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寫作精靈：為在臺灣的國際學生和工作者提供中文文件

重寫服務

Writing Magic: Rewriting Chinese documents service for

international students and workers in Taiwan

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## NATIONAL TAIWAN UNIVERSITY

寫作精靈：為在臺灣的國際學生和工作者提供中文文件重寫服務

Writing Magic: Rewriting Chinese documents service for international students and workers in Taiwan

本論文係　丸山理湖　君（R10749050）在國立臺灣大學企業管理碩士專班完成之碩士學位論文，於民國 113 年 6 月 24 日承下列考試委員審查通過及口試及格，特此證明

The undersigned, appointed by the Global MBA on ___(6/24/2024)___ have examined a Master's Thesis entitled above presented by _____ MARUYAMA RIKO (R10749050) candidate and hereby certify that it is worthy of acceptance.

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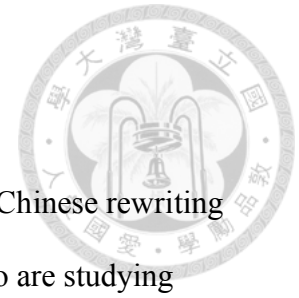
英語撰著品質委員/English Proficiency Examiner：

系主任、所長(Department Chair/Program Director)

EXECUTIVE SUMMARY

This business plan advocates for the creation of an innovative Chinese rewriting platform that caters to individuals both within and outside Taiwan who are studying Chinese or using it for work or study. This service aims to fill the current service gap in document rewriting, elevating the understanding of nuanced Chinese expressions and cultural contexts for non-native speakers. The service will be provided by Editors, who are native Chinese speakers, presently assumed to be residing in Taiwan, such young researchers, professionals, and students.

The platform introduces three pricing tiers to suit different Requester requirements. The Basic Plan is intended for regular usage and includes additional add-on options for versatility. For more comprehensive support, the Upgrade Subscription Plan offers extensive rewriting services for a set number of documents. Lastly, the Premium Plan is tailored for occasional document editing, providing detailed editing services on a per-page basis.

The thesis ventures into crucial areas, pinpointing the exact needs of the target audience through stringent market analysis, devising a scalable business model that responds to these needs, and developing an all-encompassing financial strategy to secure sustainability and growth. The research method encompasses primary data collection via surveys aimed at international students and workers to measure demand and preferences, along with secondary research to decode market dynamics and competitor tactics.

Addressing the unmet needs of the increasing population of Chinese learners and international students in Taiwan, this platform aims to become a vital resource for global individuals wishing to improve their Chinese language documents. The thesis will present a detailed roadmap for the platform's development, incorporating strategic marketing

approaches to effectively connect with and engage the target audience, as well as a financial model designed to ensure the platform's long-term feasibility and impact.

The conclusion will underscore the platform's potential to fill a significant market void and to enrich the academic and professional lives of its Requesters. Furthermore, it will detail how the platform's contributions towards fostering linguistic and cultural integration resonate with the broader educational aims in Taiwan's multifaceted society.

Keywords: Writing Magic, Rewriting Platform, Rewriting Editors, Rewriting Requesters

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CHAPTER 1. MOTIVATION OF THE BUSINESS

The motivation behind establishing this business arises from a deeply academic understanding of language acquisition challenges and the professional demand for language proficiency in the globalized economy. It is grounded in the theoretical frameworks of communicative competence and sociolinguistic integration, recognizing the essential role that written communication plays in academic and professional settings.

This business proposition is motivated by the identified deficiency in services that cater to the nuanced needs of non-native Chinese speakers in Taiwan. This deficiency is not only in the mechanical aspects of language but also in the subtleties of cultural expressions and professional terminologies that are crucial for effective communication and integration into Taiwanese society.

Drawing upon empirical evidence and my personal six-year experience as an international student and worker in Taiwan, I have observed a growing trend of international residents who, despite achieving conversational fluency, struggle with the higher-order linguistic skills required for writing in Chinese. This struggle is made worse by the limited availability of professional rewriting services. These services need to be aware of both linguistic precision and cultural fidelity.

This business seeks to provide a service that is at the intersection of language education and professional language application, embodying a solution that is both practical and aligned with academic research on second language writing competencies. It addresses a clear market gap, with a service designed to improve written Chinese proficiency, thereby enhancing the educational and professional outcomes for its requestors.

The venture is thus not just a commercial endeavor but a contribution to the field of

applied linguistics and an embodiment of intercultural communication principles. It stands

as an advocate for linguistic equity, aiming to level the playing field for international

individuals in a predominantly Chinese-speaking society. The ultimate goal is to create a

mutually beneficial relationship between providing language services and promoting

linguistic inclusivity. This is especially important in Taiwan's diverse and dynamic

demographic landscape.

CHAPTER 2. MARKET ANALYSIS

2.1 Global Trend
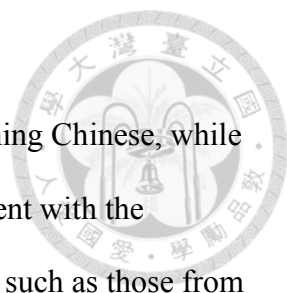
Currently, it is estimated that approximately 25 million individuals worldwide are engaged in learning Chinese, and this number has been steadily increasing over the last decade (Language Magazine, 2021). This rise in learners is largely attributed to China's expanding economic and cultural influence. Many learners perceive China's development as offering a new pattern of growth, emphasizing the acquisition of Chinese to expand global opportunities (China Daily, 2021).

Furthermore, the number of individuals using Chinese professionally has also increased, particularly in fields such as international business, tourism, and education. This demand has made Chinese language proficiency a valuable professional skill, with many organizations considering it a critical qualification.

Advancements in Chinese language education, including the revision of the Chinese Proficiency Testing System (HSK), now allow for a more diverse level of assessment. This enables international learners to accurately gauge and enhance their Chinese language skills (China Daily, 2021).

The number of Chinese learners is expected to continue to grow as China's global influence and economic power expand. Learning Chinese is becoming an increasingly essential skill worldwide, with heightened demand in educational institutions and businesses globally (China Daily, 2021). This trend indicates that Chinese is solidifying its position as a key language in global business and cultural exchange.

2.2 Base Trend in Japan

In the realm of Japanese language education, the trend for learning Chinese, while not quantifiable with exact statistics, suggests a considerable engagement with the language. (Japan Student Service Organization, 2023) Official figures, such as those from the HSK—the Chinese proficiency test recognized by the Chinese government—reported 32,477 candidates in 2023. (HSK, 2024) Additionally, the 2021 survey of Japanese students studying abroad (limited to those enrolled in Japanese universities) does not rank China among the top ten destinations, indicating the complexity of capturing this data accurately. However, statistics from the OECD 2021 indicate that 5,722 Japanese students were studying in China, with a further 5,586 in Taiwan. (Ministry of Education, Culture, Sports, Science and Technology, 2024)

The count of Japanese professionals engaging in Chinese-language business is equally challenging to ascertain. Data from Teikoku Databank reveals a reduction in Japanese enterprises in China, the lowest in the past decade, with more than 200 companies withdrawing from Shanghai pre-pandemic. Despite this downturn, Japan's outward investment in 2022 stood at 23.2024 trillion yen, with 1.207 trillion yen directed towards China, suggesting a stable though reduced investment flow. (TEIKOKU DATABANK, LTD, 2022)

Japanese business towards Taiwan, as reported by JETRO in 2023, shows a trend of expansion, with 218 investment cases amounting to 1.69941 billion NTD. (JETRO, 2023) The business outlook for Japanese companies in Taiwan indicates a majority sustaining or expanding their operations.

The influx of tourists from China and Taiwan to Japan has surged dramatically, with a 79% increase in January 2024 compared to January 2023. This rise is particularly

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notable among Chinese and Taiwanese visitors, with rates up by 1229.1% and 89.8% respectively. This upsurge suggests a correlating increase in Japanese professionals engaged in inbound tourism businesses, underscoring the urgency for Chinese language translation and related services, especially within the tourism sector. (Japan National Tourism Organization, 2024)

2.3 Base Trend in Taiwan

In recent years, the number of international students and workers in Taiwan has grown rapidly. According to statistics from the National Development Council, in 2022 there were over 103,000 overseas students, over 50,000 high-skilled foreign workers, and over 700,000 migrant workers in Taiwan, which is refer to Table 1 (The Ministry of Education, The Ministry of Labor, and the National Development Council, 2021). According to China Times, the number of International workers have been increased, which surpass 750,000 people. As Taiwan's domestic population ages, the number of these migrant workers is expected to increase in the future in order to secure the labor force. (China Times, 2024) While many of these individuals can communicate verbally in Chinese, writing proficiently in Chinese poses a greater challenge. There is a distinct gap between spoken and written Chinese that can only be bridged through practice and instruction.

Despite the clear need, currently there are limited services available for rewriting and rewriting Chinese language documents.

Table 1 : Population in Taiwan

Items	Number
Population in Taiwan	23,265,000
International Students	103,000
International Workers	782,000
Taiwanese	22,380,000

Source from (1) EDUCATION in TAIWAN 2023-2024 (2024)
https://stats.moe.gov.tw/files/ebook/Education_in_Taiwan/2023-2024_Education_in_Taiwan.pdf (2) The Ministry of Education, The Ministry of Labor, and the National Development Council (2024). International students come together to Taiwan, where the one-hundred thirty thousand overseas student mark has been passed https://english.moe.gov.tw/cp-117-25416-d8868-1.html (3) China Times (2024) 國內移工破75萬人 再創新高 https://www.chinatimes.com/newspapers/20240218000309-260114

2.4 Potential Gap

I aim to start a business offering Chinese document rewriting services to fill this market gap. With over 891,000 international individuals including students and workers now in Taiwan (3% of the population), there is a sizable requestor base needing assistance to improve their written Chinese proficiency. Among international students and company employees, 2.3% are Japanese in Taiwan. (refer to Table 2) Although the proportion of Japanese in Taiwan is not that high, given the geopolitical aspects and geographical and cultural proximity, as well as the high level of Chinese among Japanese in Taiwan and the high rate of Chinese usage, Japanese Requesters can be the main target compared to international students and employees of other nationalities.

Table 2 : International individuals vs Japanese individuals

Items	Number
International	891,183
Japan	21,276

Source from Ministry of the Interior National Immigration Agency Republic of China, Taiwan (2024). Statistics of Foreign Residents Holding Valid Residence Permits in Taiwan
https://www.immigration.gov.tw/5385/7344/7350/%E5%A4%96%E5%83%91%E5%B1%85%E7%95%99/?alias=settledown

2.5 Consumer Behavior Research

This survey targeted individuals who, while not native Chinese speakers, engage in learning activities or employment that involve the use of the Chinese language.This survey was created using Google Survey and was disseminated to potential participants through social media platforms such as X (formerly Twitter) and LINE. As a result, responses were obtained from a total of 77 individuals.Among the respondents, 56 respondents were answered in Japanese and 21 respondents were answered in English from Table3.

Table 3 : Survey Response Language
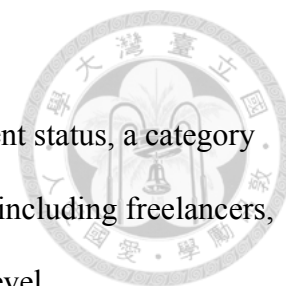
Japanese	56 respondents
English	21 respondents

Source from the Author

2.5.1 General information:

The participant pool consisted of 77 individuals, with a gender representation of 42 males and 35 females. The age distribution of respondents spanned various cohorts,

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predominantly within the 21-35 year age range. In terms of employment status, a category that permitted multiple responses, the majority were wage-employed, including freelancers, with a substantial representation of graduate students at the Master's level.

The geographical origin of participants was overwhelmingly Asian. Proficiency in the Chinese language among respondents showed a concentration in the 'Advanced' and 'Upper-intermediate' levels for both English and Japanese speakers.(refer to Appendix).

2.5.2 Writing Frequency and Types
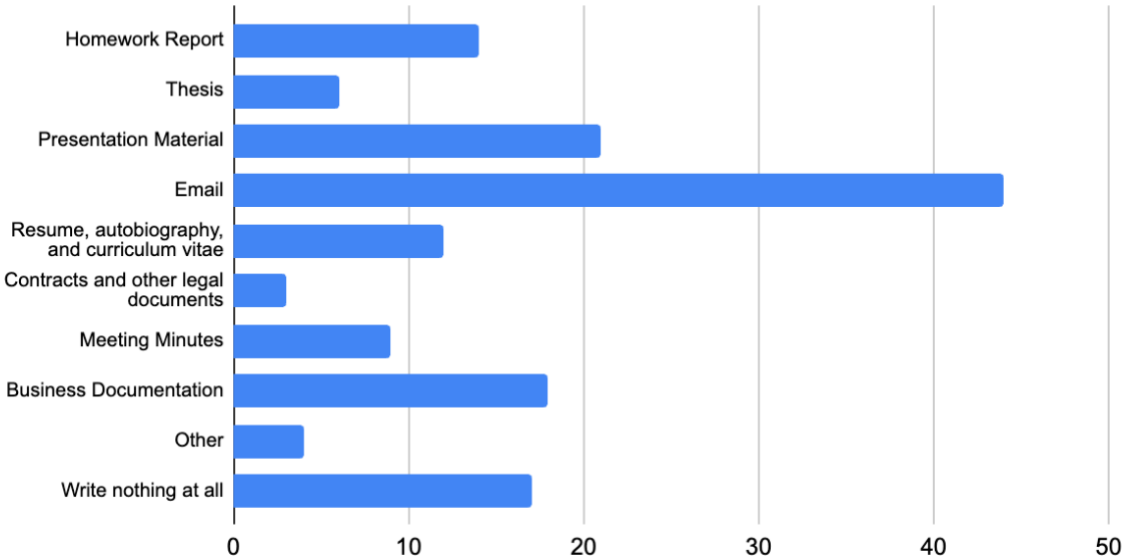
In the surveyed population, nearly half of the respondents engage in writing formal Chinese documents at least once a month, highlighting a significant engagement with formal writing tasks.(refer to Appendix Table 3.1) Particularly notable is that one-third of the respondents who provided feedback in Japanese reported weekly writing activities, which underscores the regularity and importance of such tasks in their professional or academic environments.(refer to Appendix Table 3.2)

The types of documents commonly written include emails, which nearly half of the participants noted as the most frequent form of written communication, followed closely by presentation materials and business documentation. Each of these types is crucial in various professional settings, suggesting a broad need for competencies across different forms of business communication. Interestingly, less common but still significant were tasks such as writing meeting minutes and legal documents, pointing to a diverse set of writing requirements among the respondents. (refer to Figure 1)

Figure 1 : Document type Intention

If you write formal writing in Chinese, what kind of writing do you tend to do?(multiple selections allowed).

Source from the author
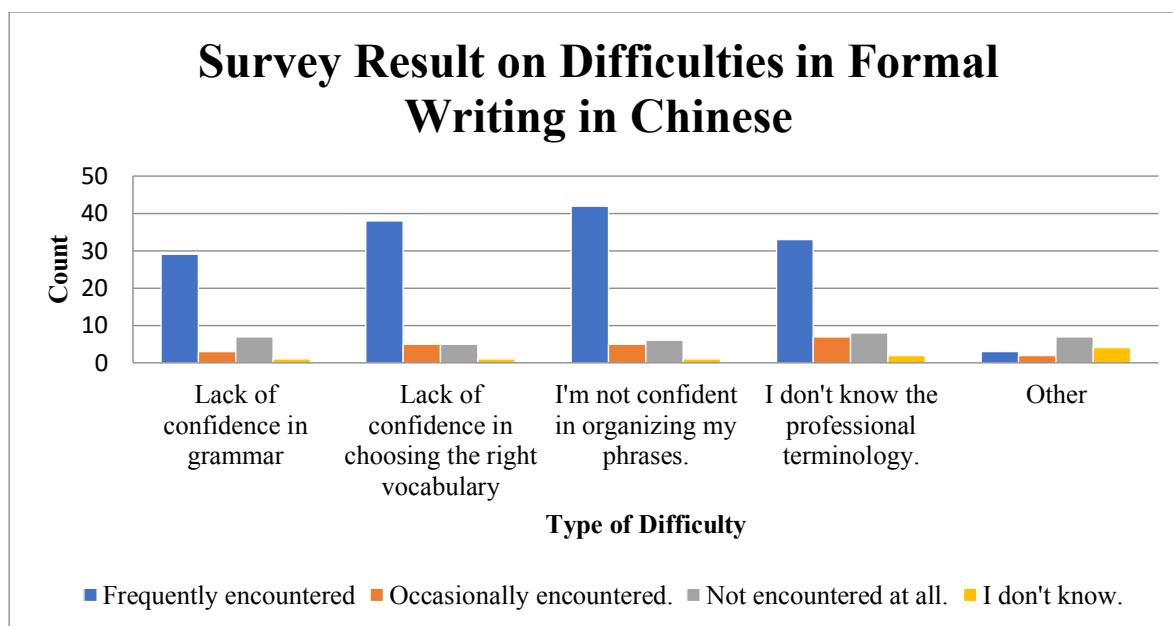
Challenges in writing are notably significant, with a large number of respondents expressing difficulties primarily related to vocabulary and grammatical confidence. The lack of confidence in choosing the right vocabulary was highlighted by 38 out of 40 respondents, and issues with sentence structure were also prominently reported. These difficulties indicate substantial barriers that could potentially hinder effective communication and professional documentation in Chinese. Additionally, the challenges with grammar and professional terminology further suggest critical areas where targeted educational interventions could significantly benefit Requesters.

Overall, these findings illustrate a critical need for educational programs tailored to enhance skills in formal writing, addressing key areas of difficulty and improving overall

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confidence and competence in writing formal Chinese documents (refer to Figures 2 and

Appendix Table 3.3).

Figure 2 : Defficulties in Formal Writing in Chinese

Survey Result on Difficulties in Formal Writing in Chinese
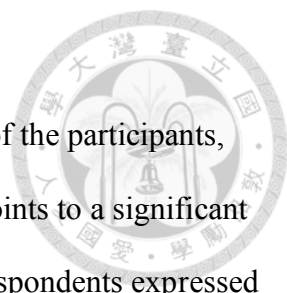
Source from the author

2.5.3 Interest in Rewriting Platform:

1. Experience of Using Chinese Rewriting Platforms

The advent of Chinese rewriting platforms represents a significant technological

innovation aimed at enhancing the efficacy of text composition in Chinese. While digital

aids in writing are not new, the specific focus on Chinese text presents unique challenges

and opportunities. In a detailed survey involving 77 participants, a diverse range of

experiences and opinions was revealed, providing a rich dataset for analysis and future

development.

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A considerable segment of the surveyed population, over half of the participants, indicated they had never used such platforms. This lack of exposure points to a significant potential for market expansion if awareness can be increased. Many respondents expressed that they were unaware such tools existed, which suggests that there is a substantial opportunity for educational campaigns and promotional activities to introduce these platforms to a wider audience.

Among those who had engaged with these tools, 16.8% described frequent use, suggesting a strong appreciation for the benefits these platforms offer.(refer to Appendix Table 4.1) These Requesters highlighted the platforms' ability to streamline the writing process and enhance productivity, particularly when dealing with complex Chinese characters and grammar structures. However, alongside these benefits, Requesters also raised concerns about the accuracy of the rewritten texts and the loss of personal touch, which they felt could sometimes strip the prose of its original style and intent.

The feedback collected illustrates a spectrum of both satisfaction and reservation. On one hand, there is clear value seen in the speed and convenience provided by automated rewriting tools. On the other hand, there is a palpable demand for improvements in the nuances of language handling, as well as a call for interfaces that allow greater Requester control over the final output. This balance between automation and personalization is crucial for the acceptance and success of rewriting platforms.

Furthermore, a smaller yet insightful number of Requesters reported using these platforms on an occasional basis. This intermittent usage pattern suggests that while regular dependency on such tools is limited, they are considered valuable for specific tasks that may require heavy editing or quick turnaround times. The implications here are significant

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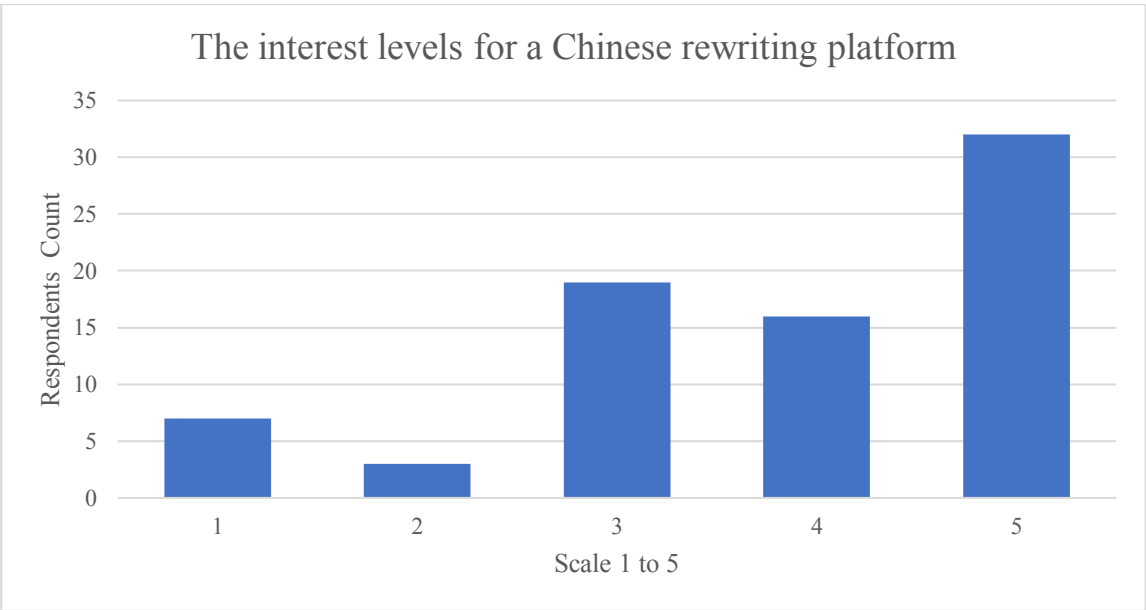
for developers, who need to consider both regular and casual Requesters in their design and functionality improvements.

In-depth analysis of Requester interaction with these platforms, as shown in Appendix Table 4.2, provides a clearer picture of usage frequencies and Requester preferences. This data is essential for understanding the actual engagement levels and can help tailor future versions of the platforms to better meet Requester expectations and needs.

2. The Interest in Chinese Rewriting Platforms

The data indicates a significant level of interest in the proposed Chinese rewriting platform, with a substantial number of respondents—32 out of the total—rating their interest at the highest level on the scale (refer to Figure 3). Interest levels remain high among other participants as well, with 16 and 19 respondents rating their interest at levels 4 and 3, respectively, suggesting a generally positive attitude toward the platform.

Figure 3 : The interest levels for the Chinese rewriting platform

Source from the author

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Themes such as Grammar and Vocabulary, Efficiency and Time-Saving, Quality and Accuracy, and the Need for Native Expression were positively received by the participants. These themes are underscored by the number of positive mentions each received, indicating a recognition of the platform's potential benefits in professional and academic settings. (refer to Appendix Table 5.1)
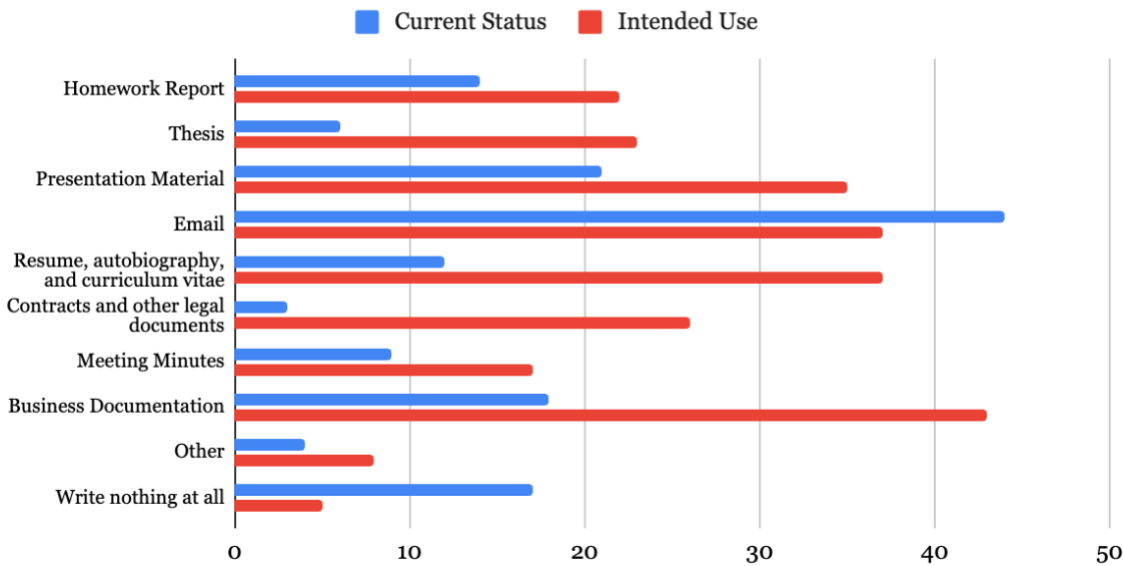
In terms of usage patterns, a notable proportion of participants indicated a preference for using the service regularly, with approximately 42.86% stating they would use it more than once a week, and about 72.73% expressing an intention to use it at least monthly (refer to Appendix Table 5.1).

The anticipated application of the platform is particularly strong in areas requiring high degrees of precision and formality, such as business documentation, legal contracts, academic theses, and professional resumes. The comparison on Figure 4 suggests that the platform could fulfill a need for enhanced writing support in these domains, as the intent to use the service for such purposes is higher than the current engagement in these areas of writing. This increase is especially pronounced in the use of business documentation (from 18 to 43 individuals), contracts and other legal documents (from 3 to 26), theses (from 6 to 23), and resumes, autobiographies, and curricula vitae (from 12 to 37). This trend suggests a significant demand for assistance with complex and lengthy documents, indicating that Requesters seek to leverage the rewriting service to enhance traditional writing skills.

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Figure 4 : Current writing usage VS Intended usage with rewriting service

The gap between current writing usage and intended usage with rewriting service
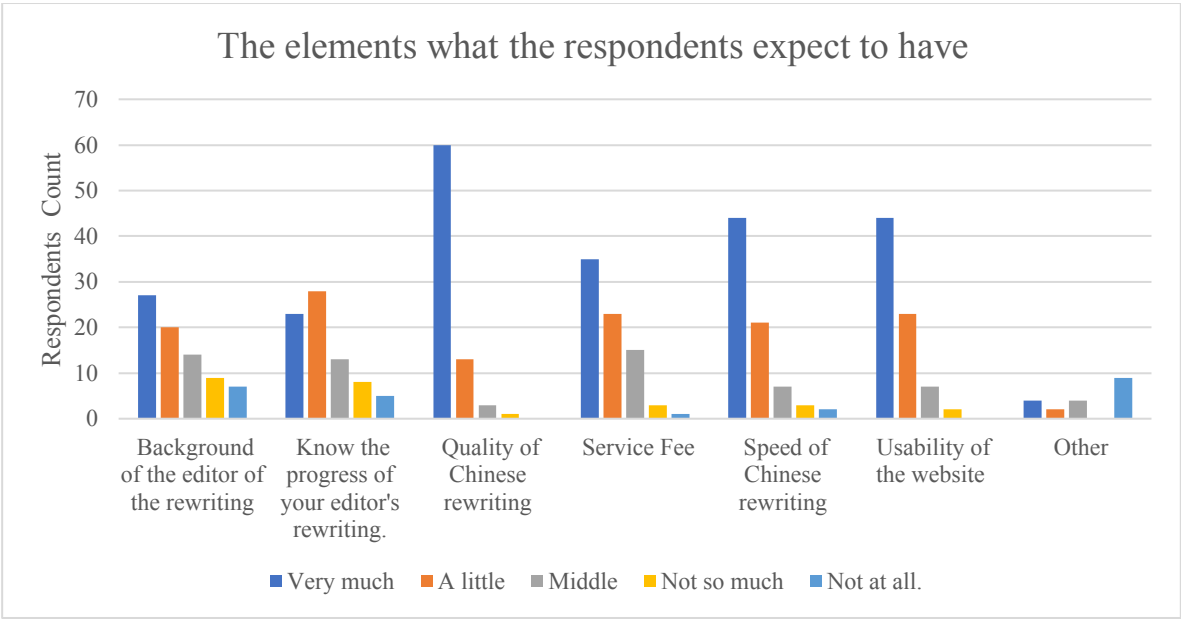
Source from the author

From Figure 5, participants were queried regarding their prospective utilization of a Chinese language rewriting tool. The questionnaire encompassed several categories: the editor's background expertise, awareness of the editor's progress in rewriting, the rewriting's quality, associated service fees, the rewriting speed, website usability, and other relevant factors. The responses were gauged on a five-point Likert scale ranging from 'Very much' to 'Not at all.' Noteworthy is the prominence given to the quality of Chinese rewriting; an overwhelming majority, 60 out of 77 respondents, articulated a strong anticipation for 'Very much' quality. In a similar vein, the speed of Chinese rewriting and website usability were prioritized, with 44 respondents expressing a marked preference for these attributes, and approximately 20 respondents acknowledging their importance to a

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slightly lesser extent. This distribution of responses underscores the substantial emphasis

placed on the Requester interface and overall Requester experience.

Figure 5 : The elements what the respondents expect to have

The elements what the respondents expect to have

Overall, the findings suggest that there is a notable market interest in a rewriting

platform that can provide both linguistic accuracy and efficiency, with potential

implications for the platform's adoption in various professional and academic contexts.
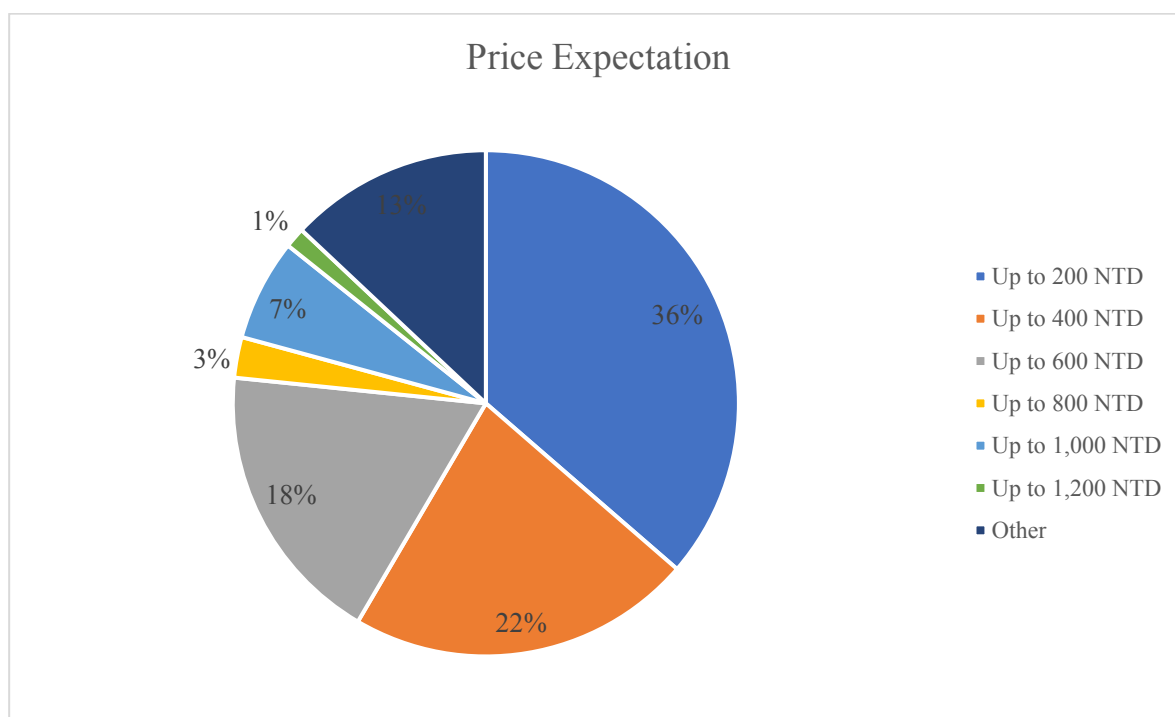
2.5.4 Price Sensitivity:

In examining price sensitivity, the survey reveals intricate details about consumer

preferences and the economic considerations influencing their decisions regarding rewriting

services. A majority of respondents express a desire for affordable solutions, with a

substantial number indicating a willingness to pay up to 200 NTD per page. This price
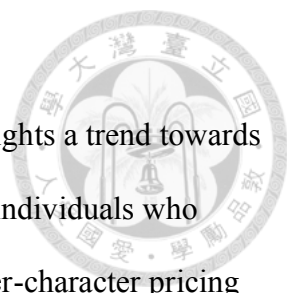
point suggests that while Requesters recognize the value of rewriting services, there is a strong inclination towards cost-effectiveness, reflecting the economic constraints of the potential Requester base.(refer to Figure 6)

Figure 6 : Price Expectation

Source from the author

On the other hand, a significant segment of Requesters is open to exploring higher-priced options if the services can deliver exceptional quality or offer unique features that clearly justify the additional expense. This willingness to invest more heavily in premium services is indicative of a segmented market where value perception significantly influences purchasing decisions.
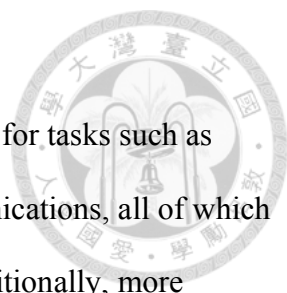
The preference for subscription models over per-use fees highlights a trend towards predictable spending patterns, which might appeal to organizations or individuals who anticipate regular use of rewriting services. Similarly, the interest in per-character pricing suggests a demand for a more granular billing approach that aligns more closely with the actual amount of work performed rather than a flat rate per page, which could be seen as offering greater fairness and transparency.

These preferences point to the importance of a flexible pricing strategy that can cater to a wide array of needs within the market. Such a strategy would not only accommodate Requesters looking for affordability but also those seeking high-quality, specialized services. As rewriting tools evolve, pricing models that reflect the diverse expectations and financial capacities of Requesters will be crucial in maximizing market penetration and Requester satisfaction (refer to Figure 6 and Appendix Table 5.2).

2.6 Findings

Analysis of recent surveys on Chinese language rewriting tools has uncovered several key findings. A significant portion of individuals encounter substantial difficulties using Chinese in professional and academic settings. There are two prevailing strategies for overcoming these challenges: utilizing services like ChatGPT and consulting native speakers for assistance. However, these approaches often fall short in accuracy or ease of use. Consequently, there is a robust demand for a specialized Chinese language rewriting tool, with many respondents willing to pay for such a service during critical times and expressing interest in adopting the service if available.

Usage patterns indicate that just under half of all respondents would prefer to access the service weekly, while approximately 70% would use it at least monthly, demonstrating

a high demand for frequent utilization. The service is primarily sought for tasks such as homework, dissertations, CVs, legal documents, and business communications, all of which have a higher demand compared to traditional rewriting methods. Additionally, more individuals prefer this proposed service over conventional rewriting options.

In terms of pricing, many Requesters are comfortable spending up to 200 NTD per Word page for an easy-to-use service. Furthermore, about one-third of the respondents are willing to pay up to 400 NTD and 600 NTD, respectively, for more thorough document rewritings.

Given these insights, it is clear that there is substantial demand for this Chinese language rewriting tool, indicating its potential for practical implementation and significant Requester adoption.

CHAPTER 3. BUSINESS MODEL
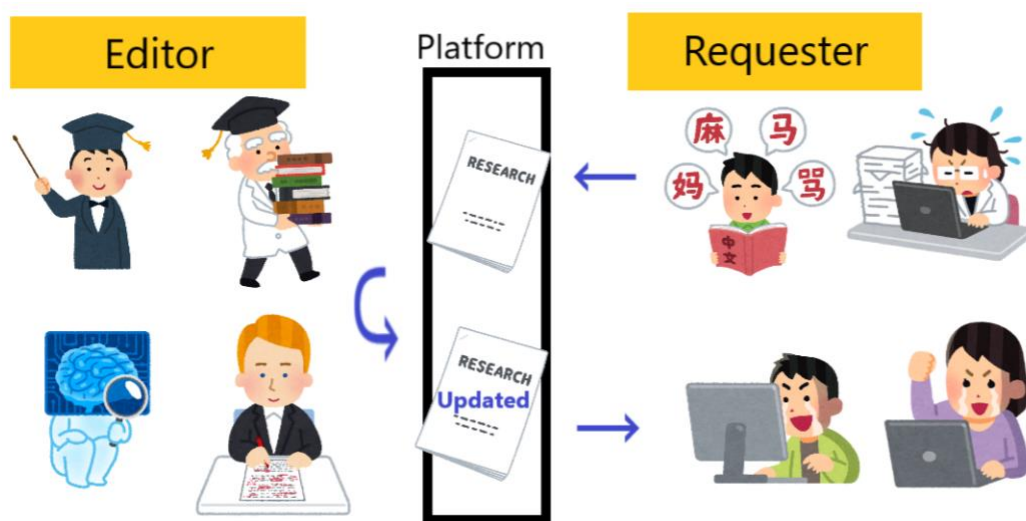
3.1 Business Concept

My business intends to build a Chinese language rewriting platform in Taiwan. Chinese learners are increased in Taiwan in these years. (Ministry of Education, 2021). The idea is to connect Chinese language learners and requesters (Requesters) who use Chinese in their work, wishing to be corrected or rewritten with native editors who are experts in their respective fields. The service allows editors to rewrite documents submitted by the requestor and return the rewritten documents to the requestor.Compensation paid by Requester will be paid to the editor via the multi-sided platform.(refer to Figure 7)

Figure 7 : Writing Magic Image

Source from the author

Writing Magic begins with the Chinese leaners in Taiwan and Mainland China, and gradually enhance the target many languages globally especially in English. Thus, this

service is available in both Simplified and Traditional Chinese from beginning. Planned functions include native checking after using Chat GPT and reading out the completed text.

Writing magic will hire Editors to assist Requesters in proofreading, rewriting, and polishing Chinese documents of all kinds, from emails to academic papers.

Services will be tailored to each Requester's needs, whether they require minor error rewriting or complete document rewrites. Extra instruction will be provided on commonly confused vocabulary and grammar points. My goal is to help international students and workers gain confidence and skills in written Chinese communication, empowering them to succeed academically and professionally in Taiwan's Chinese-language environment.

With demand far exceeding current service availability, this Chinese document rewriting business has strong potential for growth. I am motivated to launch this venture to apply my insider experience as an international student and make a positive difference for others facing the written Chinese challenge. Offering specialized rewriting services will fill a niche, promote cross-cultural communication, and allow me to turn a personal struggle into a rewarding business opportunity.

3.2 Mission Statement

"To provide a more comfortable and efficient life for Chinese language learner by leveraging advanced rewriting technologies and personalized support".

Writing Magic aims to be a valuable partner for Requesters in both business and academia. For Business Requesters, we position Writing Magic as an essential tool for enhancing productivity and achieving professional excellence. For academic Requesters,

we promote Writing Magic as a supportive ally in their educational journey, aiding in the mastery of complex language skills and improving overall learning outcomes.

3.3 Business Objective

Writing Magic strives to offer significant time-saving benefits to its Requesters, thereby enhancing their professional and academic endeavors. Our objective is to streamline the document rewriting process, reduce the time spent on language-related tasks, and improve the quality of business communications and academic work. By providing a reliable and efficient platform, Writing Magic contributes to the success and advancement of our Requesters' goals.

3.4 Business Model Canvas (Value Proposition Canvas)
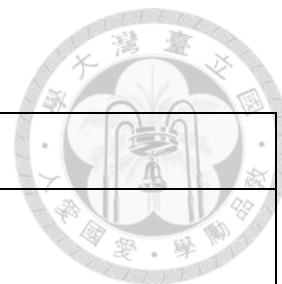
By adopting the strategic management tool, Business Model Canvas visualizes and assesses the business through nine building blocks (Osterwalder et al., 2009). It helps business owners better understand startup businesses and allows pivoting of particular areas during the development to achieve a more sustainable business. (refer to Table 4)

Table 4 : Business Model Canvas

Key Partnerships
• Collaborations with educational institutions for access to student editors or requestors • Agreements with corporate for their internal document proofreading needs • Partnerships with language learning platforms to offer combined services

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Value Propositions
• Offering high-quality proofreading by native speakers proficient in specialized terminology
• Focus on academic and professional documents
• Quick turnaround times and personalized feedback
Customer Segments
• Academic Requesters including students and researchers who need proofreading for their papers and publications
• Professionals requiring proofreading for business documents and presentations
Channels
• Primary channel is the platform website, supplemented by social media marketing, academic networking sites
• Partnerships with educational and professional organizations
• Email campaigns and referral programs
Key Activities
• Managing the website
• Coordinating proofreading services
• Maintaining Requester relationships (Customer Success)
• Performing marketing and outreach
Customer Relationships
• Personalized request, including Requester backgrounds and professionals
• A community forum for Requester interaction is maintained

Revenue Streams
• Subscription model for regular Requesters • Pay-per-document option for occasional Requesters • Premium services for expedited proofreading • Advertising space is sold on the platform
Key Resources
• Professional native speakers and editors • A robust web platform and Requester service tools • Intellectual resources include proprietary software for managing the proofreading process and Requester relationships
Cost Structure
• Web server maintenance, editor payments, marketing and advertising expenses • Software development and maintenance, and customer service operations • Fixed costs are mainly the platform maintenance, while variable costs include payments to editors

Source from the author

3.4.1 Key Partnerships

This enterprise cultivates strategic partnerships that extend its operational capabilities, including collaborations with academic institutions for the engagement of student editors, contractual agreements with corporations to fulfill their internal document proofreading requirements, and alliances with language learning platforms to offer complementary services, thereby enhancing overall value provision.

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3.4.2 Value Propositions

The organization's value proposition centers on the provision of superior proofreading services conducted by native editors who are proficient in specialized terminologies. This service is specialized for academic and professional texts and is characterized by rapid delivery times and personalized feedback mechanisms, ensuring that Requesters' documents meet the highest standards of linguistic precision.

3.4.3 Customer Segments

The services are explicitly designed for two primary customer segments: the academic sector, encompassing students and researchers requiring proofreading services for their scholarly publications, and the professional domain, targeting individuals in need of meticulous proofreading for various business communications and presentations.

3.4.4 Channels

The primary conduit for service delivery is the organization's online platform, which is augmented by strategic marketing initiatives across social media, academic networking sites, and partnerships with educational and professional institutions. Additionally, email marketing campaigns and a structured referral program are employed to extend market penetration.

3.4.5 Key Activities

The principal activities undertaken by the organization include the management of the digital platform, coordination of proofreading services, fostering of Requester relations,

and execution of comprehensive marketing and outreach programs to promote service utilization.

3.4.6 Customer Relationships

Customer relationships are cultivated through personalized services, enabled by the creation of individual Requester accounts that monitor their backgrounds and professionals. The service model provides personalized assistance for complex inquiries, complemented by Requester community forum for enhanced Requester engagement.

3.4.7 Revenue Streams

The organization's revenue model is diversified, comprising a subscription-based approach for regular Requesters, a transactional payment model for occasional service engagements, and premium offerings for expedited proofreading services. Additionally, monetization is achieved through the sale of advertising space on the digital platform.
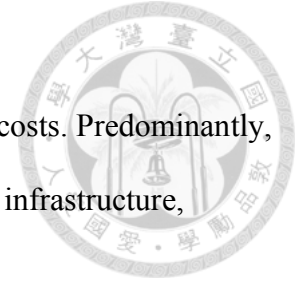
3.4.8 Key Resources

The key resources of the organization include a team of professional native speakers and editors, a robust and scalable web platform, and advanced Requester service management tools. Intellectual resources encompass proprietary software that facilitates efficient management of the proofreading process and Requester relationship management.

3.4.9 Cost Structure

The cost structure of the organization is delineated into web server maintenance, remuneration for editors, marketing and promotional expenditures, ongoing software

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development and maintenance costs, and Requester service operation costs. Predominantly, fixed costs are associated with the maintenance of the digital platform infrastructure, whereas variable costs correlate with editor compensation.

3.5 Products and Services
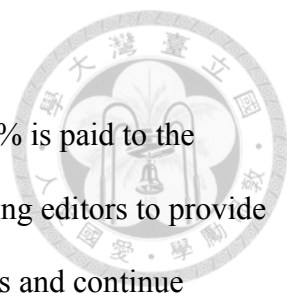
This section provides a comprehensive overview of the business model that forms the foundation of the proposed service. Detailed specifics of service provision and implementation will be comprehensively addressed in Chapter 5.Service Design and Chapter 8. Financial Plan. This section aims to outline the key mechanisms and components that shape the strategic direction and operational framework of the service.

1. **Mechanism**

A rewriting requestor submits a request through the platform, which assesses whether to accept the request. If accepted, the platform screens potential rewriting editors based on their ratings, speed, area of expertise, and current workload. The platform then offers the task to a select group of editors. Once an editor accepts the task, the platform assigns it to them. After completion, the platform delivers the results back to the rewriting requestor, who can then rate the outcome and/or seek customer support if needed.

Rewriting requestors and rewriting editors can communicate through the platform to ask and answer questions, but they cannot communicate directly or privately. The rewriting requestor never knows the identity of the rewriting editor, nor do they have the option to select their own editor, in order to avoid private trading and maintain the quality of the service.

2. **Revenue Sharing**

Rewriting requestors pay the platform a usage fee, of which 20% is paid to the rewriting editors. This revenue-sharing mechanism incentivizes rewriting editors to provide high-quality services, and enables the platform to attract top-tier editors and continue delivering excellent services to requestors. Thus, a fair and sustainable compensation structure is established for both requestors and editors, laying the foundation for long-term success. The usage fees will be further elaborated in Chapter 5's Service Design.

3. Supported Languages

The proposed service primarily focuses on providing Traditional and Simplified Chinese as part of its core linguistic offerings. This initial focus is a strategic choice, but the model is designed with flexibility, enabling future expansion into English and additional languages. This strategy of gradual diversification is intended to significantly broaden the venture's market reach.

CHAPTER 4. INDUSTRY ANALYSIS

4.1 Competitor Analysis – Porter's five forces

The Five Forces framework, developed by Michael Porter, provides a comprehensive tool for analyzing the competitive forces within an industry. This framework helps identify the factors that shape competition and determine the attractiveness of a market. By assessing the strength of these forces, businesses can formulate strategies to enhance their competitive position and navigate the challenges within their industry. In this section, we apply Porter's Five Forces framework to analyze the Chinese rewriting platform market, evaluating the threats of new entrants, bargaining power of suppliers and buyers, threat of substitute products or services, and rivalry among existing competitors. Through this analysis, we aim to gain insights into the dynamics of the market and identify key factors influencing competitiveness and profitability.

1. Threat of New Entrants: Medium to High

The barriers to entry in the Chinese-speaking rewriting platform market vary significantly depending on the technological approach. If attempting to deploy an AI-based automatic translation platform, the complexity of the Chinese language constitutes a significant barrier. The diversity of characters and tonal variations make it particularly challenging to develop and improve automated rewriting systems, potentially deterring new entrants reliant on such technology. However, non-AI rewriting platforms face relatively lower technical barriers, creating a more accessible market environment. Moreover, while regulations are relatively lenient in Taiwan, mainland China imposes strict regulations on foreign platforms, further heightening the barriers for new entrants in that region.

2. Bargaining Power of Suppliers: Medium
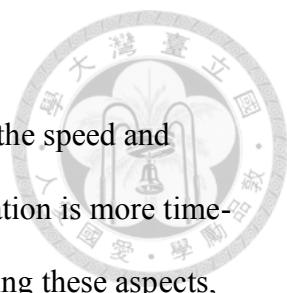
Suppliers in the Chinese rewriting platform market are editors with expertise related to specific fields. These professionals are required to possess a certain level of specialized knowledge, but not necessarily at an expert or highly experienced level. Their primary task is to enhance and refine the content provided by Requesters, making specialized knowledge essential but not demanding top-tier professional skills. The bargaining power of suppliers depends on the scarcity of their expertise and the balance of supply and demand in the market. By offering competitive wages and favorable working conditions, platforms can effectively attract and retain the right talent.

3. Bargaining Power of Buyers: High

Requesters in the Chinese rewriting platform market enjoy a high bargaining power. This is primarily due to the wide array of options available to them, including a variety of rewriting platforms and automated rewriting tools. Given these alternatives, buyers can afford to be selective, applying pressure on platforms to provide more than just basic rewriting services. In response, service providers can leverage this dynamic by focusing on distinctive aspects of their offerings, such as exceptional Requester service, innovative features that simplify the rewriting process, and enhanced security measures to protect intellectual property. Additionally, platforms that can deliver quick turnarounds and accommodate urgent requests will differentiate themselves, providing added value that can sway buyers in a competitive market.

4. Threat of Substitute Products or Services: Medium to High

In the market for Chinese text rewriting services, alternatives such as software and translation agencies present a definite threat. Translation agencies may have high-quality

translators and proofreaders, yet they can fall short when compared to the speed and standardized quality offered by platforms. Furthermore, manual translation is more time-consuming and costly, which tends to result in higher prices. Considering these aspects, platforms that develop proprietary technologies and complement human expertise can compete effectively against substitutes and carve out a unique position in the market. Such platforms combine the efficiency of machines with the accuracy of human editors, catering to nuanced and context-sensitive rewriting tasks that are beyond the reach of standard software or translation agency services.
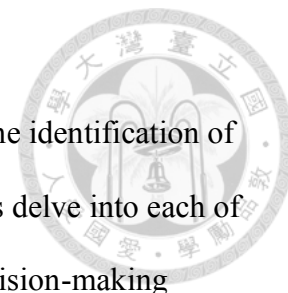
5. **Rivalry Among Existing Competitors: High**

In the competitive arena of Chinese rewriting platforms, rivalry is intense and multifaceted. Existing platforms jostle for market dominance, continuously innovating and refining their offerings to capture and retain a discerning Requester base. Key strategies for staying competitive include developing a deep understanding of Requester needs, deploying advanced technologies to streamline rewriting processes, and establishing a brand reputation for excellence and reliability. Furthermore, platforms are inclined to foster long-term relationships with Requesters through loyalty programs and tailored services that address specific industry or content needs. The key to a sustainable competitive advantage lies in a platform's ability to deliver a user-centric experience, showcasing a blend of quality, efficiency, and customization that resonates with Requesters' evolving preferences.

4.2 SWOT Analysis

In the pursuit of a strategic assessment of our Chinese language rewriting platform, we have conducted a SWOT analysis. This analysis illuminates the internal and external factors that are pivotal in determining our strategic direction. It encompasses an

examination of our inherent strengths and weaknesses, coupled with the identification of opportunities and threats within the market. The following subsections delve into each of these areas, providing a comprehensive overview that informs our decision-making processes and strategic planning.
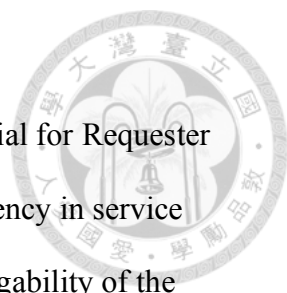
4.2.1 Strengths

The platform's strengths are underscored by significant Requester engagement, with numerous Requesters bestowing the highest ratings, which suggests a strong market presence and approval of its services. The platform's offerings are distinguished by their comprehensive coverage of grammar, vocabulary, efficiency, quality, and native expressions, all of which are highly regarded by Requesters. A notable inclination exists among Requesters to apply the service in contexts that demand meticulous attention to detail, such as in business documents and academic work, further supported by the Requesters' anticipated regularity of usage. The availability of rewriters who are adept in managing the intricacies of Chinese grammar and cultural nuances is a distinct advantage. This service effectively merges the benefits of machine translation with human translation, catering to the growing demand associated with China's increasing global influence. The operational model of the platform, which is not reliant on physical inventory, allows for low initial costs, thereby providing a fiscal advantage in offering specialized services for niche requests within highly specialized domains.

4.2.2 Weaknesses

Conversely, the platform's weaknesses stem from an ambiguity surrounding the specific functionalities and features offered, which could create a gap between Requester

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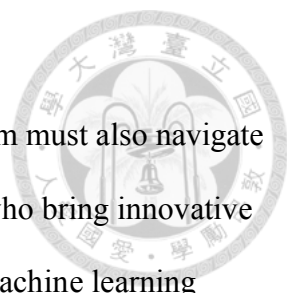
expectations and delivered services. This is compounded by the potential for Requester

trust to be compromised due to technical problems or a lack of consistency in service

quality. Requester apprehension regarding the pricing, speed, and navigability of the

service platform cannot be overlooked. Another potential frailty is the anticipated

variability in rewriting quality due to the individual proficiencies of rewriters, along with

the challenge of securing specialized talent capable of meeting the demands of niche,

highly specialized rewriting requests.

4.2.3 Opportunities

The opportunities lying before the platform are substantial, with robust market

interest signaling the potential for growth and further expansion. The increasing demand for

a variety of document types presents an opportunity to enlarge the service's scope, aligning

with prevailing technology trends and the necessities of online education. The possibility of

integrating the service with complementary offerings and the development of new features

present avenues for innovation. Moreover, the platform could provide valuable employment

opportunities to students and professionals willing to undertake part-time or freelance work,

contributing to the gig economy. Notably, there is also the opportunity to extend the

service's offerings to encompass multiple languages, addressing a wider market.

4.2.4 Threats

However, the platform faces threats from intensified competition with other

rewriting platforms and automated translation tools, which are continually advancing. Data

privacy and security concerns loom large and could significantly diminish Requester trust if

not adequately addressed. Changing trends in Chinese language education could potentially

reduce the demand for such specialized rewriting services. The platform must also navigate the challenges posed by established market players and new entrants who bring innovative solutions to the table. Technological progress in the realm of AI and machine learning threatens to enhance the capabilities of automated rewriting tools, potentially displacing the need for human rewriters. The risk of misinterpretation, given the complex cultural expressions inherent in translation, remains a perpetual threat that underscores the need for a nuanced understanding of language services.

4.3 Substitutes Example
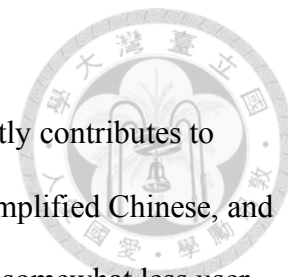
The following are examples of actual competitive products and competitors.

- ChatGPT

    ChatGPT was developed by OpenAI, an artificial intelligence research laboratory. The model was released in June 2023 as an extension of the GPT-3.5 architecture. OpenAI's main office was located in San Francisco, California, USA. With the release of ChatGPT, even individuals who do not have Chinese as their native language have experienced a reduction in the time required to create Chinese documents. However, there is still room for debate regarding the accuracy of ChatGPT. Therefore, I believe it is necessary to seek human confirmation and not rely entirely on ChatGPT for assurance.

- DeepL

    DeepL, a language translation service, is based in Cologne, Germany. DeepL was developed by the company DeepL GmbH.

DeepL's English translation is highly accurate and greatly contributes to English communication. On the other hand, it only supports simplified Chinese, and its accuracy in Chinese is inferior to that in English, creating a somewhat less user-friendly impression.

- Grammarly

    Grammarly was founded in 2009 by Alex Shevchenko and Max Lytvyn. The company's co-founders started Grammarly with the goal of developing a tool to help Requesters improve their writing skills by providing grammar and spell-checking services. As for the current leadership, as of my last knowledge update in January 2022, the company was being led by Brad Hoover, who was the CEO at that time.

- Taiwanese writing tool

    There are also several automatic proofreading tools available in Taiwan. For example, Academia Sinica, a government-affiliated institution, has launched a proofreading site. Since these tools are developed by native Chinese speakers, the accuracy of Chinese language proofreading is better than that of other languages. However, the flexibility in editing the text is very limited.

- Friends or Coworkers Check

    Checking by friends or colleagues is the most reliable in terms of language accuracy and natural choice of vocabulary and expressions in context. However, it has some drawbacks. Specifically, human checks tend to take time, can be inconvenient to ask for repeatedly, and are susceptible to oversight by human eyes.

On the other hand, AI or system-based checks are rapid and efficient, providing a certain level of accuracy. However, they still have limitations in terms of understanding human sensibilities and context.

- Others

The aforementioned examples of substitutes each represent various facets of the competitive landscape. Recent studies have primarily focused on single-sided platforms, which cater to only one type of users. However, there are also multi-sided platforms. In these platforms, both requesters and providers participate actively, performing functions from both sides. The platform generates revenue by taking a commission from the transactions between these parties.

For instance, Japanese platforms like Crowdworks and Lancers exemplify multi-sided platforms. These platforms connect clients who need tasks done with freelancers who can perform those tasks. Crowdworks and Lancers facilitate this interaction by providing a marketplace where services can be requested and offered. They charge a commission fee from the transactions that occur, enabling them to operate and maintain the platform. This model allows for a dynamic interaction between multiple user types, enhancing the value provided to both requesters and service providers.

4.4 Findings

The following specific features have been identified in analyzing Chinese language rewriting tools through the previous considerations.

1. Language Complexity: Chinese is more complex in grammar and expression than other languages. Chinese includes a large number of characters and differences in tone.

This complexity may make it challenging to develop and improve the accuracy of automated document rewriting systems.
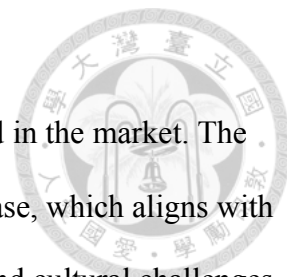
2. Cultural differences: Chinese documents differ from other languages regarding cultural background and mode of expression. Because cultural factors play a significant role in literature and business communication, understanding the context can be difficult, and training machine learning models can be challenging.

3. Need for specialized knowledge: Chinese document rewriting may require specialized knowledge of a particular field. For example, correcting documents in specialized fields, such as medical or legal documents, requires medical or legal knowledge. Correctors with a high level of expertise are needed to address these areas.

The relationship between the scale of the Taiwanese market and that of the natural language AI production market presents a challenge in creation of new business. Due to the inherent complexity and associated costs, developing a Chinese language rewriting AI is a formidable undertaking. Furthermore, the cost-intensive nature of such an AI system does not align with the current dimensions of the Taiwanese market, particularly concerning traditional Chinese. Consequently, the creation of an AI platform for this purpose appears incompatible with the prevailing market conditions. Therefore, I propose the construction of a platform that connects those who wish to correct documents and those who wish to be corrected in writing via the platform.

In consideration of the substantial and growing population of international students and workers in Taiwan, which currently comprises 3% of the total demographic, this thesis proposes the establishment of a business dedicated to Chinese document rewriting and editing services. This venture aims to address the acute demand for enhanced written

Chinese proficiency among this segment, thereby filling a notable void in the market. The enterprise anticipates capitalizing on the sizable potential Requester base, which aligns with the strategic objectives of the business and responds to the linguistic and cultural challenges faced by the international community in Taiwan.

CHAPTER 5. SERVICE DESIGN

The Chinese rewriting platform is designed with unique features that enhance

Requester experience and ensure quality service delivery.

5.1 Target Audiences

This platform operates as a multi-sided platform, targeting both editors and

Requesters. In this context, the primary audience for editors is Chinese native speakers

residing in Taiwan. Given the nature of this audience, the supply of editors exceeds the

number of potential Requesters. Therefore, it is crucial to focus on securing Requesters.

- **Rewriting Editors**: The main targets for rewriting editors are two groups:

  university and graduate students in Taiwan specializing in various fields, and young

  professionals with specialized knowledge working in corporations or research

  institutes. The focus on younger individuals stems from the fact that senior

  professionals, such as those who have been working in companies for over five

  years or those holding positions like associate professors and above, already earn

  sufficient wages and have less need to earn extra income through editing services.

  Nevertheless, a sufficient supply of Rewriting Editors is anticipated, as many

  younger professionals and students seek additional income and professional

  development opportunities.

- **Requesters**: The primary Requesters also falls into two categories: foreign students

  studying in Taiwan, including those on language study programs, and businessmen

  mainly who work in Taiwan and need to use Chinese in their professional activities.

5.2 Features

The platform possesses several distinct features that highlight the expertise of its editors and the excellence of the platform itself. The following four main features illustrate this excellence.

- **Editor Expertise Selection**: Requesters can narrow down their editor preferences based on specific expertise, such as proficiency in legal or medical Chinese.

- **Quality and Speed Ratings**: After each editing session, Requesters can rate the quality and speed of the edits on a five-point scale.

- **Privacy Protection**: Editors are required to sign a confidentiality agreement to ensure the protection of Requester privacy.

- **Anonymity of Editors and Requesters**: Communication between Requesters and editors is conducted through the platform, safeguarding the anonymity and personal details of both parties.

5.3 Plan

The platform offers three distinct pricing tiers, each designed to meet various Requester needs and preferences, encompassing a range of services from basic proofreading to comprehensive document rewriting.

1. **Basic Plan**

The Basic Plan is priced at 200 NTD per 1,440 words, making it suitable for everyday tasks such as emails, articles, and academic papers that require regular maintenance. This plan is highly flexible, allowing Requesters to purchase additional blocks of words if they exceed their initial quota and even carry over unused word counts to subsequent uses. This flexibility makes the Basic Plan ideal for Requesters with varying document lengths and editing needs.

2. Upgrade Plan
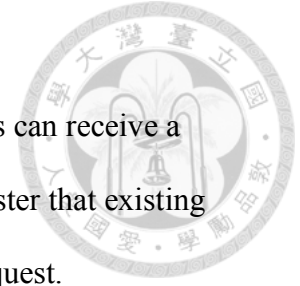
For more extensive support, the Upgrade Plan is available at 1,000 NTD, covering up to five documents with 5 pages, per 1,440 words for each page. This plan is particularly suitable for more complex document types such as PowerPoint presentations, Word documents, and Excel files that often require detailed and comprehensive rewriting. Although this plan accommodates a broader range of document types and offers more extensive services, Requesters should note that the turnaround time might be slightly longer due to the in-depth review process. Additionally, this plan excludes PDF documents from its services due to the complexities involved in editing them.

3. Premium Plan

The Premium Plan is tailored for Requesters needing occasional but intensive document editing, priced at 600 NTD per page (1,440 words per a page). This plan ensures that each page is meticulously reviewed and edited by highly skilled editors, who are proficient in the Requester's native language, enhancing their ability to check and ensure that the nuances intended in the original language are accurately reflected in Chinese. This level of detailed attention makes the Premium Plan ideal for important documents where precision and cultural sensitivity are crucial. This makes the Premium Plan ideal for important documents requiring precise and professional editing, such as legal documents and high-stakes business communications.

These tiered options provide Requesters with the flexibility to choose a plan that best fits their document editing needs, whether they require simple proofreading or in-depth rewriting and formatting services. Each plan is crafted to ensure that Requesters receive value for their investment, with options available for both frequent and sporadic needs.

Platform can offer the reward program that existing Requesters can receive a generous Introduction Bonus of 5,000 free words for each new Requester that existing Requesters introduce, once the new Requesters complete their first request.

5.4 Compensation plans for editors

The platform offers a comprehensive compensation plan that recognizes the efforts of editors and aims to motivate them through various incentives. The components of the plan include:

1. **Basic Revenue Sharing Ratio**:

Editors receive 80% of the revenue generated from the documents they edit, establishing a foundational compensation that values consistent, quality work.

2. **Bonus Structure**:

- **Regular Bonus**: After completing ten cases, an editor's revenue sharing ratio increases to 85% for subsequent documents. This structure rewards editors for their continued contribution and higher productivity.

- **Peak Season Bonus**: Editors also receive an additional 2% bonus during peak seasons to recognize their contribution during periods of increased demand.

3. **Introduction Bonus**:

Editors can earn an additional 2% bonus on the revenue generated by new editors they refer to the platform. This approach not only encourages referrals but also strengthens the editor community.

These carefully designed compensation plans aim to reward productivity, encourage referrals, and promote a dynamic and motivated community of editors.

CHAPTER 6. MARKETING PLAN

6.1 Marketing Mix (4P)

6.1.1 Product

The product is a specialized proofreading service, expertly designed to address the intricate needs of scholarly and professional communication. It is undergirded by a cadre of native speakers, whose expertise in specific terminologies sets a benchmark for precision and contextual relevance. The service transcends conventional proofreading by embedding native linguistic nuances, thereby ensuring the document's authenticity and academic integrity. Furthermore, the product is characterized by a commitment to expedited delivery timelines, which, coupled with customized feedback, renders a comprehensive value proposition that is keenly attuned to the exigencies of academic rigor and professional exigence.

6.1.2 Price

The pricing architecture of the service is strategically tiered to accommodate varying Requester demands and usage patterns. At the foundation lies a subscription model, tailored for Requesters with recurrent proofreading needs, providing them with a cost-efficient solution. For Requesters with intermittent requirements, a per-document pricing mechanism offers the flexibility of a pay-as-you-go approach. At the apex is the premium service option, catering to Requesters with urgent deadlines, ensuring priority handling and swift turnover. This layered pricing schema not only underscores the service's accessibility and adaptability but also reflects a deep understanding of the diverse economic landscapes of its Requester base.

6.1.3 Place

The dispensation of services is predominantly facilitated through an online infrastructure, which serves as a pivotal nexus providing seamless and uninterrupted access predominantly within the Asian sphere, thereby ensuring enhanced operational efficacy. In pursuit of broadening the digital footprint, the platform anticipates augmenting its reach via an array of social media conduits, scholarly networking sites, and strategic partnerships with academic and professional entities, as well as corporate bodies. Such a comprehensive approach to distribution not only serves to heighten the accessibility of the services provided but also manifests a concerted commitment to integrate intricately with the communities identified as the target audience.

The strategic deployment of a platform-centric business model in an online milieu offers a substantial diminution in the expenses typically associated with tangible locales. This, concomitantly, substantially mitigates the financial impediments associated with initial capital outlays, presenting a lowered threshold for market entry.

6.1.4 Promotion

The promotional strategy is intensely focused on proactive engagement with specific market segments. Central to this strategy is leveraging the student network at National Taiwan University to foster word-of-mouth promotion. This includes the identification of two distinct segments: encouraging Taiwanese students to participate as editors and prompting registration among Japanese students as Requesters. Additionally, the utilization of Facebook advertising, postings on Dcard—a regional online community,

and the strategic use of various social media channels like X, Facebook, and LinkedIn aim to enhance brand awareness and engagement.
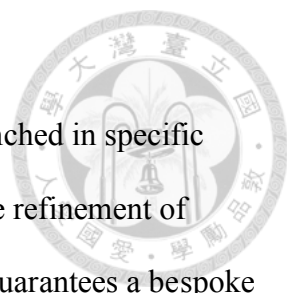
This platform marks a new chapter in digital marketing within the language services industry, setting its sights on proliferating high-quality proofreading services through an innovative platform. Specific actions encompass peer-to-peer recommendations within university campuses, targeted social media advertisements, and precise posting strategies on online forums. Each tactic is designed to appeal directly to potential editors and Requesters, capturing their interest and guiding them towards participation. Indispensable to the growth and expansion of the platform, these targeted promotional activities seek to build a sustainable Requester base.

Each strategy is meticulously tailored to the needs of specific market segments, consequently conveying the brand's value proposition clearly and fostering the cultivation of enduring relationships with Requesters.

6.2 Marketing target

In delineating the target market, it is imperative to establish a dichotomy between the editorial dimension and the consumer facet of the platform. We will commence with the editorial aspect and then discuss about the consumer aspect.

The recruitment of editors necessitates a bifurcation of Requester necessities into specialized and generalized content domains. Predominantly, the initiative aims to cater to the Taiwanese student demographic. Concretely, the envisaged editors are university students hailing from eminent institutions such as National Taiwan University, seeking gainful engagement in part-time editorial endeavors concurrent with their academic pursuits.

For specialized content, the ambition is to enlist students entrenched in specific academic disciplines, harnessing their academic acumen to assist in the refinement of content intimately related to their scholarly expertise. This stratagem guarantees a bespoke and informed editorial intervention.

Conversely, pertaining to general content, the intention is to furnish rewriting services that resonate with the wider spectrum of academic requisites and stylistic considerations of Taiwanese students. This service facet is anticipated to be instrumental for students in quest of rewriting assistance for an array of textual compositions, spanning from scholastic assignments to professional application documents.

By meticulously discerning and addressing the distinct editorial and consumer requirements, the objective is to cultivate a targeted and efficacious rewriting platform, expressly tailored for the Taiwanese academic community.

As for the consumer side, the primary audience encompasses professionals within corporate precincts and students across undergraduate and postgraduate levels, primarily within Chinese-speaking locales such as Taiwan. The initial concentration is on these groups, with the prospect of horizontal expansion and scalability. The strategic blueprint envisages a gradual extension into global markets, with the introduction of multilingual functionalities, thereby transcending geographical and linguistic confines.

CHAPTER 7. ORGANIZATIONAL AND OPERATION MANAGEMENT

7.1. Organizational Management

The organizational structure depicted in the chart provided articulates a foundational strategy for the nascent stages and anticipated expansion of the business. Initially, in the startup phase, the organization is steered by two principal roles: the Founder & CEO and the CTO. These positions are poised to catalyze the enterprise's primary operations and technological advancements, respectively.

As the business enters its growth phase, the organization chart evolves to include pivotal roles that underpin the scaling of the service. Personnel dedicated to scouting and enlisting editors will form the backbone of the content production side, while another team focused on engaging requesters will drive the Requester acquisition and retention efforts. The expansionary blueprint also anticipates the advent of support roles critical to sustaining the enlarged infrastructure—specifically, teams for maintenance and customer support, ensuring the smooth functioning of the editorial services and the satisfaction of the Requester base.
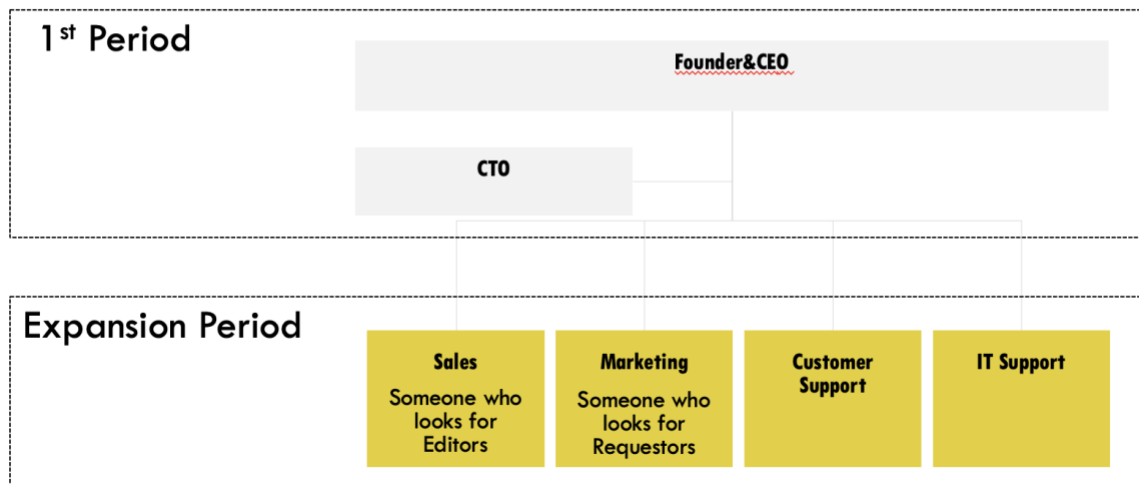
This Organization Chart in Figure 8 integrates these elements, serving as a dynamic template that will adapt as the venture progresses from its initial operation phase to subsequent phases of growth, reflecting an agile approach to scaling human resources in alignment with service demand.

Figure 8 : Organization Chart

ORGANIZATION CHART

1ˢᵗ Period — Founder&CEO — CTO

Expansion Period — Sales (Someone who looks for Editors) — Marketing (Someone who looks for Requestors) — Customer Support — IT Support
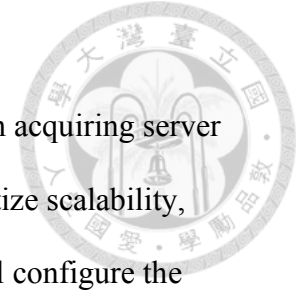
Source from the author

7.2. Operation Management

Effective operation management is critical to ensuring the smooth functioning and growth of our platform. This section outlines the key aspects of managing operations, including infrastructure setup, financial transaction automation, and the acquisition of both editors and requestors. Additionally, it details the operational procedures and workflow, performance monitoring, quality control mechanisms, and risk management strategies that will be implemented to maintain high standards and secure operations.

7.2.1. Infrastructure Setup and Initial Marketing

Regarding infrastructure and marketing, our major operations will include the following three dimensions:

1. Cloud Infrastructure Setup: The platform's setup begins with acquiring server space through Amazon's cloud service AWS. The platform will prioritize scalability, security, and resilience to ensure reliable service. Technical teams will configure the infrastructure to handle expected Requester loads, ensure data security through encryption and secure access protocols, and establish backup and recovery processes to safeguard against data loss or service interruptions.

2. Automated Financial Transactions: Establishing a dedicated banking account is crucial for managing automated financial transactions between the platform, rewriting editors, and requestors. This requires setting up secure API connections with the bank to facilitate automated payments, refunds, and invoice generation. The financial infrastructure will be integrated with the platform to provide real-time updates on transactions and allow Requesters to view their payment history seamlessly.

3. Editor and Requestor Acquisition: The next step involves acquiring both editors and requestors to establish the platform's Requester base. This will be achieved through strategic marketing initiatives, including an open campaign promotion designed to attract both groups. The campaign will highlight the platform's features, such as editor expertise selection, confidentiality, and Requester anonymity, to emphasize the value of the service.

7.2.2. Operational Procedures and Workflow

Efficient operational procedures and workflows are essential for managing rewriting requests and ensuring high-quality service delivery. This section describes the processes for request management and task distribution, performance monitoring, and quality control, which together create a seamless experience for both editors and requestors.

1. Request Management and Task Distribution: Rewriting requestors will submit requests through the platform, which evaluates and allocates tasks based on editor availability, expertise, and workload. The request management system will allow Requesters to specify editor expertise requirements, such as proficiency in legal or medical Chinese, ensuring optimal task-editor matching. Automated workflows will streamline the request approval, assignment, and tracking processes.

2. Performance Monitoring: The platform will implement a robust performance monitoring system to track key operational metrics, ensuring adherence to SLAs and quality standards. Metrics such as request handling time, editor acceptance rates, and Requester satisfaction scores will be analyzed regularly. After each editing session, requestors will rate the quality and speed of the edits on a five-point scale, allowing the platform to identify high-performing editors and areas for improvement.

3. Quality Control and Feedback Mechanism: Quality checks will be integral to ensuring tasks meet platform standards before being delivered to the rewriting requestor. Feedback will be gathered through automated surveys and direct communication to understand Requester needs and refine the service continuously. Editors will sign confidentiality agreements, and the platform will enforce strict guidelines to safeguard Requester privacy and maintain the anonymity of both editors and requestors.

7.2.3. Risk Management

Managing risks effectively is vital to maintaining the platform's integrity and reliability. This section covers the quality assurance measures, data security protocols, and continuous improvement processes that will be put in place to mitigate risks and ensure consistent, high-quality service delivery.

1. Quality Assurance: A quality assurance framework will be implemented, involving regular audits of completed tasks to ensure consistency and adherence to standards. Continuous training for editors and periodic reviews will maintain high service quality.

2. Data Security: The platform must adhere to stringent data protection policies to safeguard sensitive Requester information. This includes corporate confidential information, which will be protected through encryption, access controls, and compliance with global data privacy regulations to prevent unauthorized access or data breaches. Regular security audits and vulnerability assessments will ensure ongoing compliance and system integrity.

7.2.4. Market Expansion

The initial focus will be on the Taiwanese market, but the platform aims to expand into other markets such as China and Singapore. The expansion strategy will include adapting marketing campaigns to different cultures and languages, and building strategic partnerships with local educational institutions and professional organizations. The platform will also aim to gradually support multiple languages to broaden its Requester base and meet the linguistic needs of diverse markets.

As the business grows, additional personnel will be required across several domains, including Sales, Marketing, Customer Support, and IT Support. The sales team will focus on acquiring new Requesters and building long-term relationships with institutional Requesters, thereby increasing platform adoption. The marketing team will devise and implement strategies to attract both requestors and editors, ensuring a steady stream of new Requesters. The customer support team will ensure a seamless Requester

experience by assisting requestors and editors with their queries and concerns. The IT support team will maintain the platform's infrastructure, ensuring smooth operations and addressing any technical issues that arise.

CHAPTER 8. FINANCIAL PLAN

8.1. Financial Assumption

8.1.1 Assumption

The financial projections and analysis for the business over a five-year period are based on the following assumptions:
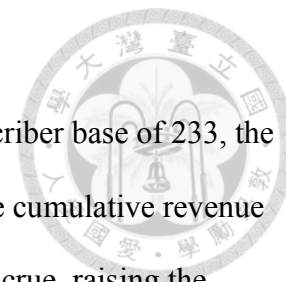
The business will begin operations with an initial subscriber base of 150 in the first quarter of the first year. The subscriber base is expected to grow at a rate of 25% per quarter. After accounting for a 80% fee deduction for editor services, the weighted average revenue per subscriber is estimated to be NT$137.6 per quarter.

The total initial cost for setting up the business, covering up to the second quarter of the first year, amounts to NT$1,415,000. From the third quarter of the first year onwards, the business will incur additional quarterly costs. These include an office address fee of NT$45,000, website and platform maintenance fees of NT$60,000, cloud service fees of NT$30,000, and workforce salaries amounting to NT$225,000 per quarter.

8.1.2 Financial Projections

Based on these assumptions, the detailed revenue and cost projections are as follows:

In the first quarter of the first year, the business is projected to generate NT$20,640 in revenue from 150 subscribers. By the second quarter, with the subscriber base increasing to 187, the revenue is expected to grow to NT$25,800, resulting in a cumulative revenue of NT$46,440. During this period, the total costs remain at the initial setup cost of NT$1,415,000.

From the third quarter of the first year, with an increased subscriber base of 233, the business is anticipated to generate NT$32,250 in revenue, bringing the cumulative revenue to NT$78,690. At this stage, additional quarterly costs will begin to accrue, raising the cumulative costs to NT$1,775,000.
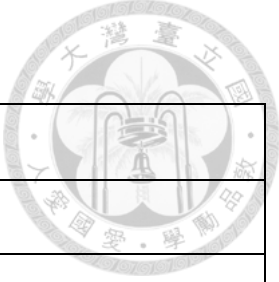
In the fourth quarter of the first year, with 291 subscribers, the revenue is expected to reach NT$40,312, leading to a cumulative revenue of NT$118,433., while cumulative costs increase to NT$2,135,000.

By the first quarter of the second year, the subscriber base is projected to grow to 363, generating NT$49,828 in revenue, and bringing the cumulative revenue to NT$168,261, with cumulative costs amounting to NT$2,495,000. This growth trend continues each quarter, with increasing subscribers and revenue. For instance, by the second quarter of the third year, the subscriber count is projected to be 1103, resulting in NT$151,478 in revenue and a cumulative revenue of NT$683,309, against cumulative costs of NT$3,525,000.

8.2. Startup Cost

Table 5 : Startup Cost for first 6 months

Items	Cost (TWD)
Office	
Equipment	NT$30,000
Company Registration	NT$15,000
Office Address Fee	NT$45,000
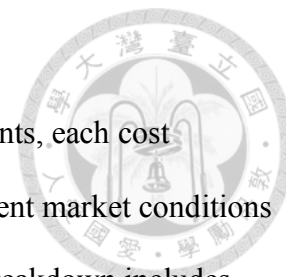
IT	
IT infrastructure	NT$10,000
Website + Platform Set up	NT$150,000
Website + Platform Maintenance	NT$60,000
Cloud Service	NT$30,000
Marketing	
Advertisement and Promotion	NT$25,000
Workforce	
Salary	NT$900,000
Startup Capital	
Surplus	NT$150,000
Amount	NT$1,415,000

Source from the Author

As seeing Table 5, this cost estimation is designed for a small startup initially comprising two employees. The startup costs are calculated for the first six months of operation at the co-working place, during which the owner will provide 100% of the funding. These estimates provide a realistic overview of the initial expenditures required to establish and sustain the business during its early stages.

8.2.1 Detailed Cost Estimation

To ensure a thorough understanding of the financial requirements, each cost component has been carefully considered and estimated based on current market conditions and typical expenses for small businesses in Taiwan. The following breakdown includes detailed explanations and justifications for each category.

1. Office Equipment : Since the business will be operating from a co-working space, only the essential IT equipment, such as computers, will be required. This setup helps minimize costs while ensuring functionality.The estimated costs, assuming they are required, are as follows: Total NT$30,000

2. Company Registration: Company registration costs include all necessary fees for legally establishing the business, covering registration fees, legal consultations, and other administrative expenses.

Based on information from Taiwan's government and legal firms, the estimated costs are: Total NT$15,000

Registration fee: NT$5,000

Legal procedure fees: NT$10,000

3. Office Address Fee : The office address fee refers to the cost of registering the company at a co-working space, which includes access to shared facilities and a professional address for correspondence:: NT$7,500/month × 6 months = NT$45,000

4. IT Infrastructure: IT costs include basic IT infrastructure, hardware, software, and networking equipment necessary for maintaining smooth and secure operations. These costs cover network equipment, and software licenses needed to support the business's digital needs: Total NT$10,000

Networking equipment: NT$5,000

Software licenses: NT$5,000

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5. Website and Platform Setup: This includes the development, design, and launch of a website and platform, critical for establishing an online presence and providing a platform for services or products. Costs cover both front-end and back-end development: Total NT$150,000

Website design: NT$30,000

Front-end development: NT$60,000

Back-end development: NT$60,000

6. Website and Platform Maintenance: Maintenance costs include regular updates, bug fixes, and security measures to ensure the website and platform remain functional and secure. Based on service providers' price lists: NT$10,000 × 6 months = NT$60,000

7. Cloud Service: Cloud service costs include the use of AWS cloud services, covering computing, storage, and data transfer needs. These are critical for ensuring scalable and reliable IT infrastructure: Total NT$30,000

Amazon Elastic Compute Cloud (EC2) instances: NT$3,000 per month × 2 units × 6 months = NT$36,000

Storage: NT$1,000 per month × 6 months = NT$6,000

Data transfer: NT$3,000 per month × 6 months = NT$18,000

8. Marketing: Marketing efforts are crucial for the growth of the startup, including digital marketing, social media campaigns, content creation, and other promotional activities. Effective marketing strategies are essential for attracting Requesters and establishing the brand: Total NT$25,000

9. Workforce Employee salaries cover the wages of the initial team of 2 members. This ensures that the startup can attract and retain skilled professionals necessary for its

operations. This includes salaries, benefits, and other related costs: NT$150,000× 6 months = NT$900,000

10. Surplus The remaining funds after accounting for all setup expenses, providing a financial cushion for unexpected expenses or additional investments needed during the early phases of the startup: Total NT$150,000
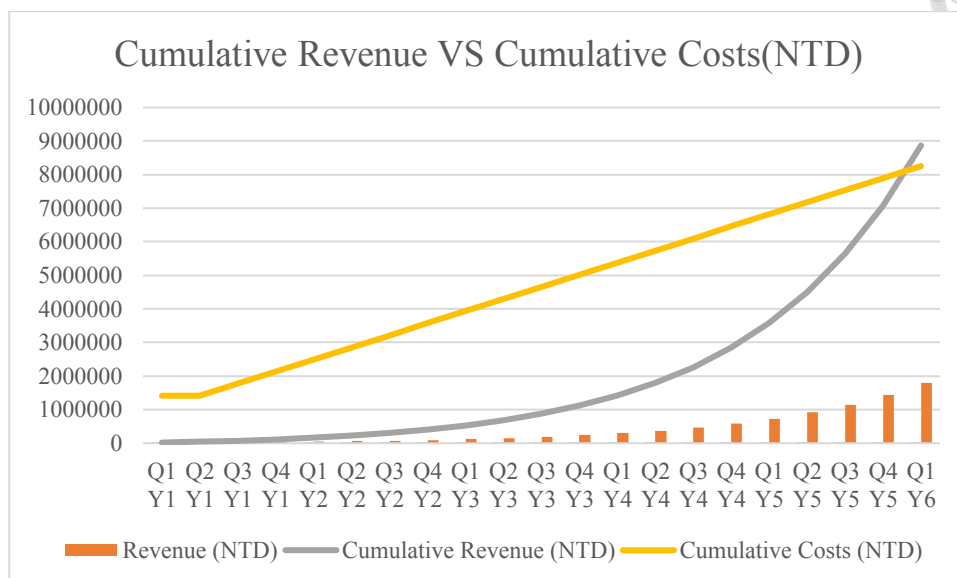
8.3. Break-Even Analysis

The break-even point is anticipated in the first quarter of the sixth year. At this point, the cumulative revenue surpasses the cumulative costs, reaching NT$8,867,476 in revenue with 13,010 subscribers, against cumulative costs of NT$8,255,000.

In conclusion, starting with 150 subscribers and growing at a rate of 25% per quarter, while accounting for a 80% fee deduction to editors, the business is projected to reach the break-even point by the first quarter of the sixth year (refer to Figure 9). This projection includes recurring costs from the third quarter of the first year onwards, providing a realistic timeline for achieving financial sustainability. The following graph illustrates the cumulative revenue and cumulative costs over time, with the break-even point clearly marked.

Figure 9：Cumulative Revenue VS Cumulative Costs
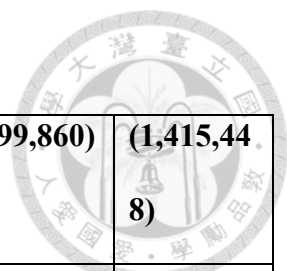
Source from the author

8.4. Income Statement

The following income statements provide a comprehensive overview of the
business's financial performance from Year 1 to Year 5. The statements are based on
several key assumptions: the annual revenue is summarized from quarterly data, the Cost of
Goods Sold (COGS) represents 20% of the annual revenue (primarily for editor fees), and
the operating expenses include an office address fee of NT$45,000 per year, website
maintenance fees of NT$120,000 per year, cloud service fees of NT$60,000 per year, and
workforce salaries totaling NT$900,000 per year.

Table 6：Income Statement
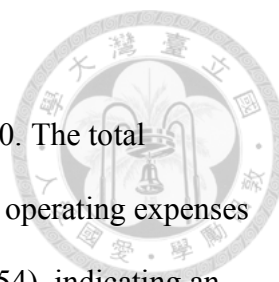
Income Statement	Y1	Y2	Y3	Y4	Y5
Revenue	118,433	308,889	1,117,710	4,499,303	7,077,241

Cost of Goods Sold (COGS)	(23,686)	(61,777)	(223,542)	(899,860)	(1,415,448)
Gross Profit	94,746	247,111	894,168	3,599,442	5,661,793
Operating Expenses	Y1	Y2	Y3	Y4	Y5
Office Address Fee	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Website Maintenance Fee	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
Cloud Service Fee	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Workforce Salaries Fee	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Total Operating Expenses	(1,125,000)	(1,125,000)	(1,125,000)	(1,125,000)	(1,125,000)
Operating Income	(1,030,254)	(887,889)	(230,831)	2,474,442	4,536,793
Net Income	(1,030,254)	(887,889)	(230,831)	2,474,442	4,536,793

Source from the Author

For the first year, the business generated a total revenue of NT$118,433. The Cost of Goods Sold (COGS), which primarily consists of editor fees, amounted to NT$23,686 for the year. This resulted in a Gross Profit of NT$94,746. The operating expenses for the year included an office address fee of NT$90,000, website maintenance fees of NT$120,000, cloud

service fees of NT$60,000, and workforce salaries totaling NT$900,000. The total operating expenses summed up to NT$1,170,000. Subtracting the total operating expenses from the Gross Profit resulted in an Operating Income of (NT$1,030,254), indicating an operating loss for the year. Consequently, the Net Income for Year 1 was also (NT$1,030,254), reflecting the overall loss for the period.

In Year 2, the business saw an increase in revenue to NT$308,889. After accounting for COGS of NT$61,777, the Gross Profit was NT$247,111. The operating expenses remained the same as Year 1, leading to an Operating Income of (NT$877,889), indicating a smaller operating loss compared to Year 1. The Net Income for Year 2 was (NT$877,889).

By Year 3, the revenue significantly increased to NT$1,117,710, with COGS of NT$223,542, resulting in a Gross Profit of NT$894,168. The total operating expenses remained consistent, leading to a positive Operating Income of (NT$230,831). This marked the first year of profitability, with a Net Income of (NT$230,831).

In Year 4, the business continued its growth trajectory, generating NT$4,499,303 in revenue. After accounting for COGS of NT$899,860, the Gross Profit was NT$3,599,442. With consistent operating expenses, the Operating Income for Year 4 was NT$2,474,442, resulting in a Net Income of NT$2,474,442.

By Year 5, the business achieved substantial growth, with revenue reaching NT$7,077,241. The COGS amounted to NT$1,415,448, leading to a Gross Profit of NT$5,661,793. The total operating expenses remained at NT$1,170,000, resulting in an Operating Income and Net Income of NT$4,536,793.

This comprehensive overview of the financial performance from Year 1 to Year 5 highlights the business's revenue growth, cost management, and transition to profitability.

CHAPTER9. CONCLUSION

In an increasingly unpredictable future, the number of international workers utilizing Chinese is expected to rise. To assess potential risks for WritingMagic, it is crucial to address two main issues: the progress in AI technology and the implementation of effective expansion strategies. Concerning the advancements in AI, it might eventually handle basic document rewriting and editing tasks with significant efficiency. To address this challenge, WritingMagic needs to focus on the importance of human interaction. This human element provides a nuanced understanding and cultural context that AI cannot fully achieve. WritingMagic should harness the value of human interaction to improve both the efficiency and quality of its services. This strategy underscores the unique human qualities of empathy, cultural insight, and contextual understanding.

Moreover, to remain competitive, WritingMagic must actively pursue continuous innovation and adaptability. This includes integrating Requester feedback for service enhancements, seeking new market opportunities, and investing in advanced technologies that support rather than replace human capabilities. This approach will not only mitigate risks but also transform potential challenges into opportunities for growth and differentiation.

To mitigate risks, it is crucial to consider these strategies during the expansion phase of the Rewriting platform service. This involves planning for diversified revenue streams and developing a flexible business model that can adapt to market changes. By focusing on these areas, WritingMagic can ensure long-term sustainability and continue to provide high-quality services to its Requesters. The company's commitment to excellence and adaptability will be key drivers in maintaining its leadership position in the evolving market of Chinese rewriting and editing services.

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by=item.additionalFields.productNameLowercase&aws-products-pricing.sort-

order=asc&awsf.Free%20Tier%20Type=*all&awsf.tech-category=*all

APPENDIX

Appendix 1. All results of the questionnaire

Pilot survey (Japanese):

https://docs.google.com/forms/d/1l1apKVgQ_2s2_9nBJqcqsaPr2T4tp0Bka8sNlcNpZvo/edit

Japanese version:

https://docs.google.com/forms/d/12GzhnWVCDbFDTDiVZw2evQEitzUfF5-054LGIM1XUYA/edit

English version:

https://docs.google.com/forms/d/10uZxhv-obcWZ3HdsaIv0YFrXxYLPuzQ2IkwuX0y446k/edit

Appendix 2. Basic Information Profile

Table 2.1 Gender Distribution

Male	42 respondents
Female	35 respondents

Table 2.2 Age Distribution

Under 20 years old	3 respondents
21 - 25 years old	20 respondents
26 - 30 years old	17 respondents
31 - 35 years old	16 respondents
36 - 40 years old	13 respondents

| 41 years or older	8 respondents

Table 2.3 Employment Status (multiple selections allowed).
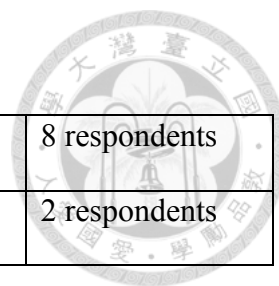
Employed for wages (including freelancer)	35 respondents
Undergraduate student	9 respondents
Graduate Student (Master)	25 respondents
Graduate student (Ph.D.)	1 respondent
Language student	2 respondents
Other	8 respondents

Table 2.4 Origin Area

Asia	68 respondents
Northern America	5 respondents
Europe	2 respondents
Africa	1 respondent
Northen America	1 respondent

Table 2.5 Chinese Language Level

	Amount counts	English ver	Japanese ver
Advanced	21 respondents	3 respondents	18 respondents
Upper-intermediate	21 respondents	4 respondents	17 respondents
Intermediate	15 respondents	8 respondents	7 respondents
Pre-intermediate	7 respondents	3 respondents	4 respondents

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| Elementary | 10 respondents | 2 respondents | 8 respondents |
| Native | 3 respondents | 1 respondent | 2 respondents |

Appendix 3. Basic Habits of Chinese writing

Table 3.1 How often do you write formal writing in Chinese?

Frequency	Count
Everyday	12
More than once a week	11
Once a week	1
Once per 2 weeks	7
Once a month	7
Several times a year	14
Less than once a year	6
Never	19

Table 3.2 How often do you write formal writing in Chinese? (Japanese Response)
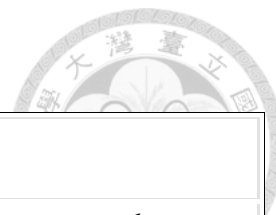
Frequency	Count
Everyday	10
More than once a week	10
Once a week	0
Once per 2 weeks	5

Once a month	3
Several times a year	10
Less than once a year	4
Never	14

Table 3.3 Free Responses List

Free Responses
Memorizing all the characters and strokes
Communication most of the time have great misunderstanding
Writing style, mood particles, etc.
Especially in professional terminology, the most frequently used optimal expression methods
Noticing typographical errors or misspellings in emails or LINE messages from Taiwanese people takes time. Similarly, with internet articles or news, sometimes I don't notice misspellings and end up looking up the meaning of the word endlessly.
Due to having a limited range of Chinese expressions at my disposal, I lack confidence in everything.
Even though I know the characters, when typing in Pinyin, I often input the Pinyin by feel, which turns out to be wrong, and I have a hard time getting the correct character to appear.

Free Responses
Phrasing and perhaps paraphrasing might be suitable, but it's difficult to accurately express the unique, indirect nuances of Japanese in Chinese.

Appendix 4. About the current existing Chinese rewriting platform

Table 4.1 Response for using Chinese rewriting platform experience

Item	Number
I have never used it at all.	38
I use it frequently.	14
I have used it a few times.	13
I have used it once	9
I use it occasionally.	3

Table 4.2 Positive or Negative counts on the reason by the results of Table 5

Aspect	Positive Keywords	Negative Keywords	Positive Count	Negative Count	Total Counts
Grammar and Vocabulary	Human editor, not to worry about grammar, vocabulary,	Not natural enough, Google Translate, simple grammar	7	6	13

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	formalize words				
Efficiency and Time-Saving	Save energy, generate answers in short time, work efficiency	Cannot respond immediately, no response from company	7	4	11
Non-native Speaker Support	Very helpful for non-native, formal environment, motivation for learning Chinese	Don't want to rely on technology for language learning	6	3	9
Quality and Accuracy	Higher quality in rewriting, formalize for better feedback	Impressions of unnatural rewritings, accuracy not guaranteed	6	7	13

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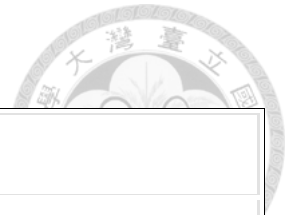
Interest in Technology	Interested in developing education technology	Satisfied with existing tools, no need beyond ChatGPT	4	4	8
Need for Native Expression	Interact in Chinese with natives, learn native expressions	No accurate translation from Japanese to Chinese, use English for formal documents	5	5	10

Appendix 5. About the Writing Magic

Table 5.1 Intention of frequency to use Writing Magic platform

Frequency of Use	Count
Everyday	14
More than once a week	13
Once a week	6
Every 2 weeks	8
Once a month	15

Frequency of Use	Count
Several times a year	17
Less than once a year	3
Never	1

Table 5.2 Additional comments and feedbacks

Category	Response Example
Subscription	50 NTD per month
Price Sensitivity	Unless I need important statements, I don't want to pay because there are more affordable options like ChatGPT.
Utility Value	It all depends on how useful it could be in my current work.
Availability of Free Options	I would not pay since there are currently sufficient free options available.
Market Rates Awareness	I am not familiar with the ongoing rates in Taiwan, so I would expect to be charged at the market rate or slightly above, depending on the platform's ease of use.
Per Character Preference	The feeling is roughly one yen per character; personally, I think pricing per character count is better than per page.
Use Context Dependence	It depends on whether it's for work or personal use.
Editor Level and Content Specialization	It depends on the editor's level and the specialization of the content (field).

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