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碩士論文

Master's Thesis

家庭飲食管理暨線上購物平台創業計畫  
Business Plan of Household Diet Management and  
e-Commerce

Student: Judy Wang

Advisor: Professor Jack Wu

中華民國一〇一年十一月

November 2012

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## Executive Summary

This business plan is about a system that integrates the process of diet from planning, execution, and result tracking. The author has noticed the wide penetration of smart phone in Taiwan, and the unique benefit of health care mobile device application software (“Apps”) in preventing diseases and managing individual health that traditional medical service fall short to offer. She also has witnessed the growing trend of ecommerce in Taiwan that the items being traded online have further expanded to food and grocery. Her idea is to link the diet plan, grocery shopping, and body measurement tracking all together on the same platform to provide household a simple, efficient, and effective way to lead a health life.

The system of this business plan doesn't involve with any new technology, either is it the first diet related software on the market. But it is the first one that links the process with online food and grocery shopping, which is able to help consumers save a lot of time. Another competitive advantage is, unlike competitors offering single objective/method of diet, the nutrition knowledge on this system is designed to be open-sourced, which means it can be applied on diet of all purposes. Consumers are able to choose the diet method that is most effective on them.

The business plan is meaningful to carry out. First of all, the usage of Apps is proved to have the positive effect on users' health. It helps them to understand the linkage of their behavior and health level. It also increases users' self-accountability on their own health. Second, this system is expected to boots behavior of cooking at home by mitigating the pain in shopping and providing incentive by it with diet. Cooking at home is foundation of healthy eating. The two together is able to enhance the health consciousness and health management implementation at both individual and household level. If wildly adapted, it will be able enhance overall health level of the nation. It will save medical expense, and burden on

national health insurance. People of Taiwan will live in a high quality life with better health status.

This business is also profitable to carry out, if executed properly. Unlike other items, food and grocery are things that customers have to purchase periodically. Thus, it brings in most stable and sustainable sales. The reason online food and grocery grows slower than other items is because it required substantial trust from customers, which is possible to achieve with sufficient quality control and promotion. Once it is built, such revenue is more resilient than other items which can stand economy downturn. The online shopping of this system is also designed to be an open platform which linked with multiple sellers. The revenue is transaction fee. By investing in this attractive and value added system to customers, investors will be able to enjoy the benefit from growing online food and grocery market.

However, since this system doesn't involve with new technology, it might be mimicked by competitors quickly. The key to success is to attract as many users as possible in a short period of time, leaving no room of survival for late comers. Therefore, this business is more suitable for blue-chip internet/software companies, like Yahoo, or eBay, or Amazon in US, books.com in Taiwan(博客來) ...etc. With their existing experience in system development, customer service, and abundant capital, they are able to make this move fast and accurate. To them, developing this business is like opening another revenue stream with the least effort.

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# 1. Introduction



**Figure1: The 10 top causes of death in Taiwan in year 2011**

According to the Taiwanese Department of Health, 9 out of the 10 top causes of death in the island during the year 2011 were chronic diseases; 6 of these chronic diseases are directly related to obesity.<sup>1</sup>

The spread knowledge that obesity a major cause of the early appearance of serious health problems, and the pressure of a social environment that has set a thin figure as global standard of beauty, has made many people obsessed about weight control. According to a Nelson survey conducted in 2008, 49% of Taiwanese people think they have overweight problems, and half of those are trying to lose weight.<sup>2</sup>

As we all know the contemporary urban lifestyle which lacks the necessary time to plan a balanced diet and practice exercise regularly, is the most important factor that leads to obesity and chronic diseases. For instance even school kids can get potato chips and carbonated beverages at convenience stores on their way back home, and more and more working housewives have given up cooking at home because eating out in Taiwan is very convenient

<sup>1</sup> <http://www.libertytimes.com.tw/2011/new/jun/16/today-t1.htm>

<sup>2</sup> <http://tw.nielsen.com/site/news20090212.shtml>

and they already have to face long working hours and pressure from their busy careers. The long working hours that the average Taiwanese works leave people no time for exercise. Therefore, contemporary Taiwanese are exposed to more risk of chronic disease than previous generations. Data also shows that 51% of the male population above age 15 has either obesity or overweight problem. The percentage for female is 37%.<sup>3</sup>

Health consciousness arises not just in individuals but also in corporate institutions and due to the Karoshi problem (過勞死) more and more companies are taking measures to improve their employees' health condition. Many companies have started to offer regular health checks. Based on the results, companies are able to identify those in the organization with high potential to develop any given chronic disease. By providing follow-up health instruction, consultation, and body measurement tracking....etc. they are able to mitigate the growing number of chronic disease patients, and lower the related medical expense.

According to the IEK research,<sup>4</sup> there were 7 million people suffering of chronic diseases in Taiwan in 2006. The medical expenses related were estimated to be 10 billion annually, and such number is expected to grow with the aging of the population. The value revenue of health management related business in Taiwan is estimated to be 1 billion USD each year.

### **The importance of eating habit in consumers' mind**

From individual consumer's point of view, adjusting their eating habits is seen as the major pathway to a healthier life. The same consumer survey from Nelson showed that the most popular way to deal with weight losing for Taiwanese people is **adjusting eating habit** and with **exercise** ranking as second. The above result could be due to cultural differences, Asian people in general tend to emphasis more on the eating habits than exercising comparing to

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<sup>3</sup> Same source as (1)

<sup>4</sup> [http://www.eettaiwan.com/articleLogin.do?artId=8800479822&fromWhere=/ART\\_8800479822\\_876045\\_NT\\_d0a57f1e.HTM&catId=876045&newsType=NT&pageNo=null&encode=d0a57f1e](http://www.eettaiwan.com/articleLogin.do?artId=8800479822&fromWhere=/ART_8800479822_876045_NT_d0a57f1e.HTM&catId=876045&newsType=NT&pageNo=null&encode=d0a57f1e)

other nations around the world. Furthermore, another survey shows that people tend to believe that **adjusting their eating behavior is good for overall health improvement.**

According to a market survey done by the International Food Information Council Foundation (IFIC) in 2008<sup>5</sup>, more than 70% percent of the respondents believe that taking food or drink selectively is helpful to improving cardiovascular condition, increase energy and endurance, maintain over all health level, and so on.

Notwithstanding the above mentioned factors, starting a diet is a big challenge for most people. Dieters have to face the stress caused by the reduction of their daily rations and not being able to take some of their favorite food, and on top of that they have to go around performing calorie calculations which is itself a difficult challenge. While conducting an interview with a nutritionist for this business plan, the practitioner admitted that performing weight losing calorie calculations is so complicated that she herself might give it up if she were one of her patients. For these reasons between others, people usually get caught in a cycle of starting up and giving up diet plans, losing weight just to gain it back soon afterwards.

### **The emergence of smart phone and application software (APPS) as a new way of self-aid health management**

Thanks to the advance in information technology, there are more methods for modern people to better manage their health. One of them is telemedicine, which is a technique based on providing medical services remotely by way of medical examination machines and internet infrastructure installed in the countryside, shortening the gap between urban and rural areas.

The same technology can be applied to affect positively the health of large urban populations.

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<sup>5</sup>[http://www.biotaiwan.org.tw/download/structure4/%E5%8A%89%E7%BF%A0%E7%8E%B2/%E5%85%A8%E7%90%83%E4%B8%AD%E8%8D%89%E8%97%A5%E4%BF%9D%E5%81%A5%E9%A3%9F%E5%93%81%E7%94%A2%E6%A5%AD%E7%99%BC%E5%B1%95%E7%8F%BE%E6%B3%81%E8%88%87%E5%B1%95%E6%9C%9B\(200807\).pdf](http://www.biotaiwan.org.tw/download/structure4/%E5%8A%89%E7%BF%A0%E7%8E%B2/%E5%85%A8%E7%90%83%E4%B8%AD%E8%8D%89%E8%97%A5%E4%BF%9D%E5%81%A5%E9%A3%9F%E5%93%81%E7%94%A2%E6%A5%AD%E7%99%BC%E5%B1%95%E7%8F%BE%E6%B3%81%E8%88%87%E5%B1%95%E6%9C%9B(200807).pdf)

Having abundant medical services, the problem for most inhabitants of urban environments is not finding doctors or hospitals, but is their lifestyle. Most of the urban population is made of well-educated individuals who know the basic principles that lead to a healthy life. But as mentioned above, their environment and demanding lifestyle are difficult for the practical application of those principles.

We have found that mobile applications (“Apps”) and smart phones can come into play for the above mentioned purpose. Mobile devices and related software are able to provide a specific range of medical services across different locations and time frames in a most effective way than traditional clinics and hospitals. There are more and more health related Apps being developed. Some are as simple as e-books providing health knowledge and some are more sophisticated and are able to perform basic medical measurement and tracking, such as blood pressure measuring, blood sugar level measuring, or weight control.

Seems like substituting the existing static tracking method as is practiced in hospitals and clinics with dynamic procedures similar to telemedicine would increase only the frequency and convenience of the tracking, yet research has found that the overall effect would be much deeper than that.<sup>6</sup> Unlike the traditional way of having the patient take body measurements at home and send the record to doctors, Apps are able to give feedback instantly. They help the patient to see the linkage between his behavior and health level. Many of the users on the relevant survey responded they get to know more about how to manage health after using Apps. More important than that is the fact that instead of interacting with doctors, users are interacting with apps, they know they are the one controlling their health. They have no one else to blame thus patients become more self accountable on their health taking an active instead of a passive role regarding themselves.

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<sup>6</sup> <http://www.technologyreview.com/news/425348/smart-phones-help-manage-chronic-illness/>

## **Utilizing Apps to satisfy the market of facilitating healthy eating habit**

Eating, exercising, sleeping, and stress are important lifestyle factors that determine one's health level. Having control of these factors in our daily life can enhance our health condition and prevent disease. Facilitating people to live a healthy life is the basic step for solving society's health problems overall.

The Author of this business plan is not a medical doctor or nurse by training, but is eager to live a healthy life in a convenient way and is sure she is not the only one. She has found that the smart phone, due to its wide penetration in Taiwan, is a suitable tool for on-the-go health management and is eager to develop Apps that can simplified the health management process for households all over Taiwan.

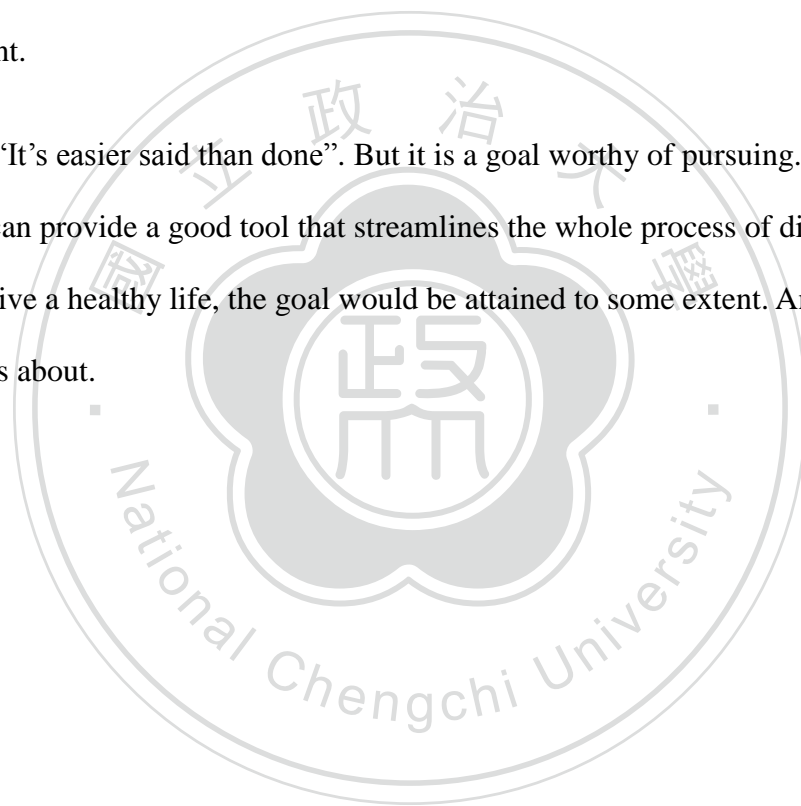
Comparing to other similar Apps that focus on helping people at the individual level, the App related to this business plan is more focused on households. There are several reasons for this First of all, we believe that the foundation of a healthy diet is to start cooking at home. The most straight forward reason is one can have full control of the ingredients being used. Eating out is convenient and sometimes more appetizing however that comes at the cost of consuming chemically processed ingredients of which we are not even aware. Eating out in some sense is actually giving the control of your health to others. This is commonly believed by most Taiwanese people, but ironically not commonly practiced, for reasons already described.

The other point the author would like to address is that psychology matters. First of all, if a family does follow the process of this App, they would only purchase what they need. No more extra food or junk food is available at home. You are away from temptation. And that make the long days of diet easier to bear. Secondly, support from family helps a lot. This App is not limited to weight losing since it is able to carry out different diet plans for each family

member at the same time. Having more than one person in the family going on diet makes eating cautiously a family goal, and makes the dieters support each other. All of the above is a forming experience for children and as well it enhances people's self accountability on health. We believe the latter to be the most meaningful contribution of this business plan.

We believe that it is possible to help people in the management of their eating habits, by sorting the related challenges which are difficult and time consuming to overcome in a simpler way with the help of technology and at the same time making them more self-aware and independent.

We know that "It's easier said than done". But it is a goal worthy of pursuing. We believe that as long as we can provide a good tool that streamlines the whole process of diet and makes it convenient to live a healthy life, the goal would be attained to some extent. And that is all this business plan is about.



## 2. Market Opportunity

### 2.1. Target universe

The target universe of this business plan is “people with Internet access and intention of dieting”. Note that the definition of diet right here is “a selection of food for health enhancement” It includes but is not limited to weight losing. It is based on Chinese medicine diet tradition of balance common here in the Greater China. This App is aim to turn that millenary tradition into a systematic diet plan. This will be elaborated in detail in a latter part. In order to obtain the size of target universe, we need the data of internet coverage rate, and health related behavior, or in other words, “dieting intention” rate. Assuming these two are statistically independent variables, the market size can be obtained by multiplying the two ratios.

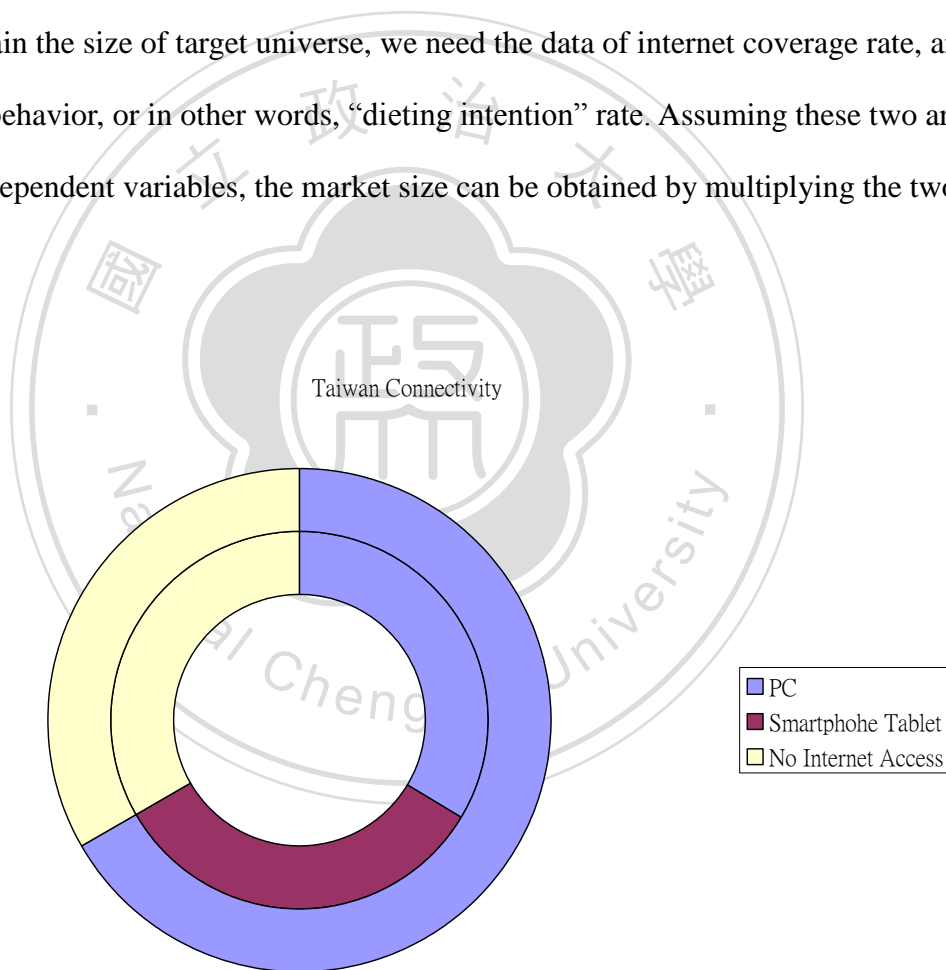


Figure 2: The illustration of internet users with different device

#### 2.1.1. Internet accessibility

Because of the nature of the App, the target universe is limited to internet users, either they are PC users or smart phone/tablet users. According to the Directorate-General of Budget,

Accounting and Statistics (主計處), the internet penetration rate is 67.7% at the end of 2010.

<sup>7</sup>However, if this business starts operation in mid of 2012, its first sales will happen in 2013.

And in order to prepare five year revenue/financial projection, we need estimations of the above data within the five year time span. Fortunately, we know that internet coverage is at a growing trend and is probably reaching its mature stage. Therefore, we assume it will be 85% in 2015, and it increase evenly in between.

For the rest of the assessment, we will try to find as relevant as data to support it, but for parts that are unavailable, we will use assumptions that are close to common consensus.

Among the vast internet users in Taiwan, we identify the smart phone/tablet users as a group of customers that are easier to accept the concept of this system. One of the reasons is because these users are familiar with Apps. PC users but not smart phone/tablet users have less experience in using Apps and may tend to hesitate more than when they see it for the first time. The other reason is such users are more likely to gain full benefit in using this system. Giving the fact that, some of the processes are easier to operate on wider screen device, but the interaction and instant feedback with users is a key merit of Apps of this kind. However the latter part is more prone to smart phone/tablet users. Therefore, having one mobile device with smaller screen, and one bigger screen is the best to enjoy the system. Fortunately, most of the smart phone/ tablet users in Taiwan are. Therefore, we expect the acceptance in this group will be higher than the other group – the PC user but non smart phone/tablet users.

For the above reasons, we will separate the two and make assessment respectively.

According to a recent research report from the Institute for Information Technology and the Ministry of Economy Affairs, the number of smart phone users by the second quarter of this year is estimated to be 6.09 million; tablet users 2.32 million, user of either of the two to be

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<sup>7</sup> [http://mag.udn.com/mag/digital/storypage.jsp?f\\_ART\\_ID=346254](http://mag.udn.com/mag/digital/storypage.jsp?f_ART_ID=346254)



7.07 million<sup>8</sup>. That is 26%, 10%, and 30.4% of the population respectively, meaning 5.7 % of them have both devices.

The same report also estimated that in 2015, smart phone penetration rate is going to be 56.8%, that of tablet is going to be 24%. In order to get the estimation of users of either smart phone or tablet, we need the data of user possess both devices. It is not provided in the article, we will assume it to be 12%, given all the other figures doubled in the estimation. If so, the penetration rate of either smart phone or tablet is 69%. Again, assume this ratio grow evenly from 2012 to 2015. As from 2016 to 2017, the growing rate should slow down. Therefore we use half and quarter of the growing rate for 2016 and 2017 respectively.

### **2.1.2. Diet intention**

From the Nelson survey (2008), we learned that at least 25% of respondents at that time claimed that they are taking action for weight losing. As mentioned our customer base is broader than losing weight purpose, therefore we would argue to adjust the figure up to 35%. Also to reflect the growing trend in aging population and health consciousness, we assume that percentage is growing mildly for 2 % each year.

### **2.1.3. Market size assessment**

From the above assumptions, we multiply the device usage ratio, the “dieting intention” ration, and Taiwanese population, and then we will get the market universe data.

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<sup>8</sup> <http://www.find.org.tw/find/home.aspx?page=many&id=331>

**Table 1: The calculation of the target universe**

Year	2010	2011	2012	1 2013	2 2014	3 2015	4 2016	5 2017
Taiwanese population	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000
Internet coverage rate%	67.70%	70%	73%	75%	78%	80%	83%	85%
Assumed Increase in Internet coverage rate		2%	2%	2%	2%	2%	2%	2%
Smart Phone/ Tablet%			30%	43%	56%	69%	76%	80%
Assumed Increase in Smart Phone/ Tablet %				13%	13%	13%	7%	3.5%
Diet intention people percentage		41%	43%	45%	47%	49%	51%	53%
Target universe_total (individual)				7,774,329	8,387,016	9,022,440	9,680,601	10,361,500
Smart phone/Tablet User				4,477,410	6,067,653	7,776,300	8,914,800	9,691,050
PC user excluding Smart Phone/ Tablet User				3,296,919	2,319,363	1,246,140	765,801	670,450

## 2.2. Similar offerings for this market universe

Though the market is big, the offers are plentiful so competition is severe. The following are other offerings that are not in direct competition with our App, but are similar to us.

### Category one Person to Person service

#### 1) Nutrition consultation

For those who are desperate for diet, they are most likely to go for nutrition consultation. The rationale behind weight losing diet is controlling calorie intake. The process is First; memorize the calorie contained per unit in each food category. Second; while having a meal, measure the quantity of each food category consumed. Third estimate the calories item by item. Finally sum up the total calorie intake.

In regular nutrition consultation, patients are required measure their calorie intake everyday and send the record to the nutritionist in the duration of the diet period.

The advantage of nutrition consultation is that it is professional, private, and safe. But the weakness is it is more pricy and time consuming as you need to make appointment with the nutritionist every once a while. And the implementation is complicated. Calculating and keep the record is troublesome for many. It is not effective to everyone.

## 2) Gym/ beauty center

This category offers solutions other than diet; therefore they are not suitable for direct comparison.

### Category two Web based service.

Websites offering related services for free. Their revenue streams are advertisement, especially for fashion, diet medicine products. Or commissions, if they also introduce clients to third parties.

#### 1) Online calorie calculating sheet

Using the same logic of calculating calorie intake, some websites offer online models of spread sheets for facilitating calculations. By selecting the food item and quantity, the website tells you the corresponding calorie intake. Since it's free, the function is simple and incomplete. (Example <http://www.scpo.nccu.edu.tw/show/part1/b/B2/food.htm>)

#### 2) Online food diary keeping

Research has proven merely by keeping record of food intake has a positive effect on diet.<sup>9</sup> There are some websites offering diet plan record keeping service. The users can keep their record like writing blogs. On these websites, they also provide some simple diet planning services, and analysis on weight changes overtime. (Example <http://www.bdodo.com/?msg=inc1>)

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<sup>9</sup> *The American Journal of Preventive Medicine*, August 2008. Pages 118-126.

### 3. The Product

Our product, “The Household Health Management Platform” (or “HHM”) is a system that the user can use on mobile devices and desktops. It is composed of three parts- “My nutritionist”, “Diet Planner”, “I Grocery”, and “Result Analyzer.” Ranging from acquiring nutrition knowledge, designing diet plan, implementation, and result analyzing, these four software functions combine the whole process of diet management for all purpose. The following are descriptions in detail respectively.

#### 3.1. “My nutritionist.”

It is just like interacting with a nutritionist. The users first input their basic health data, for instance age, gender, weight, height, along with the objective he or she wish to achieve in a certain period of time. Based on this information, the software will search the build-in nutrition database that is announced by Department of Health as a guideline for generating a suitable diet plan. It will identify the nutrition requirements on each day and a food items recommendation list.

**每日飲食指南**

全日所需能量：(視為一般健康成人，重量為可食重量)

- 成年男性 (2000公卡) 或 成年女性 (1800公卡)
- 熟練的成人 或 小學階段兒童 或 青少年
- 米、大麥、小麥、蕎麥、燕麥、粟粉、粟片 400公卡
- 中量芋類 (220公卡) 或 小量芋類 220公卡
- 玉米仁 100公卡 或 熟練的成人 200公卡
- 全蛋大雞球 1又1/2個 (100公卡) 或 全蛋去壳 1又1/2個 (100公卡)

豆魚肉蛋類 (1份) (重量為可食重量)

- 黃豆 (20公卡) 或 毛豆 (40公卡) 或 蠔豆 (20公卡)
- 熟練的成人 (100公卡)
- 熟練的成人 (40公卡) 或 熟練的成人 (40公卡) 或 小方魚干 1又1/4個 (40公卡)
- 魚片 (40公卡) 或 蝦仁 (20公卡)
- 雞蛋 (20公卡) 或 火腿 (20公卡) 或 肉鬆 (20公卡)
- 豆腐乾 (20公卡) 或 腐竹 (20公卡) 或 豆干 (20公卡)
- 雞蛋 1個 (40公卡)

低脂乳品類 (1杯) (1杯 ≈ 240毫升 = 1份)

- 低脂 或 脫脂牛奶 (1杯 (240毫升))
- 低脂 或 脫脂奶粉 3湯匙 (20公卡)
- 低脂乳品 (罐頭) 1又1/4個 (20公卡)

六大類食物份量部分參考之基準 (1份)

六大類食物	能量及三大營養素			
	能量(大卡)	蛋白質(克)	脂肪(克)	醣類(克)
全穀類食物	70	2	+	15
豆魚肉蛋類	75	7	5	+
低脂乳品類	120	8	4	12
蔬菜類	25	1	+	5
水果類	60	+	+	15
油類類	45	+	5	+

均衡飲食的意義

身體健康的營養來自各類食物，而各類食物提供營養素不同。每一大類食物是無法互相取代，在挑選的同時，以未加工的食物為優先，參考每日飲食指南建議，依照個人年齡和活動強度，找出合適的營養需求，再選擇六大類食物，並且在各類食物中多樣化的選擇，才能得到均衡的營養。



Figure 3: The diet guidance announced by Department of Health

### 3.2. “Diet Planner”

After identifying the daily nutrition targets and food items, the user can then make a schedule of his or her diet plan. “Diet planner” has a layout that looks like a schedule book. It will help users to plan daily meals according to the diet plan from “My nutritionist.” For instance, if the plan is to take 3 portions of vegetable a day, which means 21 portions a week. “Diet planner” will list out all the vegetables available in the season for you to choose. You can quickly pick some of those and then you are done with the vegetables purchasing list. For meat, eggs, fruits, and all the others things, the idea is the same. After you are done with all different categories, you can then decide the combination of every meal on each day. The nutrition data of daily meals will be showed at the same time.

#### Multiple users in a family

Unlike other Apps that can only process one user at a time, this family oriented software is designed to process all family members at the same time. As the user inputs data of all family members, the system will identify customized diet plans for each family member. And will use the integrated nutrition requirement as the guidance for meal planning.

#### Avoid harmful foods in an easy way

This software is also convenient for people suffering from allergy and diabetes to avoiding taking forbidden food. As long as users input the list of items they wish to avoid, the “Diet planner” would never show them those items in the recommendation list. Having the avoidance list of every family member built in, the shoppers of the week, no matter who that person is, will never buy the wrong thing again.

### **Generate purchasing list**

Once the weekly diet is decided, the system will identify the materials needed and generate the purchasing list. Now purchasing food is not a routine job anymore. All the purchasing has a reason behind.

### **Customized Purchase Recommendation**

The system would keep record and conduct data mining on user’s purchasing behavior. After accumulating user’s buying record to a certain degree, the system will be able to make customized recommendation. This would save user’s time. The time spend on weekly shopping is expected to be shorter and shorter. To a certain point, system can generate customized weekly shopping list for each user family.

### **Works like a schedule book**

“Diet planner” works just like a schedule book where you can mark any of your important family events. (And such events are usually related to food, for instance, turkey and thanksgiving.) No more worries about forgetting anyone’s birthday, because the system reminds you one week ahead while you are making grocery shopping.

### **3.3. “ I Grocery”**

It is an open ecommerce platform where users can access to multiple food and grocery sellers. The **key word search** can quickly match user’s purchasing list to offerings across different sellers. And rank the result accordingly. Users are able to find out which of the offerings is

closest to their needs, at the best price and with most convenient delivery policy.

For customers, this platform “I Grocery” provides more flexibility. Life cycle and health status of everyone changes overtime. People have different needs accordingly. In “I Grocery”, we have organic food sellers to satisfy main dishes on table, Chinese herb sellers to satisfy related diet requirements. In addition to that, we have ready-made Chinese medicine soup providers online, if customers are too busy to make those soups at home. To be short, the idea is to link everything customers might need to the same place, making it easy for customers to find solutions for diet plan.

### **3.4. Result Analyzer**

There are set of analyzing tools in the “Result Analyzer” where once the user regularly record the key body measurement he/she is watching, it will plot out tables and charts to show the changes of that measurement at a diet time period.

### **3.5. Nutrition Module**

The nutrition management knowledge behind “My nutritionist” is designed to be open-sourced. The following is a user scenario to illustrate how it works. Let’s say one Chinese doctor publishes a health book describing 9 kinds of patients and specific treatments for each of them under his theory. A reader, after reading his book, identified some of her family members fall into three categories. Assume this doctor is willing to authorize us digitalize the content and make 9 nutrition models. We will then release them on the App store. The reader can download the three models she needs. Having “My nutritionist” installed in advance, once she activates those nutrition module to the corresponding family member’s sub account, “My nutritionist” will make a diet plan accordingly. In addition to that, if the nutrition modules downloaded include recipes, they will be shown on the system as well.

It is open source in a sense that any medical doctor or nutritionist can authorize us to digitalize their theory. And by adapting such mechanism, “My Nutritionist” is able to make diet plans for all purpose. The benefit for users is that they can carry out different nutrition methods on the same platform, analyze effects in the same way, and view the result in the same layout. For individual users, it helps to fairly compare across different methods and thus can identify the most effective one. For households, it can carry diet plans for multiple family members of different unique objective at the same time on the same platform. It’s convenient and saves a lot of time. This is a feature that individual based diet Apps cannot offer, which will be further elaborated the chapter of competitor analysis.

This is a web-based service. All the functionalities are developed on the website. No matter what device is used, either smart phones, tablet, desktop, or even Smart TV, users are simply accessing to different interfaces of the system. Since all the user data is stored on the website’s database, there are no synchronizing issues. Whenever a user accesses to our software, the data is always the most updated.



## 4. Competitor Analysis

### 4.1. Health Care Related Apps

There are many Health care related Apps available. They can be categorized as follows.

#### 1) Knowledge providing

Apps that works like e-books. There are various kinds. Some are titled as Chinese medicine; some are for users to look up effects and side effects of western medicine. They are just one sided applications providing information to users.

#### 2) Body measurement tracker

By utilizing a camera or having user manual inputting, these apps are able to record the health related behavior or body measurement, for instance, food intake, weight, blood sugar, blood pressure... etc. With the database built in, these Apps can give instant feedback telling how close are the users to certain critical thresholds and warn when they surpass them. They also keep track on key body measurement figures across time which is informative for chronic disease users.

#### 3) Calorie calculator

Apps that are designed specifically to calculate Calorie for weight losing. Once a user inputs his/her weight objectives in a certain time frame, these Apps are able to determine the daily Calorie allowance. After that, users are required to input all the food he/she takes every day, either by scanning barcodes, photo taking of the food item, or manually input. If the app is able to identify the food item, which has to do with the data base built in, it can identify the calorie volume. By that, the calorie taken by users can be recorded and tracked. After each meal, the App can tell the user's Calorie allowance left for that day to help them stick to a given diet plan.

#### 4) Nutrition balance tracker

Some of the most popular calorie calculating Apps even expand to other nutrition tracking. Under the same method, they also show other nutrition variables apart from Calories. And even expand to other body measurement tracking, like cholesterol, triglycerides, blood pressure...etc.. They also provide online websites with more comprehensive information. And online forums to share and discuss diet experiences with other users.

### **4.2. Identifying competitor**

From the above, the competitor most similar to our offering is nutrition balance tracker. In the category, we have identified two successful and popular providers, “Live strong” (<http://www.livestrong.com/>) and “MyNetDiary” (<http://www.mynetdiary.com/index.html>).

#### **LIVESTRONG.COM**

LIVESTRONG.COM is a website that offers articles, tools, and forums about food and exercise in order to prevent cancer and other illness. It is formed by Demand Media (NYSE DMD), a content and social media company in Canada, which operates many websites, eHow, LIVESTRONG.COM, Cracked and typeF. It partnered with Lance Armstrong Foundation and formed LIVESTRONG.COM. It has diet/exercise Apps available as well.

#### **MyNetDiary**

MyNetDiary is a website/APP provider similar to LIVESTRONG.COM. Unlike LIVESTRONG, it doesn't emphasis on cancer. Most users would see it as a web based weight losing service provider. Yet it in fact tracks 45 nutrition variables. And it offers tracking service for Diabetes patients. It is operated by 4Techonology Corporation, a privately held software company based in New Jersey.

Both of them provide service in English only and serve English speaking countries. Language barrier and food item difference makes them difficult to serve Chinese speaking countries

which our product plan to serve.

Both of them have significant users and members. We will use MyNetDiary as our benchmark competitor, because it is more similar to our product.

### **4.3. Offerings of Key Competitor**

As mentioned, MyNetDiary offers Apps and website to provide online service. They use Freemium pricing strategy. They offer free and paid version apps on smart phone and tablet. They also offer “MyNetDiary Maximum”, a full featured service on website.

Note that

- 1) They have complete product line on iOS system— free version on iphone, paid version on iphone (\$3.99), and paid version on iPad (\$ 9.99). The functionality increases accordingly. App users get limited service on website; membership payers get full features. Apps on iphone and iPad synchronize with the website. The membership fee is \$5-9 per month.
- 2) For Android and blackberry users, there is only on-phone paid version available, which is also \$3.99
- 3) Membership fee for full featured website service are
  - 12 months - \$60 payment (or \$5 a month )
  - 6 months - \$42 payment (\$7 a month)
  - 3 months - \$24 payment (\$8 a month)
  - 1 month - \$9 paying month

The following are the functions offered under the three pricing categories published on their website (<http://www.mynetdiary.com/products.do>)

**Table 2: Functions of “MyNetDiary”**

	Free	Pro App	Max
<b>The Web site best in the industry food and exercise tracker</b> searches as you type in 445,000 food database, automatic recent history, recipes, custom foods.	✓	✓	✓
<b>Full-featured food planning and tracking</b> up to 45 nutrient break-down, food customization, food entry time, auto-spelling of food and activity names, resetting weight history, food labels personalized according to nutrition plan, show/hide page parts and much more.	Some features are available for iPhone only	More features are available for iPhone only	✓ Full-featured Web site, iPhone and BlackBerry apps
<b>Exercise planning</b> with weekly worksheet	iPhone only	iPhone only	✓
<b>AutoPilot</b> for keeping your diet plan updated when body weight, target weight, exercise plan and other factors change. Helps you avoid weight plateau and frustration by lowering food allowances according to your current weight and weight target.			✓
<b>Daily bottom-line analysis</b> , daily report that can be printed or exported to file	iPhone limited to view only	iPhone limited to view only	✓
<b>Diet trend analysis</b> with <b>9 types of charts</b> and <b>6 types of reports</b> with flexible time periods, printing and export.	Some features are available for iPhone and Web.	More features are available for iPhone and Web.	✓
<b>Tracking up to 20 body measurements</b> , including BMI, BMR, hips, waist, chest, body fat, bone weight, hours of sleep, step count etc.		✓	✓
<b>Universal Tracking.</b> A full set of health trackers with targets cholesterol, HDL, LDL, tryglicerides, A1C, blood pressure, pulse, medications and custom trackers. Tracker entries record time, multiple labels (to see correlations), and notes.			✓
<b>Diabetes Tracking</b> *. Easy and comprehensive tracking of blood glucose, medications, insulin, combined with our precise food and exercise tracking, completed with custom trackers. Special charts and reports paint a "big picture" helping you avoid or manage diabetes. Available on the website only while we are working on companion mobile apps!			✓

<b>Withings and Fitbit linking.</b> Automated download of Withings body scale and BP monitor readings. Automated download of Fitbit exercise calories for diet analysis and planning.			✓
<b>Online mobile community</b> for peer support, motivation and accountability. Supported by Registered Dietitian. Allows for sharing diary information with peers, trainers and dietitians. Integrates with Twitter and tweets your diet progress and achievements for you.	✓	✓	✓
<b>No advertisements</b> , we value your time and attention and focus on your diet.	No ads for limited time	✓ No ads in iPhone or iPad app	✓ No ads in apps and on the Web site
<b>Priority technical support via built-in support screens, e-mail, and forum.</b>	E-mail and forum	E-mail and forum	✓

#### 4.4. Competition Analysis and SWOT

Identifying/tracking nutrition intake and menu planning are not brand-new ideas. Apps with these functions are already available on the market. And, some of them also offer exercise planning. But until today, there is no App that integrates nutrition tracking and menu planning together. And they are all individual oriented. None of them is designed for households.

Our product, “Household health management platform” not only integrates the two parts, it also link with online grocery shopping, and thus it offers a complete process of diet plan.

With this product, users are able to execute their diet plan as early as making shopping lists. Everything in the kitchen is there with a reason. As long as they execute the diet plan as they planned to, they are on track of it. There is no need to entry food taken at each meal and that saves a lot of time. ( However, if the user were not able to follow the diet plan completely for a week, there is still interfaces in this system for them to keep the record.)

The time saved is not only that. Having the preference being recorded, the half day weekly shopping now becomes 15 minute. It is achieved by (1) Having diet plan and preference

record, the system know your needs better than any online grocery seller. This doesn't only save your time, but also helps you avoid buying something you don't need while wondering in the supermarket. (2) Home delivery. It is one of the best features of online shopping for food. Just take milk for example, it is heavy and it has to be put in the refrigerator as soon as possible. Don't ever think about going for a movie after shopping for milk. You have to go home right away. Home delivery solves that problem. And it works the best for old people living in apartments without elevator.

The only time consuming part is the initial data input and choosing a diet plan. For the former one, it only happens once in a life time, and users of other Apps have to spend time on that particular process anyway. For the latter one, the frequency is low as well, because each diet plan needs at least several months to show effect. Changing it too frequently is not a wise decision. Considering the previous facts we believe that users in fact save time by using our System.,

We tried to use MyNetDiary as a benchmark to conduct a SWOT analysis. But since the two Apps are actually focusing on very different markets, one to the English speaking individuals, and the other to the Chinese speaking households in Taiwan, we found that the comparison should be taken with due reserves.

Comparison of the two in a nets shell

**Table 3: The comparison between “HHM” and “MyNetDiary”**

	“HHM“	“MyNetDiary”
<b>Language difference</b>	<b>Chinese interface</b>	<b>English Interface</b>
<b>Focus difference</b>	<b>Household oriented</b>	<b>Individual oriented</b>
Nutrition knowledge source	Open source	Closed
Diet objective	Multiple	Weight losing, and diabetes
Diet plan and nutrition calculation	yes	Yes
Meal planning	Yes	No
Food recognition	No	Yes
Online shopping integration	Yes	No
Body measurement tracking and analysis	yes	Yes

The following is SWOT analysis

**Table 4: SWOT analysis**

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>✓ Open source nutrition model offering flexibility</li> <li>✓ Multiple objectives</li> <li>✓ Multiple users</li> </ul> <p>Integration with grocery purchase and household oriented features which offer a one stop solution and thus enhance customer royalty.</p>	<ul style="list-style-type: none"> <li>✓ No exercise plan.</li> <li>✓ The concept of open source nutrition model is too broad to communicate</li> </ul>
<b>Opportunity</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>✓ Chinese interface serves Taiwanese better than English one</li> <li>✓ Serves market in a broader scope than weight losing</li> <li>✓ High loyalty in online shoppers brings us bargaining power in the ecosystem. ( online shoppers, advertisers ...etc)</li> <li>✓ Customer behavior is recorded in our data base. Sharp targeted marketing is to be carried out.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Other internet companies might follow up and launch similar services, and the big ones might have superior system development/customer service and experience than we do</li> </ul>

## 5. Marketing plan

This product does not involve any new technology. Its uniqueness is at the level of integration on one single platform. Therefore, it can be mimicked by competitors quickly. The key to success in the marketing plan is attracting substantial users fast enough and leave no room for latter comers.

### 5.1. Pricing

We have a free version and a paid version available.

#### Free Version

The functionality for the free version is the same as the paid version, but the nutrition module is available only for one sub account. The rest of the sub accounts are fixed according to the basic module which will be designed with base on the recommendations announced by the Taiwanese Health Department. (See the figure below) The duration would be limited to 30 days. In other words, all the result analysis can only be carried out for the latest 30 days. If the users wish to use it for a longer time span, they would need to purchase the paid version.

It allows customers to try out all the functions within one month. As mentioned in SWOT analysis, the openness of this product makes it difficult to communicate the concept without the customers experiencing the service on first hand. The free version works like a free sample. Those who are interested in diet management can grasp the process by trying the free version. If they find it valuable, they can upgrade to the paid version. For those who were attracted by the online shopping function, the free sampling experience might increase their interest in using the health management function. In other words, free version is one way of promotion.

After sampling, some of the users might still think the dieting part isn't attractive for this



reason we have designed the functions of the free version for allowing online shopping. As long as they use this platform to do regular grocery shopping, we can make money out of the transaction fees, and that will cover our cost.

### Paid Version

The paid version is priced at 250 NTD annually subject to renewal. If users do not renew at the end of one year of service, the system will return to free version.

Different from other Paid Apps that are charged once in a life time, this system charges an annual fee.

As the number of sub accounts is unlimited and the system is designed to be used across different devices; having one family paying 250NTD once a year, allows every family member to use the system to plan their diet, in other words using more than one device will not incur extra charges. Comparing to our benchmark competitor “MyNetDiary” which charges once a life time fee 3.99 USD for smart phone, 9.99USD for tablet, if a user wishes to use it on both devices, he or she would need to pay 13.98 USD.

Assume a family with two people is going on diet, and each of the members purchases both phone version and tablet version of “MyNetDiary”, that cost would be equal to a family purchasing our paid version for 4 years, that without considering the extra functions of open source nutrition knowledge, menu planning, and online shopping. For the aforementioned reasons we believe that 250 NTD per year is a reasonable and acceptable price for a Taiwanese average household.

The benefit for adopting an annual fee strategy for us is that it can create continuous revenue streams. But what is more important is that it keeps the customers engaged in the health management process. Users of Apps tend to forget Apps purchased long ago because they are

only charged once. They always think they can leave it and come back to check it out some other time which is not something we wish to happen to our customers. As mentioned in the introduction, the author wishes to use this system to enhance self-accountability in the customers. She knows that every tool has its limitations. Only when people are aware that their health is in their control will it become sustainable. Therefore, we have adapted our pricing to an annual fee pricing scheme to get the customers engaged in the process.

## 5.2. Target consumer analysis

In order to further analyze what kind of consumer would be interested in this product, we made a questionnaire (see appendix) and spread it via internet through social networks.

The questionnaire was designed to allow the measurement of the purchase intention of the respondents; for this purpose two of the questions were especially relevant (1) Which of the four functions would respondents most likely need (allowing picking more than one) and (2) whether respondents would rather download the free version, the paid version, or none of them.

With base on the previous questions we categorized the respondents as follows

**Table 5: The Category of respondents to the survey**

Category	Definition	Number of respondents	Percentage
D	Want to download paid version	24	21%
C	Want to download free version, and also claimed they need either "My nutritionist" or "Result analyzer"	60	51%
B	Want to download the free version, and claimed they only need the free functions ( "IGrocery" and "Diet Planner" )	17	15%
A	Do not want to download any of them. Or they claimed they want to download the free version, but were not interested in any of the functions.	16	14%

From the definition, we can see the group of strongest purchase intent is group D, followed by C and B, the least is group A.

### **The purchase intent**

The fact that only 21% of respondents manifested that they want to download the paid version (group D), does not surprise us. The complexity of the product made it difficult for the respondents to understand how it works and the benefits it brings due to the limitations inherent to a description contained in a questioner. During further conversations with some of the respondents in which a more detailed description was allowed, it was identified that the purchase intention might be higher than the figure suggested by the questioner since people usually require some trial experience before purchasing the paid version of Apps or software of this kind.

Furthermore, those who claimed interest in downloading the free version and making regular use of either "My nutritionist" or "Result analyzer" account for 50% of the total respondents. This group as long as is offered a satisfying user experience in the free version, might upgrade to the paid version as well.

### **Overall perception of the product**

After querying out the responses from Group A (since that was the group which manifested no interest in the product) we built the following perception profile.

**Table 6: The result of survey**

Overall liking	3.55
Price/ value	3.75
Uniqueness	3.73
Need	2.99
Compared to Similar product -Better	3.29
Believability	3.80
Intend to Recommend	3.62

(Scale from 1 to 5; 1 being the lowest and 5 the highest)

The above score tells us that people think this product is quite unique, and the value/price is reasonable, therefore they would like to recommend it to friends. The overall like score is less than that of uniqueness, which implies people think it is indeed unique, but they do not like it as much. The reason might be at the need index, which is the lowest and is close to 3, (the neutral value of the scale) meaning people do not have a strong perception of need for the product.

The explanation for this low perception of need could be found in other qualitative answers for instance; 75% of the respondents replied that there is a need of dieting either related to themselves or their family, but 60% of these respondents deal with this need by "Trying to consume beneficial food items in their daily life according to common knowledge", and 18% of them "Are not taking any action to improve their diet"; with none of them using Apps or software for diet management. The previous results show that these respondents do not actually identify a precise need for dieting in their daily lives, this could be due to the age group to which they belong (most of them are quite young Besides the concept of using apps to manage diet is not yet widely accepted which could explain as well the low perception of need for the product.

### **The key demographic factor determining purchase intend**

We found the most evident demographic factors are number of people in the household,

family income, and diet needs. Average number of people in the household, average family income ranking, and percentage of respondents that claimed that themselves or their family need diet are higher in group D, followed by group C and B, lowest in group A.

The need for diet is self-explanatory, and the number of people in the household is straight forward as well -Managing the diet of an entire family is more complicated than managing our personal eating habits -the previous fact is one of the most important competitive advantages of this product. Therefore, the more family members living together, the stronger will be the incentive for a user to purchase the product.

The household income is positively related to the purchase intention. This might have to do with the purchasing power of the household, but we believe it is more related to lifestyle factors. It is reasonable that the higher the income, the more desire for health improvement, especially for those people who used to neglect their health in order to advance their careers while they were young.

We also found that, except for group A, the higher the decision maker's age, the stronger the purchase intention is. From the above, we believe that the profile of the household that will be more interested in the product is most likely one in which the parents are around 45-60 years old, having 20-30 year old children living with them. Such parents are near their retiring age and they have achieved a certain position in their careers with sufficient income. They are familiar with computers and internet which means that they can accept the concept of using software for diet management. And most important of all, they are more focused on health than career, which contrast with the tendencies observed in younger people.

On the other hand, we were expecting that respondents that eat out more often would be less interested in this product, because it is commonly believed that cooking at home is better for health due to better control on the ingredients being used. However, we find surprising that

the percentage of eating out is almost the same across the four groups. This might imply that people choose to eat out or cook at home because of objective living conditions, but their health consciousness and how do they wish to manage their diet is not related to their eating out habits.

Finally, because the survey was conducted between the author's friends, we believe the sample is biased. First of all, it is spread out through Facebook, meaning that all of the respondents are Facebook users. Secondly, we noticed three figures from the final results which show that the sampling base is more prone to young, technology savvy, highly educated people. (1) The smart phone/tablet users in the Decision maker is 66% of the total respondents, which is higher from the Taiwan average 30%<sup>10</sup> (2) The percentage of respondents that claimed to have purchased food items through the internet in the last year is 29%, which is also higher than the data of 11%<sup>11</sup> (3) The average people in the household is 2.59, lower than the Taiwan average of 3 ((data from the Directorate-General of Budget, Accounting and Statistics)

From the above, we believe the sampling group is not neutral, and might include relatively less respondents with the demographic characteristics that we have identified as our target market. Thus, we believe in the universe of Taiwanese consumers, the real percentage of people belonging to group D --- those who want to purchase the paid version---should be higher than 21% if the survey were conducted with enough resources to allow for a statically precise study, study which exceed the scope of IMBA business plan thesis.

### **5.3. Place**

The web based nature of this product leaves the channels strategy simple. It is composed of two, a world wide web page for PC users, and uploading Apps on Apple and Android app

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<sup>10</sup> <http://www.find.org.tw/find/home.aspx?page=many&id=331>

<sup>11</sup> [http://www.emailcash.com.tw/newcorp/tns\\_article149.htm](http://www.emailcash.com.tw/newcorp/tns_article149.htm)

store for smart phone and tablet users. The cost of web page development and domain registration fee are included in IT expense.

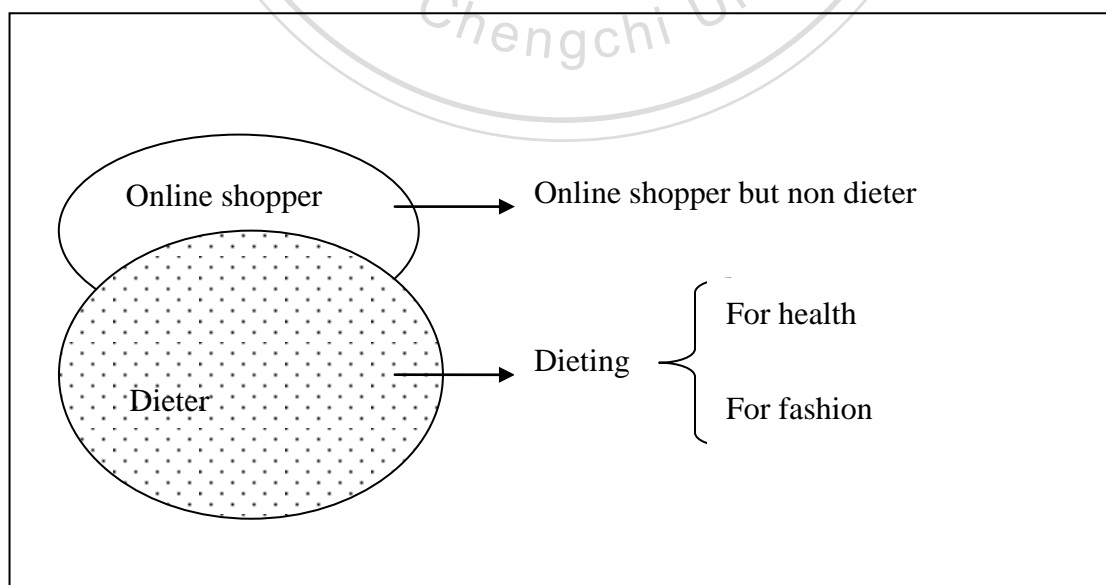
## 5.4. Promotion

In the wild and overwhelming internet world, how can we expose ourselves to customers?

The first and foremost promotion strategy is “Pay Per Click” advertisement. We will bid on key words like “diet”, “nutrition”, “health management”...etc. While users key in these words in search engines, our service will appear at top or side of result page as sponsor advertisement. This is a simple tool for users to look us up whenever they think of. But in depth promotion to create awareness is a prerequisite. Our strategy to attain that is described in the following part.

### Promotion strategy for different customer categories

To better create awareness, we first breakdown our potential customer base. We identified the two purposes for people to use this product which are online shopping and health management. Furthermore we classify those who wish to go on diet, in health purpose and for fashion purpose.



**Figure 4: The concept of consumer category**

The following are the promotion strategies for each of the categories

#### **5.4.1. Dieting for health purpose**

As the marketing tone of this product is health oriented, we are supposed to attract more customers in this category. They are the segment that is most likely to use both online shopping and diet management functions. And they should be more loyal than non dieting online shoppers. Since they use more of the functionalities, they are the source of most of the revenue streams, revenues which would be more sustainable and long lasting.

We will use both digital and conventional media vehicles for promotion. First of all, as mentioned in previous part, we will place banner advertisement on partnering online grocery sellers' websites. This promotion strategy is going to be effective, as the viewers of such ads are exactly the same as our target both in terms of shopping behavior and health consciousness. And this strategy is synergetic with our partners.

Second, we will promote our product with the nutrition model knowledge owners. While searching for partners, we will first look for writers that are about to publish books or have intention to publish books in the near future. Upon authorization, we will be developing nutrition models and get ready to upload them parallel to the new book release period. We will promote at campaign activities related to the book such as media conferences, newspaper/ magazine coverage...etc. Information about our service will appear as a flyer inside of the book informing readers how to implementing the knowledge through our system.

Except for the above, we will have our own independent promotion like putting advertisements on health magazines and websites. Also we will invite bloggers to test-try our service and recommend to their audience.



### 5.4.2. Dieting for fashion purpose

Other than managing eating habit for health purposes, some people, especially young Taiwanese girls, go on diet for fashion, and some for both. In fact, most people would love to both stay healthy and look fit. It's just people differ in the weight of beauty and health. If we only use health oriented promotion strategy, we might miss a substantial proportion of customers. Customers that are fashion oriented but mediocre in health consciousness might be only exposed to fashion oriented media. Therefore, we will put advertisement on fashion magazines and websites to increase our awareness in this crowd of people.

### 5.4.3. Online shopper but non dieter

We assume the customers of this category to be marginal, given the fact that shopping in Taiwan is convenient. Therefore, we won't put effort in this category, at least for the time being. Since the PPC advertisement is able to reach all customers, this will be the only promotion strategy for this category.

**Table 7: Promotion strategy**

Promotion strategy		
Channel	Digital media	Physically media
Customer category		
For all	PPC advertisement on search engine	-
Online shopper but non dieter	PPC advertisement on search engine	-
Dieting for health purpose	Health websites/ Bloggers Co promotion with partners, grocery sellers	Health magazine Co promotion with partners, the health book writers
Dieting for fashion purpose	Fashion website	Fashion magazine Female magazine

## 6. Operations

### 6.1. System development and launching timetable

After assessment, the complete system development requires one entire year. But, with in one year, competitors might notice it and take action on us. Therefore, we will divide development into two phases. Simple version in phase one and complete version in phase two, 6 months each. The merit of that is that the simple version will be more straight forward for users to understand and operate, making it easier to communicate the concept in a short time frame. We need to gain as many user as possible, as fast as possible, to build an entry barrier for competitors. Lunch an innovative idea and attract large amount users in a short time is a commonly used strategy in internet business. And that is the backbone strategy of the whole marketing plan.

While launching the simple version, the same IT team will continue to develop the complete version and make necessary adjustment when market reaction comes in vision. Another 6 months latter, we will make a second launch for the complete version. It means, if competitor notice our move and want to compete with us, they have only 6 months to react. And during those 6 months, we are doing intensive promotion at the same time. And we should be able to obtain substantial number of users.

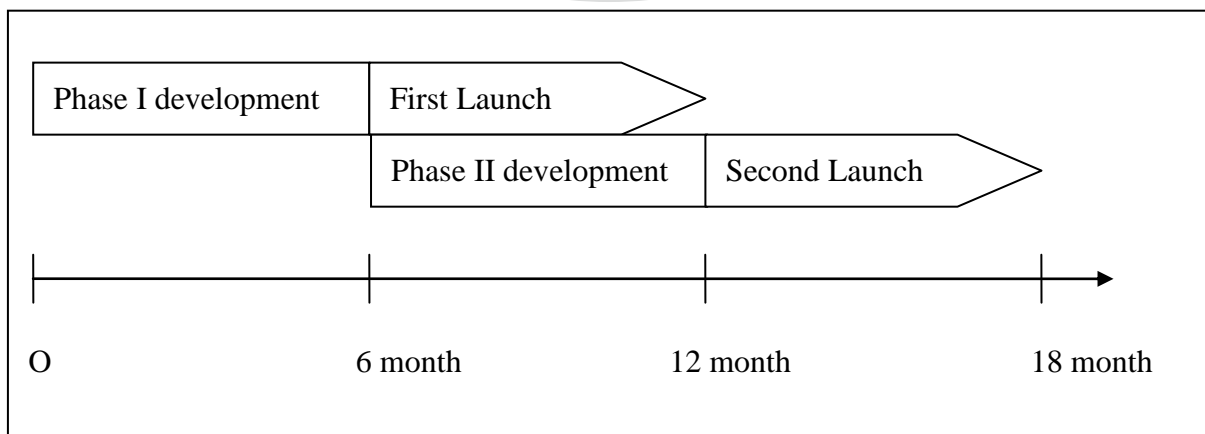


Figure 5: The timeline of development plan

## **6.2. Partnership development and launching timetable**

However, what takes time to develop is not just the system, but also the partnership.

Partnership with existing online shoppers and nutrition knowledge owners.

### **6.2.1. The benefit for nutrition knowledge owners and partnership scheme**

As mentioned in the previous part, the diet knowledge follows an open source model and as such is open to the contributions of any doctor. In order to reach that goal, we need to form a team in charge of materializing strategic alliance (SA) and have them identify and reach ideal knowledge owners.

The ideal owners we are looking for are professional medical doctors/nutritionist that writes health books. The real purpose for them to write the books is sharing knowledge, gain publicity or both. Our App can be used for the same purposes—develop nutrition module Apps as a supplement of the books, and issue them together with the new book release promotion will be the most straight forward and effective way to gain awareness—for the book and for our service.

#### **Partnering scheme**

By partnering with us, we help them to turn the book wording to digitalized tools to help people apply this knowledge in their daily lives. It is an extension of service for existing readers. And having these models uploaded on App stores, it's another new channel to gain exposure. App users but not book readers might find the App helpful and will get interested in the writer. In that way, the writers gain even more publicity.

The writers do not need to invest anything but the corresponding license to their proprietary copyrights and methods. The development process is on us. They only need to hand in a copy of the book and authorize us for developing the module. And he/she is still the intellectual property owner. The profit for selling the module first goes to cover the development cost,

which is to be limited\*. Once the revenue covers development cost, we start to share the profit. The price of each module is 200NTD, we expect to earn 100NTD for each download.

\* Note The development cost will be limited because in order to fasten the speed of publishing models, we develop an easy interface for data inputting. For each set of module, we will only need several hourly workers for data input, limited engineer working hours to check and fine tune before uploading to app store. In other words, the time consuming part is taken ahead to system development blue print.

### **6.2.2. The benefit for online grocery seller and partnership scheme**

"I Grocery" is like Ebay or yahoo, is an intermediary between various sellers and consumers, with special focus on food and grocery. Although this platform can serve both health oriented customers and convenience oriented customers, we will first look for healthy/organic food sellers to be our partner. Two reasons for that. First, since health is the backbone concept of this software, appearing on the marketing together with healthy/organic food sellers sends coherent image. (More detail is to be elaborated in next paragraph) Second, comparing to ordinary food, healthy/organic food is not easy to get access to. We bring more value addition to customers by linking multiple healthy/organic food sellers than ordinary sellers. Shopping in Taiwan is in fact convenient. Linking ordinary sellers doesn't create attraction to customers.

#### **Benefits to partner with us are**

##### **1) The marketing concept coheres**

To go on diet is about selecting the right item and quantity to eat. Consuming healthy/organic food is about choosing food that was produced following sustainable methods. Both consumption patterns are out of health motivations. By linking with us vendors of healthy/organic foods are in fact extending their service offering to existing consumers,

enabling them to eat the right things in the right way.

Organic food is on average twice as expensive as ordinary food but with higher quality. The concept is the opposite of those large quantity package food sold at discounted price at supermarkets. They use discounted price and bundle promotion to stimulate people to buy more. Customers very often end up buying more than they need. This brings extra burden to their health. (Also, even at ordinary stores, junk foods are displayed on shelf locations that appeal to consumers. This kind of products does not exist at organic stores) Taking into consideration the medical cost derived from the modern over eating lifestyle, they are very possibly paying more than they saved from the discounts.

The concept of our menu planning is encouraging people to purchase just the right quantity according to their diet plan. This concept coheres with the mindset of organic food.

Partnering with us is like co-branding. We together offer the idea of selecting and eating food in a healthy way.

**2) By getting linked with other sellers, they can avoid pressure of expanding variety to secure customers.**

Organic foods are not easy to source not only to consumers but to sellers as well. It's difficult for one single seller to provide everything a family needs. For instance, a family that conducts a Chinese medicine diet plan on this platform might need some herbs that are not planted in Taiwan. These kind of customers will need to find his/her way to look for that particular herb. This increases the risk of losing such customer to other providers.

Having multiple grocery sellers linked to the platform, customers can easily find everything they need at the same place. The convenience will attract more customers than if these sellers were separated. Sellers can access to more customer after linking to this platform. They can avoid the pressure of expanding variety to secure customers to better focus on their strengths

and unique offerings.

### **Partner scheme**

The partnership scheme is simple. The only difference is they need to put their latest product item on “I Grocery”, so that the key word search function can find the closet offerings across sellers according to the consumer’s shopping list. They, still receive orders from their own websites; ship goods from their own storage to the customer’s house. As part of the agreement partners will agree to display advertisement for the App on their websites, which also enhance the overall health concept brand image. The cost to enjoy the benefits above will be a commission of 2.5% per transaction, which is 0.5% less than Yahoo Taiwan.

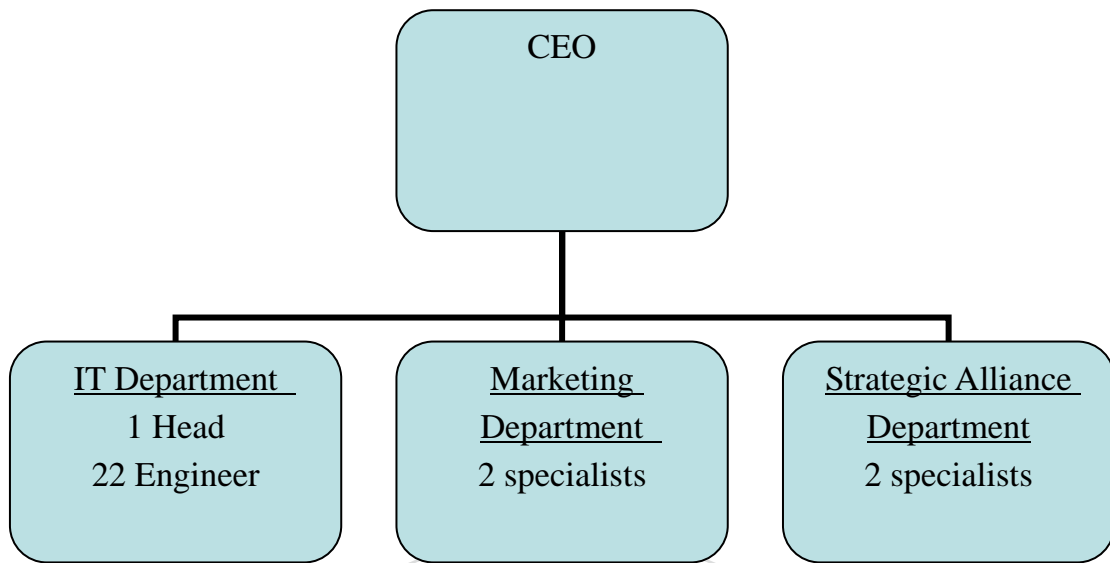
### **6.2.3. Partnership development and launching timetable**

As developing the system takes time, building the related partnerships takes time as well. In the first 6 months of preparation period, the SA team will engage in partnership arrangement. At the first launch, we want to have 1-2 organic stores, 1 ordinary store, 1 Chinese medicine herb store, and 1 ready-made Chinese medicine soup store on “I Grocery.” And then continue expand to more sellers in the following period.

### **6.3. Organization Structure**

The design of the organizational structure and cost assessment are based on three major activities, system development/maintenance, finding and selecting partners, and marketing.

The following is the organizational chart, and human force allocation required for the project



**Figure 6: The Organizational chart**

27 people in total



## 7. Demand forecast and revenue streams

There are three revenue streams

1. Sales of paid version
2. Sales of nutrition modules (Profit sharing with knowledge owner)
3. Transaction fee from “I Grocery”

### 7.1. Sales of paid version

The methodology used here to determine sales and market share is related to Professor Lyn Lin’s Bases model. The rationale is send out a market survey to estimate how many people in the target universe will be interested in purchasing the concept. And adjust the percentage by awareness level, distribution level, time factor...etc.

Our methodology here comes from the model, but due to limited resources, it is simplified. We have estimated the target universe in the previous part, concluding that it will be around 7-10 million from 2013-2017. To obtain the possible number of users of this system, we will multiple that by the three following ratios.

**1) How many percentage of people will be purchasing this system, which is denoted as “Need %” in the following tables.**

Under the Bases model, this Need% can be obtained by conducting proper market research. However, due to limited resources, the author could only get an approximate figure by interviewing people in convenience samples of which we obtained is 20%. Therefore, we will use 20% as the basis for sales forecasting.

**2) Awareness level %**

Awareness level is related to the promotion strategy. Our Marketing budget for each year is 4 million. By selecting the most effective media, we are expecting to reach 20% awareness



level, or in other words, have 20% of the people in the Target universe aware of this system. And by continue investing in marketing, we expect the awareness level to continues increase in the following years.

### 3) Distribution level

The distribution level for the two groups of customers- Smart phone/Tablet users, and PC users but non Smart Phone/ Tablet Users are different. For the latter, as long as the website is launched, and we have sufficient PPC advertisement, customers are able to find us. The distribution level is 100% throughout the five year operation. For the first category, customers can only download this App via Apple or Android App store, which is estimated to be 57% by Google recently.<sup>12</sup>

Note that in the first year, this system will be lunched in the second half of the year. Considering the time factor, the first year's distribution level would be 50% and 29% respectively. For the rest 4 years, it would be 100% and 57% respectively.

The calculation as follows

**Table 8: Sales of paid version**

Year ( in dollar NTD)	1 2013	2 2014	3 2015	4 2016	5 2017
Target universe_total (individual)	7,774,329	8,387,016	9,022,440	9,680,601	10,361,500
Smart phone/Tablet User	4,477,410	6,067,653	7,776,300	8,914,800	9,691,050
PC user excluding Smart Phone/ Tablet User	3,296,919	2,319,363	1,246,140	765,801	670,450
<b>Smart phone/Tablet User</b>					
Awareness%	20%	50%	60%	70%	80%
Need%	20%	20%	20%	20%	20%
Channel % (Smart Phone/ Tablet OS system)	29%	57%	57%	57%	57%
# of users	51,042	345,856	531,899	711,401	883,824
<b>PC user but non Smart Phone/ Tablet User</b>					
Awareness%	20%	50%	60%	70%	80%
Need%	20%	20%	20%	20%	20%
Channel %	50%	100%	100%	100%	100%
# of users	65,938	231,936	149,537	107,212	107,272
Total # of user	116,981	577,792	681,436	818,613	991,096
Total # of household	38,994	192,597	227,145	272,871	330,365
Revenue in sales of paid version	9,748,404	48,149,374	56,786,310	68,217,770	82,591,313

<sup>12</sup> <http://forum.inside.com.tw/viewthread.php?tid=796>

Note 1 Market share is total number of users/ target universe

Note 2 Each household only needs one membership to the system. Therefore, we transfer the total number of users into the total number of households by dividing the former by 3, which is the average number of people in a household (data from the Directorate-General of Budget, Accounting and Statistics)

## 7.2. Sales of nutrition modules

There are surveys about how many Apps does one user download on average available, however we think that data is not applicable, given the fact that the nutrition modules are all health related and those surveys have a broader scope.

The intention of buying nutrition modules are more like buying health books, which is looking for a solution for daily health enhancement. Purchases are most likely to happen after readers finish reading a health related book and wish to try the diet plans discussed in the book through our system. Also, since different diet plans for each category of patient are described in the book, we will design different modules according to the relevant theory to carry out a tailored plan for each member of the family. Taking both of the above two factors into consideration; we assume that each paid version subscriber will purchase 1 modules annually.

The calculation for that revenue stream as follows

**Table 9: Sales of nutrition module**

Year (in dollar NTD)	1 2013	2 2014	3 2015	4 2016	5 2017
Total # of household	38,994	192,597	227,145	272,871	330,365
Profit of nutrition module (100NTD)	3,899,362	19,259,750	22,714,524	27,287,108	33,036,525

Note that the price is 200NTD per modules, and the expected profit is 100NTD per download after development cost and profit sharing with knowledge owner.

## 7.3. Transaction fee

To estimate the income from transaction fees, we will use the same approach but a different

target universe, which is the food item transaction volume online.

To obtain that volume, we first look at the total online market volume. The total volume was 430 billion NTD in year 2011<sup>13</sup>, this figure has been growing at almost double digit percentages in recent years and it is expected to continue growing. Considering the recent economy slowdown and the fact that this market might reach its mature stage, we assume its growing speed to be 10% from 2013 to 2015.

As for the proportion of food and grocery items in the market, according to the survey from Ministry of Economy Affairs, the percentage was 3.9 at the year 2008.<sup>14</sup> Therefore, we assume that percentage to stay at the same level of 4% throughout the first five years of operation.

From the above, we obtain the market universe in dollar amounts by multiplying the above values.

Under the same logic, we need the “Need%”, Distribution level, and awareness level to determine market share. The distribution level will be the same as that of “PC users but not Smart phone/tablet users” as the channel is the same- the website and PPC advertisement that lead user to the website. The awareness will be the same as well, because the concept of this service is being promoted at the same time.

However, the “Need%”, or in other words, the percentage of people using this function will be different. As mentioned, the shopping function is available in free version. The factors needed to determine the “Need %” are related to the consumers purchasing behavior.

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<sup>13</sup><http://techorange.com/2011/11/11/rapid-growth-of-online-shopping-price-comparison-service-into-the-next-trend/>

<sup>14</sup> 財團法人資訊工業策進會(2008), B2C 網路商店經營調查報告, 經濟部97年度電子商務法制及基礎環境建構計畫, P.26

In order to determine the Need%, we need to first look the main reasons for people to shop food online.

Some of them do so to buy things that are available only in some regions. Some do so to replace daily ingredient shopping.

Where our system has competitive advantage is the daily ingredient shopping for organic/food. Given the fact the shopping for ordinary food is convenient in Taiwan, but organic/healthy food is not easy to get access to. Our system, linking different organic/health food sellers together with other related providers, can solve such consumers' common difficulty of sourcing for everything at the same place. Therefore, we believe our system will be highly needed in this category. We believe, under proper promotion and educating public, the Need% for this system in this category of customers will be 50%.

For the rest of the market, where we might be indifference with other competitors, we assume only 5% of the customers will need us.

Although we don't have data, but given the fact that healthy/organic food is not the main stream, we will assume the percentage of healthy/organic food in the food online shopping market is 20%, and the rest is 80%. And base on the need assumption, the Need% will be 14%.

The following is related calculation.

**Table 10: The online buyer but not dieter's need ratio**

	Percentage in food online market	Need%	Total Need%
Organic/health food	20%	50%	14%
The rest	80%	5%	

The following is calculations base on the above assumptions.

**Table 11: Revenue from transaction fee**

Year (in dollar NTD)	2011	2012	1 2013	2 2014	3 2015	4 2016	5 2017
Online shopping Market (NTD)	430,000,000,000	473,000,000,000	520,300,000,000	572,330,000,000	629,563,000,000	692,519,300,000	761,771,230,000
Online shopping growth rate		10%	10%	10%	10%	10%	10%
Food item percentage			4.0%	4.0%	4.0%	4.0%	4.0%
Food market online (NTD)			20,812,000,000	22,893,200,000	25,182,520,000	27,700,772,000	30,470,849,200
Need%			14%	14%	14%	14%	14%
Channel %			50%	100%	100%	100%	100%
Awareness			20%	50%	60%	70%	80%
Transaction volume			291,368,000	1,602,524,000	2,115,331,680	2,714,675,656	3,412,735,110
Transaction fee income (2.5%)			7,284,200	40,063,100	52,883,292	67,866,891	85,318,378

#### 7.4. Total revenue and its breakdown

The total revenue and its breakdown is showed as follows

**Table 12: Revenue Breakdown**

Year (in dollar NTD)	1 2013	2 2014	3 2015	4 2016	5 2017
Total revenue	20,931,965	107,472,224	132,384,126	163,371,769	200,946,216
Sales of paid version%	47%	45%	43%	42%	41%
Sales of nutrition modules %	19%	18%	17%	17%	16%
Transaction fee%	35%	37%	40%	42%	42%

The most important income will be transaction fee and sales of paid version. The sales of nutrition module is at a smaller proportion, but it's value is more at strategy aspect. It is the unique offering that attracts out customers.

## 8. Cost structure and Financials

Table 13: Five year financial projection

Line	Year	0	1	2	3	4	5
	(in dollar NTD)	2,012	2,013	2,014	2,015	2,016	2,017
1	Revenue		20,991,965	107,472,224	132,384,126	163,371,769	200,946,216
2	After Tax Revenue		14,185,367	96,683,613	120,188,420	149,449,081	184,949,341
3	Variable cost						
4	Salary Expense_IT		2,350,000	8,200,000	9,840,000	11,808,000	14,169,600
5	Salary Expense_Marketing		1,400,000	1,400,000	1,680,000	2,016,000	2,419,200
6	Salary Expense_SA		1,400,000	1,400,000	1,680,000	2,016,000	2,419,200
7	Salary Expense_CEO		1,000,000	1,000,000	1,200,000	1,440,000	1,728,000
8	APPs transaction fee		2,924,521	14,444,812	17,085,898	20,465,331	24,777,394
9	Contribution margin		5,110,846	70,238,801	88,752,527	111,703,700	139,435,947
10	Fix cost						
12	Depreciation		160,000	215,000	255,000	295,000	335,000
13	SG&A						
14	R&D		11,250,000	7,500,000	9,000,000	10,800,000	12,960,000
15	Advertisement and promotion		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
16	Administration		2,000,000	1,700,000	1,870,000	2,057,000	2,262,700
17	Net Margin		(12,299,154)	56,823,801	73,627,527	94,551,700	119,878,247
18							
19	Interest expense (3%)			238,775	238,775	238,775	238,775
20	Tax (17%)		0	9,619,454	12,476,088	16,033,197	20,338,710
21	Net Profit		(12,299,154)	46,965,572	60,912,664	78,279,728	99,300,762
22							
23	Operating CF		(12,139,154)	47,180,572	61,167,664	78,574,728	99,635,762
24							
34	Machinery_Laptop	(540,000)					(540,000)
35	Machinery_server	(200,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
36	Working capital level		23,400,000	25,200,000	29,270,000	34,137,000	39,958,700
37	Increase in working capital	(23,400,000)	(1,800,000)	(4,070,000)	(4,867,000)	(5,821,700)	0
38	Investment CF	(24,140,000)	(1,820,000)	(4,090,000)	(4,887,000)	(5,841,700)	(560,000)
39							
40	Operation & Investment CF	(24,140,000)	(13,959,154)	43,090,572	56,280,664	72,733,028	99,075,762
41							
42	Finance CF	24,140,000	13,959,154	0	0	0	0
43	Equity	24,140,000	6,000,000				
44	Liability		7,959,154				
45							
46	Balance sheet						
47	Equity	24,140,000	17,840,846	64,806,417	125,719,082	203,998,810	303,299,571
48	Liability	0	7,959,154	7,959,154	7,959,154	7,959,154	7,959,154
49	Leverage (DVA)	-	0.308	0.109	0.060	0.038	0.026

The following are assumptions behind

### Line 1, 2 營業稅

Line 1 is base on revenue forecast in previous part. Line 2 is line 1 deduct the 5% 營業稅.

### Line 4, 14 System related expense

As mentioned in marketing plan, we will divide the development into two phases. In phase one, we will have 5 engineers to work under each project. At the end of phase one when we will launch the product, we will leave 2 engineer to handle the operation. We will hire 2 more

engineers for each project and make another three project teams of five to continue on phase 2 development. 6 months later, upon completion of the system, we will leave half of the force to daily operation and half to following up upgrading development. We also have one IT Department head to lead the team.

The work force distribution in detail

**Table 14: The labor force allocation on system development**

		Project A	Project B	Project C	Engineer Total	IT Head
0-6 month	Development	5	5	5	15	1
7-15 month	Development	5	5	5	21	1
	Maintenance	2	2	2		
13 month and after ( annually)	Upgrading	4	3	3	21	1
	Maintenance	3	3	3		
	System operation	2				

Note

Project A\* “ “My nutritionist” ,”Result Analyzer” and Nutrition model development

Project B\*” Diet planner”

Project C\*” I Grocery”

System operation\*\* Cross project IT infrastructure maintenance which will grow as user number grows

Assume average annual salary for IT engineer to be 0.7 million, IT Head to be 1 million, the salary cost are

**Table 15: The expense allocation of system development**

Period	Activity	Financial account	# of people	Salary cost (in million)
0-6 month	Development	R&D	15+1 IT Head	5.75
7-12 month	Development	R&D	15+1 IT Head	5.5
	Maintenance	Salary	6+1 IT Head	2.35
13 month and after ( annually)	Upgrading	R&D	10+1 IT Head	7.5
	Maintenance	Salary	11+1 IT Head	8.2
	System operation			

The above are projection of year 1 and 2. Assume salary of IT department to grow 20%

annual afterwards.

### Line 5, 6, 7 Salary expense

Assume Marketing and Strategic Specialists annual salary to be 0.7 million, CEO 1 million in the first year. And it grows 20% annually since year 2.

### Line 12 Depreciation

This is a software company. The only machinery that needs to be depreciated across years are laptops and servers. Laptops are one per person. Each cost 20,000 NTD, and is expected to be straight line depreciated for 4 years to zero value. In the first years, there are 24 people. (IT 16+6/2=19 people, others 5 people) Year 2-5 are 27 people each.

Two servers in the first year, each cost 100,000. Servers are expected to be straight line depreciated for 5 years to zero value. And it is expected to increase 2 more servers every year afterwards.

Thus, the total depreciation is calculated in the following table

**Table 16: Depreciation of fix asset**

Year	1	2	3	4	5
# of employee	24	27	27	27	27
Depreciation of laptop	120,000	135,000	135,000	135,000	135,000
# of server	2	4	6	8	10
Depreciation of server	40,000	80,000	120,000	160,000	200,000
Total	160,000	215,000	255,000	295,000	335,000

### Line 9 Apps transaction fee

Android and Apple App stores will charge 30% of the price as transaction fee at each download. This account is the related expense. Note that Apple iTunes store also charges 99 USD at the initial uploading, but the cost is too little therefore its ignored. <sup>15</sup>

### Line 16 Administration

<sup>15</sup> <https://developer.apple.com/programs/ios/distribute.html>



In year one, it is composed of startup cost 300,000 and office miscellaneous expenses. The office miscellaneous includes rental 100,000 NTD per month, water/ electricity, Internet, and stationary expenses ...etc, which are expected to be 1.7 million in the first year and are expected to grow 10% each year since year 2.

Line 36,37 Working capital

Not until the first lunch at month 6 would it bring in any revenue. To be more conservative, we will prepare capital that is enough for all the expenses in first year. So as year 2-5.

Line 40, 43, 44, 47, 48 Cash flows and funding plan

The sum of operation and investment cash flow indicate the start up capital we need to source in year 1 and 2. We will need 24 million before year one, followed by 16 million before year two.

For the 24 million, we will look for investors. We will look for Venture Capitalist to invest 25% of the shares. My family and I will use private saving to invest 60% of the shares. The rest 15% of shares will come from friends and relatives.

For the 16 million in the following year, we will have the same investors increase investment to finance 6 million, and use bank loan for the rest 10 million. Supposedly we should be generating revenue in year 1, we should be able to prove to banks the ability to pay back debt. Therefore, these 8 million will be funded in this way.

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## 10. Appendix

### 飲食管理軟體問卷調查

#### Marketing Survey for health managing software

1. 您是否居住在台灣? Currently are you living in Taiwan?

是 Yes  否 No

2. 您的國籍為? From which of the below regions you originally come from?

台灣 Taiwan

東北亞 North East Asia

南亞(含印度) South Asia ( Including India)

中北亞 (含中東) Central and North Asia (Including middle east)

歐洲 Europe

非洲 Africa

北美 North America

中南美 Central and South America

澳洲 Australia

Other

#### 家中最常決定飲食的人 The Decision Maker

一個家庭通常會有一位最常決定飲食內容的家庭成員，例如最常煮飯的人，或是最常採買食物的人。有可能是您本人，也有可能是其他成員。請針對這位"飲食主要決定者"的相關資料，回答下列問題。

There is usually one person in a household that decides which food is consumed by the whole family, for instance, the one who cooks most often, or the one who buys the food. Such person may be yourself or other family member. Please answer the following questions based on the characteristics of such **Decision Maker** in your own household.

3. 此人之性別為? The gender of the decision maker?

男 Male  女 Female

4. 此人之年齡? The age of the decision maker?

~20  22-30  31-35  36-40  41-50  51~

5. 此人之教育水準? The education level of the decision maker?

高中職以下  高中職  大學  碩士  碩士以上

6. 此人是否智慧型手機或平板電腦的使用者? Is the decision maker a smart phone/tablet user?

是 Yes  否 No

## 家庭飲食行爲調查 Household Survey

以下問題請依照您家中的飲食行爲習慣回答。若您獨自居住，則您的"家庭單位"就是您自己一人。 Please answer the following questions according to your household habits and characteristics . If you live by yourself please answer based on your personal conditions.

### 7. 同住之家人合計年收入 What is the approximate annual income of your household

- ~599,999 (台幣) (NTD)
- 600,000~799,999
- 800,000~999,999
- 1,000,000~1,799,999
- 1,800,000~

### 8. 家中餐點，在外食與開伙之間....? For daily meals, do you and your family eat out more often or cook at home more often?

- 開伙爲主 Cooking at home
- 外食爲主 Eating out

### 9. 家裡會使用網路採買食物 Has your family purchased food products via internet in the last year?

- 是 Yes
- 否 No

(若答"是"接下題。若答"否"接 12 題 If yes, go to next question. If no, go to question 12)

### 10. 用網路採買何種食物? What kind of food do your family purchase via internet?

- 地方特產 Regional Specialties
- 有機商品 Organic food
- 折扣商品 Discount offerings
- 家裡日常飲食所需 Daily grocery
- 其他\_\_\_\_(請說明) Others, please state\_\_\_\_

### 11. 您選擇使用網路購買食品的原因? Why do you choose to purchase food products on-line?

- 商品獨特性(要買的東西只有網路上買得到) The product is only available on internet
- 價格優惠 Price
- 需要宅配服務 Home delivery service needed
- 網路購物比較省時 It saves time to purchase on internet
- 其他\_\_\_\_(請說明) Others, please state\_\_\_\_

12. 您認為自己或家人，有選擇食物的種類與份量的需求。Do you think you or your family need some guidance relative to which food items you should consume and in which quantities (Diet)

是 Yes  否 No

(若答“是”接下題。若答“否”接 15 題 If yes, go to next question. If no, go to question 15)

13. 那麼請問您慎選食物與份量的目的為? (可複選) If, yes. What is the purpose for going on diet?

一般性的維持身體健康。For overall health maintenance

減重 For weight losing.

有目標性地預防或因應某種疾病 For preventing or curing a certain disease.

其他\_\_\_\_(請說明) Others, please state\_\_\_\_

14. 用何種方式選擇正確的食物? In which of the following ways do you or your family plan your diet?

雖然有這樣的需求，其實也沒有特別積極留意。Although there is such a need we are not taking any action to improve our diet

會就自身的常識，選擇有益的食物。

Try to consume beneficial food items in our daily life according to common knowledge

以智慧型手機 APP 軟體來做飲食規劃。Use smartphone Apps as aids to plan our diet

透過與營養師諮詢，做飲食規劃。Go to nutritionist to obtain tailor made plans

其他\_\_\_\_(請說明) Others, please state\_\_\_\_

## 產品概念調查

下列題目，請針對下述產品概念回答

本產品是一套飲食管理軟體，有下列功能

[My Nutritionist] 針對各個家庭成員不同的體質與目標，給予飲食建議。

[Diet Planner] 協助使用者依照以上飲食建議建立一周購物清單。

[iGrocery] 以關鍵字功能，將購物清單，與多家線上食品雜貨廠商比對。在最短時間替使用者找出最適合、最划算的廠商。

[Result Analyzer] 一旦使用者建立飲食計畫，並定期輸入欲追蹤之身體數據(體重、血糖值...等)，本軟體內建分析表格可以隨時回報實施飲食計畫之成效。

說明

1) 其中[My Nutritionist] 的資訊來源為開放平台。即專業營養師、西醫師、中醫師...等，均可將其營養管理知識，交由開發團隊，設計成模組，讓使用者針對自行需求付費下載。此即為，本軟體可以達到之飲食規劃種類不僅包含減重，更拓及中醫食補、糖尿病飲食等多重目標。全家人的飲食規劃，均可在同一軟體上進行。

2) 相較一般減重 app 需要使用者輸入每天每餐飲食內容。本軟體因連結 [菜單規劃] 與 [購物清單]，故使用者可省去該步驟。

3) 智慧型手機、平板電腦、桌上型電腦均可上網使用。

#### 售價

免費版本包含 [Diet Planner] 與 [iGrocery] 完整功能，以及 [My Nutritionist] 與 [Result Analyzer] 的試用功能。完整版本費用為，一個家庭一年台幣 250 元 (若用戶不續訂，到期時只會剩下 [Diet Planner] 與 [iGrocery])

## Product Concept survey

The following section is related to the product concept described below, please read the description before answering the questions.

Our product is a diet managing software application (website and mobile), which comprises the following functions

<b>[My Nutritionist]</b>	It is the heart of the platform, it is a database of nutritionist generated dieting plans tailor made to attend the needs of different kinds of users. The plans comprise objectives going from weight control to dietary management of chronic diseases as diabetes.
<b>[Diet Planner]</b>	Calculates dietary requirements for one or several members of a given household based on the plans available in [My Nutritionist] and generates the corresponding shopping list for the necessary ingredients.
<b>[iGrocery]</b>	Matches [Diet Planner] generated shopping lists with the offerings of multiple on-line grocery suppliers. It reduces research cost by locating the most relevant offers at the lowest possible cost.
<b>[Result Analyzer]</b>	Help dieters trace their progress by asking them to maintain periodic records of health measures such as weight, body mass index, sugar levels, blood pressure etc. With base of those records generates relevant charts and tables.

1. The above functionalities are provided for free, but in the free version My Nutritionist only contains the plans made available publicly by the Ministry of Health of the Republic of China – Taiwan. A wide variety of extra plans for attaining different objectives, for instance protein weight losing, diet for diabetes...etc are also available upon yearly subscriptions.

2. By planning meals according to the calculations of Diet Planner the user will have an exact idea of his daily calorie consumption without recording each meal that he has consumed during the day.

3. The software can be downloaded and operated on smart phones, tablets, and desktop computers. Price The free version contains [Diet Planner] and [iGrocery], and a basic version of [My Nutritionist] and [Result analyzer] The complete version is available for a yearly subscription of 250NTD per family per year, if a subscription expires without renovation all functionalities will reset automatically to the basic package.

**15. 哪項功能您最想要使用? (可複選) Which of the functions do you need the most?**

My Nutritionist

Diet Planner

iGrocery

Result Analyzer

都沒有 None of the above

**16. 針對上述軟體，您的傾向是? After looking at the product description above, you think you will be interested in**

只對免費的功能有興趣，所以只會下載免費版本。 Download and use only the free package.

對付費的功能有興趣，會下載付費版本試試看。 Pay for a subscription at least for one time.

都不會 None of the above

以下問題，請按照您同意或不同意下方問句的程度來回答。

**For the following question, please answer by the degree you agree or disagree with the corresponding statement.**

	非常同意.....非常不同意 Strongly agree...strongly disagree
17. 您喜歡這個軟體 You like this product	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
18. 您覺得這個軟體是有價值的。 You think the features of the paid version of the product justify the yearly subscription cost.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
19. 您覺得這個軟體是特別的。 You think this product is unique.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
20. 您認為家裡有需要購買這個軟體。 You think your family needs this product	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
21. 您認為這個軟體比其他類似產品更好。 You think this product is better than other diet solutions available.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

22. 您相信這個軟體是具有可行性。You think a product such as the one described above can be offered to the market in the near future	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
23. 您會想要向別人推薦這個軟體。You will likely recommend this product to others	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

