

A BUSINESS PLAN: TCM HEALTH-PRESERVATION CLUB

Li Jinnan

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Supervisor:

Prof. Luis Martins, ISCTE Business School, Marketing, Operations and General
Management Department

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GLOSSARY

CBO -- Community-based Organization

CPC -- The Communist Party of China

CRM -- Customer Relationship Management

TCM -- Traditional Chinese medicine

GDP -- Gross Domestic Product

GAP -- Good Agriculture Practice

GMP -- Good Manufacturing Practice

KPI -- Key Performance Indicator

RCTs -- Randomized Controlled Trials

OTC -- Over the Counter

Tui Na -- Tui na is a hands-on body treatment that uses Chinese taoist principles in an effort to bring the eight principles of Traditional Chinese Medicine (TCM) into balance.

Qi Gong -- Qi gong is a holistic system of coordinated body posture and movement, breathing, and meditation used in the belief that it promotes health, spirituality, and martial arts training.

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1. Summary

This master project has the objective to develop a Business Plan which will enable the launch of a TCM health-preservation club which will offer TCM method services for modern female consumers in Anyang area, Henan Province, China. The health problems of modern females are rising rapidly due to the unhealthy lifestyle and environmental problems and the TCM in this area has highly potential market, especially targeting for females. However, based on a ground study, we quickly realised that all clinic or club look alike and propose the same local specialties with less professional and services level. By catching the market opportunities, we analyse the current market with macro data and comparing them with field data I acquired with a questionnaire and a field trip, I decided to launch a TCM club -- the new serves intends to change female relationship with TCM consumption providing them a solution specifically designed to satisfy their needs. It is aiming to use TCM therapy to not only solve females' health problems, but also improve females' life quality, even achieve longevity. We show in this business plan that our business are low capital requirement business that become quickly profitable and we do not need to have a loan. It should reach a turnover of 47,617€ and a profit of 4,130€ the first year.

Keywords:

- 1) Business plan
- 2) TCM Health-preservation Club
- 3) TCM treatment services
- 4) Services operation

JEL Codes: New Firms M13, Marketing M30

1. Resumo

O objetivo deste projeto de mestre é desenvolver um Plano de Negócios que poderá abrir um clube de preservação da saúde da Medicina Tradicional Chinesa (MTC), que oferecerá os serviços de métodos da MTC para as consumidoras femininas modernas na área da cidade de Anyang, Província de Henan, China. Devido ao estilo da vida pouco saudável e aos problemas ambientais, os problemas de saúde das mulheres modernas estão a aumentar rapidamente, por isso, a MTC nesta área tem um grande mercado potencial, especialmente direcionada para as mulheres. No entanto, de acordo com um estudo preliminar, percebemos rapidamente que todas as clínicas ou clubes locais são parecidos e consideramos que eles faltam as especialidades e têm um nível mais baixo. Para aproveitar as oportunidades do mercado, analisamos o mercado atual pelos dados macroeconómicos e comparamos os dados macroeconómicos com os dados adquiridos pelo inquérito e pela viagem de campo, decidi organizar um clube da MTC - os serviços novos que pretendem mudar o relacionamento entre as mulheres e o consumo da MTC a qual lhes fornecerá especificamente as soluções projetadas para satisfazer as suas necessidades. O Clube visa utilizar a terapia da MTC para não só resolver os problemas de saúde das mulheres, mas também para melhorar a qualidade de vida delas, até mesmo prolongar a vida. Manifestamos neste plano de negócios que o nosso negócio é capital baixa, ganha rapidamente o benefício e não precisa empréstimo. No primeiro ano, deve atingir um volume de negócios de 47.617 € e um lucro de 4.130€.

Palavras-chave:

- 1) Plano de negócios
- 2) Clube de preservação de saúde da MCT
- 3) Serviços do tratamento da MTC
- 4) Operação de serviços

JEL Codes: New Firms M13, Marketing M30

2. Executive summary

SUNSHINE is a TCM health-preservation club that will offer TCM treatment services by hands for modern females all year in Anyang city, Henan Province, China. Our planned strategy is to develop SUNSHINE as an alternative to public or private clinic while our services would be able to compete with private-order.

We detected an opportunity in the Chinese TCM market due to aging population and increasing health concerns. External analysis shows that political and environmental factors are obviously encouraging the development of TCM. Chinadaily reported (Chinadaily, 2017) that the traditional Chinese medicine industry in China grew by 20 percent in the past year.

Before the Marketing Strategy Plan we elaborate an internal and external analysis, characterizing the Chinese TCM market, our competition and the potential consumer. We can identify several indirect competitors which are public traditional Chinese medicine hospital, private traditional Chinese medicine clinic and beauty salon that sell similar products or could offer similar TCM services. The problem is that they all only focus on treating disease, ignore services and customers' feeling. We are not only trying to build a place where female can come to find and discover the best TCM products and services they need, but also to create a healthier life for all female touched by our business, combining with high-quality TCM treatment and customer-oriented services.

We define our company as a micro-entrepreneur with less than nine employees. The targeting customers are from 18-60 years, especially from 18-38 years in middle class. Our potential customer must care their health and accept TCM. In the Operational Marketing Plan we develop a 7P marketing-mix of the TCM method services: product, price, place, promotion, physical evidence and people.

Our business needs small capital, 10,000€ equity at the beginning without a loan. We

project a first-year turnover of 47,617.00€ and a steady growth for the next two years. The profit is 4,130.01€ in the first year and increase to 24,899.90€ in the second year. The third year sales also increase and operations will be smoother over time.

3. Definition of the problem context

Before pointing out TCM club innovations, let us refer what literature has to say about innovation. Innovation (Edison, H., Ali, N.B., & Torkar, R. 2014) is production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and the establishment of new management systems. It is both a process and an outcome.

With this in mind, let us consider our TCM club. First of all, we explore a value-added novelty in TCM health market. With the aging population and increasing health concerns, we focus not only on female in health problems but also on females in sub-health situation. Public hospital or private clinic only offer services or treatment for ill people, ignoring sub-health people who are in pre-illness situation. TCM methos has an obvious effect on both ill people and sub-health people and it has not any side effects. So we exlarge TCM market and find an economic increasing point.

The establishment of new operation systems is another innovation. We combine professional diagnosis and differentiate customer-oriented services, rather than offer fixed product or services like other clinic or salon. Before offerring services, we give well-rounded information about her health situation then give customer a advises about the following treatment services. CRM enable us to well-systematic manage our customers and datas, in order to reduce the waiting time and improve our effeciency.

4. Literature review

Whenever a new business plan is going to develop, the process of a literature review is the first thing needed to be done well for the purpose of offering a comprehensive overview of whole sectors. In this plan, for developing a TCM Health-preservation Club in China well, it is necessary to know more about healthcare marketing, understand the customer behavior, needs and values, and collect information about the developing trend of TCM market. The following literature review of these parts is playing the role of essential background for this project.

4.1 Entrepreneurship and business planning

Entrepreneurship, as a global economic driver, adds real value through the creation of new jobs and the production of innovative products and services. It does a favor for the economic development. Last century, large companies which were designed around a model of efficiency on economic scale were dominant. However, since the sixties and seventies, especially after the high technology developed, this trend has been reversed that “the employees society has shifted to entrepreneurial society”, as Peter Drucker pointed many years ago (Drucker, 1985). Due to the accelerating change, growing uncertainty and higher competitive pressure, small and medium enterprises assume an increasingly important role in the economic growth and new employment creating which also get many political support from government in many countries. As John (Hagel III, John, 2016) supposed that if we are to thrive and want to exploit the huge potential of the Big Shift, it is necessary for us to move to create the entrepreneurial society. It means that we will need to move from economic scale efficiency to efficient learning, where it is necessary for every enterprise to learn faster and accelerate performance improvement.

The definition of entrepreneur also developed a lot. According the literature review (Robert and Michael, 2002), “David McClelland regarded entrepreneur is an energetic, moderate risk taker in 1961”, Peter Ducker also thought that entrepreneur takes

advantage of opportunities well in 1964, “Karl Vesper regarded entrepreneur seen differently by economists, businesspersons, psychologists, and politicians in 1980”, Robert provided a more comprehensive definition that entrepreneurship is the process of creating something different with value which must be devoted lots of necessary time and effort; entrepreneurs needs to assum the accompanying external and internal risks, and as a result they could receive the final rewards of monetary and personal satisfactions (Robert, 1986). Developing from these traditional definitions, Hagel supported a definition which is more adapting recent business environment. He pointed entrepreneurs concern an opportunity to create value and they are willing to take a risk on capitalizing that opportunity; opportunity spotting, risk taking, and value creation are some key elements in this process (Hagel III, John, 2016).

The first step on the entrepreneur’s road map to success is a business plan which is a written document, used to describe in detail a proposed venture, and it has clear purpose of illustrating the current situation, expected needs, and projected results of a new or expanding business (Hodgetts and Kuratko, 1992). In any entrepreneurial endeavor, it is effectively necessary to translate business planning efforts into a properly written business plan (Johnson. J. E, 2017).

Business planning origins from the 1960s, but the essence of business planning has not changed much. It develops logically and step-by-step through a traditional series of key elements which must express in a concise, in order, complete, accurate and easy-reading way(Hodgetts and Kuratko, 1992; Schub E, Pravikoff D, 2017).

1. Executive summary. It is no doubt that interested reader will encounter a short description of the venture as the first information.
2. Description of the business. A more comprehensive description should be included in this section, such as purpose and background.
3. Marketing. This section which is the most important part of a business plan contains two parts, marketing research and marketing analysis.
4. Research, development and design. This section contains developmental

which contributes to the product-design.

5. Manufacturing and management.

6. Critical risks. Risks must be considered to foreknow the potential problems before they happen.

7. Financial forecasting. Good accountants plays an important role in this section. It is essential especially in starting few years.

8. Key human resource. It is necessary to identify key managers and details their experience and background.

9. Milestone schedule. This section requires a well-established time management and the determination of objectives.

10. Appendix. Something may not be contained in other sections will appear in appendix.

Overall, making a business plan is a good way used to guide the venture and to manage it like all plans. However, only writing an effective plan is totally not enough; the entrepreneur must see plan in a executable way that will contributes to a successful enterprise(Hodgetts and Kuratko, 1992).

4.2 Healthcare marketing

4.2.1 CBO Marketing strategy

Marketing has been to put in front and center due to the changing healthcare environment. Most of the trends affecting healthcare shows the increasing need for marketing involvement, and all of the current developments in healthcare have a marketing dimension (Richard K. Thomas, 2007).

Only when Community-based organizations (CBO) or other institutions and companies have customers (i.e., patients, users, clients, payers—including the healthcare sector—or consumers) interested in purchasing or contracting for CBOs' products and services, they can get success. (Andres Terech, 2018). So marketing is a key factor to acquire and

retain customers, and grow customer engagement, rests on marketing.

Andres refers that “CBOs need an effective marketing strategy in order to make use of the opportunities created by healthcare reform. Strategy is made up of three steps: understanding the market, choosing a strategy, and executing it. The marketing decision will demand a deep understanding of consumer behaviour and careful strategic thinking. Traditionally speaking, they are STP - segmentation, targeting and positioning (Kotler and Keller, 2012).

4.2.2 Relationship Marketing in Healthcare

There is a new paradigm called relationship marketing created by Gronroos(Gronroos, 2004) and the new orthodoxy in marketing (Petrof, 1997), emphasizing the importance of establishing, developing and maintaining the relationships with customers and other stakeholder groups (Harker, 1999).

Many experts focus on using this new approach in healthcare because during the past years, lots of trends related to marketing has appeared on healthcare as following (Richard K. Thomas, 2007):

1. From a mass marketing approach to a more targeted approach.
2. From image marketing to service marketing.
3. From one-size-fits-all to personalism and customization.
4. From an emphasis on the healthcare episode to one on the long-term relationship.
5. From market “ignorance” to market intelligence.
6. From low tech to high tech.

These have contributed to dramatically alter the marketing landscape so we should understand the importance of customer relationship management and achieving customer engagement. Both physicians and healthcare organizations have to try their

best to engage with their customers, improving engagement. We also should understand that any such media marketing effort is needed to measure its effectiveness (Andres, Terech, 2018). Social networking is changing healthcare consumers' health-related experience (Fox S, 2011). This reveals the trend of the future and the desire of the consumers to participate in a continuous and timely communication upon their request (Koumpouros, Y; Toulas, T.L and Koumpouros, N, 2015). We know that social media are everywhere and available anytime, so it should be their healthcare providers along with current trend. However, unfortunately, most adopters ignored the importance of taking maximum advantage of the technology (Andres, Terech, 2018).

Community-based organizations in healthcare are different from normal selling company which only aims to selling products. Organizations in healthcare should focus more on the long-term relationship with customers and keeping the customer engagement. So knowing the needs and perspectives of customers is of vital importance, then taking advantage of proper social media could help organizations promote a better relationship marketing and do a successful brand.

4.2 Consumer behavior

4.3.1 Female consumers

Research on the antecedents of sustainable consumer behaviour has found a robust "gender effect": women tended more to express concern about consumption's broader impacts than men and to take actions on those issues (Michael G. Luchs & Todd A. Mooradian, 2012). To clarify the differences between female and male consumers is also a way to reach the target more effectively and to develop new and more adequate female marketing approaches.

4.3.1.1 Personality and consumption habits

The deeply ingrained characteristics that we call personality impact the individual's product choices a lot. Schiffman said "personalities affect the way consumers respond to

marketers' promotional efforts, and when, where, and how they consumer particular products or services (Leon. G. Schiffman, 2004)".

Researchs in personality psychology got a conclusion that females are more likely to be more agreeable than men. There is a consistent sex differences, often labeled "gender differences", which has been identified with several of the five personality: women demonstrate and self-report higher levels of agreeableness, as well as higher neuroticism and higher conscientiousness; sex differences in extraversion and openness-to-experience are less obvious and depend on the facets considered (Bergeman et al. 1993; Costa et al. 2001; Feingold 1994; Schmitt et al. 2008).

Building a healthy relationship with female customer is more easier. Females and males often shows different orientations on attitudes and behaviors, partly due to original genetic makeup, but mainly from socialization experiences. Likewise, Gilligan find that it is easier to develop a relationship with females than males, and that women prefer to showing higher levels of trust and loyalty (Gilligan,1982). Sun and Zhang (2016) also refers that when female faces new activities, they are more likely to be greater anxiety and pay attention on affiliation and harmonious relationships with salers and partners(Sun and Zhang, 2016).

One robust and well-replicated finding provided by Michael G. Luchs & Todd A. Mooradian showed that women concerns greater about social and environmental issues and would like to have more socially and environmentally friendly purchasing-behaviors (Luchs & Todd A. Mooradian, 2012). This is consistent with Roberts reported that women tend more to be responsible socially in their purchasing behaviors than men(Roberts, 1996).

Female consumers have a preferences on shopping regarding as leisure activities which is much different form male consumers. Campbell provided women would like to have positive attitudes towards browsing, shopping, and social interaction, associating

buying with a 'leisure frame', however men's attitudes tend to be negative, regarding buying as a 'work frame', as a task which they do not want to accomplish it by inputting a lot of time and effort (Campbell, 2000). They enjoy the shopping process and do not trust online shopping as same as males, which lead women to prefer buying online less than men (Radojka Kraljević Zrinka Filipović, 2017).

Females dislike risks and react more strongly on long-term loyalty. Archer and Eagly studies shows females have less willing on taking risks than men. Because switching providers and trying something new is riskier for females, which means they prefer to looking for solid relationships which built before, also in virtual contexts (Archer, 1996; Eagly, 1987). For women, following the experience of previous satisfactory transactions is a good way to protect their benefits, avoid potential risk and get trust. Women own more loyalty cards than men, meanwhile, they use more loyalty card rewards than men (Radojka Kraljević Zrinka Filipović, 2017).

More specific speaking about the consumer loyalty, women are more likely to focus narrowly on dyadic bonds, while a broader social structure will more attract men. This may imply that women would like to show more royalty to individual employees, such as individual service providers, but that men tend more to be loyal to companies, which could use a more grouplike phenomenon to explain (Valentyna Melnyk, Stijn M.J. van Osselaer, & Tammo H.A. Bijmolt, 2009). The figure (Appendices 1 -- Literature Review -- Figure 1) shows generallt how to use gender-based personality predict sustainable consumer choices.

4.3.1.2 Persuasion

Advertising is an important tool of marketing whose value depends on the demographics of the audience expected to view the advertisements. Kempf, Palan, and Laczniak proved that more advertising exposure could have a stronger persuasion function on females than on males to purchase a product (Kempf, Palan, and Laczniak, 1997).

It is necessary to meet female consumers' demand on two dimensions of shopping. As we discussed above (Gilbert and Warren 1995), females are more likely to join in activities of purchasing and shopping, concerns more about the salespeople, and the privacy, and getting greater value to relationships with salespeople are regarded important by females (Slama and Tashlian 1985). So there are two major buying dimensions for females: emotional – social factors (emotional involvement, social interaction), and identity-related concerns (search for ideal self, social image).

Dittmar, Long and Meek highlight that females concerns more about emotional and identity-related dimensions of shopping than men and refer females buying consumer goods always have a stonger motication of expressing who they are or would like to be (Dittmar, Long and Meek, 2004). Advertising to express on searching for a better self could be easier to persuade females.

Advertisers often use color, shape, texture, packaging, logos, verbiage, graphics, sound, and names to define the gender of a brand. Whipple and Courtney provided that women not only like feminine brands but also accept the masculine brands, while males are different, highlighting the distinction in gender symbols which means they only prefer masculine brands, and do not agree to accept feminine brands (Whipple and Courtney, 1985). More specific, Kellaris and Ricereferred that different advertisements' music tempo and volume will have different functions on females and males reaction. Females are not interested in louder and faster music which will cause negtive reaction (Kellaris and Ricereferred, 1993) .

A short personal talk and salespeople exist is of vital important to persuade females. Leon. G. Schiffman, Leslie Lazar Kanuk talk about that women's products are generally places behind counters and with salespeople standing in front and ready to advice, while, men do not like to speak with salespersons (Schiffman and Kanuk, 2015). Hellmut and Ciarlante discussed that during the buying process, a high context culture,

such as in China, needs a language to express ideas tactfully, including some implicit messages (Hellmut Schutte and Deanna Ciarlante, 1998). This type of language requires speakers create the opportunity to build a relationship by “small talk” in order to continue a deep communication well which is consistent with female customers’ preference.

4.3.1.3 Decision making

Price is a key factor which impacts women decisions a lot. Valentine and Powers found that female college students concerns more on price than their male counterparts, preferring to use category function on price, shipping costs, and product selection to research and compare product (Valentine and Powers, 2013). It means that price is another key factors to impact womens’ behavior during the shopping. And the middle price item will help firms to earn more shares if the price range upward through the addition of a third, more expensive alternative appears in a firm(Kivetz et al. 2004).

Women are generally not shopping alone, meanwhile her colleague could effect their decision making. Nikolova, Hristina and Lamberton suggested that the preference for extremity, but not the drive for dominance, risk seeking, or other male-normative behaviors, reliably mediates men’s disapproval of a compromise choice in male-male dyads (Nikolova, Hristina and Lamberton, Cait, 2016.).

Hellmut and Ciarlante pointed that the role of family could influence female customers’ decision making (Hellmut Schutte and Deanna Ciarlante, 1998). There is one Chinese saying “ a husband sing, the wife hums along” which means husband is the dominant in a family who could affect wife a lot. So if the husband agreed with wife’s buying option, women are more likely to choose this items more often.

4.4 Traditional Chinese medicine (TCM) market

4.4.1 TCM market in China

Traditional medicine is produced from a series ancient medical practices which is different in substance, methodology and philosophy from modern medicine. It have helped the peoples of Asia to keep health maintenance for a long time. It is one of the most important Chinese culture so Chinese people are all familiar with TCM, knowing it is not only Chinese herbs, but a wide range of goods and services in this sector, such as moxibustion (burnt mugwort therapy), cupping (heated cup therapy), acupuncture, qigong (movement and breathing exercises), and tuina (massage) .

Even though the mechanism of TCM is not as clear as scientific medicine, research show that millions of patients in China accept TCM or a related practice due to its safe and effective use. More than 60% population in Hong Kong and mainland China has consulted traditional medicine method at least once a year (Felix Cheung, 2011).

According the segmentation of the healthcare providers sector in China, Outpatient care is the largest segment, accounting for 39.1% of the sector's total value (Appendix 1 -- Literature review -- Table 11). It means people do not prefer to be in hospital and using lots of scientific medicines (MarketLine, 2016).

4.4.2 Internationalization of TCM

Many investors in western pharmaceutical companies and venture capitalists are very intested in health prevention and treatment industry due to the effectiveness of TCM. The World Health Organization (WHO) has estimated that the global market for herbal products would be worth US\$5 trillion by the year 2050 (James Xiao. 2004).

James Xiao (2004) found that thanks to the country's swathe of preferential policies and its export-oriented economy, Singapore has become a Platform for Global Traditional Chinese Medicine Industry which has offered a great springboard for TCM company

bids to become players on the global market. Establishing a TCM center has been on Singapore government plans whose aim is to introduce TCM products to the Southeast Asia market and other parts of the world.

However, there are also some challenges of Internationalization of traditional Chinese medicine (Annie Xianghong, 2018).

1. The biological mechanisms and targets of most compounds still can not be explained clearly.
2. The quality standards and the standards of production management of TCM is hard to be recognized and adopted by international communities.
3. A large gap between international standards and Chinese still exist.
4. The low level of dosage form restricts TCM internationalization.
5. Many registration/policy barriers also prevent the internationalization of TCM.

Based on the challenges, researchers (Annie Xianghong Lin, Luwen Shi, 2018) gives suggestions which were given including: (1) product innovation of TCM (2) standard innovation of TCM; (3) building big data platform of Chinese medicine (big data platform of TCM preparation; big data platform on the quality of TCM).

5. Framework of reference.

The main aspects obtained from the Literature Review will be used in this study and in the forms of implementation of this project. Their inputs will be very important to define marketing-mix and the approach to the health care market targeting for female consumer. They are synthesized in this table

Table 1. Conceptual Framework of Reference

subject	Description
<p>Entrepreneurs hip and business planning</p>	<p>Hagel III, John (2016) agrees that small and medium enterprises assume an increasingly important role in the economic growth. Especially after the high technology developed, “the employees society has shifted to entrepreneurial society”, as Peter Drucker anticipated many years ago (Peter.F. Drucker, 1985).</p> <p>Hagel (Hagel III, John, 2016) supported a definition of entrepreneur which is more adapting recent business environment. Entrepreneurs concern an opportunity to create value and they are willing to take a risk on capitalizing that opportunity; opportunity spotting, risk taking, and value creation are some key elements in this process.</p>
<p>Healthcare marketing</p>	<p>Marketing has been to put in front and center due to the changing healthcare environment. The marketing decision will demand a deep understanding of consumer behaviour and careful strategic thinking.</p> <p>As Andres Terech (2018) said, only when Community-based organizations (CBO) or other institutions and companies have customers interested in purchasing or contracting for CBOs’ products and services, they can get success.</p> <p>There is a new paradigm called relationship marketing (Gronroos 2004) and the new orthodoxy in marketing (Petrof 1997), emphasizing the establishment, development and maintenance of relationships with customers</p>

	<p>and other stakeholder groups (Harker 1999).</p>
<p>Consumer behavior</p>	<p>Consistent sex differences, often labeled “gender differences,” Gilligan (1982) find that it is easier to develop a relationship with females than males, and that women prefer to showing higher levels of trust and commitment. women concerns greater for social and environmental issues and would like to have more socially and environmentally friendly purchasing-behaviors (Luchs & Todd A. Mooradian, 2012). Campbell (2000) provided “women would like to have positive attitudes towards browsing, shopping, and social interaction, associating buying with a “leisure frame”. Archer (1996) and Eagly (1987) studies, females females have less willing on taking risks than men.</p> <p>Kempf, Palan, and Lacznia (1997) proved that more advertising exposure could have a stronger persuasion function on females than on males to purchase a product. Gilbert and Warren (1995) shows females are more likely to join in activities of purchasing and shopping, concerns more about the salespeople, (Slama and Tashlian 1985) and the privacy and getting greater value to relationships with salespeople are regarded more important . Dittmar, Long, & Meek (2004) highlight that females concerns more about emotional and identity-related dimensions of shopping. Whipple and Courtney (1985) provided that women not only like feminine brands but also accept the masculine brands. Hellmut Schutte and Deanna Ciarlante (1998) discussed that during the buying process, “small talk” is necessary to promise to continue a deep communication well.</p> <p>Valentine and Powers (2013) found that female college students concerns more on price. Hellmut Schutte and Deanna Ciarlante (1998) pointed that the role of family could influence female customers’ decision making.</p>
<p>TCM market</p>	<p>TCM is one of the most important Chinese culture so Chinese people are all familiar with it, knowing it is not only Chinese herbs, but a wide range of goods and services in this sector. Even though the mechanism of TCM is not</p>

as clear as scientific medicine, research show that because of the safe and effective use of traditional medicine, millions of patients in China accept TCM or a related practice.

However, there are also some challenges of Internationalization of traditional Chinese medicine (Annie Xianghong, 2018). Based on the challenges, Annie Xianghong (2018) Lin gives suggestions which were given including: (1) product innovation of TCM (2) standard innovation of TCM; (3) building big data platform of Chinese medicine (big data platform of TCM preparation; big data platform on the quality of TCM).

Source: Author, 2018

6. Methodology

We first proceeded to a market analysis of both mediate environment through PESTLE and the immediate environment. Information is from external sources where we get macro secondary data made by third-party researchers. The analysis of immediate environment was analyzed general industry to understand more about the market.

In order to collect data on competitors, the best method is on the ground and visiting different health-preservation club. It is aimed to understand their service offer and pricing in order to develop a comprehensive overview of the competition in the area. With this information, we were able to benchmark competition and develop our positioning in terms of services and pricing.

Those data enabled us to create a SWOT analysis identifying the opportunities of the market and the strengths of our company which we'd better to take advantage of, while underlying potential threats and weaknesses which we need take strategies to tackle them.

The relevant information about the demand of consumers was collected through an on-line questionnaire, using multi-item measures, being the core propose to assess the acceptance of the product. The majority of the questions asked were in the form of attitude scales, with a Likert scale being used, or were pre-formatted questions as suggested (Brochand et al. 2000).

Other costs, such as the house rent price and the price of Chinese medicine were directly sourced from suppliers' websites.

7. External Analysis

7.1 Mediate Analysis

7.1.1 Political and Legal Factors

Chinese national government support for the Chinese medicine industry is obvious since the policies on TCM has become more well-rounded. The first white paper on traditional Chinese medicine was published by Chinese government in 2016, which details policies and measures on TCM development and highlights its unique value in the new era.

White paper, published by the State Council Information Office, agrees that TCM has unique irreplaceable function on keeping health, on fighting with diseases, on daily life and on preventing and treating diseases during its long history of development. Premier Li Keqiang signed and approved this plan to declare China will establish an "efficient and well-regulated" modern hospital administration system with "clear-cut responsibilities" by 2020.

In the same year, the CPC Central Committee and the State Council issued the Outline of the Healthy China 2030 Plan. The "*Thirteenth Five-Year Plan*" outline issued proposes that "we must promote the inheritance and development of TCM, strengthen the innovation of Chinese medicine industry, and accelerate the standardization of the Chinese medicine industry".

By 2017, more Chinese medicine-related policies were successively promulgated, gradually realizing the planned development goals and key tasks. In July, the "*People's Republic of China Law on Chinese Medicine*" was formally implemented, and the national standard has now been protected by the law of the state. As China's first comprehensive law that comprehensively and systematically reflects the characteristics of traditional Chinese medicine, the "*Chinese Medicine Law*" clearly defines the status, development guidelines, and supportive measures of Chinese medicine from the legal

perspective, and provides legal protection for the development of traditional Chinese medicine, and in practice. The prominent problems that existed were targeted. There is a development table of national standards on TCM in China.(Appendix 1 -- Literature review -- Table 12).

7.1.2 Economical Factors

Chinese economy has been facing a rapid growth in the last decade since until 2015, China has become one of the fastest-growing major economy in the world, whose growth rates had achieved 10% on average over 30 years. The Gross Domestic Product (GDP) in China was worth 12263.43 billion US dollars in 2017 with 7.73% annual growth (Appendix 2 – External analysis -- Chart 1). The GDP value of China represents 18.06% of the world economy (World Bank, 2018). The whole external economic environment is positive since average people could afford more products and join more services.

However, China is one of the largest country in land area, which means its natural and human resources are distributed differently from region to region, and its industrial infrastructure are also produced significant variations in the regional economies. Coastal provinces generally had rapidly economic development while in the interior, lots of provinces did not have great resources to develop. Besides, there are large disparities in per capita income between regions and the top administrative divisions in China ranked by GDP in 2015 is shown in Chart 2 (Appendix 2 – External analysis -- Chart 2). This means that region where people live is an important factors to effect the purchase capability.

Regarding to inflation (Appendix 2 – External analysis -- Chart 3), from 1986 until 2018, inflation Rate in China was averaged 5.26 percent. The rate has reached an all time high of 28.40 percent in February of 1989 and got a record low of -2.20 percent in April of 1999. Generally deflation is related with a slowing down on consumption

levels and a deterioration of social conditions. In this economic climate consumers become high price sensitive and private label may register an important sales increase.

7.1.3 Social and Cultural Factors

The population of China has been always increasing. A review (World Population Review, 2018) shows that according to United Nations projections, China's 2018 population has increased to 1.42 billion. China, officially the People's Republic of China, is the largest country in the world today.

China introduced the one-child policy in order to counteract this explosion in population in 1979. Although the population was slowing down at that time due to this policy, it brings multiple negative side effects (Statista, 2018). After China's demographic dividend has been disappearing since 2010s, aging population is one of the biggest problems. Statistics (Statista, 2018) illustrate that the age distribution in China is becoming more aged people and less middle-aged people (Appendix 2 – External analysis -- Chart 4).

The gender distribution in China is not very balanced, lopsided towards the male gender. However, statistics shows that “the total population gender ratio decreased significantly from 107.56 males per 100 females in 1953 to about 105 males per 100 females in 2015 (Statista, 2018). It is a better trend that the traditional mindset of lopsided towards males has become less and less.

With the urbanization in China during the last decades, the Chinese population in urban areas is increasing significantly, many of whom are migrated from predominantly rural . Statistics (Statista, 2018) shows that 55.6 percent Chinese population lived in cities and towns in 2015, a significant rise from 42.5 percent in 2005.

This scenario is also affected by unemployment (Appendix 2 – External analysis --

Chart 5). Unemployment Rate in China dropped from 3.90 to 3.89 percent in the first quarter of 2018. Unemployment Rate in China averaged 4.11 percent from 2002 until 2018, which reached an all time high of 4.30 percent in the fourth quarter of 2003 and a record low of 3.89 percent in the first quarter of 2018. In the healthcare business this may be an important opportunity, because TCM health-preservation is mostly consumed as an extra and not essential treatment which could improve life quality. Consumers are more likely to accept these products or services if their basic life has been unworried.

Thanks to the development of health and medical sciences, the health conscious of world people on both physical and mental has increased as the basis of quality living and productive life. Now people are more likely to keep a healthy weight, complement food supplements, reject trans-unsaturated fatty acids, have healthy diets, do regular exercise for physical and mental health, keep away from stressful working conditions and achieve a work-life balance. Respondingly, a series of goods and services for keeping healthy has appeared with this trend.

TCM is a unique health resource in China and one of the main representative traditional medicines globally. People are in favor of TCM more since:

1. The effects of scientific medicine is temporary.
2. The believe that although antibiotic has a funtion to kill the bacteria, it also has side-effects too. It harms to your body. While TCM is not targeting killing bacteria , but tring to strength boday immune system to overcome disease.
3. The thought that scientific medicine could relief the symptoms but can not tackle problems at root.

However, actually, TCM is less accepted in China. Kai Sing Sun (Kai Sing Sun, 2017) research that the general public also have an “ old fashioned ” concept of TCM, although Hong Kong have changed institutional environment to support TCM to be more professional and modern. Many consumers see TCM as a non-scientificpractice. They often regard scientific medicine as their first choice due to the stronger trust on the

credibility of it. However, when scientific medicine was not working and let them down sometimes, many of them also adopted TCM to tackle their discomforts or to supplement the treatment.

According to the structure of diet in China (Nan kai, 2016), it is vegetable-based meal, supplemented by meat, especially pork. The advantage of this structure is :

1. Cereal is dominant which is affordable.
2. Contain much egetables and whole grains which reduce the risk of diseases in digestive system.
3. Have a hobby of drinking tea, eating much fruit and avoiding much sugur.

However, there are some drawbacks:

1. Milk and dairy products is insufficient which means calcium is short.
2. Beef, lamb and fish is insufficient which meas quality protein is short.
3. Too much sault will lead high blood pressure and increase the risk of heart disease.
4. Too much white wine.

The health problems of modern females are rising rapidly due to the unhealthy lifestyle and environmental problems. The data obtained from the existing literature is showing that the prevalence of gynecological diseases is much higher than the data of the yearbook. The prevalence of gynecological diseases exceeds 50% in urban areas. The detection rate of gynecological diseases among rural women is even higher, above 65% (Ministry of Health, 2008).

7.1.4 Technological Factors

Technology plays a key role to prove TCM is scientific and reliable. With the rapid developing and progress of modern science, the technology using on TCM has become more mature, such as the quality identification, extraction and separation, analysis and detection, and its action of mechanism and active components are becoming

increasingly clear.

The technological evolution of recent decades had impact in this sector, not only at the level of delivering quality, but also at the level of TCM development and innovation. One important aspect is gathers research, application development, and service in an integrated whole to innovate new. TCM information digitization was built to support a great number of fundamental work, which take advantage of modern information technology to obtain, process, store, and analyze TCM-related data, knowledge, and information. (Xie and Cui, 2010).

However, there are many challenges on TCM products, such as export volume decreasing, less proportion of developed regions like EU and US as well as less brands recruiting and retaining customers. Based on advanced technology, it is an opportunity for TCM to establish a sound quality management system, seek protection of the processing technology, establish quality identification and intellectual property rights, and select appropriate promotion and sales strategy (Annie and Luwen Shi, 2018).

Technology is also an important tool for the management of a business in this sector, particularly in the marketing area of expertise. The value provided by the place and the relationships between stakeholders can be improved by social technology. A research shows that the commerce activity can be supported by social commerce and the social networks which also have positive effect on improve TCM attractiveness and place attachment (Caboni and Bruni, 2018).

7.1.5 Environmental Factors

Environmental business impact is part of the world's agenda. As practitioners of a medical system as TCM, that emphasizes interconnection and the strive for a harmonious relation between humans and their environment, most of people are concerned with sustainability in general and in particular regarding our own medicine.

However, because of marketing-driven, pressure on wild growing medicinal herbs continues to be a very serious problem, with around 80 per cent of medicinal herb species still being collected in the wild and a constant shortage of supply for these herbs. There are three detailed challenges (Zhao-Seiler, 2016).

1. the drastic increase in endangered species and species close to extinction among medicinal herbs
2. herbal materials on the market lacking reliable identity testing,
3. lack of trace-ability back to the field.

Environmental problems worth everyone's commitment. Many concerned, learned and industrious agronomists, farmers, community leaders and others are working on solutions from research into domesticating wild herbs. They are aiming to developing standards for the cultivation of specific herbs, education and counselling of farmers on reasonable use of fertilizers and biochemicals, Good Agriculture Practice (GAP) and Good Manufacturing Practice (GMP) standards, and promoting half-wild cultivation which is long-term projects. Others look to improve the quality through emphasizing market consolidation, survival of the fittest and the initiative of farsighted entrepreneurs, who sense the opportunities offered by the growing wellness sector and are able to take advantage of them in a considerate - that is relatively sustainable - fashion (Zhao-Seiler, 2016). Sustainability is our all final goals.

7.2 Immediate Analysis

7.2.1 General Sector Overview

An increasing demand for natural alternative medicines has boosted the traditional Chinese medicine (TCM) market. According to market research from the China's National Bureau of Statistics (2014), the TCM market totaled more than 68 billion euro in 2012, accounting for 31.24% of the total medicine industry. Chinadaily reported (Chinadaily, 2017) that the traditional Chinese medicine industry in China grew by 20

percent in the past year, according to the State Administration of Traditional Chinese Medicine (SATCM). The Communist Party of China (CPC) Central Committee and the State Council (2016), the "Healthy China 2030" plan estimates that the value of the traditional Chinese medicine market may reach 5 trillion Chinese Yuan Renminbi (CNY) by 2030 (= Euro 667 billion).

Sector report (GF Securities, 2016) predict that traditional Chinese medicine sector to grow faster than chemical drugs in 2016-2020 based on the data from 2011-2014 (Appendix 2 – External analysis -- Chart 6).

According to the Chart 7 (Appendix 2 -- External analysis --Chart 7), we could see clearly that chemical drug will be losing 15% market shares during the 10 years even though it is also dominant in China's medicine medicine, while biologic medicine has a rapid development. TCM also grows faster than chemical medicine which increased slowly and keep constant at 32%.

Currently, China follows the provisions of drug registration and administration enacted in 2007, classified TCM and natural medicinal products into nine categories (Wu, W.-Y, 2014). One of the most significant achievement in TCM-based drug discovery is Artemisia. The idea was occurred from a book in history, and it was isolated from the Chinese medicinal plant *Artemisia annua* by Doctor Tu. For now, it became a preferred alternative, and more than 20 countries has been accepted it. (Miller LH SX, 2011).

However, facing tough competition from local manufacturers and potential drug quality issues, sales growth of Chinese patent medicines and traditional decoction pieces has continued to decline (Appendix 2 -- External analysis --Chart 8). Amid rising costs, the margins of these TCM players have remained under pressure and profitability has deteriorated (GF Securities, 2016)

Sector report (2016) agree that low market concentration is a key problem(Appendix 2

-- External analysis -- Figure 2). Currently, the industry remains fragmented with different market players of various sizes. James Xiao shows that although more than 1000 TCM companies has been built in China, only less than 20 percent of total business players in the Chinese market belongs to large and medium-sized enterprises (James Xiao, 2004).

So, mergers and joint venture will be a trend in TCM market. There will be a shakeup in the industrial landscape due to the trend of start-ups and mergers to establish a conglomerate of TCM businesses. It also shows the aim of having an industrial giant competing on the market. China Medicinal Materials Group formed by a number of leading distributors, Chinese manufacturers and innovators of TCM is an obvious example.

China TCM (CTCM) is the TCM arm of China National Pharmaceutical Group Corporation, Sinopharm 's (1099 HK, NR) parent company who is a leader of TCM market in China. It has a diversified finished TCM portfolio with more than 500 prescription and OTC products. In concentrated TCM granules, it is among the top-five concentrated Chinese medicine granules (CCMG) players that together account for 50% of the market.

7.3 Competiton analysis

TCM health-preservation club won't have any direct competitors, as no club only offer TCM serves for women in the area yet. However, we can identify several indirect competitors which are public traditional Chinese medicine hospital, private traditional Chinese medicine clinic and beauty salon. Even though they are not the same with TCM health-preservation club, they sell similar products or could offer similar TCM serves.

7.3.1 Public TCM hospital profile

In China, government runs their most hospitals. Policy pointed physicians as previously

quasi-government employees and offer little freedom to choose the hospital to work with. Public TCM hospitals in China are classified into 3-tier system, based on hospital's ability of providing medical care, conduct medical research and medical education (Xingming Li, Jianshi Huang, 2008). The hospital has complete medical departments and functional sections, with advanced equipment to offer 24 hours in-hospital treatment. One hospital in Zhengzhou city will be shown as a example.

According to one latest policy, *the outline of strategic planning for the development of traditional Chinese Medicine*¹, it required principle to establish at least one city-run Chinese medicine hospital in each city-level region and one county-run Chinese medicine hospital in each country-level region. The last 5 year, the number of Chinese medical institute has been increasing (Appendix 2 -- External analysis --Chart 9) and until 2017, China has 4238 public TCM hospital.

Zhengzhou TCM hospital. It is a comprehensive tertiary hospital with integrated medical, teaching, scientific research, rehabilitation, preventive health care and community health services. The hospital has two sections in the north and south, with 1,000 open beds and more than 40 clinical medical technology departments and 600 professional doctors. The registration fee is from 0.4 euro to 3 euro depending on the rank of doctors.

7.3.2 Private TCM clinic profile

Private TCM clinic is a small-scaled clinic focusing on offer TCM treatment serves which requires much less construction investment, low service cost. According to *Basic Standards for Medical Institutions*², we know the detailed standards for opening a TCM clinic. Part of it requires at least one doctor with more than 5 years experience, one nurse and 20 thousand euros. Besides, the area for use is not less than 40 square meters, and add 10 square meters if there are one more employee. From 2016, as we mentioned

¹ The outline of strategic planning for the development of traditional Chinese Medicine. State Council. 2016

² Basic Standards for Medical Institutions, Ministry of Health, 2017

in external analysis - political and legal factor, government encourage Chinese physician to hold a TCM clinic. The number of TCM is increasing these years, until 2017, China has 35289 TCM clinic (Appendix 2 -- External analysis --Chart 9) .

Tongxin Tang. This is a TCM clinic in Zhengzhou with 3 doctors and other 4 employees. They mainly use Chinese medicine, acupuncture, massage, moxibustion to help patients keep healthy without any advanced equipment. The registration fee is from 2 euro to 10 euros, and the treatment fee is at least from 8 euros to 50 euro. Pediatric massage is 8 euro for 20 min.

7.3.3 Performance analysis

The chart (Appendix 2 -- External analysis --Chart 10) means the perspective of the proportion of patients accepted medical treatments in different TCM medical institutions, TCM hospital has taken the majority of patients with more than 80%; while the proportion of consultations in TCM clinics is low with only 15%; and the hospital TCM sector which is only a sector in public general hospital accounted for the smallest with around 2.5%. This is mainly because the Chinese medicine hospital has obvious advantages in terms of site size, medical equipment and doctor resources.

The distribution of income ratio of various types of Chinese medicine institutions is similar to the distribution of the proportion of medical treatments. The proportion of income of TCM hospitals is the highest more than 95%, and that of TCM clinics and outpatient departments is relatively low. However, from the perspective of changes in the proportion, the proportion of income from TCM clinics has increased. This may be due to the lower threshold for clinic opening and the increasing number of TCM clinics.

However, if we compare their performance with the whole medical industry in China, the result is not positive. Though the proportion of income from TCM medical institutions to the total income of medical institutions continues to increase, the proportion is still below 10% (Appendix 2 -- External analysis --Chart 11 and Chart 12).

The income-generating capacity of TCM medical institutions is still lagging behind that of comprehensive hospitals. It is necessary to increase the proportion of income in the total income of medical institutions by expanding the scale and improving the management and operation capabilities.

Therefore, we may conclude that even though the TCM clinic is positively developing, the TCM market growth is still mainly sustained by public TCM hospital which constitutes a very important threat for our TCM health-preservation club.

7.3.4 Competitive advantage

Public TCM hospital has some very important competitive advantages that have been sustaining its dominant position over the last years. These are main competitive advantages:

1. **Price.** Public TCM hospital reach the lowest price-points. This is because medical insurance which is one of the basic social security policies in China, providing basic protection for the health of our residents. There will be a corresponding proportion of relief for in-hospital and out-hospital patients depending on the varies of treatment.
2. **Efficiency.** Public TCM Hospital is a place where collect a large number of medical experts so that patients in hospital are more likely to get a efficient 24 hours treatment.
3. **Environment.** Normally Public TCM hospital in city is big-scaled with more than 500 beds. Besides only hospital could afford advanced medical equipment which is important to use to diagnose clearly and comprehensively.
4. **Reputation.** As we mentioned before, Public TCM hospital is also responsible for providing medical education and conduct medical research by corporate with famous university of TCM. So some major hospital, especially hospital in 3-AAA level in each city, own high reputation.

Private TCM clinic also has some competitive advantages for increasing development these years:

1. **Convenience.** The number of consultations in clinic is much lower than hospital which means patients do not need to wait for a long queue. If one has minor illness or chronic diseases, maybe clinic is a better choice due to saving time.
2. **Services.** The services in clinic is better than hospital because the place is more quiet and less crowded. The pharmacists are more considerate during the treating process.

8. Internal analysis

8.1 Corporation strategy

TCM health-preservation club is a small private business in Anyang city combining medical treatment. It do not need large capital investment but we will offer high-quality services. Our club provides TCM undifferentiated product such as medical herbs for most of female, besides we also offer differentiated TCM services such as Tuina for every different customer. Our **mission** is to build a place where female can come to find and discover the best TCM products and serves they need. We also try to strengthen the medical conception that health-preservation is much more important than be treated after getting illness and encourage creativity and innovation in the process of doing activities.

Our **vision** is to create a beautiful healthy life for every female every month by using the most suitable TCM way. Our vision guides us in every aspects of our business. We work hard to offer best TCM products they need at affordable prices for our female customers, and to be accessible when and where people need us. Our vision goes beyond TCM product or services -- we want to create a healthier life for all female touched by our business.

Our values are professionalism and customer orientation. From medical experts to ordinary employees, we will provide a well-designed training before starting work. With our vision, we will also put the need of our customer at the first position and give them the best advices as possible as we can.

Encouraging TCM innovation and creativity during the process is an important point. With the rapidly developing world, there is no doubt that innovation is a root for success in every business. Regularly updating products and services will be more attractive and effective to customers.

Last but not least, ethics and social responsibility is the duty of every business, especially for medical industry. We do everything following the principle of sustainability, and spread the positive information to be a role of example.

8.2 Marketing strategy

According to our business, we plan to start one TCM club at Anyang city in the first year. The customers we choose are very concentrated who must be female in middle class, from 25 to 60 years old who have a full-time job or retired from real-stated agent. They care health a lot and are very interested in TCM, at the same time, they are troubling with sub-health-problems and consider to deal with it through a comfortable way.

The “enjoy a beautiful healthy life” positioning links the brand with the deepest consumer emotions, making the TCM club consumption act an act of enjoying, beautiful female, healthy and life. We not only provide TCM product and services to help female solve health-problem, but also make them more beautiful and active to enjoy everyday life. Consumers will know clearly that they will get a comfortable TCM services and their health can be improved.

The unique value proposition is using the most suitable way to keep health. TCM includes many methods of treatment besides medicine which means different method has unique effect to help people relief various kinds of health-problems. Point-of-difference is that we will give every customer suggestions depending on her self situation instead of offering the same services. For example, moxibustion is more effective than acupuncture to people who is chilled. We have a well-trained team to give different treating method by identifying different symptoms. So the competition strength is our TCM club is more higher quality.

We also aims at customer-orientation. We use a CRM system, to register the profile of my patients and alert them to preventive medical actions from time to time. We will use the corresponding information technology and Internet technology to follow the interaction between our company and customers in marketing and services. In this situation, we could easily improve our management methods and offer customers with personalized interaction and service processes in time. The final goal is to attract new customers, retain our regular customers to enlarge loyalty customer teams. The automation can help us react immediately to customer's requirement. Of course we also develop an online artificial service of calling to my doctors by Wechat. So the patient does not need to go physically to club, at least in a first phase.

Because our club is a place only servicing for female, it is more private and considerable. The environment is quiet and decorated so that people can relax during the process physically and psychologically. Compared with private TCM clinic, our services is much better and we do not make our customers feel they are patients which could release their psychological pressure. On the other side, we are also more professional than beauty salon which only provide facial and body beauty services.

8.3 Portfolio analysis

In order to make decision on our services and price, it is necessary to compare with

other private clinic and health-preservation club. There are two representative competitors in Anyang city-- Sizhi Tang and Chang Feng Mei Su. The former is a private clinic held by Su Zhiling who is a retired doctor from public hospital, while the other is a beauty salon which is doing better on service attitude but not belonging to a really clinic. They both offer TCM methods for female, having Massage program and Moisturization. So comparing with them could give us some references on price. The detailed information is following on Table 13 (Appendix 3 -- Internal analysis -- Table 13).

Our TCM Club Portfolio is divided in three sections with different value proposals designed to satisfy several consumer profiles. With these sections club is able to present in most the market segments (Appendix 3 -- Internal analysis -- Table 14).

Each of these sections was specifically designed to target different consumer portfolio, with specific needs. This means that each section provides the consumer with differentiated added value proposals. Here, we shortly describe the positioning of each one of these .

1. **Health-preservation.** This is our main section in club targeting the consumers who would like to treat diseases, change sub-health status and improve the function of the organs. This section has rich Tuina techniques, elaborated recipes and it is the method everybody wants to experience. Consumers will feel very comfortable during the Tuina process because whole body muscle will be relaxed.
2. **Beauty.** Beauty is every female's final aim when they want to experience. This is mainly for female at young age or middle age. We promise that our products are natural and organic which is most from Chinese herbs. Actually, this is a low-cost solution because the product we use is made in China rather than made abroad. However, the positive effect is not depend on the skin care products, but based on our facial massage technique.
3. **Shaping body.** This section contains yoga, Tai chi and Ba Dunjin which are part of Chinese Qi Gong. Do regularly exercises could help people increase

immunity. This is mainly for female at middle and elder age who will feel relax and get a peaceful attitude.

Health-preservation contains three method -- Tuina, Moxibustion and Chinese medicine. Tuina is a hands-on body treatment that uses Chinese taoist principles in an effort to bring the eight principles of Traditional Chinese Medicine (TCM) into balance. Whole body Tuina means serving the whole body of customer in a certain order, from bottom (foots) to top (head). It will cost 120 minutes every time. While partial Tuina will only focus on one part body of customer instead of whole body -- foots and legs, arms and back, abdomen and head. It will cost 80 minutes every time. Moxibustion is a traditional Chinese medicine therapy which consists of burning dried mugwort on particular points on the body to release partical uncomfortable. It will cost 30 minutes every time. Chinese medicines means use different kinds of traditional chinese herbs to treat internal diseases.

Beauty program contains facial massage and neck massage. Massage is also a hans-on work and act on the body with pressure for the treatment of body stress or pain. We use massage technique on face or neck to achieve the purpose of skin-care and anti-aging. Shaping body contains three kinds of exercise -- yoga, Tai Chi and Ba Duanjin. They are independent and complete fitness exercise which is slow and graceful. The effect is excellent for both men and women, both making skinny strong and lose weight. There are many advantages of them that is not limited by the place, easy to learn and save time. After finishing learning, people could do it at home in the future.

9. SWOT analysis

In this chapter we will execute a SWOT analysis of TCM club. This analysis will consider the company internal positive points (strengths) and internal negative points (weaknesses) and also market opportunities and threats. We do this analysis aims to strengthen the benefits of our strengths and prevent the damages originated in

weaknesses, at the same time, try to hold the opportunities and avoid the threats.

Table 2. SWOT analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Expertise in TCM techniques. 2. Natural products and services. 3. Low capital requirements and low cost solution 4. Provide services to cover nearly all female consumers' need. 	<p>Weakness</p> <ol style="list-style-type: none"> 1. New brand. 2. Less equipment to diagnosis. 3. Small number of locations 4. Narrowly targeting.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Total market growth in China. 2. Aging population and Increasing health concerns. 3. TCM government incentives. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Public hospital is dominant. 2. Threat from scientific medicine 3. Fragmentend market.

Source: The Author, 2018

9.1 Strengths

Expertise in TCM techniques.The medical experts we have must be graduated from TCM universities and have physician qualification certificate. From medical experts to ordinary employees, we will provide a well-designed training before starting work. The services or products we offer will be customer-oriented with high-quality which focus on different customers with different symptoms.

Natural products and services. All the TCM herbs and TCM products are got from natural without any chemicals. We do not use machine to do treatment which means every services are offered by our employees. Our club provides one-to-one services during the whole process to promise the considerable communication and do some

adjustment in time if it is needed.

Low capital requirements. The capital requirement is low because the items we need to use cost low which will be shown on financial evaluation in detail. This is also the reason why we could have low cost solution on beauty section to attract customers.

Provide services to cover nearly all female consumers' need. Our portfolio including three sections can cover nearly all female consumers' need. The main section is Tuina which has the best effect. On the partial Tuina we also divides it to three part which contains every muscle tension prone area.

9.2 Weakness

New brand. We choose to start our own business instead of joining a chain business so that we are a new brand. At the beginning, the low reputation and high marketing requirements is difficult point for every new brand, of course including our club.

Lack of medical equipment to a clear diagnosis. Another weakness is that different from hospital, we are lack of medical equipment to do a clear diagnosis. We could only use traditional method to do a diagnosis where we need to recognize our weakness.

Narrow targeting. Besides, we only provides services for female which is a narrow targeting. In addition to a requirement on the age of customers, it is a weakness of us to get a large number of customers which we need to pay attention on this to prevent the damage.

9.3 Opportunities

Total market growth in China. The traditional Chinese medicine (TCM) market, various forms of herbal medicine, acupuncture, massage (tui na), exercise (qigong), and dietary therapy, has been boosted by an increasing demand for natural alternative medicines. It created more than 68 billion euro in 2012, accounting for 31.24% of the

total medicine industry and is estimated that the value of the traditional Chinese medicine market may reach 5 trillion Chinese Yuan Renminbi (CNY) by 2030 (= Euro 667 billion). Compared with medicine, people are recognizing that TCM is more natural with less side-effects so that more people are accepted TCM at first phase of disease and choose TCM to adjust sub-health status. Also due to the rapidly developing economic environment in China, people could spend more on other aspect, especially increasing the consumption at TCM healthcare.

Aging population and Increasing health concerns. After China's demographic dividend has been disappearing since 2010s, aging population is one of the biggest problems. Statistics (Statista, 2018) illustrate that the age distribution in China is becoming more aged people, increasing from 7.9% in 2006 to 10.8% in 2016. At the same time, with the aging population, people gradually considerate more about healthy activities by changing their life style and consumption habits.

TCM government incentives. The most important thing is that TCM development has been encouraged by Chinese government. In 2016, Chinese government published its first white paper detailing policies on TCM development and highlighting its unique value in the new era. This is a great opportunity for us to explore and it is expected to increase in the next years.

9.4 Threats

Public hospital is dominant. In China, public hospital is also dominant in medical industry, accounting for more than 85% of the market (Chinese Health Statistics Yearbook in 2017). Public hospital has high reputation and concentrated the best equipment and experts. Add to the healthcare insurance, public hospital is the first choice of those who have diseases and serious symptoms.

Fragmented market. Another threat is from competitors. Except public hospital, our

direct competitors are private TCM clinic. Due to the positive environment, the number of private TCM clinic is increasing a lot which is big threat for us to hold market.

Threat from scientific medicine. It is true that the scientific medicine is also dominant in China's medicine market even though the market share is decreasing. Besides the positive development of biologic medicine (Frost & Sullivan, GF Securities 2016) is another threat for TCM, increasing from 8% in 2011 to 19% in 2020.

10.Objectives of the Plan

This plan is serving as a guide to the implementation practice as the guiding line for decision making, the settlement of the goals of the organization and the needs of planning.

The major objective of the elaboration of this TCM Business Plan is to from create a company competing with private hospital in middle city to become a chain-club corporation entering TCM industry market of big city, accordingly to the healthy needs of the Chinese costumer and consumer. The main short-term objectives in Table 15 are considered in order to reach this goal (Appendix 4 -- Internal analysis -- Table 15).

No doubt that our primary objective deals with profitability. Because we do not plan to attract many investors for starting from big capitals, we understand that our business is going to have to be rapidly profitable if it wants to become self-sustainable. It is a best way to have a positive cash flow as soon as possible in order to be able to pay for employees and other expenses. By following this first two objectives, we want to achieve 20,250€ in the first 6 month and become profitable from the second part of first year and continue to grow over 20%. This is because in the first 6 months, we must pay much attention on employees training and spend a lot on marketing. We also understand if we want to sustained develop positively, brand reputation is an important, especially for small company like us. So the another objective is to create a healthy concept and let

our brand known in one city in the first year by well-designed marketing.

11. Development strategy

11.1 Identification and enterprise constitution

This proposition is to create a limited partnership (LP) which exists when two or more partners unite to jointly conduct a business in which one or more of the partners is liable only to the extent of the amount of money that partner has invested. Limited partners do not receive dividends, but enjoy direct access to the flow of income and expenses. The main advantage to this structure is that the owners are typically not liable for the debts of the company.

According to the venture, I plan to register myself as a micro-entrepreneur. It is generally defined as (Micro-entrepreneur, 2017) a small business employing nine people or fewer, and having a balance sheet or turnover less than a certain amount (€ 2 million).

11.2 Strategy

Based on the market analysis, it is possible to understand that this venture has potential, but also a lot of challenges to be successful, as it competes in a very aggressive market. As so, we mainly opted by a differentiation strategy which is based on the possibility of customization and quality of the service, mainly including Tuina services. Also we use most of CRM system to manage our operations and our customers which could help us to achieve a customer-centric management model. Besides, we also have a part to achieve maintaining a lower price to the nowadays seen on this market. Strategy is to guide our competitive advantages as Figure 3 showed (Appendix 5 -- Development strategy -- Figure 3).

To do so it is required concentration on efficiency of costs and sustainability production,

sales and brand.

Key factors:

1. Invest in lasted technology.
2. Invest in CSR system.
3. Invest in training human capital
4. Invest in creating a brand culture.

11.3 Brand

Brand is an intangible value for a company especially when a brand is perceived extensively. If a brand is created well-accepted and well-recognized, it also has a huge positive effect on company marketing. Branding is used to distinguish a company or products from competitors by setting a series of unique marketing and communication methods. Creating a lasting impression in customers' mind is its final purpose. Its definition is:

“A brand is a name, term, design, symbol, or other feature that distinguishes an organization or product from its rivals in the eyes of the customer.”

Fahy& jobber. 2015

As Figure 4 (Appendix 5 -- Development strategy -- Figure 4) shows that the name of the Brand will be “一米阳光”, or in translation “SUNSHINE”. This suggestive name is not directly indicating the purpose of the brand. This name can be called a Borrowed Interest Name because of “existing words that do not directly reflect the brand's offerings or promise but that can be linked to a brand's essence and promise through marketing efforts rather than through direct translation” (Chiaravalle and Schenck, 2007 : 110), such as Apple, YAHOO!, Nike and Starbucks.

However the direct meaning of this name is sun, warm, happy and active which is related to the daily life and health. We also design the slogan, translating in “Tuina let the health shine under SUNSHINE”, to explain the function of our brand directly which give our customers a clear conception.

The ultimate objective of this brand strategy is to create a brand to gain visibility and recognition, being identified and remembered by the consumers for its intrinsic value, differentiating itself from the competition by its main competitive advantage: the differentiate of customization of TCM Tuina.

12. Definition of implementation policies

12.1 Segmentation, targeting and positioning

In our product segmentation we used geographic, demographic and psycho-graphic segmentation criteria. Because the area has been decided in Anyang city where is my hometown. So we consider more about other following criteria.

1. Demographic: Age, gender, financial capacity.
2. Psychographic: consumption pattern; attitude and values; health situation.

The detailed information are in table 16 (Appendix 6 -- Definition of implementation policies -- Table 16). Some relevant information was achieved through a questionnaire. The application of the questionnaire was made in Chinese (the translation of the questionnaire can be found in Attach 1), digitally collected throughout the internet. The questionnaire was administered by convenience sample method at the individual level who are our potential consumers. The sample achieved by the questionnaire was of 125 individuals. The majority of the questions asked were in the form of attitude scales referenced with a Likert-type scale, including totally agree, agree, disagree and totally disagree. The main methodologies used to analyse the results of the questionnaire are descriptive statistics and qualitative methods. Excel 2007-2010 program was used (main results of the questionnaire can be found in Appendix 6).

We define the age of our target customers is from 18-60 years, especially people from 18-38 years. According to the income level, the average salary(Anyang statistical

informational network, 2017) is 4196RMB ($\approx 550\text{€}$) every month. Based on the results of question 3 of our questionnaire, we could find the financial capacity is concentrated from 2000-4000. As a result, we must pay attention to people who has more than 2000RMB every month.

Because our business is on TCM, our potential customer must care their health and accept TCM. Besides, as they are sub-healthy or have some uncomfortable during the daily life, they will consider to do something to improve their health (personal template and empathy map are in attach.).

Based on our research, nearly 99% respondents agree or totally agree that health is one of the most important things in one's life, and when they have health problems or keep in a sub-healthy situation, 59.05% prefer to use TCM treatment as their first choice to fight with disease or get health-preservation. From respondents' view, comparing the advantages and disadvantages of TCM with that of scientific medicine, we get that safety with less side effects and efficiency is the obvious advantage of TCM, less convenience and slow innovative development is its disadvantage. While convenience and efficiency is the advantage of scientific medicine, high price and may side effect are its disadvantages. 52% respondents think scientific medicine is less safe with many side effects. So the conclusion is that as long as we could achieve efficiency, safety with less side effects and natural treatment method will be our core competitive advantage, meanwhile we need to improve convenience and continue to innovative develop.

Our positioning needs to reflect this. The unique value proposition is using the most natural suitable way to keep healthy. TCM includes many natural methods of treatment besides medicine which means different methods have unique effects to help people relieve various kinds of health-problems. The main positioning is following (Appendix 6 -- Definition of implementation policies -- Figure 5):

Consumer expectations: good results; keep healthy; convenience.

Competition strengths: good efficiency; safety; customer-oriented services.

Company strengths: differentiate products; professional guide; sustainable conception

There is no doubt that the good results is consumer's directly expectation which is also proved by the answer of question 19 of questionnaire as we mentioned above. Consumers hope to release uncomfortable through TCM treatment, changing from sub-healthy situation to healthy. Their final expectation is to keep healthy, be active and energetic to deal with everyday work and even extend life. Meanwhile, convenience is one of important consideration for consumer to adjust one way good or not because time is value for everyone.

After knowing deeply about our consumer, our competition strengths must meet consumer's expectation. Offering good efficiency and safety with less side effects treatment method will be our core competitive advantage. All the products we will use must be natural and environmental friendly and we will be not only responsible for consumers but our workers and citizens. Our medical experts we have must be graduated from TCM universities and have physician qualification certificate. From medical experts to ordinary employees, we will provide a well-designed training before starting work. In this way, we could promise our services is high quality levels. Meanwhile customer-oriented services is our another strengths, by using CRM system to help customer to save waiting time and so on.

Our company offer differentiate products which is unique and different from other similar company. Our portfolio including three sections and the main section is Tuina which has the best effect and on the partial Tuina we also divides it to three part which contains every muscle tension prone area. At the same time, we will offer a professional guide to our consumer to give them advises about how to choice the most suitable way before getting services or products rather than only choice by themselves like other club. At last, we are trying to keep building a sustainable brand conception. Brand conception is a core of a new brand. Many often times, someone ignores the wider or future impacts when they create a product or an innovation only driven by one particular need. But we

have a clear thought about the damage of this approach which may lead large-scale financial crises even environmental problems. We will try to achieve sustainable developing at the beginning that looks to balance, and often get an awareness of the environmental, social and economic limitations we face as a society.

12.2 Marketing Mix

12.2.1 Product.

In order to ease the business plan evaluation, a major core product was considered. In the first phase of investment, only this core product and no extras shall be available, as this core product is Health-preservation series (8.3 Portfolio analysis--Table 2. TCM health-preservation club portfolio). In a second phase of investment it shall be necessary to diversify the offer of the TCM club. The core product is a customized health-preservation service series, served as a menu that will be composed of ((Appendix 6 -- Definition of implementation policies -- Figure 7):

1. **Whole body Tuina.** Tuina is a TCM treatment to bring the eight principles of Traditional Chinese Medicine (TCM) into balance by hands on body, based on the use of Chinese taoist principles. The practitioner may brush, knead, roll, press, and rub the areas between each of the joints, to attempt to open the whole body's defensive chi (Wei Qi) and get the energy moving in the meridians and the muscles. Whole body Tuina means serving the whole body of customer in a certain order, from bottom (feet) to top (head). It will take 120 minutes every time.
2. **Partial Tuina.** This method is totally the same with whole body Tuina, however the different thing is that partial Tuina will only focus on one part body of customer instead of whole body. The body will be divided into three part -- feet and legs, arms and back, abdomen and head. It will take 80 minutes every time.
3. **Moxibustion.** Moxibustion is also a TCM treatment therapy, by using burning dried mugwort herbs on particular points of the body to take effects. The mechanism is that moxa could warm regions and meridian points with the intention

of stimulating circulation through the points and inducing a smoother flow of blood and qi. It will take 30 minutes every time.

Tuina is one of TCM treatment method which is effective and moderate. The practitioner can use range of motion, traction, with the stimulation of acupressure points. Both acute and chronic musculoskeletal conditions, as well as many non-musculoskeletal conditions could be treated by these techniques (The World Tui-Na Association, 2012). It is claimed that Moxibustion has positive effects on the treatment of pain (Lee, Myeong Soo, 2010), cancer (Lee, Myeong Soo, 2010), stroke (Lee, M. S, 2010), ulcerative colitis (Lee, Dong-Hyo, 2010), constipation (Lee, Myeong Soo; Choi, 2010), and hypertension (Kim, Jong-In, 2010). Different method has different advantage, so we will give our customer advises in the first time based on her health situation, Tuina or Moxibustion.

TCM product is necessary during every process. We need use TCM essential oil (Appendix 6 -- Definition of implementation policies -- Figure 8) which is a concentrated hydrophobic liquid containing volatile aroma compounds from plants and Chinese herbs. Essential oil can be absorbed through skin, then beauty health because Tuina and acupoint stimulation, the essential oil can penetrate the skin to clear the lymphatic tissue, eliminate the accumulated toxins, burn the fat, and also eliminate excess water in the body. Both whole body Tuina and partial Tuina use the same essential oil. Nowadays, we initially choose to use Saintsina olive oil made in Italy which is refined from natural press, 100% natural.

Our product is not a physical items but a TCM service. It should not only include treatment process but also contain communicating before doing treatment and getting feedback after. So when we offer a TCM service, the steps are following:

1. Communicate with our customer to know her lasted health situation and record.
2. Help customers choose the most suitable method.
3. Introduce our essential oil or moxa we use and offer a TCM serve

4. Get feedback and try to get customer satisfactions.

12.2.2 Price

Our main price strategy on Tuina series is the same for more which means we offer more to customers at the same price with our competitor, so the price is average, even a little high on Tuina section. But at first stage, we want to use low price to attract customers so only one part of potofolio of Moxibustion will be cheaper than others. We use pricing penetration strategy in Moxibustion section where the price of a product is initially set low to rapidly reach a wide fraction of the market and initiate word of mouth. The strategy works on the expectation that customers will switch to the new brand because of the lower price. Then we will have chance to market our Tuina and other sections directly. So we will draw up a lower price than other competitors in the first stage (Table 2--Portfolio in comprtitors). Our pricing policy is going to be based on the market average price and the answers to our questionnaire. Our proce is shown above (Table 3-TCM health-preservation club portfolio).

From Chart 14 (Appendix 6 -- Definition of implementation policies -- Figure 14), we could know that most of targeted customer agree less than 200 for an hour Tuina. If the price higher than 200, nearly no one would like to have a try.

Besides evaluating the value-based price, we also need to evaluate cost-based price which is cost adding margin. At beginning, TCM club will have 3 employees, one is professional and the other two are normal employees. The salary per month for professional is 10,000 RMB (1,250 €) and the salary for normal is 3000 RMB (385 €). So the cost of professional every working hour is 48 RMB (6 €), and the cost of the normal is 14 RMB (2 €). Adding to the cost of the building and land, the electricity, marketing, network maintenance work, water, fuel, ect. We estimate based on different season and the total cutomers is 2,924 for a year, and the number is estimated to increase to average 1 per day, 3450 a year. Our cost-based price is below (datas from Table 10 -- TCM club yearly cost.):

$$\frac{\text{fixed cost}}{\text{units}} + \text{variable cost} = 2.54 + 10.02 = 12.56 \text{ €}$$

Table 17 (Appendix 6 -- Definition of implementation policies -- Table 17) shows the daily turnover based on the different four seasons. The total turnover for the 1st year is 47,617€.

Because Tuina and Moxibustion are both TCM treatment, it must be do continuously for at least 10 times. So for whole body Tuina, the final price is 1500 RMB (160 €) for 10 times, the partial body Tuina is 900 RMB (115 €) for 10 times and Moxibustion is 480 RMB (60 €) for 10 times.

12.2.3 Place

The location is of one importance to the success of the business, due to its relevance in acquiring and maintaining costumers. According to the answer of questionnaire, we could find that location is a key factor to affect customers, more than 96.2% cares the location (Appendix 6 -- Definition of implementation policies -- Chart 15).

In this case, the following criteria were considered when choosing the best location for this venture:

1. Presence of the target consumers nearby;
2. Price;
3. Visibility of store and brand;
4. Surrounding environment.

A good place must be located near target consumers where is convenient to access to people. Even though in Anyang city, location is not the first factor consumer considered, convenience is also an advantage. In this area, new eastern district is our first choice because there are many community around and a large shopping center in middle. We

will choose the corner of Delong Street with Shuguang Road, shown on Figure 9 (Appendix 6 -- Definition of implementation policies -- Figure 9).

Price is another dominant factor to consider as we plan to achieve low-cost. The average price in Anyang is 40.8 RMB (5 €) per square meter per day. The rent in new eastern district is much higher than this price which means we can not find a place in the center directly. Maybe 2 streets far from the shopping center is proper.

Visibility of store and brand is very important for us to do marketing easily and build our brand reputation soon. So we will choose a place next to a street which means people could see it clearly when they go along with.

In Anyang city, different type of business tends to concentrate in one region, which is scale effect. For us, it is necessary to find a place surround with Beauty Salon, pharmacy, in stead of KTV and restaurant. The environment will be more quiet rather than noisy, clean rather than dirty. This help customer to keep a good mood.

12.2.4 Promotion

An Integrated Marketing Communication strategy shall be used, as both above-the-line and below-the-line communication strategies are mixed with the objective of reaching the target population. The strategic objective of this communication strategy is to provide information about the TCM service and the business concept, raising health-preservation awareness and creating a strong brand with solid positioning. Also, it is very relevant to promote service experimentation, evidencing the treatment and service quality, transmitting confidence in a safe, comfortable and always adapted to new customers needs.

Internet. Mainly done all year long through social media in a regular basis (Blog, Meituan, Wechat etc). Those social medias all have different purposes.

1. Blog is going to be used for spread general information concerning the concept, our service introduction and some TCM knowledge. It will also be used to relay positive press and user-content generated around the concept.
2. Wechat, which is more private, similar with Twitter, will have a more instantaneous role and will be used to quickly communicate with customers in order to have a booking. Beside, we would like to use Wechat to send promotion information only to our regular customers.
3. Meituan is the biggest online shopping platform people used in China. On that, people could search any kind of product or services in nearby area, then get the detailed information, have a book immediately or pay after on that. So we will use Meituan to let people find us easily and it is also another usual pay method.

Promotional brochure - A launching promotion of three different services will be combined in the first three months of activity, publicized through the distribution of flyers by promoters with interaction with the target, in order to gain awareness and potentate word-of-mouth. Distributed in the immediate area of the facility, a brief mini brochure (Appendix 6 -- Definition of implementation policies -- Figure 10 and Figure 15) with essential information about the concept of the business and the promotion available to feel the quality of service.

Billboard. In Anyang city, China, people are mostly living in community of closed area with several gates. Each community has several billboard near the gate where is very obvious to be seen and everyone who go inside or outside the gate can see it. We plan to do our advertising on these billboard in some community where has many our potential customers, therefore the awareness about our brand will be improved very soon.

Event and experience. Firstly, opening and product launching event shall be prepared, including brand conception and service type with its basic theories. Presence of opinion leaders and society influencers, news reporters and shall be guaranteed throughout VIP invitations, in order to positively impact on Innovative Business Plan: A TCM

Health-preservation Club. Government is favor of program in health business, which means we could increase our brand by doing some health lecture events.

Sponsoring. In Anyang city, there are many “Guangchang dance” team made up of middle-aged people and old-people spontaneously. They do “Guangchang dance” regularly at square near living community every night, at the same time, there are always many residents walking around. We could sponsor some famous and regular team, let them dress clothes with our logo and do Taiji to increase awareness of TCM exercises.

Partnerships with pharmacies, gyms. People who go to pharmacies or gyms are our potential customers who are more likely to be sub-healthy or tend to be healthy. Now, in China, there is a popular way to get customer informations by internet is scanning Quick Response Code by Wechat. We could offer people an opportunity of lottery draw when they first scan our Quick Response Code to add us as friends. By partnerships with pharmacies and gyms, they can attract customers by lottery draw activities and we can get more opportunities to market our brand and access to more potential customers.

Communication Budget and implementation chronogram. The budget for the promotion strategy is 12,000 RMB (1,500€), distributed as follows:

1. Internet – 5000RMB (625 €), for the design and operation of online selling and marketing platform. Some of them are free, such as Blog and Wechat, while some are not free like Meituan
2. Promotional Brochure – 1000 RMB (125€), for the printing of flyers and hiring part-time temporary worker for distribution flyers.
3. Billboard -- 6000 RMB (750€), for design the advertising twice and pay for the billboard rent fee for eight months.
4. Event – A specialized company with a budget of 6000 RMB (750 €) will be responsible for the organization and execution of the Launching event. The health

lecture once every season is free, even get some government favor.

5. Sponsoring -- Buying clothes and some other items will cost 8000 RMB (1000 €).
6. Partnerships with pharmacies, gyms -- 8000 RMB (1000 €), for online software operation and lottery draw.

These communication actions shall occur in accordance with the following implementation chronogram in table 18 (Appendix 6 -- Definition of implementation policies -- Table 18).

Internet marketing will continue the whole year because it is not for marketing but also for communicate with customers to booking and spread our promotion information. Brochure will operate from 1, March to 30, June for the reason that Spring season is a good time to launch promotion activities on road, publicized through the distribution of flyers. Billboard will continue from 1, March to 30 October because this time, the weather is good for citizens walk around and they are more likely to stop in front of board to see it. We will held two events on 1, January when is also a festival and the other is on 15, June when is mid of a year. Sponsing will continue from 1, April to 9, September due to the good weather for dance outside. Partership activities will operate 3 months from 1, April to the end of June. This time is at the beginning of our opening and we need to collet customer information at beginning.

12.2.5 physical evidence

The club layout should follow the design of Figure 20 in order to be the most effective when serving customers. No doubt that design, decoration, facilities, equipment, etc., are physical evidence in which the customers bases their first opinion of the club and creates expectations of the service. We will decorate it in a traditional Chinese way with red, gold and white. Inside of the TCM club, it needs at least 240 square meter which is divided into eight parts -- lobby, changing room, bathroom, washroom, Tuina room, Moxibustion room, VIP room and activity room. The structure map is following and the

detailed information is in Figure 11 (Appendix 6 -- Definition of implementation policies -- Figure 11).

Lobby will give consumer first impression. So it must be clean, pure and warm. We need one reception and two groups of sofa one the both side like picture 1 (Appendix 6 -- Definition of implementation policies -- Figure 12). Our consumer will be welcomed first and this is a place where our worker can communicate with our consumers before or after getting reserve. Also we need a bookshelf behind reception to store our files and display some products.

After being welcomed in lobby, consumers will enter changing room to change to our clients clothes which will be collected in disinfection cabinet. There are six wardrobes, one shoe cabinet and one long seat placed as picture 2 (Appendix 6 -- Definition of implementation policies -- Figure 13). Uniforms requires clean and simple with clear colours and printed our logo, to evoke purity, immaculacy and limpidity. In bathroom, we will install a shower for consumers who want to take a bath before or after. Wash room contains two toilets and one washbasin.

The decoration in Tuina room, Moixstion room and VIP room are similar, with several beds, bedclothes and serveral small carts which is used to take products we prepares like picture 3(Appendix 6 -- Definition of implementation policies -- Figure 14). We also need a speaker to play light music and some cabinets.

12.2.6 Operating process

The service processes that we will follow at TCM club have to be well standardised, so that we could easily transfer it to other projects or the second club once we want to develop the concept.

In 2019, it will be up and running 358 days, only except one week on Spring Festival. It

will be operating from 9.30 until 19.30, which corresponds to about one hour after the national regulated working time. This opening time enable us to prepare for opening from 9.00. We need this half an hour to have a morning meeting, exchange working-clothes, take out the items we need to use today and wait for our first customer. When customer enter, she must be welcomed by her corresponding worker.

Our customer will pay it at the first time for at least 10 times services. We must keep clear idea that according to accrual basis, the all money is not belonging to revenue that month. Otherwise, only the cost for services which we really finished belongs to revenue. Because our whole body Tuina serving time is 2 hours, every worker can serve 4 custoemrs at most every day. At the first stage when we employed three workers to do Tuina and Moxibustion, we will able to book 12 customers every day. Therefore, on a month basis, TCM club maximum capacity is 336 customers, which makes a minimum monthly turnover of 50,400 RMB (6,400€) if reached.

After 19.30, it is about 30 minutes that we need to tidy up the room and exchange clothes, do the daily bookkeeping operations and stay in touch with social medias.

12.2.7 People

Regarding organizational hierarchy, a top-down approach is intended. In this sector, the turnover of human resources may compromise the normal operation of the quality of the services provided. As it is intended to create a well-established human system to promise have a high quality service. Besides, there is a need to recruit skilled workers with experience in the area and it is necessary to provide a 2-month pre-working training. Thus, it is more likely to avoid employee turnover and attract and retain quality workers. The organization hierarchy is following , as displayed in Figure 16 (Appendix 6 -- Definition of implementation policies -- Figure 16).

I will be one of the owner and the only general manager. We plan to employ three

workers, one professional and two normal. One of the full time workers shall be assigned as team supervisor for every shift who is more likely to be professional one.

Each has different duties:

General manager: manage everything; establish club rules; do marketing plan; have morning meetings everyday; do the reception work; do the bookkeeping; do accounting.

Team supervisor: supervise the quality of delivering services; be responsible for pre-working training; get the feedback from customers.

Workers: be responsible for corresponding customers including booking, reception and doing treatment; do cleaning by turns.

The compensation system that we use is monthly salary adding reward system. It means each work can get a regular salary at beginning of every month, as well as uncertain reward depending on performance at the end of every month. At last, whatever the club is profit or loss, it will be distributed to the owners at degrees. The salary is 8,000 RMB (1000€) for professional worker and 3000 RMB (375€) for normal. At the end of month, if the services reach more than 150 times, or revenue reaches more than 25.000RMB (3125€), 10% of extra service revenue will be distributed to them. The reward will be delivered every season.

13. Requirements for implementation

In order to operate properly, our TCM club need do some preparation before opening. The first important thing is rent a place and decorate it. Two choices are available for business place, some are obviously beside the main road and the others are at back. The former is more expensive than the latter, so after carefully reviewing many different place, I prefer to chose one in a corner of one main road and one narrow street. The rent fee is 3,000RMB (375€) per month, totally 36,000 RMB (4,500€) a year paid all at beginning. The wall, the floor and the washbasin has been ready, the rest of the requirements concerns furnitures, equipments and so on. All equipment listed in the

table below will be sourced by Taobao.

Table 3. Equipment list for TCM club and its respective prices

Furnitures in lobby	Price after-tax (RMB、€)		Number
Reception desk 120*40*80cm	308.6	38.57	1
Table with four chairs combination	490	61.25	1
Sofa for three person	395	49.8	1
Work computer	3998	499.75	1
Furnitures in changing room	Price after-tax (RMB、€)		Number
Locker 90*42*180 cm	628	78.5	1
Bench 150*50*51cm	260	32.5	1
Clothes for changing	45	5.7	20
Disinfection cabinet	378	47.25	1
Furnitures in treatment room	Price after-tax (RMB、€)		Number
Therapy bed with a chair	490	61.25	5
Bed clothes combination	88	11	8
Shelf trolley	68	8.5	3
Disposable gloves*100	18	2.25	5
Equipment for Moxibustion	23	2.87	8
Mat for activity room	25.9	3.24	5
Decorations for club	Price after-tax (RMB、€)		Number
Cleaning items	20	2.5	3
Paintings 53*43cm	49	6.2	6
Potted plant	12	1.5	10
Total cost	11593.1	1449.14	--

Source: The Author, 2018

There are also some administration procedures. These administration procedures are free for public so the administration cost will not be happened. The detailed information are following:

Business license. The most important one is to get a business license issued by Industry and Commerce Bureau. It is necessary for every commercial household, following *Regulation on Individual Industrial and Commercial Households (2016)* to apply and registration a license. It is emphasized that rent contract of business

place is necessary during apply.

Public places sanitary permit. Sanitary standards and requirements in public places are formulated by the Ministry of Health, *Regulations on administration of public place sanitation, No.24/1987*, in order to create good sanitation conditions in public places, prevent diseases, and protect human health. We shall apply for sanitary permits to the health administrative departments of local people's governments in accordance with regulations before opening.

Tax registration certificate. The tax registration shall be filed within 30 days from the date of receipt of the industrial and commercial business license, and the tax authority shall issue a tax registration certificate and a copy. The business tax standard for us is 900 RMB (115 €) if our operation income is below 30,000 RMB (3750 €), and 5% of operation income when it is above 30,000 RMB (3750 €).

Table 4. The cost of administration procedures.

Procedures	Price (RMB、€)	
Business license	0	0
Sanitary permit	1000	125
Tax registration	0	0
Tax invoice in 1 st month	900	112.5
total	1900	227.5

Source: The Author, 2018

The table 5 below gathers all the costs and expenses our TCM club will have to face over the first year. It will enable us to make viable financial forecasts.

Table 5. TCM club yearly cost.

Expense in the 1st year			
	Unit costs	Quantity	Total costs
Fixed asset			5459.45
Prepaid rent fee	4500	1	4500
Work computer	499.75	1	499.75
Decoration	59.7	1	59.7

Trademark registration	275	1	275
Sanitary permit	125	1	125
Total Fixed asset			5459.45
Purchased equipment			1964.94
Reception desk 120*40*80cm	38.57	1	38.57
Table with four chairs combination	61.25	1	61.25
Sofa for three person	49.8	20	996
Locker 90*42*180 cm	78.5	1	78.5
Bench 150*50*51cm	32.5	5	162.5
Disinfection cabinet	47.25	3	141.75
Therapy bed with a chair	61.25	5	306.25
Bed clothes combination	11	8	88
Shelf trolley	8.5	5	42.5
Equipment for Moxibustion	2.87	6	17.22
Mat for activity room	3.24	10	32.4
Total fixed expensed			7424.39
Variable expense			32189.35
Clothes for changing	5.7	8	45.6
Wage expense	1000	12	12000
Disposable gloves*100	2.25	3	6.75
wage expense	375	36	13500
Total advertising expense	6525	1	6525
Essential oil	2	36	72
Moxibustion medicine	2	20	40
Total Variable expense			32189.35

Source: The Author, 2018

14. Financial evaluation

14.1 Opening balance sheet

The table below is about the club opening balance sheet. We are planning to invest € 10,000.00 at the beginning, so contributed capital is € 10,000.00. Part of it, € 2,649.39 will be used to purchase plant and equipment for club startup which contains the cost of equipments, decoration, and sanitary permit. € 275.00 will pay for intangibles which is for trademark registration. Once we have applied a trademark, it will be our intangible asset which will increase with our development. The most cost is € 4,500.00, prepaid rent fee for a year because in that area, the rent must be paid at least on year at the beginning. After this, there will be € 2,575.61 in our bank current account instead of fixed account in order to be used for daily operating.

Table 6. SUNSHINE club opening balance sheet

SUNSHINE Corp.	
Balance sheet	
At January 1 st , year N (in €)	
Asset	
cash	€ 2,575.61
plant and equipment	€ 2,649.39
prepaid rent fee	€ 4,500.00
Intangibles	€ 275.00
Total asset	€ 10,000.00
Liabilities	
Total liabilities	€ 0.00
Equity	
Contributed capital	€ 10,000.00
Total Equity	€ 10,000.00

Source: The Author. 2018

14.2 Projected balance sheets

This is club projected balance sheets for the next three years which based on the prediction of our asset and equity in the next three years. It is so important for us to pre-know the financial situation and how profitable the club is in the next three years. From this table 7, we could find in the first year, we could only earn our initial capital, but it will be great profitable from the second year and third year. Investors could get €21,999.90 and €34,937.40 in the second and third year as long as the club operate well.

Table 7. SUNSHINE club projected balance sheets for the next three years

SUNSHINE Corp.			
Projected Banlance sheet			
	Year N	Year N+1	Year N+2
Asset			
cash	€3,805.62	€24,575.51	€37,513.01
plant and equipment	€2,649.39	€2,649.39	€2,649.39
prepaid rent fee	€4,500.00	€4,500.00	€4,500.00
intangibles	€275.00	€275.00	€275.00
total asset	€11,230.01	€31,999.90	€44,937.40
Liabilities			
total liabilities	€0.00	€0.00	€0.00
Equity			
contributed capital	€10,000.00	€10,000.00	€10,000.00
retained earning	€1,230.01	€21,999.90	€34,937.40
total equity	€11,230.01	€31,999.90	€44,937.40

Source: The Author. 2018

14.3 Projected income statement

The table below is about the projected income situation which is analyzed based on the prediction of cost and revenues. And the services revenues is predicted depending on the number of our customers which is detailed in Table 17. Advertising expense includes all the marketing methods, composed of the flyers and the loyalty cards we need to print. Miscellaneous expenses in other cost correspond to the accountant the company will

need to hire at the end of each fiscal year as well as other temporary cost. The highest cost is about wage expenses, but wage is paid every end of month. This means we could use the profit to pay for the wage, it is possible for us to loan zero.

Table 8. SUNSHINE club projected income statement over the next three years

SUNSHINE Corp.			
Projected income statement			
	Year N	Year N+1	Year N+2
Income			
Services revenue	€47,617.00	€64,687.50	€77,625.00
Total income	€47,617.00	€64,687.50	€77,625.00
Expenditure			
Fixed cost			
Rent fee	€4,500.00	€4,500.00	€4,500.00
Decoration	€59.70	€0.00	€0.00
Administration fee	€400.00	€0.00	€0.00
Working computer	€499.75	€0.00	€0.00
Intangible asset	€275.00	€0.00	€0.00
Purchased equipment	€1,964.94	€0.00	€0.00
Total fixed cost	€7,699.39	€4,500.00	€4,500.00
Variable cost			
Wage expense	€25,500.00	€25,500.00	€25,500.00
Total advertising expense	€6,525.00	€6,525.00	€6,525.00
Purchased goods	€3,782.60	€3,782.60	€3,782.60
Total variable cost	€32,907.60	€32,907.60	€32,907.60
Other cost			
Miscellaneous expenses	€500.00	€500.00	€500.00
Training cost	€1,000.00	€500.00	€500.00
Total other cost	€1,500.00	€1,000.00	€1,000.00
Total Expenditure	€41,332.24	€38,407.60	€38,407.60
Profit before tax	€2,610.01	€23,379.90	€36,317.40
Income tax (lower than 45,000€)	€1,380.00	€1,380.00	€1,380.00
Income tax (more than 45,000€)	€0.00	€0.00	€0.00
Profit after tax	€1,230.01	€21,999.90	€34,937.40

14.4 Monthly cash flows

Table 14 below presents our monthly cash flow. We focused on the Spring season so from March to June, 2019 since we plan to start the operation from March when the weather is good for this. The rent fee and several charges such as wage expenses, advertising fee are spread out all year round. The number of customers are estimated which is detailed in Table 17. Based on the customer numbers or service times, it is possible to predict the services sales every month. All the investing cost has been used at the beginning of the creation on March, so the next months it will be zero. But we need to spend cash on operation. Miscellaneous expenses, wage expenses and the cost of purchased goods are near similar every month, however the marketing cost are totally different based on the promotion activities on different months.

Table 9. SUNSHINE club monthly cash flows

SUNSHINE Corp.				
Monthly cash flows				
At March,30, 2019.				
	March	April	May	June
Customers	279	270	279	240
Income				
Equity	€10,000.00	€0.00	€0.00	€0.00
Services sales	€5,231.25	€5,062.00	€5,231.25	€4,500.00
Total income	€15,231.25	€5,062.00	€5,231.25	€4,500.00
Investing Outcome				
Rent fee	€375.00	€375.00	€375.00	€375.00
Decoration	€59.70	€0.00	€0.00	€0.00
Administrative fee	€400.00	€0.00	€0.00	€0.00
Working computer	€499.75	€0.00	€0.00	€0.00
Purchased equipment	€1,964.94	€0.00	€0.00	€0.00
Operating Outcome				
Miscellaneous expenses	€41.67	€41.67	€41.67	€41.67
Advertising cost	€289.58	€956.25	€956.25	€1,556.25
Wage expense	€2,125.00	€2,125.00	€2,125.00	€2,125.00
Purchased goods	€315.22	€315.22	€315.22	€315.22
Total outcome	€3,630.64	€1,372.92	€1,372.92	€1,972.92
Profit (Loss)	€11,600.61	€3,689.08	€3,858.33	€2,527.08

Source: The Author. 2018

Table 10. SUNSHINE club projected cash flows

SUNSHINE Corp.			
Projected cash flows			
	Year N	Year N+1	Year N+2
Income			
Equity	€10,000.00	€0.00	€0.00
Services sales	€47,617.00	€64,687.50	€77,625.00
Total income	€57,617.00	€64,687.50	€77,625.00
Outcome			
Investing outcome			
Rent fee	€4,500.00	€4,500.00	€4,500.00
Decoration	€59.70	€0.00	€0.00
Administration fee	€400.00	€0.00	€0.00
Working computer	€499.75	€0.00	€0.00
Purchased equipment	€1,964.94	€0.00	€0.00
Intangible asset	€275.00	€0.00	€0.00
Operating outcome			
Wage expense	€25,500.00	€25,500.00	€25,500.00
Total advertising expense	€6,525.00	€6,525.00	€6,525.00
Purchased goods	€3,782.60	€3,782.60	€3,782.60
Miscellaneous expenses	€500.00	€500.00	€500.00
Training cost	€1,000.00	€500.00	€500.00
Tax	€1,380.00	€1,380.00	€1,380.00
Total outcome	€46,386.99	€42,687.60	€42,687.60
Profit (Loss)	€11,230.01	€21,999.90	€34,937.40

Source: The Author. 2018

15. Business Plan Conclusion

This project aims to support the creation of a TCM health-preservation club in Anyang area, Henan Province, China.

As we found that recent years, the health problems of modern females are rising rapidly due to the unhealthy lifestyle and environmental problems, however, based on a ground study, we quickly realised that all clinic or club look alike and propose the same local specialties with less professional and services level. By catching the market opportunities, we decided to launch a TCM club -- the new serves intends to change female relationship with TCM consumption providing them a solution specifically designed to satisfy their needs.

We made an internal and external analysis as we assessed the development of healthcare market and TCM market in China. We also analysed the main females customers of the area in order to get a better understanding of their vision and needs. We went on and analysed our competitors -- public hospital, private clinics and beauty salons which enabled us to make a competition analysis to do better. Those analyses enabled us to make a SWOT analysis which highlighted the strength and the opportunities of the project.

We made the objective of this business plan and develop our strategies. Then our marketing plan is made based on the 7P analysis which is more precise in the case of a company operating in the service industry. This is so important to guide us on the aspects of product, place, price, promotion, physical evidence, operation process and people.

Last but not least, it shows the projected financial evaluation. We do not need to invest much at the beginning of the creation. It also predicts that the project is profitable in the first year and that it should generate enough cash flow on a monthly basis to allow us to

continue operating correctly.

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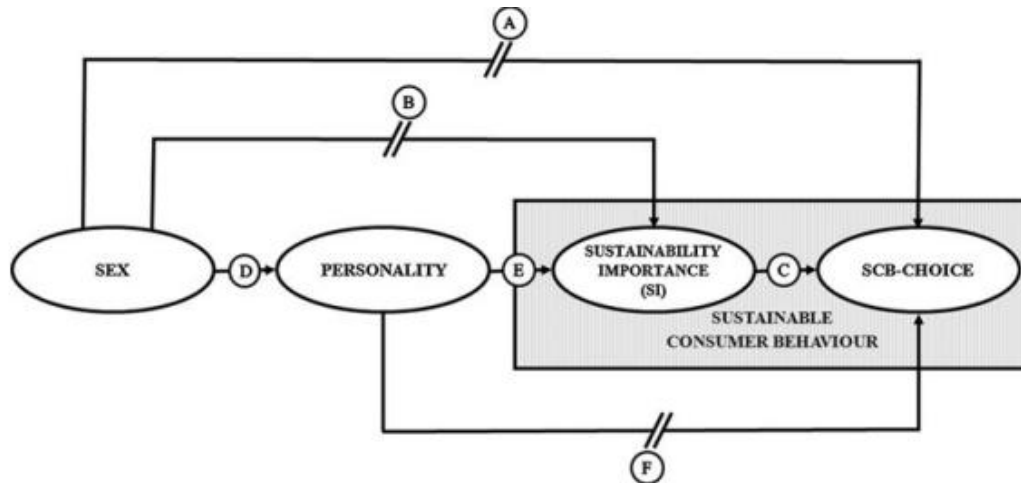
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List of Appendices

Appendix 1 -- Literature review

Figure 1. Conceptual model—sex, personality, and sustainable consumer behaviour



Source: Michael G. Luchs & Todd A. Mooradian. 2012

Table 11. China healthcare providers sector category segmentation: \$ billion, 2015

Category	2015	%
Outpatient care	249.3	39.1%
Inpatient care	166.5	26.1%
Medical goods	124.3	19.5%
Collective services and capital formation	58.1	9.1%
Long-Term care	39.7	6.2%
Total	637.9	100%

Source: MarketLine, 2016

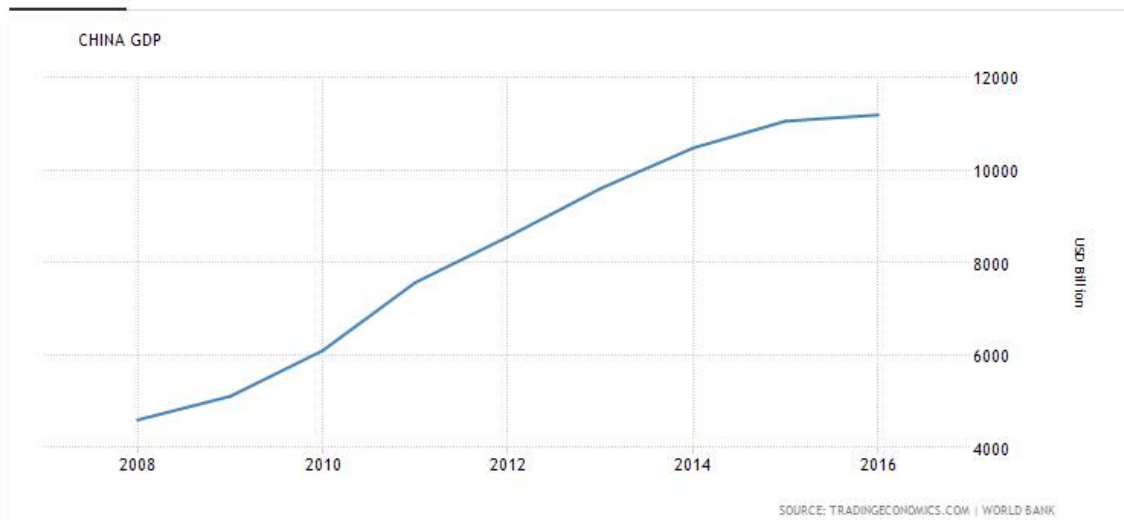
Table 12. The national standards on TCM in China

Years	A series of standards
1953	Chinese Pharmacopoeia
1989	Drug Standards of the Ministry of Health (Finished Herbal Products Volume)
1992	Drug Standards of the Ministry of Health (Herbs Volume)
1999	Regulations for New Drug Approval
1999	Good Clinical Practices
1999	Good Laboratory Practices
2000	Good Supply Practices
2001	Good Manufacturing Practices
2002	Good Agriculture Practices
2005	Clinical Medicine Guidelines (Traditional Chinese Medicines Volume)
2010	Clinical Medicine Guidelines (Herbal Material Volume)

Source:Ministry of Health, CFDA, GF Securities. 2017

Appendix 2 -- External analysis

Chart 1. China GDP from 2008-2016



Source: Tradingeconomics.com |World Bank 2018

Chart 2. List of Chinese provinces by 2015 GDP

PPP: abbreviation of purchasing power parity;
 Nominal: CNY 6.2284 per U.S. dollar; PPP: CNY 3.5353 per Intl. dollar
 (based on IMF WEO October 2016)^[61]

provinces	GDP (in billions)						GDP per capita					Mid-year population (given*1000)
	Rank	CN¥	Nominal (US\$)	PPP (intl\$.)	real growth (%)	Share (%)	Rank	CN¥	Nominal (US\$)	PPP (intl\$.)	Share (%)	
Mainland China		68,905.10	11,063.05	19,490.59	6.9	100		50,251	8,068	14,214	100	1,371,220
Guangdong	1	7,281.26	1,169.04	2,059.59	8.0	10.62	8	67,503	10,838	19,094	135	107,865
Jiangsu	2	7,011.64	1,125.75	1,983.32	8.5	10.23	4	87,995	14,128	24,890	176	79,682
Shandong	3	6,300.23	1,011.53	1,782.09	8.0	9.19	10	64,168	10,302	18,151	128	98,183
Zhejiang	4	4,288.65	688.56	1,213.09	8.0	6.26	5	77,644	12,466	21,962	155	55,235
Henan	5	3,701.03	594.22	1,046.88	8.3	5.40	22	39,131	6,283	11,069	78	94,580
Sichuan	6	3,010.31	483.32	851.50	7.9	4.39	23	36,836	5,914	10,419	74	81,721
Hebei	7	2,980.61	478.55	843.10	6.8	4.35	19	40,255	6,463	11,387	81	74,043
Hubei	8	2,955.02	474.44	835.86	8.9	4.31	13	50,653	8,133	14,328	101	58,338
Hunan	9	2,904.72	466.37	821.63	8.6	4.24	16	42,969	6,899	12,154	86	67,601
Liaoning	10	2,874.34	461.49	813.04	3.0	4.19	9	65,524	10,520	18,534	131	43,867

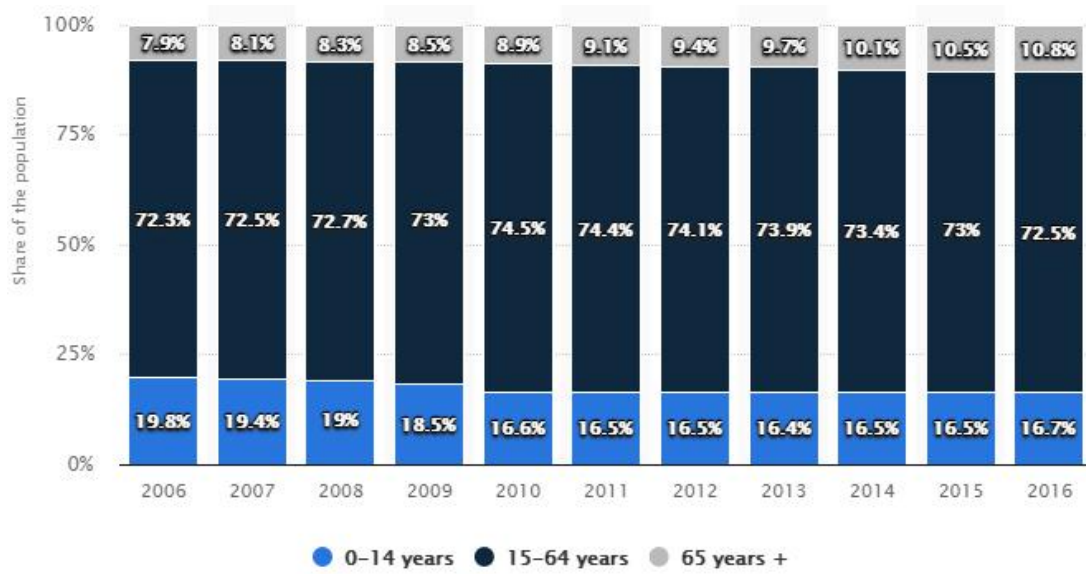
Source: National Data - Regional - Quarterly by Province China NBS 2015

Chart 3. China: Inflation rate from 2010-2021



Source: Tradingeconomics.com |World Bank 2018

Chart 4. Age distribution in China from 2006 to 2016



Source: Statista. 2018

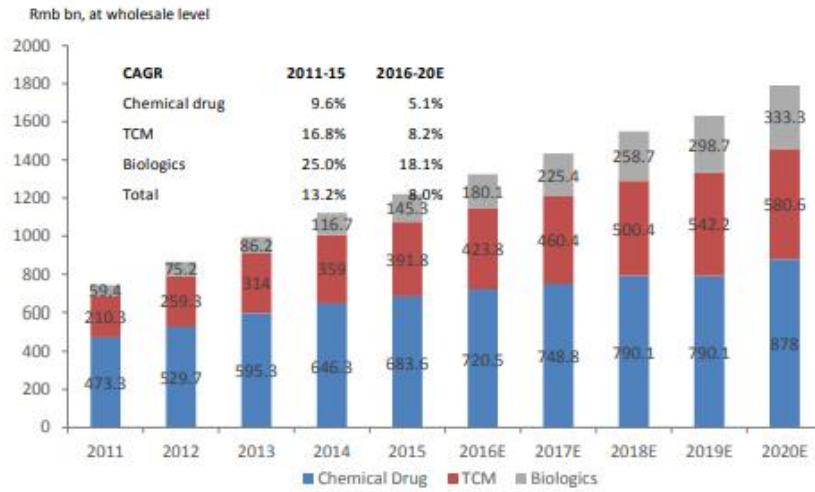
Chart 5. China Unemployment Rate from 2008-2018



SOURCE: TRADINGECONOMICS.COM | MINISTRY OF HUMAN RESOURCES AND SOCIAL SECURITY OF THE PRC

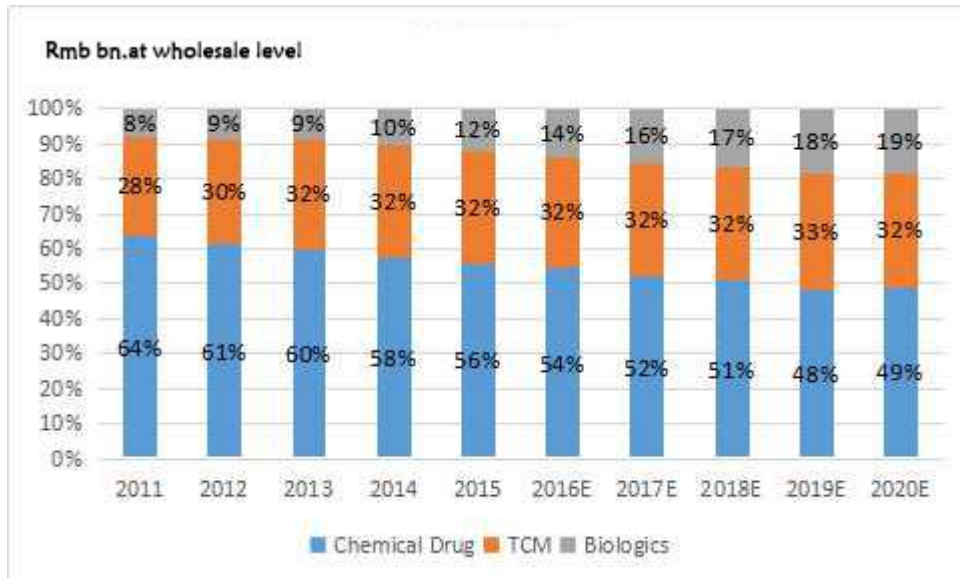
Source: Tradingeconomics.com |World Bank

Chart 6. Breakdown of China's pharmaceutical market (2011- 2020)



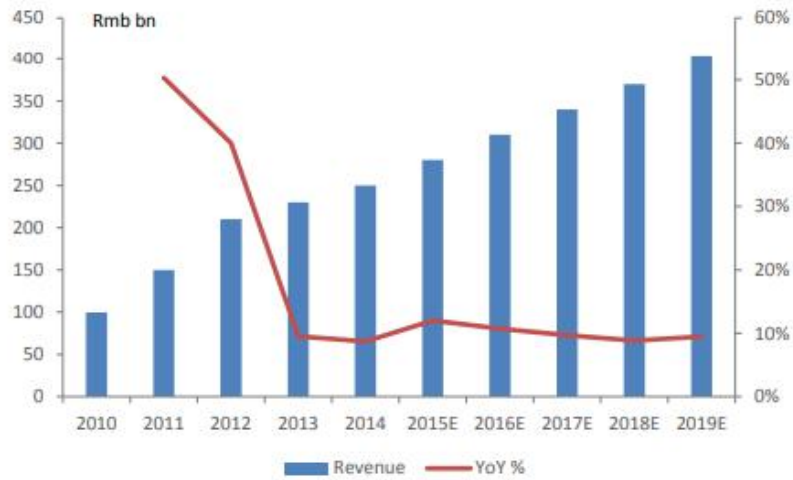
Source:Frost & Sullivan, GF Securities 2016

Chart 7. The development of China's medicine market (2011- 2020)



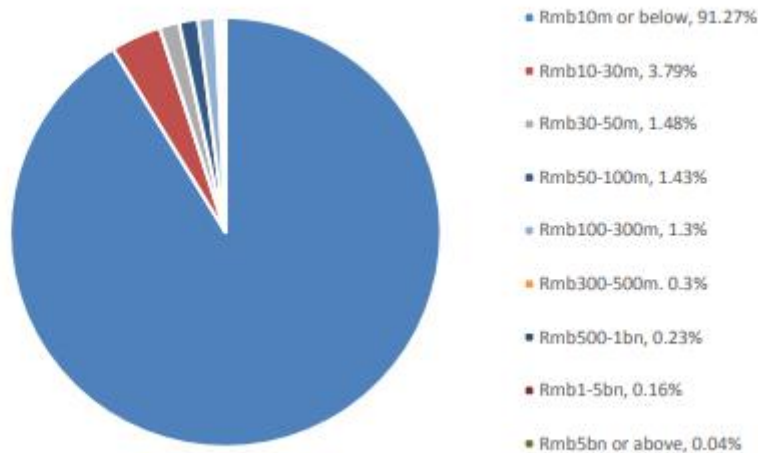
Source:Frost & Sullivan, GF Securities 2016

Chart 8. Historical and projected sales in the Chinese patent medicine market (2010-19)



Source:chyxx, GF Securities, 2016

Figure 2. Annual revenue at TCM companies



Source:chyxx, GF Securities, 2016

Chart 9. Number of Chinese medical institutions



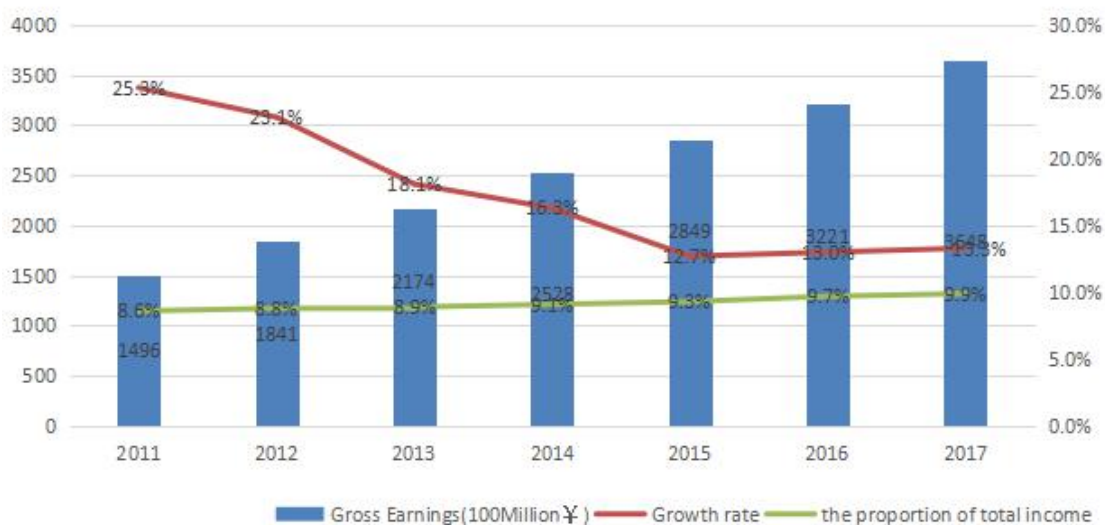
Source: Chinese Health Statistics Yearbook in 2017

Chart 10. The number of patients treated in TCM medical institutions



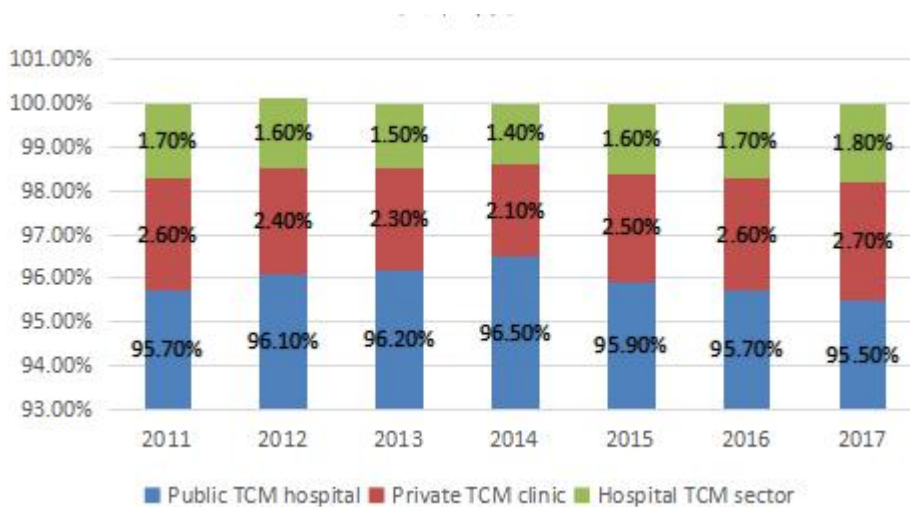
Source: Chinese Health Statistics Yearbook in 2017

Chart 11. Income of Chinese medicine institutions



Source: Chinese Health Statistics Yearbook in 2017

Chart 12. Income distribution of Chinese medicine institutions



Source: Chinese Health Statistics Yearbook in 2017

Appendix 3 -- Internal analysis

Table 13. Portfolio in compritors

Sizhi Tang -- Su Zhiling private clinic		Chang Feng Mei Su -- A Beauty salon	
Service	Price(RMB/time)	services	price(RMB/time)
Moixstion	60 (7.5€)	Shoulder massage	198 (25€)
Tuina on shoulder	120 (15€)	Massage on abdomen	198 (25€)
Tuina on back	120 (15€)	Slimming program	238 (29€)
Rehabilitation	180 (22€)	Chest-protected program	288 (36€)
-----	-----	Facial massage	156(19.5€)
-----	-----	Facial skin-care	240 (30€)

Source: The Author 2018

Table 14. TCM health-preservation club portfolio

Sections	services	Price RMB	time
Health-preservation	Whole body Tuina	150 (20€)	120 min
	Partial Tuina	90 (12€)	50 min
	Moxibustion	48 (6€)	30 min
	Chinese medicine	29-200 (2 - 20€)	
Beauty	Facial massage	60 (10€)	50 min
	Neck massage	60 (10 €)	50 min
Shaping body	Yoga	800 (100€)	3 month
	Tai Chi	800 (100€)	3 month
	Ba Duanjin	800 (100€)	3 month

Source: Author, 2018

Appendix 4 -- Objectives of the Plan

Table 15. The major objective of KPI in the first 6 months

Indicator	Standerized level			Objective
	Excellent	Mediun	Unquilified	
Customer arrivals	>1000	750 - 1000	<750	Excellent
Rate of loyaty customers	>45%	30% - 45%	<30%	Excellent
customer satisfaction level	>80%	60%-80%	<60%	Excellent
Turnover	>162,000RMB (20,250€)	130,000-162,000 RMB	<130,000RMB (16,250€)	Excellent
Cash flow every month	>27,000 RMB (3,2750€)	22,000 - 27,000 RMB	< 22,000 RMB (2,750€)	Excellent
Rate of turnover growth	>20%	15% - 20%	>15%	Excellent

Source: The Author 2018

Appendix 5 -- Development strategy

Figure 3. Decision at business level



Source: The Author, 2018

Figure 4. Name, slogan, image.



Source: The Author 2018

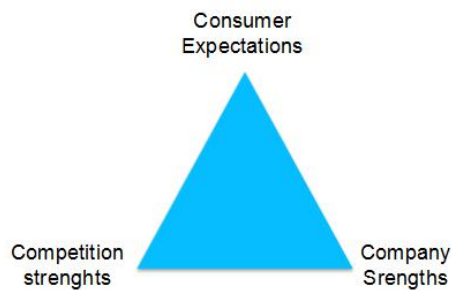
Appendix 6 -- Definition of implementation policies

Table 16. Segmentation and Targeting

Segmentation criteria	Segmentation	Targeting
demographic	Age	18-60
	gender	Only female
	Living area	Anyang city
	Annual income	More than 2000 RMB (400 €)
	Attitude and values	Care health and accept TCM
	Health situation	Sub-healthy

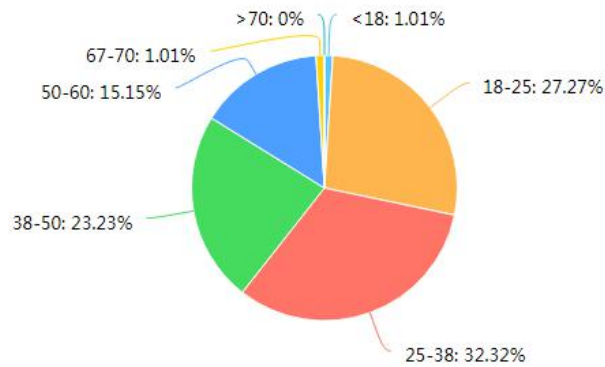
Source: The Author 2018

Figure 5. Positioning golden triangle



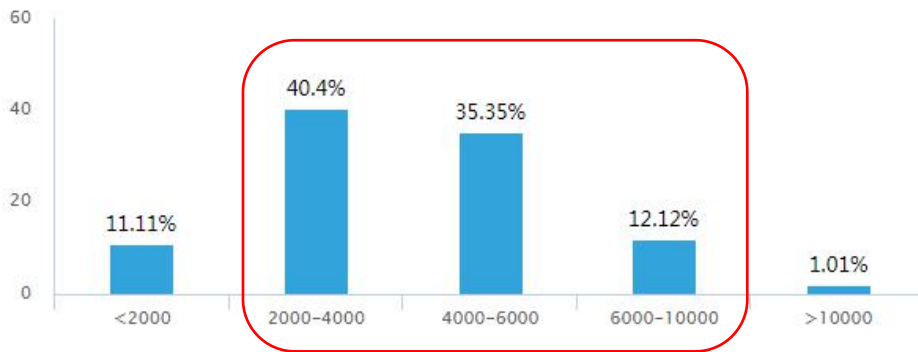
Source: The Author 2018

Figure 6. The distribution of question 2 about age.



Source: The Author 2018

Chart 13. The distribution of question 3 about Income level



Source: The Author 2018

Figure 7. Tuina and Moxibustion schematic diagram



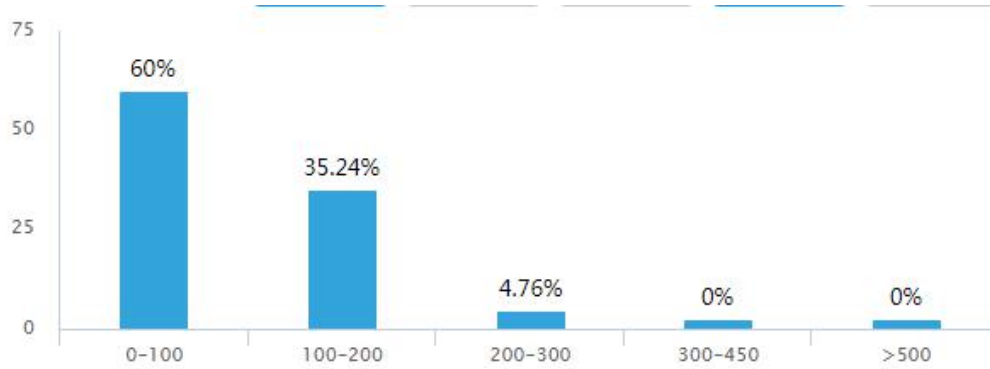
Source: Nipic,2018

Figure 8. TCM essential oil



Source: The Author 2018

Chart 14. Answer of question 18 -- expected price for Tuina one hour.



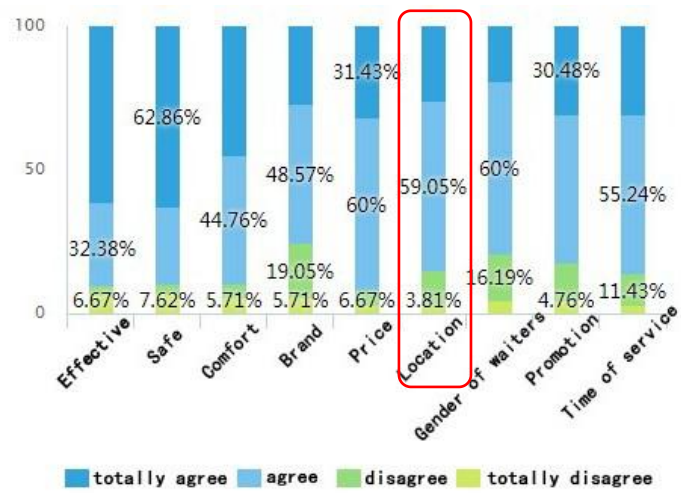
Source: The Author 2018

Table 17. SUNSHINE club daily sales for the season 2019-2020

Season	Avg cust/day	Sales/day €	days	Sales/season €
Spring	9	168.75	92	12,765
Summer	9	168.75	92	12,765
Autumn	8	150	91	13,650
Winter	6	112.5	75	8,437
Total				47,617

Source: The Author 2018

Chart 15. Answer of question 19 -- some factors to affect customers' choice



Source: The Author 2018

Figure 9. Our expected location in map



Source: Google Map. 2018

Table 18. implementation chronogram of promotion activities.

Actions	Month												cost
	1	2	3	4	5	6	7	8	9	10	11	12	Total(€)
Internet	1/1											30/12	625
Brochure			1/3			30/6							200
Billboard			1/3							30/10			1500
Event	1/1					15/6							1200
Sponsoring				1/4					9/9				2000
Partnership				1/4		30/6							1000
total													6525

Source: The Author 2018

Figure 10. Menu of TCM club



Source: The Author

Figure 11. The structure map of TCM club

Activity room	Tuina room		wash room	bathroom
	corridor			Changing room
	Moxibustion room	VIP room		lobby

Source: The Author 2018

Figure 12. Lobby planned style



Source: blog.sina.com.cn 2018

Figure 13. Treatment room planned style



Source: www.dianping.com 2018

Figure 14. Changing room planned style



Source: The Author 2018

Figure 15. promotion brochure

一米阳光

一般的推拿其实更偏重于按摩，作用在皮和肉的层次，仅有放松肌肉，治疗肌肉劳损的作用。我们推拿做到的是对身体更深层次的调理。真正的推拿是作用于皮肉之下的全身十二经络，疏通到经络上的结节，达到明显的养生治疗作用。

推拿的功致：疏通经络，条畅气机，阴阳平衡，调理脏腑。

地址：惠苑街与曙光路交叉口向西150米
电话：15896881576

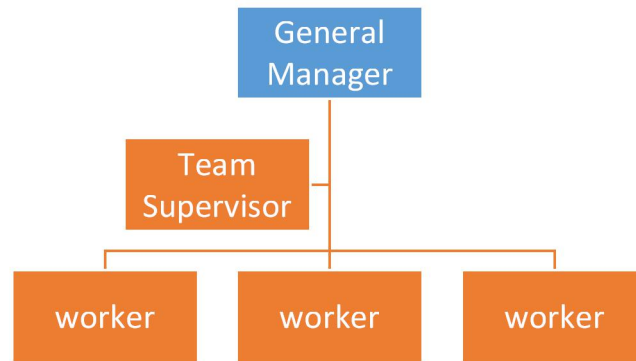
北

天香阁后 专业改衣

惠苑街

逸阳店 曙光路 安惠园北门

Figure 16. Organization hierarchy



Source: The Author

Attach

Persona template

Name: Wang Hong

Age: 35

Profession: Real-state agent

Annual Income: 5200RMB (650€)

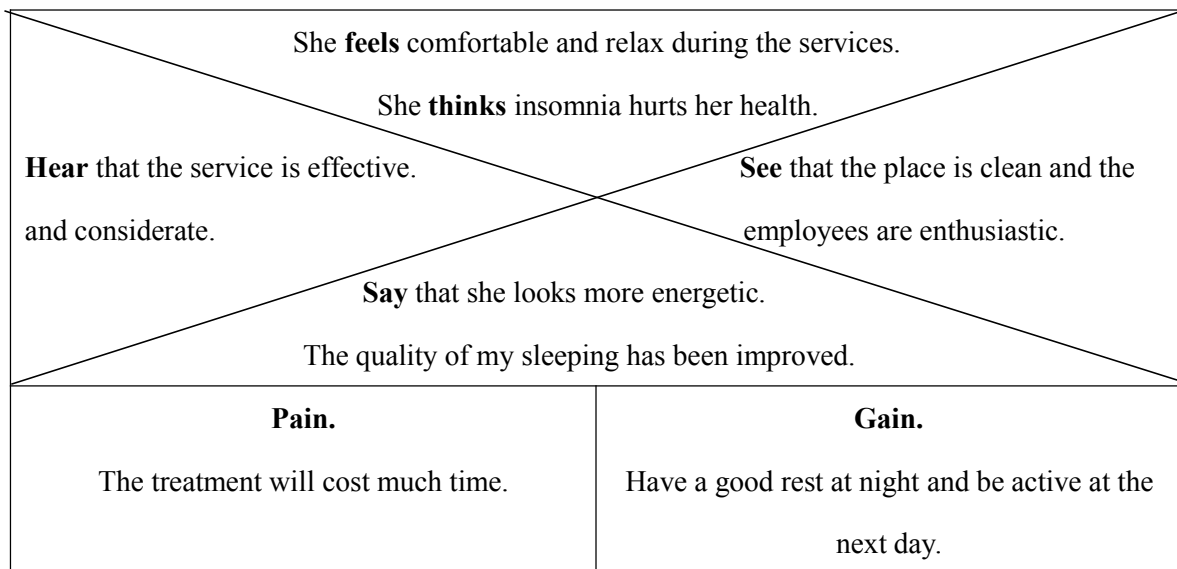
Profile / biography: Anne is 35-years-old and has a full-time job as real-state agent. She has a sleeping-problem of insomnia because of heavy works so she tries to use TCM method to deal with it.

Main Goals: Get a proper treatment to her sub-healthy problem, be more energetic to do works.

Problems and Challenges (Business oriented): How to deal with sub-healthy problem with a natural and keep healthy to face her heavy works?

Current Solutions (Business oriented): Diets and change bedclothes – she is considering to buy a new pillow.

Figure 17. Empathy map



Source: The Author 2018

Questionnaire

Welcome. My name is Li Jinnan and I am a student of the MSc. in Business Administration of ISCTE- IUL. I would like to obtain your participation in this questionnaire, which is going to help me realize my master thesis. There are no right or wrong answers, only the ones that reflect your opinion. This survey has a predicted duration of 6 minutes, is confidential and is destined only for academic studies. Thank you in advance for your collaboration.

Part 1–Consumer Profile

1) Gender

- male female

2) Age

- <18 18-25 25-38 38-50 50-60 60-70 >70

3) Income level (RMB).

- <2,000 2,000-4,000 4,000-6,000 6,000-10,000 >10,000

4) Health situation(according to your yearly health check) .

- with more than one chronic diseases with only one chronic disease
 no disease but sub-healthy very healthy

Part 2 - Attitudes regarding TCM

5) I consider health is the most important thing in my life?

- totally disagree disagree agree totally agree

6) In what forms you most care of your health during daily life (indicate your most strong hobbies on a scale from 1-5, being 1 the weakest and 5 the strongest).

- Regular Physical exercise

- 1 ●2 ●3 ●4 ●5

- Healthy diet

- 1 ●2 ●3 ●4 ●5

- Regular check up on the hospital

- 1 ●2 ●3 ●4 ●5

7) What is the kind of medicine you prefer:

- TCM only ●Scientific medicine only
- I use both, but I prefer scientific medicine
- I use both, but I prefer TCM

8) Evaluate your perception on TCM on a scale of 1-5 (being 1 the worst and 5 the best) for the following attributes:

	1	2	3	4	5
price					
efficiency					
healthy					
safety					
innovation					

9) Evaluate your perception on scientific medicine on a scale of 1-5 (being 1 the worst and 5 the best) for the following attributes:

	1	2	3	4	5
price					
efficiency					
healthy					
safety					
innovation					

10) How many times do you go to TCM treatments every year?

- 1-2 3-5 5-8 8-10 10- 15 >15

11) How much you spend in average in TCM treatment every year?

- <500 500-1500 1500-3000 3000-4500 4500-6000 >6000

Part 3 - Attitudes towards innovation in TCM

Please define your level of agreement with the following statements

12) When trying an unknown TCM brand, I feel insecure regarding the level of quality?

- totally disagree disagree agree totally agree

13) I prefer to buy known brands because the risk of my necessities not being satisfied is less when compared to an unknown brand.

- totally disagree disagree agree totally agree

14) Generally, I always buy the latest or newest TCM product to arrive on the market.

- totally disagree disagree agree totally agree

15) Generally, it is exciting to experiment the newest services before anyone else.

- totally disagree disagree agree totally agree

16) Which services or products would you prefer? (1-5, being from worst to best)

	1	2	3	4	5
products of TCM herbs					
acupuncture					
Massage (TUI NA)					

Exercise (Qi Gong)					
Dietary therapy					
Moxibustion					
other					

17) In general, which is the most price can you accept for a TCM herb product? (RMB)

- 0-50 ●50-100 ●100-150 ●150-200 ●>200

18) In General, which is the most price can you accept for a TCM service per hour?

- 0-100 ●100-200 ●200-300 ●300-450 ●>500

Part 4 - Opinion regarding a new TCM health preservation club.

We are developing the launch of a new TCM health preservation club. Please indicate what would be the most important for you in a new club.

	totally disagree	disagree	agree	totally agree
Effective				
Safe				
Comfort				
Brand				
Price				
Location				
Gender of waiters				
Promotion				
Time of service				

