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1. **Business description**
   1. **The Industry**

The Online food delivery is becoming a big industry in the era of mobile devices. In Fact, (1) stated that the market worth about €83 billion and account for 1 per cent of the total food market. The restaurants are slowly moving out of the traditional delivery way, which is waiting for the customer to call and handle the delivery by them self, they started to advertise their restaurant on rating websites and used these websites as a platform to handle the delivery. In Vietnam, Foody is a big platform in which the seller received rating and reviews from the customers. Furthermore, they also launched Delivery Now which is allows the customer to order on the website and the staff will pick up the food and deliver to the customer’s location. Additionally, the same service also offers by Grab a big company in car-hailing industry. Thus, the food delivery industry in Vietnam will become hotter than ever.

Despite having a big platform with a lot of sellers and customers, Foody and Grab cannot guarantee food quality and safety. They act as a middleman who receives orders and delivers it. Which that being said, our platform will provide healthier food for your everyday meal than the services mentioned above.

* 1. **The company and concept**

Greenlife was founded with four people, and all of us have a shared vision to bring a delicious and safe food for everyone. We focus on connecting customers, chefs and the suppliers this connection will then form a community in which people come to find a meal that not only good because of it tasty but also because of it good for their body.

Greenlife’s mission is aiming to bring homemade organic food for everyone. Creating a wide-open network of organic community online, we hope our service will benefit the demand for organic food in Vietnam. Moreover, we will ensure the quality of our food and the satisfaction of all shareholder while maintaining an ethical model for our company.

Our vision is to promote awareness about the importance of the food we consume nowadays, especially in this fast-moving world where there are too many objectives for people pursuit that they tend to forget to look after their health. Greenlife hopes to create a substantial environment and a diverse network of people connected with each other. We care not only about the food but also, we care about the earth. Every year tons of plastic bag are throwing out of the environment causing many problems. By recognising that critical problem, Greenlife will only use the environmentally friendly plastic bag which made out of hemp trees. We hope our vision will inspire the community to create a better world.

* 1. **The service and product**

Our company will provide a platform to connect the organic suppliers, chefs and the customers. There are two main categories of our business.

First is the market, this can be considered as a traditional market where people come to buy material before preparing the meal. But the supplier here is not a farmer but nornal people in the city. These people are the one that has extra space in their backyard or rooftop. This type of garden is widespread in big cities like Hanoi or Ho Chi Minh City. The people will provide vegetable for their own family. Our platform will allow them to sell the extra vegetable that they have to the people who need them. In this way, the customer will know where the food comes from and is it free of pesticides.

The second market is the market between chefs and the customers. These “chefs” can be an actual chef, or it can also be a people who can cook very tasty food. The chef will work for our company, and the maximum at this time is 10 so that we can control the quality. People can just register for this position, if the slot is still available we can assign them to become a chef. Furthermore, all the tools and ingredients will be provided by us. This will help us ensure the safety of the food. These people can create a list of meal that they can prepare in a day. Customer will then place an order, and their food will be delivered.

* 1. **Entry and growth strategy**

To enter the market, we will first create a market for the suppliers and the customers. The profit will mainly come from the transaction fee when customer place order or extra service for the chefs and suppliers such as delivery and packaging. The free can be 25% of the transaction value, and the additional services will vary from 5,000 VND to 50,000 VND depend on the type of service.

The payment method will vary from Cash on Delivery (COD), cards and e-wallet (Momo, ZaloPay).

* 1. **The website**

Domain: greenlife.site

As all of other TLDs such as .com, .net or .co are already taken, the TLD .site is the only option left if we want to keep the domain the same as the company’s name. We can also offer to buy the better domain latter when we have the capital. The .site domain could be less reliable when customer go to our website as it uncommon in comparison with .com or .net domains. Furthermore, the website also have some meta tag with common keyword when people looking for foods or material for cooking. This technique will help the website display in the top of the result list from Google. Thus, we can reach more customers.

1. Intro to e-commerce
2. Strategic objective
3. **Industry analysis**
   1. **SWOT**

**Social**: Our services aim at customer from all age and sex. However, our primary customer is adult from 18 to mid-age 45. Because people from 18 to 45 are tend to working and studying at the office and university. Their time table usually occupied with lots of works during the day so rather preparing their own healthy food, their choose fast-food vendors that are less time consuming and more convenient. We also aim at the people who need a part time job as a chief and people who grow organic vegetable at home. From the data of [www.worldometers.info](http://www.worldometers.info), Vietnam ranked 15th in top 20 largest population and the median age is 30 years old which mean the population of Vietnam are mostly young which is the perfect market for our service. Since our service will highly involve with internet and Vietnam has 63% population that use internet, this will help us to penetrate the market faster.

**Legal:** Although the Law on Information and Technology in Vietnam is not fully developed but most of the basic protocol has been approved by the official. The majority of technology company Vietnam have to go through several steps to get the legitimation letter and establish their own business. Moreover, in recent years the government has introduced Law on Electronic Transfer and Law on Consumer Security. These two laws will help more various tech company to provide more services in Vietnam. Our service will also make use of the Electronic transfer method to create more way for customer to pay.

**Economical:** From the data of tradingeconomics.com depict that Vietnam has a steady increase of GDP from 2000 to 2018 at average 6.25 percent and in the first quarter of 2018 Vietnam has gained 7.65 percent. With steady growth Vietnam is a dynamic and young market for investors. Moreover, Vietnam is a member of WTO and ASEAN, also Vietnam has signed many economic pacts with lots of countries such as Japan, China and India. With young and steady market growth, Vietnam is the perfect market for our service.

**Political:** Since Vietnam is a developing country, the government has created many privileges for investor and firm to invest in Vietnam. Furthermore, the government has also had privilege for tech company to start up in Vietnam. For example: Our service requires internet and electricity to operate which can be costly in Vietnam. By recognizing the obstacle, Vietnamese government has created a priority for tech company to use electricity and internet with lower price than the standard price of internet and electricity in Vietnam.

**Technological:** According to data from VN Express, Vietnam’s internet speed is ranked at the 75th out of 189 countries in the world. It is acceptable speed for our company to operate. However, the internet infrastructure in Vietnam is not reliable which make the connection sometime corrupt and slow. This can affect on the quality and professional of our services. The customer will not be happy when using our services with the lagging quality. Especially, in the modern world where every payment need to be fast and reliable. Thankfully in the beginning of 2018, Vietnam has installed the mobile network 4g and updated their internet infrastructure, this will help more people to have access to the internet which means more potential opportunity for our services.

* 1. **SLEPT**

|  |  |  |
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| Greenlife | **Strength**  In recent years Vietnam population have to face with lots of diseases, especially many kind of cancers. According to many research, scientist has founded that bad quality food is the main reason for individual’s body to mutated the cancer cell. For example, nowadays many Vietnamese farmer using exceed recommended dose chemical pesticide on their crop for better yield and protection again insect. This action make the vegetable and fruit get contaminated with chemical in the pesticide which make them to be lethal to consume. By that the awareness about healthcare in Vietnam is rising rapidly. People now are more tend to choose food that been approved as organic quality rather than unknown qualify food.  Our service is not only a platform but it is a community of organic food lover. The services provide a part time job for people while creating a new way for people to eat organic food. We also create an easier platform for people who grow organic certified vegetable to sell. | **Weakness**  We are a new kind of E-commerce in Vietnam. The concept of our services is not popular among Vietnamese. Which means that it will took a period of time for customer to get to familiar with the usage and experiences of our services. In additional, the company maybe struggle as first for reputation and paused for further expand and development. |
| **Opportunities**  Being an E-commerce business is very beneficial because our services mainly engage online which mean we don’t have to spend too much funding on real estate. We also don’t have to spend money on physical store because all of our services will be available on the internet.  The percentage of people who use internet for daily activities is rocked up in 2017 and 2018. With this advantage, the recognizing for our services and company will be shortening up and help our company to expand and develop bigger. | **(SO)**  As new and unique services in Vietnam we have the element of stimulate the curiosity of customer. This can help our marketing program work more effective. We can launch a campaign on organic movement and promote our company along the campaign. Moreover, we can invite celebrity like popstar Son Tung MTP or singer Toc Tien to be our brand ambassador. With these two approach, our company can rapidly become well known in the Vietnamese marketplace | **(WO)**  Nowadays, more and more people in Vietnam are using social media for daily entertainment or a way to obtain new knowledge. Statistic show that 59 million of Vietnamese use Facebook in 2018. This is a chance for us to promote our services to the Vietnamese community. To be specific we will launch an advertisement about our services and discount voucher for first time user. |
| **Threats**  Through time there will be other companies replicate our way of services. This can create a competitive between our company and other companies.  At first customer satisfaction can be reducing if our delivery services cannot make it in time due to traffic jam or rainy weather or the delivery vehicle.  Similar rival company FOODY | **(ST)**  Our company will constantly use our budget to invest on customer caring department and research and development department. This will help us to adjust our services in order to become more appropriate for Vietnamese client. | **(WT)**  Every E-commerce companies always have problem with their delivery process because the customer expects to receive their good as soon as possible after has made the purchase. Any delay in transportation will reduce the satisfaction and experiences of the customer. By that our company has developed a scheduled and weekly, monthly package for customer. To be specific, the package offer the customer customize the time that their want to receive their food in advance, also the package will come with best prices. With this method, we can minimize the risk in transportation because |

* 1. **Competitor analysis**

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| **Category** | **Analysis** |
| **Competitive threats:**  **Threat of new e-commerce entrants** | Vietnam is a young and dynamic market for company in many industries to invest. Furthermore, with the modernization of the country more and more people have the ability to access to the internet. Making Vietnam is a potential market for E-commerce companies to grow. This is also a threat for E-commerce company that already established in Vietnam. |
| **Competitive threats:**  **Threat of new digital products and substitute products** | Since Vietnamese government has many encourage policy for E-commerce company to established. Now new E-commerce companies can establish easily and penetrate the market with similar service or product in order to compete for market share. Therefore, the threat of new digital products and substitute products are high. |
| **Sell-side:**  **Customer power and knowledge** | We have design and developed our website and application with a friendly user approach. Which mean the user can navigate easily through categories and each category has been stated with specific instruction. Furthermore, we also have a program as default that guide first time user to get to know more about the categories and services. This function will help the user to use our services more effective. Hot deal and promotion for each services are colorful decorate to make it easier for customer to aware. Customer support and complain center work 24/7. Therefore, the customer power and knowledge is high |
| **Sell-side:**  **Power of intermediaries** | The power of intermediaries is medium because our services is a platform for organic lover. However, every products and vendors have to go through a strict qualification process before deliver to the customer and put on display in the platform. |
| **Buy-side:**  **Power of Supplier** | Currently in Ho Chi Minh city the trend that grow hydroponic vegetable on their rooftop is popular. Furthermore, the demand for organic food is still high so we have cooperated with farmer from Da Lat city with located only 300km from Ho Chi Minh. For many years, Da Lat is the center of organic food production from diary, meat to vegetable. We also collaborate with Vissan, Vissan is a large and experiences company in meat production. Their product has been on the Vietnam market for long time and qualified for many times by the Healthcare department. By connect with many vendors and companies we can have a constant supply. By that, the power of supplier is low |

* 1. **Target market**

Greenlife’s primary are customers from 18 to mid-45. We want to focus on the modern class that work and study in big city like Ho Chi Minh. The reason behind it because, in busy and modern city people tend to “live fast”. To be specific, people in the city have more knowledge and awareness about healthcare than other province in Vietnam. However, with a rush and fast movement of the city, they don’t have the time to prepare their own food. Recognizing this need for clean and organic food, our services provide a wide range of organic food with many tastes and styles for people who want to eat organic food but don’t have time to cook. Moreover, Greenlife also create a platform for organic vendor to sell their product more easily. This will help us to create a substantial connection between the buyer and seller.

* 1. **E-Channel strategy**

Vision:

Greenlife’s vision is to promote awareness about the important of the food we consume nowadays, especially in this fast moving world where there are too many objectives for people pursuit that them tend to forget to look after their health. Greenlife hope to create a substantial environment and a diverse network of people connected with each other. We care not only about the food but also we care about the earth. Every year tons of plastic bag are throwing out of the environment causing many problems. By recognizing that critical problem Greenlife will only use environmental friendly plastic bag which made out of hemp trees. We hope our vision will inspire the community in order to create a better world.

Mission:

Realizing the need of organic homemade food in Vietnam. Greenlife’s mission is aim to bring organic homemade food for everyone. By connect the supplier and the chiefs and the customer together in one platform. Creating a wide open network of organic community online, we hope our service will benefit the demand for organic food in Vietnam. Moreover, we will ensure the quality of our food and the satisfaction of all shareholder while maintaining an ethical model for our company.

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| **Objective** | **Priority** | **KPI** |
| **Customer satisfaction**   * Recognize by 1 million people on social media and people who use Facebook live in Ho Chi Minh city. * Reach 1.500 to 3.000 member in 16 months * Receive about 10.000 orders in 12 months. | * Established social media channel on Facebook, Instagram and SnapChat. Use Facebook and Instagram data to advertise for people who live in Ho Chi Minh city. * Discount 15% for user that subscribe to Greenlife’s services. In addition, using the data from user account to discount 15% on their birthday * Running advertisement on Google with the keyword “organic” “healthy food” “Ho Chi Minh”. * Discount 10% for customer who successfully introduce their friend to our services * Showing simple exercise and nutrition fact on social media. * Free promotion for the first 50 vendors on the platform | * Increase like, follow on our social media channel every month by 5%. I * Increase interaction with customer on social media by 10% * Having good review on newspaper by the beginning of 2019 |
| **Customer retention**   * Loyal Customer reach 400 members in the first three months of 2019 * Encourage customer to purchase more than 5 times on the system within 9 months * Encourage customer to use Greenlife’s package increased by 10% * Send gift and bonus for vendors that have the most selling | * Continues to serve more variety of organic dishes for customer * Discount 5% for customer to write a feedback about the services * Customer caring department contact customer that rated from 1 to 3 out 5 star in the rating system. | * Data of how many times customer has use our services * Data of what method customer have access to our platform by website or application. * Amount of vendors that satisfied with the services. |
| **Customer acquisition**   * More vendors and customer reach from 700 to 900 in total by the end of 2019 * Exceed 30% of bringing user that have low tendency of using the services from the second time * Reach 500 loyal member and 200 of vendor that have achievement for best seller.     . | * Introduce package for parties and events * Post the best reviewer on every dishes * Hold a healthcare talk show to raise the awareness * Roll out 10% off voucher for new user. | * . Exceed 14.000 orders in the beginning of 2019 * Amount of vendor that applied for the platform * The number of repeat order from customer’s accquantain |

* 1. **Organizational restructuring**

Greenlife will choose in-house division approach except the website which means most of Greenlife’s activity is keep within the company by our own assets and employees because:

* Minimising the cost and not rely on the third party
* Easy to manage the quality and quantity of our services.
  1. **Marketplace restructuring**

Greenlife use disintermediation strategy that we sell the meals directly to customers without any intermediaries. Firstly, we look for sources that provide organic ingredients such as: organic farms, organic supermarket that are qualified for safe, healthy ingredients. We compulsorily require the chefs buy use organic ingredients from reliable sources list that also upload on our sites. To make sure there is no cheating from those chefs, we compare their ingredient purchasing bill and the food menu they introduce in the same period. Furthermore, our managers will sometimes suddenly arrive to  check their kitchens. After that, the chefs food menu will upload on our sites for customers to choose. Moreover, consumers also can directly buy the organic ingredients from our sites to cook themselves. By using disintermediation strategy, Greenlife can control the product quantity and quality as well as reducing the cost.

* 1. **Position and differentiation strategy**

**‣ Product performance excellence**  
Greenlife’s key product differentiation is food taste and safety. By managing the connection between chefs and organic suppliers, we guarantee all Greenlife’s meals are cooked from safe ingredients and by household chefs with limited quantity. In other words, the meals will be similar as customer’s own home food. Moreover, our products and services also apply Corporate Social Responsibility by using environmentally friendly plastic bag which is made out by hemp trees.

To prove those above advantages, we will make a video clip on our sites to provide the process of collecting organic ingredients, home cooking, and food delivery weekly to improve the customer’s awareness of our product differentiation.  
  
**‣ Price performance excellence**

The price of organic ingredients will base on the supply sources’ price.  
The price of each meal will be from 40.000VND to 100.000VND based on the type of meal. Delivery fees will vary from 5.000VND to 10.000VND depends on the distance between chefs’ home and customers’ receiving place. There will be a 5% discount for more than 10 meals purchase at one time.

There is 20% transactional fees for every transaction except the chefs ingredients purchasing is is free transactional fee.

**‣ Transactional excellence**

Greenlife focuses on flexible transactional strategy**.** Customers will confirm the orders on our website or smartphone application before at least 3 hours until the time to get the meals. The chefs can choose to delivery themselves to increase their income or use our delivery system. After the delivery is done, a confirm will be made by customers and the shippers. We also apply a refund for late delivery.   
The payment methods will vary from Cash on Delivery (COD), cards and e-wallet (Momo, ZaloPay).

**‣ Relationship excellence**  
Greenlife always encourage customers to give their comments on our products and service. They can directly give their opinions toward their private orders’ section on our sites or send an email including their account and orders information to our official email address. Simple explain and imagines are required so we can identify the issue. In addition, we also directly contact customers to get quick feedbacks in their freetime.

**Companies Online Value Proposition (OVP)**

Variety of choices: Customer can choose different types of food and organic ingredients from the category we upload. Thus, customers also have more time to choose their food rather than several seconds when go to physical restaurants.

Saving time: Order delivery food online is always suitable for busy people

Better taste, better health and better society: Organic ingredients and home cooking food with environmental friendly packaging are our main differentiations.

Raise your favorites: Customers can suggest their favorite food on our sites, we will update the menu soon.

* 1. **Market and production development**

|  |  |  |
| --- | --- | --- |
| **Market/**  **Product** | **Existing** | **New** |
| **Existing** | Market penetration   * During the first year, we expect to spread out the brand name through most office people in HCMC and by marketing campaigns, we target to slightly change their food safety awareness which encourages them to use our services.  After reaching a stable HCMC market share. We plan to expand to Hanoi. * Promotion: there will be a 5% discount for 10 meals purchase in 1 time. Free ship in Ho Chi Minh city in first 2 months. Loyalty schemes also be applied | Product Development   * By the raise food safety awareness and the increase of Vietnamese people’s income. The demand for Greenlife’s products and services is predicted to climb up. We plan to look for more organic ingredient sources and good chefs from different regions to vary our meal types and adapt the future demand. |

* 1. **Service and revenue model**

**Revenue Model:**

We apply “Transaction Revenue Model” that the company will collect all sale revenue directly for each one-time sale of goods. Thus, Greenlife targets to continuously generate new daily purchases to gain revenue.

**Service model:**

There are three steps in Service Model:

‣ Step one: Prepare the online menu

The menu includes 2 parts: organic ingredients and food. Greenlife prepare ourselves the ingredients source list. Home Chefs buy organic ingredients from those reliable sources. From those ingredients, they upload their planning food menu on Greenlife sites. The maximum time from ingredients purchasing to respectively food delivery is 3 days. The company will manage hardly the food producing process.

‣ Step two:

Customers will choose the food or ingredients from the sites before at least 3 hours until the time they get the goods. Customers can choose to pay by Cash on Delivery(CoD) or online payments. The chefs will prepare the meals according to their own order list. Furthermore, customers also can require dishes and chopsticks with an additional deposit.

‣ Step three:

The chefs and ingredients suppliers can choose to delivery themselves to collect more income or use our delivery system. When the goods is delivered, the will be a confirm between the shippers and customers with delivery time, product status and invoices(for CoD)

1. **Web design**
   1. **Preliminary and design feature**

We plan to create our official website with those below key features:

* Homepage: The main page of company, which is the most important site to run to business. The company key product differentiation will appear clearly on the first page appearance including baner with promotion campaigns, hot items and foods in the system. Additionally, we edit company’s policy and term, refund conditions and guide to customer the order, payment and delivery systems.
* Discovery: The food menu is classified by the type of ingredients such as: Fish, Beef vegetable, vegetarian food as the first level. The second level is the pictures of food(provided by the chefs) including food name,price, the chef's name and the stars that evaluate how good the food is, basing on the feedback of customers.
* Market: The marketplace for customers to find ingredients to cook their meals.
* Contact us: includes email, address, phone number and a form for customer to send their questions.
  1. **Security plan**

Security is one of our top priorities in the business. As if we losing the sellers or customers information that means we will lose their trust in the company. The IT-based risks for business can categorised into internal, external and criminal risks. While people usually just focus on criminal risks from viruses or hacker, the internal and external risk also have huge impact in the organization when it happened. Thus, we will first use the server from Matbao to host our website. This means we don’t have to worry that an unauthorized people will access the physical server. Furthermore, we cannot hosting our website in a foreign service, as the international Internet cable in Vietnam is unstable and it will directly affect user experience of the website. Moreover, to deal with the risks from internal sources, we will have a clear policy to limit the number of services that our staff can access during working hour. Next, each staff just can access what they authorized to access. This policy will minimize the number of people can access sensitive information and prevent information breach.

For the users we will recommend them to activate 2FA  after create their account. They can use an 2FA app, email or their phone to receive the otp code. This will minimize the change of losing the account due to phishing. However, the user can choose to trust some devices that they frequently use and they don’t need the otp when login from these devices.

* 1. **Maintenance plan**

Because the website is hosted in a third party server, we don’t have to worry about physical maintenance of the server. Also the operating system and softwares will be take care of by the service provider. The it department will in charge of performing a security checkup every week of the whole systems. Thus, we can detect potential breach and fix it. Furthermore, schedule maintenance also help improve the response time of the website which is critical to improve the customers’ experience. Finally, we should also maintain a backup plan for our website in case emergency situations.

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