

OneZo Tapioca (Hamilton) – Marketing Plan Report

COMMERCE 3MC3: Applied Marketing Management

Section C09 – Group 9

Professor: Dr. Bharat Sud

Monday December 11th, 2023

Group Members

Sunil Balendran – balens1@mcmaster.ca – 400255778

Cameron Beneteau – beneteac@mcmaster.ca – 400274092

Simran Chhinzer – chhinzes@mcmaster.ca – 400398367

Muqtadir Hussain – hussam43@mcmaster.ca – 400250481

Iris Liu – liui9@mcmaster.ca – 400404184

Letter of Cooperation

OneZo Tapioca

1045 King St W Unit 1

Hamilton, ON L8S 1L6

9th December 2023

To Whom It May Concern,

We at OneZo Tapioca (Hamilton) are writing to express our willingness and readiness to participate in Commerce 3MC3's Marketing project. As a business dedicated to serving our community, we recognize the importance of academic and educational collaborations and are eager to contribute to initiatives that enhance learning and knowledge sharing.

We understand that our participation involves providing specific information and insights about our business operations, which will be used for case analysis in classrooms and for other academic purposes. We hereby confirm our consent to share this information, ensuring that it will be accurate, reliable, and beneficial for your educational objectives.

Sincerely,

Quentin Wang

Quentin Wang

Executive Summary

This report encapsulates the comprehensive marketing plan devised for OneZo Tapioca in Hamilton, outlining the strategic approach taken to boost the brand's presence and profitability in the competitive bubble tea market. The plan is informed by a thorough analysis of the company's current market position, competitive landscape, and operational dynamics, with a focus on four primary objectives: maintaining marketing costs, increasing profits, revenue, and volume, enhancing digital presence, and ensuring ease of implementation for new strategies.

OneZo Tapioca distinguishes itself with in-house tapioca production, providing fresh and authentic beverages to a diverse clientele in Hamilton, particularly centered around the student population at McMaster University. Despite its strong product offering and prime location, OneZo Tapioca faces challenges in operational costs, digital marketing, and the need to improve profit margins.

The marketing audit reveals that while OneZo has successfully captured a niche in the market, it must refine its pricing strategy, harness online platforms more effectively, and streamline internal processes to sustain growth. Competitive analyses underscore the need for differentiation and a strong value proposition, given the presence of major players like Chatime, Presotea, and The Alley, as well as secondary competitors such as Second Cup, Starbucks, and Tim Hortons.

The chosen marketing strategy, developed through a decision matrix, pairs an incremental volume discount with an increased focus on food delivery platform visibility, particularly Uber Eats. This dual approach aims to enhance profitability without escalating marketing expenses and is designed to be easily implemented. The incremental volume discount strategy proves more advantageous than the BOGO offer, as it enhances profit

margins; for instance, a four-drink order under this strategy yields a higher margin per unit of \$2.60 compared to \$0.50 with the BOGO offer. Details on this can be found in the Appendix.

The implementation plan details a four phased approach, starting with staff training and concluding with a thorough evaluation after three months. Reallocation of funds from the BOGO promotion towards digital marketing on Uber Eats is a key feature of the strategy, intended to maximize marketing effectiveness during off-peak periods.

This marketing plan offers a strategic roadmap for OneZo Tapioca to navigate the complexities of the bubble tea market, with a robust implementation plan designed to solidify the brand's market position. Through a balanced combination of innovative pricing strategies and digital marketing initiatives, OneZo is poised to achieve sustainable growth and an enhanced digital footprint, ensuring its success in the ever-evolving bubble tea industry.

Table of Contents

| | |
|-----------------------------------------------|---|
| Company Introduction | 1 |
| Problem Identification/Objective..... | 2 |
| Maintain Marketing Costs..... | 2 |
| Increase Profit, Revenue, and Volume | 2 |
| Increase Social Media Presence..... | 3 |
| Easy Implementation Frameworks | 3 |
| Summary | 3 |
| Marketing Audit..... | 3 |
| Product..... | 3 |
| Price | 4 |
| Place..... | 4 |
| Promotion..... | 5 |
| Target Market..... | 5 |
| Competitive Advantages and Disadvantages..... | 6 |
| Advantages..... | 6 |
| Disadvantages | 7 |
| Summary | 7 |
| Company Resources and Experiences | 8 |
| Strengths | 8 |
| Weaknesses | 8 |

| | |
|-------------------------------------------------|----|
| Summary | 9 |
| Environmental Analysis..... | 9 |
| Demands and Demand Trends | 9 |
| Social, Cultural, and Demographic Factors | 13 |
| Economic and Business Conditions..... | 16 |
| Primary Competition..... | 17 |
| Chatime | 19 |
| Presotea | 19 |
| The Alley | 20 |
| Summary | 20 |
| Secondary Competition..... | 20 |
| Second Cup | 21 |
| Starbucks..... | 22 |
| Tim Hortons..... | 23 |
| Summary | 23 |
| Three Alternative Strategies | 24 |
| Incremental Volume Discount | 24 |
| User Generated Social Media Campaign..... | 25 |
| Boost Food Delivery Platform Reach..... | 26 |
| Recommended Marketing Strategy..... | 28 |
| Decision Matrix | 28 |
| Chosen Strategy | 29 |

| | |
|--------------------------------------------------------------------------|----|
| Implementation Plan | 30 |
| Phase 1: Staff Training and In-Store Promotional Material (2 weeks)..... | 30 |
| Phase 2: Implementation of Incremental Volume Discount (1 month) | 30 |
| Phase 3: Budget Reallocation (end of month) | 31 |
| Phase 4: Monitoring and Adjustments (ongoing) | 31 |
| Key Considerations..... | 31 |
| Appendices..... | 32 |
| Buy One, Get One (BOGO) Offer Details..... | 32 |
| Incremental Volume Discount Offer Details | 32 |
| OneZo Tapioca Hamilton Storefront | 34 |
| OneZo Tapioca Hamilton Store Interior | 35 |
| OneZo Tapioca Hamilton In-house Tapioca Production | 36 |
| OneZo Tapioca Bubble Tea Drinks | 37 |
| Bibliography | 38 |

Company Introduction

OneZo Tapioca, a bubble tea drink chain founded in Taiwan in 2015, has emerged as a distinguished name in the global beverage sector, particularly in the bubble tea segment categorized under the NAICS code 722515. The “OneZo” name encompasses the brand’s essence, with “ONE” representing the ball shape of tapioca pearls and “ZO” signifying the love and care that goes into their on-site production. OneZo Tapioca stands by the principle of safety and authenticity, choosing to forego mass production in favour of developing its own machines to craft tapioca pearls fresh on-site daily, ensuring health and safety without the use of unsafe food additives. Each OneZo location is equipped with a specialized tapioca producing machine, highlighting the commitment to freshness and the wellbeing of consumers. Over the course of eight years, OneZo’s expansion has been rapid, with branches established in 34 regions, including notable locations in Singapore and Canada.

The OneZo Tapioca location in Hamilton, situated in the Westdale area near McMaster University, has established itself as a favorite destination for bubble tea lovers, attracting students and residents. Over the past five years, this branch has demonstrated OneZo’s dedication to delivering high-quality and innovative bubble tea experiences. In 2021, Quentin Wang, a seventh-year engineering and business management student at McMaster University, acquired the Hamilton branch. His initiative began during a brief closure in 2020, when he approached the previous owner with a proposal that ultimately led to his taking over the store. Since then, Quentin has been active in upholding the store’s commitment to quality and customer satisfaction. His management has focused on sustaining the high standards of the OneZo brand while seeking to increase sales and enhance the overall customer experience.

Problem Identification/Objective

In a rapidly evolving bubble tea market, OneZo Tapioca faces a set of challenges that require attention to ensure continued growth and profitability. This section identifies the primary objectives and associated problems, laying the groundwork for an actionable marketing plan aimed at strengthening OneZo's market position and improving financial success.

Maintain Marketing Costs

OneZo Tapioca currently allocates \$2,000 per month across various marketing initiatives including discounts, loyalty programs, and advertisements. One challenge lies in optimizing these marketing expenditures to ensure they are not only cost-effective but also yield a substantial return on investment. The company's marketing costs need to be maintained to prevent overspending, especially considering the need for a 30% increase in revenue. One promising avenue to note is the current \$7.31 return on ad spend (ROAS) OneZo Tapioca sees through the Uber East food delivery platform. The objective is to efficiently allocate the marketing budget without compromising the quality and impact of marketing campaigns.

Increase Profit, Revenue, and Volume

OneZo Tapioca faces the challenge of significantly boosting both profits and sales volume. The company aims for a 30% increase in revenue to improve its financial performance. This target is crucial, considering OneZo's current profit margin of 40% falls short of the industry average of 50%. A key aspect of this challenge involves optimizing promotional strategies, such as the Buy One, Get One (BOGO) offers, to ensure they contribute effectively to revenue growth without diluting profit margins. The primary focus is on developing revenue-generating strategies that efficiently increase both the number of sales and the profitability of each transaction.

Increase Social Media Presence

A significant weakness in OneZo Tapioca's marketing strategy is the underutilization of social media platforms. Although the franchise has over 17,000 followers on Instagram, the Hamilton location does not have a digital footprint, and is therefore, unable to build a local level of customer engagement and brand awareness. The objective is to develop the company's social media presence with a steady flow of content, enhancing audience interaction and boosting the brand's online visibility.

Easy Implementation Frameworks

OneZo Tapioca faces an obstacle in the form of implementation frameworks for its marketing strategies. The lack of clear communication and coordination internally has led to mismanagement of promotions and a resulting loss in potential sales. The aim is to refine the implementation process to ensure that marketing strategies are executed seamlessly, and promotions are communicated effectively to both staff and customers, facilitating a smooth operational flow, and maximizing sales opportunities.

Summary

The overarching goal for OneZo Tapioca is to establish a clear and actionable plan that addresses these key issues, setting a course for increased profitability, revenue, and volume. Refining marketing costs, enhancing profit margins, building a strong social media presence, and streamlining implementation frameworks, will help ensure OneZo sees consistent financial health and growth for years to come.

Marketing Audit

Product

OneZo Tapioca's has a comprehensive range of beverage options, with a total of 25 to 30 varieties. This selection primarily includes Milk Tea, Smoothies, and Fruit Teas. These categories are significant contributors to the store's revenue, accounting for approximately

80% of total sales, indicating their popularity among customers. Each category within the product line is designed to appeal to a wide range of tastes, offering both traditional and unique flavors to cater to a wide range of customer preferences. An important aspect of OneZo Tapioca's product strategy is its in-house production of tapioca. This approach allows for a level of freshness and authenticity in its offerings, setting it apart from competitors in the market. Furthermore, the drinks are available in regular and large sizes with as much customization as customers desire, including different kinds of tapioca and toppings.

Price

OneZo Tapioca's pricing approach positions its products within the range of \$4.49 to \$7.49. This pricing strategy strikes a balance between being cost-effective for budget-conscious consumers, including students, and appealing to those seeking higher quality. The cost of goods sold (COGS) for these products ranges between \$1.50 and \$3.00, suggesting that OneZo maintains a reasonable profit margin while keeping prices within a range accessible to its target market. The large drink is a \$0.50 markup from the regular size, which encourages customers to buy the larger size. The pricing structure reflects a consideration of the financial constraints and expectations of the primary demographic, which includes a significant portion of students and Asian-based cultures. This approach to pricing is an important aspect of the store's overall market positioning.

Place

OneZo Tapioca is in the Westdale area of Hamilton, a strategic choice which has significantly contributed to its business success. The store's proximity to McMaster University and placement in a region with high foot traffic are key factors in driving two-thirds of its total sales in-store. This location not only enhances visibility but also makes it a convenient option for the university students and nearby residents. In addition to its physical storefront, OneZo has adapted to the growing trend of online ordering by establishing a

partnership with Uber Eats, a leading food delivery platform. This avenue accounts for the remaining one-third of its sales, indicating a successful integration of digital platforms into its business model. By combining a physical presence with an online delivery option, OneZo Tapioca can cater to a broader range of customer preferences, serving both those who appreciate the ambiance and experience of visiting the store in person and those who favor the convenience of having their bubble tea orders delivered.

Promotion

OneZo Tapioca's promotional strategy is a blend of digital marketing and in-store incentives. The store dedicates \$200 per month to advertisements on Uber Eats, a strategic move reflecting the growing inclination of consumers towards online food delivery services. This investment aims to enhance OneZo's visibility on a key digital platform, capitalizing on the convenience and reach that Uber Eats provides. In addition to this, OneZo allocates an additional \$50 per month specifically for promotions within the Uber Eats app. This smaller yet targeted expenditure is designed to increase the appeal of OneZo Tapioca within the app, attempting to drive more frequent orders and draw in newer customers browsing the platform. A significant portion of the promotional budget, amounting to \$1,600, is allocated to Buy One, Get One (BOGO) offers each month. This large investment in BOGO promotions indicates a concentrated effort to drive higher foot traffic to the store and encourage customers to make larger purchases. Although this offer has been successful in increasing sales volume, it has not had a net positive impact on profitability for the store.

Target Market

OneZo Tapioca's primary customer base comprises university students, a demographic that significantly influences its sales patterns, with a notable 50% increase in sales during the school year. This segment represents about 50% of its total customer base. Additionally, 30% of its customers are high school students, indicating the brand's appeal to

a younger demographic. The remaining 20% of its clientele falls under various other categories, demonstrating a broader appeal beyond students. The customer base of OneZo Tapioca is diverse in terms of gender, with a slight majority of 60% female customers compared to 40% male customers. This gender distribution suggests that the brand successfully caters to all genders, offering a product range that appeals across the spectrum. As a Taiwanese company, OneZo Tapioca has a significant following within the Asian community, which not only reflects its cultural roots but also the popularity of its offerings among those who appreciate or have an interest in Asian-style drinks.

Competitive Advantages and Disadvantages

Advantages

OneZo Tapioca's competitive landscape in Hamilton is significantly enhanced by its unique approach to bubble tea, particularly through in-house tapioca production. This process not only assures product freshness and quality but also serves as a unique point of differentiation in the market. The visible process of tapioca production in the storefront acts as a live demonstration of authenticity and quality commitment, distinguishing OneZo Tapioca from its competitors.

The strategic location of OneZo Tapioca, adjacent to McMaster University, aligns it with a key demographic in the bubble tea market – students and young adults. This positioning taps into a consumer base already familiar with and inclined towards bubble tea consumption. The shop's atmosphere, designed to resonate with a youthful and energetic clientele, coupled with engaging activities like origami nights and arcade claw machine, enhances the social experience, making it a popular gathering spot.

Competitive pricing is another advantage for OneZo Tapioca. By balancing quality with affordability, the shop caters to the budget-conscious student population without

compromising on the quality of its offerings. This pricing strategy positions OneZo Tapioca as an attractive option for consumers seeking a balance between cost and quality.

Disadvantages

One of the key challenges for OneZo Tapioca is its reliance on part-time staffing. While this offers operational flexibility, it can lead to variability in service quality. Consistency in customer service is crucial for maintaining brand reputation and customer satisfaction, and fluctuations in this area could impact customer retention.

The operational complexities associated with in-house tapioca production, while a unique selling point, also present disadvantages. This process leads to higher costs of goods sold, impacting overall financial efficiency. Additionally, the labor-intensive nature of this production and the perishability of the product add to operational challenges, requiring effective management to ensure consistency and quality.

Effective communication and promotion are critical in the digital age, and OneZo Tapioca faces challenges in this area. The struggle to effectively leverage digital marketing channels and social media platforms for promotion could limit the brand's ability to expand its reach and engage with a broader audience. In today's competitive landscape, establishing a strong digital presence is crucial for OneZo's growth and for engaging effectively with a youthful target demographic that is active on social media.

Summary

In summary, OneZo Tapioca holds significant competitive advantages, including its unique product offering and strategic alignment with the university community. However, addressing its operational and promotional challenges will be crucial for sustaining and enhancing its market position. Strategies focused on improving operational efficiency, consistency in service, and digital marketing effectiveness will be key to overcoming these

challenges and strengthening OneZo Tapioca's competitive stance in the Hamilton bubble tea market.

Company Resources and Experiences

Strengths

OneZo Tapioca's strength lies in its high customer engagement, with the store hosting interactive events such as origami and chalkboard activities that foster a sense of community. These initiatives contribute to building a loyal customer base and enhance word-of-mouth marketing, crucial for the brand's organic growth. The prime location of OneZo, with its prominent street visibility, proximity to a bus stop, and the added attraction of outdoor seating, boosts its accessibility and appeal.

Employee well-being is another pillar of OneZo's operational philosophy. The flexibility in scheduling is a testament to the company's commitment to its staff, resulting in higher morale and productivity that, in turn, positively impacts retention rates. Moreover, OneZo's dedication to environmental sustainability, demonstrated by a significant reduction in CO2 emissions through participation in the "Too Good To Go" app, reflects a responsible brand image that resonates with the eco-conscious consumer.

On the technological side, OneZo leverages a sophisticated point of sale (POS) system to streamline order management across various service channels. This integration is part of a broader strategy to utilize cloud-based solutions, such as Amazon Web Services, to pre-emptively tackle potential disruptions, thereby maintaining high operational efficiency and customer satisfaction.

Weaknesses

Despite these strengths, OneZo Tapioca faces operational challenges that may impact its market performance. The lack of dedicated parking may inconvenience customers who drive, potentially limiting foot traffic. The in-house production of tapioca pearls and other

ingredients, while ensuring product freshness and quality, results in higher costs of goods sold (COGS) and labor-intensive processes. This production method, along with a workforce composed entirely of part-time employees, could lead to variability in service quality and availability, posing a risk to operational consistency and scalability.

Summary

OneZo Tapioca's unique strengths position it well for cultivating a loyal customer base and a strong brand image, both crucial in the competitive bubble tea marketplace. However, to maintain its momentum and growth, OneZo must address its operational vulnerabilities, especially those that impact cost efficiency and service reliability. Addressing these weaknesses will be vital for OneZo to sustain its market position and continue delivering the exceptional experiences for which it has become known. Strategically balancing these internal strengths and weaknesses will be key to OneZo Tapioca's success and market leadership in the following years.

Environmental Analysis

Demands and Demand Trends

In the landscape of bubble tea consumption, OneZo Tapioca emerges as a significant player, navigating through a market that is witnessing a substantial surge both globally and locally. The demand for bubble tea is intricately linked to cultural trends, consumer behaviours, and the evolving landscape of the food and beverage industry.

At the global level, the bubble tea market has exhibited a remarkable trajectory of growth. Valued at USD 2.75 billion in 2022, this market is projected to expand at a compounded annual growth rate (CAGR) of 8.9% from 2023 to 2030 (Grand View Research, 2022). This growth is reflective of a broader shift in consumer preferences towards innovative and flavored tea-based beverages, increasingly popular among working individuals and students who seek both taste and functional benefits from their drinks. The

global market's expansion is fueled by a diversity of flavors and the rising popularity of various types of hot beverages, including bubble tea, that are now considered staples in many parts of the world.

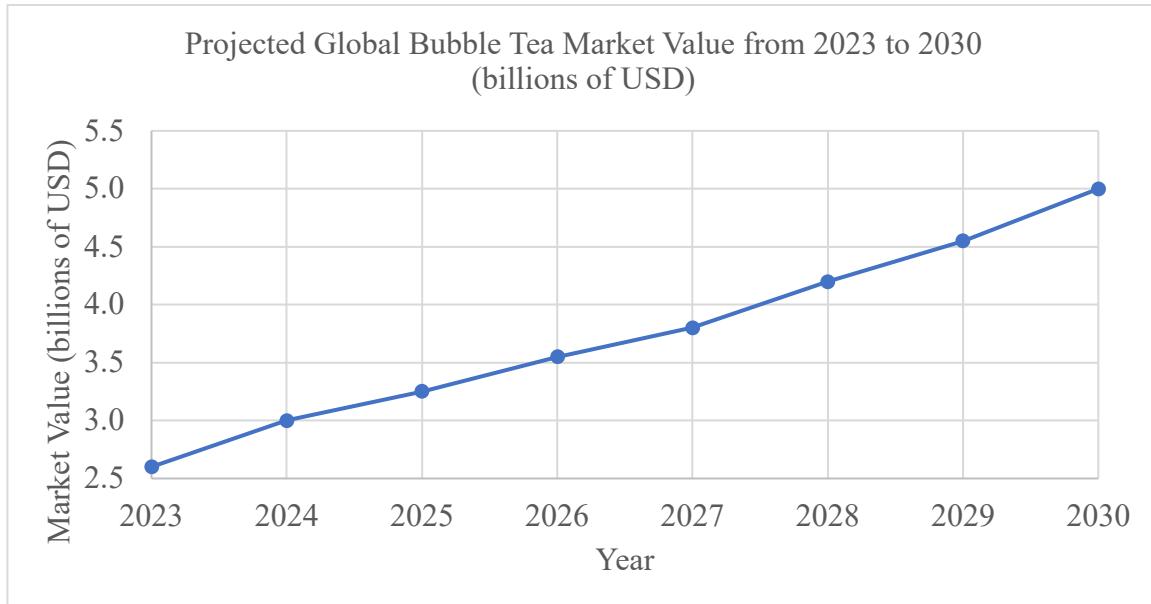


Figure 1. Projected Global Bubble Tea Market Value from 2023 to 2030 (Grand View Research, 2022)

In North America, the scenario is equally promising. Accounting for over 36% of the global bubble tea revenue in 2022 (Grand View Research, 2022), the region has become a significant contributor to the industry's growth. This is particularly evident in the United States, where the number of bubble tea shops has boomed, indicating a growing consumer base and an increased market size for this segment.

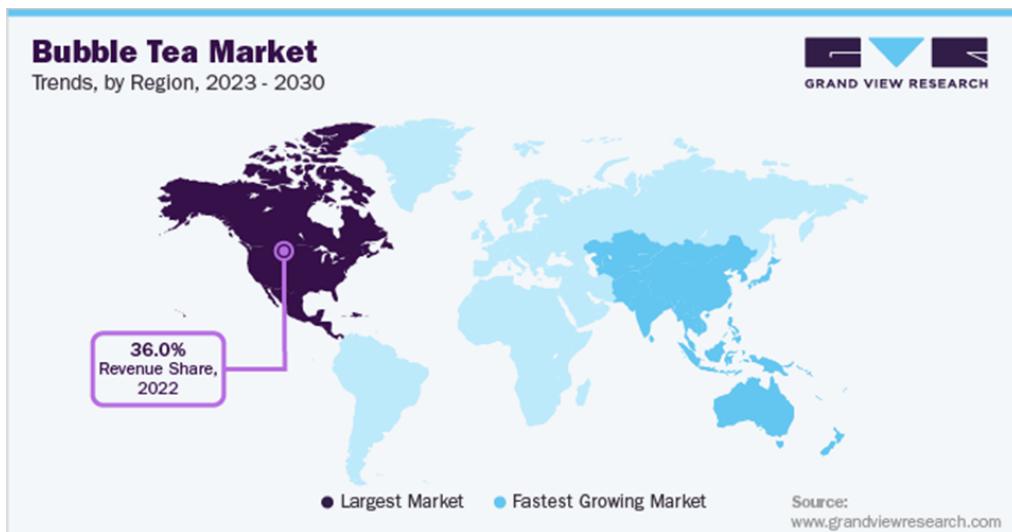


Figure 2. Global Bubble Tea Market Trends by Region from 2023 to 2030 (Grand View Research, 2022)

Zooming into the Canadian market, the picture remains optimistic. Canada's bubble tea market was valued at USD 61.6 million in 2022, and with a projected growth rate of 4.66% from 2023 to 2032, it's set to reach USD 96.8 million by 2032 (Apollo Reports, 2022). This steady growth signifies an increasing demand for bubble tea in Canada, with a substantial contribution from urban centres like Hamilton, where multicultural populations have a pronounced influence on food and beverage trends.

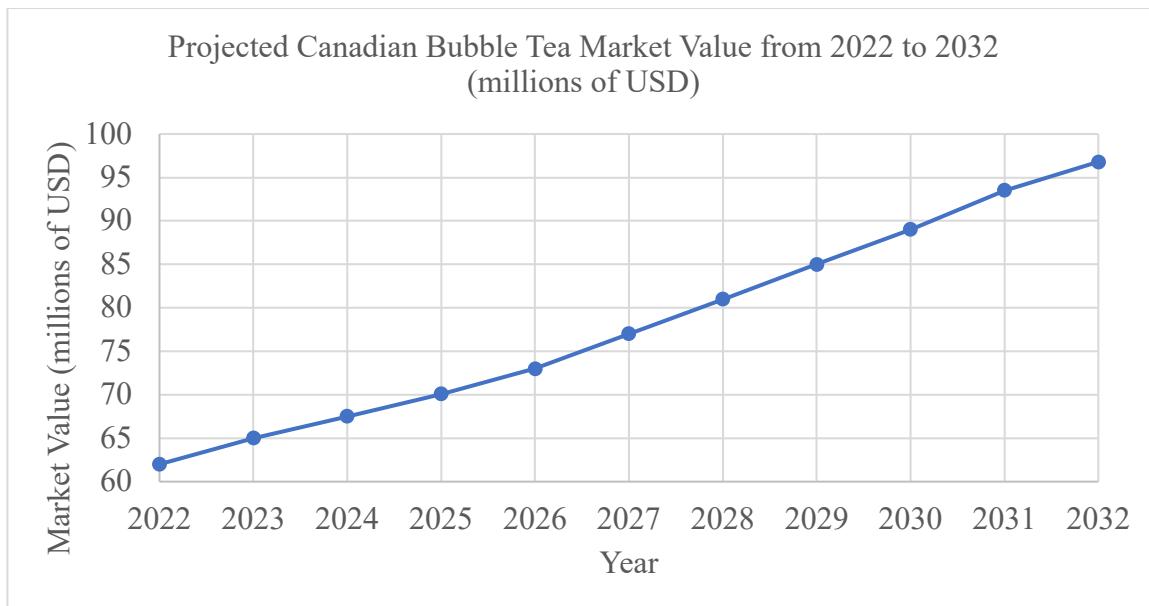


Figure 3. Projected Canadian Bubble Tea Market Value from 2022 to 2032 (Apollo Reports, 2022)

Intersecting with the rise of bubble tea is the significant growth of the online food delivery market in Canada. Projected to reach a revenue of USD 12.75 billion in 2023, this sector is expected to show a CAGR of 10.05%, reaching a market volume of USD 18.70 billion by 2027 (Statista Market Insights, 2023). This rapidly growing sector reflects a societal shift towards convenience in food consumption, supported by digital platforms. Additionally, almost a third of OneZo Tapioca's sales in Hamilton come from Uber Eats, a popular food delivery app, aligning the business with the growing digital consumer trend in Canada. The meal delivery market segment, with a predicted user base of 21.9 million by 2027 and a user penetration rate of 47.8% in 2023 (Statista Market Insights, 2023), offers a substantial opportunity for OneZo Tapioca to expand its digital footprint and cater to a consumer base that values convenience and speed.

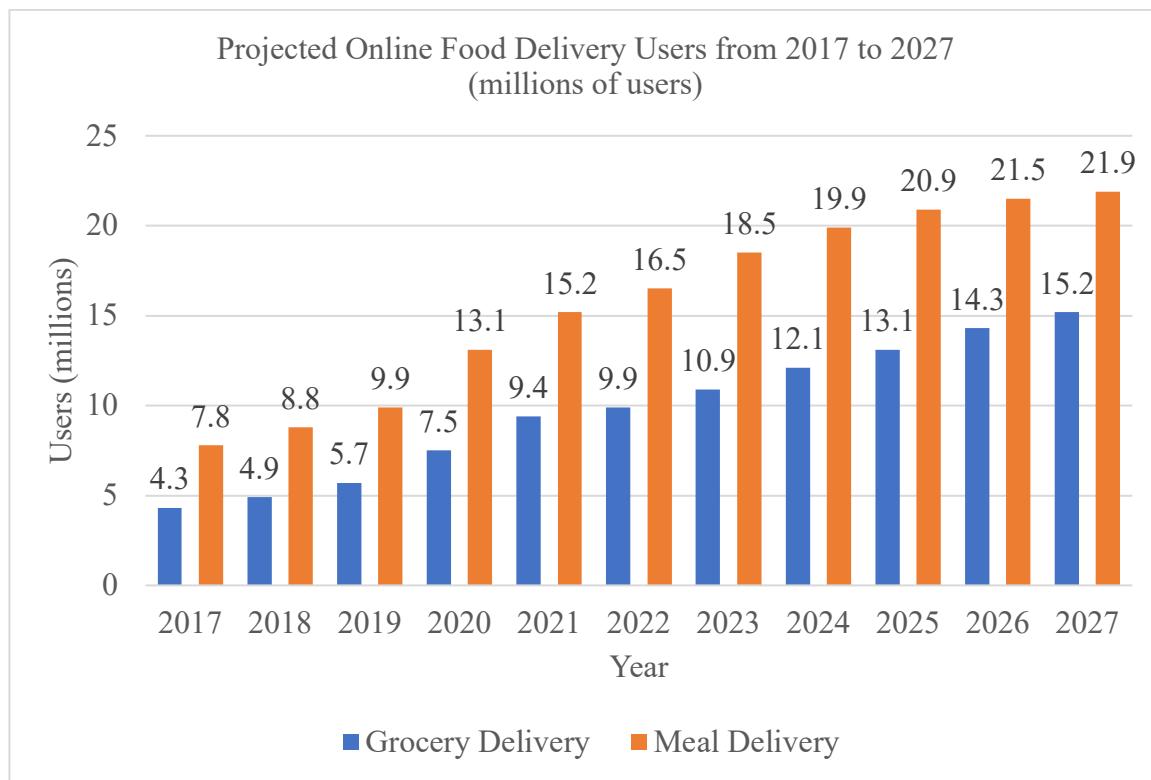


Figure 4. Projected Online Food Delivery Users from 2017 to 2027 (Statista Market Insights, 2023)

The local market dynamics in Hamilton, influenced by its demographic composition and cultural diversity, likely mirror the national growth trends. However, given Hamilton's unique profile, with a strong presence of younger demographics and a culturally diverse

population, the growth rate of bubble tea consumption in the city could potentially outpace the national average.

OneZo Tapioca's demand in Hamilton is reinforced by global and national trends in the bubble tea market and the significant growth of the online food delivery sector in Canada. To capitalize on these opportunities, OneZo Tapioca must continue to align its offerings with evolving consumer preferences, both in terms of product variety and delivery methods. The strategic use of online platforms for marketing and sales can significantly enhance OneZo Tapioca's reach and appeal in the competitive bubble tea market. The challenge lies in effectively leveraging these digital channels while maintaining the quality and uniqueness of its offerings that resonate with the diverse and growing bubble tea consumer base in Hamilton.

OneZo Tapioca's strategic location near McMaster University places it at the centre of a vibrant student community – a demographic that significantly overlaps with the typical bubble tea consumer profile. The university's large international student population, particularly from regions where bubble tea is a cultural staple, provides OneZo Tapioca with a ready and familiar customer base.

In conclusion, the demand analysis for OneZo Tapioca in Hamilton points towards a favourable environment, influenced by global and national market growth trends and the specific local factors of Hamilton's demographic and cultural landscape. By strategically positioning itself within this context, OneZo Tapioca has the potential to not only sustain its current market share but also to expand its reach in the thriving bubble tea market of Hamilton.

Social, Cultural, and Demographic Factors

OneZo Tapioca is closely connected to McMaster University, which has a diverse student population. Many of these students are international, with the most populous

demographics of 60.21% coming from China, 10.23% from India, and 2.23% from South Korea (McMaster University, 2023).

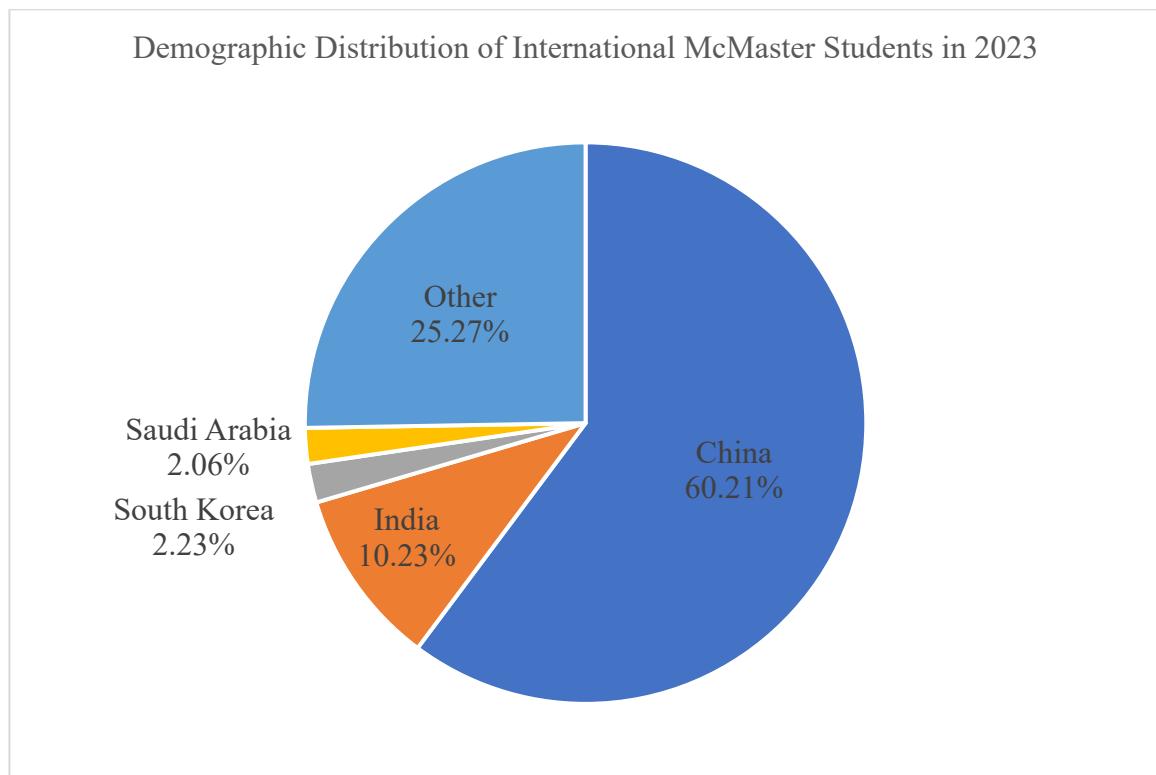


Figure 5. Demographic Distribution of International McMaster Students in 2023 (McMaster University, 2023)

This diversity, essential to OneZo Tapioca's target audience, reflects a broader national trend where Canada is experiencing a significant influx of international students. Reports indicate that the number of international students is expected to reach nearly a million this year and is projected to increase to 1.4 million by 2027 (CIC News, 2023). This surge is evidenced by the Canadian government issuing more than 280,000 new study permits in the first half of 2023 alone, which is a 77% increase compared to the same period in 2022 (ApplyBoard, 2023). Nearly half of Canada's international study permit holders are in Ontario, with the province hosting 411,985 students in 2022.

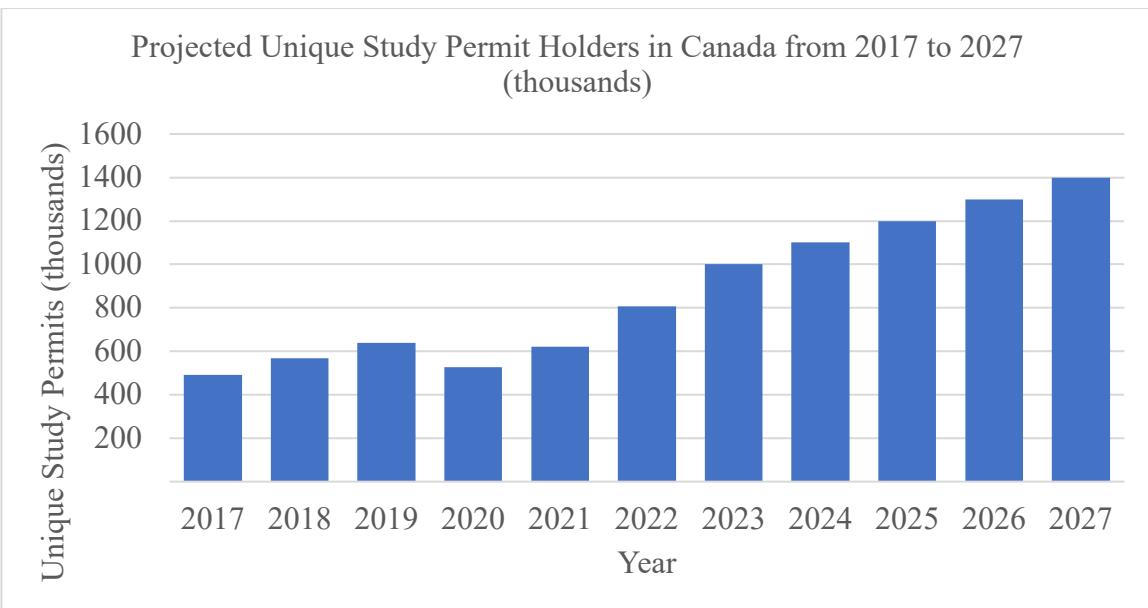


Figure 6. Projected Unique Study Permit Holders in Canada from 2017 to 2027 (CIC News, 2023)

Furthermore, the student population at McMaster is 55% female (McMaster University, 2023), which aligns with OneZo Tapioca's main customer base, predominantly female at 60%. This demographic context provides OneZo Tapioca with a steady base of customers who are already familiar with and fond of their product, and the increasing trend of international student enrolment further solidifies this customer base for the foreseeable future.

The social and cultural dynamics of bubble tea, often enjoyed as a collective experience, resonate strongly with the social nature of university students. This is further amplified by the convenience culture popular among the target student audience, who increasingly rely on food delivery platforms to enjoy their favorite drinks wherever they are. OneZo Tapioca's diverse menu offerings cater to students' growing demand for personalized and customized food choices, addressing both taste and wellness preferences. OneZo's engagement with cultural festivities and holiday seasons further capitalizes on the vibrant social aspect of the university, potentially boosting promotional activities and amplifying consumer spending during these peak times. Additionally, pandemic-induced habits, such as eating in and ordering online, have become ingrained in the daily routines of many consumers, positioning OneZo Tapioca's partnership with food delivery services like Uber

Eats as a timely response to the shift towards online consumption and the convenience it offers.

Economic and Business Conditions

OneZo Tapioca's business is influenced by recent changes in the minimum wage and consumer spending habits. Ontario's increase in the minimum wage from \$15.55 to \$16.65 in October 2023 (Trading Economics, 2023) poses new challenges for the business, signalling a need for smart financial strategy and innovative approaches to staffing and service delivery. Alongside this, consumer spending is showing signs of cooling, particularly in discretionary sectors such as dining, with restaurant purchase volumes seeing a notable decline (RBC, 2023). These trends emphasize the necessity for OneZo Tapioca to present compelling value propositions to its customers, who are becoming increasingly selective amid current economic pressures.

The Canadian economy has experienced significant fluctuations in recent times, notably with the inflation rate which peaked at 8.1% in June 2022 before declining to 3.1% by October 2023 (Statista, 2023).

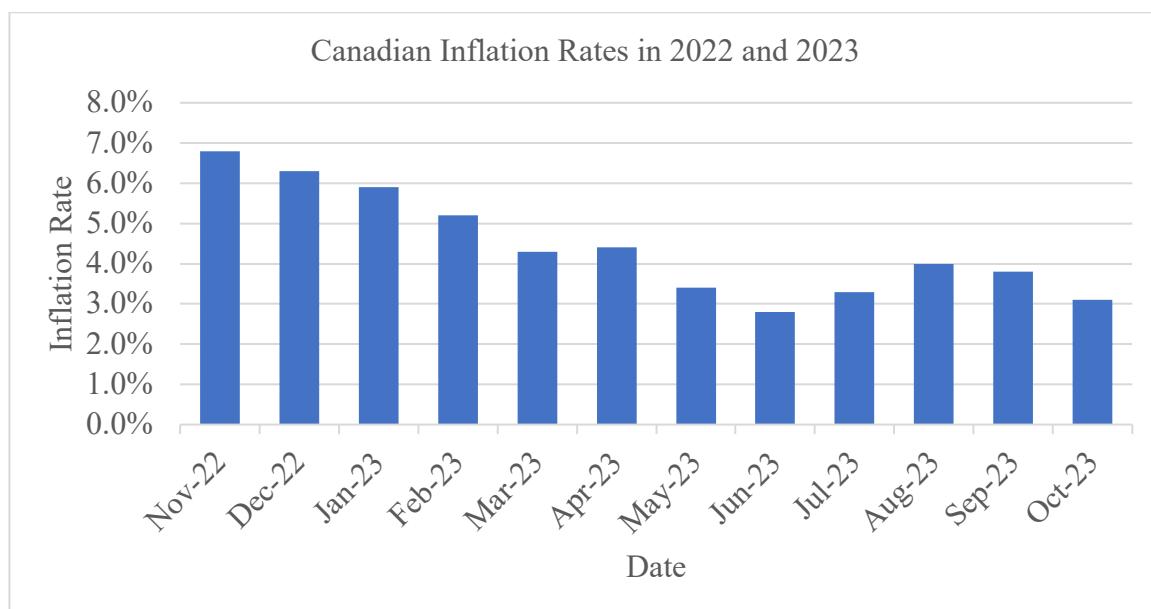


Figure 7. Canadian Inflation Rates in 2022 and 2023 (Statista, 2023)

This instability has had a tangible effect on consumer buying power, leading to more cautious spending. For OneZo Tapioca, this economic uncertainty could result in customers becoming more mindful of their spending, potentially influencing sales of bubble tea, which is often considered a non-essential luxury. Furthermore, these economic conditions, coupled with the minimum wage increase in Ontario, have implications for operational costs and pricing strategies for businesses like OneZo Tapioca. As households adjust to the cost-of-living increases and prioritize their spending, OneZo Tapioca may find that its customers' willingness to spend on leisure treats like bubble tea could diminish. This situation requires close attention to market trends and consumer behaviour to anticipate and respond effectively to changing economic dynamics.

Primary Competition

In the thriving bubble tea market of Hamilton, OneZo Tapioca faces competition from established brands that offer distinct experiences and benefits. This section provides a comparative analysis of OneZo Tapioca's primary competitors – Chatime, Presotea, and The Alley. Understanding these competitors' strengths and market positioning offers valuable insights into the strategic decisions OneZo Tapioca must consider to enhance its competitive edge and appeal to its target consumer base.

Table 1. Primary Competition Analysis

| | OneZo Tapioca | Chatime | Presotea | The Alley |
|------------------------------------------------|--------------------------|----------------|-----------------|------------------|
| Store Size | – | 0.5x smaller | 0.75x smaller | 2x larger |
| Regular Sized Drink Price (CAD) | 5.49 | 5.50 | 6.99 | 5.75 |

| | | | | |
|---------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Upsize Price (CAD) | +0.50 | +0.70 | +1.00 | + 0.50 |
| Tapioca Price (CAD) | +1.00 | +0.70 | +1.00 | +0.70 |
| Franchise Flexibility | Most | Medium | Least | Medium |
| Franchise Social Media Following | 17,000 | 66,700 | 8,300 | 38,000 |
| Canadian Locations | 11 | 96 | 30+ | 16+ |
| Product Lines | Milk Tea Dirty Tea Totaro Smoothies Fruit Tea Tea Latte Specialty Tea | Signature Milk Teas Flavored Milk Tea Jelly and Juice Brown Sugar Pearls Specialty drinks Smoothies and Slush | Milk Tea Brown Sugar Latte Cheese Cloud Series Creme Series Japanese Series Salted Milk Foam Tea Milky Sensation Freshly Brewed Fruit Tea Slushies | Milk Tea Brown Sugar Deerioca Series Crunchy Milk Tea Series Latte Series The Alley Speciality Snow Velvety Series |
| Competitive Advantage | In-house ingredients | Well established brand | Large drink sizes | High quality |

Chatime

Chatime, a Taiwanese global franchise teahouse chain based in Zhubei, Taiwan, was founded in 2005 by Henry Wang Yao-Hui. It is the largest bubble tea franchise in the world, with over 2500 stores in 38 different countries around the world. The nearest location is at McMaster University, in the basement of the student centre and has between 10 and 15 employees. Due to its popularity, Chatime has had many collaborations, such as McDonald's, Horlicks, and the biscuit brand Julie's. Moreover, in 2012, AirAsia made Chatime available on its flights, calling it the "world's first and only in-flight bubble tea." In this very competitive beverage sector, Chatime's worldwide reach is a key component of its competitive edge. Chatime has established a strong international presence and a strategic positioning to become a major participant in the bubble tea business worldwide. In addition to increasing brand awareness, the brand's expansion into other regions and nations has given it access to a wide range of consumer preferences around the globe.

Presotea

Presotea is another one of OneZo's competitors. With the nearest location a few of stores down from OneZo, Presotea stands as an inviting destination for bubble tea enthusiasts. Presotea's location in Westdale has around 10 employees, both part-time and full-time. Presotea is also an original brand from Taiwan and has utilized five generations of experience and expertise from a well-known tea factory to offer the finest quality fresh tea drinks with various certifications. Presotea was founded back in 2006 and boasts over 400 stores worldwide with over 17 years of experience. Presotea's competitive advantage is their large sizing, as their regular-sized drink is much bigger than competitors and their large size is almost double to that of OneZo's. Presotea is a popular choice for people who value a filling beverage experience because of its unique reputation for providing large servings.

The Alley

The Alley is a global bubble tea shop with over 450 shops across 80 cities worldwide. Known for their distinctive approach to crafting high-quality bubble tea beverages, The Alley is a known brand recognized by many bubble tea enthusiasts. The nearest store is also located in Westdale, with around 10 to 15 employees. The Alley's competitive advantage is their use of high-quality ingredients, setting itself apart in the realm of specialty tea. With a dedication to crafting exceptional beverages, The Alley meticulously selects premium ingredients to ensure a superior and delightful tea-drinking experience. From the finest tea leaves to carefully sourced add-ins and toppings, every element undergoes a stringent quality control process. This devotion to utilizing only the best ingredients highlights The Alley's ongoing commitment to providing consumers with a beverage of unmatched quality and elevates the taste profiles of their trademark drinks.

Summary

In summary, OneZo Tapioca operates in a competitive landscape where differentiation and brand identity are paramount. Each primary competitor presents unique challenges and opportunities for OneZo Tapioca, from Chatime's extensive global franchise network to Presotea's large serving sizes and The Alley's premium ingredient selection. To remain competitive and grow its market share, OneZo Tapioca must continuously evaluate its strategies against these benchmarks, leveraging its unique advantages, such as in-house ingredients and franchise flexibility, to deliver an exceptional product that resonates with consumers' evolving preferences.

Secondary Competition

In the broader landscape of food and beverage options, OneZo Tapioca also contends with secondary competitors that cater to a diverse array of customer preferences. This section delves into the competitive analysis of establishments like Second Cup, Starbucks, and Tim

Hortons, which, while not direct bubble tea providers, offer alternative beverage and dining experiences that compete for the same discretionary spending. By examining factors such as location sales, employee numbers, product offerings, and competitive advantages, challenges, and opportunities OneZo faces from these players in the market can be analysed.

Table 2. Secondary Competition Analysis

| | OneZo Tapioca | Second Cup | Starbucks | Tim Hortons |
|------------------------------|----------------------|---------------------|------------------------------------|------------------------------------|
| Location Sales (CAD) | \$221,000 | \$540,000 | \$810,000 | \$986,000 |
| Employees | 15 | 10 | 10-19 | 18 |
| Product Lines | Milk Tea | Coffee | Speciality drinks | Coffee |
| | Dirty Tea | Speciality drinks | Coffee | Specialty drinks |
| | Totaro | Desserts | Snacks | Baked goods |
| | Smoothies | Breakfast | Breakfast | Breakfast |
| | Fruit Tea | Lunch items | Lunch items | Lunch items |
| | Tea Latte | Snacks | Merchandise | |
| | Specialty Tea | Merchandise | Desserts | |
| | | | | |
| Competitive Advantage | In-house ingredients | High quality coffee | Strong brand image and recognition | Inexpensive, quick, and convenient |

Second Cup

Second Cup is the largest Canadian specialty coffee retailer with more than 190 stores nationwide, priding itself on its premium coffee. In 1975, Second Cup started as a kiosk in a Toronto shopping mall that sold six blends of specialty coffee beans. There are two franchise locations in Hamilton, one in Westdale near OneZo Tapioca and another on the campus of McMaster University. Second Cup has a successful loyalty program where consumers can

convert points into free drinks or menu items. The company also has seasonal items such as Christmas drinks and summer drinks. Currently, it is looking to expand into the United States, as groundwork is being laid for expansion into the US-branded coffee shop market. Second Cup's competitive advantage is their premium coffee. Second Cup sources and roasts high-grade Arabica beans, ensuring a rich and flavorful brew in every cup that stands out from their competitors. Additionally, Second Cup invests in training its baristas to high standards of expertise. Having skilled professionals play a crucial role in ensuring that each cup of coffee is prepared with precision and care, consistently delivering a premium and satisfying experience to customers.

Starbucks

Another secondary competitor of OneZo Tapioca is Starbucks, founded in Seattle in 1971 by three partners who shared a passion for high-quality coffee. Starbucks has evolved into an iconic brand synonymous with premium beverages, inviting spaces, and a commitment to ethical sourcing. As of November 2022, the company had 35,711 stores in 80 countries, 15,873 of which were in the United States. Of the two Starbucks locations near OneZo, one is in the McMaster University student centre and the other is across the street from campus. Starbucks' competitive advantage is their strong brand image and recognition worldwide. Starbucks has successfully created a brand image that associates coffee with an aesthetic image, seamlessly intertwining the enjoyment of exceptional beverages with a distinctive ambiance. Not only has the drink aesthetic played a role in the creation of Starbucks' brand recognition, but also their customer service and dedication to quality coffee and specialty beverages. Starbucks has become more than a coffee destination; it is a global symbol of elevated coffee culture, fostering a sense of connection and shared experiences across diverse cultures and communities.

Tim Hortons

Tim Hortons is a Canadian multinational coffeehouse and restaurant chain. The nearest Tim Hortons to OneZo Tapioca is also in Westdale with two other locations in and around McMaster University. As of June 2022, there are 5,352 restaurants in Canada in 19 countries around the world. Tim Hortons was founded in 1964 in Hamilton, Ontario, and has always been well known for its famous coffee, which can be described as a staple in Canadian culture. In terms of promotions, Tim Hortons often has promotional discounts throughout the year, such as the Roll Up the Rim, Timbit Tuesday, and the \$1 drink season. Tim Hortons heavily uses their mobile app and has a loyalty program where consumers earn points for purchases. Tim Hortons' competitive advantage lies in its reputation across the country for being inexpensive, quick, and convenient. Tim Hortons has established itself as an affordable choice for a broad spectrum of customers because of its dedication to providing a wide selection of items at competitive pricing. Tim Hortons is known for providing a quick and reliable dining experience thanks to its focus on convenience, cost-effectiveness, and easy access. The restaurant's extensive reach throughout Canada and other countries demonstrates its dedication to provide convenient locations for customers on the go.

Summary

In conclusion, OneZo Tapioca's strategic positioning within the secondary competitive set is marked by its unique offering of in-house ingredient-based bubble teas. This sets it apart from the coffee and quick-service restaurant giants like Second Cup, Starbucks, and Tim Hortons, each with their own strengths, from high-quality coffee to strong brand recognition and cost-effective convenience. As OneZo Tapioca navigates this competitive space, it must leverage its distinctive product lines and customer experience to maintain a strong presence in a market where consumers have an excess number of choices

for their beverage needs. Balancing innovation with the qualities that define its brand will be key to OneZo's sustained success among these industry stalwarts.

Three Alternative Strategies

Incremental Volume Discount

This strategy introduces a tiered discount system aimed at increasing the number of drinks sold per transaction. Under this system, customers will receive escalating discounts with each additional drink they purchase – for instance, buying two for a 10% discount, three drinks for a 15% discount, and so forth. The ‘price’ aspect of this strategy is a shift from the current Buy One, Get One (BOGO) offer, and is designed to elevate the average order value, thereby enhancing revenue. In terms of ‘product’, this approach encourages the sale of a greater variety of drinks, as customers are incentivized to try new flavors to take advantage of the discount. As for ‘place’, it is suited to both the in-store experience and the online ordering system, where customers can easily add more items to their cart to receive the discount. When it comes to ‘promotion’, this strategy can be marketed through current channels, emphasizing the added value for customers who order more.

Compared to the BOGO strategy, the incremental volume discount directly addresses the marketing problem of increasing profits without raising marketing costs. While BOGO effectively doubles the volume, it does not necessarily increase the profit margin, as it offers a second product at no additional cost. The tiered discount system is designed to boost sales volume while preserving the profit margin for each item sold, allowing the \$1600 previously designated for the BOGO promotion to yield greater value and volume under the new strategy. See Appendix for detailed calculations. Overall, the incremental volume discount aligns with the marketing objectives by motivating higher spending per customer visit, thereby seeking to close the gap between current sales and desired revenue targets. It offers a

solution that not only increases volume but potentially does so with better profitability than the existing BOGO offers.

Table 3. Budget Allocation for the Incremental Volume Discount Strategy

| Budget | Cost |
|-------------------------------|---------------|
| Discount Costs | \$1500 |
| In-store Promotional Material | \$100 |
| Total | \$1600 |

Pros

- Increases average transaction size.
- Encourages group purchases, larger orders, and drink variety.
- Enhanced profit margins.

Cons

- More complex for customers to understand than BOGO.
- Reduced profit margins if not properly structured.
- Requires additional staff training coordination.

User Generated Social Media Campaign

A user-generated social media campaign is a strategy designed to enhance OneZo Tapioca's online visibility by encouraging customers to share their experiences with the brand on their social media platforms. This strategy primarily influences the 'promotion' aspect of the 4P's, with no direct impact on 'price,' 'place,' or 'product.' Instead, it leverages the power of personal endorsements, offering incentives such as gift cards, discounts, or BOGO deals to motivate customers to create content that promotes OneZo Tapioca. One creative way to implement this strategy is by holding a social media contest where the customer whose post receives the most views or likes receives a more significant prize. This

not only encourages participation but also harnesses the competitive spirit to drive the campaign's reach even further.

Overall, this approach aligns with OneZo's marketing objectives by addressing the need to strengthen the store's social media presence without incurring substantial new costs. It taps into the potential of word-of-mouth marketing in the digital age, using customer advocacy to build brand recognition and attract a wider audience. Through this campaign, OneZo Tapioca can create a more engaging and interactive brand experience that resonates with its customer base.

Pros

- Enhanced brand engagement.
- Cost-effective and authentic marketing.
- Viral potential.

Cons

- Limited control over content.
- Unpredictable customer participation.

Boost Food Delivery Platform Reach

The main idea behind this strategy is to capitalize on the proven success of the return on advertising spend (ROAS) from Uber Eats, which currently stands at \$7.31 for every dollar invested. By enhancing OneZo Tapioca's visibility on food delivery platforms, particularly Uber Eats, the strategy aims to tap into the evolving consumer preference for convenience and the growing trend of online food ordering. This approach is grounded in the external analysis findings that point to a consumer shift towards digital solutions in the food industry. The ROAS of \$7.31 is a clear indicator of the potential for increased sales and a wider reach, making this strategy a pivotal component of OneZo Tapioca's growth plan. Under this strategy, the pricing may introduce special deals or discounts exclusive to Uber

Eats, aimed at attracting and retaining a digital customer base. The ‘place’ component of the marketing mix undergoes a significant shift from in-store to online, capitalizing on the reach and convenience of the Uber Eats platform. This move is designed to capture the segment of the market that prefers ordering online due to its convenience. In terms of ‘promotion’, the strategy includes an increased budget allocation for Uber Eats advertisements and platform-specific promotion. Accounting for diminishing returns, and assuming a ROAS of \$6, OneZo Tapioca can expect a \$3000 increase in revenue, shown below.

Table 4. Expense Allocation and Expected Return for the Food Delivery Platform Strategy

| Expense | Cost |
|---------------------------------------------|---------------|
| Uber Eats Ads | \$400 |
| Uber Eats Promotions | \$100 |
| Total | \$500 |
| Expected Revenue Increase (\$6 ROAS) | \$3000 |

Targeting primarily customers who use food delivery services, such as busy professionals, students, and families, this strategy aims to position OneZo Tapioca as a convenient, reliable, and quality choice for those seeking the ease of food delivery. Overall, this approach marks a shift from OneZo’s current strategy, which is more centred around in-store promotions and a minimal digital presence. By boosting its online presence, particularly on food delivery platforms, OneZo Tapioca can reach a broader audience and capitalize on the increasing trend of online food ordering, thereby expanding its market reach beyond the confines of its physical store locations.

Pros:

- Capitalize on the current \$7.31 return on ad spend (ROAS)
- Access to a wider customer base and the growing trend of online food ordering.
- Higher sales volumes without physical expansion.

Cons:

- Dependence on other platforms.
- Increased competition on digital platforms.
- Operational adjustments to handle increased online orders.

Recommended Marketing Strategy

Decision Matrix

To effectively navigate the challenges and opportunities in the bubble tea market, a set of weights have been established to select which of the alternative marketing strategies best aligns with OneZo's marketing objectives. The weights assigned to these objectives prioritize increasing profits, revenue, and volume (40%) as the most critical goal, emphasizing the fundamental business need for financial growth. Maintaining marketing costs (30%) is also given significant importance, recognizing the need for budget efficiency. Ease of implementation (20%) reflects the practicality of the strategies, ensuring they are feasible and manageable. Improving digital presence (10%) is deemed less important compared to the other objectives. These weights are designed to guide decision-making, with scoring on a scale of 1 to 5, to help in selecting the most suitable and effective strategy for OneZo Tapioca.

Table 5. Decision Matrix for Three Alternative Strategies

| Marketing Objective | Weight | Incremental Volume Discount | User-Generated Social Media Campaign | Boost Food Delivery Platform Reach |
|----------------------------------------------|---------------|------------------------------------|---------------------------------------------|-------------------------------------------|
| Maintain Marketing Costs | 30% | 3 | 4 | 2 |
| Increase Profits, Revenue, and Volume | 40% | 4 | 2 | 4 |

| | | | | |
|---------------------------------|------|-----|-----|-----|
| Improve Digital Presence | 10% | 2 | 5 | 3 |
| Ease of Implementation | 20% | 3 | 2 | 4 |
| Total | 100% | 3.3 | 2.9 | 3.3 |

Chosen Strategy

Guided by the decision matrix, OneZo Tapioca should implement two of the three alternative strategies by introducing an incremental volume discount and amplifying its visibility on food delivery platforms. The incremental volume discount strategy is expected to optimize the \$1600 budget previously dedicated to the BOGO offer by offering savings through better profit margins. These savings can be reallocated to enhance OneZo's digital marketing efforts on Uber Eats, creating a more balanced marketing expenditure.

This combined strategy aligns with OneZo's key objectives – most notably, increasing profits, revenue, and volume, which hold the highest weight in the decision-making process. By encouraging customers to make larger purchases, the incremental volume discount is designed to increase average order values and stimulate group orders, aligning with the 40% emphasis placed on profit enhancement. At the same time, boosting presence on food delivery platforms aims to meet the growing demand for convenience and online ordering, resonating with the current digital shift in consumer behaviour. This strategy will not only help reach new market segments but also scored highly in terms of ease of implementation, ensuring that OneZo can quickly adapt to these changes. Conversely, the user-generated social media campaign was not selected due to its lower predictability and uncertain impact on OneZo's bottom line. While it scored well for digital presence improvement, it fell short in directly contributing to the core objectives of increasing profits, revenue, volume and maintaining costs, which are essential for OneZo's business strategy.

Implementation Plan

Under this new pricing model, customers will receive escalating discounts based on the number of drinks they purchase. The discount tiers are as follows: a 10% discount for purchasing two drinks, a 15% discount for three drinks, and a 20% discount for four or more drinks. Detailed calculations showing the margins on product sales with this strategy compared to the BOGO strategy are provided in the appendix. The implementation plan is divided into four straightforward and easily actionable phases, designed to achieve one of the core marketing objectives – increasing sales volume while maintaining profitability. Each phase builds on the last to ensure a smooth and simple transition to the new pricing strategy, which aligns with OneZo's financial goals and offers customers compelling value.

Phase 1: Staff Training and In-Store Promotional Material (2 weeks)

During this phase, OneZo Tapioca's staff will receive detailed training on the new incremental volume discount system. Special attention will be paid to the timing of these offers, focusing on off-peak weeks to maximize impact. Concurrently, in-store promotional materials, such as posters, will be developed and readied for display. Staff will be responsible for managing these materials, ensuring they are prominently showcased during active discount periods and removed when the promotion is not running. This phase is crucial for ensuring clear communication of the discount's availability to customers.

Phase 2: Implementation of Incremental Volume Discount (1 month)

The incremental volume discount will be introduced both in-store and online, with a strategic launch during off-peak weeks. This timing is designed to optimize the promotion's effectiveness. Throughout this phase, customer reactions and sales data will be meticulously tracked to evaluate the performance of the discount structure and its scheduling.

Phase 3: Budget Reallocation (end of month)

At each month's end, OneZo Tapioca will assess any remaining funds from the allocated \$1600 BOGO promotion budget. Any surplus will be redirected towards Uber Eats advertising and promotions, following an 80:20 allocation ratio between these two channels. This reallocation is aimed at enhancing the brand's digital marketing efforts while maximizing the use of available resources.

Phase 4: Monitoring and Adjustments (ongoing)

This ongoing phase involves regular analysis of sales figures, customer feedback, and marketing metrics. The insights gained will be used to fine-tune the discount timing and rates. Adjustments will be made as necessary based on the strategy's reception and effectiveness, ensuring continuous improvement and alignment with business objectives.

Key Considerations

- Consistent Communication: Clear communication with customers and staff about the timing and details of the discount offers is crucial.
- Flexibility and Responsiveness: The plan is designed to be adaptable, allowing for quick adjustments to the discount schedule and digital marketing tactics based on customer response and sales trends.
- Cost Management and Strategic Timing: Monitoring the budget and strategically timing the offers during off weeks are key to maximizing the impact of the marketing efforts.
- Competitor Reactions: It's crucial for OneZo Tapioca to carefully observe how competitors react to the introduction of its new discount strategy. The unique aspect of this discount is its potential to be combined with interactive events, which may drive increased customer engagement and sales volume. This distinctive feature could provide a competitive edge that might be challenging for competitors to replicate.

Appendices

Buy One, Get One (BOGO) Offer Details

| Number of Drinks Ordered | Discount Rate | Net Sales | Discount Cost | COGS | Net Profit Per Unit | Net Profit |
|-----------------------------------------|--------------------------|------------------|--------------------------|-------------|--------------------------------|-------------------|
| 2 | 50% | \$14.00 | \$7.00 | \$6.00 | \$0.50 | \$1.00 |

Incremental Volume Discount Offer Details

| Number of Drinks Ordered | Discount Rate | Net Sales | Discount Cost | COGS | Net Profit Per Unit | Net Profit |
|-----------------------------------------|--------------------------|------------------|--------------------------|-------------|--------------------------------|-------------------|
| 1 | 0% | \$7.00 | \$0.00 | \$3.00 | \$4.00 | \$4.00 |
| 2 | 10% | \$14.00 | \$1.40 | \$6.00 | \$3.30 | \$6.60 |
| 3 | 15% | \$21.00 | \$3.15 | \$9.00 | \$2.95 | \$8.85 |
| 4 | 20% | \$28.00 | \$5.60 | \$12.00 | \$2.60 | \$10.40 |

OneZo Tapioca Drink Menu



MENU

Dirty Tea

Brown Sugar Dirty Milk/Soy Milk 丸作纏纏茶/豆奶
Brown Sugar Jasmine Latte 丸三臘臘茉莉拿鐵
Brown Sugar Oolong Latte 丸三纏纏烏龍拿鐵

Milk Tea

OneZo Milk Tea 丸作奶茶
Burny Caramel Milk Tea 手燒焦糖奶茶
Jasmine Green Milk Tea 丸作奶綠
Spring Milk Tea 四季春奶茶
Oolong Milk Tea 烏龍奶茶
Taro Milk Tea 紫芋奶茶
Merona Honeydew Milk Tea 梅羅娜密瓜奶茶
Strawberry Mochi Milk Tea 草莓大福奶茶

TOTARO

Totaro Tapioca Milk Tea 芋泥啵啵奶茶
Totaro Mochi Milk Tea 手打芋泥麻薯奶茶

HONEY OPTION

Honey Lemon 蜂蜜檸檬
Honey Green Tea 蜂蜜綠茶
Honey Spring Tea 蜂蜜青茶

FRESH MILK

OneZo Tapioca Milk 丸三珍珠牛乳
Sesame Tapioca Milk 黑芝麻珍珠牛乳

Tea Latte

Caramel Oolong Latte 焦糖烏龍拿鐵
Jasmine Green Latte 茉莉綠拿鐵

Fruit Tea

OneZo Fruit Tea 丸作水果茶
Orange Passion Green Tea 香橙百香綠茶
Orange Green Tea 丸作橙香綠茶
Grapefruit Green Tea 丸作柚柑綠茶
Passion Fruit Green Tea 百香果綠茶
Mango Green Tea / Spring Tea 芒果綠茶/青茶
Peach Green Tea / Spring Tea 水蜜桃綠茶/青茶
Strawberry Iced Tea 草莓長島冰茶

SMOOTHIE LOVER

Mango NiuNiu 芒果妞妞
Taro NiuNiu 紫芋妞妞
Pineapple NiuNiu 凤梨妞妞
Honeydew NiuNiu 哈密瓜妞妞
Strawberry Mochi NiuNiu 草莓麻薯妞妞

SPECIALTY TEA

Four Season Spring Tea 青芽四季春
Jasmine Green Tea 初摘茉莉綠
Oolong Tea 烏龍鐵觀音



OneZo Tapioca 丸三珍珠

Crystal Tapioca 白玉珍珠

Mango Tapioca 芒果珍珠

Brown Sugar Tapioca 黑糖珍珠

Taro Pulp 芋泥

Purple Tapioca 紫心珍珠

Cactus Tapioca 仙人掌珍珠

Sesame Tapioca 黑芝麻珍珠

Lychee Jelly 椰果

Mochi 麻薯

OneZo Tapioca Hamilton Storefront



OneZo Tapioca Hamilton Store Interior



OneZo Tapioca Hamilton In-house Tapioca Production



OneZo Tapioca Bubble Tea Drinks



Bibliography

- Apollo Research Reports (2022). Canada Bubble Tea Market Report with Global Overview. (n.d.). Retrieved From https://www.apollorr.com/industry-reports/Canada_Bubble_Tea_Market_Report_With_Global_Overview
- ApplyBoard. (2023). Canadian government issues a large number of study permits so far in 2023. Retrieved from <https://www.applyboard.com/applyinsights-article/canada-on-pace-to-issue-nearly-600000-new-study-permits-in-2023>
- Chatime. (2023). About Us. Retrieved from <https://chatime.com/about-us>
- CIC News. (2023). Canada's international student population continues to soar. Retrieved from <https://www.cicnews.com/2023/10/canadas-international-student-population-continues-to-soar-1039689.html>
- Grand View Research (2022). Bubble Tea Market Size, Share & Trends Analysis Report Retrieved from <https://www.grandviewresearch.com/industry-analysis/bubble-tea-market>
- McMaster University. (2023). Fact Book 2023. [PDF file]. Retrieved from <https://ira.mcmaster.ca/app/uploads/2023/11/Fact-Book-2023-FinalNov3-1.pdf>
- McMaster University Library Research Guides. (2023). COMMERCE 3MC3 – Applied Marketing Management. Retrieved from <https://libguides.mcmaster.ca/commerce3mc3>
- OneZo Tapioca. (2023). About OneZo Tapioca. Retrieved from <https://www.OneZotea.com/en/about.html>
- Presotea Canada. (n.d.). Presotea. Retrieved from <https://presoteaus.com>
- RBC. (2023). Fall bringing a chill to Canadian household spending. Retrieved from <https://thoughtleadership.rbc.com/rbc-consumer-spending-tracker>
- Statista. (2023). Inflation rate in Canada from January 2018 to October 2023. Retrieved from <https://www.statista.com/statistics/1312251/canada-inflation-rate-bank-rate-monthly>

Statista (2023). Online Food Delivery - Canada | Statista Market Forecast. (n.d.). Retrieved from <https://www.statista.com/outlook/dmo/online-food-delivery/canada>

Second Cup Coffee. (2023). Our story. Retrieved from <https://secondcup.com/en/our-story>

Starbucks Canada. (2023). About us. Retrieved from <https://www.starbucks.ca/about-us>

The Alley Canada. (2023). The Alley. Retrieved from <https://www.the-alley.ca>

Tim Hortons. (2023). About us. Retrieved from <https://www.timhortons.ca/about-us>

Trading Economics. (2023). Canada Inflation CPI. Retrieved from
<https://tradingeconomics.com/canada/inflation-cpi>

Trading Economics. (2023). Canada Minimum Wages. Retrieved from
<https://tradingeconomics.com/canada/minimum-wages>