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U Shop 大學商城

U Shop: Coffee and NCCU Gift shop

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中華民國一〇四年五月

May 2015

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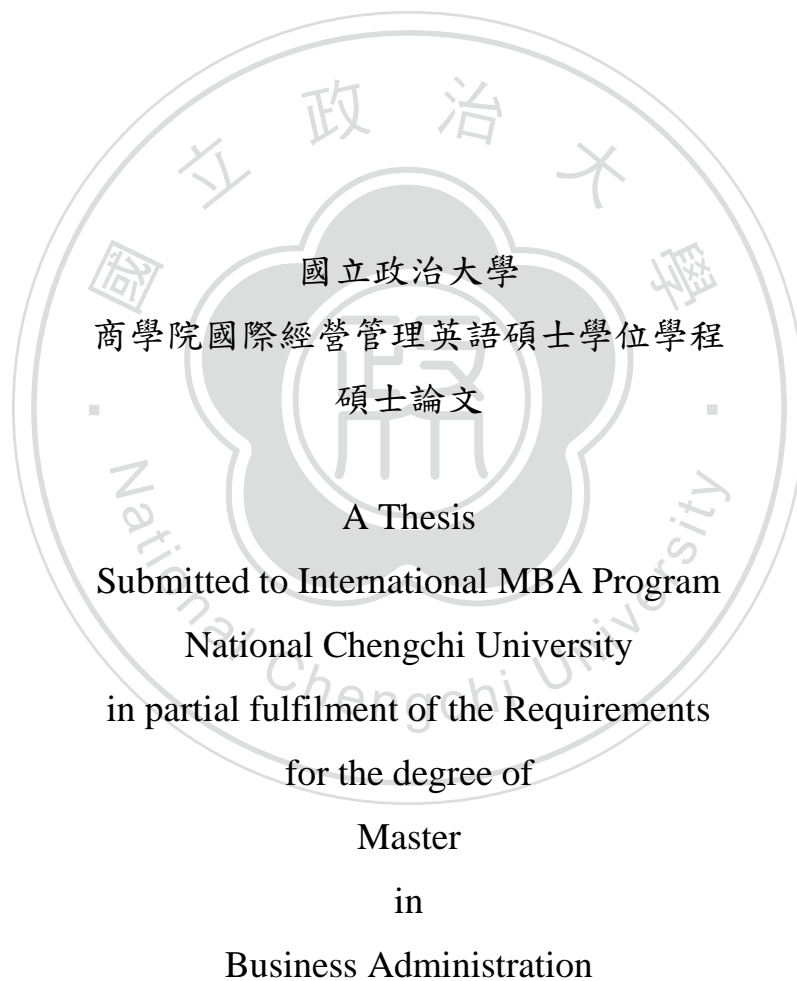
U Shop: Coffee and NCCU Gift shop

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Abstract

U Shop: Coffee and NCCU Gift shop

By

Nitichai Jitkusolrungrueng

Most universities have their own gift shop to represent the pride of the students who love university brand's products. Some universities have created innovation gift shops with special features to differentiate themselves from ordinary traditional gift shops in order to promote their gifts and create university brand awareness. For example, Waseda University's Co-Op stores that operates as the university's gift shop is a combination between gift shop and coffee shop where Waseda students can come right in, order a cup of coffee and spend time to mingle with their peers. There is no doubt that when Waseda students are walking into the coffee shop, they will have a chance to see, and even be tempted to purchase, their university's gifts and souvenirs.

In Taiwan, we can say that National Cheng Chi University (NCCU) is one of the biggest and most famous universities in Taiwan. However, as of today NCCU gift shop is still operated under the name of Alumni service center, which is hardly capable of managing full operation to support sale and promotion of NCCU gifts and souvenirs. According to the survey conducted at NCCU, approximately 40 per cent of the sample group does not know where to buy gifts and souvenirs. Half of the group states that they are not planning go there. However, good news is that 80 per cent still wants to purchase NCCU gifts and souvenirs. All this information indicates that the demand for gifts and souvenirs is still high but NCCU still lacks a marketing initiative, clearly-identified sale channels and a suitable business model to support university gift shop.

This new NCCU gift and coffee shop will beautifully offer a relaxing and serene space for both local and foreign NCCU students to do their studies, to meet with their friends or to exchange their worldviews, languages and cultures. This possible channel will also drive the number of students purchasing NCCU gifts and souvenirs. In addition, the new attraction will bring economic benefits to established stores. Creating a new sale channel and promoting products are primary keys to a successful business model, as it will guarantee long-term accomplishment of the NCCU gift shop and the sustainability of the model.

TABLE OF CONTENTS

1. Introduction: Coffee and Gift Shop Concept	7
2. Taiwan’s University Gift Shop Creative Strategy	9
3. Overview of NTU, NCCU and NTNU University Gift Shop	16
3.1 NTU gift shop review	16
3.2 NTNU gift shop review	17
4. Comparing NCCU and NTNU Gift Shop	20
4.1 General Information of the Selected Two Shops	20
4.2 Monthly Data sheet of customer inflow between 2 universities	22
5. Business Model Proposition	26
5.1 U Shop Concept	28
5.2. Mission	28
5.3. Keys to Success	28
5.4. Objectives	29
6. Company summary	30
6.1 Company ownership	30
6.2 Start-up Summary	30
6.3. Start-up expense	33
6.4. SWOT Analysis	36
7. Market analysis summary	37
7.1 Market segmentation and size	38
7.2. Potential Customers summary	41
7.3 Existing competitors	42
7.4 Products and Price	43
7.4.1 Coffee and Souvenir Product list	43

7.5 Target market survey	47
7.6 Target Market Segment Strategy	54
8. Strategy and Implementation Summary	55
8.1. Competitive Edge	55
8.2. Marketing Strategy	55
8.2.1. Positioning Statement	55
8.2.2. Pricing Strategy	56
8.2.3. Promotion Strategy	56
8.2.4 P lacingStrategy	57
8.3. Sales Strategy	58
8.4 Sales Forecast	59
8.5 Milestone	61
9. Management Summary	62
9.1. Personnel Plan	63
9.2 Role and respond	63
10. Financial Plan	64
10.1. Important Assumptions	64
10.2. Break-even Analysis	65
10.3. Projected Profit and Loss	65
10.4. Projected Cash Flow	69
10.5. IRR (Internal Rate of Return)	70
11. Conclusion	71
Reference	72
Appendix 1: Financial Fact Sheet	73
Appendix 2: Design	77
Appendix 3: Survey	82

List of Figures, Charts and Tables

Figure 1: Waseda Co-op coffee shop	9
Figure 2: NTNU Wen Huei Hall	9
Figure 3: “NTNU Master” (師大大師) thermos	10
Figure 4: CLIPU	12
Figure 5: Tatung Baby	13
Figure 6: NTNU Library gift shop.	19
Figure 7: Original floor plan	31
Figure 8: U Shop 2D floor plan	32
Figure 9: U Shop 3D floor plan A	32
Figure 10: U Shop 3D floor plan B	33
Figure 11: Wenshan Population.....	40
Figure 12 Marketing targeting strategies	54
Chart 1: The time line of start-up	37
Chart 2: Import of Taiwan coffee been 2003-2011	38
Chart 3: Import of Taiwan Tea 2003-2011	41
Chart 4: Distribution of Potential Customers	48
Chart 5: Survey (Personal Information)	49
Chart 6: Survey (NCCU souvenir perception)	50
Chart 7: Survey (Coffee Shop Perception)	52
Chart 8: Survey (U shop Feedback)	60
Chart 9: First Years Sales Forecast by product	60
Chart 10: Five Years Sales Forecast by product	66
Chart 11: Payback period Analysis (Week)	66
Chart 12: First Year’s Monthly Gross Margins	66
Chart 13: Five Year Gross Margins Forecast	67

Chart 14: Ratio of Revenue and Cost	67
Chart 15: Proportion of Revenue, cost and Net profit	70
Table 1: The point of sale from each university gift shop	19
Table 2: NCCU Alumni center overview	20
Table 3: NTNU gift shop overview	21
Table 4: 2014 Customer inflow of NCCU alumni center (per headcount)	22
Table 5: 2014 Sale transaction of NTNU Gift shop	23
Table 6: Comparing sale turn and sale transaction of NCCU and NTNU gift shops	24
Table 7: U shop Business Model Canvas	26
Table 8: Equipment table	34
Table 9: Investment Proportion	34
Table 10: Start-up Summary	35
Table 11: SWOT Analysis	36
Table 12: The number of NCCU students enrolled in academic year 2014.	39
Table 13: Target universe	41
Table 14: List of coffee shops nearby NCCU	43
Table 15: Beverage & Food Menu list	44
Table 16: Souvenir Menu list	45
Table 17: First Year's Target	59
Table 18: Five Years Sale forecast by three contributions	61
Table 19: Personnel Plan	62
Table 20: Role and respond	63
Table 21: First year Break-even Analysis per SKU (Units)	65
Table 22: Pro-forma Income statement	68
Table 23: Pro-Forma Cash Flow	69
Table 24: IRR calculation table	70

1. Introduction: Coffee and Gift Shop Concept

The vision of "U Shop" - coffee and grocery shop are to be the first coffee and grocery shop in National Cheng Chi University, and to become a place where students, staffs, visitors or even tourists drop by to visit and share their own stories over a cup of coffee. The concept of this shop is to create a sale channel and facilitate customers to reach NCCU souvenirs, since at present many students still do not know where to access in order to purchase. This model is inspired by the co-op stores cafe and grocery shop in Waseda University, Japan. Waseda University Co-operative (Co-op) is a nonprofit organization which aims to improve members' livelihood by combining members' wisdom and sharing finances within the organization. The members are made up of undergraduate students, postgraduate students and faculty members who study or work at Waseda University. The concept is briefly explained by below;

When you think of Universities Co Op stores, what comes to mind? Books, pens, keychain? Well, not for Waseda. They have denim jeans, potato chips, sweets and even ties decked out in Waseda name and color. The cool thing is their Co-Op store is a cafe as well. So you can come right in, order a cup of coffee and mingle together with the Waseda Students. It is a sight to behold and upon leaving the cafe with co-op store, you can get some Waseda snacks for the road, get a sticker to commemorate your stay here and finally, put on a Waseda cap to become a fully-fledged Waseda tourist.

However, after observe three prestigious universities in Taiwan, including National Chengchi University (NCCU), National Taiwan University (NTU) and National Taiwan normal University (NTNU). It appears that NTNU has already adapted this model to their university gift shop, which is known as Wen Huei Hall (文薈廳(生徒控所)). The construction of this hall was completed in 31st March, 1926. During the Japanese occupation, this place served as a ‘student recreational room’ for college students in Taipei, offering a space for students to prepare for their class and rest. In 2003, Taipei City Government officially listed Wen Huei Hall as national monuments and it becomes a very distinctive corner in NTNU. Wen Huei Hall has always been a part of NTNU’s long history. Starting from the predecessor of NTNU, Taipei High School, at that time, Wen Huei Hall was called “Sheng Tu Kong Suo”, which was a place for student to rest or hold events. In 2010, Wen Huei Hall temporary closed for renovation. In 2011, the hall was reopened and became a new and comfortable space to connect people, books and arts. This area is, therefore, no longer merely a space for students’ activity, as it has become a versatile space, combining students’ activity hall with a gift shop which locates in corner. By doing this, the hall becomes one of the gift shops that NTNU can market and promote their university gifts and souvenirs. Some product concepts that they are proud to present are as following.

This mug was specially designed to commemorate the opening ceremony of Wen Huei Hall in 2011. A simple and clean plain white cup, with a simple and elegant silhouette of Wen Huei Hall painted in orange, echoing the characteristics of NTNU – “Classical elegance, modern vision”.

Figure 1: Waseda Co-op coffee shop



Figure 2: NTNU Wen Huei Hall



Source: <http://en.japantravel.com/photos/wasedauniversity>, <http://press.lib.ntnu.edu.tw/en/node/55>

2. Taiwan's University Gift Shop Creative Strategy

Every university has its own souvenirs, but the school needs to have either a unique design or a special channel of distribution or marketing, so that it could attract its students or alumni, while at the same time developing the school's own brand.

National Taiwan Normal University (NTNU/台灣師範大學) gives importance to its souvenirs more than other schools. NTNU's library Publishing Center (出版中心) and Creative Center (文創中心) are responsible for the manufacturing of their souvenirs, and they have so far created various unique designs. For examples, "NTNU Master" (師大大師) thermos and also Cassia Fistula (Golden Shower, NTNU's school flower)-themed products, both have high sale volume. Ms. Chou (周芷綺), the assistant at NTNU's library Publishing Center said that "NTNU always tries to design the souvenirs that are different from other schools. We do not only stamp our school's name on the products, but also integrate our

teachers and students' resources into the creation of our products". She says "We let our students promote our school's brand, hoping to send out the message that our NTNU is leader in the field of arts and creativity."

Figure 3: "NTNU Master" (師大大師) thermos



Source: <http://eshop.ntnu.edu.tw/>

For National Taiwan University (NTU/台灣大學), in addition to the souvenirs that are designed by the school itself, NTU also opens to the design proposals from its students and gives its license to the third-party to design and distribute its products. NTU's souvenirs' categories as well as its distributing/marketing channels are all-round and diverse. Apart from the proposals from the students, the student clubs merely need to send in their application to use the school's trademark, then they can use the name "Taiwan University" (台灣大學) or "NTU" on their souvenirs. NTU's selling technique is different from the traditional formula. For example, "pinkoi" is the most famous platform for buying NTU's designed products. The copy editor of NTU's General Affairs Management and Administration, Ms. Hsu (許乃文) stated that NTU planned to open a shop in the school next year (2014), and hoping that it

would be the cooperation between the school, student clubs as well as third-party factories to produce various kinds of souvenirs.

For Taipei University, they merely sell the license to the third party to manage the designing, manufacturing and distributing process of its souvenirs. Head of NTPU's Property Management Division, Mr. Lee (李寶珠) indicate that the school doesn't have enough human resource, therefore they couldn't afford the cost of logistics and inventory and have to sell their license to the third party and let them manage the whole process. Ms. Hou (侯蕙倫), the student from department of public administration and policy says that, if the souvenirs' designs are attractive, then the consumers' willingness to purchase will follow, but the school has not yet implemented any marketing or promoting schemes, so she does not even know that the school has the place for selling souvenirs.

The souvenir for National Tsing Hua University's 100 Years Anniversary is licensed to the third-party to create the design. Ms. Wang (王韻寧), the college student in the NTHU's Department of Humanity and Social Science bought a mug, and she thinks that the shape and design of the souvenirs are the most important factors to attract the student to buy it. However, Mr. Luo (羅凱旂), the student at the Department of Material Engineering, thinks that apart from the unique characteristics that represent the school, souvenirs should also be something useful and have artistic values. In addition to granting license to the third-party, the school also holds competition for the students to send in their creative products proposals. The souvenirs that are designed from the students' perspectives are rich with the school's unique characteristics and even more popular among the professors and students alike.

The creative design competition held by National Cheng Kung University (NCKU/成功大學) Art Center (藝術中心), is the first grand competition opening for the students to design the school's souvenirs. Ms. Yang (楊士蓉) assistant at the division of Visual Arts, NCKU Art Center, states that the main purpose of this competition is for the students to show their creativity, using the student's perspective to interpret the true spirit of NCKU.

There are two phrases in competition process. For those who made it through the initial round (written proposal submission) will be granted 5,000 NT subsidies to make the products as described in their written proposal before entering the second round. For the second round, the competitors not only have to make the products, but also other related material ranging from designing the packages to writing the small description card explaining their products' special features. All of these procedures are done by the student, and they even have to calculate the cost of manufacturing and forecast the feasibility of the projects. After the judge's selection, 「CLIPU」 designed by Ms. Hsu (許雅婷) and Ms. Liu (劉宜修) from the department of Industrial Design, NCKU, won the second price and were granted 50,000 NT reward. Their design shows a breakthrough in terms of creativity, using the paper clips combined with various NCKU's various symbolic characteristics such as a large banyan tree and Peacock flower (Flamboyant Tree's flower). All these beautiful designs are very well received by the judges.

Figure 4: CLIPU



“CLIPU” designed by Ms. Hsu (許雅婷) and Ms. Liu (劉宜修) from the department of Industrial Design, NCKU, Source: nckugift.colaz.com.tw/

Figure 5: Tatung Baby



Source:<http://www.epochtimes.com/b5/tag/%E5%A4%A7%E5%90%8C%E5%AF%B6%E5%AF%B6.html>

Different from other universities, Tatung University (TTU/大同大學) does not have any special planning for developing school's souvenirs. However, every year the school holds design competition, using the 'Tatung Baby' (大同寶寶) as a main theme for designing alumni souvenirs. For examples, jumpsuits (包屁衣) for babies, Family T-shirt (親子裝), however, all these products are only given out for free as gifts for alumni and not for sale. Therefore, they ran out of stock real fast every year.

Mr. Lee (李清坤), Director at Development Center, TTU, states that the school often holds a competition or has the professors in the department of design selected promising candidates to do the design, so that the students can participate in designing alumni souvenirs. Even the

alumni reunion invitation card or teacher's day card are also designed and made by the students. By this means, the students not only get more practical experience but also receive working wages. Mr. Lee also says that "The students love their schools, and they know the school's culture much better than the outsiders." With the same amount of budget, the souvenirs made by the students are much more interesting, and they usually give rise to discussion among the students and become a hot issue in the school. By this means, the students will also pay more attention to the school's activities and changes.

Apart from calling for students' design proposal; some schools also make use of collaboration between the school and third party's brand. With the reputation and guarantee of quality from the third party, their products become very popular, giving rise to the new wave of schools' souvenir fever.

This year, National Chung Cheng University (CCU, 中正大學) cooperates with American-style brand to promote the sale of the school's commemorative hoodies (紀念帽T), and it became really popular. On the launching day (26 October, 2013) only one day, the sale skyrocketed to over 200 pieces. The people queuing up to buy the hoodies were far more than what they had expected. Ms. Huang (黃迺婷), student from the department of Management, CCU, who was responsible for the sales of school's commemorative hoodies states that this project initially aimed for making school's special hoodies, but with high quality and superb design. "We use Harvard University as a model for this project, hoping that in this way we can bring about a new trend in Taiwan's school uniform culture."

Director of the department of Student Activity at CCU, Mr. Chen (陳懷仁), indicates that, from his point of view, cooperating with the brand makes the products become even more

attractive. He says “I have known this brand before, therefore I have more confidence in the brand’s quality, style and design”. In order to fulfill the overwhelming demand for the hoodies, CCU also opens the online preorder for its commemorative hoodies after the celebration of school’s anniversary ended.

Apart from this, Taipei National University of Arts (TNUA, 台北藝術大學) also cooperate with young artists who just began their careers, along with the brands established by their own alumni and the school’s “KD ARTS shop” (北藝風概念店) using the themed exhibition to sell their products. KD ARTS shop cooperate with urban local brand to do the marketing for commemorative printed T-shirt featuring the painting of Mr. Lee Yih-Hong (李義弘), who is a master of calligraphic arts. This T-shirt is a limited edition as only 150 pieces were produced, and they sold out in only a short period of time. Last year they also cooperated with the brand designing flower-printing and designed the school’s commemorative table mat, which was also very well-received.

KD ARTS shop manager, Ms. Wu (吳嘉恬) says “Many people might think that arts is something out of reach, but in actual reality, the distance between arts and human is not that far, and arts is actually blended in our daily life.” She also states that she hope that the school souvenir shop can serve as a platform for the artist’s design brand to open their market in the school.

3. Overview of NTU, NCCU and NTNU University Gift Shop

From the surveys and interviews from the gift shops of these three universities, many interesting viewpoints are articulated. The information gathered can be concluded as following:

3.1 NTU gift shop review

With regards to the points of sales in NTU, its first point of sale is the NTU Press Bookstore (臺大出版中心), a shop solely organized by the university press center. The next one is Coolcode studio x NTU gift store (臺大酷碼創意工坊) locates on the second floor of activity hall number two. This gift shop is fully managed by third party, in other word, it is operated as the third party's own store or sole agent. The shop operators are granted formal authorization from NTU to launch, produce and design new products, all of which NTU will inspect the quality before actual manufacturing process. In addition, NTU also earns authorization premium from the sales by portion of percentage. Furthermore, Cool studio also has premium service to serve students who need to design new products such as T-shirt cap or other grocery for their department. The last point of sale of NTU is Café trouvé (找到好東西) or Good Good coffee shop, which is a premium coffee shop near the west gate of NTU. This place used to be a car park exit at west gate of NTU, after renovation in late 2014, the building named "new platform" (新月臺) was built and metallic-styled coffee shop was constructed in this building. The concept behind the interior and exterior design of this shop is

“a sailing boat on the land”, as can be seen from boat lanterns hanging along the shop’s windows, round-shaped windows and a narrow aisle resembling the corridor in a boat, making the customers feel as if they were traveling in a boat. The shop has two stories. The first floor is a coffee and groceries shop which sells postcard, hoodies, bags, and so on. From its price range, it can be observed that this shop positions itself as a premium coffee shop, for examples coffee is 180 NTD per cup and salad is approximately 200 NTD per bowl. In addition, it also has a small walking path linking to the cooperative store of NTU at the back of the store. The second floor is a restaurant that goes by the name “Café trouvé”. However, the main purpose of this cafe is to serve premium coffee and food for its customers, without distributing any NTU products in their store. Nevertheless, this shop has high potential to become a coffee and NTU gift shop business model in the future. One interesting promotion of this place is that there is 15 per cent discount for NTU students when purchasing food or beverages for take-away.

3.2 NTNU gift shop review

National Taiwan Normal University (NTNU) has a long history in the field of education, arts, creativity, Chinese language and literature, with abundant researching resources. In order to effectively integrate each unit in the school, to build solid foundation for the development of resources, to encourage scholarly publishing, and to establish a vision of academic status, the NTNU Publishing Center (出版中心) has been built in the basement of the library. This place houses valuable resource and develops various types of new products and new services. Its main responsibilities include planning, editing, and printing NTNU publication, as well as other related operations with regards to books, flyers, publications and other media of NTNU.

More importantly, it is also in charge of building the “NTNU” (師大) brand through various marketing channels.

Publishing Center’s functions are as following:

1. Publishing function: Responsible for the publication, edition and distribution of school’s paper and digital publications, information bank and teaching materials.
2. Sound publishing function: Responsible for the publication and sale of compact discs, tapes, and records.
3. Wholesale/retail function: Responsible for the distribution of educational materials, musical instruments, and recreational supplies: the distribution of books and stationery, as well as school souvenirs, arts and creative products, multimedia and other commodities.
4. Intellectual property/trademark functions: Responsible for the purchase and sale of patents, trademarks, economic rights and other intangible assets. The center also manages asset evaluation and other licensing-related business.

With regards to the NTNU souvenir manufacturing and distribution, the Publishing Center does the long-term plan for designing and selling of NTNU creative products and souvenirs, as well as planning for NTNU brand building in the future, with the utmost goal of making a breakthrough in university’s publication industry.

Therefore, the main upstream of NTNU gift shops comes from two places. First, the gift shop corner in the NTNU library, with the operating size of approximately 12 square meters. It is an open-space gift shop (Figure 6) locating on the left side of NTNU front gate. The people

who pass by can see the shop from glass windows on the first floor of the library. It is operated by one part-time student. Also, there is a coffee stall outside the library, with around 10 tables in the open-air area. Second is the Wen Huei hall, which was partly destroyed by fire accident in 1997 and closed for renovation from 2009 to May, 2011. This place is full of memories that are shared among people of NTNU and has become one of NTNU's main attractions. Currently, Wen Huei Hall is a recreational space for students, offering a space for reading, drinking coffee and showcasing the university's creative products.

Figure 6: NTNU Library gift shop.



Source: Survey (April 2015)

Table 2: The point of sale from each university gift shop

University	Number of shops	Name of shops
NCCU	1	1.) Alumni Center
NTU	3	1.) NTU Press Bookstore (臺大出版中心) 2.) Coolcode studio x NTU gift store (臺大酷碼創意工坊)

		3.) Café trouvé (找到好東西)
NTNU	4	1.) NTNU Library 2.) Wen Huei Hall 3.) Gongguan area 4.) Linkou area

Source: observation and interview 陳首綦 (April 2015)

4. Comparing NCCU and NTNU Gift Shop

Based on NCCU database from Secretariat Division on the 6th floor of NCCU administration building and NTNU database from the Publishing Center at the 8th floor of NTNU library, several interesting information are worth observing. The data collected will be presented in three main parts 1) flow-in of people accessing the shop, 2) turnover per month in the year 2014, and 3) the top three best-sellers in the gift shops. The criteria for selecting the shops for this analysis is their potentiality for generating sale turn per year in both universities.

4.1 General Information of the Selected Two Shops

Table 2: NCCU Alumni center overview

Location	Left side of NCCU main gate inside “Alumni center” building
Address	11605 台北市文山區指南路二段 64 號
Open Hours	Monday to Friday: 10:00 a.m. - 5:30 p.m. Saturday: 8:30 a.m. - 5:30 p.m.
Website	http://secr.nccu.edu.tw/web/main.html
Contact number	TEL : 02-29393091 · FAX : 02-29379611
Operation type	Alumni service center with NCCU gift shop
Operation area	47 square meter of service center 57 square meter of meeting room
Workforce	2-3 people
Manage by	Secretariat department

Source: <http://secr.nccu.edu.tw/web/main.html>

Secretariat Division of National Chengchi University (NCCU) is responsible for Alumni Service. Their main responsibilities include coordinating sectional operations, planning the university's fundraising projects, providing NCCU alumni services, planning and managing NCCU Smart Card project and selling and promoting NCCU souvenirs and gifts.

Table 3: NTNU gift shop overview

Location	Left side of NTNU library main entrance gate
Address	台北市大安區和平東路一段 162 號
Open Hours	Monday to Friday: 8:00 a.m. - 10:00 p.m. Saturday to Sunday: 9:00 a.m. - 19:00 p.m.
Website	http://eshop.ntnu.edu.tw/
Contact number	TEL:886-2-77345291 FAX:886-2-23937135
Operation type	NTNU gift shop
Operation area	25 square meter of service center
Workforce	1 people
Manage by	Publishing center (出版中心)

Source: <http://eshop.ntnu.edu.tw/>

4.2 Monthly Data sheet of customer inflow between 2 universities

Table 4: 2014 Customer inflow of NCCU alumni center (per headcount)

Month	Alumni	Retire staff	Current student	Current staff	Foreigner	Visitor	Monthly Total
January	145	4	323	25	27	29	553
February	143	1	165	8	15	16	348
March	175	1	318	58	35	34	616
April	153	0	174	27	7	7	368
May	204	0	373	33	14	22	646
June	156	0	723	50	41	137	1,107
July	317	0	181	15	21	32	566
August	205	0	272	19	20	48	564
September	239	18	1192	0	58	25	1532
October	225	37	542	25	56	36	921
November	216	11	705	26	72	46	1,076
December	202	14	813	59	72	20	1,180

Annual Total	2380	86	5781	345	438	452	9477
Proportion	25%	1%	61%	4%	5%	5%	100%

Source: Alumni center (Cao Shanling - 曹珊綾)

The data from Table 4 with the focus group of customer who visit NCCU Alumni center indicates that 61% of customers are current students of NCCU and around 21% is alumni visiting alumni center. These numbers apparently show that most customers coming to Alumni Center pay attention to the souvenir products and only the handful number of people that visit without making any purchase. Therefore, it is obvious that there are two main reasons for people visiting Alumni Center; alumni are most likely to visit for the alumni service, whereas current students, current staffs, foreign students and visitors are most likely to make their visit for NCCU souvenirs.

Table 5: 2014 Sale transaction of NTNU Gift shop

Month	Sale transaction (Time)	Count by human (NTD)	Count by Cashier (NTD)	Total (NTD)
January	125	57,924	7,095	65,109
February	125	55,696	5,187	60,883
March	227	111,275	7,925	119,200
April	96	24,632	10,462	35,094
May	134	52,290	38,823	91,113
June	170	60,173	8,026	68,199
July	107	28,889	2,822	31,711

August	88	23,180	10,047	33,227
September	158	31,094	4,795	35,889
October	145	57,902	6,321	64,223
November	188	108,728	14,602	123,330
December	240	154,369	15,385	169,754

Source: Publisher center (Chen, Shou-zhen 陳首蓁)

Table 6: Comparing sale turn and sale transaction of NCCU and NTNU gift shops

Month	NTNU		NCCU	
	Sale transaction (Time)	Sale Amount (NTD)	Sale transaction* (Time)	Sale Amount** (NTD)
January	125	65,019	83	41,298
February	125	60,883	52	25,988
March	227	119,200	92	46,002
April	96	35,094	55	27,482
May	134	91,113	97	48,243
June	170	68,199	166	82,670
July	107	31,711	85	42,268
August	88	33,227	85	42,119
September	158	35,889	230	114,408
October	145	64,223	138	68,779
November	188	123,330	161	80,355

December	240	169,754	177	88,121
Total	1,803	897,642	1,422	707,733

* Estimated number of sale transaction coming from the number of customer flowing into shop multiples by the conversion rate of 15%, the number of customer inflow also includes those coming for alumni service purpose.

**Estimated number of sale volume coming from the proportion of sale transaction each month, based on the actual number of NCCU customer inflow.

From Table 6, it can be observed that in 2014 NTNU gift shop had more competitive result in terms of sale transaction and total sale amount of gifts, with around 22% greater than NCCU gift shop, or in other words, with the different gap of 189,909 NTD of sale turn and 381 times greater in terms of customer inflow. This table also indicates peak season for gift sales in different periods of time, it could possibly due to special events of each universities, for example the commemoration day. The peak months for gift sales in NTNU are March, June, November and December, whereas for NCCU, the peak periods are June, September, November and December. However, same pattern of peak sale periods at the end of year in 4th quarter can be observed from this data.

5. Business Model Proposition

The vision of "U Shop" - coffee and grocery shop are to be the first coffee and grocery shop in National Cheng Chi University, and to become a place where students, staffs, visitors or even tourists drop by to visit and share their own stories over a cup of coffee. The concept of this shop is to create a sale channel and facilitate customers to reach NCCU souvenirs, since at present many students still do not know where to access in order to purchase.

Table 7 provides a summary of business model structure.

Table 7: U shop Business Model Canvas

1-Customers Segments

Who are we creating value for?

- NCCU students, professors, staffs,
- Residents living in campus area
- Visitors

2- Value Proposition

What value do we deliver to the customer?

U Shop strives to provide a high-quality coffee with reasonable price in relaxing atmosphere, coupling with innovative products and souvenirs for NCCU students, professors, staffs and visitors

- To maximize utility of existing space to provide more functional selling and

promoting channels for university souvenirs, along with coffee and gift shop business model

-To create a relaxing environment from unique decorative features and existing NCCU environment

-To create NCCU culture through physical shop.

3- Channels

-How do we reach our Customer Segments?

-Through U Shop coffee and gift shop

-Through existing customer referrals

-Through social media advertising



4-Customer Relationships

- What kind of relationships do our Customer Segments expect?
- Personalized design to suit customer needs. (Souvenir)
- Coffee and sweet tasting (Coffee)
- Open space for student activity

5-Revenue Streams

What value are our customers willing to pay for?

- Beverage and food (average of 70% revenue from retail price)
- Souvenirs (average of 60% revenue from retail price)

6-Key Resources

What Key Resources do our Value Propositions require?

- Professional know-how of souvenir design and customization option
- A dedicated work force to deliver superior service

7- Key Activities

What Key Activities do our Value Propositions require?

- Awareness of NCCU souvenirs
- Marketing & Sale
- Design center

8-Key Partners

Who are our Key Partners?

- Coffee and food products suppliers
- Secretariat department.
- Others NCCU departments

9-Cost Structure

What are the important costs inherent in our business model?

- Costs associated to product design
- Costs associated to beverage and food

5.1. U Shop Concept

U Shop provides innovative business model of coffee and NCCU souvenirs in the one-stop service shop. We provide high quality coffee with reasonable price along with NCCU innovative gifts and serene environment, imagining the fragrance of aromatic coffee in NCCU signature mug and the enjoyment of work and study experience sharing with NCCU students. It locates nearby campus front gate, meaning it is highly convenient and easy to access shop.

5.2. Mission

- Set up a permanent and eye-catching NCCU gift shop to show the students and general public the NCCU culture through its coffee and gift shop.
- Point out to potential customers, driving the awareness of NCCU culture.
- Create a customer base by promoting their understandings and creating demands for the NCCU souvenirs to assure business sustainability.
- Mix business model to suit the diversified customer segments.

5.3. Keys to Success

- Open space for connecting student community in the campus.
- Quality products and reasonable price with storyline.
- Customized and well-designed souvenirs and other functional products that best suit customer needs.

5.4. Objectives

- First year; Annual gross profit NTD 4.56 M with net profit NTD 319 K which cash flow self-sufficiency.
- Second year; End year cash NTD 1 M with paid all total bank loan interest which is NTD 200 K
- Fifth year; Annual gross profit NTD 4.56 M with net profit NTD 319 K which paid all long-term debt.



6. Company summary

U Shop will operate in a 117 square meters coffee and gift shop locating in the campus under NCCU brand. The business will be established with 2 partial investing parties, including NCCU and the third party. The proportion of investment is half-half with the \$1,082,000 of start-up funds from those 2 parties combined. Moreover, bank loan option is added with 40% of investment proportion.

The company is expected to grow sales revenue from 4,561,659NTD in FY2016 to 7,162,913 NTD in the fifth year. As U Shop will strive to maintain a 60% gross profit margin and reasonable operating expenses, it will see net profits grow from 319,992 NTD to 1,669,811 NTD during the same period.

6.1 Company ownership

The ownership of the company is subject to further discussion with NCCU Secretariat Department. In this business plan, however, it is assumed that company ownership is NCCU Secretariat Department 50% and the third party 50%.

6.2 Start-up Summery

The preparation timeline will be from Sep 1st of 2015 to Jan 1st of 2016 (Chart 1) Interior design will adopt the warm vintage style. The original floor plan, 2D floor plan and 3D floor plan will be included in figure 7, 8, 9 and 10.

Chart 1: The time line of start-up

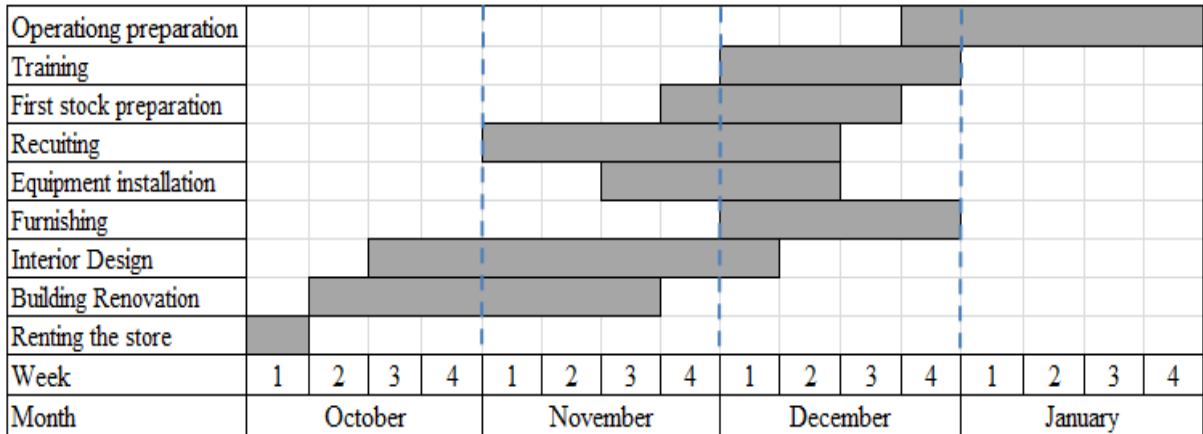
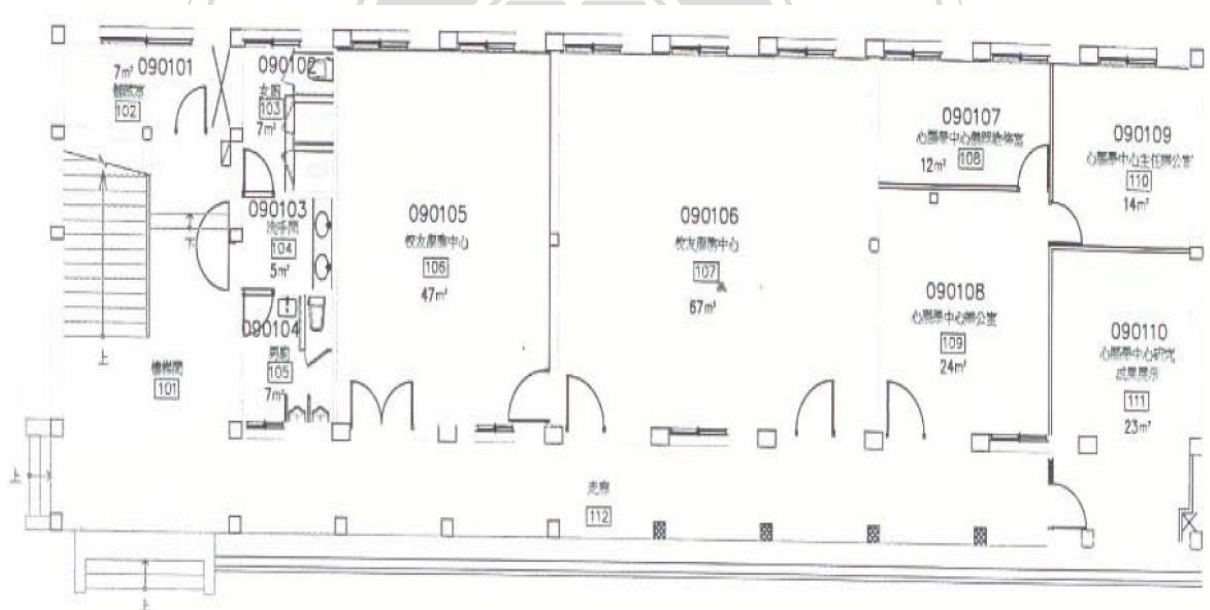


Figure 7: Original floor plan

Operation area: 47 square meter and 57 square operation area.



壹層裝修平面圖

Source: NCCU Property management department

Figure 8: U Shop 2D floor plan



Source: <http://www.floorplanner.com/> Design by Nitichai J.

Figure 9: U Shop 3D floor plan A



Figure 10: U Shop 3D floor plan B



6.3. Start-up expense

From the interview with coffee shop owners, start-up cost and expense are primarily based on the real case of coffee business, which customer size can be estimated at 50 people during its full operation period. The data breakdown is illustrated in the equipment table and start up expense table respectively.

Table 8: Equipment table

Equipment	Cost
Refrigerator	60,000
6 Tables (Outside)	15,000
6 Tables (Inside)	15,000
Sound system	5,000
POS system-PC	15,000
Software	100
Dishes glass	30,000
Signage	12,000
Uniform Shirts	20,000
Display stand	2,900
Microwave & Oven*	120,000
Gas stove	20,000
Gas pipe	5,000
Coffee maker*	100,000
Outdoor Umbrella	12,000
50 chairs	25,000

*Machines are purchased with five-year rental condition.

Table 9: Investment Proportion

Party	Funding method					
	Self-fund		Bank Loan		Total	
	Amount	%	Amount	%	Amount	%
University	300,000	27	241,000	23	541,000	50
Third party	300,000	27	241,000	23	541,000	50
Total					1,082,000*	100

*Show proportion of total available cash in Table 6

Table 10: Start-up Summary

Startup cash	Unit in NTD
Owner's initial cash contribution	100,000
Equipment loan	457,000
Remodeling Loan	275,000
Operating Loan	150,000
Investors	100,000
Total Available cash	1,082,000*
Total cost of capital equipment	
Beginning Inventory	75,000
Building rent	180,000
Equipment	457,000
Legal Fees	5,000
Accounting fees	7,500
Licenses & Permits	7,500
Remodeling work (Design/ construct)	275,000
Deposits (Public utilities, etc.)	3,000
Advertising (grand opening, etc)	16,000
Promotions	15,000
Other	10,000
Total start-up Expense	1,051,000
Beginning Cash Balance	31,000

6.4. SWOT Analysis

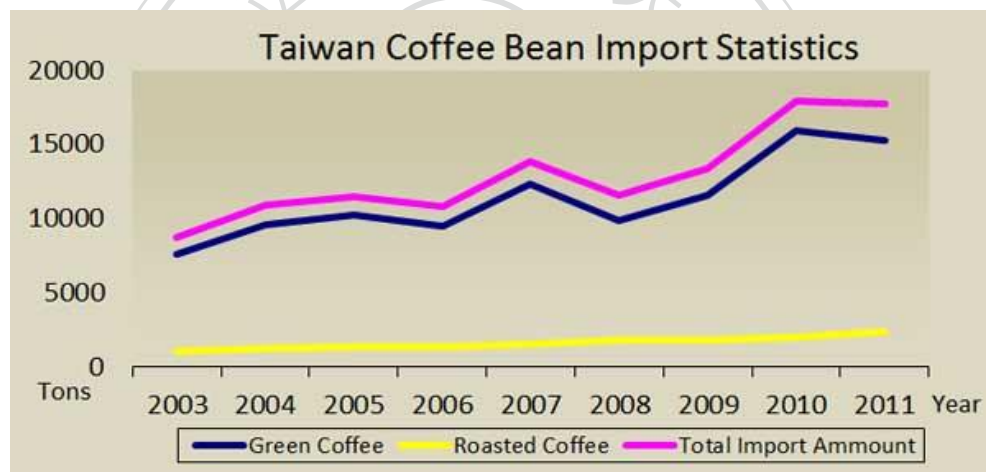
Table 11: SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Networks from NCCU. • New Business Model. • NCCU brand which already exist in market. • Convenient and easy to access shop. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of focus on specific product. • Lack of marketing experience. • Weak culture of buying NCCU souvenirs • Previous bad impression about old-fashioned souvenir design
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Expand social networks. • Gain reputation for NCCU. • Cooperate with other schools. • Competition is nonexistent • High attractiveness of new business feature • Filling the gap of customer demand with difference target segment. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Price war with competitors. • Easy to copy the business model. • Many coffee shops in nearby area. • Substitute products (other gift offer)

7. Market analysis summary

In this part, the market will be analyzed into two parts: coffee shop part and souvenir part. The coffee consumption and the number of coffee shops in Taiwan are increasing year by year. Here is some macro coffee statistics from 2015 Taiwan International Tea, Coffee and Wine Expo's coffee and tea import-export data.

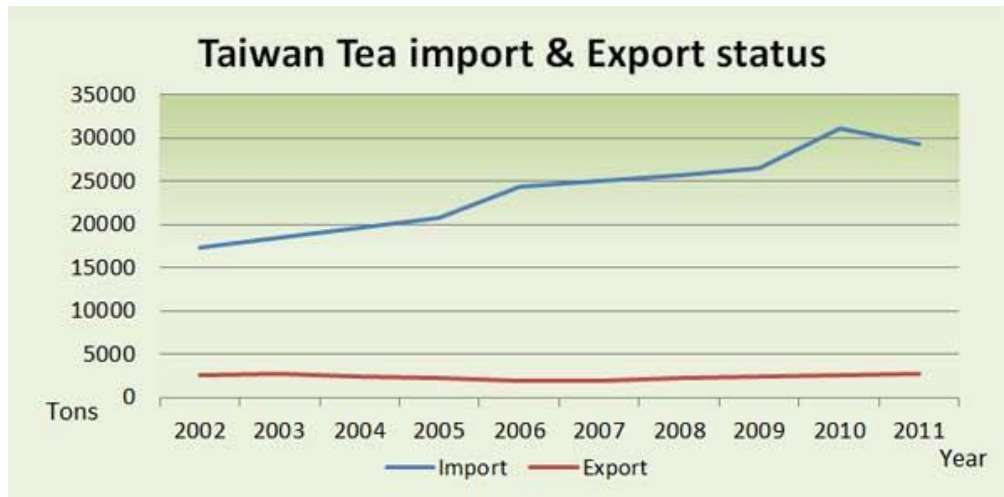
Chart 2: Import of Taiwan coffee bean 2003-2011



Source: <http://www.chanchao.com.tw/nov/market.asp>

According to Taiwan Coffee Association statistics, in 2011, Taiwanese coffee consumption has reached 100 cups per person per year. The growth rate of Taiwan import coffee bean is more than 7% each year. Due to the increasing demand of Taiwanese coffee drinking, the market is expecting to grow by 15% over next 5 years/

Chart 3: Import of Taiwan Tea 2003-2011



Source: <http://www.chanchao.com.tw/nov/market.asp>

Tea culture is deeply rooted in Taiwanese daily life. According to Taiwan Tea Manufacturers' Association research, average tea consumption in Taiwan is 1.7KG / person each year, mainly from imported tea. High quality Taiwanese tea production was 17,467 tons in 2011; export to Japan, Europe North America and Mainland China.

7.1 Market segmentation and size

For micro market perception, as our U shop focuses on the people living nearby NCCU. The majority of this group is NCCU students, and approximately 90% of the students have less than 25,000 NTD incomes per month. The reason this target consumers is chosen is that they are majority market customer in this area. In addition, U shop locates exactly at main gate of NCCU. However, there are also visitors, NCCU working staffs, professors and residents living in the area. We also have to take them into account as medium to high income generator. By choosing this segment we position ourselves as medium-price segment.

In order to calculate all potential customers; there are 3 groups of customers, including NCCU students and staffs, residents living in the area and visitors.

Table 12: The number of NCCU students enrolled in academic year 2014.

Update 2014 October 15 th	Total	Over Residency	Distance- learning Student	Student under the University's System
Bachelor's Degree Student	9,639	658	517	8,464
Master's Degree Student	3,816	1,101	523	2,192
Master's Degree Student (On the Job)	1,625	526	1	1,098
Doctoral Degree Student	973	453	133	387
Total Number	16,053	2738	1,174	12,141

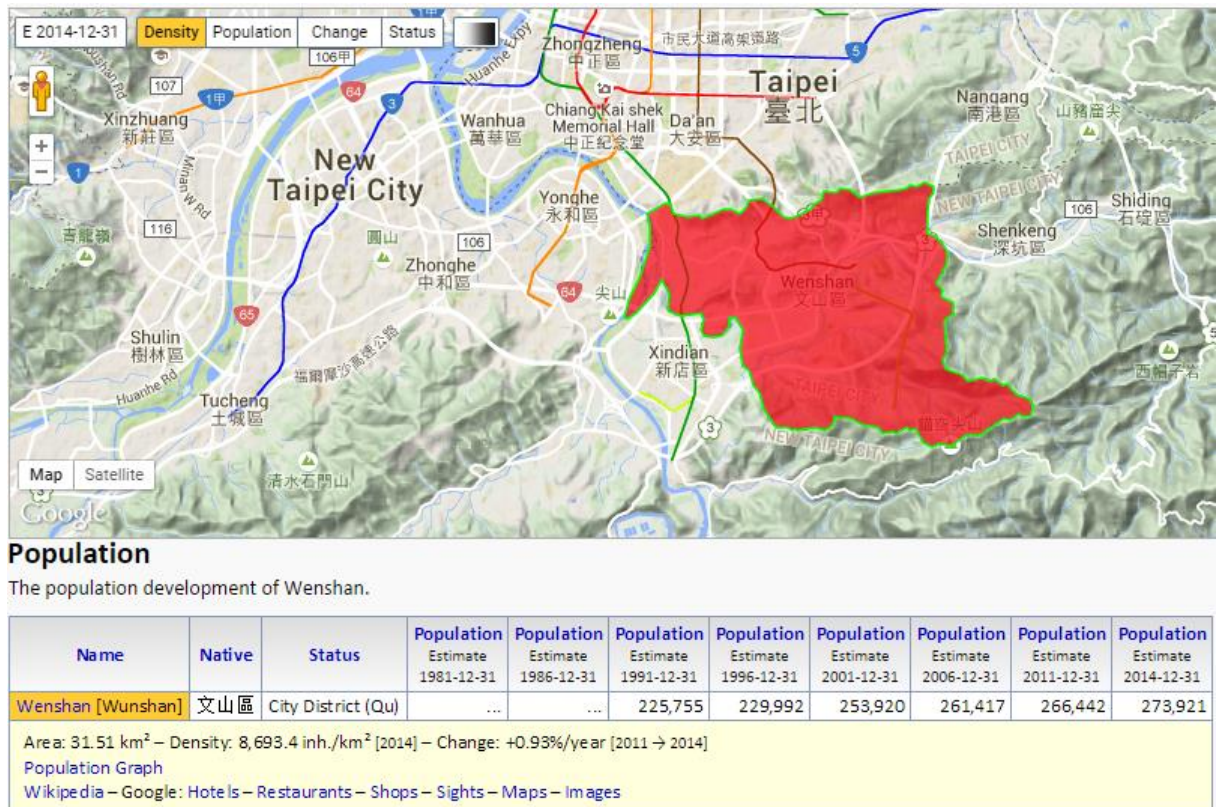
Source: http://aca.nccu.edu.tw/download/rulesdata/103stu_tea_rate.pdf

Group1 - NCCU students.

Therefore, the exact market size of student staying in and off campus is 14,879. This number comes from the total number of student subtracted by distance-learning students who are most likely to study through E-earning and seldom come to campus. From NCCU office and academic affairs the total number of teachers in this campus is 1,107 and 603 of NCCU staffs respectively. Therefore, total amount of market size is 16,589.

Group 2, residents living in 250 meter radius area around the campus. NCCU locates in Wenhan district, as indicated in the information below.

Figure 11: Wenshan Population.



Source: <http://www.citypopulation.de/php/taiwan-admin.php?adm2id=6300008>

Hence, it can be roughly calculated that our scope area is 250 meter radius from campus, or roughly 0.2 square kilometer, therefore the estimate population living nearby NCCU camps is 1,706 people.

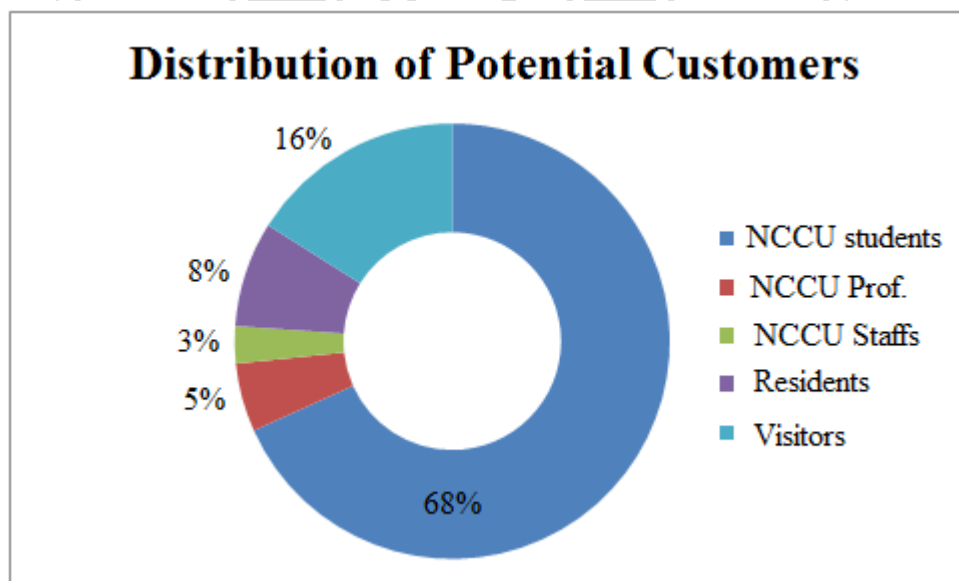
Group 3, the number of visitors visiting NCCU for the purposes of attending seminars, handling administrative issues and others is approximately around 3,500 persons per annum.

Table 13: Target universe

	NCCU student	NCCU Professor	NCCU staff	Residents live nearby	Visitors*
Market size (Amount)	14,879	1,107	603	1,706	3,500
Market size (Percentage)	68%	5%	3%	8%	16%
				Total	100%

7.2. Potential Customers summary

Chart 4: Distribution of Potential Customers



7.3 Existing competitors

As U shop is primarily divided into 2 parts that are coffee and gift shop. Hence, in terms of competitors, it is more competitive when comparing to other gift shops nearby NCCU, as there is only one gift shop in this area which is Taipei Zoo gift shop and its operational area is totally different in comparison to our segment. With regards to the coffee shops in this area, there are 3 types of existing coffee shops which are Chain coffee shop, independent coffee shop and convenient store.

- Chain coffee shops: They occupied the majority share of coffee consumption market. Their branches are built all over Taiwan.
- Independent coffee shops: There are numerous independent coffee shops in Taiwan. Their uniqueness and special image attract urban coffee lovers who want more than drinking some liquid from disposable cup, these shops are our main competitors
- Convenient shop: They join the market with low-priced coffee, since they offers alternative options for customers walking into their store. Customers can spend much less money to get a cup of coffee anytime they want in the convenient stores.

Below is the data of potential competitors that are coffee shops locating within 250 meter radius from center of NCCU campus. (Table 14)

Table 14: List of coffee shops nearby NCCU

Name	Type of shop	Price/coffee cup (NTD)
Starbucks	Chain coffee shop	100-150
Mita	Chain coffee and Italian restaurant	50-70
Apt Coffee shop	Independent coffee and light meal restaurant	80-110
Cozy Coffee shop	Independent coffee and light meal restaurant	60-100
道南館	Independent coffee shop	80-100
Mochi Coffee	Independent coffee and light meal restaurant	50-100
Name	Type of shop	Price/coffee cup (NTD)
Mr. Ku Coffee	Independent coffee and light meal restaurant	50-80
Dicty Coffee	Independent coffee stand	35-80
Here Coffee	Independent coffee and Italian restaurant	80-120
Dragon Horn	Independent coffee shop	60-80
水岸咖啡	Independent coffee and restaurant	80-150

Source: Survey (2015 April)

7.4 Products and Price

U shop will have 2 main product categories including food/beverages and NCCU souvenirs.

First point is that product and price of our coffee will be based on marketing survey

conducted in NCCU campus area, in 500 meters radius from the campus's center. The

information here is provided by two coffee shop owners, Apt. coffee shop owner 蔡明峰 and

Here coffee shop owner 蔡明儒.

7.4.1 Coffee and souvenir Product list

Based from survey data mostly customer is majority of customer prefer coffee products at

price range 100-199 NTD per one time of order, and souvenir product at price range 100-249

NTD per one time of order. Here below is our first draft of Coffee and souvenir Menu.

Table 15: Beverage & Food Menu list

No.	Item	Type	Target	Price
1	U Shop's Signature Coffee	Beverage/Coffee	Students	60
2	Americano	Beverage/Coffee	Students	50
3	Espresso	Beverage/Coffee	Students	50
4	Latte	Beverage/Coffee	Students	55
5	Cappuccino	Beverage/Coffee	Students	60
6	Mocha	Beverage/Coffee	Students	65
7	Caramel Macchiato	Beverage/Coffee	Students	65
8	U Shop's Signature Milk Tea	Beverage/Tea	Students	60
9	Green Tea Latte	Beverage/Tea	Students	55
10	Chocolate Au Lait	Beverage/Tea	Students	55
11	Lemon Tea	Beverage/Tea	Students	50
12	Earl Grey Tea	Beverage/Tea	Students	45
13	Oolong Tea	Beverage/Tea	Students	45
14	English Breakfast Tea	Beverage/Tea	Students	45
15	Lemonade	Beverage/Others	Students	50
16	Apple Juice	Beverage/Others	Students	50
17	Honey Lemon Soda	Beverage/Others	Students	60
18	Apple Soda	Beverage/Others	Students	60
19	Green Tea Latte Smoothie	Beverage/Others	Students	70
20	Chocolate Smoothie	Beverage/Others	Students	70
21	Coffee Smoothie	Beverage/Others	Students	70
22	Strawberry Yogurt Smoothie	Beverage/Others	Visitors/Staffs	75
23	Blueberry Yogurt Smoothie	Beverage/Others	Visitors/Staffs	75
24	Original Waffle	Sweets	Students	70
25	Peanut Butter Waffle	Sweets	Visitors/Staffs	85
26	Chocolate Waffle with Ice-cream	Sweets	Visitors/Staffs	90
27	Tiramisu	Sweets	Students	80
29	Strawberry Mille Crepe Cake	Sweets	Visitors/Staffs	90
30	Vegetarian Sandwich	Light Meal	Students	80
31	Tuna Sandwich	Light Meal	Visitors/Staffs	110
32	Ham Cheese Sandwich	Light Meal	Visitors/Staffs	115

Table 16: Souvenir Menu list

No.	Item	Price
1	420c.c.保溫瓶 420 c.c. Thermos	490
2	360c.c.保溫瓶 360 c.c. Thermos	390
3	指南山下一甲子 Polo 衫 NCCU 60 th Anniversary of Establishment in Taiwan Polo shirt	490
4	指南山下一甲子 T shirt NCCU 60 th Anniversary of Establishment in Taiwan T shirt	350
5	2014 NCCU T shirt (Blue)	350
6	2014 NCCU T shirt (Red)	350
7	指南山下一甲子馬克杯- 經典 NCCU 60 th Anniversary of Establishment in Taiwan Mug (Classic Design)	250
8	指南山下一甲子馬克杯- 朝氣 NCCU 60 th Anniversary of Establishment in Taiwan Mug (Morning Breeze Design)	250
9	短袖帽 T 系列 Hoodies (Short-Sleeved Series)	390
10	103 學年度行事曆 - 遠足日 2014 School Calendar (Hiking Day Design)	150
11	行事曆復刻版筆記本 No7(遠足日) 2014 School Calendar Replica Notebook (Hiking Day Design)	80
12	校慶礦泉水 School Anniversary Spring Water	18
13	指南山下一甲子- 玉米環保杯 NCCU 60 th Anniversary of Establishment in Taiwan (Environment-Friendly Corn Cob Mug)	350
14	青花瓷紙膠帶 Porcelain-pattern Paper Tape	109
15	貞下啟元紙膠帶 “貞下啟元” Paper Tape	109
16	指南山下一甲子 - 運動毛巾	250

	NCCU 60 th Anniversary of Establishment in Taiwan Sports Towel	
17	1927 運動毛巾 1927 Sports Towel	250
18	指南山下一甲子 - 大書包 NCCU 60 th Anniversary of Establishment in Taiwan - School Bag	490
19	指南山下一甲子 - 校歌扇 NCCU 60 th Anniversary of Establishment in Taiwan –Fan Printed with School Anthem	20
20	指南山下一甲子 - 環保袋 NCCU 60 th Anniversary of Establishment in Taiwan – Environment-Friendly Bag	60
21	指南山下一甲子 L 資料夾 NCCU 60 th Anniversary of Establishment in Taiwan – L-Shaped Folder	25
22	校歌雙層 L 資料夾 NCCU 60 th Anniversary of Establishment in Taiwan – Double-Layered L-Shaped Folder	50
23	貞下啟元金屬胸針 “貞下啟元” Metal Brooch	150
24	貞下啟元 - 證件套 “貞下啟元” Card Holder	35
25	貞下啟元 - 明信片 (一套三款) “貞下啟元” Postcard (3 Styles in 1 Set)	45
26	連帽外套系列 (紅、藍、灰款) NCCU Long-sleeved Hoodies (Red, Blue, Grey)	990

*Subject to change due to product evaluation afterward.

7.5 Target market survey

With regards to marketing practices, based on the advice from Professor Lynn Y.S. Lin, Ph.D. who teaches practical new product development and marketing at NCCU. Lin system will be applied for the product and service development process as following:

- Concept generation
- Concept test/ screening
- Expert panel product test
- Beta testing
- Launching

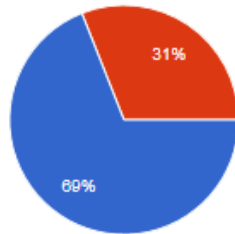
Therefore, we are currently at phase two, concept and product test. Here, we divide our survey into four parts;

1. Personal information
2. NCCU souvenir
3. Coffee shop perception
4. U shop feedback

The result of the survey conducting from 100 questionnaires about the willingness of potential customers is illustrated below (Appendix 1).

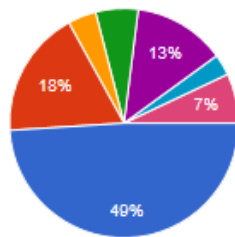
Chart 5: Survey (Personal Information)

What is your gender?



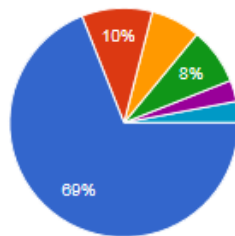
Female	69	69%
Male	31	31%
	0	0%

2. Which of the following best describes your occupation?



NCCU Student (Undergraduate)	49	49%
NCCU Student (Postgraduate)	18	18%
NCCU Student (Doctoral degree)	4	4%
NCCU Professor/ Staffs/ employee	6	6%
Full-time Employee	13	13%
Part-time Employee	3	3%
อื่นๆ	7	7%

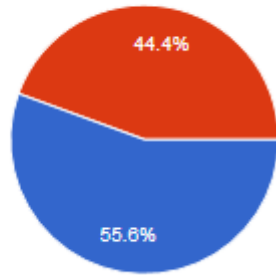
3. What is your approximate monthly income?



NTD 0-24,999	69	69%
NTD 25,000-49,999	10	10%
NTD 50,000-74,999	7	7%
NTD 75,000-99,999	8	8%
NTD 100,000-124,999	3	3%
NTD 125,000-149,999	3	3%
NTD 149,999 and above	0	0%

Chart 6: Survey (NCCU souvenir perception)

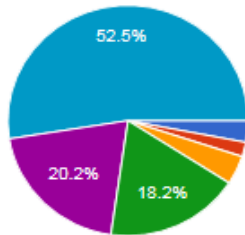
5. Do you know where to buy NCCU Souvenir?



Yes	55	55.6%
No	44	44.4%

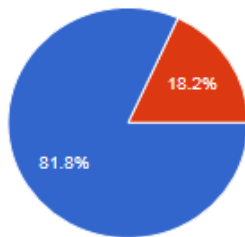


6. How many time have you visited NCCU Souvenirs shop?



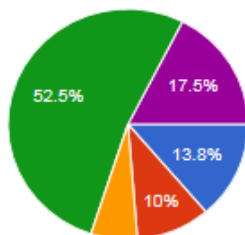
Once a week	3	3%
Once a Month	2	2%
Once a quarter	4	4%
Once a half year	18	18.2%
Once a year	20	20.2%
Never go there	52	52.5%

7. Do you want to buy NCCU Souvenirs?



Yes	81	81.8%
No	18	18.2%

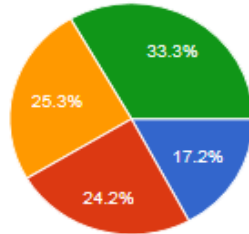
7.1 if you answer are 'Yes' please share which product you like the most?



Cup of coffee (馬克杯)	11	13.8%
Small Bag (小書包)	8	10%
Environment Bag (環保袋等)	5	6.3%
Hoodie	42	52.5%
อื่นๆ	14	17.5%

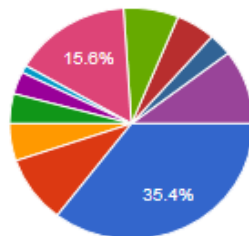
Chart 7: Survey (Coffee Shop Perception)

8. How often do you frequent go to Coffee shop?



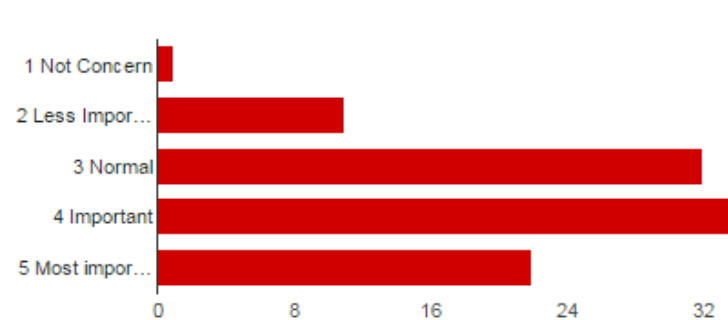
Daily	17	17.2%
Weekly	24	24.2%
Monthly	25	25.3%
Less than once per month	33	33.3%

9. What is your favorite coffee shop nearby NCCU?



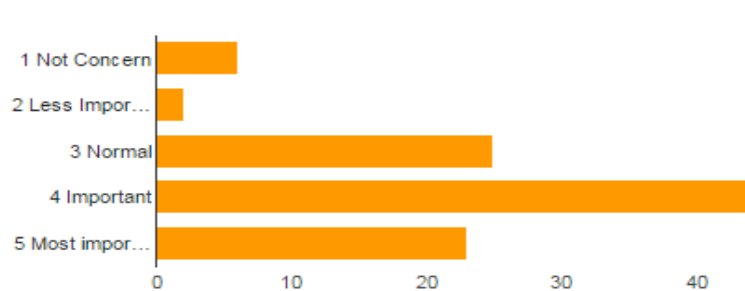
StarBucks	34	35.4%
Apt Coffee shop	9	9.4%
Cozy Coffee shop	5	5.2%
道南館	4	4.2%
Mochi Coffee	3	3.1%
Mr. Ku Coffee	1	1%
Dicty Coffee	15	15.6%
Here Coffee	7	7.3%
Dragon Horn	5	5.2%
水岸咖啡	3	3.1%
อื่นๆ	10	10.4%

Price how important are the following qualities to you when choosing a coffee shop?



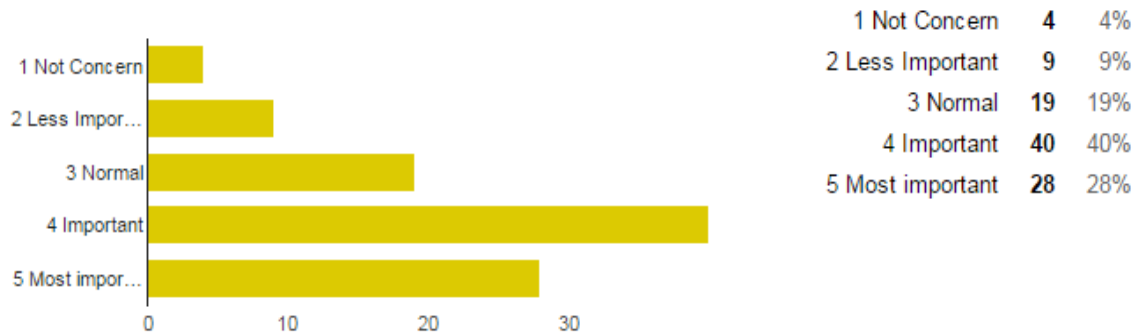
1 Not Concern	1	1%
2 Less Important	11	11%
3 Normal	32	32%
4 Important	34	34%
5 Most important	22	22%

Noise Level

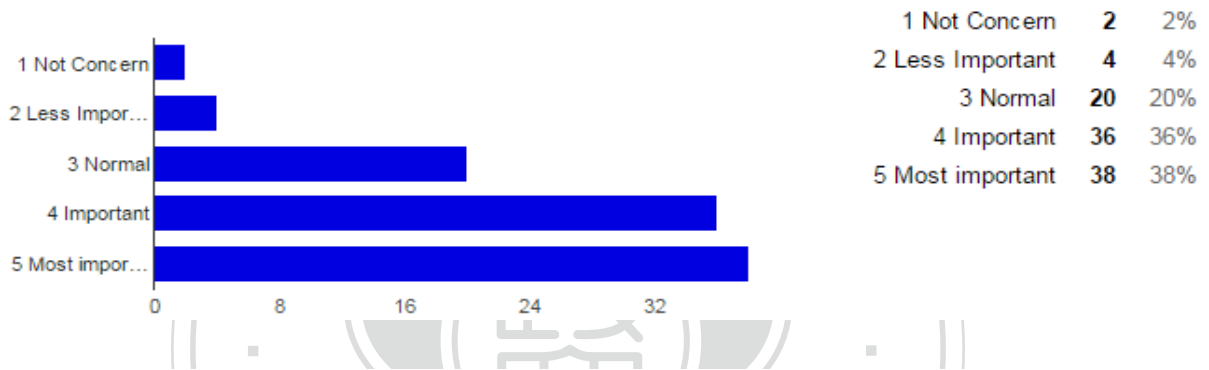


1 Not Concern	6	6%
2 Less Important	2	2%
3 Normal	25	25%
4 Important	44	44%
5 Most important	23	23%

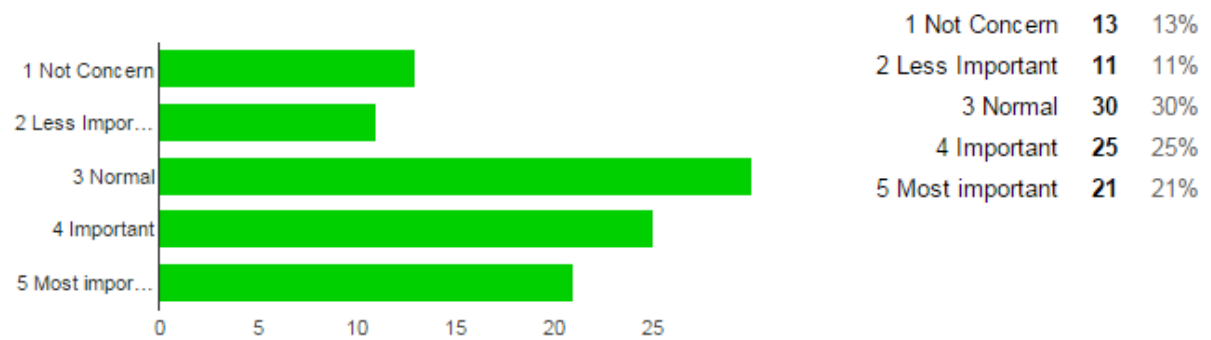
Quality of Coffee how important are the following qualities to you when choosing a coffee shop?



Atmosphere



Wi-Fi accessibility



Friendliness of Baristas

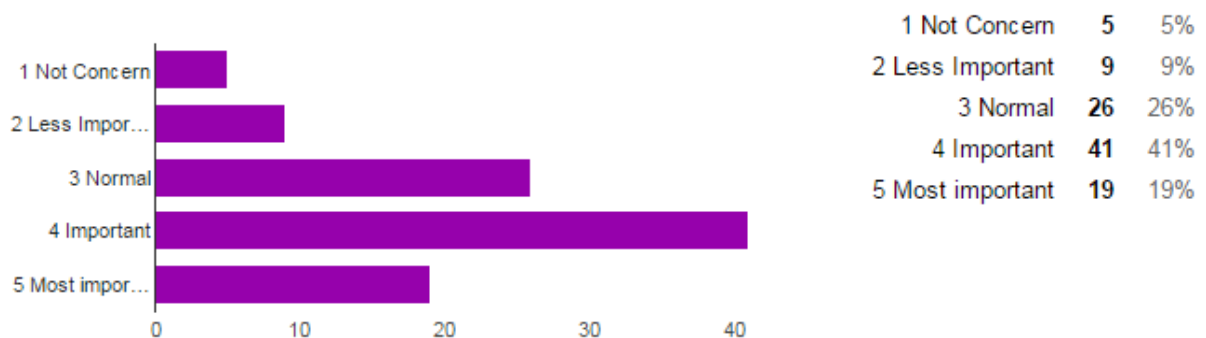
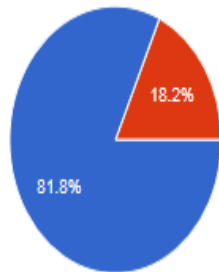


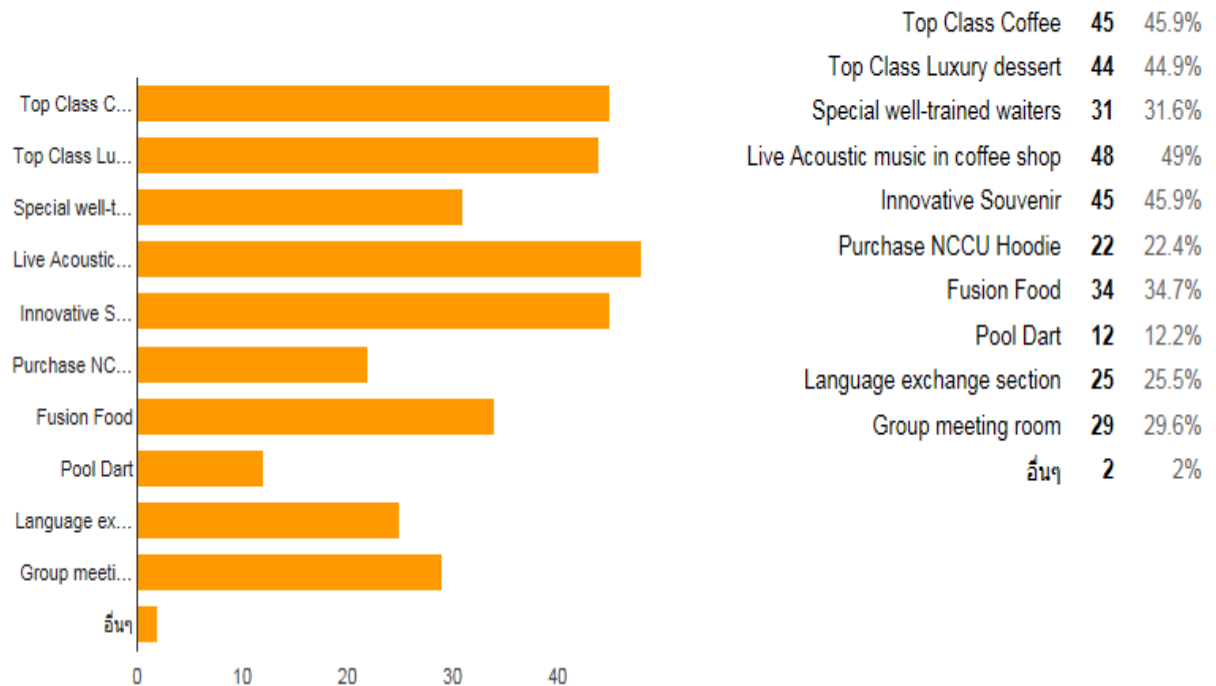
Chart 8: Survey (U shop Feedback)

12. Do you like a concept of Coffee plus Grocery shop?

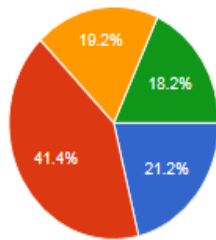


Yes 81 81.8%
No 18 18.2%

13. If you go to UShop what do you expected? please check service you want the coffee shop to provide.

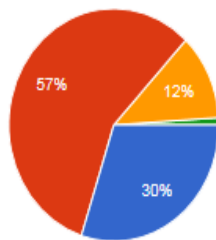


14. What will be your main purpose to come to this coffee shop?



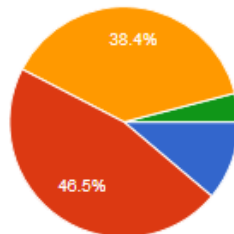
Social Activity with friends, make new friends	21	21.2%
Gathering with loveing family and friends	41	41.4%
Working when away from office or class	19	19.2%
Enjoy the quality of time alone	18	18.2%
อื่นๆ	0	0%

15.1 How much will you pay for the service and product of Coffee?



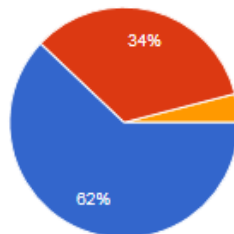
0-99 NTD	30	30%
100-199 NTD	57	57%
200-299 NTD	12	12%
300 NTD up above	1	1%

15.2 How much will you pay for Souvenir product?



0-99 NTD	11	11.1%
100-249 NTD	46	46.5%
250-499 NTD	38	38.4%
500 NTD up above	4	4%

16. If the Ushop will open by begining of next semester, Do you willing to visit and try our service



Yes, of course	62	62%
Maybe	34	34%
No	4	4%

Source:

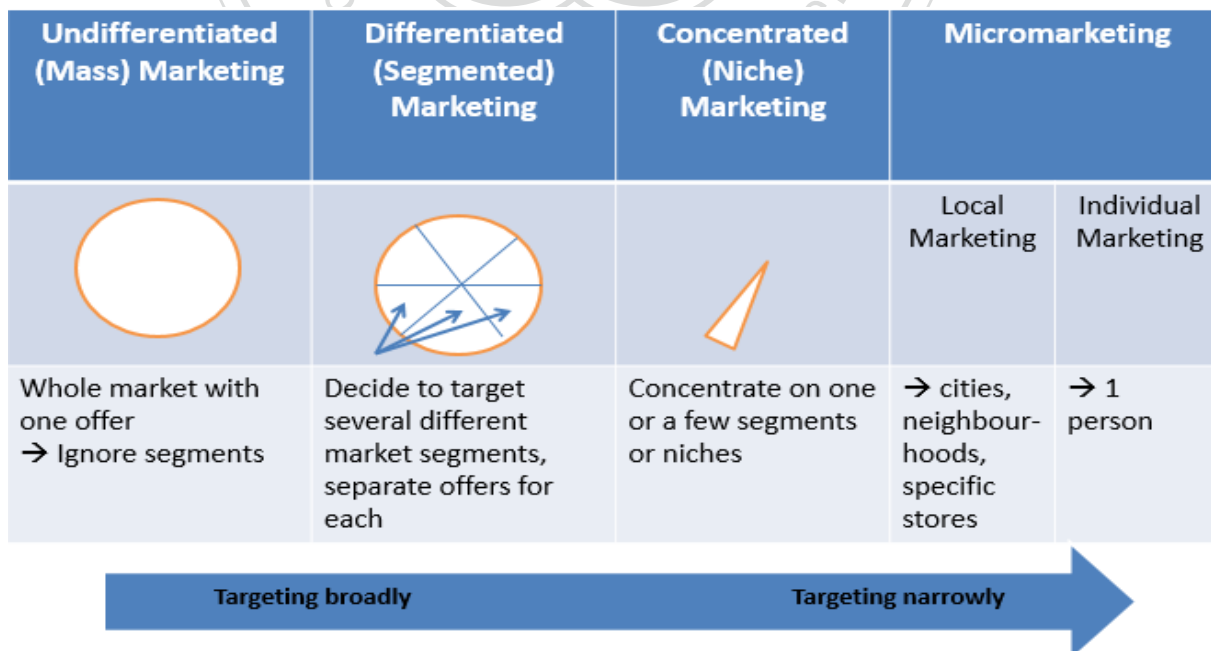
<https://docs.google.com/forms/d/1Mut0gkXVUE3SIWsbsZyhaq67IJDWq5ehkx8ugpPbjTI/viewanalytics>

7.6 Target Market Segment Strategy

As the value proposition comes in the form of a new business model, the establishment of coffee and gift shop is to accurately target customer to step into shop. The first step is to spread the concept of new business model, and after this message reaches the customers, it can generate more traffic into the shop. This first step is called “differentiated (segmented) marketing”. In *Principle of Marketing* (Philip Kotler, 2010), it is mentioned that it decides to target several market segments and design separate offers for each.

Consequently, when the market already have a certain level of awareness about the shop and have a good feedback, market segment strategy shall focus more on micro marketing so as to enhance NCCU student’s awareness of NCCU souvenirs. Kotler also mentions that micro marketing is the practice of tailoring products and marketing programs to suit the tasted of specific individuals and locations.

Figure 12: Marketing targeting strategies



Source: <http://marketing-insider.eu/market-targeting/>

8. Strategy and Implementation Summary

U Shop's main strategy is to introduce a virtually new concept of innovative and friendly environment of coffee and gift shop platform. The company leverages on its advantage of being the first and only company in this model in Taipei, brand equity of NCCU product and innovative product design from students.

8.1. Competitive Edge

- Proven know how on the fields of souvenirs.
- Innovative of product design from outside-in; everyone can share their idea.
- Extensive network of souvenirs into others university.
- New and creative concept with no match in the market.
- Open space that welcomes every department to show and share their idea.

8.2. Marketing Strategy

8.2.1. Positioning Statement

U Shop is a unique coffee and gift shop that offers its own signature coffee and innovative souvenirs under NCCU brand to NCCU students, professor, staffs, residents living nearby and visitors. U Shop is a relaxing and serene space that offers an easier, more innovative environment while staying within the NCCU campus to its customer, or to the people who are looking for inspiring and memorable gift. Our products are also open in terms of idea proposal and idea sharing in order to consistently improve the products to best suit the customers' need.

8.2.2. Pricing Strategy

The company strives to provide the best price that could satisfy customer's demand. Therefore, we position ourselves between chain coffee shops and individual coffee shops. However, at the initial phase, we focus on establishing an individual coffee shop, and hence the price of coffee is approximately 60 NTD per cup, whereas sweet is 70 NTD per dish and light meal is 100 NTD per dish. Afterwards, we have to look at our brand equity in order to push our price up to medium to high price (trading up). However, apart from our survey data it is possible to continue with 100-199 NTD product price range.

With regards to souvenirs, there is still a huge question mark on brand awareness and brand identity. Most NCCU products at present are not perceived to be an eye-catching product. From the survey, product perception is comparable to an old man around 50-60 of age. However, after improving and inventing the new designs, NCCU souvenirs can set up price as 100-249 NTD per time of purchase. The primary products for sale are NCCU Hoodie, coffee mug and small bag respectively.

8.2.3. Promotion Strategy

Enhancing the image of the shop is our first priority. Fortunately, NCCU brand is not something new in the market as everyone already knows and recognizes brand. However, our coffee and gift shop model is still a new thing in campus. Therefore, there are plenty of possible strategies;

Public Relation Strategy – advertise and promote through NCCU university newspaper, NCCU website and leaflets. As of now, those channels are the strong communication windows for advertising NCCU new brand coffee gift shop.

Personal Strategy – promote through NCCU students who are eager to work as a brand ambassador for the brand new product of NCCU. We will recruit staffs from university, and after recruitment we will provide our employees with training programs. If the building is the body, our staff will be the brain and heart of NCCU gift shop. They will be responsible for the image of our shop.

Packaging Strategy – all product packages must be embellished with background stories – where does it come from and how it comes to be what it is – in order to let customers know and have some cognitive about its value. This tactic is similar to many Japanese products that use this strategy to launch in the market. In addition, the limited offer is also a strategy to attract customers who love extraordinary products. This policy will make our inventory easier to manage and control the quality of our products.

Price promotion strategy – as recommend from owners of coffee shop, the best strategy is to offer 10-20% discount for all products during the first 2 weeks in order to promote and pull more customer into shop.

Service strategy – Our customer can choose to pick up their products by themselves at the shop without waiting time.

8.2.4. Placing strategy

U Shop will be located in the most strategic place – right next to the main gate – where there is the highest possibility that customers will pass by. This location is originally easy to access and has quite friendly and relaxing environment. It can be observed that a lot of NCCU students come to enjoy their readings and small meals together with friends, not only the noon

but might also. Therefore, it perfectly fits the atmosphere we need for our shop and our vision to create a nice and easy moment for our NCCU friends and visitors.

8.3. Sales Strategy

The sales strategy focuses in 3 aspects, first is offering irreplaceable experience for customer, second is offering customized designed products for customers, and third is offering an open area for free-style activities and experience sharing. The details are illustrated below:

U product campaign – customizing products to suit customers' special needs and U shop will help to manage marketing and promoting campaigns for those products. We sell what you exactly want.

U space campaign – As NCCU has many faculties and departments and we believe that each faculty has its own strength and idea. The best way to employ these assets is to let the students show and share their valuable idea to our NCCU community. Our staffs will cooperate with the students to let them share their idea and to manage the proper place for them to hold their own special events. For instance, we will have a space for playing music for people who want to share their music story.

U Contest – This strategy comes from the contest held by National Cheng Kung University (NCKU). In this U Contest, NCCU will cooperate with the Secretariat Department to hold a contest, and the main purpose of this competition is for the students to show their creativity, using the student's perspective to interpret the true spirit of NCCU.

Co Brand – This strategy comes from the Mao Kong cable car, which adopts "Hello Kitty" as its co-brand to promote their services and products with this well-known brand. It is also a

good idea to adopt this idea early at the beginning of the year for the reason that the cute Japanese characters are attractive to females, which are the majority population of NCCU.

Table 17: First Year's Target

First year	Target sale amount	Target Sale value
Beverage and Food		
Coffee	19,962	1,197,720
Sweet	4,476	335,700
Light meal	4,762	523,799
Total (A)	29,200	2,057,219
Souvenir		
Top 3 souvenirs sale	792	79,200
Hoodie	2,800	2,395,000
U product	504	30,240
Total (B)	4,096	2,504,440
Total (A) + (B)	33,296	4,561,659

8.4 Sales Forecast

Assuming the business will run as our expectation due to the suggestion of information from secretariat department and coffee owner which we target at worst case of business scenario.

The seasonal target sale quantity rely on occasion; in this case February, June, July and August has sale drop in percentage to 40%, 40%, 30% and 40% respectively. (Chart 9 and 10)

(Table 18)

Chart 9: First Years Sales Forecast by product

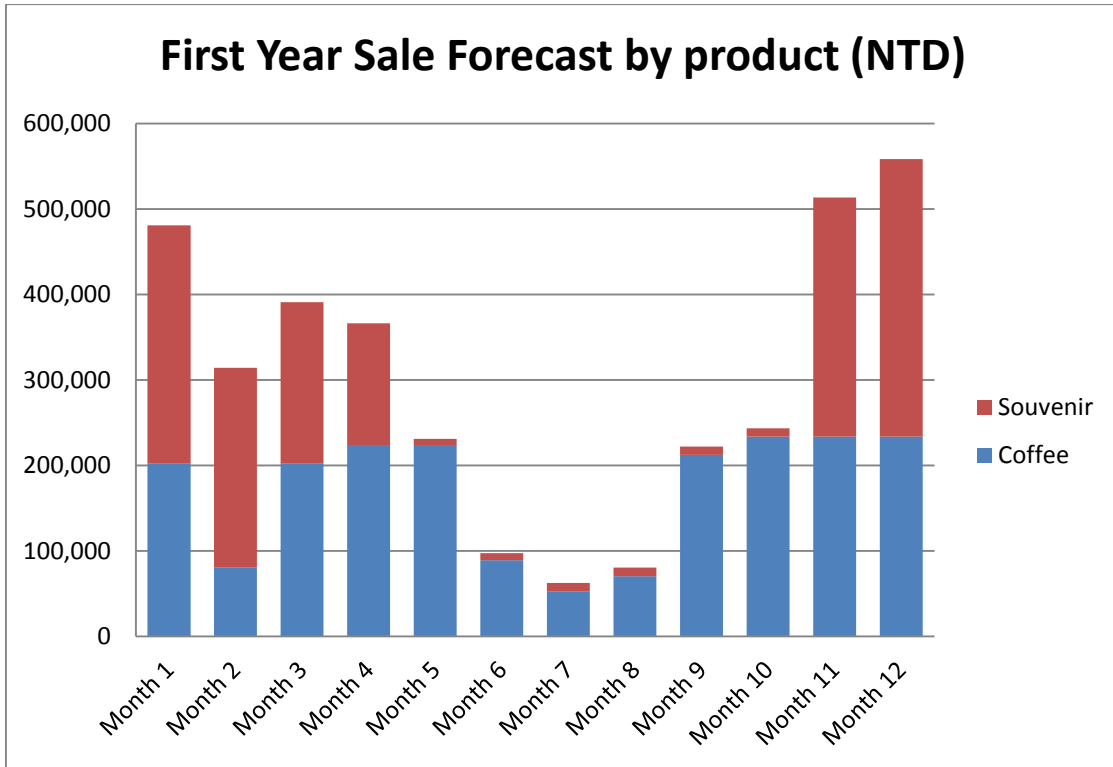


Chart 10: Five Years Sales Forecast by product

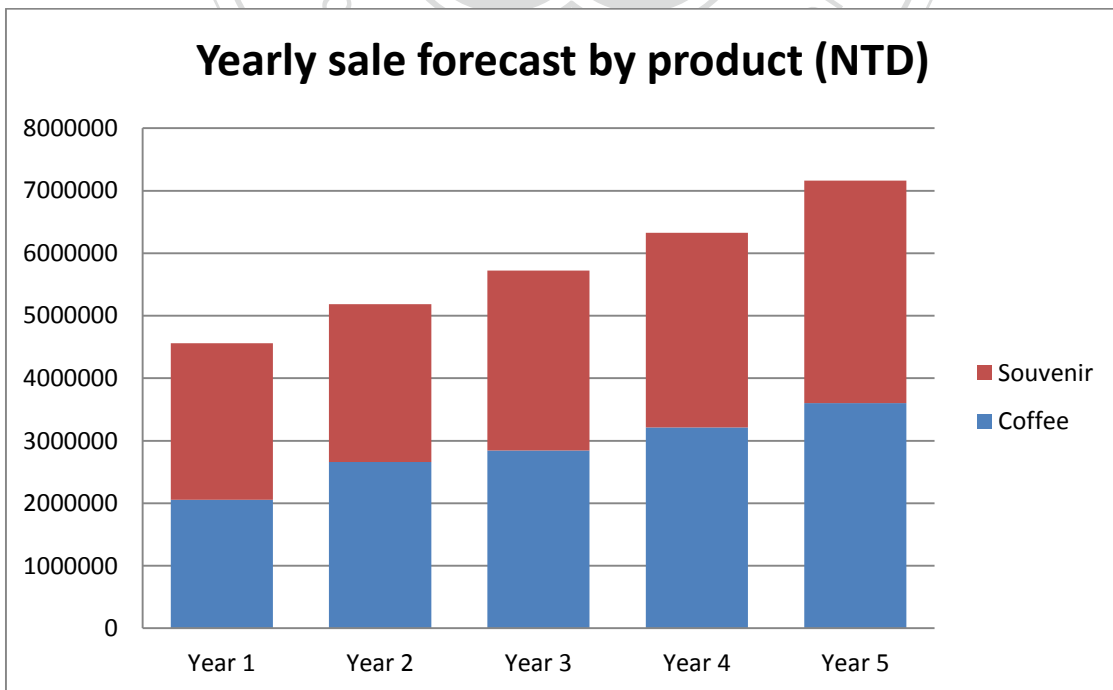


Table 18: Five Years Sale forecast by three contributions

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	4,561,659	5,185,629	5,723,059	6,328,014	7,162,913
Cost*	4,241,667	4,703,207	4,957,701	5,243,728	5,493,102
Net profit	319,992	482,422	765,358	1,084,286	1,669,811

*Cost means including COGS and expense cost.

8.5 Milestones

- Attaining first customer: 1 day
- Reaching Payback period: 2 years
- Reaching first 1 million net profit at year 4th
- Owner's withdrawal of 1,082,000 NTD to pay back part of bank loan: 2 years

9. Management Summary

U Shop will included following positions: Store manager, Cashier, Barista, Waiters and waitresses.

9.1. Personnel Plan

As the owner and both parties have agreement to operator of the business with store manager, therefore both parties shall intend to pay store manager as representative of U Shop manager which a salary is 35,000 NTD a month, when business starts to make a profit, excess will be plowback into the company. Moreover the increase rate of salary set as half a year with 5% of current total salary, and ERE (Employees rate expense) calculated at 2%.

Table 19: Personnel Plan

Year	2016	2017	2018	2019	2020
Store manager	1	1	1	1	1
Waiters & cleaners	3	3	5	5	7
Barista & Cashier	1	1	2	3	3
Total	5	5	8	10	11
Total payroll*	1,287,342	1,287,342	1,617,822	1,661,886	1,705,950

* Total payrolls is store manager plus waiter and Barista plus ERE 2%

9.2 Role and respond

Table 20: Role and respond

Job position	Job Content
Store manager	<ul style="list-style-type: none"> • Be responsible for annual, seasonal, monthly operation plan, and Leading the staff to achieve goals. • Analyze and report the operation situation monthly, seasonally and annually • Promote culture and idea of the store. • Monitoring the operation of the business • Dealing with customers' complains properly. • Must be familiar with the mental and physical condition of the staff
Waiters & Cleaners	<ul style="list-style-type: none"> • Serve the product. • Be responsible for table cleaning and setting • Must be able to explain the knowledge of souvenir and coffee • Be responsible for the environment of the store and outside the store.
Barista & Cashier	<ul style="list-style-type: none"> • Produce Coffee sweet and light meal. • Provide detail information about the product to customer. • Must have knowledge of history of coffee. • Deal with the payment of customers.

10. Financial Plan

Start-up capital for operations is expected to be obtained from a bank loan bearing 2% interests; the loan is expected to be paid within the first two years of operation. Start-up capital requirement will not be reflected on pro-forma statements as long term debt, it will rather be reflected as an investment by the owner. Future owner's withdrawals will be used to pay back the loan at the end of year one and two of operations.

10.1. Important Assumptions

- Initial bank loan of 60% to fund start-up proportion will bear 2% interest rate.
- Bank loan to fund start-up will be paid between year 1 and 2
- Expense tax of 5% is deducted from revenue at the beginning.
- Income tax of 17 % is to be paid at the end of each year.
- ERE (Employees rate expense) calculated at 2%.
- Resupplied material is calculated 16% of COGS.
- Long term rent means the leasing of Owen and coffee maker. With depreciation of 1%.
- COGS for maintenance service is 2 % of maintenance revenue
- Seasonal sale forecast has predict as low sale turn in February, June, July and August which are 40%,40%,30% and 40% respectively.

10.2. Break-even Analysis

This section is to point out the break-even point of each SKU (Stock keeping unit) in the store which there are 2 categories; Coffee and Souvenirs. Both are calculated based on compare variable cost of each unit with Total fix cost of that unit's category. Convert calculated

Table 21: First year Break-even Analysis per SKU (Units)

Total Fix cost	973,942 NTD			1,190,373 NTD		
	Coffee	Dessert	Light Meal	Top 3 sell	Hoodie	U Product
Fix cost per day	1,704	432	595	165	3,141	33
Retail price	60	75	110	100	850	60
COGS	12	26.25	38.5	20	382.5	0.6
Gross profit	48	48.75	71.5	80	467.5	59.4
Per day sale						
Break-even	36	9	8	1	7	1
Target sale	60	20	15	2	8	1.33

10.3. Projected Profit and Loss

If our forecast is accuracy, the project shall have payback period at the beginning of 2nd year which means all of start-up expense shall make a payment at point together with back loan interest as well. (Chart 11)

Chart 11: Payback period Analysis (Week)

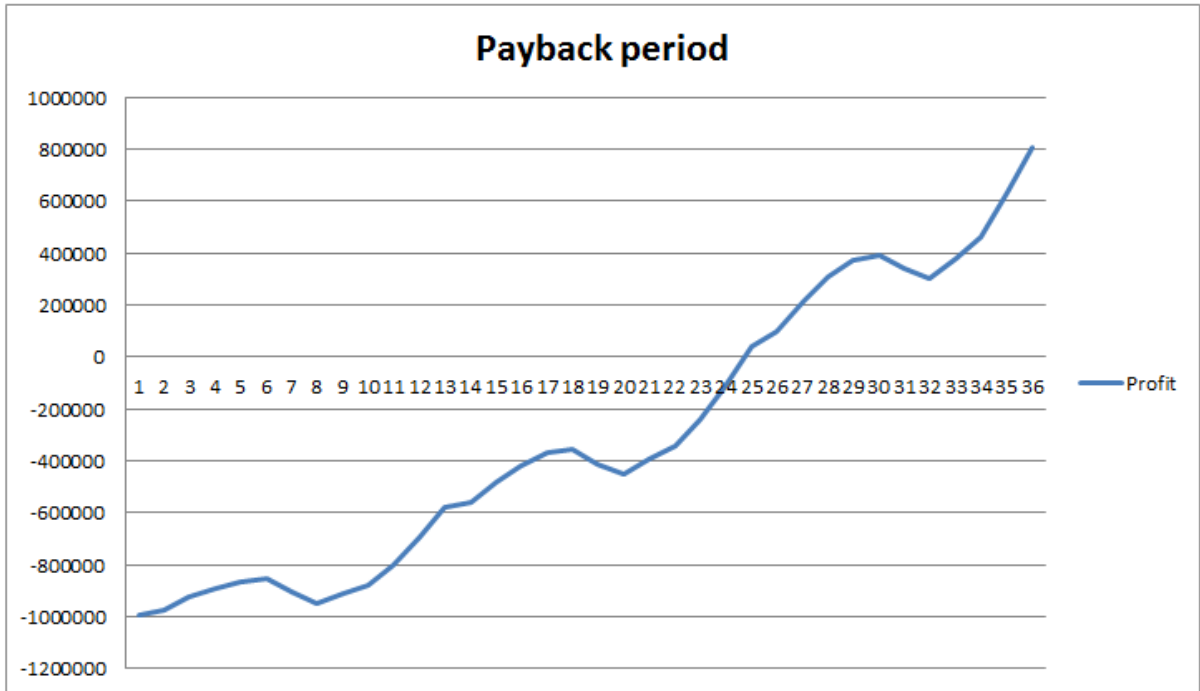


Chart 12: First Year's Monthly Gross Margins

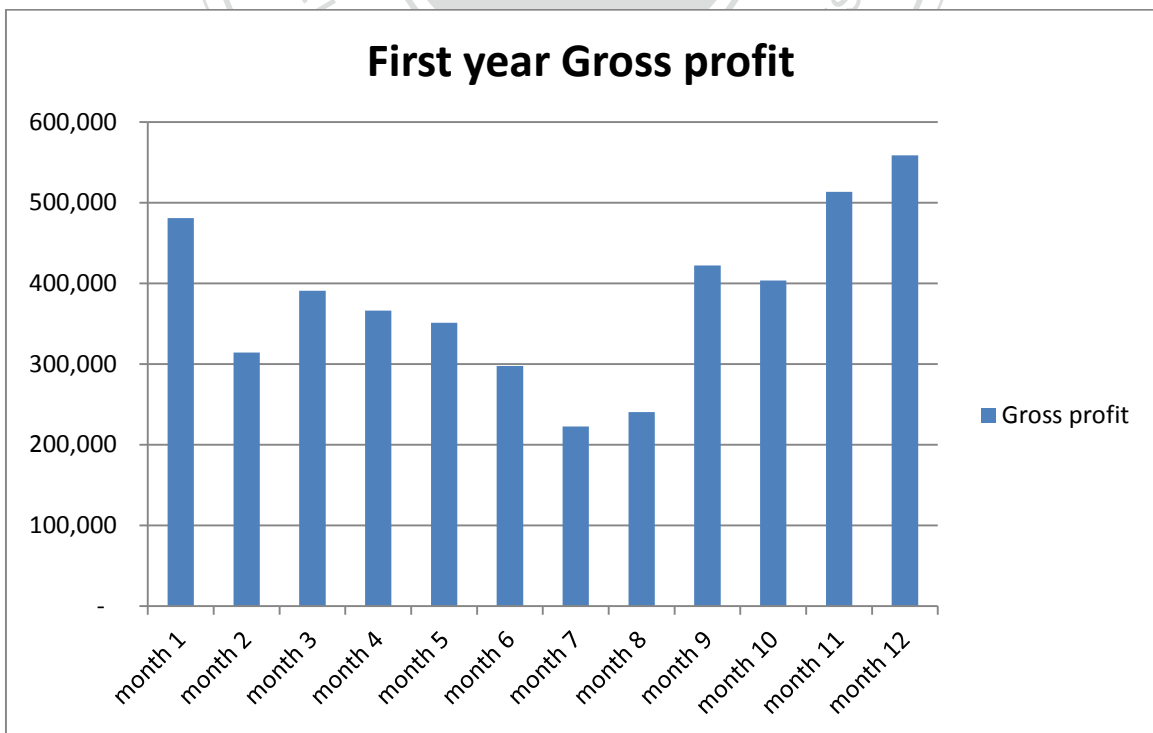


Chart 13: Five Year Gross Margins Forecast



Chart 14: Ratio of Revenue and Cost

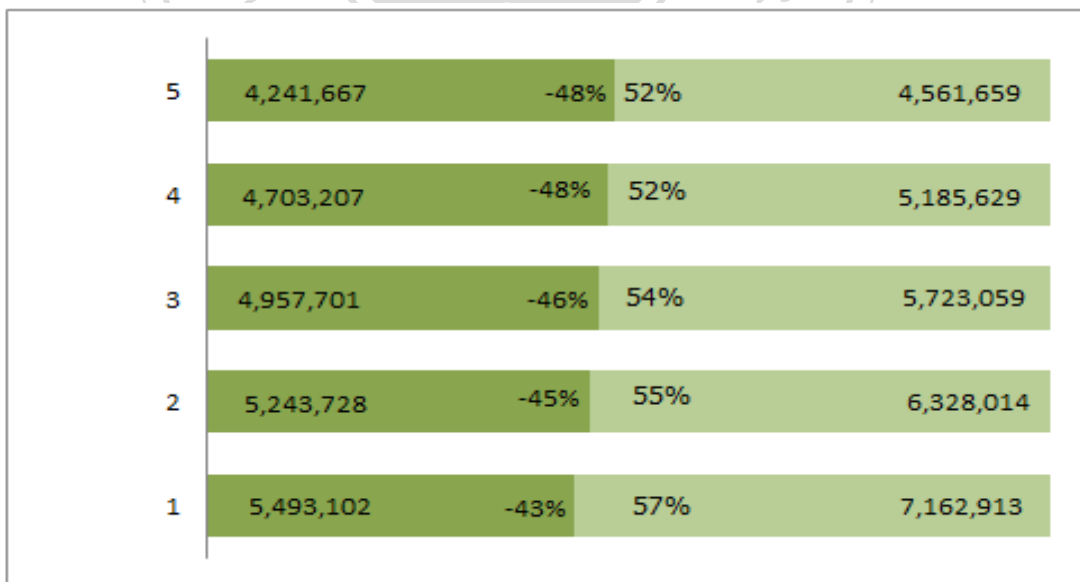


Table 22: Pro-forma Income statement

Annually	2016	2017	2018	2019	2020
Sale	4,561,659	5,185,629	5,723,059	6,328,014	7,162,913
Sale after Consumption Tax	4,333,576	4,926,347	5,436,906	6,011,613	6,804,768
Cost of sales Coffee	525,834	632,390	661,579	828,989	880,694
Gross profit Coffee	1,531,385	2,028,999	2,182,240	2,383,784	2,722,979
Cost of sales Souvenir	1,111,734	1,115,694	1,137,944	1,219,144	1,376,944
Gross profit Souvenir	1,392,706	1,408,546	1,741,296	1,896,096	2,182,296
Operating expense					
Owner Salary	430,500	430,500	430,500	430,500	430,500
Salaries, wages	831,600	831,600	1,155,600	1,198,800	1,242,000
ERE	23,426	25,242	31,722	32,586	33,450
Advertising	16,000	16,000	16,000	16,000	16,000
Legal & Accounting	12,500	12,500	12,500	12,500	12,500
Supplies	525,834	632,390	661,579	828,989	880,694
Owen + Coffee Maker rent	44,000	44,000	44,004	44,004	44,004
Repairs & Maintenance	24,000	24,000	24,000	24,000	24,000
Utilities	60,000	60,000	60,000	60,000	60,000
Insurance	12,000	12,000	12,000	12,000	12,000
Taxes & License	24,000	24,000	24,000	24,000	24,000
Interest	96,000	96,000	-	-	-
Miscellaneous	60,000	60,000	60,000	60,000	60,000
Depreciation	5,280	2,640	6,000	6,000	6,000
Building rent	-	180,000	180,000	180,000	180,000
Total operation expense	2,165,140	2,450,872	2,717,905	2,929,379	3,025,148
Operating profits	2,168,436	2,475,475	2,719,001	3,082,233	3,779,620

10.4. Projected Cash Flow

Table 23: Pro-Forma Cash Flow

ANNUALLY	2016	2017	2018	2019	2020
	total	total	total	total	total
Revenues	4,561,659	5,185,629	5,723,059	6,328,014	7,162,913
Revenues after expense Tax 5%	4,333,576	4,926,347	5,436,906	6,011,613	6,804,768
COGS (Coffee)	525,834	632,390	661,579	661,579	661,579
COGS (Souvenir)	1,111,734	1,115,694	1,137,944	1,137,944	1,137,944
Gross Margin	2,696,008	3,178,263	3,637,383	4,212,090	5,005,245
Operating Expense	2,164,316	2,450,872	2,717,905	2,908,362	2,996,064
Cash flow (Net cash from OP)	531,693	727,391	919,478	1,303,728	2,009,180
Cash interest payments (Bank loan)	96,000	96,000	0	0	0
Cash after interest payments	435,693	631,391	919,478	1,303,728	2,009,180
Depreciation (Kitchen EQ renting)	2,640	2,640	2,640	2,640	2,640
Long-term Debt (bank loan Interest)	52,800	52,800	0	0	0
All cost	4,241,667	4,703,207	4,957,701	5,243,728	5,493,102
Net change in Cash	385,533	581,231	922,118	1,306,368	2,011,820
Tax 17%	65,541	98,809	156,760	222,083	342,009
Net Change in Cash after tax	319,992	482,422	765,358	1,084,286	1,669,811
Beginning Cash	31,000	416,533	898,955	166,4313	2,748,599
End year Cash	350,992	898,955	1,664,313	2,748,599	4,418,410

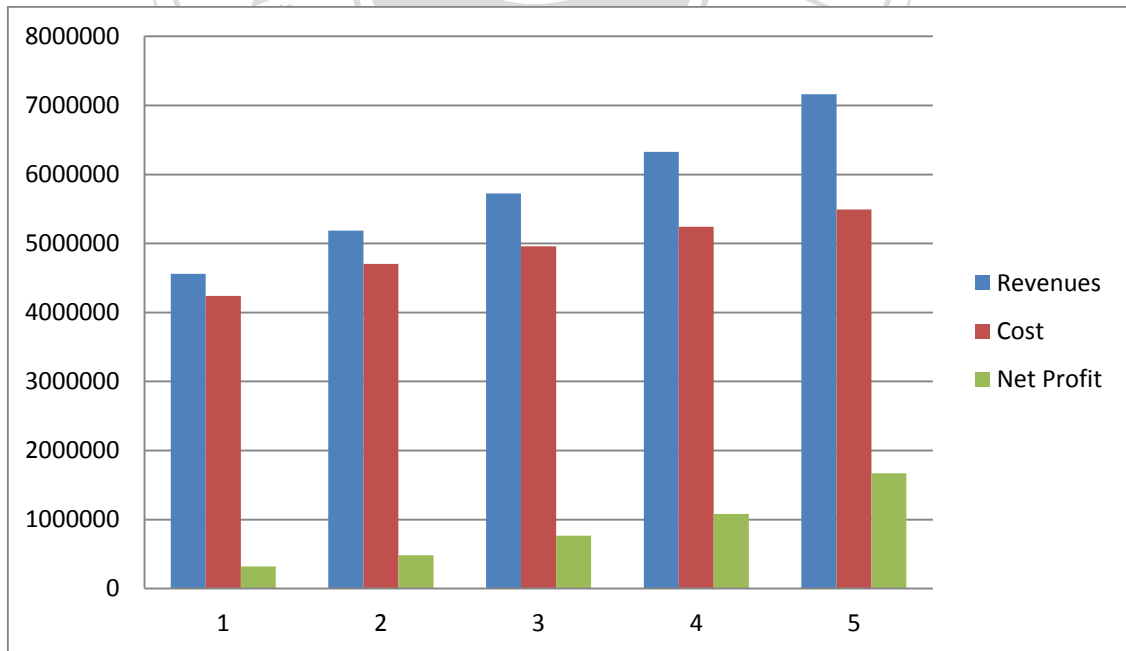
10.5. IRR (Internal Rate of Return)

IRR as the rate of growth a project is expected to generate. IRRs can also be compared against prevailing rates of return in the securities market. In this case rate of return in securities market is 18% and Project internal rate of return is 60% which means it is worth to invest for this project for 5 years long it will generate each year of project rate of return higher than prevailing rate of return equal to 233%

Table 24: IRR calculation table

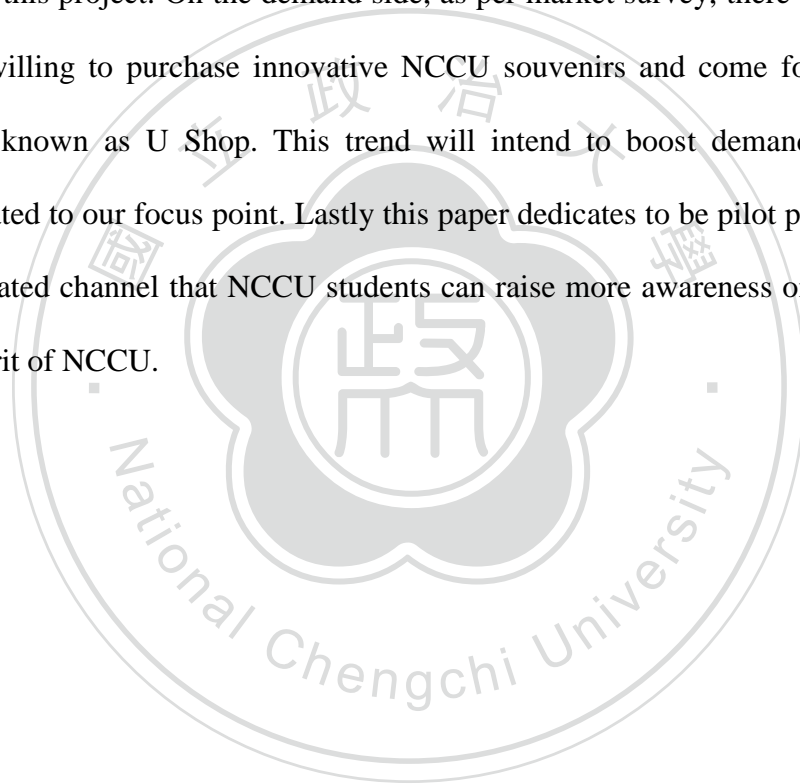
Year	0	1	2	3	4	5
NVP	(1,082,000)	297,451	645,615	1,012,952	1,417,696	1,931,327
5 years Net change in cash	4,223,042					
Rate of return	18%					
IRR	60%					

Chart 15: Proportion of Revenue, cost and Net profit



11. Conclusion

In conclusion, U Shop will have to undergo tough and patient time in the first two years of commencement. After the payback period is reached, U Shop can generate higher net profit approximately 1 million NTD per year with this new business model. Moreover in aspect of IRR higher than prevailing rate of return in securities market which results in high credibility to invest on this project. On the demand side, as per market survey, there are huge amount of customers willing to purchase innovative NCCU souvenirs and come for coffee **shop** new branded as known as U Shop. This trend will intend to boost demand for products and services related to our focus point. Lastly this paper dedicates to be pilot project for NCCU to begin to created channel that NCCU students can raise more awareness on university culture and true spirit of NCCU.



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Appendix 1: Financial Fact Sheet

First Year Sales Forecast for coffee

Year 0>5				放假				放假		放假					
Growth	60 > 80 > 90 > 100 > 105 > 110			** 40%				** 40%		** 30%		** 40%			
cost/profit		Jan'16	Feb'16	Mar'16	Apr'16	May '16	Jun '16	July '16	Aug '16	Sep'16	Oct'16	Nov'16	Dec'16	Total	
20/80	per day sale 60 cups				10%			10%			10%				
Coffee	Unit sale forecast	60	1800	720	1800	1980	1980	792	653	871	2178	2396	2396	2396	19962
	Cost of sales Coffee		21600	8640	21600	23760	23760	9504	7840.8	10454.4	26136	28749.6	28749.6	28749.6	239544
	Gross profit Coffee		86400	34560	86400	95040	95040	38016	31363.2	41817.6	104544	114998.4	114998.4	114998.4	958176
	Sale	NTD/cup 60	108000	43200	108000	118800	118800	47520	39204	52272	130680	143748	143748	143748	1197720
	35/65	per day sale 20 units													
	Unit sale forecast	20 > 30	600	240	600	660	660	264	87	116	290	319	319	319	4476
	Cost of sales Sweet		15750	5400	13500	14850	14850	5940	1960.2	2613.6	6534	7187.4	7187.4	7187.4	102960
	Gross profit Sweet		29250	12600	31500	34650	34650	13860	4573.8	6098.4	15246	16770.6	16770.6	16770.6	232740
	Sale	NTD/Pc 75	45000	18000	45000	49500	49500	19800	6534	8712	21780	23958	23958	23958	335700
	35/65	per day sale 15 units													
	Unit sale forecast	15 > 20	450	180	450	495	495	198	65	87	545	599	599	599	4762
	Cost of sales Snack		17325	6930	17325	19057.5	19057.5	7623	2515.59	3354.12	20963.25	23059.58	23059.58	23059.575	183329.685
Gross profit Snack		32175	12870	32175	35392.5	35392.5	14157	4671.81	6229.08	38931.75	42824.93	42824.93	42824.925	340469.415	
Sale	NTD/Dish 110	49500	19800	49500	54450	54450	21780	7187.4	9583.2	59895	65884.5	65884.5	65884.5	523799.1	
Monthly	COGS	54675	20970	52425	57668	57668	23067	12317	16422	53633	58997	58997	58997		
	GP	147825	60030	150075	165083	165083	66033	40609	54145	158722	174594	174594	174594		
	Total Sale	202500	81000	202500	222750	222750	89100	52925	70567	212355	233591	233591	233591		
													Coffee	Total Sale \$ 2,057,219	
													Gross	\$ 1,531,385	
													COGS	\$ 525,834	

First Year Sales Forecast for souvenir

20/80		3 units x 20 unit per month																	
Top 3 sale	Unit sale forecast		60	60	60	60	60	60	60	72	72	72	72	72	72	792			
	Cost of sales Coffee		1200	1200	1200	1200	1200	1200	1200	1440	1440	1440	1440	1440	1440	15840			
	Gross profit Coffee		4800	4800	4800	4800	4800	4800	4800	5760	5760	5760	5760	5760	5760	63360			
	Sale NTD/Pcs	100	6000	6000	6000	6000	6000	6000	6000	7200	7200	7200	7200	7200	7200	\$ 79,200			
45/55		250 Units per month							sum >			1300				sum >			1500
S Souvenir Hoodie	Unit sale forecast	seasonal	300	250	200	150	150	250	200	200	250	200	300	350	2800				
	Cost of sales		121500	101250	81000	60750	54000	90000	72000	72000	90000	72000	121500	141750	1077750				
	Gross profit	cost 400	148500	123750	99000	74250	66000	110000	88000	88000	110000	88000	148500	173250	1317250				
	Sale 冬天	NTD/Pcs	900	270000	225000	180000	135000						270000	315000					
	Sale 夏天	NTD/Pcs	800					120000	200000	160000	160000	200000	160000		2,395,000				
60/40		40 units per month																	
others	Unit sale forecast		40	40	40	40	40	40	44	44	44	44	44	44	504				
	Cost of sales		1440	1440	1440	1440	1440	1440	1584	1584	1584	1584	1584	1584	18144				
	Gross profit		960	960	960	960	960	960	1056	1056	1056	1056	1056	1056	12096				
	Sale NTD/Pcs	60	2400	2400	2400	2400	2400	2400	2640	2640	2640	2640	2640	2640	30240				
Monthly	COGS		124140	103890	83640	63390	56640	92640	75024	75024	93024	75024	124524	144774					
	GP		154260	129510	104760	80010	71760	115760	94816	94816	116816	94816	155316	180066					
	Total Sale		278400	233400	188400	143400	8400	8400	9840	9840	9840	9840	279840	324840					
												2	Souvenir Total Sale \$ 2,504,440						
													Gross \$ 1,392,706						
													COGS \$ 1,111,734						
												1+2	Total Sale \$ 4,561,659						
													COGS \$ 1,924,487						
													Tax 5% \$ 228,082.96						
												After tax	Gross P \$ 2,696,008						

First Year Income statement

		Jan'16	Feb'16	Mar'16	Apr'16	May '16	Jun '16	July '16	Aug '16	Sep'16	Oct'16	Nov'16	Dec'16	2016 Total	Proportion
Sale	rate	480,900	314,400	390,900	366,150	351,150	297,500	222,765	240,407	422,195	403,431	513,431	558,431	4,561,659	100%
Sale after Consump Tax	5%	456,855	298,680	371,355	347,843	333,593	282,625	211,627	228,387	401,085	383,259	487,759	530,509	4,333,576	
Cost of sales Coffee		54,675	20,970	52,425	57,668	57,668	23,067	12,317	16,422	53,633	58,997	58,997	58,997	525,834	12%
Gross profit Coffee		147,825	60,030	150,075	165,083	165,083	66,033	40,609	54,145	158,722	174,594	174,594	174,594	1,531,385	34%
Cost of sales Souvernir		124,140	103,890	83,640	63,390	56,640	92,640	75,024	75,024	93,024	75,024	124,524	144,774	1,111,734	24%
Gross profit Souvernir		154,260	129,510	104,760	80,010	71,760	115,760	94,816	94,816	116,816	94,816	155,316	180,066	1,392,706	31%
Operating expense															
Owner Salary		35,000	35,000	35,000	35,000	35,000	35,000	36,750	36,750	36,750	36,750	36,750	36,750	430,500	20%
Salaries, wages	*	55,800	55,800	55,800	55,800	55,800	55,800	82,800	82,800	82,800	82,800	82,800	82,800	831,600	38%
ERE		-	1,816.00	1,816.00	1,816.00	1,816.00	1,816.00	2,391.00	2,391.00	2,391.00	2,391.00	2,391.00	2,391.00	23,426	1%
Advertising		4,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	16,000	1%
Legal & Accounting		1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	12,500	1%
Supplies	16%	54,675	20,970	52,425	57,668	57,668	23,067	12,317	16,422	53,633	58,997	58,997	58,997	525,834	24%
Owen + Coffee Make rent		3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,000	2%
Repairs & Maint.		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	1%
Utilities		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000	3%
Insurance		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	1%
Taxes & License		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	1%
Interest	2%	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000	4%
Miscellaneous		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000	3%
Depreciatic	1%	440	440	440	440	440	440	440	440	440	440	440	440	5,280	0%
Building rent		-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Total operation expense		177,623	142,734	174,189	179,432	179,432	144,831	163,406	167,511	204,723	210,086	210,586	210,586	2,165,140	47%
Operating profits		279,232	155,946	197,166	168,411	154,161	137,794	48,221	60,875	196,363	173,173	277,173	319,923	2,168,436	48%

First year Pro-Forma Balance Sheet

Projected statement of cash flow for year ending December 31, 2016														
	Jan'16	Feb'16	Mar'16	Apr'16	May '16	Jun '16	July '16	Aug '16	Sep'16	Oct'16	Nov'16	Dec'16		
Revenues	480,900	314,400	390,900	366,150	351,150	297,500	222,765	240,407	422,195	403,431	513,431	558,431		
Revenues after expense Tax 5%	456,855	298,680	371,355	347,843	333,593	282,625	211,627	228,387	401,085	383,259	487,759	530,509		
COGS (Coffee)	54,675	20,970	52,425	57,668	57,668	23,067	12,317	16,422	53,633	58,997	58,997	58,997		
COGS (Souvenir)	124,140	103,890	83,640	63,390	56,640	92,640	75,024	75,024	93,024	75,024	124,524	144,774		
Gross Margin	278,040	173,820	235,290	226,785	219,285	166,918	124,287	136,941	254,428	249,238	304,238	326,738		
Operating Expense	177,623	142,734	174,189	179,432	179,432	144,831	163,406	167,511	204,723	210,086	210,586	210,586		
Cash flow (Net cash from OP)	100,417	31,086	61,101	47,353	39,853	22,087	- 39,119	- 30,571	49,705	39,152	93,652	116,152		
Cash interest payments (Bank loan)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000		
Cash after interest payments	92,417	23,086	53,101	39,353	31,853	14,087	- 47,119	- 38,571	41,705	31,152	85,652	108,152		
Depreciation (Owen renting)	440	440	440	440	440	440	440	440	440	440	440	440		
Short-term Debt	0	0	0	0	0	0	0	0	0	0	0	0		
Long-term Debt (owen renting)	4400	4400	4400	4400	4400	4400	4400	4400	4400	4400	4400	4400		
Net Change in Cash	88,457	19,126	49,141	35,393	27,893	10,127	- 51,079	- 42,531	37,745	27,192	81,692	104,192		
Beginning Cash	31,000	119,457	138,582	187,723	223,116	251,009	261,136	210,057	167,526	205,271	232,464	314,156		
Net Change in Cash	88,457	19,126	49,141	35,393	27,893	10,127	- 51,079	- 42,531	37,745	27,192	81,692	104,192		
Ending Cash	119,457	138,582	187,723	223,116	251,009	261,136	210,057	167,526	205,271	232,464	314,156	418,349		
													deduce with begin Cash	387,348.78
													tax 17%	65,849
														321,499.48
													Cash End year	352,499

Appendix 2: Design

Menu (Front) Design by: Sunisa Teptarakunkarn



JUICE & SMOOTHIE | 果汁 冰沙
ジュース & スムージー

LEMONADE / 檸檬汁	50
APPLE JUICE / 蘋果汁	50
HONEY LEMON / 蜂蜜檸檬泡泡	60
APPLE SODA / 蘋果泡泡	60
GREEN TEA SMOOTHIE / 抹茶冰沙	70
CHOCOLATE SMOOTHIE / 巧克力冰沙	70
COFFEE SMOOTHIE / 咖啡冰沙	70
BLUEBERRY YOGURT SMOOTHIE / 藍莓優格	75
STRAWBERRY YOGURT SMOOTHIE / 草莓優格	75

COFFEE & TEA | 茶 / 咖啡
コーヒー & ティー

U'S SIGNATURE COFFEE / U特調咖啡	60
AMERICANO / 美式咖啡	50
ESPRESSO / 濃縮咖啡	50
LATTE / 拿鐵咖啡	55
CAPPUCCINO / 卡布奇諾	60
MOCHA / 摩卡	65
CARAMEL MACCHIATO / 焦糖瑪奇朵	65
U'S SIGNATURE MILK TEA / U特調鮮奶茶	60
GREEN TEA LATTE / 抹茶拿鐵	55
CHOCOLATE AU LAIT / 可可歐蕾	55
LEMON TEA / 檸檬紅茶	50
EARL GREY TEA / 格雷伯爵茶	45
OOLONG TEA / 烏龍茶	45
ENGLISH BREAKFAST TEA / 英國早餐茶	45

PASTRY | 點心
ペストリー

U'S STRAWBERRY MILLE CRÊPES | 千層草莓蛋糕
Uのストロベリーミル・クレープ

U特調法式千層草莓蛋糕

A CLASSIC FRENCH CAKE LAYERED WITH MAPLE-SCOTCH PASTRY CREAM TO FORM A LAYER CAKE, AND THE TOP OF THE CAKE IS COVERED IN SWEET AND SAVOURY FRESH STRAWBERRY AND STRAWBERRY SAUCE GOES PERFECTLY WITH OUR SELECTIONS OF TEA

CLASSIC TIRAMISU | 經典提拉米蘇
クラシック ティラミス

經典提拉米蘇

MOST-LOVED ITALIAN DESSERT MADE OF LADYFINGERS DIPPED IN COFFEE, LAYERED WITH A WHIPPED MIXTURE OF EGGS SUGAR AND MASCARPONE CHEESE, FLAVOURED WITH COCOA JUST ONE BITE AND YOU'LL FALL IN LOVE

ORIGINAL WAFFLE / 原味鬆餅	70
PEANUT BUTTER WAFFLE / 花生鬆餅	85
CHOCOLATE WAFFLE / 巧克力鬆餅	90
VEGETARIAN SANDWICH / 蔬菜三明治	80
TUNA SANDWICH / 鮪魚三明治	110
HAM CHEESE SANDWICH / 火腿起司三明治	115



THE PROUD STUDENTS OF NCCU KNOW BETTER THAN ANYONE HOW CHILLY WIND AND RAIN ON OUR MOUNTAINOUS CAMPUS ARE!

GOT NO ONE TO HUG YOU IN THIS COLD?
GRAB THIS CUTE AND FLUFFY NCCU HOODIES TO KEEP YOU WARM THROUGHOUT THE YEAR!
WHAT!? YOU HAVE SOMEONE TO HUG YOU ALREADY?
THAT'S ALSO NOT A PROBLEM! WEAR OUR HOODIES TOGETHER FOR CUTE COUPLE LOOK!
SUPERR かわいいLOOK GUARANTEED :)

Winter Hoodies 900 NT
Summer Hoodies 800 NT



NCCU MUG



WHAT WOULD BE BETTER THAN A CUP OF COFFEE IN THE MORNING?
GREAT COFFEE GOES WITH FABULOUS MUG!

Oops! YOU DON'T DRINK COFFEE? THAT'S FINE
OUR CUTE MUG ALSO GOES WELL WITH ANY OF YOUR FAV. DRINKS :)
AND EVERYONE WOULD LOVE IT AS A GIFT TOO!
GRAB IT NOW OR REGRET LATER!





NCCU Mascot advertise for souvenir Design by: Sunisa Teptarakunkarn



Shop Logo Design by: Sunisa Teptarakunkar



Shirt design For Male (Blue) and Female Red) Design by: Sunisa Teptarakunkarn



Appendix 3: Survey

U Shop (Coffee&Grocery Shop)

Study Title: Do research relate to understand and examine the customer feedback for their intention and interest of new coffee and grocery shop model for NCCU.

This online survey will take about 5-10 minutes to complete. The survey will require you to answer questions relating to your perception on NCCU souvenir and coffee consumption behavior by answer and respond to a series of questions.

Researcher: Nitichai J. (周少偉)

*จำเป็น



Part 1: Personal Information

All information that you will answer in the survey will be kept strictly confidential. This survey will not ask you to fill in any information that researchers can use to personally identify you.

What is your gender? *

請選擇你的性別

- Female
- Male

2. Which of the following best describes your occupation? *

請選擇你的職業

- NCCU Student (Undergraduate)
- NCCU Student (Postgraduate)
- NCCU Student (Doctoral degree)
- NCCU Professor/ Staffs/ employee
- Full-time Employee
- Part-time Employee
- อื่นๆ:

3. What is your approximate monthly income? *

請選擇你每月收入總額

- NTD 0-24,999
- NTD 25,000-49,999
- NTD 50,000-74,999
- NTD 75,000-99,999
- NTD 100,000-124,999
- NTD 125,000-149,999
- NTD 149,999 and above

4. What is your nationality?

請填寫你的國籍

Part 2: NCCU Souvenir

This part for examine currently status and feedback of NCCU Souvenir.

5. Do you know where to buy NCCU Souvenir?

你知道在哪裡可以購買政治大學的紀念品嗎？

- Yes
- No

5.1 If you answer "Yes" please specific where did you purchase?

如果你的答案是“是”請問是在哪裡購買的？

6. How many time have you visited NCCU Souvenirs shop?

你經常去政大紀念品店嗎？ 在這一年內去了幾次？

- Once a week
- Once a Month
- Once a quarter
- Once a half year
- Once a year
- Never go there

7. Do you want to buy NCCU Souvenirs?

你會想要購買政大的紀念品嗎？

- Yes
- No

7.1 if you answer are 'Yes' please share which product you like the most?

如果你的答案是“是”請問你最喜歡的紀念品是？

- Cup of coffee (馬克杯)
- Small Bag (小書包)
- Environment Bag (環保袋等)
- Hoodie
- อื่นๆ:

7.1 if you answer are 'No' please share your idea why?

如果你的答案是“否”請說明原因

Coffee Shop Part

Mainly for examine customer behaviour of intention to go to Coffee shop

8. How often do you frequent go to Coffee shop?

你經常去咖啡店嗎？

- Daily
- Weekly
- Monthly
- Less than once per month

9. What is your favorite coffee shop nearby NCCU?

在政大附近的咖啡店 哪一個是你最喜歡的？

- StarBucks
- Apt Coffee shop
- Cozy Coffee shop
- 道南館
- Mochi Coffee
- Mr. Ku Coffee
- Dicty Coffee
- Here Coffee
- Dragon Horn
- 水岸 咖啡
- อื่นๆ:

10. On the scale of 1-5 (5 being the highest) how important are the following qualities to you when choosing a coffee shop? *

以下表格分為五個等級(1-5級)，第5級為最高等級，你認為選擇在某個咖啡店消費的時候，你會考慮哪一些方面？

	1 Not Concern	2 Less Important	3 Normal	4 Important	5 Most important
Atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Noise Level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wi-Fi accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness of Baristas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 4: Ushop Feedback

Ushop is Coffee and Grocery shop which basely scope to introduce NCCU souvenir and let visitors students and staffs enjoy university coffee place and asmosphere. the Coffee shop will located at maingate righthand side by innovate the Alumni center to be UShop instead.

11. What do you think about UShop design? (Picture attached as below)

你認為Ushop的設計如何？

1 2 3 4 5

Bad Great

2D UShop Floorplan



3D UShop Floorplan



12. Do you like a concept of Coffee plus Grocery shop?

你喜不喜歡咖啡店與紀念品店結合在一起的概念？

- Yes
 No

13. If you go to UShop what do you expected? please check service you want the coffee shop to provide. (You can choose more than one choice)

若你在Ushop消費，你希望獲得什麼樣的服務？請在你想要的服務項目前面打鉤。

- Top Class Coffee
 Top Class Luxury dessert
 Special well-trained waiters
 Live Acoustic music in coffee shop
 Innovative Souvenir
 Purchase NCCU Hoodie
 Fusion Food
 Pool Dart
 Language exchange section
 Group meeting room
 อื่นๆ:

14. What will be your main purpose to come to this coffee shop?

你來本店的時候，最主要目的為？

- Social Activity with friends, make new friends
- Gathering with loveing family and friends
- Working when away from office or class
- Enjoy the quality of time alone
- อื่นๆ:

15.1 How much will you pay for the service and product of Coffee?

你在本店消費的時候，希望本店的服務與咖啡的價格大約多少？

- 0-99 NTD
- 100-199 NTD
- 200-299 NTD
- 300 NTD up above

15.2 How much will you pay for Souvenir product?

以你個人來講，紀念品價格大約多少比較適合？

- 0-99 NTD
- 100-249 NTD
- 250-499 NTD
- 500 NTD up above

16. If the Ushop will open by begining of next semester, Do you willing to visit and try our service

如果Ushop在下學期開業，你會在本店消費嗎？

- Yes, of course
- Maybe
- No

ส่ง

ห้ามส่งรหัสผ่านใน Google ฟอรัม