

# **Business plan for a startup: Yen Viet Company**

**Hang Truong**

Degree Thesis  
International Business  
2015

DEGREE THESIS	
Arcada	
Degree Programme:	International Business – BBA09
Identification number:	11669
Author:	Hang Truong
Title:	Business plan for a startup: Yen Viet Company
Supervisor (Arcada):	Sveinn Eldon
Commissioned by:	
<p>Abstract:</p> <p>The main objective of this thesis is to create a business plan for Yen Viet Company, to help the founder to discover whether the business idea is feasible or not. The business plan consists of these elements: executive summary, description of the company, business strategy and industry profile, description of the firm’s products and services, marketing strategy, description of the management team, financial plan, and financial plan.</p> <p>Exploratory analysis is chosen as the research method including a qualitative questionnaire. The result of the research provides initial information about the functional food buying habits of Finnish customers and their opinions of the business idea.</p> <p>In conclusion, it cannot yet be determined whether Yen Viet is a feasible business or not until the next stage of startup schedule: concept testing, and product sampling. Thus, Yen Viet’s success will be dependent on open-mindedness of potential Finnish customers and their willingness to try the completely new products.</p>	
Keywords:	Entrepreneurship, business plan, functional food, edible bird’s nest
Number of pages:	47
Language:	English
Date of acceptance:	

# CONTENTS

<b>FOREWORD .....</b>	<b>7</b>
<b>1 INTRODUCTION .....</b>	<b>8</b>
1.1 Motivation and choice of research topic .....	8
1.2 Aim of the research .....	8
1.3 Research questions.....	8
1.4 Description of method .....	9
1.5 Limitations .....	9
<b>2 LITERATURE REVIEW .....</b>	<b>10</b>
2.1 Entrepreneurship and startup .....	10
2.1.1 <i>Why people want to be an entrepreneur?</i> .....	11
2.2 Business plan .....	12
2.2.1 <i>What is a business plan?</i> .....	12
2.2.2 <i>The elements of a business plan</i> .....	13
<b>3 FINNISH FOOD AND NUTRITION SECTOR .....</b>	<b>14</b>
3.1 Food industry in Finland .....	14
3.2 Changes in demand .....	15
3.3 Nutrition food labeling.....	16
3.3.1 <i>Nutrition claims</i> .....	16
3.3.2 <i>Health claims</i> .....	17
3.3.3 <i>Medicinal marketing of foodstuffs is prohibited</i> .....	17
<b>4 EDIBLE BIRD'S NEST .....</b>	<b>18</b>
Nutritional properties of EBN.....	20
<b>5 RESULTS OF THE RESEARCH .....</b>	<b>22</b>
5.1 Qualitative research method .....	22
5.2 Implementation of the research.....	23
5.3 Interpreting the data .....	24
<b>6 BUSINESS PLAN FOR YEN VIET COMPANY .....</b>	<b>27</b>
6.1 Executive summary .....	27
6.2 Description of a company .....	27
6.2.1 <i>Vision and mission statement</i> .....	27
6.2.2 <i>Business idea</i> .....	28
6.2.3 <i>Customers</i> .....	29
6.3 Business strategy and industry profile.....	30

6.4	Description of the firm's product or service .....	32
6.5	Marketing strategy .....	33
	<i>Marketing mix</i> .....	33
6.6	Description of the management team .....	34
6.7	Plan of operation .....	35
6.8	Financial plan .....	35
6.9	Risk management plan.....	37
	6.9.1 <i>External risks</i> .....	37
	6.9.2 <i>Internal risks</i> .....	37
	6.9.3 <i>How does the company manage risks?</i> .....	38
<b>7</b>	<b>CONCLUSION.....</b>	<b>39</b>
	<b>References .....</b>	<b>40</b>
	<b>Appendices .....</b>	<b>44</b>

## Figures

Figure 1. Finnish "Heart symbol food" logo .....	15
Figure 2. Unclean edible bird's nest .....	18
Figure 3. Clean edible bird's nest and sweet soup .....	19
Figure 4. Clean white dried bird's nest .....	32
Figure 5. Yen Sao Mami swallow nest drink .....	33
Figure 6. Yen Viet's organizational chart .....	35

## Tables

Table 1. Composition of Edible Bird's nest .....	21
Table 2. Yen Viet business idea .....	28
Table 3. Customer's special needs for products.....	29
Table 4. SWOT- Analysis for Yen Viet .....	31
Table 5. First operational year profit and loss statement.....	36

## GLOSSARY

**Blue ocean** is uncontested market space for an unknown industry or innovation. (Kim & Mauborgne, 2005)

**Dietary supplement** is intended to provide nutrients that may otherwise not be consumed in sufficient quantities. Supplements as generally understood include vitamins, minerals, fiber, fatty acids, or amino acids, among other substances. U.S. authorities define dietary supplements as foods, while elsewhere they may be classified as drugs or other products. (Wikipedia, [www])

**Dysphagia** is the medical term for the symptom of difficulty in eating and swallowing. (Wikipedia, [www])

**Edible bird's nest (EBN)**, translates literally as “swiflet nest”, is derived from the saliva of certain types of swiflets. (Google, [www])

**Food and nutrition sector:** all corporate and other organizations in Finland involved in research, product development, production, trade and services related to the field of food and nutrition. (Food and nutrition sector strategy report, Sitra 2006)

**Functional food:** food that beneficially affects one or more target functions in the body, beyond adequate nutritional effects in a way that is relevant to either an improved state of health and wellbeing and/or reduction of risk of disease. (Food and nutrition sector strategy report, Sitra 2006)

**Google Docs** is a suite of products that help the user create different kinds of online documents, including surveys. (Google, [www])

**Nutrition food** or **Health food** is food considered to be beneficial to health in ways that go beyond a normal healthy diet required for human nutrition. (Wikipedia, [www])

**Startup** is a human institution designed to create a new product or service under conditions of extreme uncertainty. (Ries, 2011, 27)

## **FOREWORD**

Firstly, I would like to express my great gratitude to Mr Sveinn Eldon, my thesis supervisor for supporting and guiding me to conduct this reasearch.

My sincere appreciation is to Mr Andreas Stenius, Mr Janne Nyberg, and Ms Hanne Karlsson to give me a chance to extend my studies so that I could finish this thesis.

I would like to thank my dear sister, Hien Truong, for always encouraging and supporting me, as well as helping me to contact EBN supplier in Vietnam.

Lastly, my gratefulness is for my parents who endlessly love me and give me motivation.

Helsinki 19.08.2015

Hang Truong

# **1 INTRODUCTION**

## **1.1 Motivation and choice of research topic**

The idea of the thesis got started from the writer's interest in nutrition food and wants to establish her own business. Edible bird's nest (EBN or “yến sào” in Vietnamese, “yến” is the name of that bird, and “sào” means the nest) has been known for hundreds of years for its benefits as a supreme delicacy, yet is still a completely new concept in Finland Market. Besides, there is a gap in Finnish nutrition food market and Yen Viet is willing to fulfill this niche market.

In spring 2014, the idea of a startup was formed by the writer after more than one year research on EBN. Driven by personal interest in healthy food and desire to introduce it to Finnish market, the idea of Yen Viet was conceptualized. The company will operate as a trading company importing EBN from Vietnam to Finland.

## **1.2 Aim of the research**

The main objective of this thesis is to create a business plan for Yen Viet Company, to help the founder to discover whether the business idea is feasible or not. Another objective is to research potential customer group's opinions about the business idea. The research was conducted among a group of nutritional food consumers in Helsinki.

## **1.3 Research questions**

This thesis concentrates on answering the following research questions:

- How to make a good business plan?
- How open is the Finnish market for imported nutritional food?
- How to educate Finns about a completely new nutritional food product?



## **1.4 Description of method**

The qualitative research method is used in the form of exploratory study to clarify understanding of the problem. There are three principal ways of conducting exploratory study: literature research, experts interviews and group interviews (Saunders, Lewis and Thornhill, 2009, p.139-140).

Searching the literature to obtain theoretical base for the topic was the first step. A focus group study was carried out by making one survey on nutritional food consumers and interviewing their buying habits. In spite of the writer's desire to interview experts' opinions about this new idea, it was impossible to do that in the scope of this thesis. So it was left out until the writer conducts concept testing and tries samples in real life for her own company.

## **1.5 Limitations**

Even though the writer has been researching on nutrition food in general and EBN in particular over one year, and discussing the business idea with her startup mentor (who is the writer's Finnish close friend and has been an entrepreneur for seven years), there are a number of limitations in the thesis.

Nutritional or supplementary food is not a popular term in Finnish and EBN is a completely new idea not only to Finns but also to Europeans. Hence, there is not much literature reference available. Besides, there is no accurate information available about the number of competitors in nutritional food industry, as well as about EBN importers operating within the EU.

Since consuming nutritional or supplementary food is not a habit to Finns and due to practical limitations, the focus group survey questionnaire was just conducted on a small sample size. However, for a qualitative preliminary questionnaire, a large sample size is not essential, because the aim is to gain an overall preliminary understanding of the target population, and not to quantify any effects or population characteristics.

In spite of the writer's desire to interview experts' opinions about this new idea, it was impossible to do that in the scope of this thesis. So it was left out until the writer conducts concept testing and tries samples in real life for her own company. Once the company is operational, experts may have more motivation to provide assistance or even act as business partners.

This study has a qualitative focus: the main aim of the study is to explore the practical feasibility of the business idea by gaining an understanding of the Finnish market potential for EBN. The aim is not to quantify the market size or its parameters at this point, which is left for further study. This study can be viewed as the first step in iterative business planning, where first an overall understanding of the market is reached, and then the business idea is tested in practice with lean resourcing.

The business planning methods characterized and applied in this thesis are not definitive as there are several approaches how to plan and start a new business. The aim has been to cover the main aspects of business planning with a reasonable level of detail. As the preliminary scope of the business is a small startup, very detailed planning is not even practical because the business environment will probably change rapidly as the company grows.

## **2 LITERATURE REVIEW**

### **2.1 Entrepreneurship and startup**

Originally the English word "entrepreneur" comes from the French word "entreprendre" meaning "to do something" or "to undertake". (The Definition of Entrepreneurship) An entrepreneur can be considered as a person who creates a new business in the context of risk and uncertainty to achieve profit and growth. (Zimmerer, Scarborough 2007, p.5)

A startup is a human institution and requires a new kind of management specifically adapted to the condition of extreme uncertainty. Startups exist not only to make stuff, gain money, or serve customers, but also to learn how to build a sustainable business. The primal activity of a startup is to turn innovative ideas into products or services,

measure how consumers respond, and learn whether to make a sharp turn called a pivot or persevere long the current path. (Ries, 2011, p.8-9)

### **2.1.1 Why people want to be an entrepreneur?**

According to Global Entrepreneurship Monitor (GEM) 2011 Global Report, the number of entrepreneurs is approximately 400 million in 54 countries with millions of new hires and job creation, and this number is expected to be bigger over years. So why do people want to be entrepreneurs?

Zimmerer and Scarborough (2007, p.8-9) suggested several advantages of entrepreneurship:

- Create your own destiny: Owning a business provides entrepreneurs the independence and opportunity to pursue their dream and desire.
- Make a difference: Nowadays, entrepreneurs are creating startups because they can change the world the way they want it to be starting from their own company.
- Reach your full potential: Owning a business give entrepreneurs empowerment, help them to challenge themselves, overcome their fears and weaknesses to maximize their abilities.
- Contribute to society and be recognized for your efforts: Entrepreneurs always want to benefit the society with good services or products or even their vision. The writer herself is an immigrant and has received free college education from Finland so she wants to give back by providing good products through her startup.
- Do what you enjoy and have fun at it: As Confucius (551 - 479 BC) said “Choose a job you love, and you will never have to work a day in your life”, most small business owners do not consider their work is really work, but more like doing their hobbies. One example for this sentiment is Dong Nguyen, Vietnam-based creator of “Flappy bird” – top 1 free app on mobile game early 2014. In the interview with “Chocolate Lab Apps” (by Elaine Heney on

31.1.2014) Dong Nguyen said he developed the game alone and all the programming took around 2-3 days, mostly in the evening after his working time; and he loved making games because it is natural to him. “Flappy bird” was claimed to earn on average \$50,000 a day from in-app advertisements during the period it was the most downloaded free game in the iOS App Store in January 2014. (Interview with The Verge, by Ellis Hamburger on 5.2.2014)

In addition to these benefits of entrepreneurship, the personal drives for establishing the writer’s own business in Finland are Finnish stable economy and politics; high living standard and fair legal system. Moreover, Finnish open entrepreneurship environment to innovative ideas, new products and services also motivates the writer.

## **2.2 Business plan**

### **2.2.1 What is a business plan?**

A business plan is a written document describing a business used to test the viability of a business idea, to raise financing, and to serve as a roadmap on the journey toward building a successful business. A business plan provides the readers what the business goals are; where it wants to be; how it is going to get there; and tells who will be involved in running it. (Hatten 2011, p.81)

Macmillan Dictionary Online defines “business plan” as “a document giving details of a company’s plans for the future”. Business plan is continuously modified from the author’s initial thought to a concrete idea about its potential, and finally how it should be run to gain profit.

A business plan has three crucial functions. Firstly, it is a guideline, a compass of the direction for an entrepreneur by charting future course of action and devising a strategy for success. Secondly, business plan helps to attract potential lenders and investors and persuade them that a venture will be able to repay loans and produce an attractive rate of return. Thirdly, the business plan should reflect the fire and enthusiasm of an entrepreneur for the venture. (Zimmerer, Scarborough 2007, p.135-137)

### **2.2.2 The elements of a business plan**

A business plan should be as short as possible in order to attract investors' attention in this age of information overload. (Stutely, 2012, p.16)

Smart entrepreneurs have to recognize the uniqueness of a business plan: it must be tailor-made for each new venture. The components of a business plan have quite similar conventional standard, but entrepreneurs have different manner to express their passion for the new startup. (Zimmerer, Scarborough 2007, p.137).

The writer developed her business plan based on the model of the book "Essentials of entrepreneurship and small business management" (Zimmerer and Scarborough, 2007). In this section, only essential components of a business plan for a startup are introduced:

1. Executive summary: A concise synopsis of the entire business plan, maximum two pages capturing its essence in a capsulized form.
2. Description of the company: Provides the readers company history (if any) as well as its vision and mission statement. A mission statement expresses in words an entrepreneur's vision for what his or her company is and what it is to become.
3. Business strategy and industry profile: Business owner's view of strategy need to meet the target market – real customers who are willing and able to spend real money to buy its products or services; and beat the competition; and overview of the industry or market segment in which the new venture will operate.
4. Description of the firm's product or service: The company's overall product line, giving an overview of how consumers use its goods or service, its unique characteristics and the benefits customers get by purchasing them.
5. Marketing strategy: Designing promotion and advertising campaigns, predicting market size and growth trend, choosing the right location, building a pricing strategy and a distribution system.

6. Description of the management team: Information about the entrepreneurs. If the entrepreneurs are newbies, their motives and other hobbies and activities supporting entrepreneurship are crucially important.
7. Plan of operation: An organizational chart identifying the business's key jobs and the qualifications of the people occupying them.
8. Financial plan: Presenting pro forma (projected) financial statements – initial profitability calculations.
9. Risk management plan: The potential internal and external risks; and how to remove, decrease, transfer risks.

### **3 FINNISH FOOD AND NUTRITION SECTOR**

#### **3.1 Food industry in Finland**

In Finland, the food industry is the third largest employer with about 37,700 employees in 2004 (Food and nutrition sector strategy report, Sitra 2006, p.14), and the fourth biggest of Finnish industries measured by both gross value of production and value added. In the year 2012, the food industry value of export was 1.6 million euro and value of import was 4.3 million euro. (The Finnish Food and Drink Industries' Federation - Elintarviketeollisuus lyhyesti [www.etl.fi/tilastot](http://www.etl.fi/tilastot))

As the Finnish food industry depends strongly on domestic raw materials, viable and efficient agriculture is a prerequisite for a strong food industry. The market share of domestic foods in Finland is 85%. Even though investments in food and nutrition research and development are at the top EU level in per capita term, they have remained on the same level in the past ten years and are low compared to most other Finnish industries. (Food and nutrition sector strategy report, Sitra 2006, p.14)

### 3.2 Changes in demand

Customer's interest in healthy nutrition is a growing trend. The factors controlling customer demand are changing. These factors include income, price of food, household size, age, information associated with food, ethical and health aspects. Apart from nutrition, enjoyment and even a trendy pastime are the value added when consumer choose a specific type of food. Nowadays, Finnish people are likely to choose fast food and processed food on weekdays due to a hectic lifestyle, but they spend more time and effort on culinary delight at weekends. (Food and nutrition sector strategy report, Sitra 2006, p.15)

Consumers are well aware of the connection between nutrition and health and monitor their own health. They try to better their health through nutrition, exercise and other lifestyle choices. Customers investing in their health are interested in nutrition innovations, for instance functional food or supplementary food, and are willing to pay a higher price for them. (Food and nutrition sector strategy report, Sitra 2006, p.16)

According to Nutrition policy in Finland (13.03.2012), Finnish nutritional recommendations are based on the Nordic recommendations, published since 1981 to increase the healthiness of food by:

- Changing the type of fat to lower cholesterol levels, coronary heart disease mortality, and blood pressure.
- Reducing salt intake by the National Nutrition Council in 1978 and compulsory labeling of salt in the 1980s.
- The Heart Symbol, better choice in a certain food group concerning salt content and fat quality (additionally fiber and sugar in some product groups).



Figure 1. Finnish "Heart symbol food" logo

### 3.3 Nutrition food labeling

Labeling Guide to the customers provides information about the products so that the consumers would be able to make informed choices in the purchase situation and to select the products of their choice (Elintarviketeollisuusliitto ETL <http://www.etl.fi/www/fi/faq/index.php>).

According to Finnish Food Safety Authority Evira (<http://www.evira.fi/>), the general provisions applying to the labeling of foodstuffs in Finland are prescribed in the *Decree of the Ministry of Trade and Industry on the Labeling of Foodstuffs* (724/2007 and 1224/2007).

Mandatory labeling consists of:

- Name of the food
- List of ingredients and certain components
- The amount of content
- Date of minimum durability or use-by date
- The manufacturer, packer or EU-based vendor name, company name or registered name and address
- The country of origin if its absence could mislead the purchaser
- Food batch code
- The storage if necessary
- Operating instructions, if necessary
- Labeling if necessary (for example, the product may contain traces of nuts entry)
- Alcoholic strength by volume of the food, liquid food product if it is more than 1.2 per cent by volume and solid food in more than 1.8 percent by weight.

(Labeling, Elintarviketeollisuusliitto ETL <http://www.etl.fi/www/fi/faq/index.php>)

#### 3.3.1 Nutrition claims

Nutrition claim means any claim which states, suggests or implies that a food has particular beneficial nutritional properties in terms of energy amount (calorific value), nu-



trients or other substances. Examples of nutrition claims include "reduced salt", "light", "high in fiber", or "high in protein". Only the nutrition claims included in the List in the Annex to the Regulation on nutrition and health claims may be used in the EU. The use of a nutrition claim always requires the indication of the nutritional value in the labeling. (Finnish Food Safety Authority Evira, Labeling of foodstuffs.)

### **3.3.2 Health claims**

Health claim means any claim that states, suggests or implies that a relationship exists between a food category, a food or one of its constituents and health. The claim must be substantiated by scientific evidence, the adequacy of which is assessed by EFSA (European Food Safety Authority).

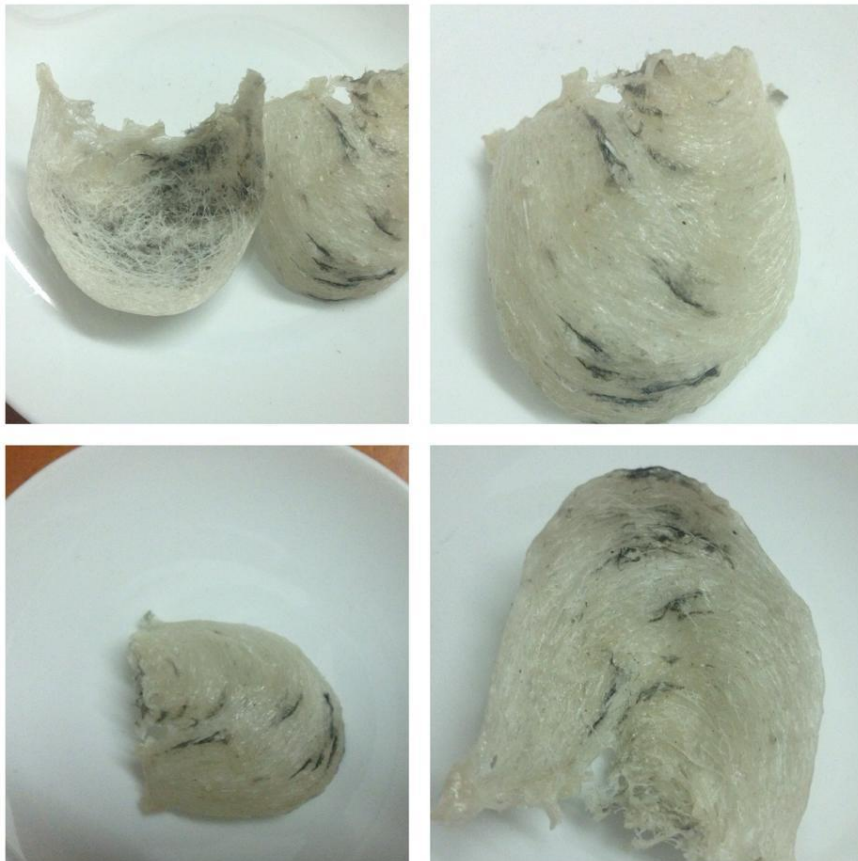
Health claims include so-called functional claims that refer to the role of a nutrient or other substance growth, development and the functions of the body; claims that refer to psychological and behavioral functions as well as claims that describe slimming or weight control or a reduction in the sense of hunger or an increase in the sense of satiety or to the reduction of the available energy from the diet. Claims that refer to the reduction of disease risk (risk factor), and claims that refer to children's development and health are also health claims. The use of a health claim also requires the indication of the nutritional value in the labeling. (Finnish Food Safety Authority Evira, Labeling of foodstuffs)

### **3.3.3 Medicinal marketing of foodstuffs is prohibited**

Under Section 9 of Food Act 23/2006 food must not in food packaging, presentation and advertising, or in some other way in connection with marketing be presented as having properties related to prevention, treatment or curing of human diseases, unless otherwise provided elsewhere in the law. (Finnish Food Safety Authority Evira, Labeling of foodstuffs)

#### 4 EDIBLE BIRD'S NEST

Edible bird's nest (EBN) is generally considered as the dried glutinous secretion from the salivary glands of male swiftlet during their breeding season (Guo *et al.*, 2006, p. 140-146). These swiftlets are small birds that feed on insects, mainly found from the Indian Ocean to the South Pacific in the Australasian region (Price *et al.*, 2005, p. 790-796). EBN is widely consumed as a health food thanks to its high beneficial effects to human health and has been considered to be one of the most precious food items by the Chinese for hundreds of years. EBN is commonly referred to as the “Caviar of the East” because of it fetches a premium price and regarded as an esteemed food product in the East (Marcone, 2005, p.1125–1134)



*Figure 2. Unclean edible bird's nest*

There are several ways to serve EBN and one of the most popular is sweet soup. Clean EBN is dissolved in water to have a gelatinous texture, then cooked with sufficient sugar and water.



*Figure 3. Clean edible bird's nest and sweet soup*

The rareness of EBN and the popular use of EBN both as a food and a medicine has made the product expensive. EBN sells for or \$1,000-\$1,500 per kilogram wholesale and about \$2,500 for end-consumers in Asia (Bloomberg 2013). “Crystal Nest”, Australia’s number 1 trusted brand of EBN, sells 100g of fine EBN for \$499 (<http://crystalnest.com/store/products/>).

Another reason contributed to the expensiveness of EBN is that it has been used as a component in cosmetic products. Dr Yuen Kah Hay and Dr Lim Sheau Chin in their

“Studies on the biological activities of EBN and its extracts” (2013) discussed that EBN has been used for skin beauty and anti-aging, treating dry coughs, alleviating asthma, relieving gastric problems and general weakness of bronchial ailments.

However, in the scope of this research, EBN will be considered merely as a food since medicinal marketing of foodstuffs is prohibited in Finland as mentioned above.

## **Nutritional properties of EBN**

EBN is consumed mostly by Asian people for health, power and prestige. As a rich source of water soluble protein, amino acids, carbohydrates, iron, mineral salts, and fiber, bird’s nests have also been used for hundreds of years as an important health supplement in traditional Chinese medicines. Its use include as a treatment for malnutrition, a boost to the immune system, and to enhance the body’s metabolism. (Zainab *et al.*, 2013).

While some people consume EBN for health-promoting motives, others simply regard it as a delicious and nutritious food. Understanding the composition of EBN is important since it helps in the understanding of EBN as a food in the context of its nutritional value. Table 1 provides a summary of the composition of EBN from various sources. (Wong, 2013, p.644)

Table 1. Composition of Edible Bird's nest

Source	Composition/remarks	Author/reference
Oima Atoll, Solomon Islands	The nests were of inferior quality, and were for the most part composed of fibrous materials derived from the vegetable drift.	Guppy, 1886 <sup>(13)</sup>
Chinese EBN	Chinese bird's nests were mainly made up of glycoprotein. Its percentage composition was very similar to salivary mucin. Chinese bird's nests were digested by pepsin and trypsin, but the rate of digestion was slower than that of boiled eggs. Nest protein studied was of inferior quality	Wang, 1921 <sup>(14)</sup>
EBN	EBN consisted of several glyconutrients: glcNAc 7.2% glcNAc 5.3% Galactose 16.9% Fucose 0.7%	Dhawan, et al, 2002 <sup>(15)</sup>
EBN by Aerodramus swiftlets: Comparing red "blood" nest and white nest	Lipid: 0.14%–1.28% Ash: 2.1% Carbohydrate: 25.6%–27.26% Protein: 62%–63% Three major adulterants were karaya gum, red seaweed and Tremella fungus (2%–10%) Both types of nest were identical in composition Both types of nests contain a common 77kDa protein with properties close to those of the ovotransferrin protein found in eggs, which may be responsible for severe allergic reactions in children who cannot tolerate edible bird's nests.	Marcone, et al, 2005 <sup>(12)</sup>
EBN from Collacalia swiftlets	Occurrence of a proteoglycan, which was rich in nonsulfated chondroitin glycosaminoglycans (GAGS). Proteoglycan found to contain 83% of carbohydrates, with 79% being GalNAc and GlcUA (D-glucuronic acid).	Nakagawa, et al, 2007 <sup>(17)</sup>
EBN by Aerodramus fuciphagus in three zones of Malaysia (18 unprocessed and 4 processed samples)	Main nutrients include: Crude protein Various types of minerals (calcium, sodium, magnesium, potassium phosphorus, iron, zinc, copper) Sialic acid Processed samples had higher levels of minerals when compared to those of the unprocessed samples Low percentage of sialic acid (0.7%–1.5%) was reported	Norhayati, et al, 2010 <sup>(1)</sup>

Based on the table above, one of the major nutrient components in EBN is protein (62% - 63%). The carbohydrates content is the second highest ranged from 25.60% - 27.26%; then comes some amino acids and mineral salts. Fat (lipid) content is the lowest with 0.14% - 1.28%.

## 5 RESULTS OF THE RESEARCH

### 5.1 Qualitative research method

The qualitative research method is used in the form of exploratory study. Qualitative method aims at thorough understanding the experiences and attitudes of a specific group of participants rather than overall description of a big sample of population. There are several frequent criticisms of qualitative research method, such as:

- Samples are small and not typical of the larger population. Thus, it is hard to know how far the results can be generalized.
- The findings lack of rigor.
- It is complicated to say how far the author's own opinions bias the findings.

However, in circumstances where little is known, it is usually better to start with the qualitative method. It can help generating hypotheses which can then be tested with quantitative methods (Brikci, Green, 2007, p.2). The author decided to apply qualitative method for a preliminary market research to have a general idea of Finnish functional food market.

An exploratory study is a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light (Robson 2002, p.59). The objective of exploratory research is to gather preliminary information that will help define problems and suggest hypotheses (Kotler, Armstrong 2011, p.103). It is especially useful to clarify the precise nature of the problem. Its great value is that it is flexible and adaptable to change. Conducting exploratory research means that the author is willing to change the direction as a result of new data that appears and new insight that occurs. Furthermore, qualitative research is likely to lead to a greater range of ethical concerns in comparison with quantitative research, although all research methods have specific ethical issues associated with them. (Saunders, Lewis and Thornhill, 2009, p.202).

The writer composed a questionnaire using a free web service called Google Docs (see Glossary) to collect data. Questionnaire is one of the most common research instruments. Online questionnaire can collect a great deal of information at a low cost per respondent. Participants might give more honest answers to more personal questions on an online questionnaire than to an unknown interviewer in person or over the phone. In addition, interviewees' replies are not biased by any involved interviewers (Kotler, Armstrong 2011, p.110). Open-end questions were used in the questionnaire to allow participants to define and describe a situation or event in their own words. Open-end questions are designed to encourage the interviewee to provide an extensive and developing answer, and may be used to reveal attitudes or obtain facts (Grummitt 1980). They encourage the respondents to reply as they wish. Open-end questions usually reveal more than closed-end questions because they do not limit participants' replies. They are particularly impactful in exploratory research, when the author is trying to find out what people think but is not measuring how many people think in a certain way (Kotler, Armstrong 2011, p.117). Open-end questions are likely to start with, or include, one of the following words: 'what', 'how' or 'why'. (Saunders, Lewis and Thornhill, 2009, p.337).

## **5.2 Implementation of the research**

The research was conducted by using a questionnaire (see Appendix 1), aimed to nutritional, supplementary or functional food consumers. The reason for implementing the research was to gather data on the participants' buying behavior and their opinions about the business idea.

The author put the questionnaire link on Finland forum (<http://www.finlandforum.org/>), asking for functional food consumers' responses. Finland Forum provides a discussion platform for a variety of topics for both Finns and foreigners living in Finland. It was chosen as a source for respondents because it attracts a variety of people, and thus was assumed to sample the whole target population (current and potential functional food consumers).

In two weeks, there were in total 11 respondents. The number of responses was limited possibly due to the following reasons: First, the topic of the questionnaire was not a common one. The questionnaire collected information on this particular business idea (importing edible bird's nest), not for example on the business area as a whole (functional food), limiting the number of potential respondents. Second, there was no incentive provided for responses. The author did not have resources to provide proper incentives and they could have also biased the responses. Third, the potential number of respondents is limited because edible bird's nest is not a mass market product. Therefore, the questionnaire serves as a preliminary market research, not as a statistically valid survey.

### **5.3 Interpreting the data**

The survey consisted of three sections. The responses to each section were analysed separately.

#### **Background and general information**

There were in total 11 respondents: 7 male and 4 female. The respondents' ages ranged from 23 to 54 years old. There was one Scottish male and one Vietnamese male, the rest were Finnish. When it came to profession, the participants represented different categories; from financial manager, IT-entrepreneur, engineer, designer, nurse, kindergarten teacher, freelance journalist, social worker, student, to painter. Their income mostly was 3000-4000€/month (5 people), followed by 1500-2000€/month and 2000-3000€/month (2 people each), and there was one person whose income was less than 1500€/month, and another one earning more than 5000€/month. Even though the number of participants was low, the data reached people with different backgrounds.

#### **Buying nutritional/supplementary food behavior**

Mostly, there was more than one answer for each question in this section. There were two types of nutritional/supplementary food respondents usually bought. One was supplements (Magnesium, Calcium, vitamins, Omega oil) (7 replies); and the other one was



protein powder/shake/bars and energy/workout drinks (5 replies). The mentioned places to buy nutritional/supplementary food were: Grocery stores (Alepa, Siwa, K-market, S-market, etc.) near home or place of sport (5 replies); pharmacy (4 replies); shopping online (for example, <http://www.fitnessstukku.fi/>, 4 replies), and health food shop (for example, Ruohonjuuri, 2 people). This represents a tendency in buying habit nowadays – shifting from traditional stores to shopping online.

Participants spent from 2-120€ monthly on average; expense on protein powder and energy drinks was higher than on supplements. Men spent more money than women since they bought protein powder and energy drinks for muscle building purpose, and these protein shakes were much more expensive than supplements. People in their 30s spent money on nutritional/supplementary food the most. Health-concerned reason was the major important factor in buying decision: quality, nutrition content, ingredients and the amount of protein and carbohydrates. Price was mentioned by two people but they also chose health reason. This proved that customers investing in their health are interested in nutrition innovations and are willing to pay a higher price for them. (Food and nutrition sector strategy report, Sitra 2006, p.16)

### **Importing Vietnamese nutrition food to Finland**

Finnish people were quite conservative about a completely new idea of nutrition food. However, even though the writer did not reveal that kind of food was edible bird's nest, with limited information in the survey as "100 g of this new nutrition food contains over 50 g water soluble protein, 25 g carbohydrates, almost no fat and other 18 amino acids", the responses were quite positive. 6 out of 11 believed it was a good idea. They seemed to be interested in this "supreme food" and if it is affordable and easily available, they would like to try it. One thought that water soluble protein was good for elderly, such as people with dysphagia (see glossary). The rest responded that it was unsure or hard to tell if it is feasible or not.

For the question if there are enough potential customers for this type of business, the responses were evenly positive and unsure. 5 out of 11 thought that there will be if marketing is good enough. The remaining replied "maybe" or "no idea".

The most crucial aim of the research is to get the information of participants' nutritional food buying habits rather than their opinion on selling the proposed new Vietnamese nutritional food in Finland. The number of respondents is small due to the fact that Finnish traditional eating habit is considered healthy with great consumption of naturally nutritious food such as rye bread (ruisleipä), sour yoghurt (piimä), sour cream (rahka), and a variety of berries in summer, so Finns do not need to consume other nutritional food. However, the research suggested a new potential market segment – fitness-concerned customers; apart from traditional use of EBN as a treatment for malnutrition, a boost to the immune system, and to enhance the body's metabolism. A participant said his first impression on this healthy food was that it fits for dieting and recovery after exercise/workout/playing sports. If it has better proportions of protein, carbohydrates, and other ingredients than the current ones on sale in the Finnish market, he believes that there is at least a chance people will try it.

## **6 BUSINESS PLAN FOR YEN VIET COMPANY**

### **6.1 Executive summary**

Yen Viet is a startup company that strives to bring edible bird's nest (EBN) – “the caviar of the East” – to Finland. EBN is supposedly rich in nutrients yet is still a completely new idea in Finland, so we intend to spend 1-2 years to inform Finnish consumers about this new product.

The company's base will be located in Helsinki and the products will be imported from one of the most trusted EBN suppliers in Vietnam. The customers are categorized into four separate groups: people that cannot absorb nutrition from normal food (patients recover from surgery, malnutrition people or people with dysphagia); Asian customers who have known the benefits of EBN; fitness-concerned customers; and ethical shoppers.

The company will outsource its production operations and import its products directly from Vietnam. Also, transportation and delivery of the products will be outsourced. The founder will handle the procurement and sales processes.

### **6.2 Description of a company**

#### **6.2.1 Vision and mission statement**

Our mission is to bring EBN to Finland, fulfill the gap in Finnish nutrition food market and create a new trend in health food consuming. Our vision is to become our customers' most reliable source for EBN in Finland.

## 6.2.2 Business idea

The following outlines the business idea of the company:

*Table 2. Yen Viet business idea*

<p><b>Customer's needs</b></p> <p>There are more and more people interested in nutritious, functional food, and they are willing to pay a higher price for these food.</p>	<p><b>Image</b></p> <p>Yen Viet will be the largest edible bird's nest supplier in Finland in the next 2 years.</p>	
<p><b>Customers/target groups</b></p> <ul style="list-style-type: none"> <li>- People interested in functional food</li> <li>- People who can't absorb nutrition from normal food (patient of dysphagia, old people, people recover from surgery)</li> </ul>	<p><b>Product/Services</b></p> <ul style="list-style-type: none"> <li>- White dried bird's nest</li> <li>- Swallow nest drink</li> </ul>	
<p><b>Operational mode that The company employs (How does The company work?)</b></p> <p>Importing Vietnamese edible bird's nest to Finland and to sell them to distributors and directly to consumers for profit.</p> <p>Bird's nest is highly nutritious, 100gr contains over 50gr protein, almost no fat and other 18 amino acids. This is a completely new idea for Finnish market. Intention is to spend 1-2 years to educate Finnish consumers about this new product.</p>		
<p><b>Resources</b></p>		
<p><b>Physical</b></p> <p>Rented office and storage</p>	<p><b>Economic</b></p> <p>Own resources and possibly support from Finnish institutions (starttiraha etc.)</p>	<p><b>Human</b></p> <p>Founder, possibly also interns and consultants</p>

### 6.2.3 Customers

There are two groups of Yen Viet’s target customers:

- People interested in functional food (Asians who have known the benefits of EBN, fitness-concerned customers, ethical shoppers)
- People in special circumstances (dysphagia patients who cannot absorb nutrition from normal food, pregnant women, children suffering from malnutrition)

*Table 3. Customer's special needs for products*

Customers/target groups	Customer’s special needs for products		
People interested in functional food (Asian customers who have known the benefits of edible bird’s nest, fitness-concerned customers, ethical shoppers)	Nutritious food	Exotic food	Premium food
People in special circumstances (dysphagia patients who can’t absorb nutrition from normal food, pregnant women, children suffering from malnutrition)	Special diet	Additional nutrients	

The most potential customer group is people that cannot absorb nutrition from normal food. They are patients recover from surgery, malnutrition people or people with dysphagia. According to “Dysphagia Review” (2004-2005), 45% of people over 75 years old have some swallowing problems, while the number of Finns over 75 at the end 2014 was 475,901 people (accounted nearly 10% of population) (Statistics Finland, 2014), and is expected to increase by 50% by the year 2020 (Care work with older people, 2002-2003, p.13). Thus, the amount of potential customers in this segment is quite significant.

The second important customer target is Asian customers who have known the benefits of EBN for centuries. According to Finland's statistics on population structure, nearly 10% of the people aged 25 to 34 living permanently in Finland at the end of 2012 were of foreign origin, and approximately 25% of the population with foreign origin was of Asian origin (Statistics Finland, 2013).

### 6.3 Business strategy and industry profile

The founder believes that there is a market for Yen Viet's business in Finland. The opportunity to the business exists, because there is no EBN supplier in Europe. Therefore, the major strategy for Yen Viet is "blue ocean strategy", trying to create uncontested market space, make the competition irrelevant, create and capture new demand (Kim & Mauborgne, 2005). Generic strategy is Focus (Differentiation) because the company is aiming to sell a distinct product to a distinct group of customers.

Yen Viet will be a pioneer in the market. The company is aiming to market directly to wholesale distributors (Asian supermarkets and other independent supermarkets). Thus, wholesale distributors and other importers act as potential customers for the company. However, they may also decide to compete with the company. The company also sells directly to consumers via marketing on social media and on the company website.

Our marginal competitors are other companies importing similar but different products, for example other natural healthy products. The potential competitors are Asian supermarkets and food importers in Helsinki if they decide to add the product to their selection.

The demand for functional food of Finnish market is growing as mentioned above in section 3.2 "Changes in demand". Nowadays, people are more and more concerned about their health while they have busier life pace. As an example, Ambronite is one of the most successful Finnish companies in meeting this demand. Ambronite claimed that it produced the world's first real food drinkable supermeal that fulfills daily nutrition recommendations in 2 minutes. It satisfies hunger fast and gives steady energy for 4-5 hours. One bag, which is equivalent to five meals, costs USD \$59 (<http://ambronite.com/products/ambronite-healthy-meal-replacement-shakes-10-pack>). Their 60-day campaign conducted in Indiegogo, an international crowdfunding website, from May 4<sup>th</sup> to July 3<sup>rd</sup> 2014 gained USD \$102,824; while the original goal of the campaign was USD \$50,000 (<https://www.indiegogo.com/projects/ambronite-real-food-drinkable-supermeal#/story>).

Table 4. SWOT- Analysis for Yen Viet

<b>In environment and in the future  (external)</b>	<b>Company's internal</b>	
	<b>Strengths</b> - Production risks are out-sourced  - Risks related to product quality can be partially managed using external certifications  - Company can operate on small financial resources by ramping up operations iteratively  - Company can use external resources for missing skills and know-how	<b>Weaknesses</b> - Company is dependent on external producers  - Risks related to product quality are still substantial  - Company lacks financial resources  - Company lacks skills and know-how
<b>Opportunities</b> - Company has unique product proposal  - Company may acquire multiple suppliers and customers  - Company has first mover advantage	<b>Utilize (success strategy) – How to utilize strengths in the opportunities</b> - Develop efficient procurement for unique products from multiple suppliers  - Move fast and iteratively in the target market	<b>Develop (development strategy) – What to develop to benefit from the opportunities</b> - Develop resources and skills
<b>Threats</b> - Enforcing supply and sales contracts and related payments  - Authorities may change relevant regulation or its interpretation  - Competitive environment may change	<b>Get prepared for (substitute strategy) – How to respond with your strengths to the threats</b> - Have multiple products from several producers	<b>Avoid (existence strategy) – What to develop to avoid the threats</b> - Have a viable exit strategy

## 6.4 Description of the firm's product or service

The products will be imported from a trust-worthy Vietnamese supplier, Yen Sao Mami. Yen Sao Mami got certificate (see Appendix 2) for its high quality edible bird's nest, which contains 17 amino acids, protein 58.2%, copper 3.7%, iron 5.1%, zinc 3.7%, no lead, total yeasts and moulds less than 10 CFU/g when the dish contains no colony. Since edible bird's nest is highly nutritious, it is advised that for metabolism to absorb all the nutrition, an adult just needs to consume 10 gram a week, divided into 3 portions every two days.

There are two main products:

### White dried bird's nest



*Figure 4. Clean white dried bird's nest*

The target group of customers consists of health-oriented persons, especially Asian people, who grasp the benefits of edible bird's nest, so they know how to cook the nests or are motivated to follow the cooking instructions.



## Swallow nest drink



*Figure 5. Yen Sao Mami swallow nest drink*

The target group of customers consists of people in need of bird's nest's nutrition but unable to cook them. For them, we can supply a ready-to-drink swallow nest product.

## 6.5 Marketing strategy

### Marketing mix

The marketing mix is the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market (Kotler, Armstrong 2011, p.51). Below are the four P's in the business:

- Product: Vietnamese edible bird's nest.
- Price: First aim at high margin by premium branding products from the supplier. One of the suppliers, Yen Sao Mami, sells their white dried bird's nest to end users in American market at USD \$280/100gram. The price in Finland could be slightly higher in euro, about €280/100g. The advised portion is 10gram/week so the budget for a week is 28€. In the future, volume pricing could be possible by

establishing a separate budget brand such as broken white dried bird's nest, depending on demand.

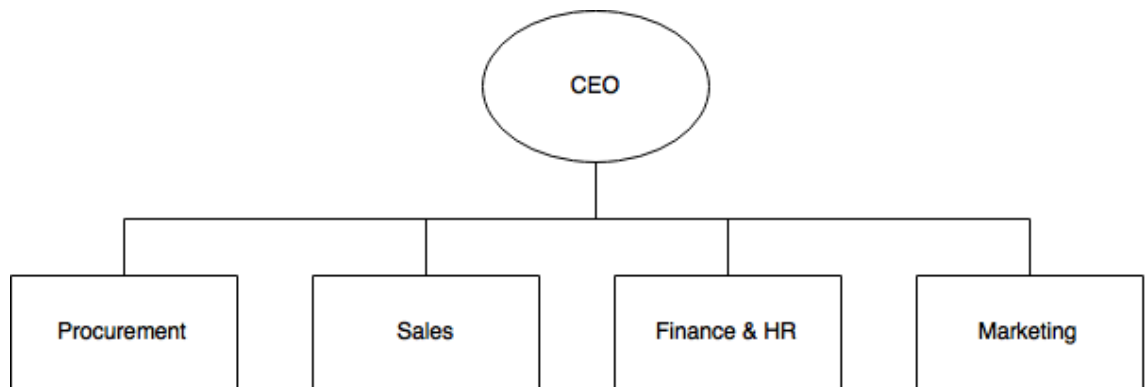
- Place: The company base will be in Helsinki but the products can be shipped to nationwide Finland by Posti or by Matkahuolto.
- Promotion: Marketing to distributors (supermarkets) and direct marketing to consumer (via social media like Facebook, company website, and word-of-mouth). Yen Viet will focus on marketing on company website instead of advertising on newspapers as the research data on buying functional food behavior shows that there is a shift from traditional stores to shopping online nowadays.

The major marketing strategy of Yen Viet is direct marketing. As the founder starts from the scratch and the products are completely new to Finnish market, it takes at least 1 or 2 years to educate Finnish consumers about these new products. Word-of-mouth marketing is the best way to reach for potential clients. If the feedback is positive, they might introduce the products to their acquaintances. On one hand, the writer will use her wide network of Asian origin residents in Finland who know the benefits of edible bird's nest to spread the news that the products are finally available in Finland. On the other hand, there are plans of direct marketing to doctors of dysphagia, and they will recommend to their patients.

## **6.6 Description of the management team**

Yen Viet company is established in Helsinki, Finland, and founded by the author, a young Vietnamese entrepreneur. The author has the background of International Business study in Arcada University of Applied Sciences. She has experience working as intern in Human Resources Department for the biggest international consumer finance company in Vietnam with more than 2000 employees, but she has no prior entrepreneurial experience. The motive of the founder to start up her own business is to bring to Finland one of the most valuable gifts of nature to humans, the edible bird's nest, which can be found in very few countries in South East Asia.

## 6.7 Plan of operation



*Figure 6. Yen Viet's organizational chart*

The company consists of four divisions:

- Procurement imports merchandise and also handles quality control
- Sales takes care of the sales processes to customers
- Finance & HR is responsible for respective and other administrative functions
- Marketing handles marketing functions in all marketing channels

In the beginning, the company has only one personnel resource, who has to handle all the organizational roles. If the company grows successfully, it can hire or outsource additional resources.

## 6.8 Financial plan

The total capital need for the company is estimated to be 5000€. It consists of the following:

- Equipment, mainly a computer, packing, shipping and other office equipment (2000€).
- Inventories, an initial batch of products imported for sales (2000€).
- Cash allocated before the beginning of cash flow (1000€).

Financing equivalent to the capital need is cash (5000€) from the owner of company.

The projected profit and loss statement for the first operational year of the company is as follows (in euro):

*Table 5. First operational year profit and loss statement*

Gross wages	24000
Social security expenses	120
Rent	1200
Electricity and water	240
Travel expenses	1200
Marketing and PR	600
Purchase of services (fixed)	1200
Entrepreneur's pension (YEL)	3000
Entrepreneur's unemployment insurance	24
Insurance	200
Other	216
<b>= Need for gross profit</b>	<b>32000</b>
Material purchases	24000
<b>= Turnover</b>	<b>56000</b>
+ Value added tax (VAT) 24 %	13440
<b>= Total sales</b>	<b>69440</b>

In this calculation, it is assumed that the owner (and the sole employee) is paid a modest salary of 2000€/month. Salary side expenses (social security, pension and unemployment insurance) are calculated separately based on Työnantajamaksut, Tärkeitä lukuja 2015 <http://www.yrittajat.fi/fi-FI/tyonantajanabc/tyonantajamaksut/tarkeitalukuja/>. It is

also assumed the owner rents modest storage facilities for 100€ per month and does one trip to Vietnam to meet suppliers. Marketing and PR expenses consist of buying online ads for 50€ per month. In addition there are some expenses related to service purchases, insurance and miscellaneous items.

If the company does not succeed as planned, the owner's salary is the first item to save on, followed by service purchases and travel expenses. However, in the calculation there is also no markup assumed for sales, which could bring additional income to the company. The calculation is intended as a minimum viable calculation for the first operational year if the owner wishes to receive salary. If the company is successful, the owner may wish to receive dividend in addition to the salary.

## **6.9 Risk management plan**

### **6.9.1 External risks**

- The company has outsourced most of its production. However, it is dependent on its suppliers for the quality of its products.
- The company faces risks related to the behavior of all the relevant stakeholders: The company may not acquire enough customers to sustain its business. Also there might be significant issues with suppliers regarding delivery and quality of the product and with authorities regarding import of the product.
- The company is dependent on external stakeholders, leading to agreement and liability issues.
- The competitive situation may change rapidly if major players decide to enter the market the company is operating in.
- The regulative environment may change.

### **6.9.2 Internal risks**

- The company may lack relevant skills and know-how.
- The company does not have a solid base for profitability and finances.

### **6.9.3 How does the company manage risks?**

- Making a risk management plan.
- Acquiring multiple suppliers and customers.
- Developing measures to control the quality of its products.
- Requiring external certifications from suppliers.
- Applying contractual fines.
- Having liability insurance.
- Continuously developing skills.
- Having an iterative and cost efficient mode of operations.
- Proactively following and adjusting to the regulative and competitive environment.
- Having an exit strategy.

## 7 CONCLUSION

The thesis has two objectives: to conduct a research for target customers and build up a business plan for Yen Viet Trading Company. Both of the objectives are achieved. The result of the research provided the writer initial information about the nutritional food buying habits of Finnish customers and their opinions of the business idea. The main objective of this thesis is to create a business plan for Yen Viet Company, to help the founder to discover whether the business idea is feasible or not.

The exploratory qualitative study is chosen as the research method. A questionnaire was composed by using a free program called Google Docs to collect data, and received eleven responses from the target group. The result of the research provided the writer initial information about the nutritional food buying habits of Finnish customers and their opinions of the business idea. The number of participants was small, but the data needed were collected. The original aim of the survey was to get the information of participants' nutritional food buying habits rather than their opinion on selling this new Vietnamese nutritional food in Finland, since edible bird's nest would be a completely new product in Finland.

The business plan consisted of all the factors that need to be considered when starting up a company. The author intended to spend one or two years to inform Finnish customers about the new products. At the beginning, there will be two major products: white dried bird's nest and swallow nest drink. In the future, other products may be introduced, depending on demand. Based on the research data, Yen Viet decided to focus on direct and social marketing online instead of advertising on print media as there is a shift from traditional stores to shopping online nowadays.

However, it cannot yet be determined whether Yen Viet is feasible or not until the next stage of startup schedule: concept testing, and product sampling. Some product samples will be provided to potential target customers: dysphagia patients who are in need of soluble protein and fitness-concerned people who currently substantially consume protein shakes and energy drinks for muscle building purposes. Therefore, the extent of open-mindedness of potential Finnish customers and their willingness to try the completely new products will determine Yen Viet's success.

## REFERENCES

A definition of entrepreneurship, QuickMBA. Accessed 22.4.2014

<http://www.quickmba.com/entre/definition/>

Ambronite – Real food drinkable supermeal. Accessed on 6.8.2015

<https://www.indiegogo.com/projects/ambronite-real-food-drinkable-supermeal#/story>

Ambronite Supermeals – Buy now. Accessed on 12.8.2015

<http://ambronite.com/products/ambronite-healthy-meal-replacement-shakes-10-pack>

Boudreau John, “Vietnam seeks millions for edible bird spit industry”, in *Bloomberg*, on 18.8.2013. Accessed on 7.5.2014

<http://www.bloomberg.com/news/2013-08-18/vietnam-seeks-millions-for-edible-bird-spit-industry.html>

Brainy quote, Confucius. Accessed on 25.4.2014

<http://www.brainyquote.com/quotes/quotes/c/confucius134717.html>

Brikci, Green. 2007. *A guide to using qualitative research methodology*. Accessed on 8.9.2015

<http://fieldresearch.msf.org/msf/bitstream/10144/84230/1/Qualitative%20research%20methodology.pdf>

Care work with older people, 2002-2003. Accessed on 8.5.2014

[http://hesotenet.edu.hel.fi/english/etm2/Carework%20with%20older%20people/Finland\\_Elders.pdf](http://hesotenet.edu.hel.fi/english/etm2/Carework%20with%20older%20people/Finland_Elders.pdf)

Dhawan S, Kuhad RC. *Effect of amino acids and vitamins on laccase production by the bird's nest fungus *Cyathusbulleri**. *Bioresource Technol* 2002; 84:35-38.

Dysphagia Review 2004-2005

[http://www.cplol.eu/files/CPLOL\\_dysphagiareport\\_en.pdf](http://www.cplol.eu/files/CPLOL_dysphagiareport_en.pdf)



Food & Nutrition Research Supplement 1, 2009, *Intake of selected nutrients from foods, from fortification and from supplements in various European countries*. Accessed 19.5.2014

<http://www.foodandnutritionresearch.net/index.php/fnr/article/viewFile/2038/2446>

Food and nutrition sector strategy report, Sitra 2006. Accessed 29.4.2014

[http://www.sitra.fi/julkaisut/muut/ERAraportti\\_engl.pdf](http://www.sitra.fi/julkaisut/muut/ERAraportti_engl.pdf)

Finnish Food Safety Authority Evira, Labeling of foodstuffs. Accessed 29.4.2014

<http://www.evira.fi/portal/en/food/manufacture+and+sales/labelling/nutrition+and+health+claims/questions+about+nutrition+and+health+claims/>

Finnish Food and Drink Industries' Federation - Elintarviketeollisuus lyhyesti. Accessed 29.4.2014 [www.etl.fi/tilastot](http://www.etl.fi/tilastot)

Finland forum. . Accessed 25.8.2015 <http://www.finlandforum.org/>

Global Entrepreneurship Monitor (GEM) 2011 Global Report. Accessed 25.4.2014

<http://gemconsortium.org/docs/download/2200>

Grummitt, J., 1980, *Interviewing Skills*, London: Industrial Society

Guo, C.T., T. Takahashi, W. Bukawa, N. Takahashi, H. Yagi, K. Kato, KIPJ. Hidari, D. Miyamoto, D. Suzuki and Y. Suzuki, 2006. *Edible bird's nest extract inhibits influenza virus infection*. Antiviral Research 2006, 70

Guppy, HB. *The composition of edible bird's-nest*. Nature 1886;34:100.

Hamburger, Ellis, 2014, "Indie smash hit 'Flappy Bird' racks up \$50K per day in ad revenue", in: *The Verge* on 5.2.2014. Accessed 25.4.2014 <http://www.theverge.com/2014/2/5/5383708/flappy-bird-revenue-50-k-per-day-dong-nguyen-interview>

Heney, Elaine. 2014, "How to make Flappy Bird, #1 app – Interview with game developer Dong Nguyen", in: *Chocolate Lab Apps* on 31.1.2014. Accessed 25.4.2014 <http://www.thechocolatelabapps.com/how-to-make-flappy-bird/>

Hatten, Timothy, 2011: *Small Business Management: Entrepreneurship and Beyond 5th*, Cengage Learning

Kim, Chan W., Mauborgne R., 2005: *Blue ocean strategy*, Harvard Business Press

Kotler, Armstrong, 2011: *Principles of Marketing 14th*, Pearson Education

Labeling, Elintarviketeollisuusliitto ETL. Accessed 29.4.2014

<http://www.etl.fi/www/fi/faq/index.php>

Macmillan Dictionary Online, business plan. Accessed 2.5.2014

<http://www.macmillandictionary.com/dictionary/british/business-plan>

Marcone, M.F., 2005. *Characterization of the edible bird's nest the "caviar of the east"*. Food Research International, 38, p.1125–1134.

Nakagawa H, Hama Y, Sumi T, Li SC, Maskos K, Kalayanamitra K, et al. *Occurrence of a nonsulfated chondroitin proteoglycan in the dried saliva of Collocalia swiftlets (edible bird's-nest)*. Glycobiology 2007;17:157-164.

Nutrition policy in Finland, Suvi M. Virtanen 13.3.2012. Accessed 29.4.2014

<http://www.thl.fi/thl-client/pdfs/e52866f1-07bc-42bc-bd21-50f0c080930e>

Price JJ, Johnson KP, Bush SE, Clayton DH. *Phylogenetic relationships of the Papuan Swiftlet Aerodramus papuensis and implications for the evolution of avian echolocation*. Int J Avian Sci 2005, 147

Ries, Eric, 2011: *The lean startup*, Pearson. ISBN 978-0-670-92160-7

Robson, C., 2002, *Real World Research* 2nd, Oxford:Blackwell.

Saunders, M, Lewis Phillip and Thronhill Adrian, 2009: *Research Methods for Business Students 5th*, Pearson. ISBN 978-0-273-1686-0

Statistics Finland, 2014, Population by age group. Accessed 30.7.2015

[http://www.stat.fi/tup/suoluk/suoluk\\_vaesto\\_en.html#byage](http://www.stat.fi/tup/suoluk/suoluk_vaesto_en.html#byage)

Statistics Finland, 2013, Nearly every tenth person aged 25 to 34 of foreign origin. Accessed on 30.7.2015

[http://www.stat.fi/til/vaerak/2012/01/vaerak\\_2012\\_01\\_2013-09-27\\_tie\\_001\\_en.html](http://www.stat.fi/til/vaerak/2012/01/vaerak_2012_01_2013-09-27_tie_001_en.html)

Stutely Richard, 2012: *The definitive business plan 3rd*, Pearson, ISBN 978-0273-76114-3

Työnantajamaksut, Tärkeitä lukuja 2015. Accessed on 30.7.2015

<http://www.yrittajat.fi/fi-FI/tyonantajanabc/tyonantajamaksut/tarkeitalukuja/>

Wang CC, *The composition of Chinese edible bird's nests and the nature of their proteins*. J Biol Chem 1921;49:429-439.

Wong, Rebecca S.Y, 2013, Edible Bird's Nest: Food or Medicine, in: *The Chinese Journal of Integrated Traditional and Western Medicine*. September 2013, 19(9), p643-649

Yuen Kah Hay, Lim Sheau Chin (2013), *Studies on the biological activities of EBN and its extracts*. Accessed on 7.5.2014

[http://www.sedia.com.my/Bioborneo2013/papers/c2\\_USM\\_Edible\\_Birds\\_Nest\\_EBN.pdf](http://www.sedia.com.my/Bioborneo2013/papers/c2_USM_Edible_Birds_Nest_EBN.pdf)

Zainab, H., J. Sarojini, I. Nur Hulwani, H. Kamarudin, B.-B. Lee and Othman Hashim, 2013, *Commercial potential of refined nutrient-rich waste of edible bird's nest (EBN)*, 24th International Invention Innovation Technology Exhibition 2013 (ITEX '13), KLCC, Kuala Lumpur, Malaysia.

Zainab, H., J. Sarojini, I. Nur Hulwani, H. Kamarudin, B.-B. Lee and Othman Hashim, 2013, Nutritional properties of edible bird's nest, in: *Journal of Asian Scientific Research*, 3(6): 600-607

Zimmerer Thomas, Scarborough Norman, 2007: *Essentials of Entrepreneurship and Small Business Management 5th*, New Jersey: Upper Saddle River.

## **APPENDICES**

### **Appendix 1: Questionnaire for functional food consumers**

#### **Background and general information**

1. Age and nationality?
2. Your gender?
3. What is your profession?
4. Range of income:
  - Less than 1500€/month
  - 1500 – 2000€/month
  - 2000 – 3000€/month
  - 3000 – 4000€/month
  - 4000 – 5000€/month
  - More than 5000€/month

#### **Buying nutrition/supplementary food behavior**




1. What kinds of nutrition/supplementary food do you usually buy?
2. Where do you usually buy nutrition/supplementary food?
3. How much money do you spend on nutrition/supplementary food monthly on average?
4. What is the most important factor in your buying decision? (Price, origin, taste, etc.?)

#### **Importing Vietnamese nutrition food to Finland:**

100gr of this new nutrition food contains over 50gr water soluble protein, 25g carbohydrates, almost no fat and other 18 amino acids

1. What do you think about the idea of selling this new nutrition food in Finland?
2. Do you think there are enough potential customers for this type of business?

## Appendix 2: Product test report, Yen Sao Mami

 <b>QUATEST 3®</b>	TỔNG CỤC TIÊU CHUẨN ĐO LƯỜNG CHẤT LƯỢNG TRUNG TÂM KỸ THUẬT TIÊU CHUẨN ĐO LƯỜNG CHẤT LƯỢNG 3 QUALITY ASSURANCE & TESTING CENTER 3															
KT3-05987TP4/2	<b>PHIẾU KẾT QUẢ THỬ NGHIỆM</b> TEST REPORT	27/03/2014 Page 01/02														
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">1. Tên mẫu <i>Name of sample</i></td> <td>: YÊN SÀO TINH CHẾ</td> </tr> <tr> <td>2. Mô tả mẫu <i>Sample description</i></td> <td>: Mẫu đựng trong hộp nhựa, có dán nhãn "Mami". <i>As received sample is contained in plastic box, with "Mami" label pasted.</i></td> </tr> <tr> <td>3. Số lượng mẫu <i>Quantity</i></td> <td>: 01</td> </tr> <tr> <td>4. Ngày nhận mẫu <i>Date of receiving</i></td> <td>: 05/03/2014</td> </tr> <tr> <td>5. Thời gian thử nghiệm <i>Testing duration</i></td> <td>: 07/03/2014 – 27/03/2014</td> </tr> <tr> <td>6. Nơi gửi mẫu <i>Customer</i></td> <td>: CÔNG TY TNHH YÊN SÀO MA MI Tầng 5, Số 55, Trương Định, P. 6, Q. 3, Tp. Hồ Chí Minh</td> </tr> <tr> <td>7. Kết quả thử nghiệm <i>Test results</i></td> <td>: Xem trang / See page 02/02</td> </tr> </table>			1. Tên mẫu <i>Name of sample</i>	: YÊN SÀO TINH CHẾ	2. Mô tả mẫu <i>Sample description</i>	: Mẫu đựng trong hộp nhựa, có dán nhãn "Mami". <i>As received sample is contained in plastic box, with "Mami" label pasted.</i>	3. Số lượng mẫu <i>Quantity</i>	: 01	4. Ngày nhận mẫu <i>Date of receiving</i>	: 05/03/2014	5. Thời gian thử nghiệm <i>Testing duration</i>	: 07/03/2014 – 27/03/2014	6. Nơi gửi mẫu <i>Customer</i>	: CÔNG TY TNHH YÊN SÀO MA MI Tầng 5, Số 55, Trương Định, P. 6, Q. 3, Tp. Hồ Chí Minh	7. Kết quả thử nghiệm <i>Test results</i>	: Xem trang / See page 02/02
1. Tên mẫu <i>Name of sample</i>	: YÊN SÀO TINH CHẾ															
2. Mô tả mẫu <i>Sample description</i>	: Mẫu đựng trong hộp nhựa, có dán nhãn "Mami". <i>As received sample is contained in plastic box, with "Mami" label pasted.</i>															
3. Số lượng mẫu <i>Quantity</i>	: 01															
4. Ngày nhận mẫu <i>Date of receiving</i>	: 05/03/2014															
5. Thời gian thử nghiệm <i>Testing duration</i>	: 07/03/2014 – 27/03/2014															
6. Nơi gửi mẫu <i>Customer</i>	: CÔNG TY TNHH YÊN SÀO MA MI Tầng 5, Số 55, Trương Định, P. 6, Q. 3, Tp. Hồ Chí Minh															
7. Kết quả thử nghiệm <i>Test results</i>	: Xem trang / See page 02/02															
PHỤ TRÁCH PTN THỰC PHẨM HEAD OF FOOD TESTING LAB    <b>Nguyễn Thành Công</b>	PHÓ GIÁM ĐỐC VICE DIRECTOR   Thị Mỹ Hiền	/0 G M S / HC														
<p>1. Các kết quả thử nghiệm ghi trong phiếu này chỉ có giá trị đối với mẫu do khách hàng gửi đến. / Test results are valid for the namely submitted sample(s) only.                  2. Không được trích sao một phần phiếu kết quả thử nghiệm này nếu không có sự đồng ý bằng văn bản của Trung tâm Kỹ thuật 3.  <i>This Test Report shall not be reproduced, except in full, without the written approval of Quatest 3.</i>                  3. Tên mẫu, tên khách hàng được ghi theo yêu cầu của nơi gửi mẫu. / Name of sample and customer are written as customer's request.                  4. Độ không đảm bảo đo mở rộng ước lượng được tính với <math>k = 2</math>, mức tin cậy 95%. Khách hàng có thể liên hệ theo địa chỉ dưới để biết thêm thông tin.  <i>Estimated expanded uncertainty of measurement with <math>k = 2</math>, at 95% confidence level. Please contact Quatest 3 at the below address for further information.</i></p>																
<p>Head Office: 49 Pasteur, Q1, Hồ Chí Minh City, VIỆT NAM Tel: (84-8) 3829 4274 Fax: (84-8) 3829 3012 Website: www.quatest3.com.vn                  Testing: 7 Road 1, Biên Hòa 1 Industrial Zone, Đồng Nai Tel: (84-61) 383 6212 Fax: (84-61) 383 6298 E-mail: qt-dichvutn@quatest3.com.vn                  Lần sửa đổi: 4 BH9 (03/2012) M03/1 - TTTN09</p>																

7. Kết quả thử nghiệm  
Test results

Tên chỉ tiêu Characteristic	Phương pháp thử Test method	Kết quả thử nghiệm Test result
7.1. Hàm lượng acid amin tính theo khối lượng, <i>Amino acids content (m/m)</i>	% AOAC 2010 (994.12)	
• Aspartic acid		5,08
• Threonine		4,04
• Serine		5,00
• Glutamic acid		4,13
• Proline		3,83
• Glycine		2,09
• Alanine		0,85
• Cystine		3,22
• Valine		3,77
• Methionine		0,40
• Isoleucine		1,53
• Leucine		3,76
• Tyrosine		3,71
• Phenylalanine		6,84
• Lysine		2,18
• Histidine		2,43
• Arginine		3,75
7.2. Hàm lượng protein tính theo khối lượng, <i>Protein content (m/m)</i>	% AOAC 2010 (992.23) Phương pháp Dumas	58,2
7.3. Hàm lượng đồng, <i>Copper content</i>	mg/kg AOAC 2010 (999.11)	3,7
7.4. Hàm lượng sắt, <i>Iron content</i>	mg/kg AOAC 2010 (999.11)	5,1
7.5. Hàm lượng kẽm, <i>Zinc content</i>	mg/kg AOAC 2010 (999.11)	3,7

**Ghi chú/ Note:** Hàm lượng protein/ Protein = 6,25 x Hàm lượng nitơ tổng/ Nitrogen



TRUNG TÂM KỸ THUẬT TIÊU CHUẨN ĐO LƯỜNG CHẤT LƯỢNG 3  
QUALITY ASSURANCE & TESTING CENTER 3

Head Office: 49 Pasteur, Q1, Hồ Chí Minh City, VIỆT NAM  
Testing: 7 Road 1, Biên Hòa 1 Industrial Zone, Đồng Nai

Tel: (84-8) 3829 4274 Fax: (84-8) 3829 3012  
Tel: (84-61) 383 6212 Fax: (84-61) 383 6298

www.quatest3.com.vn  
qt-dichvu@quatest3.com.vn



7. Kết quả thử nghiệm :  
Test results

Tên chỉ tiêu Characteristic	Đơn vị	Phương pháp thử Test method	Kết quả thử nghiệm Test result
7.1. Hàm lượng cadimi, Cadmium content	mg/kg	QTTN/KT3 – 083 : 2012	Không phát hiện <sup>(1)</sup> Not detected
7.2. Hàm lượng chì, Lead content	mg/kg	QTTN/KT3 – 083 : 2012	Không phát hiện <sup>(2)</sup> Not detected
7.3. Tổng số vi sinh vật hiếu khí, Total aerobic plate count	CFU/g	ISO 4833-1:2013	3,1 x 10 <sup>2</sup>
7.4. Coliform,	CFU/g	TCVN 6848 : 2007	Nhỏ hơn 10 <sup>(*)</sup> Less than
7.5. E. Coli,	CFU/g	ISO 16649 – 2 : 2001	Nhỏ hơn 10 <sup>(*)</sup> Less than
7.6. Staphylococcus aureus,	CFU/g	AOAC 2013 (975.55)	Nhỏ hơn 10 <sup>(*)</sup> Less than
7.7. Clostridium perfringens,	CFU/g	ISO 7937 : 2004	Nhỏ hơn 10 <sup>(*)</sup> Less than
7.8. Bacillus cereus,	CFU/g	TCVN 4992 : 2005	Nhỏ hơn 10 <sup>(*)</sup> Less than
7.9. Tổng số nấm men & nấm mốc, Total yeasts & moulds	CFU/g	TCVN 8275-2:2010	Nhỏ hơn 10 <sup>(*)</sup> Less than

**Ghi chú/ Note:** (1): Giới hạn phát hiện /Detection limit: 0,02 mg/kg

(2): Giới hạn phát hiện /Detection limit: 0,03 mg/kg

(\*): Theo phương pháp thử, kết quả được biểu thị nhỏ hơn 10 CFU/g khi không có khuẩn lạc mọc trên đĩa.

According to the test method, the result is expressed as less than 10 CFU/g when the dish contains no colony.



**QUATEST 3**

**TRUNG TÂM KỸ THUẬT TIÊU CHUẨN ĐO LƯỜNG CHẤT LƯỢNG 3**  
QUALITY ASSURANCE & TESTING CENTER 3

Head Office: 49 Pasteur, Q1, Hồ Chí Minh City, VIỆT NAM  
Testing: 7 Road 1, Biên Hòa 1 Industrial Zone, Đồng Nai

Tel: (84-8) 3829 4274  
Tel: (84-61) 383 6212

Fax: (84-8) 3829 3012  
Fax: (84-61) 383 6298

www.quatest3.com.vn  
qt-dichvu@quatest3.com.vn