer experience improvement, create value form customer through process reengineering and key opinion leader strategies; while brand management is also important. However, the concept of omni-channel retailing had been mentioned by Qiong Li (2018). To satisfied customer need for shopping at anytime, anywhere in any way, omni-channel retailing combined the offline shops, electronic commerce, and mobile applications to sale products and services, and support customers the same service quality. The strategy of omni-channel retailing aim to improve operation efficiency, customer experience, and profit. The revolution of omni-channel retailing relys on the big data and Artificial Intelligence.

The research of Zhao Yun Fang (2021) point that the purpose of traditional retailer is to reach the trade. However, social electronic commerce aims to add social attribution to the products. For example, influencers sell the products through sharing knowledges or daily-life skills which can spread the values of products. The social platform provides operation services to the influencers and users, such as grab key words of customers' opinion, mark customers through tags. This can help the influencer or users understand their customers and keep output popular contents. The retail distribution is another method of social electronic commerce. The influencer or user help suppliers sale products and help with managing the individuals' orders. The other one aims to share the products' customers likes to their friends so many people can buy the products together and share a low price, too.

The development of digital technology in China is limited due to the technology developing; the cost to build a digital influencer is high; and some ethics problems unsettled until now. Following the technology developing, the expand of application scene, industry environment, and complete legal and regulatory system (Xu Man et. al, 2022).

2.4.2 The function of retail organization

According to research of Gao Hong Ying (2021), the growth of the consumer goods market is a complex structural change. Firstly, retail organizations can enhance the consumer shopping ability, which is conducive to discovering and optimizing consumer demand, and promoting the development of the consumer goods market. Secondly, retail organizations have the function of cultivating the consumer goods market, which is conducive to improving the market system and market operation mechanisms from multiple aspects. Thirdly, retail organizations provide category selectivity, directly affecting the market competition mechanism, and are conducive to ensuring orderly competition in the consumer goods market.

Fully leveraging the function of retail organizations to promote the growth of the consumer goods market is of positive significance for implementing the new development concept. Firstly, improving consumer shopping ability, optimizing consumption, and promoting domestic circulation are conducive to expanding domestic demand. Secondly, cultivating the consumer goods market and improving the market system is an important content of building a market economy with Chinese characteristics. Thirdly, the role of retail organizations in safeguarding orderly competition in the consumer goods market is conducive to meeting consumers' needs of products diversity.

3. Methodology

This part presents collecting and analyzing data to design an attractive strategic business plan. The method will show the value of the project through the analysis of primary and secondary data.

The secondary data, the research results from different business problem-related articles, have already been analyzed in the literature review.

From different research strategies commonly available, Yin (2003) presents conditions that can help selecting the main research strategy to be followed:

- The type of question posed;
- The extent of control a researcher has over actual behavioral events;
- The degree of focus on contemporary as opposed to historical events.

In the table below, Yin (2003) displayed how each of the strategies that he analyzed related to the three conditions:

Strategy	Form of research question	Requires control of behavioral events?	Focuses on contemporary events?
Experiment	How, why?	Yes	Yes
Survey	Who, what, where, how many, how much?	No	Yes
Archival analysis	Who, what, where, how many, how much?	No	Yes/No
History	How, why?	No	No
Case study	How, why?	No	Yes

Table 3 Relevant Situations for Different Research Strategies

Source: Yin (2003), p. 5.

On the one hand, this project depends on customer experience to a high degree. We need to find information about customers' behavior to seek their potentially unsatisfied demands and keep satisfying them by doing satisfaction surveys. We need to know which segment is the best for this project, what we can offer them, and how to choose the location of supermarkets and hotels to reach them and make customers feel it is easy to find us. Moreover, the distribution of customer preference in different details is our guide to designing the details of the project. On the other hand, this method is the most direct way to know our customers. Thus, we conclude that the survey was adequate for our work.

In terms of primary data, it will be gathered through the survey to do market and product design-related research. Moreover, this project will also use strategic analysis to build the business.

The primary data is a self-designed survey to collect information online through social media such as WeChat, QQ et al. And the survey mainly focused on:

a. Identifying the opinions and demands of people about shopping in supermarkets.

b. Identifying the habit and shopping experiences for household goods and other goods.

c. Identifying how many times a week and how long people would like to spend time shopping for household goods, other goods, and daily life-related services.

d. Identifying customer likes to satisfy their potential demands.

The primary data, the survey, support research results for the market, internal and competitive analysis, the development strategy, and implementation of the business plan.

The result of the survey presents in Appendix A. And the analysis of the primary data is in the next Chapter.

4. Market analysis

This chapter presents the market analysis using PESTEL analysis, Strategic groups, SWOT analysis, and primary data analysis to understand the market and find a strategic group for the project.

4.1 Primary data analysis

The primary data showed that 36% of people live less than half an hour and 42% live between half an hour away from their companies, and 30% have around one hour to take a break at noon on work days. Even though they have between one and two hours to rest, it is not enough time for them to go home to take a rest. Moreover, 98% of people value the balance of work and life, and 68% would like to use some machine to help them feel relaxed before a power nap. Thus, from these data, the project combines the supermarket designed as a home-style and hotel business is fit for the market.

The primary data also showed that 62% of people like to shop online and offline. And 55.32% of people think online shopping is convenient and time-saving because they can buy things everywhere and anytime. As for offline, 76.47% of them like that the goods can be touched and tried, which is why they like shopping offline. Besides, 90% of them have the experiences that they bought goods which are not good enough. That means some waste of their money and the environment because of the resource waste. Thus, this project designs to support more chances and time for customers to compare the products they need. So, customers can buy the products after they are familiar with them and think twice about whether the products fit their daily life. So they can save money in this way. And it is also behavior to protect the resource and environment we live in. By doing this, the brand image could be worth it as a customer. Thus, this is a brand that is high-value and environmentally friendly. We could also see that 30% of people earn between ten thousand RMB and thirty thousand RMB a month, and 26% earn between eight thousand RMB and ten thousand RMB a month. Thus, this design could help customers build a brand image that the brand is trying to help them save money. This sale strategy could help the salesman compete with others from other brands and try to build a strong relationship of belief between the salesman and customers compared with other brands' pushing customers to buy the goods they recommend. In addition, the customers have enough time to know the products well means they begin to believe they need the products on their own. So, customers may buy and pay for the products with a higher willingness. Thus, we could decide that the project will use the best-cost strategy.

Specifically, customers prefer Walmart, Vanguard, and Freshippo because the "supermarket is close to where they live" won 35 votes. " There are all the things they want" won 30 votes. The layout of the supermarket" has 28 votes and the same as "goods quality." These could be the main reason that customers like supermarkets. The other reasons include "the way the supermarkets list the goods," "the atmosphere," and "promotion activities come out frequently." Therefore, it is necessary to create an online community for customers to keep their stay and activity to satisfy their demands and announce new products and promotion activities to make shopping time-saving for customers.

After the data analysis and introduction of the business lines, business strategy, and brand image, as well as the demand of customers, the details of the project could be decided by analyzing the primary data. As for the service demand inside the supermarkets, 38% of people value the services during shopping by humans, and 34% prefer self-service when paying the bills. Moreover, the data shows that the first five willingness to compare shopping include big household appliances, small appliances, furniture and home products, beauty, skincare products, clothing, accessories, and child products. Besides, the first three low willingness to compare while shopping include flowers and plants, daily necessities, toys, and gadgets, which could provide customers emotional pleasure more than functions in daily lives. And this is the opposite of the rank one to five high willingness categories of comparison products. When asked what people prefer to do during leisure, 64% of people like to rest at home. It means the hotel business line may be welcome if we provide them with a better place than home to have a reset. And there are 52% of people enjoy listening to music; 48% of them enjoy watching teleplay and watching movies. Those might mention that people need some products to provide them with better experiences when they listen to music and watch television. The customers can be satisfied by playing popular music they like, et al. In addition, around 35% of people prefer to exercise, spend time with friends and families, and shop online or offline. By seeing this data, the project matches customers' demands that it will provide customers with places to spend time with friends and families and support their online and offline shopping.

The survey showed customer preferences and demands. And it is necessary to let them know that there is a new offer for them. From the primary data, we could see that 54% of people prefer recommended good places to go by friends, families, and acquaintances. 18% of people used to receive advertisements from social media. Thus, the marketing channel would be social media.

4.2 PESTEL analysis

PESTEL analysis is a tool to identify factors of each dimension, such as political, economic, social-cultural, technological, environmental, and legal factors; determine their potential effect on business and prioritize the most probable and most impactful factor.

4.2.1 Policies

According to the Doing business report (2021), launched by the World Bank Group in 2022, China's base of doing business rank increased to 32 as scored 77.3(DB17-20 methodology), while China was graded 62.3 in 2016 under the same evaluation methodology because China's government enacted policies to promote an environment for people doing business in China. The educational tools include domestic and international entrepreneurship competitions to promote entrepreneurship among university students every year recently. Further, government services tend to be more and more convenient with digital services to deal with things efficiently. Specifically, the procedure is convenient and time-saving to create a startup and deal with the operation, tax, and law-related problems. Moreover, the government also focused on information security and created Data Exchange Institution in Guangzhou to establish a market data operation mechanism for internet-related businesses and protect the information safety for customers.

4.2.2 Economy

Without a doubt, in recent years, the pandemic led to economic damage to the Chinese economy. Robin Xing, Morgan Stanley's Chief China Economist, believes that the full-year forecast for Chinese economic growth, by the influence of private consumption, is around 5% in 2023, above market consensus (Robin Xing, Laura Wang, 2022). In addition, the 2023 China economic outlook (Hui Shan et al., 2022) showed that household consumption, compared with 2022, will increase by 6% in 2023. after China's reopening, there would not be a block down any buildings, which means business activities tend to be smooth. In addition, there is no restriction on people's outdoor activities, and the predicted Chinese consumption demand will increase, and the economy will be prosperous. In addition, according to the China Statistical Yearbook (2022), the gross domestic product from the tertiary industry is keeping increasing from 1978 at 24.6% to 2021 at 53.3%, while the GDP of the secondary is decreasing from 2008 to 47% to 39.4% in 2021. On this tendency, the tertiary industry will be prosperous in the future.

4.2.3 Social-cultural

It's worth mentioning that the culture of working in China is 996, which means people work from 9 am to 9 pm from Monday to Saturday. Under this pressure, people work too much to care for themselves, their parents, and their children. However, Chinese income is increasing, especially in big cities such as Shenzhen, Shanghai, Beijing, and Guangzhou. Thus, most prefer spending more money on high-quality life to enjoy their life. For example, they buy interesting, creative, or sumptuous gifts for their families, friends, and colleagues. People talk about high-quality life more and more frequently daily. Whatever they mention, the experience of sense is the point. For example, women prefer beautiful things and even buy toys for their children. Besides, they like to take pretty photos to post on their WeChat or other social media. Chinese also post their interesting life through photographs and short videos during weekends.

4.2.4 Technology

Nowadays, digitalization and big data have been applied in the business widely. For example, the Internet Plus Healthy helps people manage their health through Apps, and the Internet Plus Hospital make online disease counseling more professional. Moreover, the internet and retailer make shopping energy-saving without the time and area restrictions. Internet Plus Financial help with bank and insurance companies manage money, profit, risk et al. All these applications are welcome, which makes people spend more time on their mobile phones to watch the short videos and give them likes and treat it as a method to make a relationship with others.

4.2.5 Environment

Accompanied by the development of sustainability, corporate social responsibility, circular economy, and environmental awareness in a Western country, these topics become hot. China enacted the Interim Measures for the Management of Carbon Emission Rights Trading (2020) to limit pollution during the company's operation and management processes to create a better cooperative environment between international companies. Before this, Chinese Criminal Law, sequence number 338, also prohibits environmental pollution. On the other hand, as we know, sharing economy can reduce resource waste. For example, people shop online and gradually find out that the goods are less worthy, and less necessary after they bought them. As for the environmental responsibility of the corporation, the owner should also consider the recycling of packaging of goods and delivery and food waste et al.

4.2.6 Law

In recent years, the government enacted Improve the Regulations on the Business Environment (2019) and said that we furthered reforms to streamline administration and delegate power, improve regulation, and upgrade services. To energize the market, the government decided to minimize the direct allocation of market resources by the government and the direct intervention of the government in market activities. Under this situation, the motivation for doing business is higher while the procedure of government and company-related service is easier and faster. However, to be mentioned, there are also some operation risks along the business life cycle. For example, according to E-commerce Law (2018), number 23, and Consumer Rights Protection Act (2013), number 29, the business owner should keep information safe for their customers. And according to Antitrust Law (2022), a business owner should not monopolize and disturb other companies to develop their business. By those laws and rules, the market would be a better environment for doing business equally. In addition, to protect the owner’s profit and save some money for the risks of the companies, the business owner could seek fiduciary service to prepare for bankruptcy in the future.

4.3 Strategic groups

A Strategic Group is a group of firms in an industry following the same or a similar strategy along the strategic dimensions, and determining the criteria, the dimensions, that can help classify the strategic groups. After dividing the companies into strategic groups, the attractiveness of each group can be analyzed by performing Porter’s Five Forces to identify a strategic group to enter, which is the project plans to go. Thus, the Strategic Group will present in Figure 4 below.

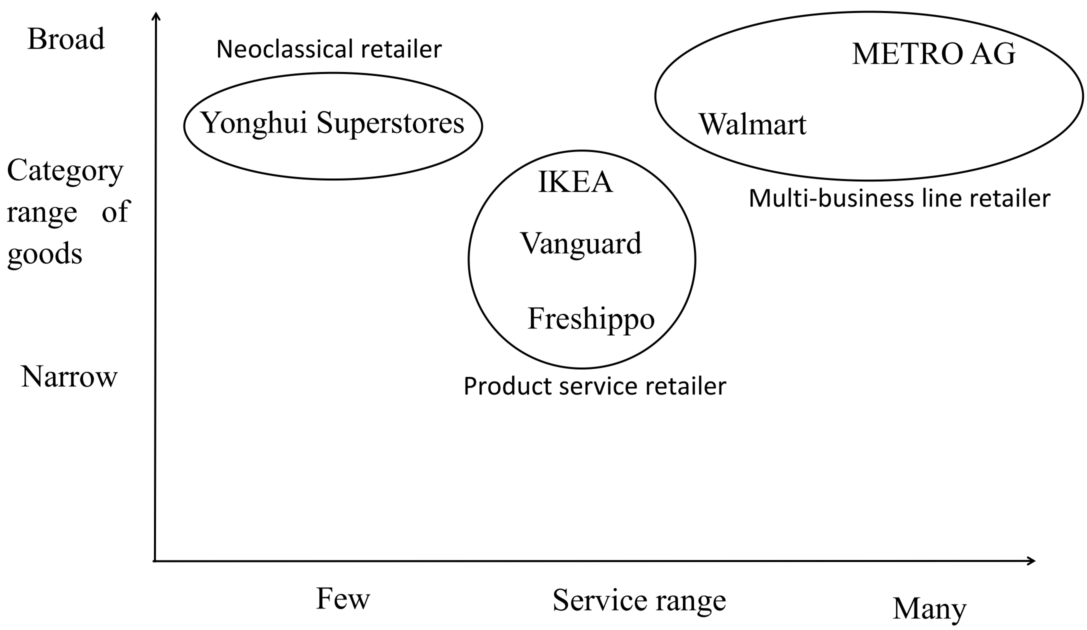

Figure 4 Strategic Group
Source: Author

4.3.1 Analysis of Porter's Five Force for each strategic group

The Five Forces (Porter, M. E., 1980) include suppliers, potential entrants, substitutes, competitors, and buyers. This part will show the analysis of each strategic group to get an attractiveness evaluation conclusion.

Yonghui Superstores (YH) (2022), as a neoclassical retailer, holds many subsection category brands ("Brands," (n. d).) and combines online shopping services by following the trend of the market. It owns many supermarkets all over China. YH is the first retailer to move agriculture to the supermarket, and YH focuses on fresh foods selling. Thus, the supplier is stable, which makes it a big challenge for the new entrants to take supplier resources. The challenge of YH is the cost of management and the supply chain to store and transport fresh foods. When compared with another rivalry, the price could be higher than the rivalry if they spend less on the supply chain. The business model is attractive for buyers who value a healthy diet with fresh, safe, and high-quality food, especially talking about fresh food. However, the value of other categories that YH supports is equal compared with other retailers, so the change cost is low for buyers. Thus, although YH followed the market technology trend, its attractiveness is limited.

The product service retailers, the second strategic group, such as IKEA ("Our services," (n.d).), Vanguard ("Brands introduction," (n.d).), and Freshippo ("Shopping experience of the new retail model," 2017, October) are the one who supports services for their customers to help customers stay in the supermarket for a longer time. By doing this, retailers can increase their sales and give customers a good shopping experience. Pine et al. (1998) believe that services and experience are the last two stages in the progression of economic value. As we know, the price depends on the market. For instance, in Dutch tulip mania (Wikipedia. (n.d).), tulips were sold reasonably. However, when people become irrational, the tulips could be too expensive for most people. What caused it is all kinds of demand, such as money-making and the sense of personal identity. According to Maslow's Hierarchy of Needs Theory (Maslow A.H., 1943), satisfied demands make people happy and feel valuable because this demand helps personal stability. It is easy to imitate this business model. And the hinder of potential entrants is small. Product differentiation from competitors is also limited. So, the threat of both competitors and substitutes is high. Thus, the bargaining power of buyers could be higher. Comparing the bargaining power between the neoclassical retailer and supplier, the bargaining power of the retailers depends on the brand influence. In other words, the attractiveness of this strategic group for retailers is limited.

The corporate strategy of the third strategic group, multi-business line retailers, is hard to be imitated because it is difficult to reach the same suppliers as the retailers are unique and have different advantages. Therefore, the threat from potential entrant competitors and substitutes is low. When the buyer trusts the retailers, they could also be customers in other business lines of the retailers. Thus, it can increase sales when the multi-business line focus on the same topic. For example, the vision of Walmart ("History," (n.d).) is to help people save money and live better. The business line includes a supermarket and Walmart health and pharmacy. These three business lines focused on people's better life. Learning from other companies outside the retail world, such as Taikang insurance company ("Taikang Pension," (n.d).) It is a company service for financial, insurance, medical and elder caring services. To be mentioned, Taikang's business model focuses on a close loop of longer life, affluence, and health by selling annuity insurance with investment-linked insurance that binds the high-quality elder caring community. Thus, when people plan for their retirement, they buy the insurance combination product, then get a guaranteed right to live in an elder caring community. In addition, the pension their customer get from Taikang can cover the cost of the room and food in the community, and the customer could share the operational profit with Taikang through investment-linked insurance and get professional medical and nursing services through investment-holding and self-built hospitals of Taikang all over China. The business line of this strategic group seems independent of each other. However, the strategy aims to support high-quality experiences for customers and put their needs first. This business model is more attractive and harder to be imitated.

As analyzed above, if neoclassical and product service retailers need to transfer to multi-business line retailers, which require more time, investment, capacity, and resources, even some adjustments to the previous corporate vision and mission. Thus, the barrier is high for companies to inhibit the movement from the first two strategic groups to multi-business line retailers.

Therefore, the better choice is a multi-business line retailer with a well-designed business strategic and operational model.

4.4 SWOT analysis

SWOT analysis stands for strengths, weaknesses, opportunities, and threats. So, a SWOT analysis is a technique for assessing these four aspects of the projects. It is a tool to devised a successful strategy for the future.

4.4.1 Opportunity analysis

Yong people in big cities pretend to seek funny things to do or interesting, enjoy, and relax experience when they are free. In addition, shopping is a necessary thing to do. However, no companies combine those two to fit customers' needs, especially since some customers prefer enjoying the experience, not shopping. By doing this, we could abstract more customers to our supermarket and let them stay longer to increase sales. People in China have pressure, so they need a place or a solution to release the pressure.

4.4.2 Threat analysis

Customers’ needs are changing all the time. The project needs the capability to change quickly following the market change. And Customer satisfaction during shopping journeys is essential for shopping experience management. Customer community management is the way to customer viscosity. In addition, the resource is the most crucial thing, so it requires efficient supplier management capability.

4.4.3 Strengths analysis

The strengths are that the supermarket designs the shopping experience and multi-suppliers to support all kinds of services, which is plenty of goods categories and service items combing with the pleasant shopping experience management to make customers feel relaxed, enjoy, and cozy. Therefore, it is hard for competitors to imitate, and the first entry could take a larger market share than the new entrance. On the other hand, our brand image would conduce to our suppliers to increase their sales and profit, which means this project would have the power in supplier management to manage and keep the quality of our support to customers. In other words, the project would be a benefit for suppliers, customers, and the supermarket.

4.4.4 Weakness analysis

The relationship management between supermarkets and service suppliers, especially when supermarkets need to control the services quality of suppliers.

5. Internal analysis

This part will use the VIRO framework (Lin et al.,2012) to finish the internal analysis. The first step is to appraise the resources and capabilities of this project. Then, apply the four dimensions of value, rarity, imitability, and organization of the VIRO framework with a summary to finish the internal analysis of the project.

The crucial success factors of this project are the plenty of categories, the high quality of both products and services, and the shopping experience. To be mentioned, the products and services could satisfy most demands of people's daily life. On the other hand, the strategy is essential because it considers the potential unsatisfied demand that relies on the relationship as human nature. However, computer science technology could make people isolated from each other. Therefore, feeling, in reality, is very important. As for the relative strength between the products and services of the project, the combination could make the total experience more convenient and enjoyable, help people be full of energy, and help suppliers save costs. This project would also follow the technology trend to support both suppliers with their business and customers with an enjoyable, full-of-energy experience.

The value of this project is to save time and energy for customers. Compared with the traditional shopping experience in supermarkets, people always spend time and energy to do shopping. No matter whether online or offline, people may also have the experiences that they bought something they do not need, and maybe there are some tricky redundant functions design of the products. As for the rarity, there is no one to combine the products and services as this project and no one to show customers additional values and keep creating value for customers. Further, the business model is hard to imitate because the layout design is hard to change without some resource combination. And it will cost a lot to imitate. Another reason for being inimitable is that the meaning of the previous business model could not exist anymore if competitors imitate it. And the new entrance is hard to take market share by following this project unless the new could do better than this project. The project would also research different customers to design different experiences for them and help with environmental sustainability through the organizational design of the implementation.

In summary, the project is rare by combining much more suppliers to value customers with their time and energy-saving. Further, the implementation of organization design is well for environmental protection. This innovation in the business model layout is hard to imitate. Otherwise, the imitator will lose their business vision and mission.

6. Competitive analysis

According to PESTEL analysis in Chapter 4, the current strategies of the competitor are following the technology trend by using data science to improve operational efficiency and increase the sales; using the new technology in the supply chain to enhance logistics efficiency and help with categories management and respond to the market as soon as possible. In addition, all the competitors are taking offline with online shopping to reach more customers. At the same time, the combination showed convenience during the pandemic, which changed the way people shop because of the time-saving and energy-saving. Thus, the current strategy of competitors could follow the new technology trend; and improve the shopping experience mainly through high-quality products.

Most of the competitors reached their expansion, at least all over China. Some keep broadening their categories or try to add additional services to support the products they sell. Some build multiple business lines by focusing on the essential demand of people. To be specific, METRO AG (“Meet our METRO family,” (n.d).) is a big group as its product business line and service-related business line, which means the retailer is only one part of the business.

Although competitors are successful and have taken large market shares, their disadvantage is that they will not easily change their strategy and adjust the layout of their business models, especially since the change in the social environment and economy would lead to a change in people’s values and lifestyle. Thus, it may be difficult for competitors already exist to be creative. If new entrants take a fresh look at this, the only way to be one step forward is to be innovative and to support a better shopping experience.

7. Business plan's objectives

This part presents the vision, mission, and strategic objective for five years. And the later chapters will clarify the details of the project to introduce how to achieve the goals.

7.1 Vision

To become the largest player in China of home-style experiential supermarket.

7.2 Mission

As a great supermarket, we are committed to create a great place for people in general to enjoy their free time and help them feel the control of their own life so that they could shop and feel cozy, relax and happy.

7.3 Strategic objectives

This part includes five-year strategic objectives. Brand image, customer experience, and satisfaction are the essentials for this project. So, the evaluation details will present as indicators in Table 7 below.

	Timelines	Progress	Indicators
1	At the end of first year	**Brand objectives**: Create cozy, relax, and happy reliable brand image for home based experiential supermarket	Brand awareness: 80% Trial intent: 70% Brand attitude: 90% of positive attitude Number of likes: 90%
2	At the end of third year	**Customer objectives**: Reach new customers and stay them **Sales and profits**: Control the cost, increase sales, and make profits	New customers Retention rates Cost Sales Profits
3	At the end of fifth year	**Expansion inside China**	Supermarkets settle in Shanghai, Guangzhou, Beijing

Table 7 Strategic Objectives in Five Years

Source: Author

8. Development strategy

This part introduces corporate and business strategy choices of the project and uses Business Model Canvas to present what the project looks like.

The Business Model Canvas has the structure of a business plan and forces the reflection upon four topics in business, including customers, offers, resources, and revenues. It organized in nine areas which presented in table 8 below.

As for corporate strategies, the strategy is diversification. Compared with other supermarkets, especially the layout, the project focuses on creating a feeling of relaxation, cozy, and happiness for customers. The project tries to do some innovation in supermarkets format. Because the economic state in China is increasing, people care more about the quality life, instead of the satisfaction of basic needs. This situation can be seen clearly in social media in China. Many social media share some places, including children-friendly parks, environment-friendly camp activities, cafes, restaurants, museums, pets-friendly indoor places et al. Therefore, the market shows that some potential demand that is not satisfied. And shopping for essential things is our basic need. Thus, it is a better choice to make one of our daily-life activities relaxing, cozy, and happy. In addition, the project also supports a place for short stays for people who need a place to adjust themselves during the lunch break time as well as the short holidays.

Another important corporate strategy for this project is strategic alliances. Like many other supermarkets, they need quality and plenty of goods and services to be a powerful retailer, which strongly relies on suppliers. Although Walmart and Metro already have their brands. The identification of this supermarket is to be a place for people to feel relaxed, cozy, and happy. Thus, we focus on quality management and good experience management. However, to do this, the supermarket needs to create a cooperative method with suppliers to reach high-quality and plenty of categories. Thus, strategic alliance and relationship management between supermarkets and suppliers are crucial. The critical thing is creating a community for customers to keep them stay and activated in our community so the suppliers have an opportunity to face the challenge of supporting high-quality services and products.

As for business strategy, the project prefers differentiation advantage. According to the corporate strategy, differentiation, compared with other supermarkets and hotels. The project focuses on people’s potential and unsatisfied demands, so a target exists. Based on the fact, “996” workplace culture in China. This project is prepared for people who must face the stressful workplace culture but still desier to feel relaxed, cozy, enjoy, and happy. Following the development of social media, this emotion will spread broadly as long as the advertisement launched. And some of the customers share their good experience in our supermarket. The first curious “explorer” will become the follower later or soon. In other words, social media, which people in China heavily rely on, is an essential tool for marketing activities. Through the customer community, we could know our customers. So, we could get some creative ideas from their suggestions or complaints. The community is also a good channel for us to do market-related research and the satisfaction survey. The layout is difficult for competitors to copy because it costs a lot and kills time. The project will not choose cost leadership, which does not mean it doesn’t need to care about the cost. We would make operational activities more efficient and use our resources and capabilities to save costs.

Considering the development, we would consider expansion outside China. The project is customer-oriented, so market research and service design are essential before implementing an internationalization strategy. However, before internationalization and after the model in Shenzhen is stable and profitable, we plan to expand to other large cities in China.

Business Model Canvas				
Key partners: Daily necessities, cooker, household appliance, interior design and decoration, knickknacks/ decorations, house cleaning services, hair cutting, massage, skin care product and services, make up, hair cut services et al. **Motivations for partnership**: Acquisition of particular resources and share cost	**Key activities:** 1. **for customer:** Selling services and products; support customers services they need in daily life (everything you can buy in the supermarket); Support a relaxing and cozy place for them to enjoy their time 2. **For suppliers**: Data collection and analysis services base on big data and digitalization technologies; Business partner network building and maintaining, help suppliers cooperating to save the cost and share customers **Categories**: platform /network between suppliers and customers; Problem solving	**Value proposition:** 1. **for customers**: a place for them to enjoy their free time, given customers a feeling of mind-body relaxing, no matter during the lunch breaks or weekends. Let customers believe this is a A to Z supermarket, including products selling, services, subscription, and renting. 2. **For suppliers**: Less cost, more profit **Characteristics**: Service + products supermarket, Convenience, shared cost, 5 star level service for both customers and suppliers, Good brand image, Reliable partnerships, Platform for Partner network	**Customer relationships:** **Beginning stage:** co-creation (aim to let customers get familiar with the new pattern of the supermarket) **Middle stage**: self-service (give customer free choices and as their please) **Third stage**: family card with different status levels depend on customers total purchase categories and loyalty level (aim to support more excellent service and maintain customers)	**Customer segments**: People who have a job, university students, Housewife or house husband, House keeper (at the beginning mainly focus on middle and high income people and families, at the developing stage, students in middle school and high school will be our customers)

Key resources: **Beginning stage**: Brand image, Operation capability, Marketing, and customer relationship management **Expand stage**: Land and building Diversification **Types of key resources**: **Intellectual**: brand patents, marketing, operation management, customer relationship management **Physical:** estate	**Channels**: Offline as a home-style design supermarket Online as a platform for pro-purchase service, after-purchase service and subscription for service, product pro-selling, and renting. **Channel phases**: **Awareness:** new products announcement, promotion activities announcement **Evaluation**: try the products and services at offline supermarket/hotel, feedback through online for after-purchase services **Purchasing**: both offline and online, subscription and renting **Delivery**: self-pickup or logistics through company
Cost structure: Supply chain, digitalization and big data technology, employees, building, water, energy	**Revenue streams**: market price that customer willing to pay **Types**: products selling, service selling, renting/hotel, subscription for products or/and services **Characteristics**: fixed pricing for low price products, dynamic pricing for high price products. Promotion activities during holidays and other special days related with company.

Table 8 Business Model Canvas

Source: Author

9. Implementation

This part will present the implementation plan for the marketing, operational, and organization structure of the project, and the risks that the project will meet in the future.

9.1 Implementation plan

The implementation plan is the plan that we will follow to create the new business and make the project worked. So, marketing plan, operational plan, and organizational design is important for this part.

9.1.1 Marketing plan

According to the specific analysis of external and internal in the above chapters, the summary of the analysis will present here, the result analysis of the survey, and the marketing strategy, including non-financial objectives, customer objectives, and strategic objectives. The critical thing in this part is the marketing mix, the Four Ps, such as product, price, place, and promotion. The expected result will present at the end of this part.

A. Marketing analysis

- External analysis
    a. Market:

The project focus on retailer industry and the products and services we provide are focus on people's daily life so the market size could be big enough and the daily life suppliers is the thing that support people live it will not be influence by other factors even the economic environment is going down. On this situation, the profit will be shrunk and so as other industries. And form the analysis of primary data and PESTEL analysis, because the economic environment has changed, human demand based on the social culture is also changed. The trend of supermarket is tend to be focus on customer experience management to support them more convenient, and pleaser.

As for competitive rivalry, based on the strategic group and primary data analysis in chapter Four, our competitors include Yonghui Superstores, IKEA, Vanguard, Freshippo, Walmart, and Metro AG.

To make the project more attractiveness in the market, according to customers preference which was shown in the survey, the location of the supermarket should be close to where customer live, and the categories should be plenty to cover their daily demands, the layout is needed to be easy for customers to find the things they need, as well as the goods quality; and base on the habit of relying on social medias, most people like to shopping online and share their movements on social media platforms. At the same time, according to the survey, people use social media as a tool to find some interesting place to go to enjoy their free time. Thus, customers movements on social media could be the best communication channel between supermarket and customers.

b. Competition:

Nowadays, the competition between supermarket is quality of both goods and services. According to the primary data analysis in chapter four, the atmosphere of the supermarket is also a aspect what customers mind. Therefore, our supermarket will show customer the good quality and make them believe this is also a place to have a rest by themselves and it also could be a place to share time with families and friends. So, our target could be people who want to have a rest and find the balance between work and life to enjoy the relax, cozy, and happy.

In addition, the competitors positioning map will be shown in strategy group below, consider there are more or less the same. And the part of know our customers is already shown in primary data analysis and the data could be find in Appendix A.

- Internal analysis

The difference about this project, from the product design view, is that it changes the atmosphere and the layout of the supermarket and tent to give customers feeling of relax, cozy, enjoy, and happy based on the home-like scene. Besides, from the experience of use by customers, they can buy the tings both the products and services they see inside the supermarket. Combining the function of the supermarket and the atmosphere, the project gives customers a new way to do their shopping as one of the housework while enjoy the process, which is give the normal shopping behavior another new meaning as entertainment activities. The most difference of the project is to help customers finish their work and at the same time make them enjoy the shopping. Thus, the supermarket could support a piece of time for customers to feel relax, cozy, enjoy, and happy while shopping. And what the project wants to achieve is making people's lives happier although it is a small part of their daily lives, which means to make people more relax, cozy, and enjoyable in one part of their lives. In addition, because of the new format of the supermarket, the new feeling of shopping experience, this project is in its introduction stage.

- Marketing strategy

Base on the strategic objectives in Chapter seven, this project aims to create a cozy, relax, and happy reliable brand image for home based experiential supermarket by achieving 80% of brand awareness, 70% of trial intent, and 90% of positive attitude of project's brand, as brand objectives in the end of the first year after the project launched, another indicators is official accounts followers in all kinds of social medias of our brand and both likes and shares of short video of our new product announcement. The project needs to be treated carefully to find its model of creating profits and control cost while reach new customers as well as retain customers. This stage will last until the end of third year the product launched. When this model can be copy successfully and easily, the supermarket would be expansion to other big cities, such as Shanghai, Beijing, and Guangzhou. The brand could expansion to overseas until we find a way that it also fit the culture and demands of people in other countries.

No matter where the supermarket launched, our target is people who need a new way to live and feel relax, cozy, enjoy, and happy. People who wants to change their lives to become more control by themselves. To be specific, control the way to do shopping, control the choice of the products instead of all kinds of persuasions from advertisements. Thus, the segment is about daily goods and service for lives. The positioning of the supermarket give customers a new way to do shopping and a place to enjoy their time to accomplish the goals of time-saving and energy-saving which would help with customers to reduce some degree of pressure and live happier.

The strategy to attracting new customers for this project is that we could find partners to support them the place to do their businesses so that the supermarket could be exposed and become well-known at the same time and cost-saving for both. The cooperators would be TV show, movies, entertainment related activities, or a hot life-style type influencer. Another way to make the supermarket well-known is organizing some activities in the platform of social media to make this project known by people or put advertisements at where our potential customers will access, according to the survey, such as movie theaters and the place where they live, which would also be worked to retaining existing customers. To make them remember and arise their demands to come as well as to help them recognize that they made a right choice to come to the supermarket. After creating a good experience of customer's first purchase, find a way keep in touch with them through our customers social community. It is a good place to test the satisfaction of the supermarket, and a place to announce new launch of products and services, as well as the promotion policies or promotion activities. In addition, the digitalization and big data are helpful tools to do marketing research and support information about customer preferences, customer shopping behavior, and how customer do decisions, what they really care about et al. So, the project could face change based on the efficient marketing research.

- Marketing mix
    a. Product

Home-based supermarket is a supermarket under home-scene design to support a relax, cozy, enjoy, and happy place for shopping and lives. Home-based supermarket supports daily goods and services for customers as well as a place for them to have a relax, to feel cozy, enjoy, and happy. The supermarkets is also time and energy saving for customers. Another function of the supermarket is that it combines with hotels function to support a place and time for customers to spend time alone or with their families and friends especially during the busy business day anytime they are available to come and during the short holidays.

The brand strategy of the project is that to create a supermarket that customers want to stay for a longer time as their private place, so customers could bring their friends or families to share the enjoy with them. At the same time, the products must be well designed both the functions, appearances, and the packages. The service supporter must be trained to be relax, and create a happy workplace for them to feel happy so their emotional feelings would be passed to customers through their languages, tones, facial expressions, actions, and body languages. Customers could feel the emotion from service supporters through their interactions. Specifically, the atmosphere needs to be design by professionals, especially the color of the building, furniture, floors et al. And the type, size, and shape of the furniture and decorations et al. Even the background music, the smell of the air, the layout of the products, the product suppliers we choose et al. All the design of the supermarket is for building a brand image inside customer’s mind with our products and services. That is the clarify of project brand strategy. The possible and potential carry out issues would be discussed in chapter Implement Issues.

b. Price

The price of the common product is close to other supermarkets’ which focus on high-quality products because the price expected to match customer’s value perception and their willing to pay. The project could try to pack some products or product and service as a way to announce new products or services or as a promotion way as well as a way to boost sales. This could be done during all kinds of promotion activities or new product/ service announcements.

c. Place

As a home-based supermarket which support customers a place to feel relax, cozy, enjoy, and happy while shopping, the supermarket must choose the suppliers prudently. The supermarket as intermediaries at the beginning, then supermarket choose suppliers who matches our culture best to be our close partner by signing a contract as cooperator brand. By doing this, we could save the high-quality suppliers to enrich our products and services contents to customers and increase profits. Following developing of the home-based supermarket, the project would try to merger some good operated, high-quality, profitable products and services as one of our segmented brands. To do this is to make sure that we have some stable and controllable suppliers because the project needs contents even in unstable market environment, and to integrate, take good advantage of resources as what the project need to face any challenges to make the supermarkets keeping exist.

Moreover, on business level, the project sale products and services through supermarkets and hotels business as offline channel and online channel such as official website, official Wechat account, and other social media channels. In other words, the customer community management through social medias, which means once we connect to new customers, it is easy to reach the touch point again at anytime and anywhere.

Thus, the project combines online and offline channels to sale products and introduce services to customers. For example, people could hang out and experience home-based supermarkets first, then take the goods they like. But if customers would like to do the shopping faster and easily, they could also order the things they want and choose where they would like to receive the goods, the supermarket would sent it to customers' place. This could save energy for customers to carry the good to their homes. If customers get used to some products and buy it when the goods run out, they can buy and pay online so that would help with customers time and energy saving at the same time. In addition, if customer's need a service instead goods, they can book one and pay online then go and enjoy the service. As for the payment refund, the platform would refund the payment if customer don't use the service at any time if customers ask for a refund.

d. Promotion

According to the customer behavior that they reach the new information by social media and recommendation form friends, families, and acquaintance, which is mentioned in primary data analysis, the best channel to announced the product and new products and services as well as the new promotion activities is through social media. As for the promotion strategy, the project team will keeping understanding the markets and customers respond to adjust out activities to achieve our goals.

9.1.2 Operational plan

This part will give an introduction to supermarket layout and design. The supermarket is designed as a home or hotel style to support a cozy, relaxed, and enjoyable atmosphere for each customer, and the entrance part will show the atmosphere to stimulate customer's interest. There are three functional rooms with furniture, decorations, daily supplies, et al. The simple layout of the supermarket will present in Figure 9.1 below. Customers can stay here for a long time to try each product and learn the introduction of each product and service by scanning the Quick Response Code (QR-Code). The introduction videos of products and services show the details of the product so customers to choose the one they like.

Customer will finish their shopping journey by following the line from the Entrance to the Pay Centre. And they can have a meal or tea/ coffee break in Dining Room and Balcony. It could help customers stay longer in the supermarket and give them more energy and pleasure by enjoying the environment around all kinds of plants and decorations on the balcony. And customers can choose the one they like when they pay for the meals or tea/coffee break. That is why this will be a pleasant time, and it is time-saving and energy-saving for customers to do shopping there. To be mentioned, all the show rooms will be redecorated each half year to keep catching customers' attention. Based on the resources we hav, the cost of redecoration can be under control.

Entrence of the home-style supermarket	Bedoom - European style	Bedoom - European style	Bedoom - European style	Dining Room & Balcony - European style	Pay Center
	Living Room - Chinese style	Living Room - Chinese style	Living Room - Chinese style	Dining Room & Balcony - Chinese style	
	Kitchen - American style	Kitchen - American style	Kitchen - American style	Dining Room & Balcony - American style	

Figure 9.1 Simple Layout of Home-style Supermarket

Source: Author

9.2 Organizational structure

This project's organizational structure will be focus on its operational activities to generate the expected result on market. There will be a manager that will coordinate the activities, responsible for the overall strategies and being the top contact of the company. Also, there will be two supplier managers responsible for relationship management, inventory management, and quality management of suppliers, one for products supplier management, another for services suppliers. Moreover, in the supermarket and marketing area, it will have 2 specialists, responsible for marketing management/prepurchase customer services and supermarket management/purchase customer services. And customer relationship manager as a post-purchase customer services manager.

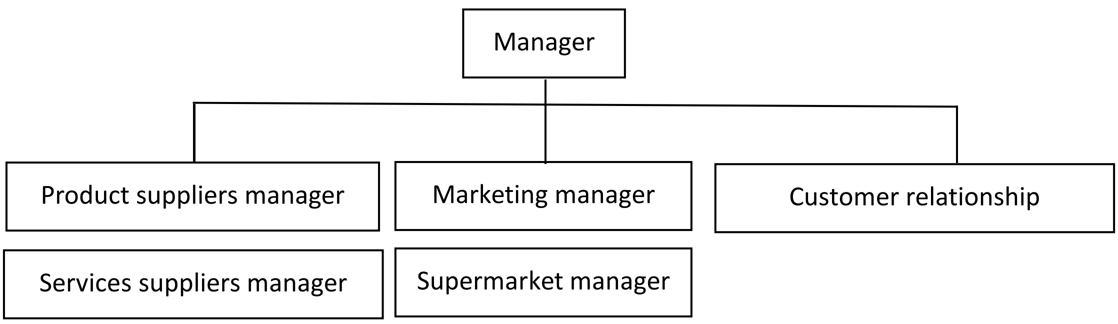

Figure 9 Organizational Structure

Source: Author

As shown in the Figure 9s, all the managers are connected and they communicate between each other. It is expected that all the employees promote and care for the supermarkets. Giving freedom to marketing manager, supermarket manager, and customer relationship manager to deal with problems the project will meet and create, develop, and feedback from customers for new ideas for supporting better products, customer services, and good experience for customers.

9.3 Recruitment and selection

The recruitment and selection's ultimate goal is to find people who are passionate about lives, communicate with people, willing to help others, and have the capability to cooperate with others.

Above all, the project will strive for organizing a team that understand and fit in its values and organizational culture.

9.3.1 Remuneration policy

The remuneration policy aims to help to motivate and retain its employees in order to achieve the project's goals. The employee's remuneration can be seen in Table 9.1.

Area	Remuneration policy (month)	Employees	Total per Area
Manager	￥20,000	1	￥20,000
Product supplier manager	￥15,000	1	￥15,000
Services suppliers manager	￥15,000	1	￥15,000
Marketing manager	￥15,000	1	￥15,000
Operational manager	￥15,000	1	￥15,000
Customer relationship manager	￥15,000	1	￥15,000
Marketing assistant	￥9,000	1	￥9,000
Operational assistant	￥9,000	2	￥18,000

Table 9.1 Employees remuneration

Source: Author

9.4 Implementation Requirements

In this chapter will be presented the steps that need to be taken to stat this project. This project is planned to start in November 2023. And it is important to highlight that this project strongly rely on supplier resources and cooperation partners, organization managements, and the design of the supermarkets' atmosphere. The project's activities and estimated duration will be shown in Table 9.2.

Activities	Estimated duration (in weeks)
Project's feasibility analysis	16
Register of the business	1
Search for suppliers/partners	24
Application for funds in China	24
Design the supermarkets	12
Build the supermarkets	20
Development of the website and WeChat mini program	16
Creation of the project profile on social medias	2
Creation of campaigns with social activities	12
Market Launch	4

Table 9.2 - Project's Activities and Estimated Duration

Source: Author

The Gantt Methodology was used in order to determine a chronology and a structure for the project plan in Figure 9.2.

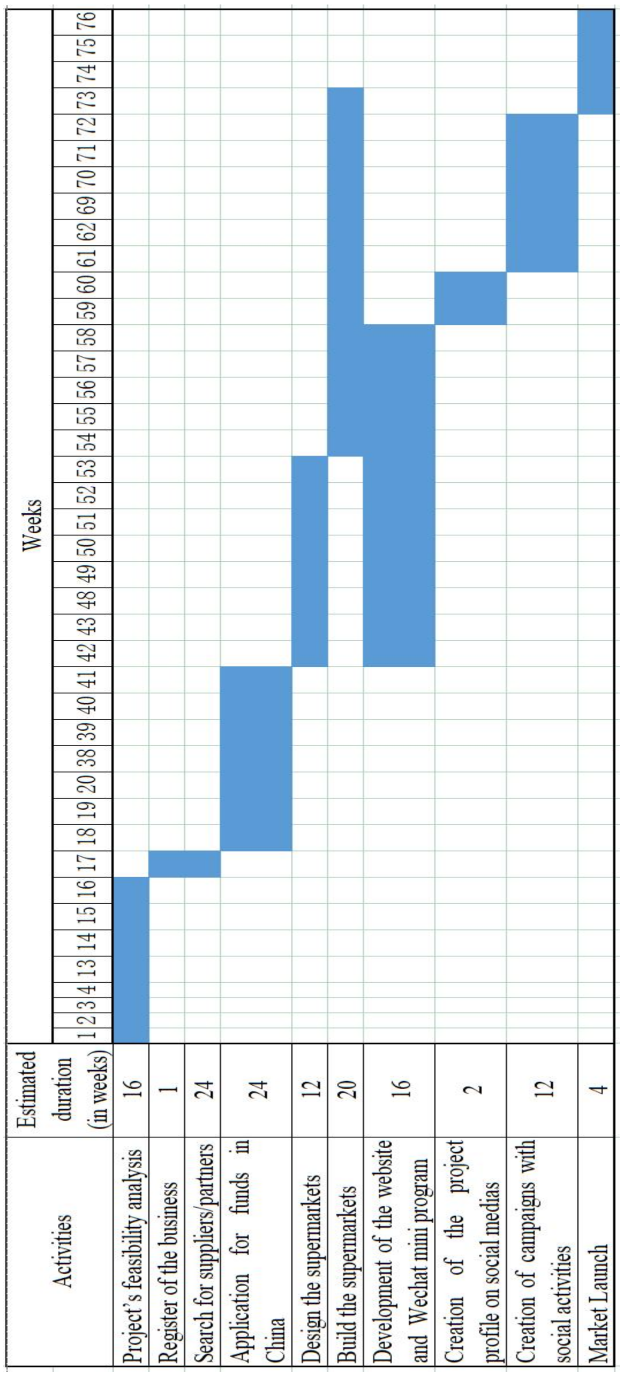

Figure 9.2 - Gantt Chart

Source: Author

9.5 Implementation issues

This part will present the risks that the project may meet in the future.

First of all, the controllable risks include, but not limited, quality management of services and products, the safety of customer information, employee management, et al.

As for the uncontrollable risks, the environment of market change due to the technology development may make our supply chain weaker than other companies as the technology is not our resources, even we are not allowed to use if because it is protected by law. It will challenge our technology development capability and the research funds.

A high risk is the pressure comes from social culture may lead to create isolate between people, so they may be addicted into virtual world and lose the interest for original demand of senses in nature world, such as vision, olfactory sensation, and haptic perception.

Another high risk is that the economic environment will going down, and young people are lost their jobs, even their desires, then, they may lost interest to most of things and prefer to stay at home alone. As for the elders, they may save money to help their families to face the challenge instead of spend money to pleasure themselves. Or the elders may choose to save their savings for the grand-generations.

The middle level risks include the operational manage issues which may lead to high cost and low profit of the project at the same time facing the economic challenge or natural disaster events.

To face the risks and challenges, we make our strategy prudently, and keep our eyes on the changing technology development and market trend and always try to improve our strategy decision capability, marker research capability, customer relationship management capability, supply chain development and research capabilities et al.

10. Financial evaluation

This chapter will estimate sales, expenses, cashflows, and net present value of cashflow with pessimist scenarios and optimist scenarios.

a. Estimate sales forecast

(RMB)	Year 1	Year 2	Year3	Year 4	Year 5
Cost of goods and services	200,000	200,000	200,000	200,000	200,000
Cost of building	500,000	500,000	800,000	800,000	1,500,000
Predicted sales	2,000,000	2,620,000	3,930,000	5,895,000	8,843,000
Estimate profit	1,300,000	1,920,000	2,930,000	4,895,000	7,143,000

b. Estimate expense budget

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Variable costs	1,664,000	1,664,000	1, 664,000	1, 664,000	1, 664,000
Fixed costs	500,000	500,000	800,000	800,000	15,000,000

c. Estimate cash flow statement

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Cash receipts	2,000,000	2,620,000	3,930,000	5,895,000	8,843,000
Capital injections	800,000	800,000	800,000	800,000	800,000
Cash payments	2,489,000	2,644,000	3,196,500	3,687,750	4,949,750
Rent	500,000	500,000	800,000	800,000	1,500,000
Salary and	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000

wage					
Other payments	200,000	200,000	200,000	200,000	200,000
Income tax (25%)	325,000	480,000	732,500	1,223,750	1,785,750
Free cash flow	-1,289,000	-824,000	-66,500	1,407,250	3,093,250
NPV (discount rate 4%)	-1,239,423	-792,308	-63,942	1,353,125	2,974,279

The discount rate is 4%. Because under the economic status in China, the corporate loan interest rate is around 4% as the Central Bank showed. Thus, the 5-year sum of NPV is 2,231,731 RMB (280,188.7 EUROS).

10.1 Pessimist scenarios:

a. Estimate sales forecast

(RMB)	Year 1	Year 2	Year3	Year 4	Year 5
Cost of goods and services	200,000	200,000	200,000	200,000	200,000
Cost of building	500,000	500,000	800,000	800,000	1,500,000
Predicted sales	2,500,000	3,250,000	4,225,000	5,492,500	7,689,500
Estimate profit	1,800,000	2,550,000	3,225,000	4,492,500	5,989,500

b. Estimate expense budget

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Variable costs	1,664,000	1,664,000	1, 664,000	1, 664,000	1, 664,000
Fixed costs	500,000	500,000	800,000	800,000	15,000,000

c. Estimate cash flow statement

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Cash receipts	2,500,000	3,250,000	4,225,000	5,492,500	7,689,500
Capital injections	800,000	800,000	800,000	800,000	800,000
Cash payments	2,614,000	2,801,500	3,270,250	3,587,125	4,661,375
Rent	500,000	500,000	800,000	800,000	1,500,000
Salary and wage	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000
Other payments	200,000	200,000	200,000	200,000	200,000
Income tax (25%)	450,000	637,500	806,250	1,123,125	1,497,375
Free cash flow	-914 ,000	-351,500	154,750	1,105,375	2,228,125
NPV (discount rate 4%)	-878,846	-337,981	148,798	1,062,861	2,142,428

The discount rate is 4%. Because under the economic status in China, the corporate loan interest rate is around 4% as the Central Bank showed. Thus, the 5-year sum of NPV is 2,137,260 RMB (268,604.61 EUROS).

10.2 optimist scenarios

a. Estimate sales forecast

(RMB)	Year 1	Year 2	Year3	Year 4	Year 5
Cost of goods and services	400,000	400,000	400,000	400,000	400,000

Cost of building	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000
Predicted sales	3,600,000	5,100,000	6,550,000	9,085,000	12,979,000
Estimate profit	2,700,000	3,825,000	4,912,500	6,813,750	9,734,250

b. Estimate expense budget

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Variable costs	1,864,000	1,864,000	1, 864,000	1, 864,000	1, 864,000
Fixed costs	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000

c. Estimate cash flow statement

(RMB)	Year 1	Year 2	Year 3	Year 4	Year 5
Cash receipts	5,000,000	6,500,000	8,450,000	10,895,000	15,379,000
Capital injections	2,800,000	2,800,000	500,000	500,000	500,000
Cash payments	3,764,000	4,139,000	5,001,500	5,635,250	7,108,750
Rent	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000
Salary and wage	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000
Other payments	400,000	400,000	400,000	400,000	400,000
Income tax (25%)	900,000	1,275,000	1,637,500	2,271,250	3,244,750
Free cash flow	-1,564,000	-439,000	2,948,500	4,849,750	7,770,250
NPV (discount	-1,503,846	-422,115	2,835,096	4,663,221	7,471,394

rate 4%)					

The discount rate is 4%. Because under the economic status in China, the corporate loan interest rate is around 4% as the Central Bank showed. Thus, the 5-year sum of NPV is 13,043,750 RMB (1,639,300.48 EUROS).

11. Conclusion

This Business plan clarify a new idea that combine the home-style and retailer to deliver a enjoy, cozy, and happy place for customers to do shopping and take a break and the beginning stage of this plan. The next stage will launch the hotel business combined with omni-channel retailing to develop the business and take market share in China. Under the technology development and economic status in China, analyzed in the market analysis section, the new form of retail will increase the value for customers' shopping journey through delivering happy, energy and time-saving shopping experience, which will be the new trend of retail.

The project estimates show that it is viable, with estimate 5-year sum of NPV of 2,231,731 RMB (280,188.7 EUROS). Under a pessimist scenario, with estimate 5-year sum of NPV of 2,231,731 RMB (280,477.45 EUROS); under an optimist scenario, the estimate 5-year sum of NPV of 13,043,750 RMB (1,639,300.48 EUROS).

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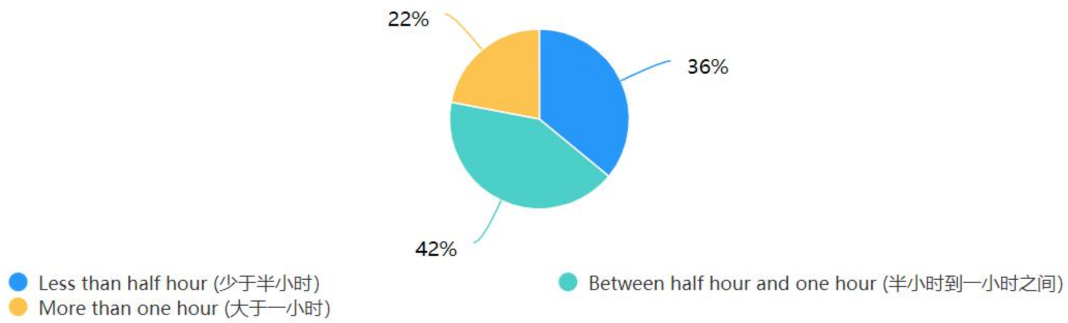
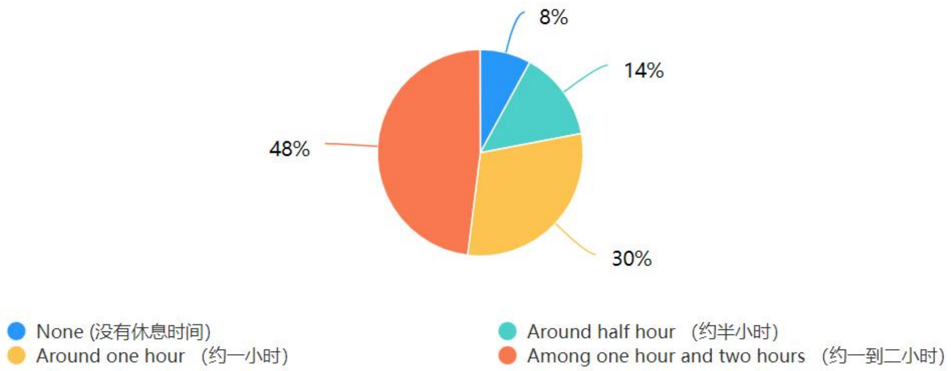
Appendix A – Results of Survey

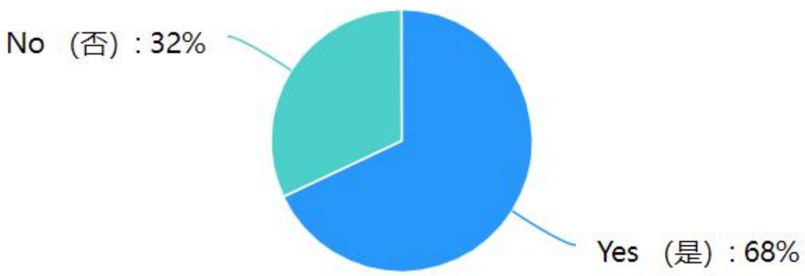
How long it takes you go to work from home everyday?



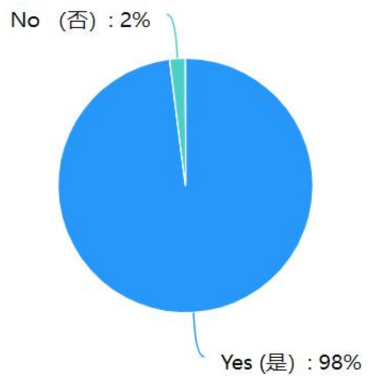
How long you can take a break in noon every work day?



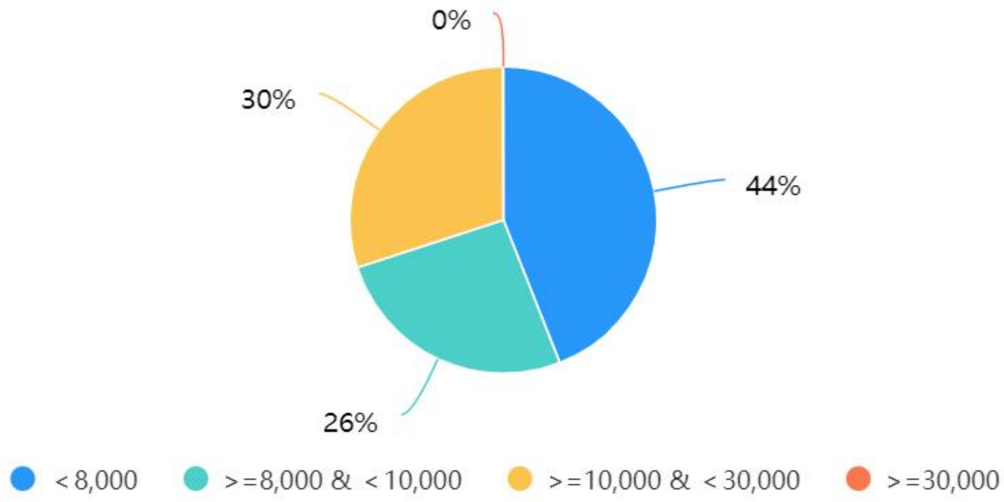
Would you like to try to use some machine to help you relax then take a power nap during noon?



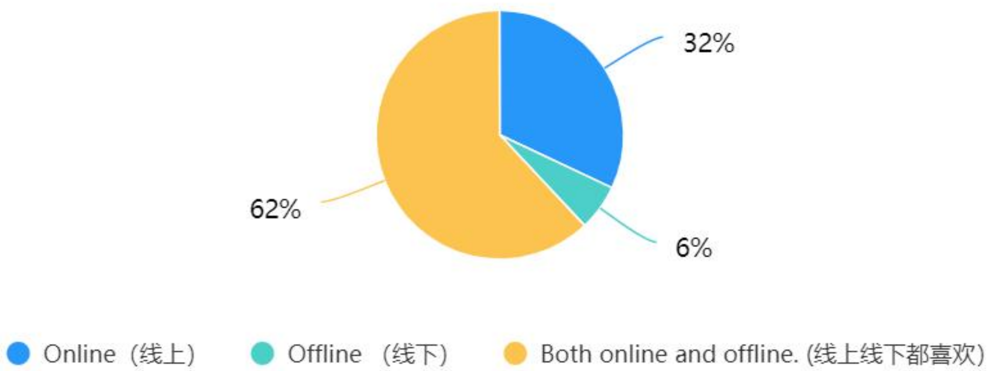
Is the balance of work and life important to you?



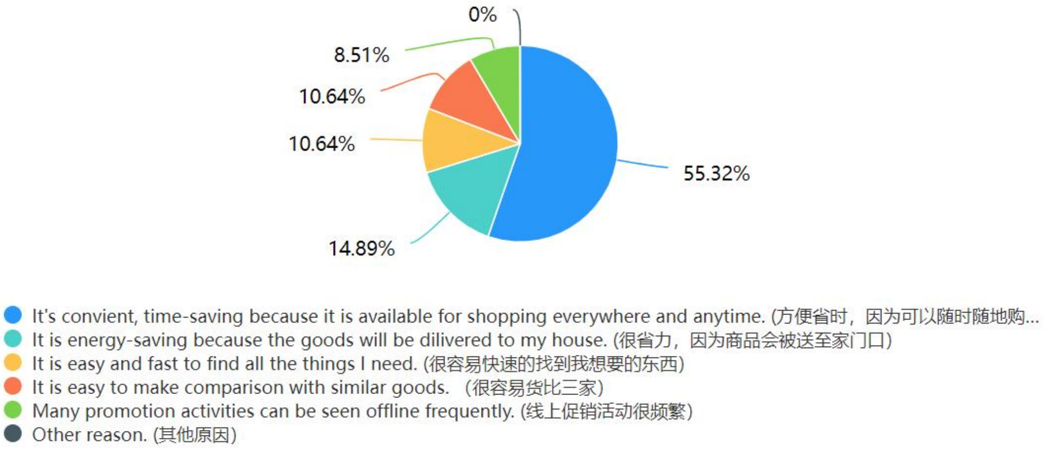
Your income after tax each month (RMB)



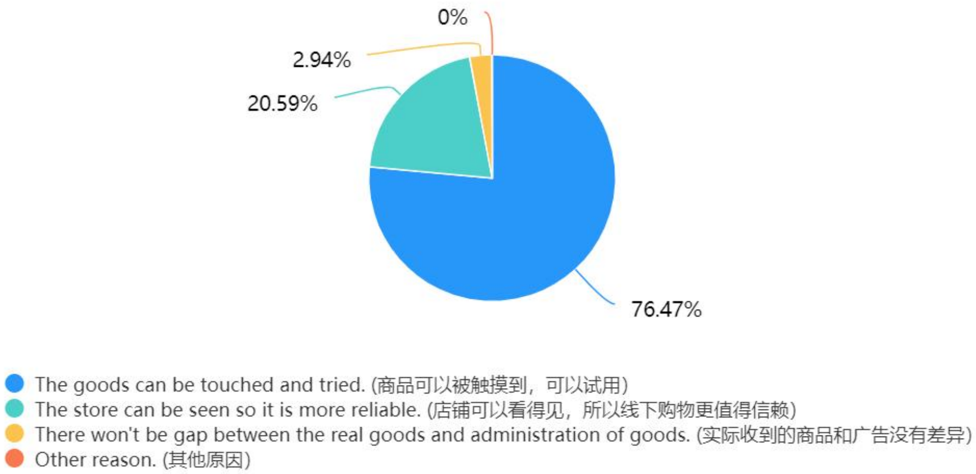
Do you like do shoping online or offline?



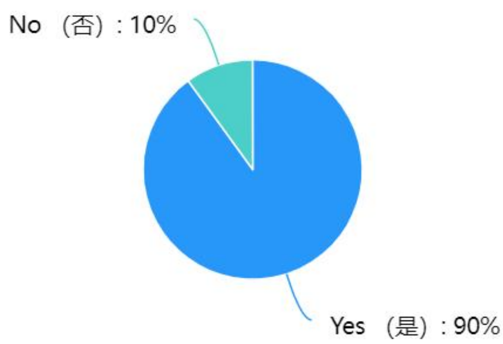
Why do you like shopping online?



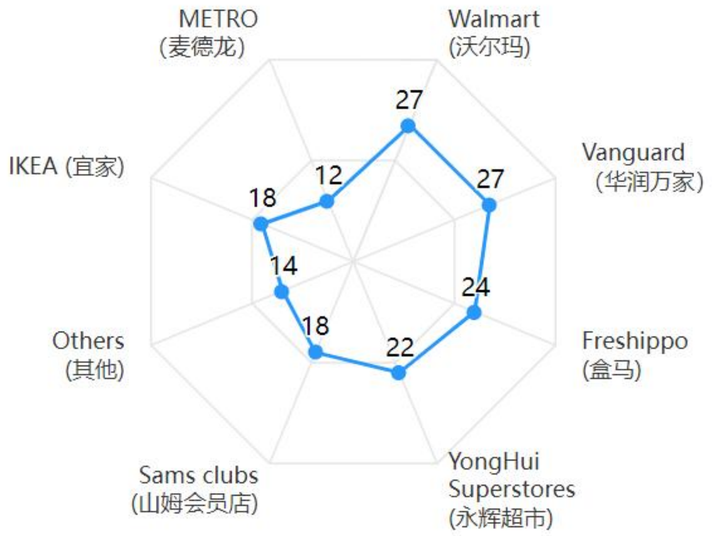
Why do you like shopping offline?



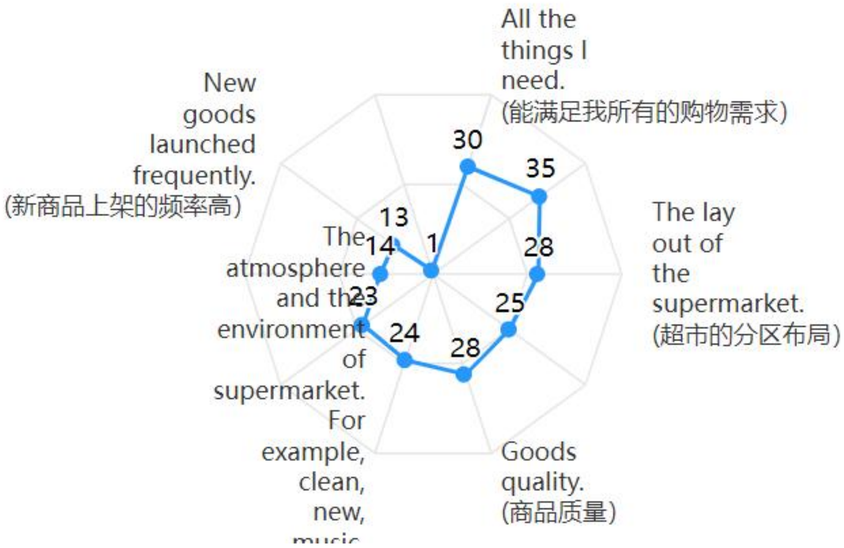
Do you have the experience that you think the goods are not good enough after you bough it?



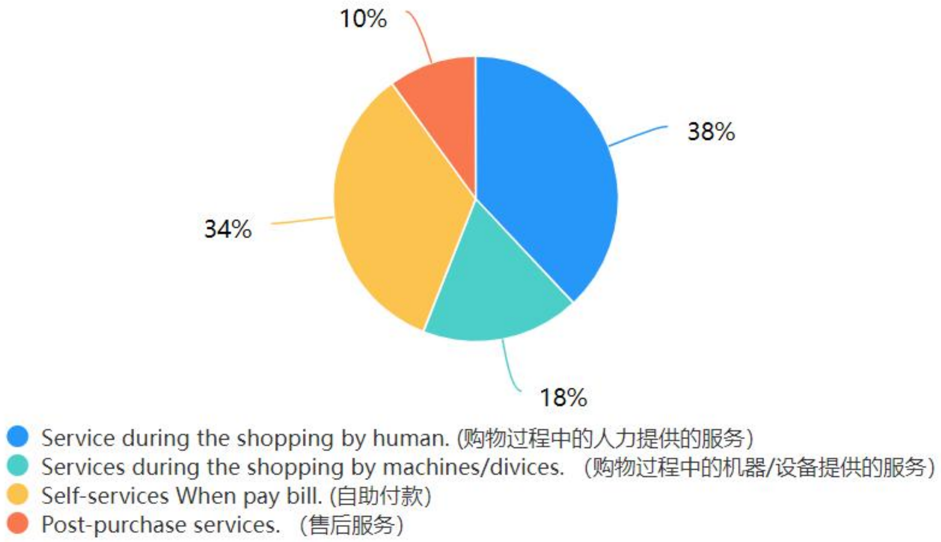
Which supermarket do you usually go shopping offline?



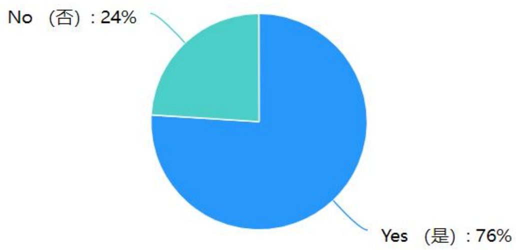
What makes you like the supermarket you usually go to most?



What kind of service quality do you value?



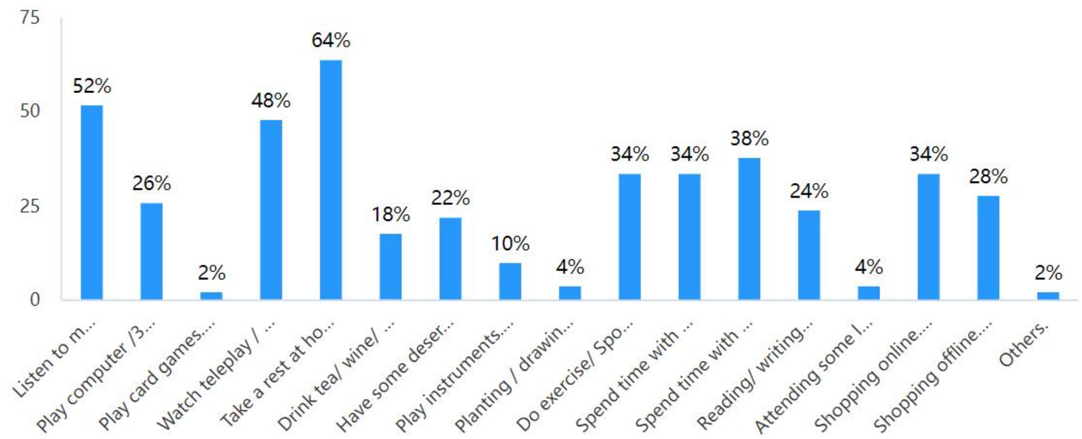
Would you like to try and compare similar products as much as possible while shopping?



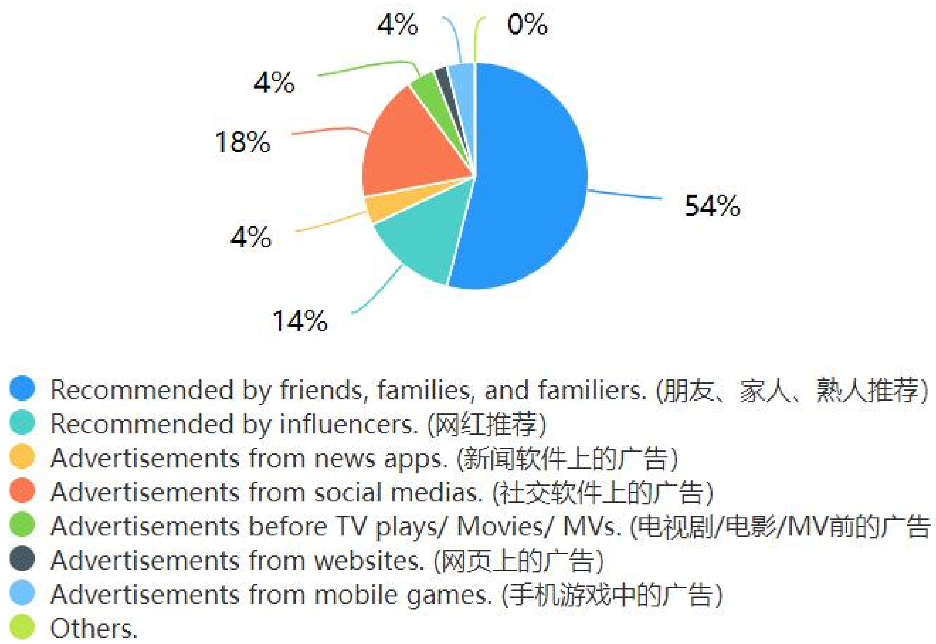
What kind of goods and degrees would you like to spend time to try and make a comparison while shopping in supermarket?

题目\选项	High willingness (高意向)	Middle willingness (中意向)	Little willingness (低/无意向)
Big household appliance (大家电)	23(60.53%)	11(28.95%)	4(10.53%)
Small appliance (小家电)	20(52.63%)	14(36.84%)	4(10.53%)
Daily necessities. (生活日语品)	14(36.84%)	16(42.11%)	8(21.05%)
Furniture and home products（家具和家居产品）	20(52.63%)	14(36.84%)	4(10.53%)
Decorative products (装饰类产品)	11(28.95%)	24(63.16%)	3(7.89%)
Children products (儿童用品)	15(39.47%)	17(44.74%)	6(15.79%)
Toy and gadget (玩具和小电子装置)	8(21.05%)	22(57.89%)	8(21.05%)
Flowers and plants (花草植物)	5(13.16%)	23(60.53%)	10(26.32%)
Clothing and accessories (衣物和配饰)	18(47.37%)	19(50%)	1(2.63%)
Beauty and skin care products (美妆和护肤产品)	21(55.26%)	13(34.21%)	4(10.53%)

What do you usually do during your leisure?



Which way you prefer to find some interesting places to go？


4%
0%
4%
18%
54%
4%
14%
Recommended by friends, families, and familiers. (朋友、家人、熟人推荐)
Recommended by influencers. (网红推荐)
Advertisements from news apps. (新闻软件上的广告)
Advertisements from social medias. (社交软件上的广告)
Advertisements before TV plays/ Movies/ MVs. (电视剧/电影/MV前的广告
Advertisements from websites. (网页上的广告)
Advertisements from mobile games. (手机游戏中的广告)
Others.