

國立交通大學

管理學院
企業管理碩士學位學程

碩士論文

Business growth plan for Japanese deserts chain stores



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指導教授:黃仕斌

中華民國 102 年 2 月

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Advisor: Dr. Kevin SP Huang

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A Thesis
Submitted to Master Degree program of Global Business Administration College
of Management
National Chiao Tung University
in partial Fulfillment of the Requirements
for the Degree of
Master
in
Business Administration
February 2013

Hsinchu, Taiwan, Republic of China

中華民國一百二年二月

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Global Master of Business Administration
National Chiao Tung University

ABSTRACT

The company called Sweets-Collection Taiwan Corporation (夢的美食股份有限公司) is expanding their Japanese desserts in Taiwan. So far they are having 9 stores including Taipei, Hsinchu, Taichung. It's a still small company and It's been only 4 years since its foundation. 2 Japanese Co-founder established the company in Taiwan and collaborated with one of the famous Japanese pastry chef who will be introduced in later chapter. Yoshiyuki Miura luckily met the general manager of the Sweets-Collection Taiwan Corporation in his friend's birthday. Since the Yoshiyuki Miura is interested in food business, He and the general manager was passionately making a conversation about the food business especially the topic on how to make the small company into big chain stores. Later on, the general manager and Yoshiyuki Miura both met again as the general manager wanted to ask the Yoshiyuki Miura about his working experience in the restaurant chain stores. The more they both talked, the more they realized what the company is going to do is actually matched with what Yoshiyuki Miura wants to do in the future. In fact not only they both parties has same interests,

but also the way they both think and the value they share are quite similar. Thus, the general manager asked Yoshiyuki Miura to teach all those 8 stores (only 1 store is not under our company's control since it's a joint-venture) about how to manage the store and increase the sales. They also made a promise that they both are making efforts to create the chain store's system. Yoshiyuki Miura was pretty sure that he would go back to Japan right after graduation. However he really luckily found the very challenging job that he could be passionate about in Taiwan. Thus he decided to stay more in Taiwan to try this job. This proposal will focus on the Company's entire strategy in the following 2 years. As Yoshiyuki Miura is working as supervisor in the company now, his execution will focus on teaching the store managers and also making a stable and sustainable chain system.



Acknowledgement

First of all, I would like to thank to my family who gave me a chance to study GMBA since not everybody got a chance to study in graduate school.

Secondly, I would like to thank to Professor Kevin Hunag who gave me good perspective to finish my thesis. Also I would like to appreciate the GMBA program which definitely broaden my horizon in the international way.

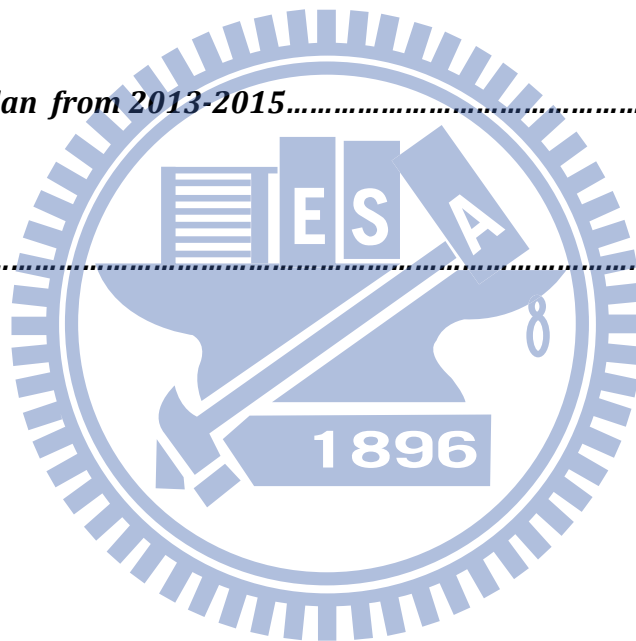
In third place, I would like to thank to the Mizuno Masaya, who is currently CEO of Sweets-Collection Taiwan Corporation 夢的美食股份有限公司 to provide me with good working environment so that I can write the entire business strategy in the company.



The table of contents

ABSTRACT	I
Acknowledgement	III
Table of Contents	IV
List of Tables	VI
List of Figures	VII
I : The company's profile	1
1,1 The company overview.....	1
1,2 The history of the company.....	4
1,3 The company's vision and mission and the standard of conduct.....	5
II: The marketing strategy	6
1,1 Our brands concept.....	6
1,2 Introduction of each stores.....	9
1,3 Joint venture company (Season).....	15
1,4 Our food menu.....	17
1,5 Medias.....	18
1, 5 forces analysis.....	20
1,6 The sales data from 2010-2012.....	25
III: The future objective	27
1,1 Three-years short-term plan.....	27
1,2 Financial review in 2012.....	28
1,3 The strategies to achieve the 3 years plan.....	29

1,4 The methods to increase the total sales (Part 1).....	29
1,5 The methods to increase the total sales (Part 2).....	36
1,6 The methods to increase the total sales (Part 3).....	39
1,7 The methods to decrease the costs (Part 1).....	39
1,8 The methods to decrease the costs (Part 2).....	40
1,9 The other methods (Part 1).....	40
<i>IV: Organization Structure.....</i>	41
<i>V: Financial Plan from 2013-2015.....</i>	42
<i>Reference.....</i>	43



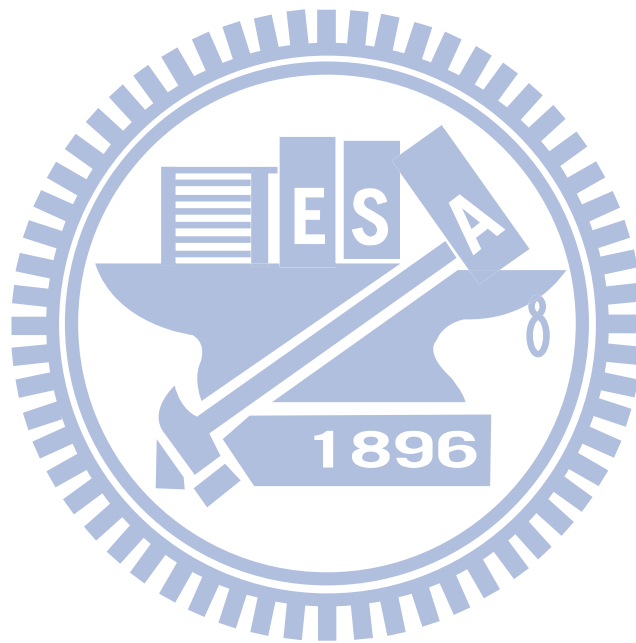
List of Tables

Table 1: <i>The company overview</i>	1
Table 2: <i>Each store</i>	2
Table 3: <i>5 forces analysis</i>	20
Table 4: <i>Organization Structure</i>	41



List of Figures

<i>Figure 1: Our food menu.....</i>	<i>17</i>
<i>Figure 2: The sales data from 2010-2012.....</i>	<i>25</i>
<i>Figure 3: Financial review in 2012.....</i>	<i>28</i>
<i>Figure 4: The strategies to achieve the 3 years plan.....</i>	<i>29</i>
<i>Figure 5: Financial Plan from 2013-2015.....</i>	<i>42</i>



I: The company's profile

1,1 The company overview

The company' s name	夢的美食股份有限公司
Headquarter	台北市信義區基隆路一段 155 號 6 樓之 2
Central kitchen	台北市內湖區潭美街 551 號 1 樓
CEO	水野雅也
Capital	28 million NTD
The number of employees	100 人
年度營業額	7,5 million NTD
公司網址	http://www.sweets-collection.com/
品牌網址	http://www.laetitia.com.tw/

Our core business

1) Dessert businesses

Expand the Japanese brands of desserts worldwide including owned shops and franchises in Taiwan. The first brand created by Sweets-Collection Taiwan Corporation is called “Letitia”, which is a specialized cream puffs shop.

2) Food consulting business

Utilizes our resources to support the international Japanese foods companies, which are entering the Taiwanese market
In fact, there are a lot of Japanese foods chain stores are expanding business to Taiwan.

3) Investment business

Invest the potential business related to foods. The first investment was to establish the dessert restaurant by joint venture. The brand is called “Season”

Each store

統一阪急台北店	Address: 台北市忠孝東路五段 8 號 B2
	Phone number : (02) 2722-3754
	Business hours: From Sun to Thurs 11 : 00-21 : 30 From Fri to Sat or national holiday 11 : 00-22 : 00
安和門市	地址: 台北市安和路 1 段 49 巷 11 號 1 樓
	Phone number : (02) 8771-7720
	Business hours: From Mon to Sun 11:00-21:00
天母門市	Address: 台北市福華路 164 巷 16 號 1 樓
	Phone number : (02) 2835-9779
	Business hours: 11:00-21:00
環球購物中心-板橋店	Address: 台北縣板橋區縣民大道二段 7 號 B1
	Phone number : (02) 8969-3469
	Business hours: From Mon to Fri 11:00-21:30 From Sat to Sun or national holiday 10:00-21:30
大遠百板橋店	Address: 台北縣板橋區新站路 28 號 B1
	Phone number : (02) 8964-1012
	Business hours: From Mon to Fri 11:00-22:00 Sat 11:00-22:30 Sun or national holiday 10:30-22:00
大遠百台中店	Address: 台中市台中港路 2 段 105 號 B2
	Phone number: (04) 2252-4737
	Business hours: From Mon to Fri 11:00-22:00 From Sat to Sun or national holiday 10:30-22:00
台北 101 購物中心	Address: 台北市信義區市府路 45 號 B1F
	Phone number: (02) 8101-8520
	Business hours: From Sun to Thurs 11 : 00-21 : 30 From Fri to Sun or the day before national holiday 11 : 00-22 : 00
遠東巨城新竹店 Bigcity	Address: 新竹市中央路 229 號 B1F
	Phone number: (03) 623-8818
	Business hours: From Sun to Thurs 11 : 00-21 : 30 From Fri to Sat or the day before national

day 11 : 00 - 22 : 00

《Laetitia 拉提莎網路商店門市》

<http://www.laetitia.com.tw/>

SEASON Cuisine
Pâtisseries

Address: 台北市明水路 397 巷 2 弄 22 號 1 樓

Phone number: (02) 2533-2377

Business hours: 11:00-18:00 Every Tuesday and every 1th Monday is closed.



1,2 The history of the company

Sweets-Collection Taiwan Corporation is a dessert company, which tries to bring a new life style through delicious Japanese desserts.

The CEO, Mizuno Masaya was worked as qualified financial manager in Japan before. In Japan, people really enjoy the dessert time. For example the pink-collar workers (A pink-collar worker performs work said to be stereotypical women's work) always buy the desserts to reward themselves after work. Also people tend to buy those desserts as small gifts. People who has gone to Japan and gone around the department store may realize that those desserts have many types of packaging and those designs are very sophisticated.

Mizuno Masaya used to travel so many countries such as Taiwan, China, Hong Kong, Singapore, Vietnam, Dubai, New Zealand, Canada, and other 20 countries.

While traveling in many countries, Mizuno Masaya always thought if there are any Japanese desserts in those countries that would be very interesting. In order to make his dream come true, he decided to work with his previous colleague, who is currently general manger in Sweets-Collection Taiwan Corporation, to set up a first Japanese dessert store in Taiwan. At that time, there was a very tasty cream puff, which is made by one of the famous Japanese French chef. That cream puff actually attracts Mizuno Masaya very much. Since he wanted to expand these cream puffs to Taiwan, He passionately persuaded this chef to be his business partner. This is how the cream puffs brand called " Letitia" is established in Taiwan.

1,3 The company's vision and mission and the standard of conduct

The company's slogan



Make your simple dairy life become a memorable one.



1) Put yourself in the customer's shoes and change the service industry worldwide.

2) Create a new business with partners across borders.

3) Make the life more interesting with partners.

4) Create the new demands or needs and promote the next generation of lifestyle.

5) Make the company that all employees can feel happy. At same time, try to

Contribute to society.

6) Each employee should achieve self-growth through our business.

II: The marketing strategy

1,1 Our brands concept



1) Why is called "Laetitia"?

The word of "Laetitia" is French and it means happy. The company hopes our customers can feel happier through our dessert brand.

Basically the company promotes the new life style through our desserts.

2) Collaboration with Japanese famous chef.



Our recipe of main products, cream puffs and pudding is made by one of the famous Japanese French chef called Shimada Tetsuya. He went to training in France at the age of 23. After he received training from several three stars restaurants, he came back to Japan to work as a master chef in a first class restaurant at age of 33, he finally opened his own restaurant called “Irreel “.

His website → <http://www.irreel.jp/profile/profile.html>

3) Our specialty

The specialty of cream puffs is characterized by the smell of butter and its double crisp taste. Those cream puffs made on the spot attract those customers who are walking close to our store.

Our 90 % of ingredients are imported from the around world, such as Japan and France. The wheat is made in Japan and the butter is made in France. Furthermore, we use the brand called “Valona” for our chocolate flavor of cream puffs. Valona is one of the fancy chocolate brands in the world.



To provide healthy desserts, we eliminate preservatives and additives.

It's baked and the custard is injected on the spot. You can definitely eat fresh cream puffs. Another our main dessert, pudding is very smooth. Pudding has different taste for each season.

4) Our shop's characteristics

①**Take Out type stores. (3 Ping to 10 pings.)**

②**Its made on the spot:** Those smelly butter from oven can attract customers and let them buy it.

③**High efficient and simple production process:** The use of the high-tech factories and mechanized production, frozen distribution can make it easy to for store to operate. The factories → frozen distribution → shop can make the store to operate by Staff of 2 to 4 people.

④**Not only selling the goods but also selling the experience to customers:**

Those stores should look like boutiques. To achieve our company's slogan "Make your simple life become memorable one", we wish our customer can buy our goods to reward themselves or as a small gifts to someone to experience this luxury feeling.



Since the Anhe store is a store along street and good location, it has more space to advertise our products. We used to put the video outside to show how our cream puffs are made and what is special for our cream puffs. Because we made a better advertisement to make a people to aware of our brand” laetitia”, later on a lot of department store were asking us to locate our store in their department store. That’s why “laetitia” is expanding to 8 stores within 3 years so fast.

Tianmu store 天母店



Tianmu store is another store along the street. It’s located in MRT Zhishan (芝山) where is said to be Tianmu area. But unfortunately our store is located in back alley and not many people are walking through our store, so it’s running deficits. The characteristics of this store are that the cream puffs are not selling good. But instead our other additional products, cakes are selling much better than other store because of many rich

wife prefer cakes. The company is considering closing this store and relocating in department store in Tianmu.

Banji store 板急店



The Banji store is a second one, which is making most the revenue. It can says that the customers here is the most picky because its located in Taipei city hall where is said be the most modernized city in Taiwan. OL who are our most target customers are regularly buying our creams puffs.

Banqiao store in global mall 板橋店



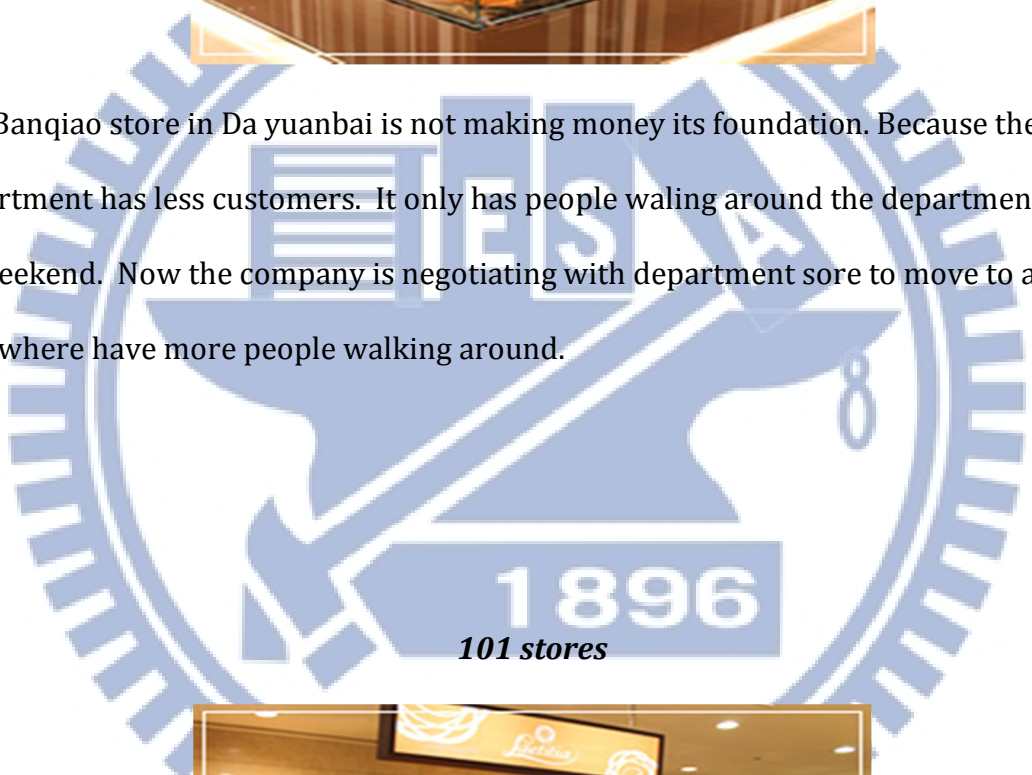
The Banqiao store is located in Banqiao where has MRT and Taiwan railways (太鐵) and Taiwan high speed rail (高鐵) at same place. The people around this store are constantly walking through our store everyday and its revenue is quite stable since its foundation. Those customers who buy our cream puffs are buying for souvenir because most of them are traveling back to somewhere.

This store can be necessary for our whole company since its revenue is quite stable.

Banqiao store in Da yuanbai 大遠百店



The Banqiao store in Da yuanbai is not making money its foundation. Because the entire department has less customers. It only has people waling around the department store on weekend. Now the company is negotiating with department sore to move to another area where have more people walking around.



101 stores are not making money since most of local Taiwanese don't go there for shipping. Most of our customers are tourists. They are always looking for souvenir that

can last for a few days. But unfortunately our cream puffs can only last for one day because it's all-fresh. The company considers this 101 store as an advertisement since it will give people a good impression about our company.

Hshinchu store (新竹店)



The revenue in Hshinchu store has been decreasing so rapidly because the customers in department store are getting less and less. The monthly sales had 1 million in the first month of opening but rapidly have decreased to 200,000 NTD after half year. It has most sharp fluctuation in revenue in all company's stores. Now the company is considering doing catering service to Science Park to make up for the sales.

Taizhong store (台中店)



The Taizhong store is making the most revenue in the company. The first monthly sales were 4 million and it still has been keeping 2 million monthly total sales for 9 months. It is no exaggeration to say that the Taizhong store makes up for the loss that other all stores make. In order to keep this store to earn 2 million monthly sales, the company is trying to constantly make a change.

1,3 Joint venture company (Season)

Joint venture company 東京烘焙股份有限公司

The company, Sweets-Collection Taiwan Corporation collaborated with one of the richest madam in Taiwan to create a dessert restaurant. This madam who love to eat our cream puffs called the headquarter to ask the CEO if he is interested in investing in dessert restaurant or not. Since this madam owns the building in good location, she provides us with a good place to open the fancy dessert restaurant. Instead Sweets-

Collection Taiwan Corporation provides the madam with the recipe of cream puffs and teach them some store management.

Now this dessert restaurant has a professional pastry chef called “Season” which is same name of store. The dessert restaurant “ Season “ is only targeting the high-class people since the small cakes cost almost 200NTD.



1,4 Our food menu

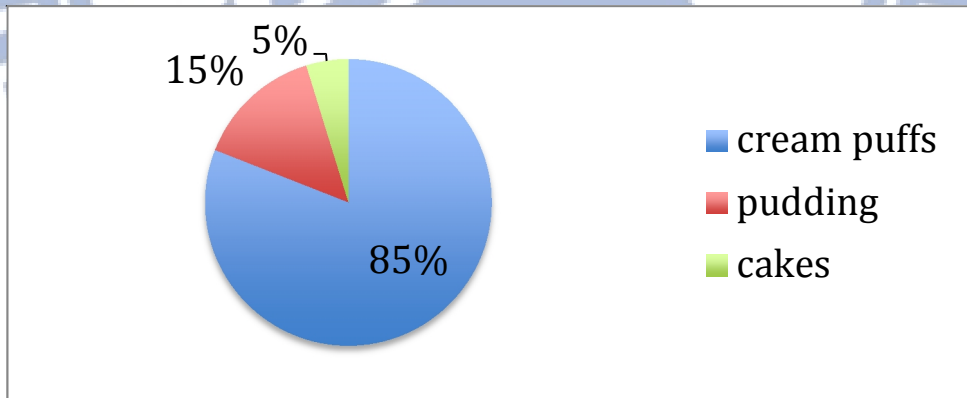


Menu

 <p>經典原味 Gustard Cream Puff / カスタードシュークリーム 拉提莎精心監製香濃的經典卡士達有嚼甜而不膩的滑順口感。</p> <p>50</p>	 <p>法若娜巧克力 Bitter Chocolate Cream Puff / ビターチョコレートシュークリーム 頂級Valrhona的巧克力，加入濃郁的經典卡士達，如同絲綢般柔順的口感，每一口都有成熟的香甜滋味。</p> <p>55</p>	 <p>栗子泡芙 <small>限定</small> Chestnut Cream Puff / マロンシュークリーム 栗子含有豐富的維生素B1、維生素C及膳食纖維，養顏美味，健康無負擔的優質泡芙。</p> <p>60</p>	 <p>拉提莎嫩布丁 Laetitia Silky Pudding / なめらかカスタードプリン 採用自法國，經過嚴格品質的香濃天然鮮奶液，並且特選利德馬達加斯加波本香茅豆莢等頂級食材，精心製作。</p> <p>60</p>	 <p>錫蘭紅茶嫩布丁 Ceylon Tea Silky Pudding / セイロンティーカスタードプリン 精選上等的錫蘭紅茶，濃郁的茶香搭配獨特茶味，讓甜美的布丁染上成熟紅茶的風味。</p> <p>65</p>	 <p>楓糖嫩布丁 <small>限定</small> Maple Sugar Silky Pudding / なめらかメープルプリン 採用特選拿騷楓糖，濃郁楓糖芳香與拉提莎布丁的完美搭配，讓你嚐到大自然的甜蜜滋味！</p> <p>70</p>	 <p>費南雪禮盒 Financier Gift Set (12 pcs) / フランシエは職人セト 法語原意為金融家，象徵的為型亦衍生「富貴」意味，這精緻鹹口味，在法國是極為普遍的超人氣甜點。</p> <p>480</p>	 <p>半熟凹蛋糕 Paoletto / 半熟カスタード 半熟凹蛋糕午食輕食，切開後即可見如卡士達般的蛋黃緩緩流出，優質食材製作潔淨口感，入口即溶香氣滿溢。</p> <p>300</p>	 <p>半熟巧克力凹蛋糕 Chocolate Paoletto / 半熟ショコラ 雞蛋和糖、麵粉等食材的質樸加上柔和的法語法若娜巧克力所調和而成的濃醇香，嘗的到質感和深度的甜點。</p> <p>320</p>	 <p>卡士達卷 Custard Roll Cake / ラザニアロール 綿密彈牙的蛋糕體，包攬著不甜不膩的特調卡士達餡料，外表樣貌卻蘊含驚豔美味！</p> <p>320</p>	 <p>歐培拉 Opera / オペラ 由三層巧克力奶油霜與三層咖啡口味蛋糕體的交叉堆疊後，再加上巧克力淋面，創造出七層美感的純手工美味蛋糕！</p> <p>320</p>	 <p>甜薯焗 <small>NEW</small> Sweet Potato / スイートポテト 特製薯薯的綿密口感，搭配醇滑的香氣，天然甜糯風味盡顯甜香，散發出熟透的的健康一品。</p> <p>50</p>
 <p>千層蛋糕 Bakewell / バウムクーヘン 經長時間烤烘後，綿密紮實的蛋糕散發出濃郁的奶香，多層次口感，讓美味回味無窮，香氣久久不散！</p> <p>320</p>	 <p>蜂蜜千層蛋糕 Honey Bakewell / はちみつバウムクーヘン 綿密紮實的千層蛋糕，層層淋上宜蘭產特選高級蜜採精製作，展現獨特有濃郁香氣讓美味更加呢！</p> <p>350</p>	 <p>京都抹茶千層蛋糕 Kyoto Matcha Bakewell / 京都抹茶バウムクーヘン 嚴選頂級京都抹茶製作，純正抹茶香氣搭配濃郁奶香，讓喜愛千層蛋糕的忠實顧客讚不絕口！</p> <p>350</p>	<p>www.laetitia.com.tw</p>								

* 以上圖片僅供參考，請以現場實品為主。

The menu consists of 3 parts, Cream puffs, smooth pudding, cakes and so on.
The sales composition is mentioned below.



The cream puffs are necessary for the company to survive. The other menu especially cakes are just additional menu. Now the company is trying to develop the new menu for cream puffs, which will be different type of crispy or different taste of creams.

1,5 Medias

《2011年09月26日》「TVBS新聞台」採訪拉提莎阪急百貨排隊美食店家 <http://www.tvbs.com.tw/news/>



《2011年5月16日》「TVBS食尚玩家」採訪拉提莎泡芙美特輯·台北幸福甜點之旅!!

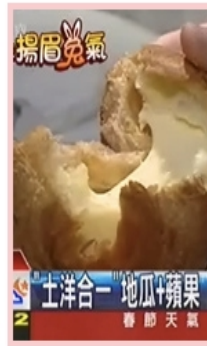
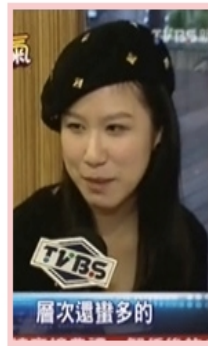
節目特輯也有介紹 MOMI&TOYS 日式可麗餅和 Sadaharu AOKI (青木定治) !!



《2011年4月出刊》Laetitia 拉提莎接受「QUISY」雜誌報導!!



《2011.01.31》Laetitia 拉提莎接受「TVBS」採訪報導!!<http://www.tvbs.com.tw>



《2011.03.31》Laetitia 拉提莎接受民視交通台「點心趴趴GO-百貨人氣夯美食」節目報導!! <http://www.youtube.com/watch>



《2010年11月出刊》Laetitia 拉提莎接受「NARUHODO TAIWAN」雜誌採訪報導!!



熱銷20,000個泡芙，拉提莎【統一阪急百貨門市】排隊人潮擠爆現場~

因應統一阪急百貨開幕人潮眾多，造成泡芙供不應求，深感抱歉！



1, 5 forces analysis

◎ The existing industry competitors

Brand	Capital	Number of employees	Number of stores	The types of stores		Each area			
				Along the street	Department store	North	Middle	South	East
Sweets Collection (夢的美食股份有限公司)	\$28,600,000	80	8	2	6	7	1	0	0
BEARD PAPA'S (薇思克股份有限公司)	\$2,000,000	49	7	0	7	6	0	1	0
AMO (旺默食品企業有限公司)	\$12,000,000	150	9	4	5	7	2	0	0
Yannic (亞尼克菓子工房股份有限公司)	\$61,100,000	150	7	2	5	7	0	0	0

- Those are main competitors in western confectionary industry. All companies are almost same scale in terms of number of employees, number of stores.
- The common things in all those companies are that they are mainly competing in same area, Taipei.
- The market place from middle to south area may be potential area but not now because the awareness of those western confectionary is still low.

◎The store's distribution for each brands.

Brand	The store along the street	Department store
Sweets Collection (夢的美食股份有限公司)	1、(北區-大安區)台北市大安區安和路一段 49 巷 11 號 2、(北區-士林區)台北市福華路 164 巷 16 號 1 樓	1、(北區-信義區)統一阪急百貨 2、(北區-信義區)台北 101 購物中心 3、(北區-板橋區)環球購物中心板橋店 4、(北區-板橋區)大遠百板橋店 5、(北區-新竹市)巨城購物中心 6、(中區-台中市)大遠百台中店
BEARD PAPA'S (薇思克股份有限公司)		1、(北區-大安區)太平洋 SOGO 百貨 忠孝本館 2、(北區-大安區)太平洋 SOGO 百貨 復興館 3、(北區-士林區)太平洋 SOGO 百貨 天母館 4、(北區-中正區)微風廣場 台北車站 1 樓 5、(北區-中正區)微風廣場 台北車站 2 樓 6、(北區-中壢市)太平洋 SOGO 百貨 中壢元化館 7、(南區-高雄市)漢神百貨
AMO (旺默食品企業有限公司)	1、(北區-土城區)新北市土城區忠承路 113 號 1 樓 2、(北區-萬華區)台北市萬華區艋舺大道 184 號 1 樓 3、(北區-大安區)台北市大安區復興南路一段 140 號 1 樓 4、(中區-台中市)台中市南屯區文心南路 18 號 1 樓	1、(北區-中正區)台北捷運 台北車站店 2、(北區-信義區)新光三越 A4 館 3、(北區-新竹市)大遠百新竹店 4、(中區-台中市)新光三越台中店
Yannic (亞尼克菓子工房股份有限公司)	1、(北區-內湖區)台北市瑞湖街 178 巷 15 號 2、(北區-萬里區)新北市萬里鄉瑪鍊路 127-5 號	1、(北區-萬華區)遠東百貨 寶慶店 2、(北區-板橋區)環球購物中心板橋店 3、(北區-信義區)統一阪急百貨 4、(北區-中正區)微風廣場

		台北車站店 5、(北區-桃園市)遠東百桃園店
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- Western confectionary stores are quite competitive in department store. This trend will continue in the future.

◎ Potential entrains

The target	Why	Brand
Desserts companies or bakery stores.	All ingredients or equipment they use are similar.	米哥烘焙坊、哈肯舖等
Cream puffs shops	Because of awareness of cream puffs are getting high, there are a lot of small stores.	幸福烘焙坊、諾緯手工鮮奶泡芙專賣店等

◎ Substitutes

Products	Brand
Cakes	85 度、奕順軒、諾貝爾、順成
Egg tarts	蛋塔工廠
Pudding	夢卡朵、依蕾特、幾分甜
Macaroon	安娜可可、tartine bakery
Ice creams	cold stone、haagen-dazs、movenpick、明治冰淇淋
Donuts	mister donut、dukin donut
Chinese snacks	裕珍馨、月十二曲、太陽堂

<p>The Taiwanese desserts on the street.</p>	<p>It's a traditional Taiwanese dessert. Its available everywhere.</p>
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©The reason why those mentioned above can be substitutes should take into account of those aspects.

The aspects	Analysis	Strategy
<p>From the prices perspective</p>	<p>Because our products are high-ends, the costumers may seek for cheaper products.</p>	<p>Make our products to be more aware from those customers. One of our products attributes is better ingredients, which are all imported form Japan, France and so on. Also our service quality is pretty high compared to those cheap desserts shops. We can please customers so that they can be our regular customers.</p>
<p>From perspective of convenience</p>	<p>Because some customers live in place where our stores are not located. So they may end up buying other desserts because of convenience.</p>	<p>Considering to create another cream puffs stores which targets the low classes people.</p>
<p>From perspective of functionality</p>	<p>Some customers are buying dessert as gifts. Since our cream puffs are difficult to function as a gift, those customers may buy other brands.</p>	<p>To make our cream puffs function as a gift, we are trying to develop the frozen cream puffs which lasts much longer but still tastes good.</p>
<p>From catering service perspective</p>	<p>The E-commerce is getting popular and people buy foods from internet nowadays. If we don't do catering service, we may miss out many opportunities.</p>	<p>Develop the department for catering service within the company.</p>

©Suppliers

There are thousands of supplier to choose from and select theirs through a competitive bid process. Thus the bargaining power of suppliers in desserts industry is low. They

can switch suppliers easily and tend to make up a large portion of the supplier's revenue. This severely limits the bargaining power of suppliers.

©Customers

The customers in food industry in Taiwan are extremely sensitive to price.

The bargaining power of customers is high.

As you can see every stores are selling such as " buy one get one" which cause low price competition in whole industry. Unlike Japan, there is less luxury food market in Taiwan. However, our company predicts the luxury food especially desserts market in Taiwan will be getting huger in the future.

The Sweets collection doesn't do "buy one get one" promotion since a lot of companies went bankruptcy after suffering from low price competition.

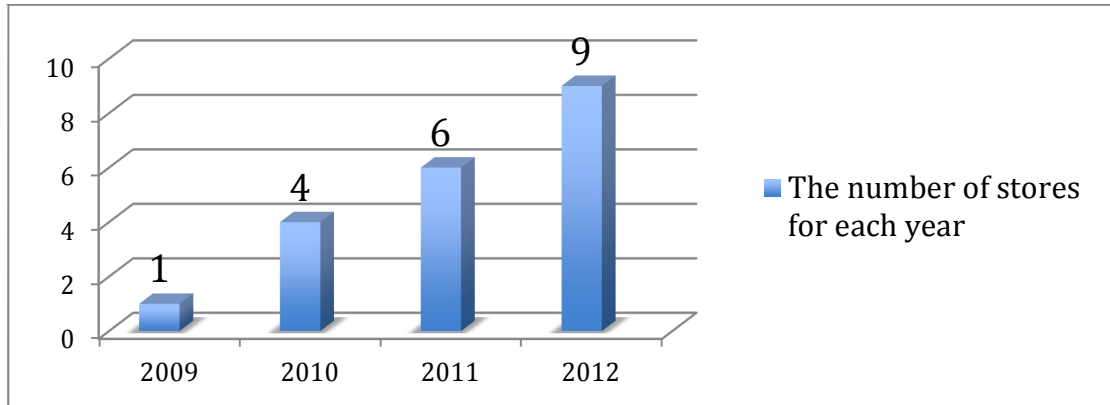


1,6 The sales data from 2010-2012

The number of stores increased since its foundation

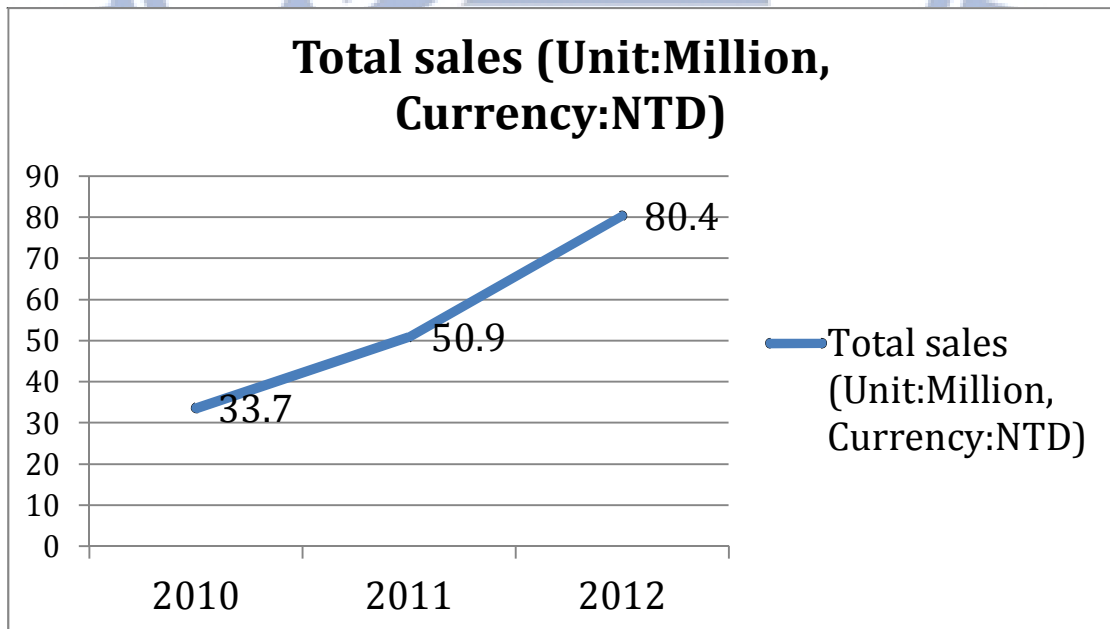
Sweets-Collection Taiwan Corporation is growing so rapidly since its foundation.

The company has been opening 2-3 stores every year.



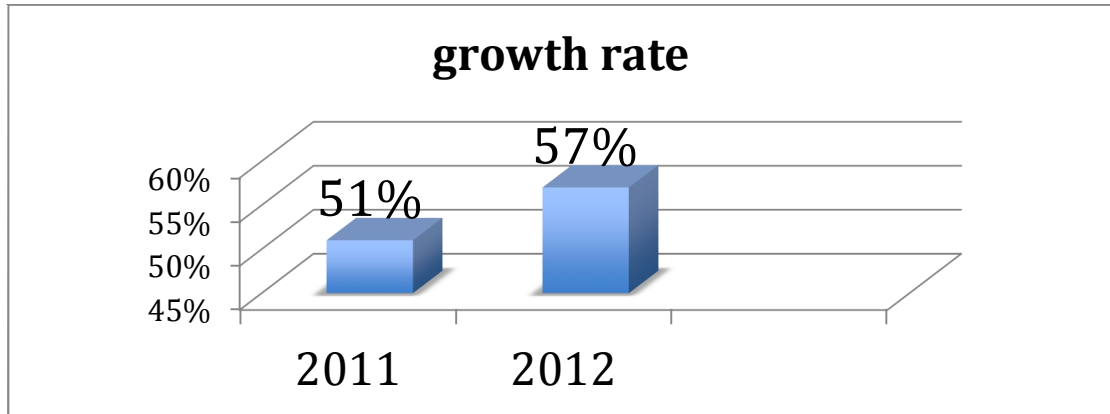
The increased total sales since 2010

The total sales have been increasing so rapidly since 2010. Each year has more than 1.5 times of total sales compared with last year.



The growth rate in 2011 and 2012.

The growth rate is 51% in 2011 and 57% in 2012, which is considered to be high growth rate.



III: The future objective

1,1 Three-years short-term plan

■ Projected revenue and net profit

2012: Total sales should reach to 80 million NTD. Net profit 2.4 million NTD, Net profit margin 3%

2013: Total sales should reach to 100 million NTD. Net profit 5 million NTD, Net profit margin 5%

2014: Total sales should reach to 120 million NTD. Net profit 12 million NTD, Net profit margin 10%

2015: Total sales should reach to 150 million NTD. Net profit 22,5 million NTD, Net profit margin 15%.

■ The plan for new stores

Laetitia	LIVE	New brand		
2012	2	1		
2013	1	3		1
2014	2	2		1
2015	2	2		1

■ About the new brand

The company is expecting to collaborate with one of the dessert chain stores in Japan called “Colombin” to establish new brand in 2013.

<http://www.colombin.co.jp/>

1,2 Financial review in 2012

Profit & Loss Statement (Currency:NTD)

Month	1月12	2月12	3月12	4月12	5月12	6月12	7月12	8月12	9月12	10月12	11月12	12月12	Total
Sales	8,028,300	7,327,611	6,672,095	6,051,732	6,383,635	4,788,043	4,825,494	4,916,986	4,259,782	5,410,133	4,688,076	6,800,000	70,151,887
Total Net Income	8,028,300	7,327,611	6,672,095	6,051,732	6,383,635	4,788,043	4,825,494	4,916,986	4,259,782	5,410,133	4,688,076	6,800,000	70,151,887
Cost of Sales													
Ingredients	1,661,444	1,739,911	1,506,420	883,060	1,468,463	1,034,267	904,798	906,680	932,776	1,515,355	1,053,500	1,700,000	15,306,674
All costs from center kitchen	633,255	468,036	735,133	745,813	652,894	722,280	593,700	692,620	698,663	584,713	735,000	750,000	8,012,107
Total Cost of Sales	2,294,699	2,207,947	2,241,553	1,628,873	2,121,357	1,756,547	1,498,498	1,599,300	1,631,439	2,100,068	1,788,500	2,450,000	23,318,781
Gross Profit	5,733,601	5,119,664	4,430,542	4,422,859	4,262,278	3,031,496	3,326,996	3,317,686	2,628,343	3,310,065	2,899,576	4,350,000	46,833,106
Gross profit margin	71	70	66	73	67	63	69	67	62	61	62	64	67
Expenses													
Total General & Administrative	589,261	556,233	678,471	617,493	614,162	667,517	638,450	660,425	567,297	391,246	468,808	680,000	7,129,363
Total Operating Expenses	3,556,935	2,995,387	3,644,448	3,688,283	3,839,653	3,041,060	3,190,795	2,981,026	2,804,876	3,832,857	2,719,084	3,944,000	40,238,404
Total Expenses	4,146,196	3,551,620	4,322,919	4,305,776	4,453,815	3,708,577	3,829,245	3,641,451	3,372,173	4,224,103	3,187,892	4,624,000	47,367,767
Net operating Profit / (Loss)	1,587,405	1,568,044	107,623	117,083	-191,537	-677,081	-502,249	-323,765	-743,830	-914,038	-288,316	-274,000	-534,661
non-operating income	216	274	274	479	2,168	327,218	44,579	87,611	79,905	0	0	0	542,724
nonoperating expense		274	39,616	12,506	4,679	1,225	607,820	1,922	155	302,095	0	0	970,292
Total Monthly Net Profit / (Loss)	1,587,621	1,568,044	68,281	105,056	-194,048	-351,088	-1,065,490	-238,076	-664,080	-1,216,133	-288,316	-274,000	-962,229

- The total loss in 2012 is 962,229NTD.
- If there was not non operating expense which was incurred accidentally, the net loss will be almost 0.
- The Gross margin is unstable which ranged from 71% to 61%.
- The cost of goods sold ratio on average is too high which is 33 %.
- The total operation expense on average is too high which is 57%.
- The monthly break even is approximately 6,000,000NTD

1,3 The strategies to achieve the 3 years plan

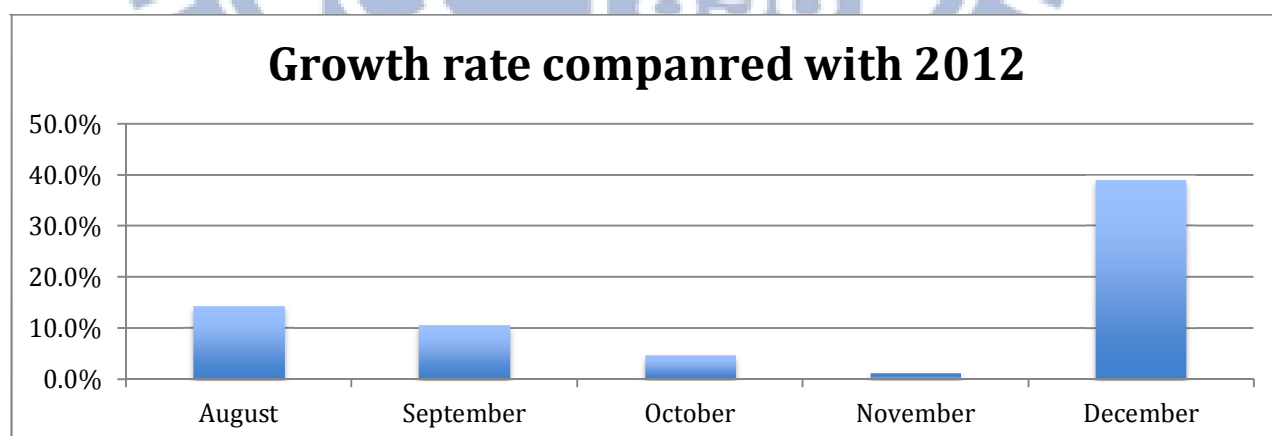
To achieve a high profitability, the company theoretically has to increase the total sales, and decrease the entire costs at same times.

1,4 The methods to increase the total sales (Part 1)

1, strengthening the customer service and change the way of display, doing food tasting and atmosphere hospitality management.

As a supervisor working in this company, Yoshiyuki Miura has increased the total sales of Banji store compared with year of 2011. It has been exceeding the 2011's sales since the August in 2012. The percentage of sales increased from previous year is mentioned below.

	August	September	October	November	December
2011	639,716	616,967	684,421	748,405	827,133
2012	731,480	682,371	715,566	758,256	1,150,000
The percentage of sales increased	114.3%	110.6%	104.6%	101.3%	139.0%



A, Customer service

Those staffs started implementing those customer services as Yoshiyuki Miura taught.

1, greeting the every person who passes by the store: This will make people have a good impression on the store.

2, trying to say the attributes of our brand when all those people pass by the stores. For example, they say it's made on spot and very fresh, those recipes is made by famous Japanese chef. Those saying will attract the customer's 6th sense.

3, Saying to every people who pass by the store that "the cream puffs are just freshly made "when all those puffs comes out from oven. It's good smell and makes the customers want to buy it.

4, Kindly explaining the attributes of each product before the customers are asking. For example, the pudding is totally different from the Taiwanese one. It's a smooth type and melting on your tongue. It's new concept so the store has to take initiative to let the customers know.

B, Changing the way of display

The way of display is very important but many store just take it as a space to put something. We consider the display as a way the store expresses personality and attributes to customers. These are things below that Yoshiyui Miura have changed.

Before



There is no poster and the food sample was put on very far from front. Also in the display, one of our main products, pudding was put in the lowest row. The price tag is too small to see the price and the products name. our menu is stuck on the table which looked very cheap.

After



They added poster and increased and bring those samples in front of table so that it will attract every person who pass by the store. Also they changed to way to put the menu. The angle of the menu is just good for customers to see and recognize.



They use the first and second row to display the pudding where the customer will pay attention. Also the mount of pudding displayed has increased to show richness.



Showing more puffs that just has been baked will show richness of foods and attract customers.



C, Sales Promotion



The store increased the set. One is 5 cream puffs set and another is 2 creams puffs and 2 puddings, which you can choose any flavors. Those set makes customers, who has no idea of what to buy, easier to think about what they should buy. Those set accounts 40-60% of total sales which is very huge contribution.

C, Food tasting



The food tasting is one of the ways to increase the sales. It has been implemented in any places especially in super market and department store. But the way that many store do the food tasting is just waste of foods and money and sometimes it even hurts your

brand images. The way Yoshiyuki Miura teaches the store to do food tasting is mentioned below.

1, it has to look very delicious, richness, and fancy.

2, Food tasting has to be implemented by staffs hand and explain the attributes of products to every customer who ate it. It's not like you put those foods on the table and say " come to eat it".

3, After the customers ate it, try to show the menu and explain what other flavors and promotion we have.

4, Let those staffs know the food tasting is one of the advertising method to promote our brand even though they don't buy after eating the foods. Those customers who ate might come back to our store one day.

On average, 2 customers will buy the cream puffs out of 15 customers who ate the foods. This is huge contribution to total sales. The company allows each store to do food tasting in which the food costs should be within 1 % of total sales.

D, Atmosphere hospitality management.

From the customer perspective, the atmosphere of the store is the most important things in store management as Yoshiyuki Miura thinks. Because the atmospheres will create the brand images. The atmosphere of the store consists of staffs working attitudes and store manager affects the staffs working attitudes. So they only hire people who are outgoing and love to talk with people. Also the teamwork is very important.



As you can see in the picture, every staff stands in different position where each staff has different role. You never know where customer will go through. Some customers will go to the display, and some will just go watch the cooking, some may directly go see the menu. No matter where the customer goes, each staff is responsible to respond to customers and entertain them. This teamwork definitely creates a kind of atmosphere of store.

As a conclusion, the company will use this method (part1) to all stores to increase the total sales.

1,5 The methods to increase the total sales (Part 2)

Expanding our new brand, “Live sweets Tokyo”.

日本チャンピオンパティシエ 台湾初登場!

TVチャンピオン第6回
ケーキ職人選手権・**冠軍!**

東京監製店

Four leaves cafe SWEETS
開設在Tokyo Midtown

Green Cafe
開設URBAN RESEARCH
東京晴生苑

Pâtisserie
宮本 雅巳
MIYAMOTO MASAMI

SWEETS TOKYO
LIVE

The banner features a chef in a white uniform and tall hat. It includes logos for '東京監製店', 'Four leaves cafe SWEETS', and 'Green Cafe'. The text highlights the chef's title as a Japanese champion and his debut in Taiwan. The 'LIVE' logo is prominently displayed in the bottom right corner.

The company collaborates with one of the famous Japanese pastry chef to create new brand shop. This pastry chef is called Miyamoto Masaya who is used to be champion of making cakes in Japan. He is quite honor in pastry industry in Japan. Our brand concept is that “cakes and pudding which the champion of Japanese chef makes”. This concept actually attracts many customers.

Semi-baked cake



French style baked smooth pudding



宮本 雅巳

1964 年 5 月 14 日 O 型

< 經歷 >

1964 年 5 月在大阪出生

大阪阿倍野 辻調理師專門學校 畢業

隨後以自己的品牌「Concerto」「Patisserie MIYAMOTO」等，在各地開設店鋪。

現在，培養年輕人之外，在品牌監製事業中也很活躍。

監製店「Four leaves cafe Msweets」開設在 Tokyo Midtown

監製店「Green bar」開設在東京晴空塔 Soramachi

< 獲獎歷 >

TV 冠軍 第 6 屆蛋糕職人比賽 冠軍

第 27 次 最高獎 Inter national de patisserie maradorine napoleon 日本大會 獲獎

第 27 次 最高獎 Inter national de patisserie maradorine napoleon 世界大會 制作
部門獲獎

大阪聖誕節蛋糕比賽獲獎 (至 1999 年，11 年連續獲獎/99 年最優秀獎)

全國西點技術比賽 第二名

食博 關西經團連會長獎

大阪情人節費賽 最優秀獎(96 年同一比賽最優秀獎)

The temporary store in Banji Department store.



The company had a temporary store in Banji(阪急) department store on December, 2012. Although the location is not good, it sold 1.1 million NTD. It's quite successful because the previous temporary store in the location barely had such high revenue. The company had a goal of 0.6 million NTD in the beginning, however it has achieved almost 2 times revenue of the goal.



The first store of Live sweets Tokyo was set up in Zhong you (中友) department store on 20th December. The daily sales has been as same as the company expected. So many people are curious about the semi-baked cakes because it's new concept.

So far, the company is going to have another 3 stores of live sweets Tokyo before April. And the company hopes to have 3-6 stores of live sweets Tokyo in 2013 in total.

1,6 The methods to increase the total sales (Part 3)

To have another business revenue except for revenue from store, the company is going to establish new business, which will be catering service, online store, and wholesales to retailer like Seven eleven. The market of catering service will be huge because the company has a event or meeting yearly and we can provide a dessert to them. The amount of goods that the company orders at one time is huge so it's efficient to make money. And if we can provide a dessert to convenient store, it's going to contribute to the total sales. Nowadays, people start buying a dessert in convenient store.

1,7 The methods to decrease the costs (Part 1)

Currently one of the financial problems is its high cost structure. The monthly break even is 6 million NTD, which is considered to be too high. Even though the company has 8 stores, it's still hard to make a profit. The company set up a goal to decrease each items of costs.

Cost of goods sold Currently 35% → 25%

Labor costs in store currently 20% → 15%

To decrease the cost of goods sold, the company can decrease the costs in detail mentioned below.

- 1, Negotiating with supplier to have a better deal for ingredients.
- 2, Controlling the foods wastes on daily operation in each store.
- 3, Focusing on selling the high profitable items.

4, Controlling the shifts for working time.

5, No discount such as buy 4 get 1 and so on.

1,8 The methods to decrease the costs (Part 2)

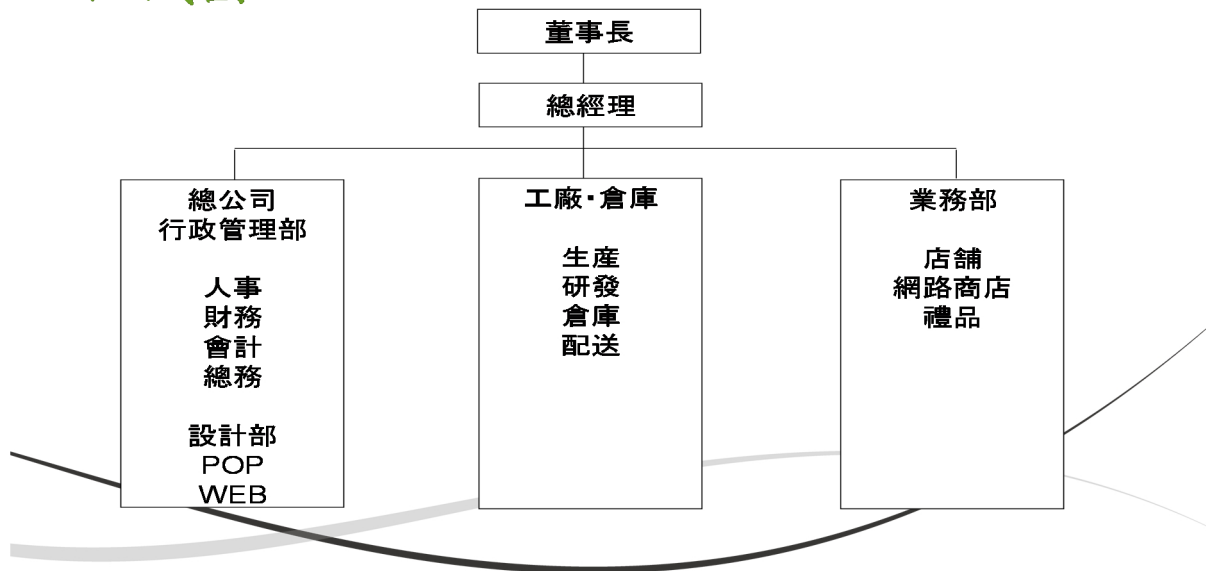
Currently about 3 stores are making the deficit because the brand concept is matched with the location or the location has no people to pass by. Those stores are affecting the entire profits of the company. In 2013, the company is going to clean up those stores. Maybe either closing store or only put a few labor cots to continue to operate the store.

1,9 The other methods (Part 1)

The company starts incorporating the ERP and POS systems. By incorporating the ERP and POS system, the company can respond to customer's needs quickly to increase the sales, which is enabled by doing ABC analysis and analyzing the latest sales data. At same time, those ERP systems enable the company to do better inventory control so that the company can lower the entire total costs. Also the factory can order the ingredients from supplier in advance based on the sales data of each store. This enables the company to buy goods from supplier with good deal. Furthermore the store can order the goods correctly from central kitchen based on data of how much each items has been sold so that each store can avoid the opportunity loss.

IV: Organization Structure

組織圖



V: Financial Plan from 2013-2015

Profit & Loss Statement 2013-2015 (Currency:NTD)			
Year	2013	2014	2015
Sales	100,000,000	120,000,000	150,000,000
Total Net Income	100,000,000	120,000,000	150,000,000
Cost of Sales			
Ingredients	20,000,000	24,000,000	27,000,000
All costs from center kitchen	10,000,000	12,000,000	15,000,000
Total Cost of Sales	30,000,000	36,000,000	42,000,000
Gross Profit	70,000,000	84,000,000	108,000,000
Gross profit margin	70	70	72
Expenses			
Total General & Administrative	15,000,000	18,000,000	18,000,000
Total Operating Expenses	50,000,000	54,000,000	67,500,000
Total Expenses	65,000,000	72,000,000	85,500,000
Net operating Profit / (Loss)	5,000,000	12,000,000	22,500,000
non-operating income	0		
nonoperating expense	0		
Total Monthly Net Profit / (Loss)	5,000,000 ^F	12,000,000 ^F	22,500,000
Net Profit Margin	5%	10%	15%

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