

## EXECUTIVE SUMMARY

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<p><b>WHO WE ARE AND WHAT WE ARE</b></p> <p>Healthyblender Inc. will be located in Wenzhou-Kean University, CBPM. It will offer semi-buffet salad, juice, yogurt and other fitness meals to all the faculties, staffs and students in WKU. Healthyblender will provide various dining options including take-away and dine-in service, online ordering and delivery service. Operations are scheduled to begin in 2019.</p>
<p><b>OPPORTUNITIES AND PROBLEMS</b></p> <p>First, students have limited dining options since there are only two dining halls, two vending machines and one convenient store in Wenzhou-Kean University. Specifically, food in dining halls are high in fat and sugar, which may exert an adverse impact on health condition in the long term. Second, some foreign professors haven't gotten used to Chinese cuisine and some food in dining halls even makes them sick. Due to the fixed opening hours of two dining halls, they cannot have meals if they miss the meal time because of their course arrangements. Also, vegetarianism and religious faith limit their dining alternatives to a great extent. Third, from the perspective of school authority, promoting the value of healthy living with rich cultural connection will benefit the establishment of a positive and recognizable outside image.</p>
<p><b>TARGET MARKET</b></p> <p>From 2014 to 2017, Chinese perception of what constitutes a meal is changing with recipes changing and vegetable-forward, plant-based meals are becoming more common. Healthyblender's primary target market will consist of all the faculties, staffs and students in Wenzhou-Kean university. Our survey findings suggested that 37 out of 50 students are not satisfied with the canteen food, and some of them often suffer from hunger when their class schedule is tight. According to some professors, they will frequent our Salad bar or even buying the monthly subscription. Jerry told us he's starving during the day because he cannot eat the oil food in dining hall, Mohammad also expressed his dissatisfaction of canteen food since he's a vegetarian, so he need more nutritious vegetables and fruits. Healthyblender salads are an excellent alternative for those who want to enjoy a scrumptious twist on popular varieties.</p>
<p><b>COMPETITIVE ADVANTAGE</b></p> <p>Referring to the figure below, compared with our main competitor--Dining Hall, we have advantages in marketing capability, product quality, delivery service and customer relationship. Customers prefer our fresh, nutritious and healthy food which can be delivered to their hands rather than going farther for the oily food that Dining Hall provided. Since we're new, our company lacks brand power and price compensation, and our relationship with customer is not such strong so far. However, with the progress of the business, we plan to sponsor some campus activities and</p>

provide holiday discounts to enhance the recognition of our brand. By persistently providing high-quality products and service, we believe that we'll gradually establish a positive brand image and a good customer relationship.

The primary competitive advantage is customization. Healthyblender can satisfy all kinds of preferences by offering semi-buffet service and customized products. Another competitive advantage of Healthyblender is the location. Since Healthyblender will be situated in CBPM, both students and professors can have a healthy meal conveniently rather than going to dining hall NO.1 and NO.2 far away. Moreover, Healthyblender strives to streamline customers' eating experience with onsite pick up a mobile ordering for delivery to GEH or dormitory during opening hours: 8:00 AM- 20:00 PM. Furthermore, when it comes to quality, flavorful, health-minded meals, it's all about the ingredients. Healthyblender menu items contain the finest fresh veggies, fruits, nuts, cheeses, and meats. Our standards are as high as consumers' expectation in their own home.

Internal Analysis				External Analysis— "SWOT" Analysis	
W. Kim's Value Curve Analysis	Poor	Middle	Good	●— Healthyblender	▲— Dining Hall
Brand Power	●	▲			▲
Marketing Capability		▲	●		
Product Realization			●		▲
Price/Customer Compensation	●	▲			
Product Quality			●		▲
Delivery & Logistics	▲		●		
Customer Relationship		●	●		

**S:** Customization, High Food Quality, Opening hours, Location, Delivery;  
**W:** Market Size, Higher Cost of Labor;  
**O:** Product Diversification, Subscription Service;  
**T:** Low Cost of Entry, Relatively Low-Price Substitutes.

### MANAGEMENT TEAM

Core members in Healthyblender major in marketing, finance and accounting, which is pivotal to team specialization and collaboration. The employees working in the salad bar will receive professional training and provide excellent wait service to ensure satisfaction, whilst employees responsible for delivery service will attend to secondary market of individual consumers. Healthyblender maintains in-depth partnerships with professional nutritionists and social enterprises to acquire regular instructions and timely adjustment to meet customer satisfaction.

### FINANCIAL SUMMARY

To start our business, we expect to raise 50000 RMB with the help of university authority and investing our own money. The money we got will be spent on renting premises, purchasing equipment (e.g. refrigerator, cash register, pantry), food storage container, foodstuffs, food packaging box, doing advertisements (e.g. flyers) as well as recruiting employees. The anticipate sales is about 28800 RMB for the first month, 31800 RMB for the second month, and 34800 RMB for the third month. Healthyblender should break even by the fourth operating month since we have the steady increase of sales. We expect the profit of about 57200 RMB by the end of the first operating year.