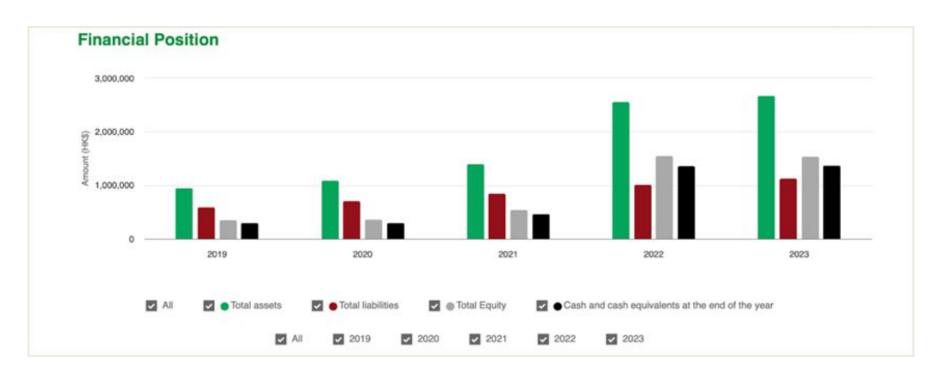


# Overview of the Company

Tam Jai International is a prominent restaurant group based in Hong Kong that has expanded its network to over 200 stores in various markets, including Mainland China, Singapore, and Japan. However, the group is not content with its current achievements and has exciting plans to enter the Australian and Philippine markets through joint venture and franchising arrangements. This move highlights the group's commitment to global expansion.

The Group has been listed on The Stock Exchange of Hong Kong Limited (stock code: 02217.HK) since October 2021.

# **Financial Position**



## **Financial Position**

Over the past five years, Tam Jai has experienced significant changes in its financial position.

**Total Assets**: The Company's assets started at around \$1 million in 2019 and gradually increased to about \$3 million by 2023, with a notable surge in 2021.

**Total Liabilities**: The liabilities started at around \$600 thousand and rose steadily to over \$1 million in 2023. The significant increase in 2021 contributed to this trend.

**Total Equity**: Tam Jai's equity remained positive throughout the period. It started at approximately \$300 thousand and ultimately settled around the same value.

**Cash and Cash Equivalents**: Tam Jai maintained healthy cash reserves. The cash and equivalents started at around \$300 thousand and grew to approximately \$1.5 million by 2023.

## **Product and Services**

Tam Jai specializes in serving authentic Cantonese-style noodle dishes, with a particular focus on spicy Sichuan-style noodles. The menu typically includes a variety of noodle options, such as flat rice noodles, thin egg noodles, or wheat noodles, paired with a selection of toppings and sauces. Some of the popular dishes offered by Tam Jai may include beef brisket noodles, pork chop noodles, minced meat noodles, and vegetarian options as well. The hallmark of Tam Jai's offerings is the bold and flavorful broth, often infused with Sichuan peppercorns and other aromatic spices, creating a unique and memorable dining experience for customers.

In addition to their main noodle dishes, Tam also offers a variety of signature snacks, such as Chicken Wings and Garlic Pork Belly Slices. They frequently introduce original homemade specialty drinks and Hong Kong-style beverages, such as milk tea, lemon tea, and Horlicks. Furthermore, their service quality is known for being fast, efficient, and attentive. For noodle choices, Tam offers rice noodles, Sweet Potato Vermicelli Noodles, as well as vegetable-based noodles (just vegetable). Popular combinations include chicken, beef, beef balls, pork balls, fish balls, and pork, among others. One of Tam's specialties is that customers can customize their orders by choosing their preferred ingredients, broth, and level of spiciness.

# Channel Strategies

Tam Jai's channel strategy focuses on providing customers with flexibility, convenience, and accessibility, whether they prefer to dine in at a physical location, order takeaway or delivery, or arrange catering for special events. By leveraging a combination of physical locations, online platforms, and delivery services, Tam Jai aims to meet the diverse needs and preferences of its target market while maintaining its reputation for quality and authenticity in Cantonese-style noodle cuisine.

- Physical Locations
- Franchise Partnerships
- Online Ordering Platforms
- Social Media Presence
- Mobile App
- Event Sponsorships



Picture of the branch of Tam Jai Samgor Mixian in Singapore

Tam Jain Samgor branch in business and financial district in Hong Kong



# **Market Size**

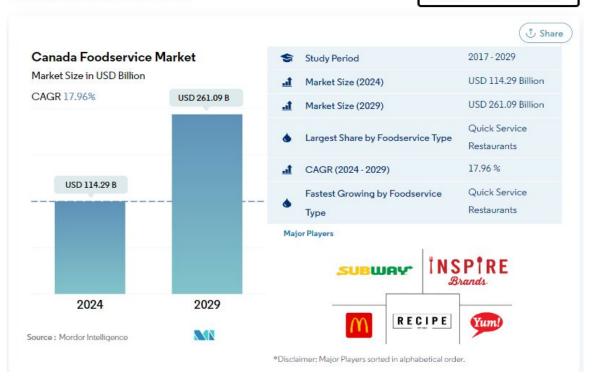
Geography	Canada <sup>1</sup> ( <u>map)</u> Chained (2017) dollars										
Prices											
Estimates	2018	2019 2020		2021	2022						
	,										
Final consumption expenditure	1,730,965	1,756,074	1,681,709	1,769,059	1,849,390						
Household final consumption expenditure	1,241,089	1,260,212	1,179,085	1,240,811	1,304,163						
Goods	546,223	550,894	539,653	566,836	569,425						
Durable goods	165,534	165,793	153,404	167,486	164,415						
Semi-durable goods	87,931	89,630	82,283	93,054	100,060						
Non-durable goods	292,760	295,468	303,441	306,181	305,343						
Services	694,858	709,300	639,966	674,986	736,726						
Non-profit institutions serving households' final consumption expenditure	32,758	33,803	33,932	34,274	35,736						
General governments final consumption expenditure	457,122	462,057	467,908	493,158	508,777						
Gross fixed capital formation	497,330	501,192	482,321	527,182	514,778						
Business gross fixed capital formation	409,754	416,472	395,546	439,896	424,413						
Residential structures	163,508	162,212	166,859	191,210	168,1 <mark>1</mark> 0						
Non-residential structures, machinery and equipment	201,358	207,736	182,117	197,959	205,883						

Forestry, logging and support <sup>9</sup>	1,195.16 <sup>A</sup>	1,202.36 <sup>B</sup>	1,269.91 <sup>B</sup>	1,313.93 <sup>B</sup>	1,389.99 <sup>B</sup>
Mining, quarrying, and oil and gas extraction	2,130.03 <sup>A</sup>	2,099.63 <sup>B</sup>	2,171.22 <sup>B</sup>	2,254.28 <sup>B</sup>	2,302.94 <sup>B</sup>
Utilities	1,890.98 <sup>A</sup>	1,910.46 <sup>B</sup>	1,907.29 <sup>A</sup>	1,995.29 <sup>B</sup>	2,121.19 <sup>B</sup>
Construction	1,283.35 <sup>A</sup>	1,320.81 <sup>B</sup>	1,383.54 <sup>B</sup>	1,437.58 <sup>B</sup>	1,491.36 <sup>B</sup>
Manufacturing	1,138.08 <sup>A</sup>	1,157.08 <sup>B</sup>	1,188.75 <sup>B</sup>	1,258.41 <sup>B</sup>	1,311.07 <sup>B</sup>
Service producing ndustries <sup>10</sup>	971.70 <sup>A</sup>	1,049.17 <sup>B</sup>	1,080.40 <sup>B</sup>	1,109.25 <sup>B</sup>	1,145.63 <sup>B</sup>
Trade <sup>11</sup>	794.04 <sup>A</sup>	835.28 <sup>B</sup>	853.04 <sup>B</sup>	900.63 <sup>B</sup>	914.35 <sup>B</sup>
Transportation and warehousing	1,091.45 <sup>A</sup>	1,157.69 <sup>B</sup>	1,173.38 <sup>B</sup>	1,222.26 <sup>B</sup>	1,248.77 <sup>B</sup>
Information and cultural industries	1,302.57 <sup>A</sup>	1,416.58 <sup>B</sup>	1,573.69 <sup>A</sup>	1,546.36 <sup>B</sup>	1,670.09 <sup>B</sup>
Finance and insurance	1,360.69 <sup>A</sup>	1,454.79 <sup>B</sup>	1,477.79 <sup>A</sup>	1,550.85 <sup>A</sup>	1,586.53 <sup>A</sup>
Real estate and rental and leasing	1,044.35 <sup>A</sup>	1,121.92 <sup>B</sup>	1,183.60 <sup>B</sup>	1,221.97 <sup>B</sup>	1,227.33 <sup>B</sup>
Professional, scientific and technical services	1,439.18 <sup>A</sup>	1,480.73 <sup>B</sup>	1,534.31 <sup>B</sup>	1,633.11 <sup>B</sup>	1,726.28 <sup>B</sup>
Management of companies and enterprises	1,570.41 <sup>A</sup>	1,551.86 <sup>B</sup>	1,541.97 <sup>B</sup>	1,541.75 <sup>B</sup>	1,668.02 <sup>B</sup>
Administrative and support, waste management and remediation services	845.14 <sup>A</sup>	891.67 <sup>B</sup>	955.21 <sup>B</sup>	966.32 <sup>B</sup>	1,017.01 <sup>B</sup>
Educational services	1,069.28 <sup>A</sup>	1,130.22 <sup>B</sup>	1,164.68 <sup>B</sup>	1,160.81 <sup>B</sup>	1,189.21 <sup>B</sup>
Health care and social assistance	937.20 <sup>A</sup>	999.52 <sup>B</sup>	1,004.26 <sup>B</sup>	1,031.02 <sup>B</sup>	1,066.61 <sup>B</sup>
Arts, entertainment and recreation	619.81 <sup>A</sup>	700.73 <sup>B</sup>	723.88 <sup>B</sup>	710.81 <sup>B</sup>	715.07 <sup>B</sup>
Accommodation and food services	419.76 <sup>A</sup>	436.99 <sup>B</sup>	458.01 <sup>B</sup>	465.13 <sup>B</sup>	484.87 <sup>B</sup>
Other services (except public administration)	854.91 <sup>A</sup>	919.32 <sup>B</sup>	960.90 <sup>B</sup>	983.28 <sup>B</sup>	1,031.41 <sup>B</sup>
Public administration	1,336.12 <sup>A</sup>	1,419.03 <sup>A</sup>	1,464.69 <sup>B</sup>	1,502.00 <sup>B</sup>	1,541.89 <sup>B</sup>

Geography	Total, food services and drinking places <sup>2</sup> January 2024 (\$ thousands)	2023 to January 2024 (percentage change)			
Canada <sup>5</sup>	7,890,656	-1.9			
Newfoundland and Labrador	89,209	1.5			
Prince Edward Island	36,743	-0.1			
Nova Scotia	188,332	2.3			
New Brunswick	133,679	0.1			
Quebec	1,507,320	-1.2			
Ontario	3,121,448	-1.1			
Manitoba	220,597	-1.1			
Saskatchewan	202,574	-2.3			
Alberta	1,044,932	-0.1			
British Columbia	1,324,827	-6.9			
Yukon <sup>5</sup>	9,924	-4.0			
Northwest Territories <sup>5</sup>	6,536	-3.4			
Nunavut <sup>5</sup>	4,536	124.0			







## Comprehensive Market Data of Competitors: Mandarin

### Restuarant

#### **Top States with the most Mandarin Restaurant locations:**





## Ajisen Ramen & Sura Korean Royal Cuisine Restaurant









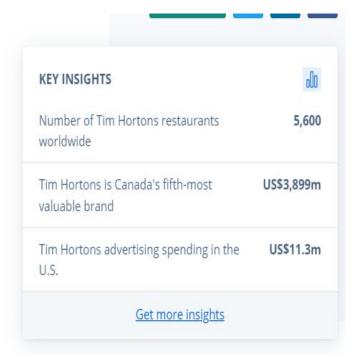
### Tim Hortons

## Tim Hortons - statistics & facts

Tim Hortons is a Canadian coffee chain, founded in Ontario in 1964 by Canadian hockey player Tim Horton. Known originally for its coffee and donuts, today the chain serves a wider variety of food and beverages, including a breakfast menu, sandwiches, soups and an array of baked goods. Tim Hortons is the largest fast-food chain in Canada, with more than three and half thousand stores there in 2013 – more than twice as many as the world's largest fast-food brand, McDonald's.

Show more V

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# **Target Market Definition**

As a global chain of rice noodle restaurants, they aim to expand their distribution channels and attract more customers. Firstly, the most likely customers to purchase and eat rice noodles are young people aged between 18 and 35 who are interested in Chinese culinary culture. Canadians, especially those in areas like Toronto and Vancouver, show a considerable interest in various international cuisines, including Chinese dishes. Led by Asians, because many Asian cultures have strong connections to elements such as noodles and soups, for example, East Asian and Southeast Asian cultures. They are interested in quick, delicious rice noodle dishes and can find food that evokes memories in their lives.

Additionally, business and tourist customers are another target. Canada attracts a large number of business travelers and tourists every year, being an important commercial and tourist center where visitors from all over the world can experience diverse cuisines.

Furthermore, vegetarians and spice enthusiasts may also be targets for the restaurant, as the features of Tam's Rice Noodles offer a diverse selection of soups, allowing customers to choose combinations according to their tastes and preferences.

Undoubtedly, the introduction of Tam's Rice Noodles would attract Hong Kong customers, allowing Hong Kong residents in Canada to taste the flavors of their homeland.

Geography	Canada 🕲 (map)														
Generation status (4) <sup>1</sup>							Total -	Generation	status <sup>3</sup>						
Age (15C) <sup>2</sup>		Total - Age Count													
Visible minority (15)4															
	Total - Visible minority <sup>6</sup> , <u>7</u>	Total visible minority population <sup>8</sup>	South Asian	Chinese	Black	Filipino	Arab	Latin American	Southeast Asian	West Asian	Korean	Japanese	Visible minority, n.i.e. <sup>9</sup>	Multiple visible minorities	Not a visible minority <sup>10</sup>
Population group (87) <sup>5</sup>															
Total - Population group <sup>11</sup> , <sup>12</sup> , <sup>13</sup>	36,328,475	9,639,200	2,571,400	1,715,775	1,547,865	957,355	694,020	580,240	390,340	360,490	218,135	98,895	172,885	331,800	26,689,275
Single population groups	33,394,395	8,798,835	2,496,000	1,625,010	1,389,765	899,300	674,125	579,010	359,235	359,340	206,085	61,675	149,285	0	24,595,560
White	24,493,090	0	0	0	0	0	0	0	0	0	0	0	0	0	24,493,090
South Asian	2,496,000	2,496,000	2,496,000	0	0	0	0	0	0	0	0	0	0	0	0
Chinese	1,625,010	1,625,010	0	1,625,010	0	0	0	0	0	0	0	0	0	0	0
Black	1,389,765	1,389,765	0	0	1,389,765	0	0	0	0	0	0	0	0	0	0
Filipino	899,300	899,300	0	0	0	899,300	0	0	0	0	0	0	0	0	0
Arab	674,125	674,125	0	0	0	0	674,125	0	0	0	0	0	0	0	0
Latin American	579,010	579,010	0	0	0	0	0	579,010	0	0	0	0	0	0	0
Southeast Asian	359,235	359,235	0	0	0	0	0	0	359,235	0	0	0	0	0	0
West Asian	359,340	359,340	0	0	0	0	0	0	0	359,340	0	0	0	0	0

0 206,085

61,675

149,285

102,470

Korean

Other population

groups.

Japanese

206,085

61,675

251,750

206,085

61,675

149,285

# S.W.O.T ANALYSIS (Situation analysis)

#### **STRENGTH:**

- Distinctive Cuisine and excellent foods
- Well-Established Brand
- Proficiency in Management

#### **WEAKNESSES:**

- Lack of Brand Awareness
- Cultural Adaptation
- Operational Efficiency and Supply Chain Management issues
- Competitive price

#### **OPPORTUNITIES:**

- Expanding Ethnic Food Market
- Diverse Demographics
- Possibility of Growth
- Health Consciousness

#### **THREATS:**

- Fierce Competition
- Economic Factors
- Regulatory Difficulties
- Cultural Sensitivity

## STRATEGIC IMPLICATIONS

**Brand positioning** 

Approach for entering the market

Long-term success

Operational Excellence

Alliances and Partnerships

In conclusion, Tam Jai faces potential as well as difficulties in breaking into the Canadian market. Tam Jai can however set itself up for success and solidify its place in the Canadian

## POSITIONING STATEMENT

"Tam Jai prides itself on creating delectable recipes that are both budget-friendly and capture the unique, lingering flavours found in Hong Kong's neighbourhood eateries. Dishes are rooted in tradition yet innovatively crafted, bringing the essence of Hong Kong's culinary heritage to every dish. Each bite is sure to ignite the senses and leave a lasting impression. Discover the bold and delicious flavours of Tam Jai, where tradition meets innovation in every savoury dish."

# **Segmentation Analysis**

### Geographic

Tam Jai's operations span across Hong Kong, Mainland China, and Singapore, with plans for expansion into Japan and Australia. This geographic diversity enables the company to target different markets and adapt its marketing strategies accordingly.

### **Demographic**

The company's target demographic includes individuals of all ages and backgrounds, particularly those who appreciate Asian cuisine and seek a convenient dining experience. The brand appeals to many customers, from young adults to families and working professionals

### **Psychographic**

The brand is associated with quality, affordability, and convenience. Its mixed offerings cater to customers seeking comfort food with customizable options, appealing to those who value flavorful vet affordable dining experiences.

### **Behavioral**

Tam Jai attracts customers who prioritize taste, quality, and value for money. The brand's popularity and consistent growth indicate a loyal customer base that appreciates the unique mixing offerings and the overall dining experience provided by the company.

# **Marketing Mix Strategy**

#### **Product**

Tam Jai international is a brand that offers a unique mix of traditional rice noodles, spicy soup bases, and customizable toppings. It focuses on quality, consistency, and innovation, ensuring its product offering is differentiated and resonates with its target market.

#### **Price**

The brand's pricing strategy is to make its food accessible to many customers while maintaining profitability and competitiveness in the market. TJI's affordable pricing reflects their commitment to providing value for money to their customers.

#### **Place**

TJI's restaurants are strategically located across various districts in Hong Kong, Mainland China, and Singapore, ensuring accessibility and visibility to their target customers. Their expansion plans into new markets demonstrate their focus on geographic expansion to reach a broader audience.

#### **Promotion**

TJI uses a variety of marketing channels to promote its brand and offerings. It leverages its strong brand reputation, awards, and accolades to attract new customers and reinforce loyalty among existing ones. TJI's marketing efforts include social media marketing, digital advertising, and word-of-mouth marketing. Its marketing strategy is designed to create awareness, generate interest, and drive sales for its unique food offering.

## Recommendation

The company recognizes the importance of maintaining brand recognition, building trust, and ensuring consistency in messaging, branding, and visual identity across all communication channels to achieve these goals. In addition, the company understands the significance of fostering two-way communication with our audience, encouraging feedback, and promptly responding to inquiries. Engaging with customers on social media or other platforms can also enhance customer engagement and help them stay attuned to their evolving needs.

The company should stay agile and adapt their communication strategy based on changes in market trends, consumer behaviour, or competitive dynamics. This will allow them to remain competitive in an ever-evolving industry landscape.

# END OF DISCUSSION...

### **GROUP 12**

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