



RM MASSAGE

88 Daxue Rd, Wenzhou, Zhejiang 325000
E-mail: gutil@kean.edu
Tel: 18367819296
Website: www.rmassage.com

Fengjiao Xu

December 2, 2024

Xu Wang, Chairperson
Shanghai Wenxi Trading Co., Ltd.
1438 Hongqiao Road
Shanghai 200000

Re: Establishing Professional Massage Services at Wenzhou-Kean University

Dear Mr. Wang,

This is RM Massage parlor which offers you a new investment opportunity with great potential gains in the Wenzhou-Ken community. We invite you to read our proposal and invest in our business which will help you gain the reputation and financial reward.

In today's fast-paced world, concerns about health and wellness have led to a growing demand for massage among faculty, students and staff at Wenzhou-Kean University. Stress and muscle fatigue caused by long hours of academic and professional work are common in this group, highlighting the need for professional services that promote physical and mental health.

Our business plan is to provide high quality massage services near the teachers' apartments. In addition, we are committed to providing affordable options for students and quality services for teachers, so pricing strategies are flexible, with services ranging from ¥79.9 to ¥300. We believe that this recommendation is in line with the growing interest in health promotion and stress management.

We have prepared a comprehensive business plan, including operational details, marketing strategy and pricing model, for your review. If you are interested in this proposal, we would be happy to discuss it further and explore potential collaboration opportunities. Please feel free to contact us.

Sincerely,

Fengjiao Xu

Enclosure: RM Massage Proposal

Executive Summary

R&M Massage wants to deal with high stress of university students and faculty. We often have shoulder and neck pain and physical and mental exhaustion. Our on-campus massage shop gives affordable and high-quality services. These services are for wellness needs of this community. It gives a convenient and effective way to relax and relieve stress. We are different because of strategic positioning, professional skills and customized services. Our massage therapists are trained. They know a lot about human acupoints and muscle movements. So we can give targeted relief for muscle soreness and help people relax and be well. We used competitor analysis and campus research to make our business model. It meets special needs of our target customers and makes sure there is demand and profit. Our services fit different preferences and budgets. We also focus on brand visibility. We do this through in-store experiences and partnerships with campus organizations. This makes customers more engaged. Our advantages like professional therapists, good location, great service quality and strict hygiene standards make us a good choice for students and faculty.

Table of Contents

Executive Summary	i
Business Description	1
<i>Introduction.....</i>	<i>1</i>
<i>Our offerings.....</i>	<i>1</i>
<i>Operation hour.....</i>	<i>1</i>
<i>Our USP and philosophy</i>	<i>1</i>
<i>Organization System</i>	<i>2</i>
Theoretical Framework and Business Model	4
<i>Introduction.....</i>	<i>4</i>
<i>4 Ps Strategy (Product, Price, Place, Promotion).....</i>	<i>4</i>
Business Model---YouYaSuiYue Massage parlor	6
<i>Introduction.....</i>	<i>6</i>
<i>Environmental Profile.....</i>	<i>6</i>
<i>YouYaSuiYue: A Benchmark for Successful Business Model</i>	<i>6</i>
Market Research	9
<i>Introduction.....</i>	<i>9</i>
<i>SWOT Analysis.....</i>	<i>9</i>
Strengths:	9
Weaknesses:	9
Opportunities:	9
Threats:	9
<i>Target Market</i>	<i>10</i>
<i>Competitive Analysis.....</i>	<i>10</i>
<i>Evaluation of 4Ps (Product, Price, Place, Promotion)</i>	<i>11</i>
Marketing Strategy	12
<i>Introduction.....</i>	<i>12</i>
<i>Strategic Marketing Stages</i>	<i>12</i>
<i>Customer Service</i>	<i>12</i>
<i>New Product Development</i>	<i>13</i>
Marketing Plan	14
<i>Introduction.....</i>	<i>14</i>
<i>Sales Channel.....</i>	<i>14</i>

<i>Advertising</i>	14
<i>Prices and Promotions</i>	14
1. Basic Relaxation Packages	14
2. Classic Soothing Package	15
3. Deep Recovery Package	15
4. Luxury Wellness Package	15
5. Supreme VIP Package	15
<i>Service Details:</i>	15
<i>Operational Plan and Schedule</i>	16
Financial Plan	18
<i>Introduction</i>	18
<i>Fixed Cost</i>	18
<i>Variable Cost</i>	19
<i>Payroll Expenses</i>	20
<i>Operational Expenses</i>	20
<i>Marketing and Advertising Expenses</i>	21
<i>Emergency Fund</i>	21
<i>Use of the Capital from the Investor</i>	22
<i>Revenue Estimation</i>	22
<i>Break-Even Analysis</i>	23
Conclusion	25
Reference List	27
Appendix 1: Questionnaire	28
Appendix 2: Questionnaire result	30
Appendix 3: Advertisement:	32
Appendix 4: Appointment system:	33
Appendix 5: Use of AI	34

Business Description

Introduction

RM Massage Parlor is an up-and-coming, thoughtful, and affordable business designed to meet the health needs of Wenzhou-Kean University's approximately 6,000 students and faculty.

Our offerings

Our massage parlors have a variety of service options, considering the market environment at Wenzhou-Kean University, including services such as quick shoulder massages and longer full body massages designed to relieve stress and promote relaxation. The location of the massage parlor was carefully selected, and the final location was located near the teachers' apartment. The location of the parlor is convenient for both teachers and students, and it is also our main customer group. Our massage lounge will offer two single rooms, three double rooms and three quadruple rooms, and can accommodate up to 20 customers at a time. It also has a seamless booking system that can be accessed online through an app or WeChat mini program, ensuring customers save time and avoid unnecessary waiting. To support this initiative, we will need RMB 800,000 to cover initial costs, including basic supplies and equipment such as massage tables, massage oils, towels and aromatherapy elements.

Operation hour

Business hours are designed to align with the schedule of our target audience. Open Monday through Friday at 11 a.m. and close at 10 p.m., for individuals seeking relaxation after work or classes. On weekends, the hours from 12 noon to 8 PM are slightly reduced to accommodate more flexible schedules for students and teachers.

Our USP and philosophy

Our Unique Selling Proposition (USP) highlights three key aspects. First of all, our services are professional, trained masseurs who are good at solving muscle tension and fatigue caused by long hours at the desk and mental exertion. This focus sets us apart from your average massage parlor. Second, we combine convenience and comfort, offering a waiting-free booking system and a location close to the teachers' apartments for easy access. The well-designed facilities offer a peaceful atmosphere, from cozy massage tables to relaxing aromatherapy sessions. Finally, our flexible pricing strategy also gives our customers different tailored service options, they can choose anyone based on their budget. (\$67 to \$500)



Figure 1: REST philosophy

Our massage Parlor philosophy, abbreviated REST, emphasizes four core values: relaxation, empowerment, support and serenity. These principles guide our mission to create a nurturing and peaceful environment where clients can recharge mentally and physically. By prioritizing self-care and well-being, we aim to have a meaningful impact on the lives of members of the Wenzhou-Kean University community.

Organization System

Our team has carefully distributed managerial responsibilities based on individual advantage and expertise to ensure the efficient operation and sustainability of the R&M massage parlor

Rita (CEO): Responsible for overall planning and strategy, providing guidance and support to all departments to maintain seamless coordination and operational efficiency.

Shirly (Finance Manager): Take charge of budgeting, accounting, and financial reporting, ensuring the shop's economic health and sustainability.

Rosaline (HR Manager): Responsible for recruitment, staff training, and performance evaluation, fostering a productive and supportive work atmosphere

Peyton (Marketing Manager): Leads marketing efforts, such as promotions, branding, and establishing and maintaining good relationships with customers

Jane (Purchasing Manager): Take charge of procurement activities, ensuring the timely and cost-effective sourcing of high-quality supplies and equipment.

As a cohesive team, all of us focus on our specialized departments and work together to R&M Massage Parlor's success.

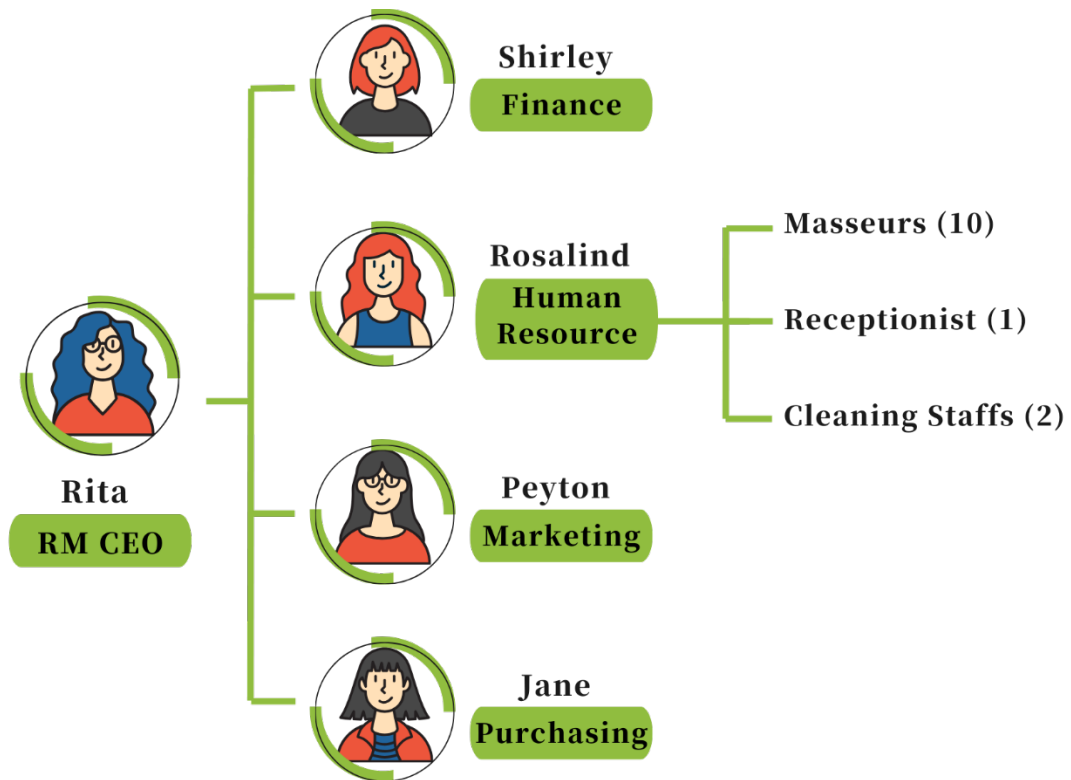


Figure 2:Organizational structure

Theoretical Framework and Business Model

Introduction

R&M Massage Parlors fully apply the 4Ps theory (product, price, location, promotion) in service design and operation. Based on this theory, we not only provide core services, but also focus on the added value of services and the overall design of customer experience. At the same time, flexible pricing strategies are adopted to ensure that the service price can reflect the real value of the service and meet the needs of customers at different economic levels. Place, with convenience and accessibility as the core, provides customers with efficient and convenient service experience. In terms of promotion, a variety of promotion methods are combined online and offline to attract new customers and enhance customer loyalty. Through the comprehensive application of 4Ps theory, R&M Massage Parlor is committed to providing excellent service experience for WKU teachers and students and establishing a strong market competitiveness.

4 Ps Strategy (Product, Price, Place, Promotion)

As a massage parlor, we choose the 4Ps marketing theory as theoretical framework because of its high compatibility with the characteristics of the service industry. Through the 4Ps theory, we can design a variety of massage services to meet customer needs, adopt flexible pricing strategies to take into account different consumption levels, select convenient locations to enhance customer service experience, and combine online and offline promotion to attract new customers and maintain old customers. This systematic framework helps us to optimize our operations, improve customer satisfaction and market competitiveness.

In the service industry, the core of the product is not only to provide the basic service but also the added value of the service and the design of the customer experience (Pekkarinen & Ulkuniemi). Service is inherently intangible and therefore needs to be combined with standardized processes and personalized services to ensure consistency of quality and meet the differentiated needs of customers (Wilson et al., 2020). By designing standardized production processes according to the needs of different industries, while meeting individual requirements, services can truly meet the specific needs of customers. In addition, the service also needs to pay attention to the overall design of customer experience, including service environment, employee attitude, service efficiency, etc., to enhance customer satisfaction from the details. So, we apply this theory to our practice, through extensive market research and consideration of the specific needs of Wenzhou-Kean University teachers and students, we offers a variety of services, such as full body massage, head massage, and shoulder and neck massage. These services not only help customers relieve stress and relax but also enhance the overall customer experience by optimizing service details.

In the service industry, price is an important standard for customers to evaluate the value of services, and it is also a key factor affecting customers' decision-making (Nagle & Müller, 2017). Due to the intangible nature of the service, its pricing strategy needs to consider many factors such as customer's perception of value, market competition, and cost control. Reasonable prices need to reflect the true value of the service and avoid customer loss or brand image damage due to too high or too low prices (Lopez, 2020). Therefore, we apply this theory to our practice, we adopts a flexible price positioning strategy to meet the needs of customers of different economic levels at a reasonable price. Our pricing reflects the true value of the service and eliminates consumer concerns by avoiding overpricing. Through membership card top-up direct discounts, cashback,

and other promotional activities, R&M Massage Shop further enhances customers' willingness to spend, while increasing customer loyalty.

Place is particularly important in the service industry, as the delivery of services often requires direct contact with customers (Dadfar et al., 2013). Convenience and accessibility of services are the core factors influencing customer choice. Reasonable location can not only enhance the frequency of customer visits but also establish service habits in customer consumption behavior (Dadzie et al., 2017). Therefore, according to this theory, we plans to open a store near the teacher's apartment after fully researching the market and according to the feedback from teachers and students. This location is not only convenient for teachers and students to quickly enjoy the service in their busy academic or work schedule, but also effectively improves the convenience of service and customer satisfaction.

Promotion is an important means for the service industry to attract new customers and maintain old customers. Due to the intangible and experiential nature of the service, promotion needs to visually convey the core value of the service to the target customer group through a variety of ways. Online promotion can use social media platforms to attract customers by sharing user experiences and releasing preferential information (Hong et al., 2021). Offline activities can enhance customer engagement and frequency through member discounts, holiday promotions and referral rewards. According to this theory, we will adopt the strategy of combining online and offline in the promotion, expand the coverage of customers through WeChat Moment, Tiktok, Meituan coupons, and other ways, and enhance customer participation through member top-up cash returns, holiday promotion, and other methods. In addition, R&M Massage Shop attaches great importance to word-of-mouth marketing. After customer social evaluation on the platform, we will collect positive comments and vigorously promote them to enhance the brand's credibility and attractiveness. We will also continuously improve the service quality according to negative comments and strengthen our word-of-mouth.

Business Model----YouYaSuiYue Massage parlor

Introduction

As our chosen successful business model, YouYaSuiYue Massage, founded in 2020, is located in Ou hai Avenue, Ou hai District, Wenzhou City. It stands out with its precise market positioning and diversified service strategies. The store focuses on creating a high-end and comfortable service experience, satisfying customers' needs by providing diversified services such as traditional massage, rehabilitation massage and so on. The flexible pricing strategy and the combination of online and offline promotion have helped it attract a wide range of customers and enhance customer loyalty. In addition, the sophisticated facilities and professional services of Elegant Years provide an ideal place for customers to relax.

Environmental Profile



Figure3: YouYaSuiYue environment

This picture is the layout of the Massage bed in YouYaSuiYue Massage Parlor. It can be seen that the environment is clean and the privacy density is high.

YouYaSuiYue: A Benchmark for Successful Business Model

We choose YouYaSuiYue as our successful business model mainly because of its geographical advantages and service characteristics. YouYaSuiYue is only 5.2 km away from WKU, and the transportation is convenient, which attracts many WKU teachers and students come to experience. At the same time, YouYaSuiYue has perfect facilities and high-quality services, such as professional massage programs, private and comfortable environment, and one-stop massage experience, which fully meets the diversified needs of their customers. These successful operating

models and service designs have provided valuable references to help us better combine actual needs when building our business model and improve service quality and customer satisfaction.

YouYaSuiYue Massage shop is committed to providing customers with high-end and comfortable massage services, combining professional technology and diversified service projects to create a one-stop health and comfort experience for customers. They focus on the overall feeling of the client, providing quality massage facilities and personalized service Settings (Meituan, n.d.). They are also equipped with professional massage technicians to provide different types of traditional massage, rehabilitation massage, sports massage and other professional services. In order to enhance customer loyalty, they adopt a membership system to provide exclusive benefits and customized services for members. The shop has comprehensive welfare facilities such as sauna and shower, as well as healthy snacks and tea to further enrich the leisure experience of customers (Meituan, n.d.).

As for the pricing strategy, YouYaSuiYue adopts a multi-level pricing strategy, with the price range ranging from ¥67 to ¥584, flexibly adjusted according to service items, duration and number of customers to meet diversified needs. For example,

- Chinese pedicure (25min) -¥67
 - Foot soak + limb shoulder and neck relaxation + Foot bath (60min) -¥107
 - Foot soak + limb shoulder and neck relaxation + Foot bath (80min) -¥137
 - Foot bath pedicure + waist and back limbs relaxation + essential oil treatment (90min) -¥254
 - Full Body Massage +SPA (90min) -¥344
 - Body Essential Oil SPA (90min) -¥584.
- (Meituan, n.d.)

Its facilities include single, double and quadruple rooms to meet the needs of the number of guests, and all have a shower service, quiet, comfortable, clean and private environment. Customers can also enjoy complimentary snacks such as dumplings, beef noodles, tea eggs and fruit platters, which further enhance the overall experience (Meituan, n.d.).

Regarding the Promotion Method, YouYaSuiYue offers exclusive discounts, including member cash back, direct discount on membership card top-up, member giveaways and package discounts. The promotion methods are combined with online and offline strategies, expanding the coverage of customers through wechat Moment, Tiktok publicity, Red book promotion and other ways, while enhancing customer participation through member top-up cash return, holiday promotion and other methods (Meituan, n.d.). For example, they attract new customers with first-experience discounts, and package offers offer a combination of services at a lower price. The Referral Reward program encourages customers to refer new customers, and both parties can enjoy the discount; Loyalty rewards reward regular customers with special discounts or service upgrades. Seasonal promotions are introduced according to the characteristics of different seasons, such as free herbal

tea in summer and hot stone massage in winter, combined with flash sales activities to further stimulate customers' consumption decisions (Meituan, n.d.).

In order to ensure the quality of service, YouYaSuiYue ensures the professionalism and consistency of service by employing qualified technicians, regular training and skill upgrading. At the same time, they implemented an efficient customer relationship management system to track customer feedback in a timely manner and adjust the service content to meet customer needs (Meituan, n.d.). In addition, they also use a reservation system, which allows them to effectively manage passenger flow and ensure the timeliness and efficiency of service. They strictly comply with relevant health and commercial regulations to ensure that all operations comply with legal requirements. When handling personal health information, YouYaSuiYue emphasizes the principle of privacy and confidentiality in order to safeguard the rights and interests of customers and enhance the credibility and attractiveness of the brand (Meituan, n.d.).

Market Research

Introduction

This chapter provides a comprehensive market analysis, including SWOT analysis, Target market, Competitive analysis and Evaluation of the 4Ps. We did SWOT analysis to identify internal and external factors, which guided the strategic decisions. Target market analysis is our first step in getting closer to our customers, helping us to recognize the characteristics of potential customers. Competitive analysis suggests the strengths and weaknesses of competitors along with the gap in existing markets. Finally, Evaluate the 4Ps to ensure that our massage parlor is resonating with the target audience. These elements are essential for understanding market dynamics and developing effective strategies for growth.

SWOT Analysis

Strengths:

The strengths of R&M Massage come from its strategic location and target market. The campus environment has a stable and concentrated customer base. It has students and faculty. This makes targeted marketing and service delivery easy. Students often feel tired from long study and using devices. Faculty work long hours. They all need to relax and relieve muscle pain. This makes the business have good potential. Also, using part-time student employees can cut operating costs a lot. The business can be more sustainable. The campus community is small. It is good for building a strong brand with good service and word-of-mouth.

Weaknesses:

The business has strengths but also faces some challenges. The main weakness is that students don't have much money. Most depend on living expenses and care a lot about price. This can stop the business from offering high-priced services. The business hours must fit the campus schedule. This can make it hard to be flexible. Especially for late-night services. This is a first-time business. So there is no experience in running a massage parlor. We may need to learn a lot about service procedures and personnel management.

Opportunities:

There are good opportunities. There are no direct competitors near Wenzhou-Kean University. This gives a big first-mover advantage. Students and faculty care more about health and relaxation. This helps massage services grow. The business can make special offers. For example, massage packages for eye fatigue or physical relaxation with campus psychological counseling centers.

Online promotion on campus forums, student social groups and digital platforms is cheap.

Partnerships with student organizations to give services at campus events like sports competitions and performances can make the business more popular.

Threats:

Potential threats can't be ignored. Reputation risk is very important. If there are service quality problems or bad incidents, they can spread fast in the campus. It can hurt the brand. High staff turnover, especially part-time student employees, can make service and operation bad. The

business may face competition from other campus relaxation places like gym relaxation areas. Or from off-campus massage parlors. It can be hard to keep customers.

Target Market

With the increasing attention of modern people to health and the increasing budget in leisure and entertainment, we found that Wenzhou-Kean University has a high demand for massage, including those who often consume in off-campus massage parlors and the potential demand that are low frequency due to the in convenience of off-campus massage. The target market of the massage parlor is Wenzhou-Kean University students, professors and staff, but it also attracts outside visitors, such as students and faculty's relatives. Based on the questionnaire data collected from 61 students and 10 faculty members, we found the following demand points:

- Student group: Students have great academic pressure and need to study and use the computer for a long time, which is easy to cause shoulder and neck pain.
- Professors and faculty: Professors and faculty work long hours at their desks and have an ongoing need for relaxation and health care.
- School Visitors: Parents and other visitors can experience massage services to ease the fatigue of the trip.

Competitive Analysis



Figure 4: Peripheral market

We found that the existing massage parlor near Wenzhou-Kean University is 4.4 km away from WKU campus as a direct line. It takes 20 minutes on average to go to the nearest massage parlor

and costs 50 yuan by taxi (round trip). Therefore, existing market are not friendly to consumers' time and money, which reflect the market potential of the WKU community.

Evaluation of 4Ps (Product, Price, Place, Promotion)

The evaluation of the 4Ps—Product, Price, Place, and Promotion—serves as a foundation for assessing R&M Massage's marketing strategy, ensuring alignment with customer needs and market opportunities to achieve long-term sustainability and profitability.

The product strategy emphasizes a diverse range of massage services tailored to meet the unique requirements of Wenzhou-Kean University's students and faculty. Offerings include five distinctive massage packages, such as quick stress-relief shoulder massages and comprehensive 90-minute deep tissue therapies, crafted to address common stress points and promote relaxation. The use of high-quality oils, aromatherapy, and skilled professional therapists ensures that the service not only relieves muscle fatigue but also enhances mental well-being. By focusing on targeted solutions, the product portfolio establishes R&M Massage as a wellness provider capable of differentiating itself from local competitors.

The price strategy reflects careful consideration of the financial capabilities of the target market. With rates ranging from ¥79.9 to ¥300, R&M Massage adopts a tiered pricing structure that balances affordability for students with premium options for faculty members. This flexible pricing approach minimizes cost barriers and appeals to a broader customer base while ensuring that the perceived value of services aligns with their quality. By initially implementing penetration pricing to attract early adopters, the strategy also lays the groundwork for future adjustments based on customer demand and market feedback.

The place strategy is a critical factor in enhancing customer convenience. The parlor's location near the faculty apartments ensures easy accessibility for both students and faculty, enabling clients to fit relaxation sessions into their busy schedules. Additionally, the facility is designed to offer a comfortable and private experience, featuring single, double, and quadruple rooms that can accommodate up to 20 customers simultaneously. This strategic positioning, combined with an advanced online booking system accessible via WeChat Mini Programs, reduces waiting times and improves the overall customer experience.

The promotion strategy focuses on driving visibility, engagement, and customer loyalty through both digital and offline channels. Social media campaigns, such as WeChat Moments promotions and customer referral rewards, leverage the campus community's interconnected networks to create organic awareness. Incentives, including membership discounts, cashback offers, and seasonal promotions, encourage repeat visits and attract new customers. Collaborations with student organizations and targeted events further embed R&M Massage within the university ecosystem, fostering trust and long-term relationships.

Through a holistic evaluation of the 4Ps, R&M Massage's strategy ensures product quality, affordability, accessibility, and effective engagement. This approach not only fulfills the wellness needs of its target audience but also builds a sustainable competitive advantage in the campus market.

Marketing Strategy

Introduction

For the long-term survival of RM Massage Parlor, based on the understanding of our market research, we have tailored a marketing strategy for our massage parlor, which will be critical to achieving growth and maintaining a competitive advantage. This chapter focuses on three key areas: strategic marketing stages, customer service, and new product development.

Strategic Marketing Stages

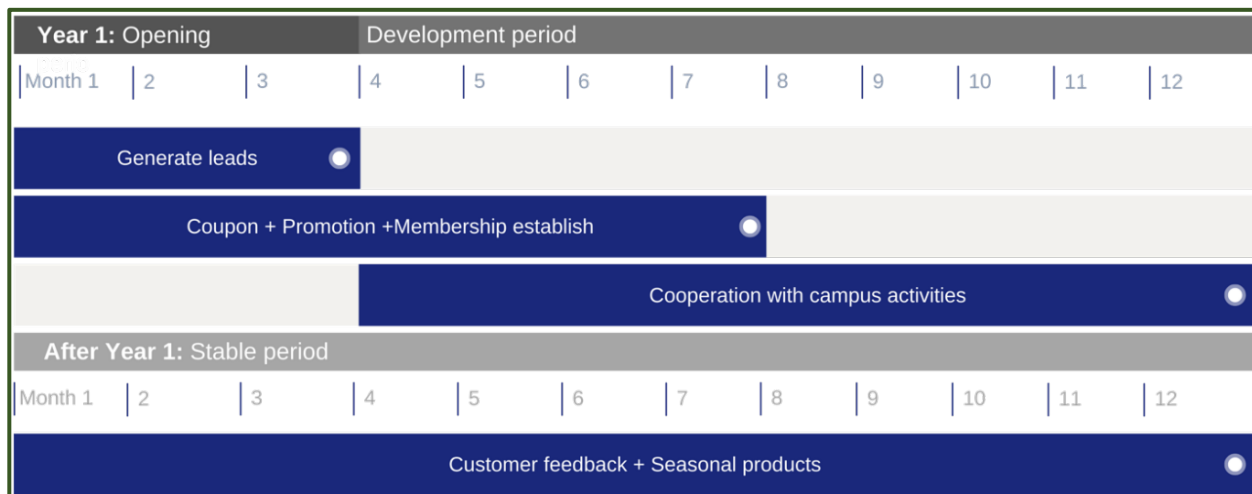


Figure 5: Strategic Marketing Stages

We will have three stages, which are Opening period, Development period, Stable period. For the first three months, we will focus on generating leads activities and launch a series of promotional activities. For 4-12 months, gradually developing our membership system and promoting cooperations with students' organizations (students' organizations and alpha) smoothly are our main targets. For the further 12 months, continuously collecting customer feedback, improving facilities, and introducing seasonal products are our expectations we need to achieve to enhance customer retention. The underlying table is our visual presentation of different stages.

Customer Service

Our massage parlor prioritizes exceptional customer service by focusing on attentiveness, personalization, and comfort to create a memorable experience. Each client is greeted warmly by our professionally trained receptionists, who ensure a smooth check-in process and assist with bookings. To enhance convenience, our advanced booking system in WeChat Mini program allows customers to schedule appointments online, minimizing waiting times. What is more, the system also provides a platform for customers to provide their valuable suggestions and feedback, and our managers will immediately notice by it for any bad customer experience feedbacks.

Our therapists are highly skilled in providing personalized services based on the specific needs of faculties and students. They are attentive to stress points common in individuals who engage in prolonged mental and desk work, creating a tailored experience that addresses client needs effectively. Customer feedback is actively sought and used to improve service quality continuously, ensuring that every visit provides relaxation, empowerment, and support that aligns with our core philosophy of "R.E.S.T."

New Product Development

To better meet customer needs and strengthen R&M Massage's market competitiveness, two new products will be introduced at different stages of business development. These products aim to expand service offerings, attract a broader customer base, and ensure sustainable growth.

The first product, "Mind & Body Recharge", combines traditional massage therapy with mindfulness relaxation exercises, offering a holistic solution for physical and mental rejuvenation. This product includes a brief breathing or meditation session followed by a 60-minute massage targeting high-tension areas such as the neck, shoulders, and lower back. It will be launched during the development period (4–12 months), when the business has established initial brand recognition and a stable customer base. By introducing a unique, value-added experience, this product aims to attract returning customers and set R&M Massage apart as a wellness-focused service provider that caters to both physical and mental well-being.

The second product, "Monthly Wellness Subscription", introduces a membership-based model where clients pay a fixed monthly fee for a set number of discounted massage sessions. This subscription model encourages regular visits, helping customers build long-term self-care habits while ensuring a steady revenue stream for the business. The product will be launched during the stable period (13–24 months), after R&M Massage has achieved operational efficiency and a loyal customer base. The subscription plan will offer members financial savings and exclusive benefits, enhancing customer loyalty and driving consistent service utilization.

By introducing these two new products, R&M Massage will address the evolving wellness demands of its target audience, enhance customer satisfaction, and strengthen its position as a leading provider of health-focused services on campus.

Marketing Plan

Introduction

The marketing plan of RM Massage Parlor will be about transforming effective strategies into practical actions, which we believe will be of great help in reaching target customers and achieving business goals. This chapter covers Sales channels, Advertising, Pricing and promotions, and Operational plans and schedule, providing a clear framework for delivering value and driving growth.

Sales Channel

Our massage parlor will deploy combined sales channels, including online and offline. We provide off-line selling, which means it should be fine if customers go to our physical stores and there should be a receptionist treat and introduce our services patiently and detailly. For online selling, we will focus on developing our own WeChat mini program which includes our booking systems and membership registration. Further, we will cooperate with big platforms like Dianping.com and Meituan.com to provide more affordable and attractive products and prices.

Advertising

RM Massage's advertising approach combines online and offline. Offline advertising is mainly based on our activities and campaigns that cooperate with other stores or organizations on campus, including posters, information sessions, etc. Online promotion means that RM will publish periodic tweets on the public account, share activity information and seasonal products, as well as encourage customers to forward the content of tweets to their "WeChat moments", resulting in network effects.

Prices and Promotions

RM Massage aims to provide convenient and affordable massage services for students and faculty. Our prices are slightly lower than market prices, ranging from 79.9 to 500 RMB. The following is our basic menu:

1. Basic Relaxation Packages

Package A:

- **Price:** ¥79.9
- **Duration:** 30 minutes
- **Service Details:**

Back and shoulder-neck basic massage using standard massage oil.

Package B:

- **Price:** ¥79.9
- **Duration:** 30 minutes
- **Service Details:**

Foot soak, followed by basic foot and head massage.

2. Classic Soothing Package

- **Price:** ¥120
- **Duration:** 45 minutes
- **Service Details:**
Full-body massage focusing on the shoulders, neck, back, and legs, using mid-grade massage oil.

3. Deep Recovery Package

- **Price:** ¥160
- **Duration:** 60 minutes
- **Service Details:**
Deep tissue full-body massage, incorporating advanced techniques and high-quality massage oil to relieve muscle tension.

4. Luxury Wellness Package

- **Price:** ¥220
- **Duration:** 75 minutes
- **Service Details:**
Full-body essential oil massage with specially selected therapeutic oils. Includes gentle head and foot massage for complete relaxation.

5. Supreme VIP Package

- **Price:** ¥300
- **Duration:** 90 minutes

Service Details:

Full-body massage enhanced with hot stone therapy. The heat penetrates deep into the muscles, combined with advanced massage techniques for ultimate relaxation.

Considering consumer behavior and price sensitivity, we have the following promotions:

- **Periodic discounts:** By launching promotions during the midterm and final exams, we expect increased demand during the exam period to compensate for the loss of earnings from the discounts and to grow our customer base. A consumer culture can be formed for a long time.
- **Coupon:** Cooperate with campus food and beverage outlets (Delitz Western Food, Social Dog, SAN Pizza, etc.) to launch a relaxing recharge package. Since campus catering has been in operation for a long time and has a certain customer base, we plan to attract potential customers by purchasing a specific package in the restaurant with a full discount coupon of RM Massage shop.
- **Loyalty program:** RM Massage encourages consumers to become members, membership can make each consumption record as points, a certain point can be exchanged for services or snacks, drinks, essential oils and so on.

Operational Plan and Schedule

The Operational Plan and Schedule outline a strategic roadmap for the massage shop's development over three years, detailing phased activities, investment priorities, and milestones.

Year	Phase	Key Activities	Investment Milestones
Year 1	Launch Phase (Months 1-3)	Finalize location, design, renovations, and equipment purchases.	Allocate about 70% of the initial budget for equipment, renovations, and operational reserves.
		Develop service menu and pricing strategies.	
		Recruit experienced staff and provide pre-job training.	
	Operational Kick-off (Months 4-6)	Begin trial operations, refine services, and collect customer feedback.	Budget for initial marketing activities to attract first customers.
		Conduct campus promotions and social media campaigns.	
Year 2	Service Expansion (Months 7-18)	Introduce new services (e.g., stress-relief packages, holiday promotions).	Allocate funds for additional staff recruitment and marketing efforts.
		Adjust operating hours based on customer demand.	
		Expand staff recruitment in stages to meet growing needs.	
		Promote membership plans to boost loyalty.	
	Investment Optimization (Months 19-24)	Upgrade equipment and enhance staff training to improve service quality.	Additional budget allocated for innovation and product development.
Year 3	Market Consolidation (Months 25-30)	Optimize management processes and improve customer satisfaction.	
		Analyze data to refine strategies and attract more customers.	
	Investment and Expansion (Months 31-36)	Assess the feasibility of opening new locations or expanding the current space.	Investment allocated for potential new

For viewing only. Do not copy or distribute.

			locations or expanded facilities.
		Strengthen collaborations with university and student organizations to enhance brand influence.	

Table 1: Operational Plan and Schedule

Financial Plan

Introduction

This section is an overall analysis of the financial plan of R&M Massage Parlor, including fixed costs, variable costs, payroll expenses, operating costs, marketing expenses, emergency fund, use of capital from financing, revenue estimation, and breakpoint expectation. We have included a detailed 3-year revenue forecast and a break-even analysis to enhance investor confidence. Additionally, the allocation of investment capital is outlined with specific data for clarity and transparency.

	Total
Operational Expenses	32,000
Fixed Cost	252800
Variable Cost	877600
Payroll Expense	2484000
Marketing and Advertising Expenses	17,100
Emergency Fund	160,750

Table 2: total expense estimation occurs for 3 years

Fixed Cost

The total fixed costs for R&M Massage Parlor totaled 252,800 RMB, mainly including renovation costs, equipment acquisition, software costs, and infrastructure expenditures. The renovation cost is the highest, up to 200,000 RMB, which is used to create a comfortable and private service environment. In terms of equipment, 20 massage sofas (30,000 RMB) and 22 sets of foot bath equipment (4,400 RMB) were purchased. Infrastructure includes 36 coffee tables (7,200 RMB), 3 sofas (1,500 RMB), 2 washing machines (3,000 RMB), 2 lockers (1,000 RMB), 10 towel racks (1,000 RMB) and front desk fees (800 RMB). In addition, according to the data provided by the system company, the software fee is not fixed for each year, totaling 900 RMB for three years, 3,000 RMB for the license fee, and 30,000 RMB for the Couch for massage.

A total of 6 single rooms, 3 double rooms and 2 quadruple rooms are set up to ensure that the needs of different customers are met.

Items	Unit Price	Amount	Total
Couch for Massage	1500	20	30000
Feet Bath Equipment	200	22	4400
Renovation Cost	200	1000	200000
Appointment Management Software Fee (Year1)	500	1	500

Appointment Management Software Fee (Year2)	200	1	200
Appointment Management Software Fee (Year3)	200	1	200
License Fee	1000	3 Year	3000
Front Desk	800	1	800
Locker	500	2	1000
Sofa	500	3	1500
Towel Rack	100	10	1000
Washing Machine	1500	2	3000
Coffee Table	200	36	7200
Total			252800

Table 3: massage shop fix cost for 3 years

Room Types	Quantity
Single Room	6
Double Room	3
Quadruple Room	2

Table 4: Massage shop rooms arrangement

Variable Cost

Variable costs for R&M Massage Parlor totaled 877,600 RMB, which mainly included consumables, daily operating expenses, and supplies required for customer service. Among them, massage oil spent the most at 250,000 RMB, towels as an ongoing expense over three years, the total cost of 189,000 RMB, of which 54,000 RMB in the first year, 63,000 RMB in the second year, and 72,000 RMB in the third year. Disposable slippers cost 75,600 RMB for three years, 21,600 RMB for the first year, 25,200 RMB for the second year, and 28,800 RMB for the third year. 3,000 RMB in bed sheets and 180,000 RMB in utilities to keep the facility running. In addition, to enhance the customer experience, we also provide snacks, which invest 180,000 RMB every year to meet the needs of customers in the process of relaxation.

Items	Unit Price	Amount	Total
Towel (Year1)	5	10800	54000
Towel (Year2)	5	12600	63000
Towel (Year3)	5	14400	72000
Disposable Slippers (Year1)	2	10800	21600
Disposable Slippers (Year2)	2	12600	25200
Disposable Slippers (Year3)	2	14400	28800
Bed Sheet	50	60	3000
Massage Oil	25	10000	250000

Utilities	5000	1 Month	180000
Snack	5000	1 Month	180000
Total			877600

Table 5: massage shop variable cost for 3 years

Payroll Expenses

The payroll expense of R&M Massage Parlor was 2,484,000 RMB, which mainly included the salary expense of the massage therapist, receptionist, and cleaning Staff. Among them, massage therapist is the core manpower, a total of 10 people, each monthly salary of 6,000 RMB, and three years of total expenditure of 2,160,000 RMB. The receptionist will be a person with a monthly salary of 5,000 RMB and a three-year expenditure of 180,000 RMB. The cleaning staff will be a person with a monthly salary of 4,000 RMB and a three-year expenditure of 144,000 RMB.

Items	Price	Amount	Total
Massage Therapist	6000	10	2160000
Receptionist	5000	1	180000
Cleaning Staff	4000	1	144000
Total			2484000

Table 6: massage shop payroll expenses for 3 years

Operational Expenses

Other operation costs are as follows: Check the massage table and chair every month, including some surface repair and internal screw loosening inspection, inspection and repair costs 150 RMB per time, 1,800 RMB per year. We expect that the maintenance cost of the equipment will increase slightly from the third year, due to the aging of the equipment, each inspection may need to pay additional parts costs, which will increase to 2000 per year. In addition, we subscribe to the WeChat mini program to provide booking service, the subscription fee is 50 RMB a month, 600 RMB a year. For an in-store payment POS system subscription expected to cost 150 RMB per month, it will cost 1800 RMB per year. Because the massage shop needs many towels, and the floor cleaning frequency is high, the daily cleaning supplies including detergents and disinfecting water consumption are large, about 400 RMB per month, and 4800 RMB per year. An annual insurance premium of 2000 RMB is also required.

<i>Operational Expenses</i>	2025	2026	2027	Total (3yrs)
Routine maintenance of equipment	1,800	1,800	2,000	5,600
Mini program subscription	600	600	600	1,800
POS system	1,800	1,800	1,800	5,400
Cleaning supplies	4,800	4,800	4,800	14,400

Insurance	2,000	2,000	2,000	6,000
Total	11,000	11,000	11,200	33,200

Table 7: massage shop operational expenses for 3 years

Marketing and Advertising Expenses

Promotional materials include posters, flyers, etc. for various activities, and there will be higher expenses in the first year as more posters will be printed for the opening of new stores. Secondly, promotional expenses are activities that affect revenue, including product discounts and giveaways. The expenditure on social media is relatively fixed, and RM Massage Shop will periodically operate its public account and advertise. Finally, sponsorship of campus activities is conducive to RM joining WKU community quickly. Therefore, RM will strengthen cooperation with school organizations in the first two years, and the expenditure will be slightly higher in the first two years. It is expected that its position in the community will be stabilized after the third year, and the expenditure in this part will be reduced by 400 RMB.

<i>Marketing and Advertising Expenses</i>	2025	2026	2027	Total (3yrs)
Promotional Materials	2,000	1,500	1,500	5,000
Promotional offers and discounts	1,000	500	500	2,000
Social media promotion	1,500	1,500	1,500	4,500
Campus event sponsorship	2,000	2,000	1,600	14,400
Total	6,500	5,500	5,100	17,100

Table8: massage shop marketing and advertising expenses for 3 years

Emergency Fund

In addition, RM Massage Shop will invest part of the funds for emergencies, such as sudden equipment damage, fire or natural disasters, due to irresistible factors caused by the shutdown. RM's emergency funding is RMB 50,000 in the first year, but the store size is expected to expand in the third year, so the third year requires an emergency funding of RMB 60,000. On the basis of the bank interest rate of 1.5%, we can have the following details.

<i>Emergency Fund</i>	2025	2026	2027
Additional fund	50,000	0	8,488.75
Retained funds	0	50,750	51,511.25
Total	50,000	50,750	60,000

Table 9: massage shop emergency fund for 3 years

Use of the Capital from the Investor

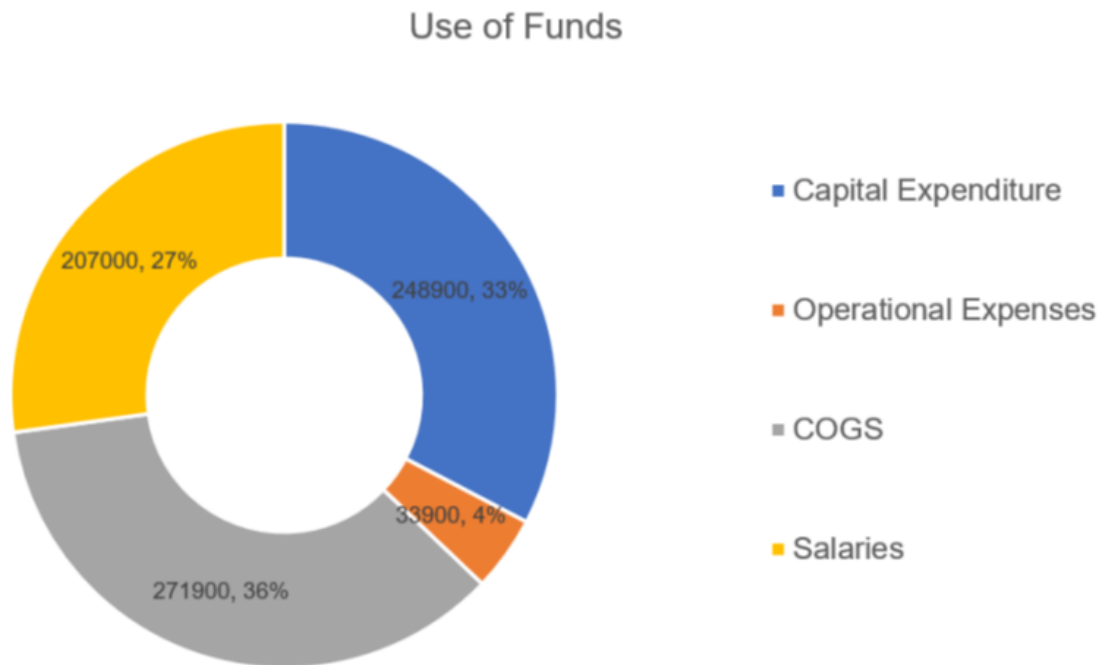


Figure 6: Start-up capital

We are seeking a loan of ¥ 761,700 to finance our operations, with the funds allocated as follows: ¥ 33,900 (4%) for operational expenses, which cover three years of management software fees, utility costs, and snacks for the first three months; 27% for the salaries of 12 employees during the initial three months; 33% for capital expenditures, including massage couches and equipment; and the remaining funds primarily designated for purchasing massage oils and disposable supplies.

Revenue Estimation

Assume the target customers are university students and staff, totaling **6,000 people**. Assume 50% are potential customers (those with demand and willingness to consume).

Potential Customers = $6,000 \times 50\% = 3,000$

Price Per Session

Based on survey results (see Appendix 2), customers are willing to pay 80–100 RMB for a 40-minute session. So we expect the average price to be 160 RMB for a 75-minute session.

Therefore, it can be assumed that each customer visits the shop once every two months or 6 times per year. The coverage rate from potential customers increases yearly:

Year 1 Coverage Rate: $3,000 \times 60\% = 1,800$ (customers) -- $1,800 \times 6$ times = 10,800

Year 2 Coverage Rate: $3,000 \times 70\% = 2,100$ (customers) -- $2,100 \times 6$ times = 12,600

Year 3 Coverage Rate: $3,000 \times 80\% = 2,400$ (customers) -- $2,400 \times 6$ times = 14,400

Annual Revenue Estimation

Based on the customer volume, price, and annual visit frequency:

Year 2025: $10,800 \times 160 \text{RMB} = 1,728,000 \text{ RMB}$.

Year 2026: $12,600 \times 160 \text{RMB} = 2,016,000 \text{RMB}$.

Year 2027: $14,400 \times 160 \text{RMB} = 2,304,000 \text{ RMB}$.

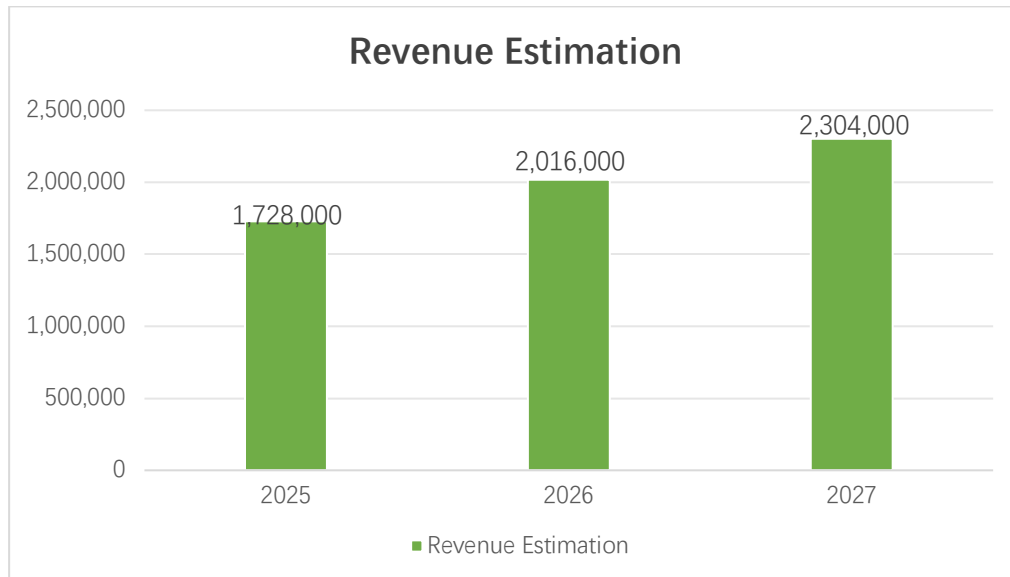


Figure 7: Revenue Estimation

Above all, we suggest total revenue over three years is $1,728,000 + 2,016,000 + 2,304,000 = 6,048,000 \text{ RMB}$.

Break-Even Analysis

The break-even point represents the sales volume at which total revenue equals total costs, resulting in no profit or loss. From the table in the financial plan, with fixed costs of RMB 252,800, an average income per service of RMB 160, and variable costs per service of RMB 88.9, the break-even volume is approximately 4,320 services.

Monthly Sales Assumption

According to our revenue estimation, the average monthly sales volume is 1,800 services, generating a monthly revenue of RMB 288,000 ($1,800 \times \text{RMB } 160$). This steady sales volume allows the business to achieve break-even rapidly.

Revised Break-Even Timeframe

Based on the financial table, the business achieves the break-even point within **3 months** of operations. This faster-than-expected timeline is supported by consistent customer demand and

efficient cost management. Figure 6 shows that cumulative revenue surpasses cumulative costs by the third month. During this period:

- Initial losses in the first month are due to high fixed costs and moderate initial sales.
- In the second month, revenue increases significantly as sales stabilize.
- By the third month, cumulative revenue exceeds costs, marking the transition to profitability.

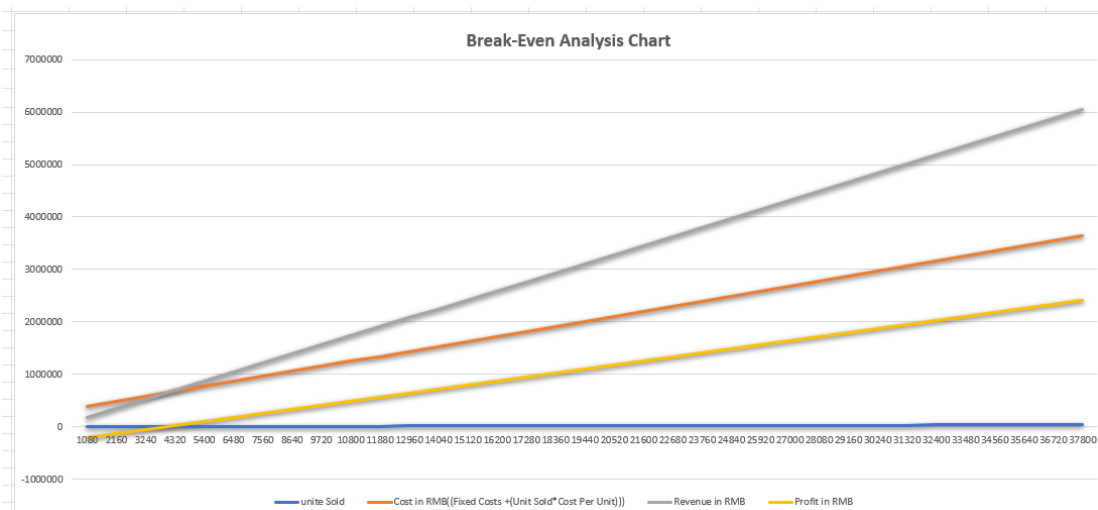


Figure 8: Illustration of the breakpoint where total revenue equals total costs

This table shows the cumulative cost, revenue, and profit as the business scales its operations. The analysis reveals that the break-even point is achieved at 4,320 units sold within the first quarter of the first year. From this point onward, the business begins to generate positive profits, which steadily increase as sales volume grows. By the end of the third year, cumulative profits reach RMB 2,401,600, demonstrating the long-term sustainability and profitability of the business.

	unite Sold	Cost in RMB((Fixed Costs +(Unit SoldCost Per Unit)))	Revenue in RMB	Profit in RMB
the first year	1080	380845.7143	172800	-208045.714
	2160	476891.4286	345600	-131291.429
	3240	572937.1429	518400	-54537.1429
	4320	668982.8571	691200	22217.14286
	5400	765028.5714	864000	98971.42857
	6480	861074.2857	1036800	175725.7143
	7560	957120	1209600	252480
	8640	1053165.714	1382400	329234.2857
	9720	1149211.429	1555200	405988.5714

	10800	1245257.143	1728000	482742.8571
the second year	11880	1341302.857	1900800	559497.1429
	12960	1437348.571	2073600	636251.4286
	14040	1533394.286	2246400	713005.7143
	15120	1629440	2419200	789760
	16200	1725485.714	2592000	866514.2857
	17280	1821531.429	2764800	943268.5714
	18360	1917577.143	2937600	1020022.857
	19440	2013622.857	3110400	1096777.143
	20520	2109668.571	3283200	1173531.429
	21600	2205714.286	3456000	1250285.714
	22680	2301760	3628800	1327040
	23760	2397805.714	3801600	1403794.286
the third year	24840	2493851.429	3974400	1480548.571
	25920	2589897.143	4147200	1557302.857
	27000	2685942.857	4320000	1634057.143
	28080	2781988.571	4492800	1710811.429
	29160	2878034.286	4665600	1787565.714
	30240	2974080	4838400	1864320
	31320	3070125.714	5011200	1941074.286
	32400	3166171.429	5184000	2017828.571
	33480	3262217.143	5356800	2094582.857
	34560	3358262.857	5529600	2171337.143
	35640	3454308.571	5702400	2248091.429
	36720	3550354.286	5875200	2324845.714
	37800	3646400	6048000	2401600

Table 10: Break-even calculation with the service estimation

Conclusion

Our programs are designed to relieve the pressure of schoolwork, provide a place for students and teachers to relax and relieve emotional stress. By providing affordable and high-quality massage services, our R&M Massage shop strives to be a "haven" for teachers and students to relax. In addition, based on market research and precise comparative analysis, the plan has a high feasibility and profit potential. Providing professional massage services on campus can not only help teachers and students relieve stress but also enhance the community's concern and pursuit of a healthy lifestyle.

Closing

For owners and investors, based on three years of financial analysis and market demand assessment, our project will be expected to reach the break-even point in the 3rd month and continue to generate profits thereafter. Not only does our business generate significant returns for investors, but it also enhances the overall well-being of the campus. Therefore, we sincerely appeal to potential

For viewing only. Do not copy or distribute.

investors to recognize the value and importance of this project and provide us with the necessary financial support.

We sincerely invite investors to visit our campus and learn more about our massage shop project and future development plans. At the same time, we will have an oral presentation where we will detail our project and investment potential. This will be a great opportunity to learn about the positive impact of our program on the school. Look forward to meeting you at the conference and answering any questions you may have.

Thank you again for your interest and consideration of our project. We look forward to working with you to advance this meaningful cause soon. Join us to promote campus public welfare!

Reference List

- Dadfar, H., Brege, S., & Sarah Ebadzadeh Semnani, S. (2013). Customer involvement in service production, delivery and quality: the challenges and opportunities. *International journal of quality and service sciences*, 5(1), 46-65.
- Dadzie, K. Q., Amponsah, D. K., Dadzie, C. A., & Winston, E. M. (2017). How firms implement marketing strategies in emerging markets: An empirical assessment of the 4A marketing mix framework. *Journal of Marketing Theory and Practice*, 25(3), 234-256.
- Hong, W., Al-Mashhadani, A., & Hasmi, Z. (2021). Increasing Brand Awareness of a New Company using Digital Marketing. *Action Research in Business Management*, 65-73.
- Lopez, S. (2020). *Value-based marketing strategy: pricing and costs for relationship marketing*. Vernon Press.
- Meituan. (n.d.). Meituan. Retrieved December 18, 2024, from <https://www.meituan.com/>
- Nagle, T. T., & Müller, G. (2017). *The strategy and tactics of pricing: A guide to growing more profitably*. Routledge.
- Pekkarinen, S., & Ulkuniemi, P. Modularity in Creating Value for Diversified Customer Needs in Business Services Markets.
- Wilson, A., Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). *EBK: Services Marketing: Integrating Customer Service Across the Firm 4e*. McGraw Hill.

Appendix 1: Questionnaire

Market research on campus massage parlors 关于校园按摩店的市场调查

1. Do you want to open a professional massage shop on campus?

您希望校内开一家专业的按摩店吗? [单选题]

2. What is your gender?

您的性别是? [单选题]

3. What is your identity?

您的身份是? [单选题]

4. How old are you?

您的年龄是? [单选题]

5. Have you ever received a massage service?

您是否有接受按摩服务的经历? [单选题]

6. How often do you get a massage?

您一般多久接受一次按摩? [单选题]

7. Which massage services are you interested in? (multiple choices)

您对哪些按摩服务感兴趣? [多选题]

8. What is the main reason for you to choose a massage service? (multiple choices)

您主要会因为什么原因而选择按摩服务? [多选题]

9. What is the price range of massage services you can accept? (Take 40 minutes as an example)

您可以接受的按摩服务价格范围是多少? (以 40 分钟为例) [单选题]

10. Which time of day do you prefer to receive a massage?

您更倾向于在一天中的什么时间接受按摩服务? [单选题]

11. Which day of the week do you prefer to receive a massage?

您更倾向于在一周中的哪一天接受按摩服务? [多选题]

12. What are your requirements for the environment of the massage shop?

您对按摩店的环境有何要求? [多选题]

13. Would you like to be able to reduce your wait time by booking through the reservation system?

您是否希望可以通过预约系统进行预定来减少等待时间? [单选题]

14. Besides massages, what additional services would you like the store to offer? (multiple choices)

除了按摩服务, 您还希望该店提供哪些附加服务? (多选) [多选题]

15. What kind of room type do you prefer?

您更倾向于选择什么样的房型? [多选题]

16. What kind of decoration style do you prefer?

您更喜欢哪一类的装修风格? [多选题]

17. Which kind of discount do you prefer?

您更倾向于哪种优惠方式? [多选题]

18. Do you want our massage shop to cooperate with other school organizations (such as psychological society meditation activities)?

您是否希望我们按摩店与学校其它组织进行合作（如心理社冥想活动)? [单选题]

19. Do you have any comments or suggestions on setting up a massage?

您对学校内开设按摩店有何意见或建议? [填空题]

Appendix 2: Questionnaire result


Measurement	Item	Frequency	Percentage (%)
1. Do you want to open a professional massage shop on campus?	Yes	65	91.55%
	No	6	8.45%
2.What is your gender?	Male	28	39.44%
	Female	43	60.56%
3. What is your identity?	Student	61	85.92%
	Faculty	10	14.08%
4. How old are you?	Under 20 years old	22	30.99%
	20-25 years old	40	56.34%
	25-35 years old	3	4.32%
	Above 35 years old	6	8.45%
5. Have you ever received a massage service?	Yes	63	88.73%
	No	8	11.27%
6. How often do you get a massage?	Once a week or more	6	8.45%
	Once or twice a month	13	18.31%
	Once every two month	11	15.49%
	Every three month	18	25.35%
	Rarely or never	23	32.39%
7.Which massage services are you interested in? (multiple choices)	Full body relaxation massage	46	64.79%
	Neck and shoulder massage	59	83.1%
	Lumbar and back massage	38	53.52%
	Foot bottom massage	14	19.72%
	Scalp Massage Therapy	24	33.8%
	Others	1	1.41%
8. What is the main reason for you to choose a massage service? (multiple choices)	Relieve fatigue	64	90.14%
	Reduce muscle tension	48	67.61%
	Relieve the pressure	46	64.79%
	Treat pain or discomfort	20	28.17%
9. What is the price range of massage services you can accept? (Take 40 minutes as an example)	60-80RMB	16	22.54%
	80-100RMB	30	42.25%
	100-120RMB	16	22.54%
	Over 120 RMB	9	12.68%
10.Which time of day do you prefer to receive a massage?	Morning	1	1.41%
	Afternoon	12	16.9%
	Evening	50	70.42%
	No special inclination	8	11.27%
11. Which day of the week do you prefer to receive a massage?	Monday-Thursday	3	4.23%
	Friday	36	50.7%

	Saturday	38	53.52%
	Sunday	32	45.07%
	No special inclination	13	18.31%
12.What are your requirements for the environment of the massage shop?	Quietness	39	54.93%
	Comfort	54	76.06%
	Clean	63	88.73%
	Privacy	33	46.48%
	Special request	1	1.41%
13.Would you like to be able to reduce your wait time by booking through the reservation system?	Yes	68	95.77%
	No	0	0%
	Don't care	3	4.23%
14. Besides massages, what additional services would you like the store to offer? (multiple choices)	Tea or drink	54	76.06%
	Snack	44	61.97%
	Massage oil	42	59.15%
	Music relaxation	44	61.97%
	Others	2	2.82%
15. What kind of room type do you prefer?	Single room	54	76.06%
	Double room	36	50.7%
	Triple room	11	15.49%
	Quadruple room	3	4.23%
16. What kind of decoration style do you prefer?	Natural simple style	28	39.44%
	Chinese Zen style	24	33.8%
	Southeast Asian style	1	1.41%
	Nordic minimalism	30	42.25%
17.Which kind of discount do you prefer?	Membership charge cash back	17	23.94%
	Membership charge card direct discount	38	53.52%
	Membership free gifts offers	7	9.86%
	Mei Tuan set	35	49.3%
	Full reduction offers	21	29.58%
18.Do you want our massage shop to cooperate with other school organizations (such as psychological society meditation activities)?	Yes	47	66.2%
	No	7	9.86%
	Don't care	17	23.94%
19. Do you have any comments or suggestions on setting up a massage?	Clean/Open as soon as possible/Agree/I like it		

Appendix 3: Advertisement:




**Relax. Renew.
Rejuvenate.
LIMITED-TIME
OFFER**




30% OFF

Body Essential Oil SPA :
Regular price: ~~584¥~~
Current price: **408 ¥** **On Sale**

 Basic Relaxation Package A:→ **79.9 ¥**


 Basic Relaxation Package B:→ **79.9 ¥**

 Classic Relaxation Package:→ **120 ¥**

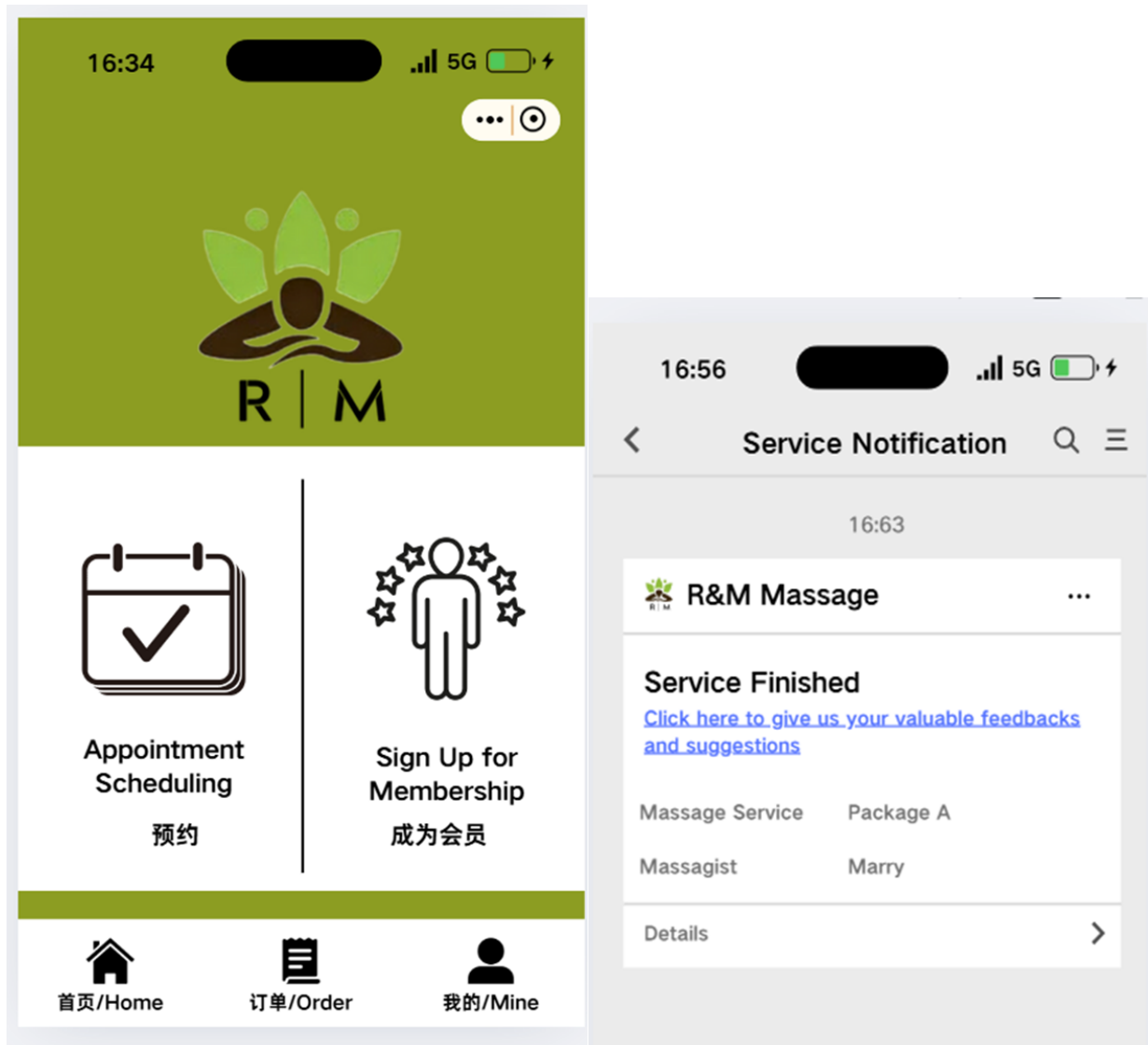
 Deep Recovery Package:→ **160 ¥**

Event Duration: December 16 – December 22

Tel: 183 6781 9296
Address: 88 Daxue Road, Wenzhou



Appendix 4: Appointment system:



Appendix 5: Use of AI

Throughout preparing the R&M Massage Business Proposal, I utilized AI tools to enhance various aspects of the project. The specific contributions of AI are as follows:

Language Refinement:

AI was utilized to polish the grammar, vocabulary, and structure of the document, ensuring a professional and academic standard for the proposal. Suggestions for improving sentence clarity, logical flow, and consistency were incorporated throughout.

Critical Review and Adjustments:

AI tools assist in identifying inconsistencies or errors, such as discrepancies between textual descriptions and table values, which were promptly corrected.

OpenAI. (2024). ChatGPT (December 17 Version) [Large language model]. Retrieved from <https://chat.openai.com>