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碩士論文

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Master Thesis

世界廚房：美食生活空間

World Kitchen: A Food Lifestyle Space

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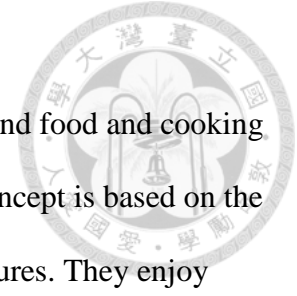
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Abstract



This business plan proposes an exclusive lifestyle space based around food and cooking where members can explore, learn, and enjoy international cuisine. The concept is based on the idea that urban Taiwanese are open-minded about the world and other cultures. They enjoy international cuisines and have the desire to know more. At the same time, there is a demand for access to an exclusive community, where consumers are willing to pay a premium for access to more exclusive and high-quality services. These assumptions were broadly supported by the market research survey and interviews with industry professionals.

The key products and services include world-class kitchen facilities, fully equipped with high-end appliances, an internationally-sourced pantry, a top in-house chef, and a VIP lounge. The business plan operates on an annual subscription model with a tiered membership offering Deluxe, VIP, and Professional packages. The business is expected to break-even in the second year and be profitable from the third year.

The business plan is motivated by the vision to elevate the local food palate through exquisite international flavours and a new way to experience the joy of food and cooking. It aims to realize this vision by sharing expert knowledge in a relaxed environment through state-of-the-art kitchen space and award-winning in-house chef.

Keywords: food, lifestyle, cooking, international, cuisine, social club, exclusive, premium, membership

Acknowledgements

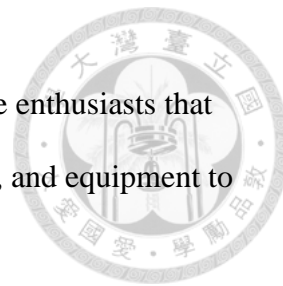
This business plan would not be possible without the kind support and guidance of my thesis supervisor, Prof. Chia-Lin Chen. I would also like to thank Prof. James Hsieh for his invaluable business insights and suggestions. I would also like to extend my gratitude to Prof. William Lin, Prof. Szu-Wei Chen, Prof. Audrey Hsu, Prof. Leon van Jaarsveldt, Phuah Jin Xin, Liv Chen, and Kyle Whitehouse for helpful feedback along the way. I am also grateful to the GMBA office – Yvonne and Christy, in particular, who were always available to guide me through administrative hurdles.

This business plan is an encapsulation of the learning and insights gained both inside and outside the classroom. From strategy to marketing to finances, knowledge gained in all the GMBA classes facilitated my progress. GMBA is a family and I will forever cherish the connections I have made during my time at NTU and broadly, in Taiwan.

Finally, I would like to thank Lo Yi-Chun for making Taiwan feel like home, and my parents for their encouragement and unceasing support.

Executive Summary

World Kitchen Inc. is a unique lifestyle space for food and beverage enthusiasts that provides them with an exclusive well-designed space, state-of-the-art tools, and equipment to explore and enjoy their passion at a casual or professional level.



The idea for the business came from my own passion for international food and cooking. I often had the ready excuse that I would cook more and better if only I had the space, equipment, and the ingredients available to try out my various culinary creations. However, the motivation is not merely selfish. I had noticed over the past few year the emerging and ever-growing trend on social media regarding food preparation and presentation. I also noticed how well-presented, unique, and exotic meals received a lot of attention and how some of these videos and images grabbed the attention of many of my friends and relatives. International food and cooking shows are nothing new (Anthony Bourdain and Gordon Ramsey immediately spring to mind), but the continued and rapid rise of tech-savvy and well-traveled middle-class around the world has changed tastes and made it possible for a number of people to explore different flavours and share their ideas with the world.

The business aims to create and foster a lifestyle based on the appreciation of healthy and diverse food. A carefully designed and curated space, equipped with all the essential appliances and utensils allows customers (or members) to prepare and present cuisines from around the world. The traditional diet in Taiwan, while delicious and inexpensive, does not provide sufficient variety and range of flavours to the consumers, especially those attuned to the food trends circulating on social media (Facebook, Instagram, and YouTube, in particular).

The main channel of the business are two state-of-the-art, fully equipped kitchens, designed with attention towards both Asian and Western cuisines. Additionally, there will be a

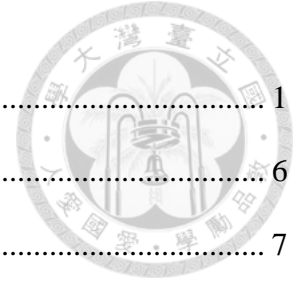
stylish dining space with a table for up to six guests and furnished with high-quality tableware. There will be a part-time in-house chef, from a reputable culinary program or celebrated restaurant, present to help guide the members with operating the appliances and utensils as well as delivering scheduled cooking classes to improve the cooking and kitchen management skills and life quality of the members. A store manager will handle the bookings and general upkeep of the location.

The target location of the store will be in New Taipei City or Taipei City. It would be preferable for the store to be near fitness centres, studios, offices, retail businesses, and public transportation such as MRT.

The crucial issue is to find an affordable yet prominent space. The rent for commercial real estate is exorbitantly high in Taipei City, whereas the core of New Taipei City also quite saturated. A high traffic, spacious, and safe location could be inside a shopping mall but it might struggle to stand out if surrounded by major brands or other well-established stores.

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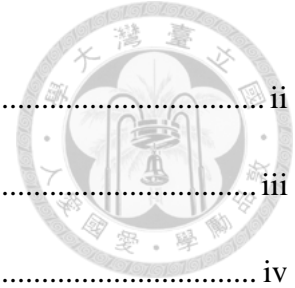


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1. Business Overview



1.1 Products

1.1.1 The World Kitchen: The Space

The World Kitchen space design will have careful attention to detail, a modern aesthetic, and style. The sample of storefront, location floor plan, and interior design samples are presented below:

Figure 1. *World Kitchen Sample Storefront*



1.1.2 World Kitchen: The Equipment

Two modern kitchen spaces, one with Danish and the other with Japanese design influences, equipped with appliances and utensils that make cooking – be it European, Asian, Indian, or North African – much easier to handle.

A sample list of kitchen appliances and tools as follows:

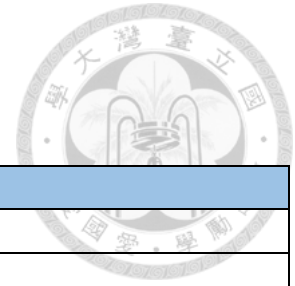


Table 1. *Sample list of appliances*

Appliance
High-end cooking range
Full-size Stainless Steel Refrigerator and Freezer
Stainless Steel Microwave
Mid-size Wall Mount Oven
Stainless Steel Dishwasher
Toaster Oven
Deep Fryer
Coffee Maker (Espresso & Drip Coffee Set up) & Coffee Grinder
Food Processor
Food Dehydrator
Stand Mixer (Kitchen Aid)
Juicer
Waffle Iron & Panini Press
Bread Machine
Ice Cream Maker
Yogurt Maker
Wine cooler

1.1.3 The Pantry

World Kitchen will boast an extensive and unmatched selection of spices, herbs, and condiments from different regions of the world. This, in addition to the usual ingredients available to consumers in Taiwan will make it very convenient for the members to try out new recipes and flavours.

A sample list of spices, herbs, and condiments is as follows:

Table 2. Sample list of herbs and spices



Herb/Spice	Origin
Turmeric	India
Cinnamon	Sri Lanka
Saffron	Iran
Cardamom	India
Fenugreek	Egypt
Coriander Seed	S. Europe
Fennel	Greece
Crushed Red Pepper	S. America
Paprika	Hungary
Mace	Indonesia
Cumin	Turkey
Sumac	Morocco
Nutmeg	Indonesia
Anise	Egypt
Star Anise	Vietnam
Cayenne	Brazil
Clove	Indonesia
Carom	Egypt
Mustard Seeds	India
Black Pepper	India
Cassia	China

1.1.4 Luxury (VIP Lounge)

World Kitchen will be a space for its members to enjoy some quality time even when they are not preparing a meal or learning a new skill. VIP members will be able to enjoy the exclusive lounge and enjoy a drink or snacks. There will be complimentary Wi-Fi, comfortable seating, and some reading material available to all members.

1.2 Services

1.2.1 Lifestyle

World Kitchen will encourage people to give quality of food a more prominent place in their lives. It will cultivate a preference for improved, cleaner, safer, and more efficient ways of utilizing time in the kitchen, one of the most important rooms in a house. The members will become more conscious of the food world beyond their local and family recipes and think in a more conscientious way about the environment. The lifestyle aspect of World Kitchen will encourage members to stop by frequently, just to see what is happening at the location. There will be regular activities such as learning sessions, cooking demos, and member sharing events.

1.2.2 Learn

World Kitchen will not merely be a room full of appliances and pots and pans. Our in-house kitchen expert, a fully trained chef (Experience leader) will educate the members about the best practices in a kitchen, using the right appliances and the right tools for every purpose, and number of other tips and tricks to feel more confident and expressive with their culinary creations.

A short sample of possible classes offered is as follows:

Table 3. Sample list of classes

Cuisine, Kitchen, Lifestyle Sessions	In Chinese
Introduction to Kitchen Management	廚房管理概論
Spices from Southeast Asia	東南亞香料
Knife Skills: Basics	刀專業知識：基礎
Knife Skills: Advanced	刀專業知識：高級
Developing a Palate	開發味覺
Introduction to Wine Pairing	葡萄酒搭配介紹
The Art of Food Presentation	食物展示的藝術
Quick Meals for a Busy Life	忙碌生活的快餐
A Menu for Weight Training	重量訓練菜單
Molecular Gastronomy	分子美食

1.2.3 Share

Sharing is an important part of the World Kitchen philosophy. Food and sharing go hand in hand and at World Kitchen, the members will be encouraged to present and share their learning at the premises as well as online.

1.2.4 Present

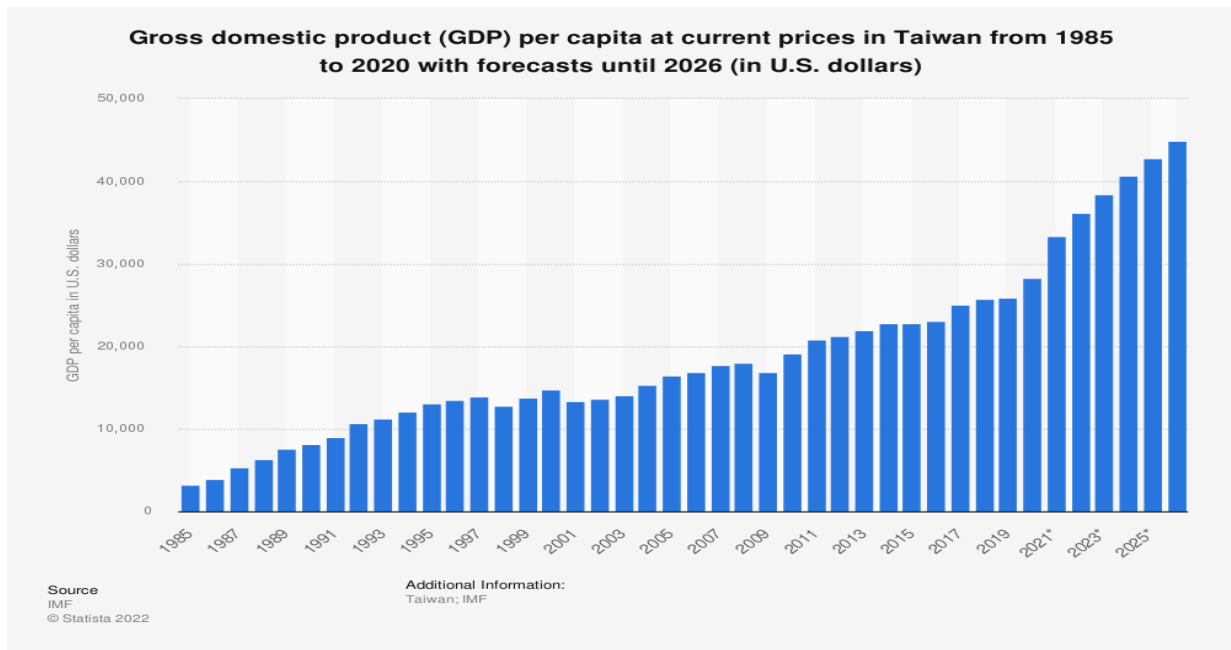
Another unique feature of World Kitchen will be the opportunity for members to present their work to their fellow members and their social media accounts as well. The kitchen and dining spaces will have built-in stand to mount a phone or camera to take photos and record a video of the session. This service will be of particular interest to members who like to share content on social media sites such as Facebook, Instagram, YouTube, and TikTok.

2. The Market

2.1 Market Landscape in Taiwan

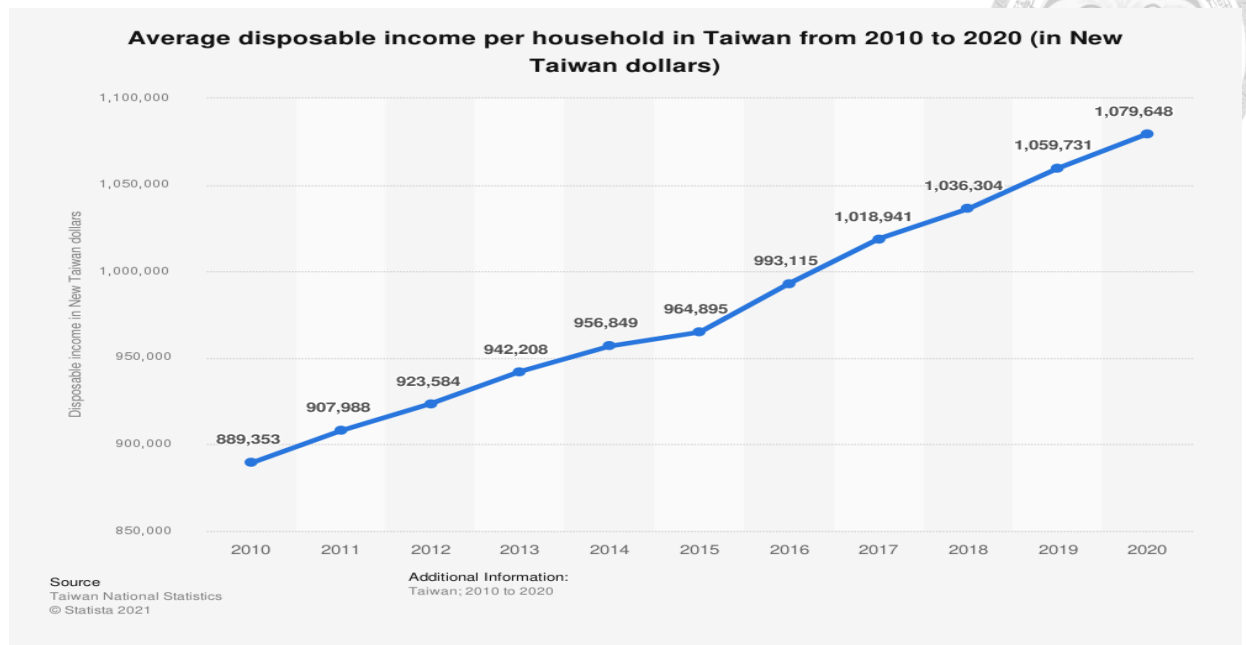
Taiwan ranks among the rich nations in the Asia-Pacific region with a GDP per capita growth forecast from the US\$26,000 to US\$44,000 in the next four years (Statista, 2022). With such rapid economic growth, it is expected that Taiwanese consumers will find greater opportunities to spend on goods and experiences. The statistics show that almost half the population of Taiwan is between 25 and 54 years of age (Taiwan Demographics Profile, 2022), a population segment generally keen on spending their disposable income on learning and experiences. Taipei is a major metropolis and the city boasts a vibrant culinary scene. This is in part due to the high population density and limited living space available to most residents.

Figure 2. Taiwan GDP



Source: Statista. (2022, February 28). Gross domestic product (GDP) per capita in Taiwan 1985–2026. Retrieved from <https://www.statista.com/statistics/727592/gross-domestic-product-gdp-per-capita-in-taiwan/>

Figure 3. Taiwan disposable income per household

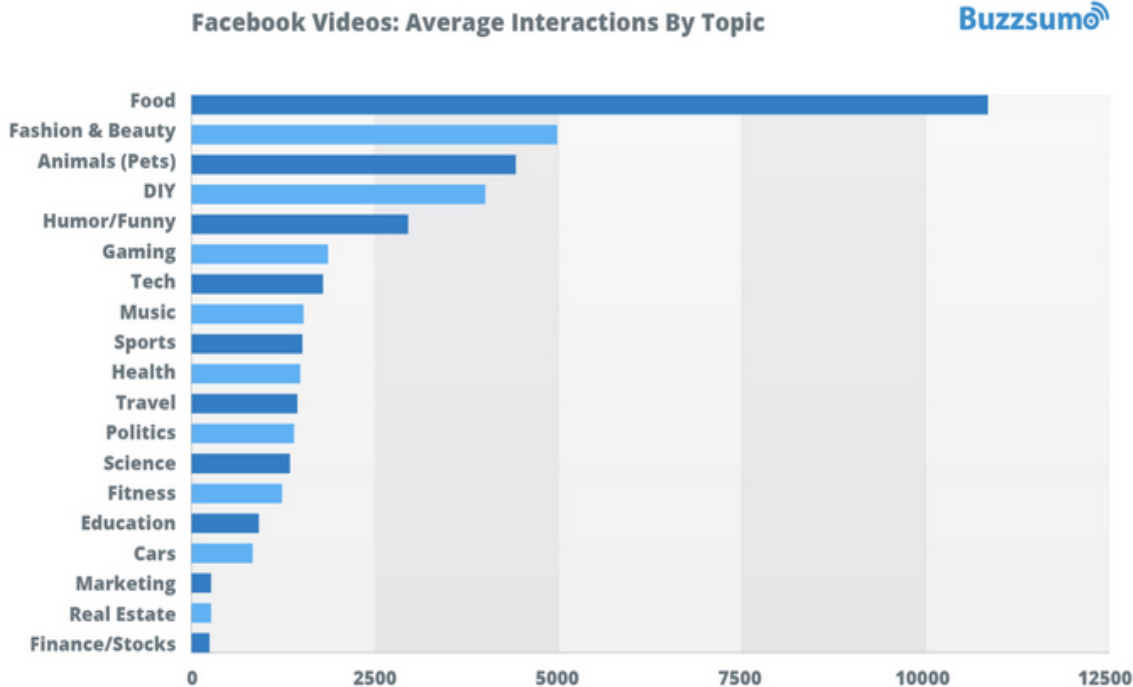


Source: Statista. (2021, September 24). Average disposable income per household in Taiwan 2010–2020. Retrieved from <https://www.statista.com/statistics/922544/taiwan-average-disposable-income-per-household/>

2.2 Market Trends

The consumption of food-related content on social media is a clear indicator of consumer interest in cooking and cuisine. Food content on social media is generally not specific to a local variety i.e. people in Taiwan do not just watch videos about Taiwanese food. Rather, it is a great place for consumers to whet their appetite for different tastes, cultures, and cuisines.

Figure 4. Facebook video interactions by topic



Source: Facebook Video Engagement | 100 Million Videos Analyzed. (2022). BuzzSumo.Com. Retrieved from <https://buzzsumo.com/blog/facebook-video-engagement-learned-analyzing-100-million-videos/>

2.3 External Analysis

Porter's Five Forces Model

Threat of New Entrants – Medium: The threat of new entrants to this business is considered as medium. The main barrier to entry is the capital required to procure equipment and inventory.

The F&B industry is a perennially attractive area of investment, even though sustaining a food-related enterprise over a longer period has proven difficult for a number of small businesses. The business environment is quite encouraging for new entrepreneurs. Even though the capital required to launch the business is not extremely large, it is still a deterrent for other entrepreneurs wishing to enter the F&B industry.

Bargaining Power of Suppliers – High: The bargaining power of supplier for this proposal is high. A core value of World Kitchen is provision of high-quality equipment and amenities.

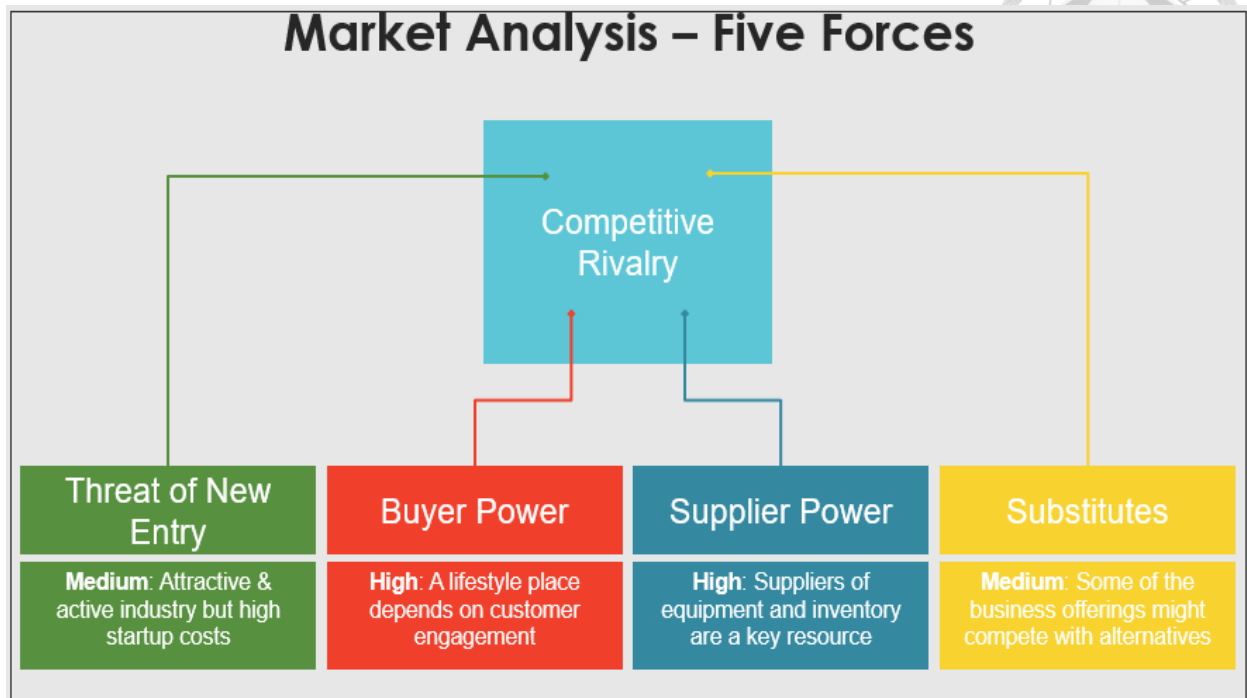
Suppliers are a key resource in achieving and maintaining the product and services.

Bargaining Power of Customers – High: The bargaining power of the customers is high. They have a lot of possible activities and hobbies to choose from and there it would be a challenge for World Kitchen to stand out as a distinct choice for the casual consumer. However, the chances to attract the target customer remain relatively high.

Industry Rivalry – High: The food and beverage sector is very active and despite challenges it remains a very competitive environment in which to compete on several fronts.

Threat of Substitutes – Medium: The threat of substitutes to this business is medium due to the general attractiveness of F&B industry and the difficulties with procurement of equipment and inventory. There are very few barriers to entry and the business environment is quite encouraging for new entrepreneurs. At the same time, sustaining a food-related enterprise over a period has proven difficult for a number of small businesses. For this business plan, the bargaining power of suppliers is medium to high as the idea depends, fundamentally, on high quality of equipment, ingredients, and experience.

Figure 5. Market analysis – 5 forces model



2.4 Internal Analysis and Value Proposition

2.4.1 Business Model Canvas

The business model canvas for World Kitchen presents a quick snapshot of the various activities and focus areas. In particular, it present essential information regarding the key value propositions, anticipated customer base, potential partnerships, major expenses, and revenue streams. The information presented in the business model canvas is wide-ranging and spans the expected growth over the first few years.

Table 4. Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p>Exclusive partnerships to import selected appliances and supplies.</p> <p>Local business partner for appliances and inventory.</p> <p>Interior designer for cutlery and furniture</p> <p>Social media influencers</p> <p>POS system (Square)</p> <p>Tech support</p> <p>Investors</p>	<p>Attend to member needs (scheduling and preparing sessions)</p> <p>Share knowledge in a fun, interactive way</p> <p>Community Events showcase lifestyle</p>	<p>World-class kitchen space</p> <p>Complementary cooking and skills classes</p> <p>Community food and health events</p> <p>A relaxing, exclusive atmosphere</p> <p>A nicely decorated dining room</p> <p>Record videos or content for YouTube and other social media platforms</p>	<p>Personalized assistance from Service and Experience leaders on site: provisions, advice, and monitoring support</p> <p>Community and networking based on personal preferences</p> <p>Money-back guarantee, substantial referral discounts</p>	<p><i>Demographic:</i> 24-54; young professionals, homemakers</p> <p><i>Geographic:</i> Taipei City, vicinity of retail businesses, malls, gyms, and offices</p> <p><i>Psychographic:</i> Passionate about food, health, lifestyle, and networking within the community.</p>
Key Resources		Channels		
<p>A unique lifestyle offering</p> <p>Knowledgeable and passionate staff</p>		<p>Brick & Mortar store</p> <p>Website and app</p> <p>Social media platforms</p> <p>Merchandising and sales</p>		
Cost Structure		Revenue Streams		
<p>Location rental fee; Supplies; Utilities; Salaries & Commissions</p>		<p>Membership Fees; Exclusive Classes and Workshops; On-site sales; Private Events</p>		

2.4.2 Value Proposition

A key value to the consumers is a chance to experience an excellent cooking environment and to follow their interest in healthy food from around the world. They will have access to highest quality equipment and a kitchen design that they normally see on screens but not at home. They will be able to use all the equipment to create and perfect the dishes they always wanted to try but did not have the right set up at home to do so. An average Taiwanese kitchen is

quite modest in size, lacking in modern smart appliances, and caters to the typical home-style cooking within a limited range.

They will also benefit from regularly scheduled instruction in the art of cooking, taste, and kitchen management. Small things make a big difference in the kitchen. A great number of people never learn how to use a sharp knife properly or know the right knife for the purpose. Similarly, recognizing the various tastes and flavours is also an acquired skill. Selecting the right accompaniment for the meal, the right wine pairing, the correct or most sensible portion size, these are some of the example of the knowledge that the members can expect to acquire at World Kitchen. There will be opportunities to explore new flavours and share with fellow food enthusiasts.

2.4.3 Core Capability

The business plan appeals to the awareness and acceptance among the consumers towards healthy lifestyle combined with an openness for new experiences, particularly in terms of food. The business model also seeks to stimulate a variety of capacities among the target consumers: their curiosity for new flavours, their desire to utilize high-end appliances and elegant kitchen space, their openness to international cuisine, a willingness to learn, and to share with people in their circle and community at large.

2.4.4 SWOT Analysis

The SWOT analysis considered the internal business capability to identify potential challenges and pitfalls as well as areas of growth and strength. The business plan is capable of delivering on its initial promise and create an inclusive and relaxing space for its members. Its low cost of goods sold suggest high profitability and positive cash flow which is very crucial for a new business. On the other hand, as a new business concept in Taiwan, it must overcome the

challenge of unfamiliarity and potential perceptual issues at the start. The high start up costs might also add to the pressure of making the business a success right away and it would be helpful for the management to exercise some caution and patience at the beginning. In addition, there are opportunities to form key partnerships with local and international businesses and introduce a new lifestyle social club for the Taiwanese consumers. Barring disruptions caused by natural disasters and pandemics, there is ample room for a business such as World Kitchen to find its space in the Taiwanese market and grow.

Figure 6. SWOT Analysis




2.4.5 Competitive Advantage

In addition to a unique set of offerings, the real competitive advantage of this plan lies in its wide appeal to the consumers. The members enjoy access and use of a high-quality kitchen, a wide selection of spices and ingredients, there are various cooking classes and courses available as well. There is no direct competition in terms of the international and healthy food lifestyle

presented by World Kitchen. However, as a point of comparison, specific services offered by World Kitchen might find competition in their respective areas. For example, fitness-conscious customers might consider a gym membership, those more curious about learning new skills might decide on a cooking, music, or language class, and those socially-inclined might opt for dance lessons or group travel.

Figure 7. VRIO Analysis

Competitive Advantage – VRIO Analysis					
	World-class kitchen space	Learn, Practice, Share, Present	A new kind of social club in Taiwan	A community of food enthusiasts	Exclusive VIP Lounge
Value	YES	YES	YES	YES	YES
Rare	NO	NO	YES	YES	YES
Inimitable			YES	YES	YES
Organized			NO	NO	NO
Unexploited Competitive Advantage					

3. The Consumer



3.1 Market Research

Primary market research was conducted using a short and focused survey along with interviews with a prominent venture capitalist and a kitchen supplier.

3.1.1 The Survey: The survey was conducted online and 86 responses were received from participants primarily located in Taiwan. The survey results narrowed down the possible customer segments, demographics, and psychographic profile. Some key findings from the market survey are summarized in the table below. Further details are included in the appendix:

Table 5. Summary of market survey results

Category	Criterion	Top Selection(s)	Notes
Demographics	Age	25-34 (53%)	Another 30% in the 35-44 range
	Location	Taipei City (61%)	
	Personal Monthly Income	Over NT\$70,000	
Evaluating Interest	Interest in international Cuisine	95% Yes	
	Learning about international cuisine	Friends, Social Media, Restaurants	
	Interest in Food Lifestyle	Most interested in recipes	Only 2% had no interest
	Interest in international cuisine (by region)	East Asia, Southern Europe (65%)	Every geographic area received at least 15%
	Challenges to the enjoyment of international cuisines	Lack of ingredients, equipment, and kitchen space (60%)	
Likeliness to join	Lifestyle participation	75% participate	
	Reasons for participation	New skills, leisure, improved life quality	
Willingness to pay	An hour of private session	80% over NT\$500	~15% would pay over NT\$1000
	An hour of group session	60% over NT\$500	~10% would pay over NT\$1000

3.1.2 The Interviews: The conversation with the VC focused on the business viability and potential for growth and expansion down the line. A key consideration was the positioning of business as a high-end exclusive establishment that could offer a premium space and service to the members at a much higher price-point and include the best quality of amenities (best in their class German appliances, for example), peripherals (expensive wine, whiskey, and cheese selection), and service (in-house chef from a Michelin-star kitchen), etc. This is a path World Kitchen can undertake with sufficient financial investment at the outset. For the purposes of this plan, however, and treating it as a self-financed venture, the business proposal for World Kitchen is presented as a premium but affordable for upper middle-class consumers. As a result, World Kitchen is still a viable business idea which can attract a larger customer segment and aim for a wider community outreach.

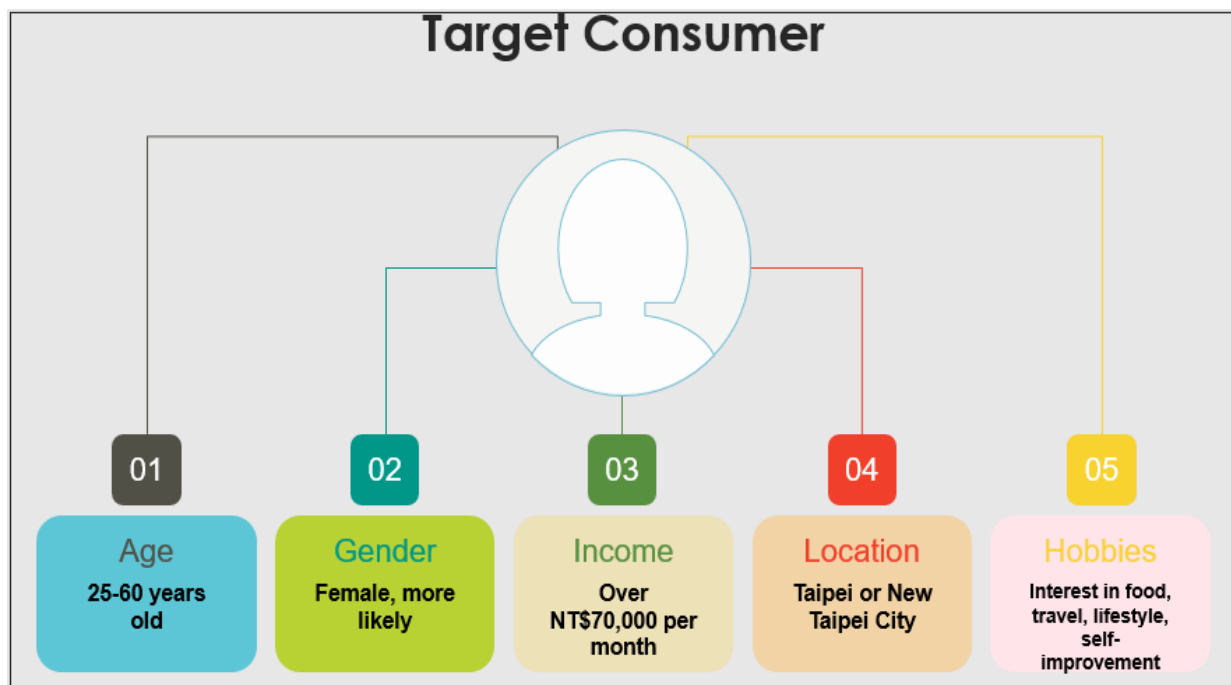
A second interview was conducted with a local kitchen supplier, who specializes in home kitchens using both Taiwanese/Asian and German/Italian/European designs and appliances. The discussion (see Appendix) was mostly about the tastes and demands of the Taiwanese market and the general preferences in terms of appliances, design, and budget. It was very useful in terms of gauging the expected standard of equipment and design for the business.

3.1.3 Key findings and takeaways: Survey results and expert interviews reaffirm the market and viability of the business proposal. There is potential to make the business more exclusive with greater investment and open more revenue streams through on-site sales and collaborations. Similarly, there is a possibility to explore and replicate the business model in markets comparable to Taipei or New Taipei City.

3.2 Target Consumers

Survey analysis suggests that there is greater demand among the consumers aged 25-54, largely female, who live in Taipei and have middle-to-high household income. They show a willingness and curiosity for new skills and ideas. The survey analysis highlights another segment, the working professionals with mid-level personal income who have a greater curiosity about the world and wish to diversify their palate by learning about international cuisine and lifestyle.

Figure 8. Target consumer



3.3 Competitor Analysis

In the absence of a clear direct competitor, World Kitchen will compete with business that overlap with various aspects of its offerings such as rental kitchen space, lifestyle-enhancing memberships, and cooking classes. The key comparisons are in terms of the price, products & services, and needs met. It is clear that none of the competitors offer the comprehensive range, quality, and value in terms of international cuisine and lifestyle that World Kitchen proposes in this business plan.

There are a few notable competitors, strictly operating in the area of cooking class and experience. Their key offerings, prices, and features are presented in the table below for comparison:



Table 6. Competitors

Competitor	Price	Product	Features
Cook Inn Taiwan	NT\$2,500 per class	Taiwanese cooking class including market visit	Group class available once or twice a week; Taiwanese focus
Chef Yung Cooking	NT\$1,800	Wide range of classes (local, Asian, Western)	Long-term group course and individual classes
Cooking Fun TW	NT\$2,300	Taiwanese Cooking	DIY feature as well as classes

3.4 Positioning Statement

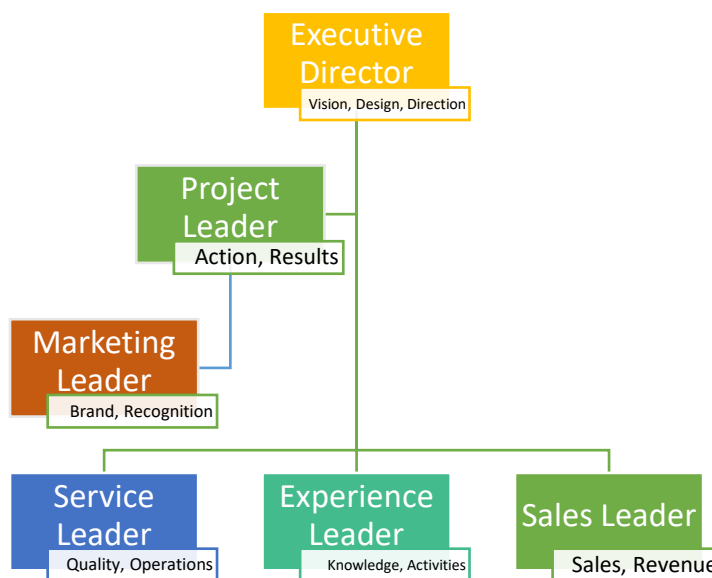
After considering the market research, internal and external analyses, and the vision for the business, World Kitchen positions itself thusly: For Taiwanese cosmopolitans that want to connect their curiosity for the world with international tastes, World Kitchen is lifestyle space that offers an exclusive, relaxing, and stylish place in a great location to learn, practice, share, and enjoy food and beverages from around the world. Unlike other lifestyle choices available to consumers at large, World Kitchen offers an effortless, stress-free experience and endless possibilities to grow, express, and savour.

4. Operations

4.1 Organizational Chart

The organizational chart below depicts the roles and responsibilities at the initial stage. The business owner and entrepreneur will serve as the executive director, supply the vision for the business, and determine the direction the business takes in its beginning stages. The executive director will be supported by the project leader – a chief operation officer, in effect – who will turn ideas into action and be responsible for achieving the major business goals. Additionally, a marketing leader will directly work with the project leader to boost branding and awareness. The executive director and the project leader will oversee the operational staff related to service, experience, and sales. The service leader will liaise with the sales and experience leaders to ensure that the atmosphere and quality is maintained throughout. Experience and service staff are the only ones required to stay on site. All other staff members can work remotely and visit the location when needed. For example, executive director and project leader can do spot checks and meetings, whereas the sales staff can schedule visits for potential clients.

Figure 9. Organizational chart



4.2 Management and Ownership

The business start-up costs will be funded entirely through a personal and partner investment of NT\$3,000,000. A full ownership of the business allows the business to begin according to the founder's vision and wishes. For the purposes of this business plan, a full ownership also simplifies the financial forecasting.



4.3 HR Management

4.3.1 Staff and Responsibilities

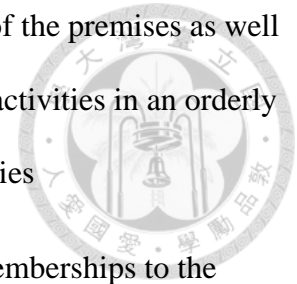
A description of job titles and responsibilities is as follows:

Executive Director: Responsible for the overall scope and scale of the business. Must adapt to the realities of the business environment and focus on the overall success of the model. Set the quality standards, SOPs, KPIs, as well as the design aesthetic and image of the business. Make executive decisions regarding the direction of company. Continue to evaluate the progress of the team members and offer guidance where necessary. Liaise with all the responsible personnel to ensure that the correct message is conveyed through and to all channels.

Project Leader: Shares the vision of executive director and responsible for producing the results through direct and efficient action. Checks and ensures that the day-to-day operations are functioning well and that all the fundamental pieces are in place. Evaluates the performance of service, experience, and sales staff respectively. Involved in staffing decisions as well as signing off on nominal contracts and invoices.

Marketing Leader: Develops the brand and different ways to highlight the values and features of the business in media. Generates timely buzz on social media platforms as well as within the local community for promotions and events.

Service Leader: Responsible for the atmosphere and maintenance of the premises as well as the smooth running of the operations by scheduling members and their activities in an orderly and proactive manner. Work with the project leader to ensure that inventories



Sales Leader: Responsible for generating the revenue by selling memberships to the target consumers. Maintain close contact with Project Leader and Executive Director to update and refresh sales strategy and targets.

Experience Leader: A top-class, young chef, with experience in award-winning kitchens who will create interesting and engaging food-related activities. A natural communicator who loves to share culinary creations, skills, and knowledge with the members in a casual and fun way. Work along side the service leader and help prepare a coherent schedule for classes and decide on the pantry items required for inventory.

Other Staff: In addition, the business will also hire cleaning staff to assist the Service Leader with the general upkeep of the location.

4.3.2 Operational Process

Staff Hours and Scheduling: Service and experience staff will be required to work on-site and have direct contact with the members whereas the others could work remotely and visit the location when needed, for meetings and other business visits. Sales and marketing staff could generate and follow leads on their own terms as their KPIs will be linked to revenue generated. Director and project leader will visit the location for inspection and meetings with the staff for feedback and to improve the business processes. Such flexibility in working hours will make World Kitchen an appealing and efficient workplace. Additionally, having just the service and experience staff on premises will keep the operation focused and also make it easier to schedule.

4.4 Supplier Management

4.4.1 Supplier Source

Large kitchen appliances will be leased locally with full service warranty. Small appliances and tools will be purchased locally as well. Some hard-to-find items will be imported from abroad (North America, Asia, and Europe).

The executive director and the project leader will make annual business trips to source unique items and form partnerships and contacts around the world. In addition, World Kitchen will also partner with local vendors and importers to utilize existing channels to source items of interest.

4.4.2 Inventory

Service leader will be responsible for inventory inspection and maintenance. The service leader will place orders with the local suppliers to replenish supplies at least two weeks in advance. At any given time, stock for spices and herbs will be sufficient for one month whereas fresh produce will be purchased as needed.

4.4.3 Equipment

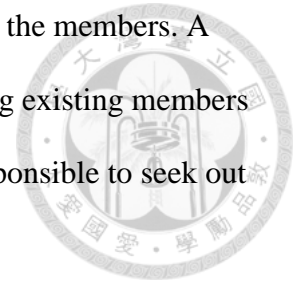
Service leader will liaise with the experience leader to check on the functioning and condition of the equipment and contact the suppliers for service and repairs. It is expected that given the high quality of equipment, the need for service and repairs will be minimal for the first two years of operation.

4.5 Risk Management & Customer Retention

World Kitchen will utilize a membership-based sales model and therefore member retention will determine the present and future success of the business. It will be incumbent upon



the service and experience leaders to ensure and deliver a superior value to the members. A positive word of mouth and high satisfaction rate will be crucial in retaining existing members and renewing their contracts. At the same time, the sales leader will be responsible to seek out referrals from existing members and follow up on the new leads.

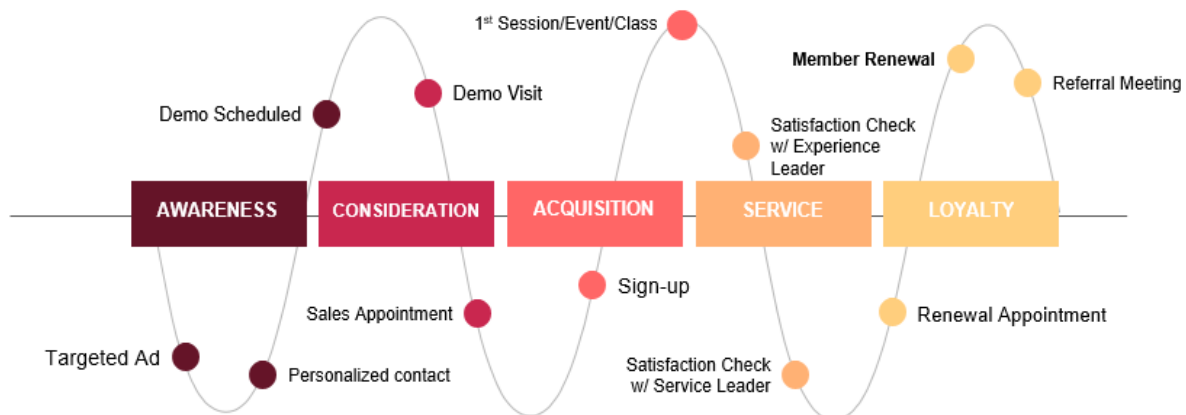


4.6 Customer Experience Journey

The most effective way of delivering value to the customers will be through a tailor-made customer experience journey (CXJ). It will begin with an introductory tour of World Kitchen and entail regular touchpoints with the Service, Experiences, and Sales Leaders to ensure satisfaction and progress throughout the year. An example of the proposed experience journey is presented in the illustration below:

Figure 11. *Customer journey*

Customer Journey Map



5. Marketing Strategy



5.1 Advertising and Communication Strategies

The advertising strategy will utilize a three-pronged approach: the traditional online ads on websites and apps such as Facebook, Instagram, Google, and YouTube particularly in tandem with cooking and kitchen related content. Secondly, LINE app is a particularly popular platform among the target customer segment and very suitable for video advertisement to present the World Kitchen space. Finally, social media influencers will be invited to present their pictures, videos, and impressions on site.

In terms of communication, World Kitchen will be an active and engaging presence in the community and create regular on-site events and social media posts focusing on the celebration of health, food, and cooking from around the world.

5.2 Content Creation and Marketing

World Kitchen will create educational content to highlight the inventory, equipment, chef expertise, and the facilities on offer. These will function as promotional materials for the business and help create a reputation for World Kitchen as supporter of diverse and health-conscious eating.

5.3 Consumer Management

World Kitchen as a service will depend on superior customer service and consumer resource management. This will include collection and retention of key consumer data and utilizing it to maximize sales and engagement. As a subscription-based model, customer retention and growth through membership renewals and word-of-mouth referrals will be a key focus. These will be achieved through tracking the renewal dates for members in a 30/60/90 day

increments with respective discounts and deals for early renewal and referrals to friends and family.



5.4 Sales & Promotion Channels

The sales staff will use a variety of platforms and channels to engage with potential customers and use the physical store location for visits and meetings. The most appealing aspect of the business is its impressive on-site space including kitchen space, dining room, and VIP lounge, the promotional activities will focus on generating physical visits of potential members. Social media influencers will play a key role in giving a real and enticing sense of the place through Facebook, Instagram, and Twitter posts, preferably in video format. The exclusivity of World Kitchen would mean that heavy discounts, though they may be offered during sales pitch, will not be advertised. However, some vouchers to attend on-site events may be offered through social media platforms to generate customer engagement both offline and online.

5.5 Pricing

World Kitchen, as a culinary lifestyle business, would be an exclusive and premium place. At the same time, recognizing the interest and passion for food found at all levels of society, we would not price out any of our target segments. An affordable yet premium lifestyle destination, World Kitchen will sell memberships for of 12, 18, and 24 months. There will be three different types of memberships: Deluxe, VIP, and Professional. The core product and services package (Deluxe) topped up with some extra options for the VIP and Professional tiers.

Membership (three-tiers) and details:

Deluxe:

12-months – NTD 38,888; 18-months – NTD 48,888; 24-months – NTD 58,888

The deluxe membership will include 2 shared kitchen sessions per month along with daily access to the World Kitchen location and up to 6 group experience sessions with the chef.

The membership will also include

VIP:

12-months – NTD 50,888; 18-months – NTD 66,888; 24-months – NTD 80,888

The VIP membership will include 2 individual kitchen sessions per month along with daily access to the World Kitchen location and up to 12 group experience sessions with the chef.

In addition, VIP members will have exclusive access to the VIP lounge where they will enjoy premium beverages and snacks and connect with other VIP members.


Professional:

12 1-hour sessions – NTD 28,888 or NTD 3,888 for one session (depending on availability)

There will be a special membership for professional or accomplished food enthusiasts to utilize World Kitchen facilities to record food preparation sessions. This membership will not include access to World Kitchen facilities or sessions with the chef.



Figure 12. Pricing



Pricing		
Deluxe	VIP	Professional
Daily Access to World Kitchen	Daily Access to World Kitchen & VIP Lounge	12 one-hour Kitchen Sessions
2 Shared Kitchen Sessions Per Month	2 <u>Private</u> Kitchen Sessions Per Month	Tripod and Mount Provided for Recording
6 Group Experience Sessions with in-house Chef	12 Group Experience Sessions with in-house Chef	Priority Access to All Community Events
Priority Access to All Community Events	Priority Access to All Community Events	Promotion opportunities through World Kitchen Social Media
NT\$ 38,888 (12-months)	NT\$ 50,888 (12-months)	NT\$ 28,888 (12-months)

6. Finances



6.1 Assumptions

The financial calculations and expectations of the business are based on the following assumptions:

- World Kitchen Inc. is completely self-financed. Therefore, there will be no borrowing and interest expense in the initial investment.
- Accountant fees include business registration and licensing fees. The insurance fee is fixed for calculation purposes.
- Large appliances will be purchased at best available prices and factored into the start-up costs along with other smaller appliances as a one-time expense
- Fixed assets depreciation is on a straight-line basis with no residual value.
- Executive Director and Project Leader will receive a nominal monthly salary of NT\$45,000 and an agreed upon percentage from net profits as bonus at the end of the year.
- Service Leader and Experience Leader will receive a monthly salary of NT\$30,000. Overtime will be paid at NT\$250 per hour.
- Sales Leaders will be paid NT\$200 per hour and sales commission based on the number of memberships sold.
- All profits gained will be funneled back into the business until break-even is achieved.
- As per the regulations of Taiwan Ministry of Finance, business income tax of 17% will apply when the net profit is higher than NTD 120,000. Sales tax of 5% will apply.

6.2 Start-up Costs

The start-up costs for the business are high and comprise mainly of kitchen installation, space renovation, inventory, and furniture. All of these features are essential for the business launch. An approximate 10% of the investment amount is retained for budgeting and cash flow needs. Projected start-up costs are shown in the table below:

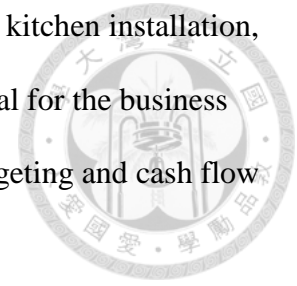


Table 7. Start-up costs

Projected Startup Costs	Amount
Assets	
Kitchen Design & Installation	\$ 900,000.00
Furniture & Amenities	\$ 200,000.00
Materials & Supplies	\$ 150,000.00
Expenses	
Business Registration & Fees	\$ 100,000.00
Lease Deposit & Annual Rent	\$ 1,020,000.00
Insurance Premiums	\$ 120,000.00
Marketing Expense	\$ 200,000.00
Total Startup Costs	\$ 2,690,000.00
Financing	
Owner Investment	\$ 3,000,000.00
Total Financing	\$ 3,000,000.00
Cash Surplus	\$ 310,000.00

6.3 Income Statement Forecast

A five-year income statement forecast is presented below. Key findings include a loss in excess of NT\$ 1M in the first year owing to high start-up costs. The business is expected to cross the break-even point in the second quarter of the second year and is expected to be profitable (~20%) thereafter. During the third year, there is potential for the business to expand or evolve.

Depending on the direction owners take, the business can continue as a cash cow or follow on to one of the two exit strategies (discussed further below).



Table 8. Income statement forecast

	2023	2024	2025	2026	2027
Revenue					
Units Sold & Renewed	96	156	204	216	216
Sales	\$3,840,000	\$ 6,240,000	\$ 8,160,000	\$8,640,000	\$8,640,000
Other Sales	\$150,000	\$180,000	\$ 180,000	\$180,000	\$180,000
COGS	\$240,000	\$ 300,000	\$ 300,000	\$480,000	\$480,000.00
Gross Profit	\$3,750,000	\$ 5,940,000	\$ 8,040,000	\$8,340,000	\$8,340,000
	0	0	0	0	0
Expenses	0	0	0	0	0
Rent	\$1,020,000	\$ 1,020,000	\$ 1,020,000	\$1,020,000	\$1,020,000
Wages	\$2,520,000	\$ 2,724,000	\$ 2,922,000	\$3,120,000	\$3,600,000
Utilities	\$600,000	\$ 600,000	\$ 600,000	\$600,000	\$600,000
App and Database	\$50,000	\$ 50,000	\$ 50,000	\$50,000	\$50,000
Business Expansion	\$0	\$ -	\$ 500,000	\$0	\$0
Advertising	\$190,000	\$ 190,000	\$ 210,000	\$190,000	\$190,000
Accounting	\$60,000	\$ 60,000	\$ 60,000	\$60,000	\$60,000
Supplies (Herbs, Spices, Oils, etc.)	\$280,000	\$ 230,000	\$ 340,000	\$360,000	\$340,000
Repairs & Maintenance	\$0	\$ -	\$ -	\$0	\$0
Depreciation	\$0	\$ 42,480	\$ 42,480	\$63,720	\$84,960
	0	0	0	0	0
Total Expenses	\$4,840,000	\$ 5,036,480	\$ 5,864,480	\$5,583,720	\$6,064,960
	0	0	0	0	0
Earnings Before Tax	-\$1,090,000	\$ 903,520	\$ 2,175,520	\$2,756,280	\$2,275,040
	0	0	0	0	0
Income Tax	\$0	\$ 166,440	\$ 419,230	\$468,568	\$386,757
	0	0	0	0	0
Net Earnings	-\$1,090,000	\$ 737,080	\$ 1,756,290	\$2,287,712	\$1,888,283
	0	0	0	0	0
Gross Profit Margin	97.7%	95.2%	98.5%	96.5%	96.5%
Net Profit Margin	-28.4%	11.8%	21.5%	26.5%	21.9%

6.4 Expected Cash Flow

The table below demonstrates the projected inflow and outflow of cash over the first five years of the business. The cash flow is initially negative due to a full roster of employees and high rent. However, once the business breaks even in the second year, the cash flow starts to

stabilize and grow steadily resulting in significant cash balance that can be made available for expansion and acquisitions.



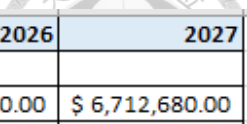
Table 9. Expected cash flow

	2023	2024	2025	2026	2027
Beginning Cash Balance	\$ 310,000.00	-\$ 610,000.00	\$ 728,480.00	\$ 3,658,960.00	\$ 6,712,680.00
Cash Inflow					
Sales	\$ 3,990,000.00	\$ 6,420,000.00	\$ 8,340,000.00	\$ 8,820,000.00	\$ 8,820,000.00
Add back Depreciation	\$ -	\$ 42,480.00	\$ 42,480.00	\$ 63,720.00	\$ 84,960.00
Total Cash Inflow	\$ 3,990,000.00	\$ 6,462,480.00	\$ 8,382,480.00	\$ 8,883,720.00	\$ 8,904,960.00
Cash Outflow					
<i>Fixed Costs</i>					
Rent	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00
Utilities	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00
Accounting	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Advertising	\$ 190,000.00	\$ 190,000.00	\$ 210,000.00	\$ 190,000.00	\$ 190,000.00
App and Database	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
<i>Variable Costs</i>					
Wages	\$ 2,520,000.00	\$ 2,724,000.00	\$ 2,922,000.00	\$ 3,120,000.00	\$ 3,600,000.00
Inventory/Supplies	\$ 280,000.00	\$ 230,000.00	\$ 340,000.00	\$ 360,000.00	\$ 340,000.00
COGS	\$ 240,000.00	\$ 300,000.00	\$ 300,000.00	\$ 480,000.00	\$ 480,000.00
Business Expansion	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
Total Cash Outflow	\$ 4,910,000.00	\$ 5,124,000.00	\$ 5,452,000.00	\$ 5,830,000.00	\$ 6,290,000.00
Net change in Cash	-\$ 920,000.00	\$ 1,338,480.00	\$ 2,930,480.00	\$ 3,053,720.00	\$ 2,614,960.00
Ending Cash Balance	-\$ 610,000.00	\$ 728,480.00	\$ 3,658,960.00	\$ 6,712,680.00	\$ 9,327,640.00

6.5 Balance Sheet Forecast

The balance sheet forecast for the next five years follows the assumptions made for the business plan such as no loans and subsequent payments. As a result, the assets are almost entirely balanced by the equity (retained earnings and capital).

Table 10. Balance sheet forecast




	2023	2024	2025	2026	2027
Current Assets					
Cash	\$ 310,000.00	-\$ 610,000.00	\$ 728,480.00	\$ 3,658,960.00	\$ 6,712,680.00
Accounts Receivables	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory/Supplies	\$ 280,000.00	\$ 230,000.00	\$ 340,000.00	\$ 360,000.00	\$ 340,000.00
Prepaid Rent	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00	\$ 1,020,000.00
Total Current Assets	\$ 1,610,000.00	\$ 640,000.00	\$ 2,088,480.00	\$ 5,038,960.00	\$ 8,072,680.00
Non-current Assets					
Kitchen Equipment	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00
Office Equipment	\$ 215,000.00	\$ 215,000.00	\$ 215,000.00	\$ 215,000.00	\$ 215,000.00
Less: Depreciation	\$ -	\$ 42,480.00	\$ 42,480.00	\$ 63,720.00	\$ 84,960.00
Total Non-current Assets	\$ 1,215,000.00	\$ 1,172,520.00	\$ 1,172,520.00	\$ 1,151,280.00	\$ 1,130,040.00
Total Assets	\$ 2,825,000.00	\$ 1,812,520.00	\$ 3,261,000.00	\$ 6,190,240.00	\$ 9,202,720.00
Liabilities					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Equity					
Retained Earnings	\$ -	\$ 737,079.80	\$ 1,756,289.80	\$ 2,287,712.40	\$ 1,888,283.20
Capital	\$ 2,825,000.00	\$ 1,075,440.20	\$ 1,504,710.20	\$ 3,902,527.60	\$ 7,314,436.80
Total Equity	\$ 2,825,000.00	\$ 1,812,520.00	\$ 3,261,000.00	\$ 6,190,240.00	\$ 9,202,720.00
Total Equity and Liabilities	\$ 2,825,000.00	\$ 1,812,520.00	\$ 3,261,000.00	\$ 6,190,240.00	\$ 9,202,720.00

6.6 Break-Even Analysis

The break-even analysis takes into account the three types of memberships available and uses a weighted average to determine a representative amount per membership. The analysis yields that at 121 memberships, the business will break-even and enter profitability. It is also important to consider that the actual membership capacity for the single World Kitchen location is 216 (calculated using the available hours for use by members) therefore, the profit margin for the business will continue to grow for a while after break-even point is reached.

Table 11. *Break-even analysis*



Break-even Analysis	Deluxe	VIP	Professional
Annual Membership Price	\$ 38,888	\$ 50,888	\$ 28,888
Variable Expense	\$ 2,431	\$ 3,055	\$ 1,805
Contribution Margin	\$ 36,457	\$ 47,833	\$ 27,083
Projected Sales Proportion	50%	40%	10%
Weighted Contribution Margin	\$ 18,229	\$ 19,133	\$ 2,708
Fixed Expenses (Year 1)	\$ 4,840,000		
Weighted Average Contribution Margin	\$ 40,070		
Break-even point (# of memberships sold)	121		

7. Discussion

After considering the business plan from market, consumer, marketing, operations, and financial points of view, it is imperative to foresee the plan in action. We shall do so in two ways: first, through a projected roadmap to envision the business as it comes into fruition from initial preparation to breaking even and reaching profitability. Second, through risk analysis of the potential pitfalls that the business might face particularly in the early stages.

7.1 Projected Roadmap

The projected roadmap looks at the business from four major areas of activity: sales, operations, marketing, and finance. Pre-Q1 is the period of preparation before the business is launched. It involves the initial investment, site selection and renovation, and a collaborative sales and marketing push for pre-launch sales. Sales will continue to push for new members and organize events around major holidays and key dates. There will be performance review of the sales team and retraining and restructuring as needed. Marketing will work closely with operations and sales to cultivate the brand and core image of the business through social media, content creation, and targeted exposure for the business through reputable outlets. Likewise, the operations will focus on recruitment and execute plans as detailed by the executive team. The key checkpoint for the roadmap is the break-even point for the business i.e. reaching 123 fully paid members. It is expected that World Kitchen will reach this point by the end of Q2 of the second year. The table below provides a snapshot of the projected roadmap.

Figure 13. Projected roadmap

	Pre-Q1		Q1			Q2			Q3			Q4			Q1			Q2	
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Sales	Pre-launch Sales					50th Member Sales Event						100th Member Sales Event						Break-even reached	
				CNY Special Sales Push		Mother's Day Sales Event		Sales Team Refresh				End of Year Sales Push					Renewal / Referral Push		
Operations	Site selection / Renovation					Operations Review						Operations Review					Roadmap Review		
		Recruitment								Support Staff Hire		Expense Renegotiate							
Marketing			Soft opening			Official Launch			Ad Campaign on Facebook/Instagram			Influencers visit					Renewal / Referral Campaign		
		Social Media Activation			SEO / Online Advertisement		Blog launch			Chef Interview in Magazine							Executive Interview Online		
Finance	Initial investment					Inventory Check							Financial Review						
								Mid-Year Financial Review									Salary Review and Bonus Allocation		

7.2 Risk Analysis

World Kitchen, like any business, will face risks internally as well as externally. Before the business is launched, it is imperative to consider the likelihood and severity of these risks and assess whether the business still merits the investment. Internal issues relating to recruitment, financing, and branding, for example, pose key risks to the operational and financial viability of the business. Externally, issues like supply chain and logistical problems (put in sharp focus in light of the global covid-19 outbreak) and government regulations can have a significant impact on the business. The table below provides a snapshot of some key risks for the business and their acceptance level.

Figure 14. Risk analysis

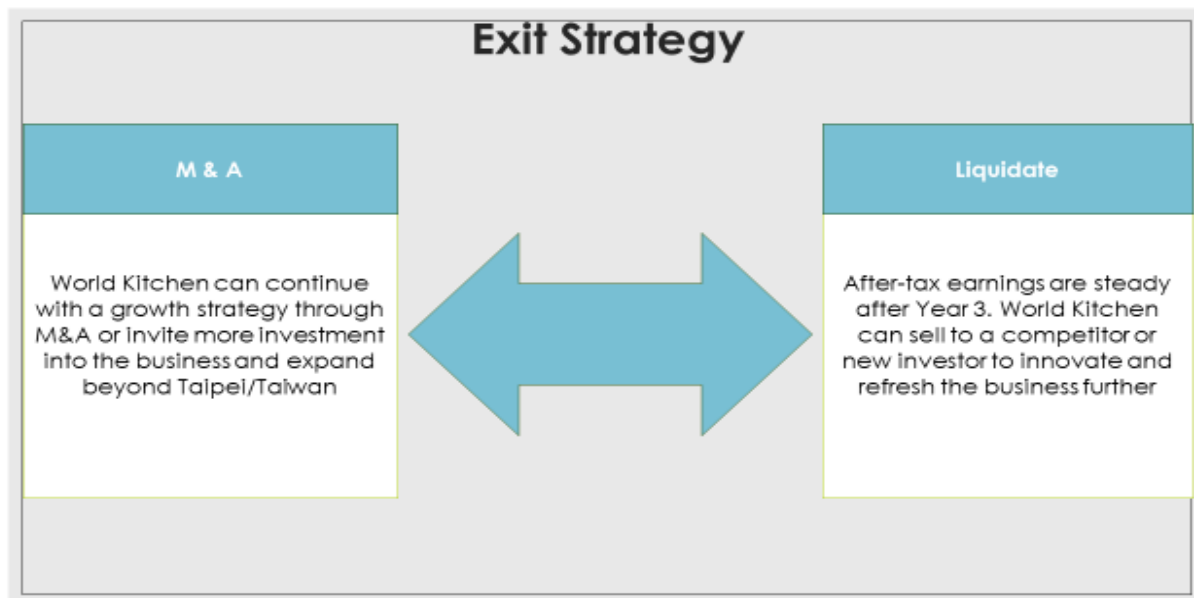
Risk	Potential Impact	Financial Impact	Severity	Likelihood	Responsibility	Acceptance
Internal						
Poor Recruitment (Chef, Sales, etc.)	Operational impact	High	High	Likely	Project Leader	Acceptable with controls
Poor Financing (Cash flows, etc.)	Overall impact	High	High	Not Likely	Executive Director	Acceptable with controls
Branding & Awareness	Low Sales	Moderate	Moderate	Less Likely	Marketing Leader	Acceptable
External						
Supply Chain Issues	Inventory Shortage	Moderate	Moderate	Less Likely	Service Leader	Acceptable with controls
Customer Trends / Taste Change	Low Sales	High	High	Not Likely	Executive Director	Acceptable
Natural Disaster (pandemic, etc.)	Overall impact	High	High	Less Likely	Executive Director	Acceptable with controls
Government Regulations	Operational impact	Moderate	Moderate	Not Likely	Executive Director	Acceptable

7.3 Exit Strategy

Two major exit strategies are considered for World Kitchen after Y3. The first is to continue on a growth track and expand beyond Taipei and Taiwan through **mergers and acquisitions**. This could involve identifying new markets in Asia, cities that match the profile of Taipei in terms of their demographics and lifestyle potential. World Kitchen could then seek out new partners or acquire another business to get a foothold in the new market.

Another option would be to **liquidate** and sell the business to new investors who could continue to innovate and grow the business. Since the business would have hit its growth and profitability targets by Year 3, it would seem to be a good point to decide whether to invest further into growth or sell at a profit.

Figure 15. Exit Strategy



Appendix



Survey Questionnaire

Hello: This questionnaire is part of my master thesis for Global MBA at National Taiwan University. The purpose of research is to understand the interest in international cooking among Taiwanese residents, their openness to try new flavors, spices, appliances, and tools from around the world, to come up with a practical business plan. It would take approximately 5 minutes to complete this survey. Your participation in this study is completely voluntary. Your opinions are very important for this project. Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. If you have questions at any time about the survey or the procedures, you may contact Umair Khan by email at r09749044@ntu.edu.tw

Thank you very much for your time and support. Please start with the survey now by clicking on the Continue button below.

World Kitchen Market Research - Basic Information

Gender

1. Male
2. Female
3. Prefer Not to Say
4. Other

Age

1. Under 16
2. 16-24
3. 25-34

4. 35-44
5. 45-60
6. Above 60



Current Residence Location

1. Taipei City
2. New Taipei City
3. Hsinchu
4. Other in Taiwan
5. Other

Personal Monthly Income

1. Under NT\$20,000
2. NT\$20,000 - NT\$29,999
3. NT\$30,000 - NT\$39,999
4. NT\$40,000 - NT\$49,999
5. NT\$50,000 - NT\$59,999
6. NT\$60,000 - NT\$69,999
7. Over NT\$70,000
8. No income
9. Other _____

World Kitchen Market Research - Passion for Food



Do you enjoy foods from different countries?

1. Yes
2. No
3. Maybe

How do you learn about foods from different cultures? (Select all that apply)

1. Social Media Videos and Blogs (Facebook, Instagram, YouTube, Twitter, etc.)
2. Friends, Family, Word of Mouth
3. Cookbooks, Magazines, Newspapers, Websites
4. Cooking Classes
5. Travel
6. Dining out at restaurants
7. I am not interested in foods from other cultures
8. Other _____

How many of your meals are cooked or prepared by yourself or at home every week?

1. Zero - I don't cook
2. Zero - I don't have a kitchen
3. 1 - 4
4. 5 - 10
5. 11 - 14
6. More than 15



Which of the following food-related skills would like to learn or practice? (Select all that apply)

1. International recipes (French, Mediterranean, Japanese, etc.)
2. Wine tasting and wine pairing
3. Knife skills (slice, dice, chop, etc.) - quickly and creatively
4. Using international herbs and spices (saffron, paprika, nutmeg, etc.)
5. Food presentation
6. Meals for Fitness (gaining muscle, losing fat, etc.)
7. Cooking for One
8. Using kitchen equipment from other cultures (Dutch oven, Tajine, Handi, etc.)
9. World of Coffee (beans, roasts, equipment, preparation)
10. Cleaning and De-boning/De-shelling Fish/Seafood/Meats
11. Meals for a Diet Plan (Vegan, Keto, Paleo, Strength Training, etc.)
12. I am not interested in learning any food-related knowledge or skills

Which of the following international cuisines are you most interested in or curious about?

(Select all that apply)

1. East Asian (Japanese, Korean)
2. Southeast Asian (Indonesian, Malaysian, Thai, Vietnamese, Myanmar, etc.)
3. South Asian (Bangladeshi, Indian, Pakistani, Sri Lankan, Afghan)
4. Central Asian (Uzbek, Tajik, Kazakh, etc.)
5. Middle-Eastern (Iranian, Syrian, Turkish, etc.)

6. Mediterranean (Greek, Lebanese, Palestinian & Israeli, etc.)
7. North African (Algerian, Moroccan, Tunisian, etc.)
8. East African (Ethiopian, Kenyan, etc.)
9. South European (Italian, Spanish, Portuguese, French)
10. North and Central European (German, Swiss, Norwegian, Danish, etc.)
11. Central and South American (Brazilian, Colombian, Peruvian, Mexican, etc.)
12. North American



Which of the following presents an obstacle in your exploration, preparation, and enjoyment of authentic international cuisines at home? (Please select all that apply)

1. My kitchen space is small
2. My kitchen is old-style/traditional
3. I don't have the right equipment
4. I don't know many international recipes
5. It's hard to find the necessary ingredients (herbs, spices, oils, condiments, syrups, etc.)
6. It's too difficult/complicated for me
7. My family/partner only prefer local cuisine
8. I don't have a kitchen

World Kitchen Market Research - Lifestyle Interests

Are you enrolled in any instructional classes? (Select all that apply)

1. Health and Fitness Classes (Gym, Martial Arts, Watersports, Yoga, Dancing, etc.)

2. Language classes (Private tutor, Group classes, etc.)
3. Music lessons
4. Cooking classes
5. Computing classes (Programming, Graphics design, etc.)
6. I am not enrolled in any classes
7. Other _____



What are your main reasons for enrolling in instructional classes? (Select all that apply)

1. Learn a new skill
2. Meet people with similar interests
3. Improve my quality of life
4. Improve my career prospects
5. Do something fun
6. I am not enrolled in any classes
7. Other

In your opinion, what is a reasonable fee for a private food-related instructional class (cooking, tasting, presenting, understanding, etc.)?

1. Less than NT\$500 per hour
2. Between NT\$500 and NT\$1000 per hour
3. Between NT\$1000 and NT\$2000 per hour
4. More than NT\$2000 _____

In your opinion, what is a reasonable fee for a group food-related instructional class (cooking, tasting, presenting, understanding, etc.)?



1. Less than NT\$500 per hour
2. Between NT\$500 and NT\$1000 per hour
3. Between NT\$1000 and NT\$2000 per hour
4. More than NT\$2000 _____

Please rank (1-5) the following in order of interest (1 is most interesting, 5 is least interesting):

- New clothes _____
- New gadgets _____
- New experiences _____
- New skills _____
- New friends (social circle) _____

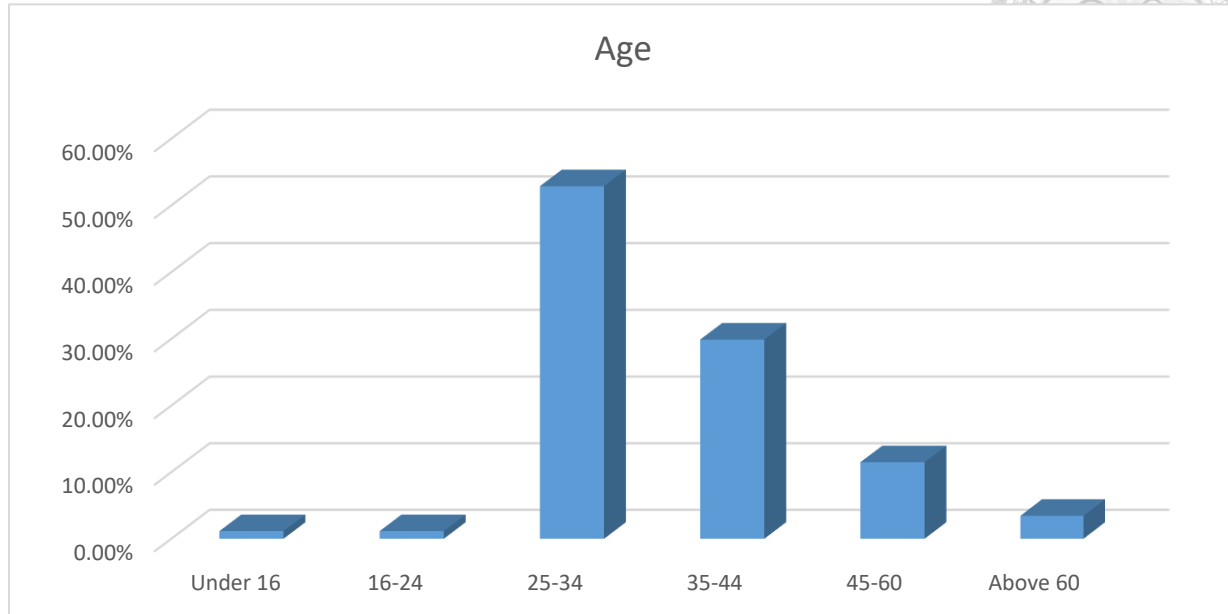
Would you consider trying out a short cooking session at a modern kitchen space such as one shown in the picture below?

1. Yes
2. Sorry, no

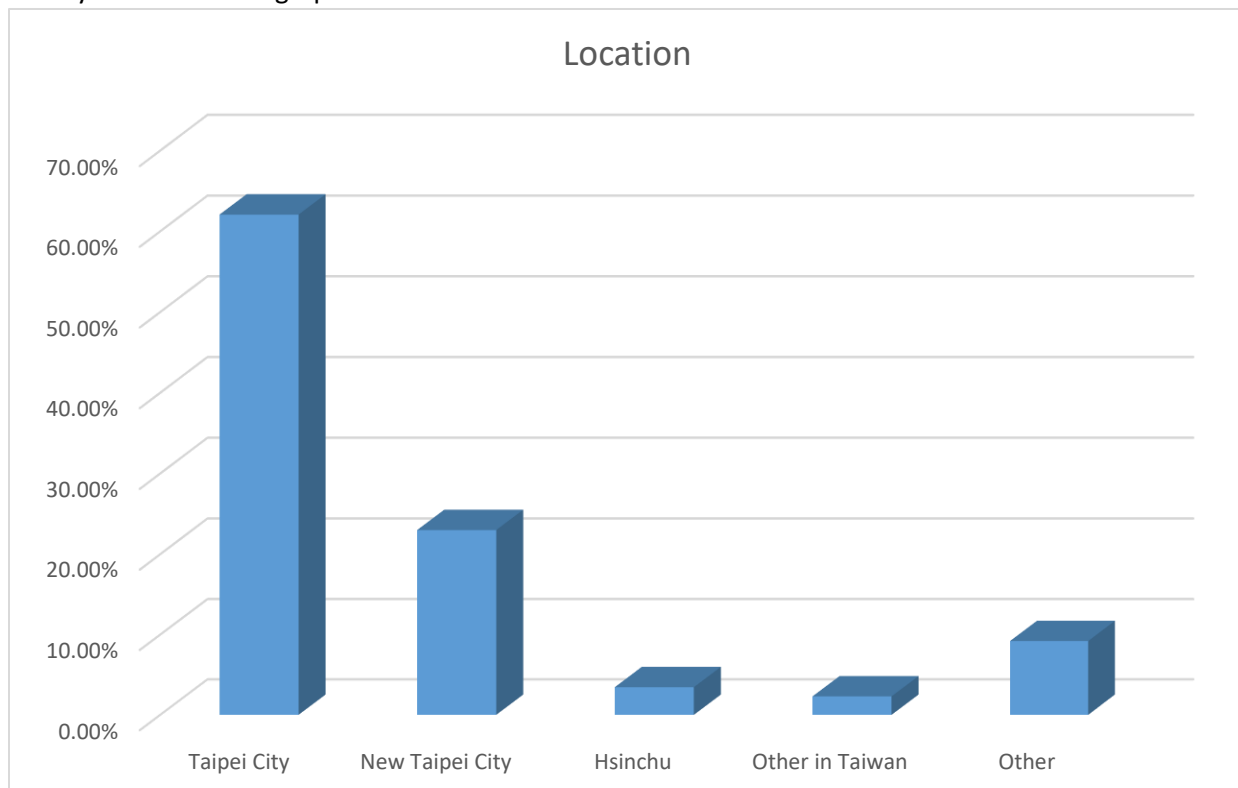
Survey Results Illustrated



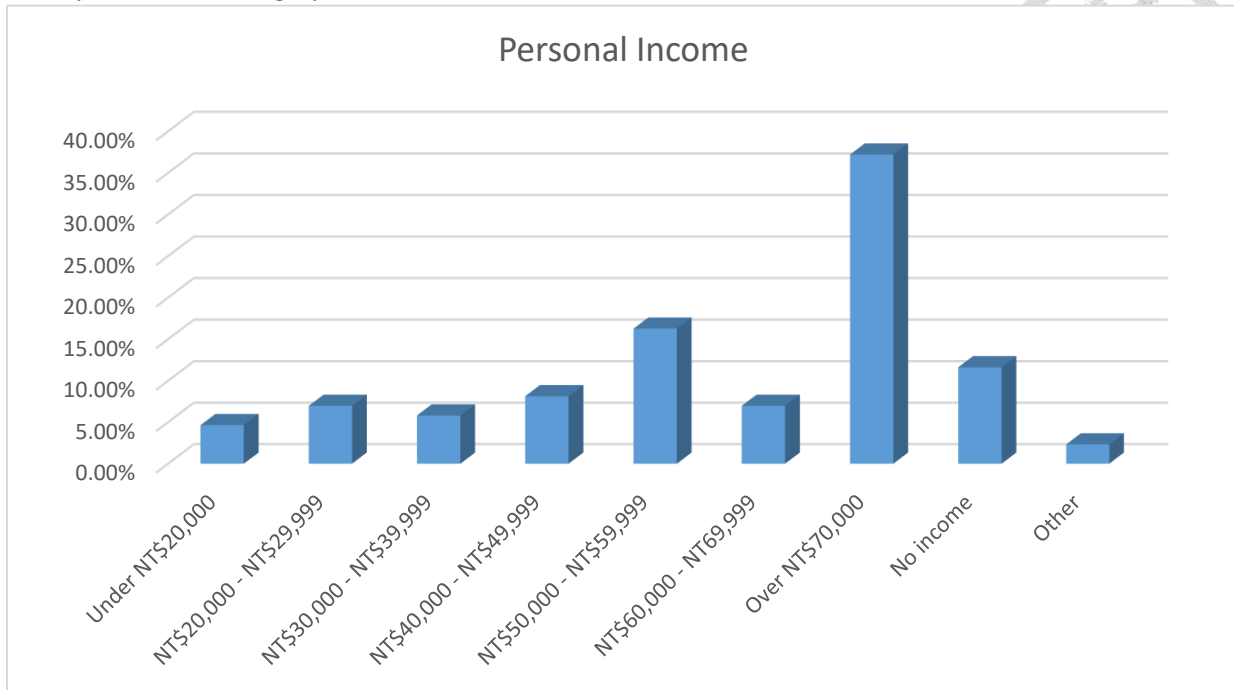
Survey results – Demographics – Age



Survey results – Demographics – Location



Survey results – Demographics – Personal Income



Evaluating the interest:

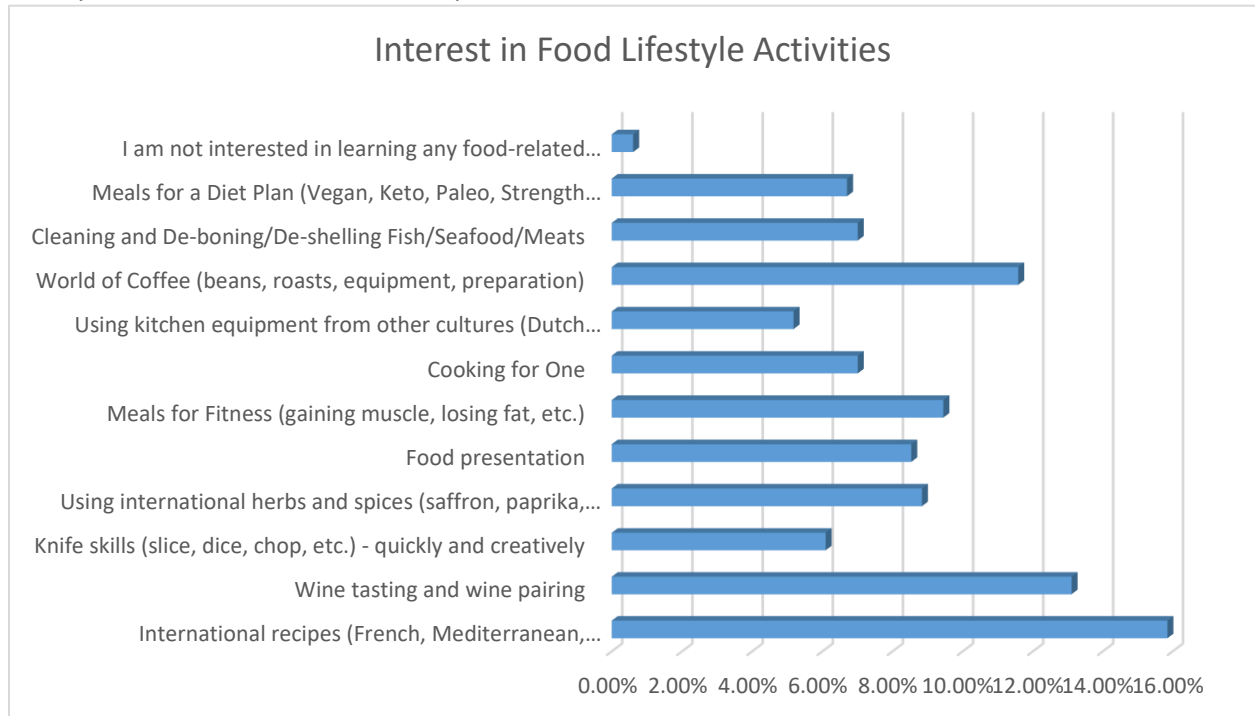
Survey results – Interest in International Cuisine



Survey results – Learning about international cuisine



Survey results – Interest in food lifestyle



Survey results – Interest in cuisine by region

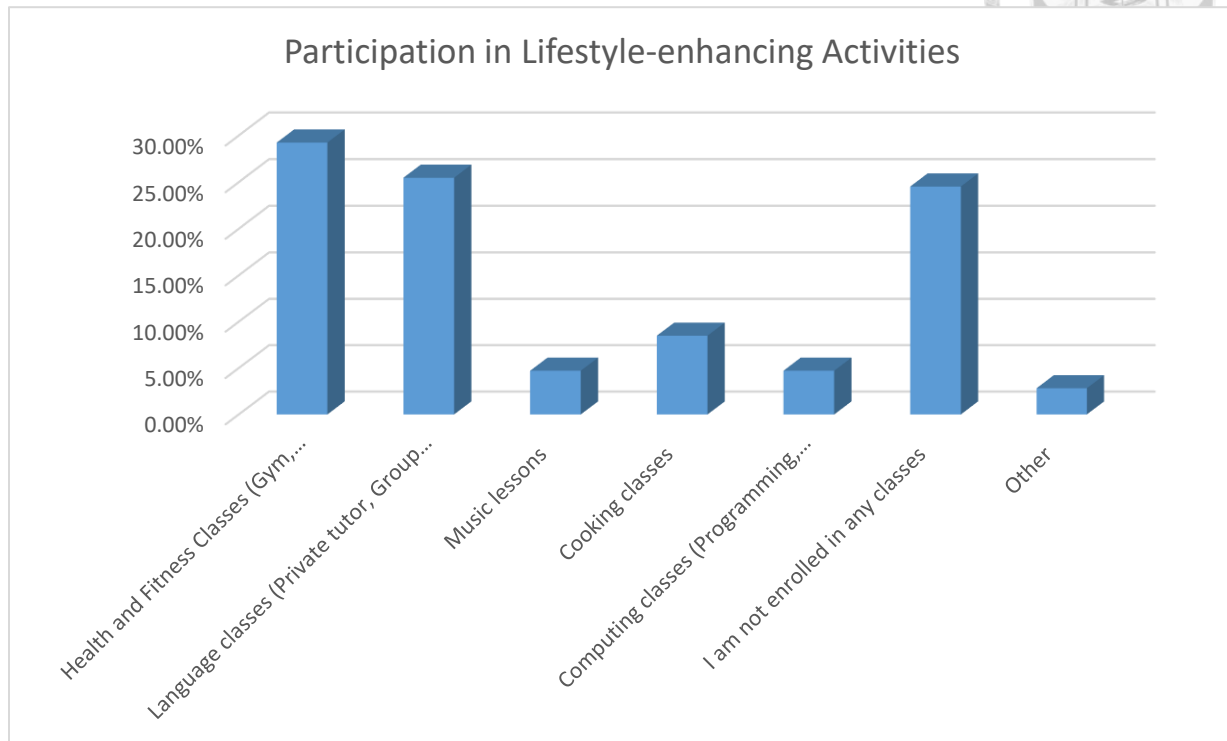


Survey results – Challenges

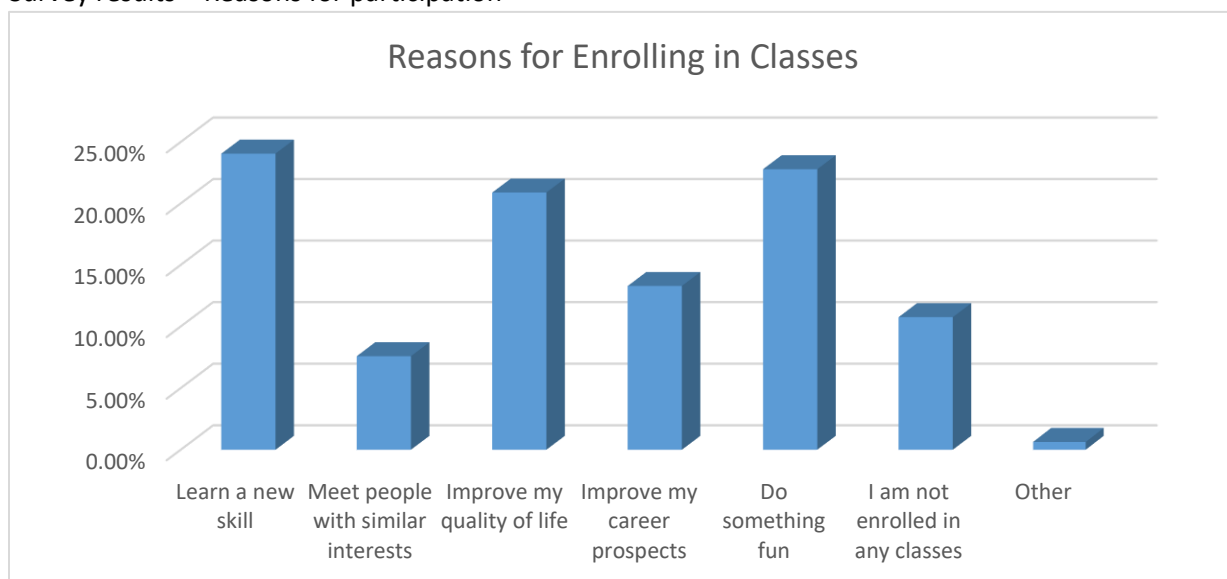


Likelihood to join:

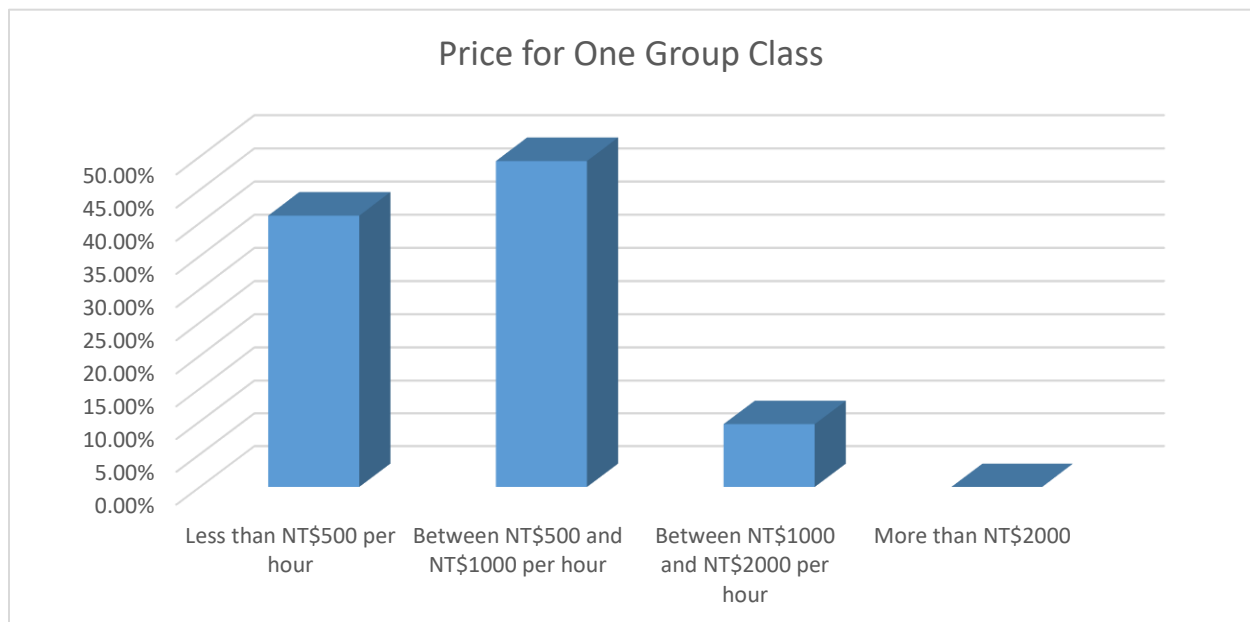
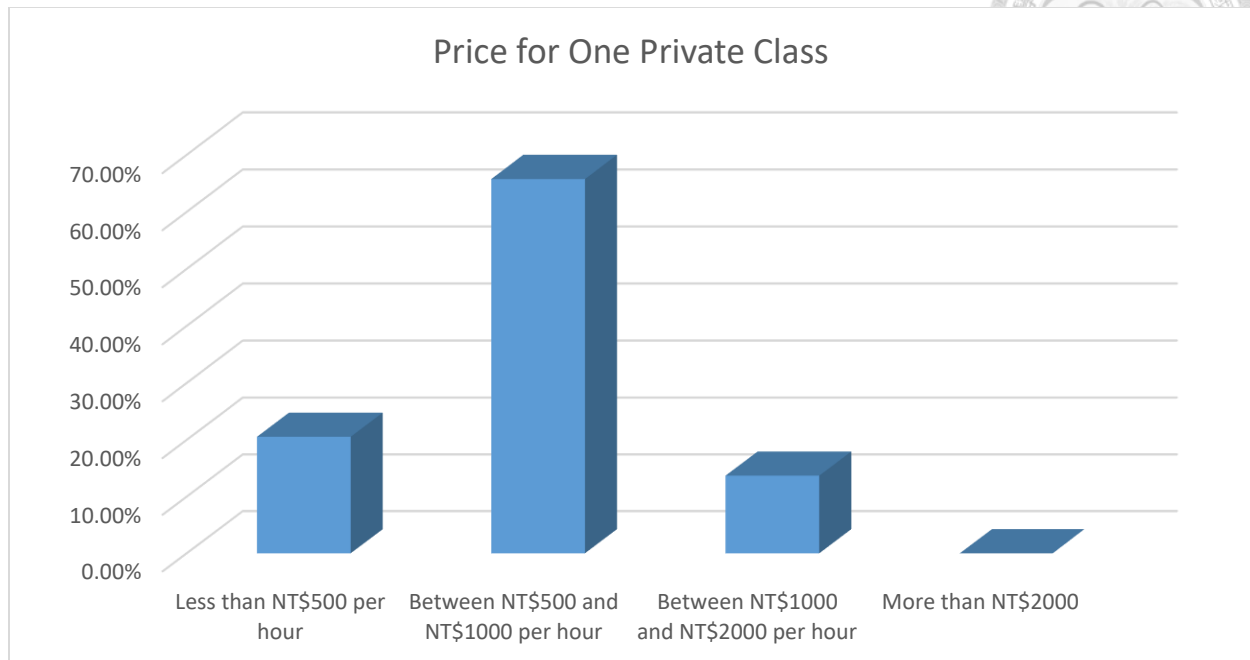
Survey results – Lifestyle participation



Survey results – Reasons for participation



Willingness to pay:



Personal Interview Questions



Kitchen Supplier Interview

1. 典型的台灣廚房最常要求的功能/設施有哪些？

ANS:廚房最基本的功能 1.煮食區 2.洗滌區 3.準備區。設備最基本的:1.瓦斯爐(電爐) 2.抽油煙機 3.烘碗機 4.水槽 5.水龍頭 6.飲水淨水設備 6.洗碗機

2. 顧客通常在廚房上花多少錢？你最便宜的產品是什麼？帶島的小廚房能賣多貴？

ANS:顧客花在廚具上的預算 13 萬~百萬不等(依廚房空間大小和廚具的品牌和設備去決定預算)

廚房最便宜的產品為傳統分件式廚具(如

https://www.trplus.com.tw/TR_Kitchens_Bathrooms/c/EC_10089492) 中島型廚具—德式原裝進口品牌可達 40 萬-百萬

3. 在您的經驗中，台灣廚房有哪些新趨勢？

ANS:全球世界級品牌依德國、義大利為主流，世界廚具品牌前三大 poggenpohl、bulthaup、sieMatic，在台灣都有專門代理商在服務，可以說是跟全球品牌一樣的優勢在前進，另外台灣也有小型加工廠可依客戶不同需求去製作專屬各別客戶的產品。

4. 台北客戶是偏愛高端（德國等）電器還是滿足於中國和本地品牌的更便宜的選擇？

ANS:高端客戶依然偏愛德國、義大利系列的廚具及電器，一般大眾還是依台灣自製的廚具跟電器(預算考量)

5. 對聯網的智能家電有需求嗎？

ANS:智能家電產生的便利性及功能，普遍使用上還是較少，因為台灣便利商店及賣場方便跟消費型態還是傳統市場方式，不像國外需要採購大量食物來儲備。



6. 你理想的廚房是什麼？您能描述一下緊湊型（8 平方米）工字形廚房空間的流行設置嗎？

ANS:開放式空間可以煮食區及餐桌結合中島的樣式

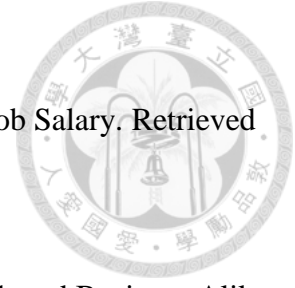
(<https://www.youtube.com/watch?v=agiplsXOSvM&t=50s>)

7. 平米空間大約為 2.4 坪左右，一字型廚具可依圖面下去配置

為右至左 分別為 1.冰箱區 2.洗滌區 3.準備區 4.煮食區



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