

國立政治大學商學院國際經營管理英語
碩士學位學程

International MBA Program
College of Commerce
National Chengchi University

碩士論文

Master's Thesis

巴克斯紅酒餐飲集團營運企劃書

Bacchus Winery & Cuisine Incorporation Business Plan

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Advisor: Prof. Chester S. Ho

中華民國一〇一年七月

July 2012

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A Thesis

Submitted to International MBA Program

National Chengchi University

in partial fulfillment of the Requirements

for the degree of

Master

in

Business Administration

中華民國一〇一年七月

July 2012

Acknowledgments

First, I would like to express sincere gratitude to my advisor, Professor Chester S. Ho. Throughout my thesis process, he was always supportive and guided me with patience. With his mentorship, I have acquired a clear view of a new business projection and made my thesis more complete and persuasive. His advice and insight provided me with a remarkable journey of discussion.

In addition, I am grateful to all the IMBA professors, staff and classmates. In the past three years, I obtained a lot of knowledge and friendship, which encouraged me to explore my life and created more possibilities in the future.

On a personal note, I am deeply obliged to my parents and family for their support through the challenging time of IMBA. I am especially thankful to my wife, Amanda Wang, for her understanding and tolerance when my time was occupied for school. I dedicate this thesis to them.

Abstract

Bacchus Winery & Cuisine Incorporation Business Plan

By

Chris Li

This thesis report presents the process which has been followed to develop an incorporation of wine restaurant project in Chinese market, and it will start the projection in Taiwan first.

The goal of the thesis is to provide investors with clear information and concept of the development of this innovated business model in China in the respect of the wine culture. Bacchus is the god of the grape harvest, winemaking and wine, and also the god of ritual madness and ecstasy in Greek mythology. In western society, wine culture already existed for thousands of years and has become a daily common consumption. However, it is still in an infant era in Asian market, especially the Chinese market.

Focused on wine culture and developing a new wine consumption experience, BWC Inc. will be the first restaurant to offer wine set in different themes, and

meanwhile offer the matched food (tapas) set. Our value curve will be close to yet different from the existing premium western restaurant. It will also offer the function of lounge bar, which is friendly for the mass consumers. Through the business model, wine culture can be widely spread instead of being just an expensive entertainment for premium customers.

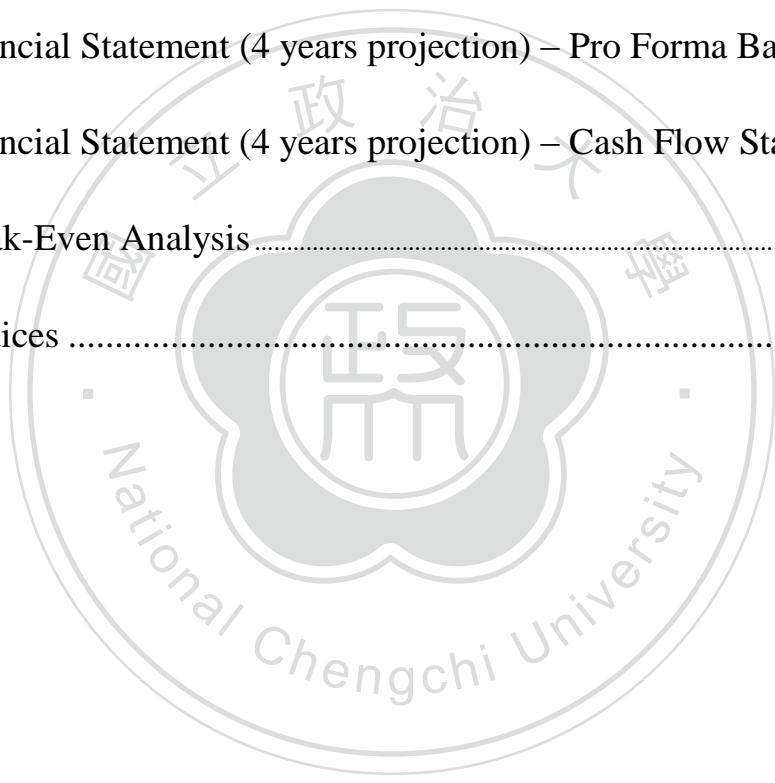


TABLE OF CONTENTS

1.	Executive Summary.....	1
2.	General Company Description	3
2.1.	Vision	3
2.2.	Mission.....	3
2.3.	Business Philosophy	3
2.4.	Industry Background.....	4
3.	Products and Services.....	8
3.1.	Product.....	8
3.2.	Service	8
3.3.	Key Success Factors.....	9
4.	Marketing Plan.....	12
4.1.	Marketing Environment Analysis.....	12
4.2.	Competitor Analysis	14
4.3.	Product Positioning – Blue Ocean Strategy.....	16

4.4.	Market Segmentation & Target Consumers	19
4.5.	Product Strategy.....	21
4.6.	Pricing Strategy	21
4.7.	Channel Strategy.....	25
4.8.	Promotion Strategy	28
5.	Management & Organization	31
5.1.	Company Management.....	31
5.2.	Company Organization.....	32
6.	Operations Plan.....	33
6.1.	Production.....	33
6.2.	Location.....	33
6.3.	Personnel.....	35
6.4.	Inventory	36
6.5.	Suppliers.....	37
7.	Startup Expenses and Capitalization	38

8.	Financial Plan	39
8.1.	Sales Forecast	39
8.2.	Financial Statement (4 years projection) – Income Statement	42
8.3.	Financial Statement (4 years projection) – Pro Forma Balance Sheet	43
8.4.	Financial Statement (4 years projection) – Cash Flow Statement	44
8.5.	Break-Even Analysis	44
9.	Appendices	47



1. Executive Summary

BWC Inc. is a restaurant which offers wine service with various meals and tapas. For the wine lovers, we provide a wine friendly environment for them to consume the wine. For the mass consumers, we provide an easy access for them to become wine lovers and enjoy the wine tasting culture.

Our target customers are white collar level. There are more and more people start to enjoy the wine culture among this level. As for now, the image of wine consumption in Asia is still the entertainment of the premium customers. The wine price in the restaurant or bar is extremely expensive and the quality is not good in average. We would like to encourage white collar level to order the wine when they are in restaurant, further enjoy the beauty of the marriage between wine and food. We only serve the traditional meal set with wine in lunch and dinner section, but serve the wine set with tapas set in all time.

The wine consumers in Asia, especially in Chinese market, always buy the wine in the retail stores such as Costco and the wine retailers or distributors of the wine importers. There is no such a wine-friendly restaurant for they to gather and they can only have the wine in somebody's place or their home. The restrictions of the place and the budget of the wine make them can only have limited enjoyment of the wine.

While there are currently different competitors in Taiwan such as the premium western restaurants and the lounge bars which offer the grape wine, few of them really offer a good and friendly wine service; even in those which offer good service in wine, the price is always extremely expensive that mass consumers could not afford.

BWC Inc.'s marketing strategy is to emphasize the attractive price with the interesting theme of the wine consumption. Wine lovers will constantly come to enjoy the wine and food here and meantime bring their friends who are our potential customers along.

All services will be provided by well-trained staff. We will have three service teams which are restaurant service team, wine service team and cooking team. The management of BWC Inc. consists of CEO, CFO and CMO. Our CEO has over 8 years of experience in general management, direct sales and strategic planning. CMO has over 5 years marketing and sales experience in both wine and restaurant business. CFO is a certified accountant in Taiwan and China who is also a wine-lover for over 10 years.

Based on the size of our market and our defined market area, we will capitalize NTD 26,000,000 for the start up. The sales revenue projection for the first year is NTD 138,750,000. We are seeking 30% growth rate in sales for the first three year and achieve constant sales revenue of NTD 261,300,000 after the 4th year. The average Net Income/Total Sales ratio will be more than 20%.

2. General Company Description

2.1. Vision

BWC Inc. (Bacchus' Winery & Cuisine Incorporation) is a business entity that provides good wine, delicate food and fancy environment for wine lovers. It is a new concept of restaurant that the menu and the services will follow the theme of wine. Unlike the traditional restaurants, which offer meal along with table wine, BWC offers different kinds of wine along with matched food. BWC also provides the environment like a lounge bar, customers can share the great moment with family, friends and colleague almost any time in BWC. The innovated business model will build up a strong brand name in Taiwan and eventually expand the market to China, which is a country that the wine lovers are growing explosively. BWC will redefine the consumption of wine and furthermore deliver greater experience of the wine culture to our customers.

2.2. Mission

The mission of BWC Inc. is to become a wine culture themed restaurant & lounge business and generate more than 20% profit margin for its shareholders. BWC will become a leading dining space which serves various wines in reasonable price and pare with different kinds of food which are matched for different kinds of wine. Initially, the goal of business scale will be at least 3 branches in different cities in Taiwan; eventually, the ultimate goal will be spreading the branches in China, at least one branch in each major city, in 10 years.

2.3. Business Philosophy

BWC Inc. is a company which sells “great experience of wine consumption”.

Our target customers will be the middle class white collars who do not have a premium income but would like to enjoy the beauty of wine. Customers of BWC Inc. are not here for getting drunk, they are here for wine-tasting and friendship.

2.4. Industry Background

A Growing Market

The wine market scale is rapidly growing in Asia in the past decade, especially in Chinese market such as China, HK, Singapore and Taiwan. (Table 1, p.5) In Taiwan, the wine import market has been growing at a 20% rate in terms of the volume during 2003~2007 and encountered the first decrease by 14% in 2008 due to the slow economy of financial crisis. After a flat growth of 2009, wine sales rose by an astonishing 36.81% in 2010, illustrating the wine-consumption market is still growing rapidly in Taiwan. According to Directorate General of Custom record in September, 2011, Taiwan has imported up to 10.55 million liters of wine, surpassing the record of 9.2 million liters by 15% during the same period in 2010.

Region/Country	Volume (Unit: box contain 12 bottles of wine)	Percentage
Global	326 million	100%
China	245 million	75.15%
America	46 million	14.11%
Russia	21 million	6.44%
Others	14 million	4.29%

Table 1. The overview of the global wine consumption increase volume to 2016

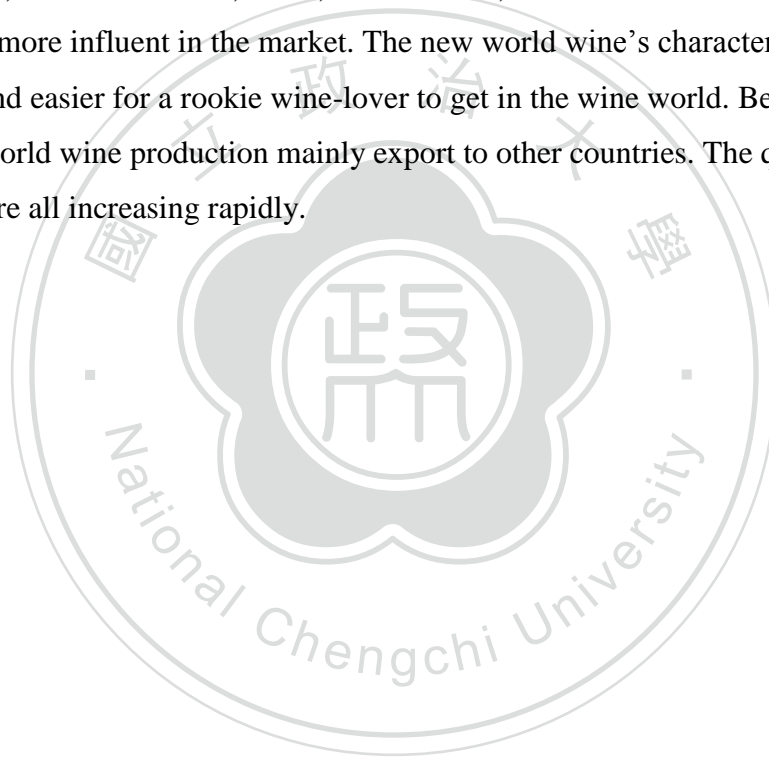
Source: <http://money.chinatimes.com/news/news-content.aspx?id=20120226000178&cid=1208>

The Trend of the Industry

- **Increasing wine knowledge and interest in pairing wine with meals** – The most popular Chinese drinking culture has been “bottoms up” for a long time. As the wine knowledge spread, more and more wine-lovers choose to “taste” the wine, instead of just “drinking” it. In addition, promoting the healthy benefits of wine also stimulate the growth in Taiwan market. Furthermore, consumers start to enjoy paring wine with meals. A perfect combination of wine and food, a wine-lover would say, is just like a marriage.
- **Diversified sources of wine information** - In the past, most people could only get the wine information from the wine sales. Nowadays people can easily get wine information from internet website, blog, magazine and other Medias. More and more TV programs introduce

the culture of wine. The information booming will definitely push the demand to a higher level.

- **New world wine is rising while the old world wine is still leading the market** – Although the wine market is still leading by the traditional wine companies in Europe. However, the new world, such as America, Chile, South Africa, Australia and New Zealand, is getting more and more influent in the market. The new world wine's characteristics are basically cheaper and easier for a rookie wine-lover to get in the wine world. Below chart shows that the new world wine production mainly export to other countries. The quality and the quantity are all increasing rapidly.



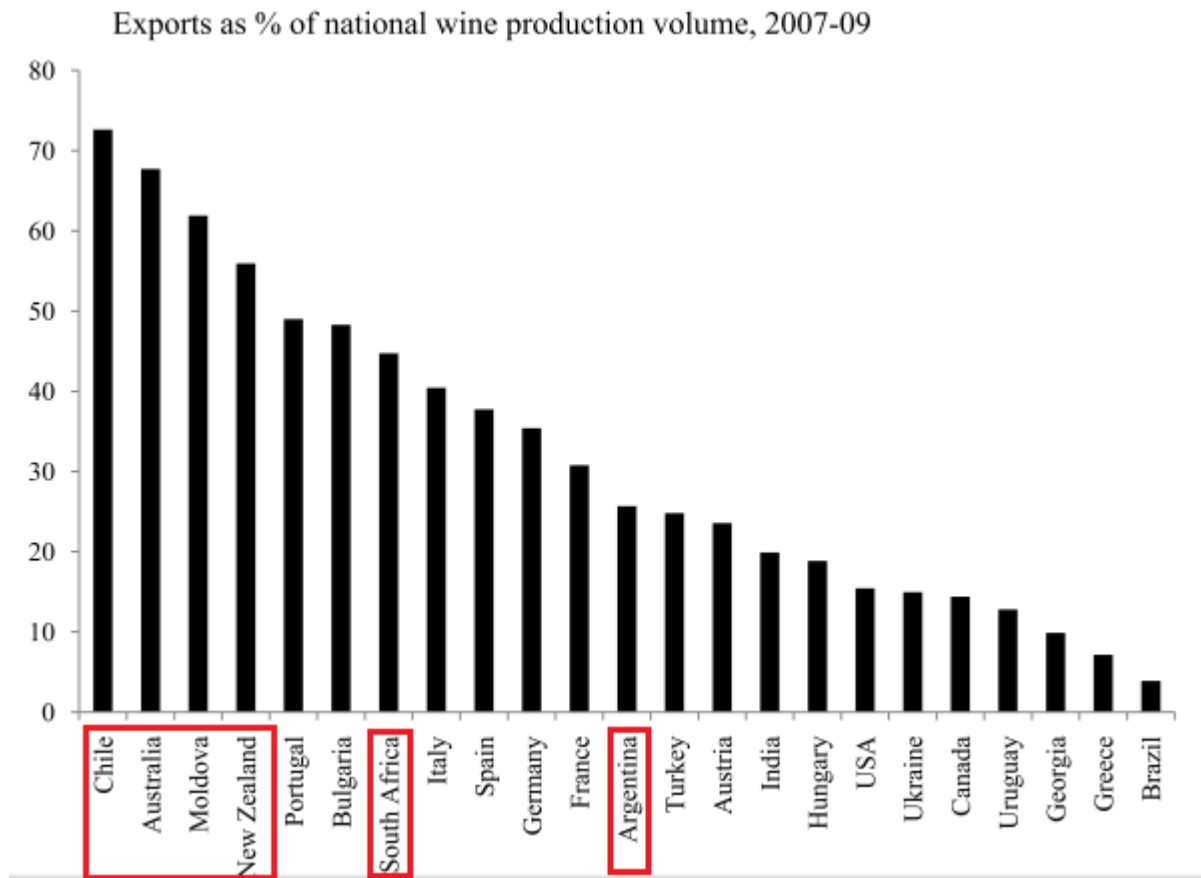


Figure 1, exports as % of national wine production volume 2007~2009

Resource: http://www.adelaide.edu.au/wine-econ/papers/GWM_SC_charts_043011.pdf

The market is growing without doubt yet the trend is also moving toward a different direction. BWC Inc. considers that young adults and white-collar people are the most potential customers in the future. Wine-tasting is no longer just a privilege for the high-end customers in Asia; there are more and more middle class wine-consumers. Those middle class customers' wine knowledge is still in the stage of infant and they will surely become wine lovers who will select the good wine to drink. We want to explore this market and get the first move advantage.

3. Products and Services

3.1. Product

- Wine (Grape Wine) – BWC Inc. offers great varieties of wine. The wine types can be categorized by species of the grape, the regions of the vineyards, the countries, the year of harvest, and the levels of different standards.
- Food (Meals & Tapas) – BWC Inc. offers different kinds of food and each of the food matches for different kinds of wine. In lunch & diner sections, we offer the traditional meal sets with wine. However, the major consumption our customers would make is to order wine set paring with tapas set. The customers who order a wine set could have a set of bread and cheese on house. The meal options will be less while the tapas' will be various. For the tapas, we offer seafood such as shrimp, lobster, crab and oyster and also provide high quality steak in an adequate size to pare with wine.

3.2. Service

- Dining – BWC Inc. offers normal dining service in meal time (11:30 am~14:30 pm & 17:30 pm~10:30pm). There will be several sets of meal for our customers to order. Customers can have a special discount if they order meal with wine set.
- Afternoon happy hours – BWC Inc. offer special price for customers who would like to have an afternoon wine, instead of afternoon tea. Basically, all of the wine set will be sold at 10~20% discount.

- Gathering – BWC Inc. offers gathering services such as birthday party, family reunion, friends’ gathering and business meeting, etc.
- Nightlife lounge style – BWC Inc. will operate as a lounge at night (11:00pm~2:30pm). Customers can have a set of wine with some delicate food. There will be Jazz Band Performance all the time in 2 shifts. Customers can order a private box in advance with different minimum charge. They can also choose to sit at bar or stand against the long table to enjoy the moment.

3.3. Key Success Factors

- Innovative Business Strategies – On the perspective of the consumers, unlike normal restaurants, BWC Inc. serves wine pares with food, not food pares with wine. On the perspective of the suppliers, BWC Inc. adopts a unique “zero wine inventory” strategy (this strategy will be explained in the Channel Strategy of Marketing Plan) and creates a win-win situation. Our customers can see plenty of wine from different country, region, and grape variety in our restaurant. These innovative business strategies will not only attract the wine-lovers but also make more customers become one of them. With foreseeable high customer loyalty, this strategy can generate good and sustainable profit margin.
- High-tech equipment – BWC Inc. sells wine mainly in glass but also in bottle. The nature of wine is different from liquor. One bottle of whiskey can be consumed over several years after opened, while one bottle of wine can only last for few hours after opened. Wine itself is a living beverage; the taste changes after opened just like telling a story and make the drinker fall into the world of wine. The nature of taste time limit makes most wine consumers have no chance to taste diversified wine at one time. BWC Inc. will adopt the wine dispenser system to solve this problem.



The wine dispenser's advantages are:

1. **Increase the profit margin** - Consumers can lower the risk of buying the wine they don't like through the dispenser. For example, when a customer is going to buy wine that he or she never tastes before, a bottle is \$1,000 and a glass is \$150 (1/10 of a bottle), which would he or she choose? Obviously, most of the wine-lovers would choose to buy a glass to avoid that this wine might not meet their appetites. Meanwhile, BWC Inc. can have higher profit margin.
2. **Good storage of wine and keep the wine fresh** – Generally, wine's aroma, tannins and structure will be devastated in 8~24 hours after opened. Once the wine has been opened and storage in the dispenser, the machine will fill the bottle up with inert gas to prevent the wine with the air. The wine will be storage in a stable temperature from

5%~18%, depend on different wines. With the dispenser, a bottle of wine can be preserve in a good condition for 3 weeks the most.

3. **Lower the cost of labor and good control on the quantity** – Everyone can easily operate the machine. BWC Inc. can save the cost of labor training. Also, thru the machine to dispense the wine can have a good control on the quantity of each glass.
- Flexible Consumption Options – Customers can experience an ultimate unrestrained consumption in BWC. Our customer can order a glass of wine, a bottle of wine or a set of wines by glasses depend on his/her own preference. With a reasonable additional payment, one can have sets of food to pare wines. Like the services mentioned before, customers can also come to BWC to enjoy their lunch and dinner. Our customers can have the great services with diversified options.
 - Competitive Prices – BWC Inc. offers our customers the best quality of wine with the most competitive prices. The so-called “most competitive” is compared with our competitors which are hotels, restaurant, café, and night club. Basically the wine’s prices in BWC will be similar to the prices of the wine retailers. If you compared the price in a glass rather than in a bottle, it will be even much cheaper in BWC. Our customers can easily do the budgeting to consume in BWC. (This key success factor will be explained in detail in Pricing Strategy in Marketing Plan)

4. Marketing Plan

4.1. Marketing Environment Analysis

Economic Environment

Taiwan is thirsty for opening new entertainment options. This is the story why we believe that we could afford a good life. The island has a GDP per capita about USD35,700 (Republic of China National Statistics, 2012; cf. 5). The consumption per capita is highly concentrated on urban areas. The average propensity to consume is .45 in urban areas, twice than the Taiwanese average (ibid, cf. 26). As a rule of thumb, wine consumption boost as income per capita overreach USD25,000 (on real terms) and average propensity to consume is higher than .40 (Hall & Mishkin, 1982; cf. 34). Taipei City is already there.

Wine Business Environment

Mass consumers have slightly increased their consumption but it remains unrelated to restaurants or wine bars (Beijing Sinomonitor International, 2007; cf. 3). Consumers use retailers as the main channel for buying wine, however, it is significant to mentioned that evidence suggested that consumption in hotels, restaurants and cafes (Horeca) has been concentrated in this last channel in Mainland China (New Zealand Trade & Enterprise, 2010; cf. 3). In Taiwan, horeca is still lagging behind due strong monopolistic conditions, especially regarding location (Beijing Sinomonitor International, 2007; cf. 27). Most wine distributors in Mainland China are foreign enterprises that have diversified sales during the last 10 years using final retailers to penetrate the market (New Zealand Trade & Enterprise, 2010; cf. 7). Brand positioning it is still low but national brand is highly regarded, especially on restaurants and cafes.

In Taiwan, prevailing business model use retailers as main source to sale wine. Usually, these business units are large-scaled reducing the chances to segment the market or matching rightly wine consumption with consumer preferences (Beijing Sinomonitor International, 2007; cf. 31).. As a consequence, wine consumption has not been specialized and retailers still trust in “educated guesses” and discount from importers to fit the demand (Australian Trade Commission, 2008; cf. 15). On the other hand, supermarkets are becoming strong outlets in the “off premise” sector and their buying policies are contributing to downward pressure on wine prices to the consumer (New Zealand Trade & Enterprise 2010; cf. 4)

Taiwanese wine consumption has increased during erratic periods meanwhile in Mainland China income per capita and raising urbanization has played a major role to boost the demand (Thorpe 2009, cf. 3). As a consequence, operational risks are higher in Taiwan and producers have not work tightly with retailers to help them to sell winery's product in a still relatively immature market.

In Taiwan, it is difficult to track wine consumption with major demographical variables. Some market analysis, associate Chinese booming consumption with more joint-venture initiatives in the island but Mainland China inclusion into WTO membership has broken this competitive advantage (Auger et. al, 2012; cf. 2). Some argue that Taiwanese recent boost on wine consumption is a “tipping point phenomena” that has its roots on an increase of Western culture over (Marsh 2012; cf. 1). Others attribute increase in consumption rates in non-durables, in general, to income effects on urban areas (Ministry of Interior 2012; cf. Introduction)

Regardless these explanatory variables, there are some indirect effects coming higher wine drinking-knowledge and a more diversify nightlife experience. This has increased the consumer expectations on the wine consumption and thereby put pressure on prevailing wine bars offers (New Zealand Trade & Enterprise, 2010; cf. 9).

Other demographical patterns traced out are the reduction on the family size with a relative stable family structure. This has caused that the time spend outside the household has increased but outsourcing household-related activities is relatively low (Ministry of Interior 2012; cf. 18). As a consequence, a young male target presents potentialities but the market will not increase in the future posing pressure in a rapid penetration strategy.

4.2. Competitor Analysis

Major Competitors

Western Restaurants (serve steak & wine)

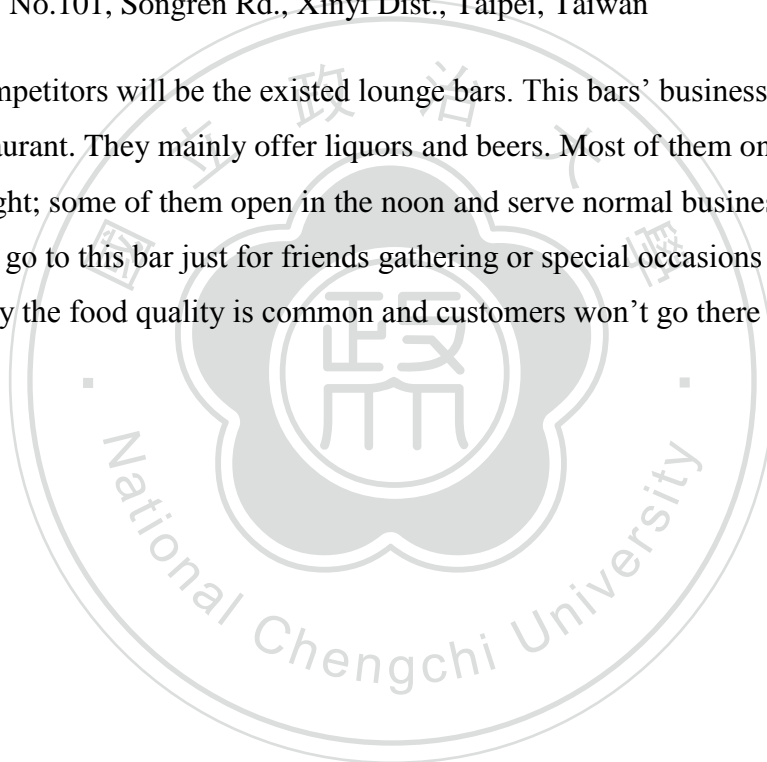
- Just In Bistro & Wine Bar/No.30, Songshou Rd., Xinyi Dist., Taipei, Taiwan
- Danny & Company/No. 33, Lane 52, Shi-Wei Rd., Da-an Dist., Taipei, Taiwan.
- Prime 168/ No.168, Jingye 4th Rd., Zhongshan Dist., Taipei, Taiwan
- A Cut/ No.63, Sec. 2, Zhongshan N. Rd., Zhongshan Dist., Taipei, Taiwan

BWC Inc.'s first competitors will be the western restaurants which offer meals with wine. This kind of restaurants is famous for their meals (or Chef), especially in the Beef steaks. Most of them import high quality beef and age the beef by famous chef they hire. Because beef dishes are always pare with red wine, these restaurants also hire some sommeliers to serve their customers wine. However, the price of a set of meal already is expensive there, not to mention ordering wine to pare with. You can find many good and expensive wine there but not every white-collar can afford them.

Lounge Bars

- Barcode/ B1F., No.18, Songshou Rd., Xinyi Dist., Taipei, Taiwan
- Brown Sugar/ No.101, Songren Rd., Xinyi Dist., Taipei, Taiwan
- Barbados/ No.101, Songren Rd., Xinyi Dist., Taipei, Taiwan

The second competitors will be the existed lounge bars. This bars' business model is between a club and a restaurant. They mainly offer liquors and beers. Most of them only opened in the evening and night; some of them open in the noon and serve normal business lunch set. Customers will go to this bar just for friends gathering or special occasions such as a company's event. Generally the food quality is common and customers won't go there for their food.



Competitive Analysis

Value Element	BWC Inc.	Western Restaurant	Lounge Bar
Liquor Wine Option	0	2	10
Expensive Material Dishes	4	10	4
Food Quality	8	10	6
Professional	8	10	4
Price(Overall consumption)*	8	6	8
Food Variety	10	6	6
Wine Variety	10	8	2
Location	10	6	10
Interactive Wine Service	10	6	4
Sales Method	10	6	6
Marketing Promotion	10	8	6
Elegant Image	10	10	4
Wine Quality	10	10	2
Appearance	10	10	8
* Value for customer			

Table 2, competitive analysis table

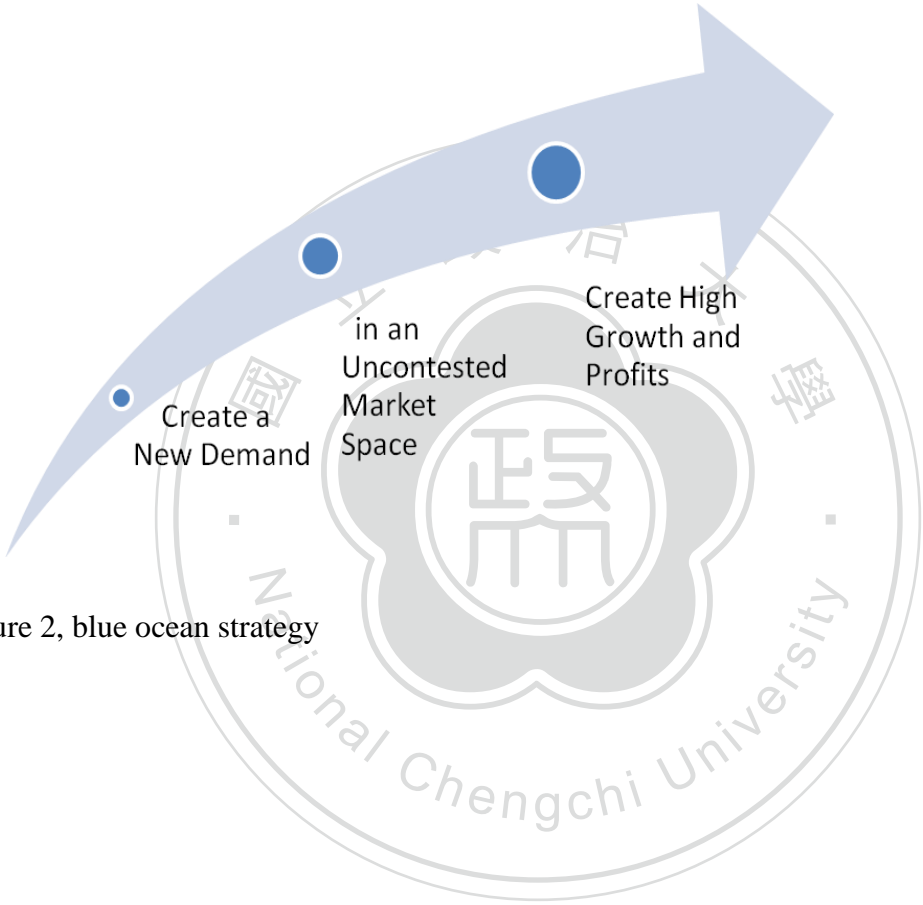
(Survey from 10 wine lovers and 10 mass consumers, use the average value point)

4.3. Product Positioning – Blue Ocean Strategy

BWC Inc.'s innovative business model creates a new demand in wine or restaurant industry.

Value innovation is the key factor of blue ocean strategy which is also the key success factor of

BWC Inc. The market position can be elaborated with the four actions framework and blue ocean strategy canvas below.



BWC Inc.'s position in the market is much closer to western restaurant. The innovation value shows in Four Action Frame Work below.

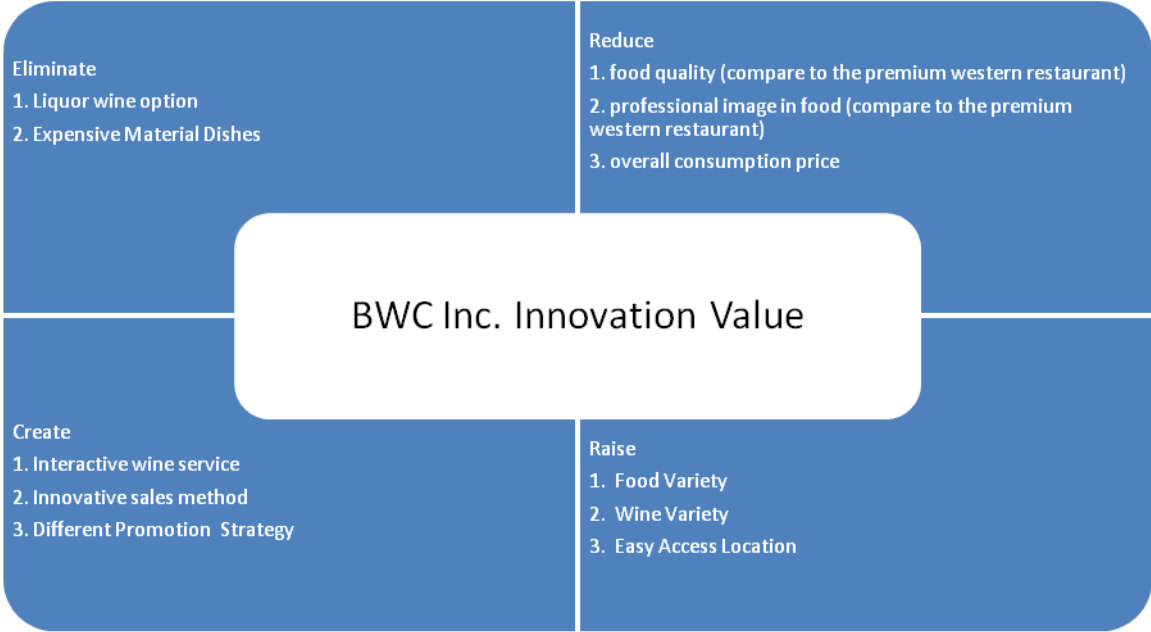


Figure 3, 4 actions frame work of blue ocean strategy

Applying the data of the competitive analysis, we can further create a new value line of BWC Inc. as below graphic.

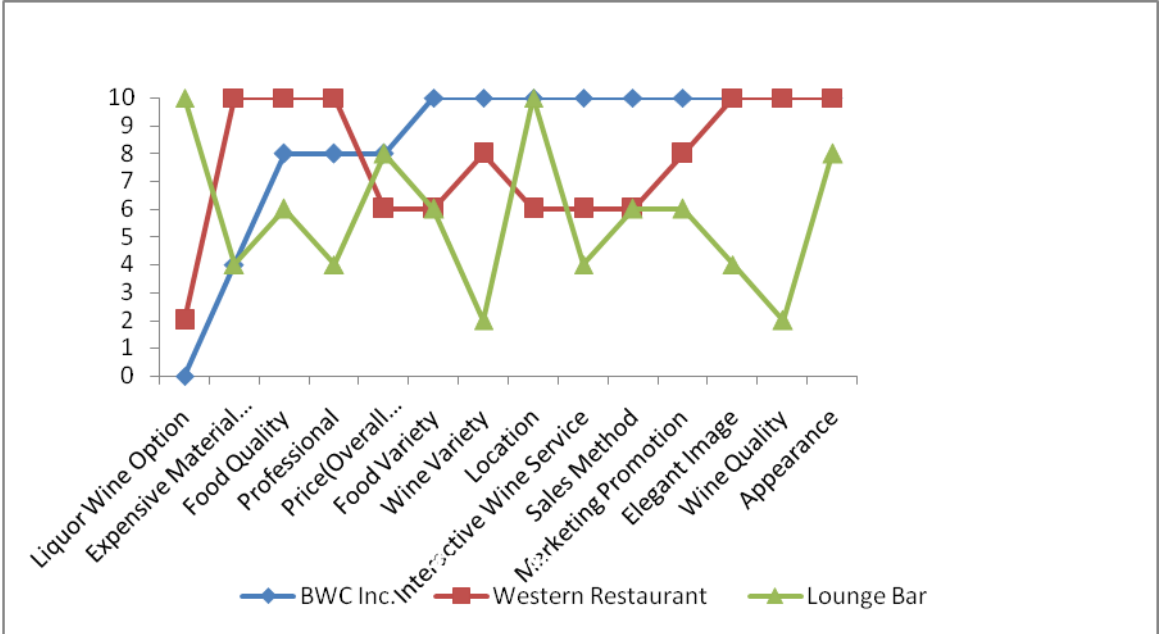


Figure 4, the value position of blue ocean strategy

Apparently, for wine-lovers, they will not choose lounge bars as a good place to enjoy the wine. They might choose the famous restaurants but the frequency might not be high due to the price. So, if a wine-lover would like to have at least once wine consumption a week, BWC Inc. will be the best choose.

4.4. Market Segmentation & Target Consumers

Our target customers will be focused on the White Collar level. Their industries mainly are High Tech, Finance consulting and so on. Their office location will be also near by the prosper center of city. It is also convenient for them to drive the cars and use the public transportation to catch

the place they plan to visit. Thus, the following is our breakdown analysis for the market segment & target customers.

- **Age:**30~50 years old
- **Gender:** Male 50% and Female 50%

The following is the male to female ratio from Information industry and Financial Industry, we could find out

- (1) In Information industry, there are 59% male workers and 41% female workers.
- (2) In Finance industry, there are 37% male workers and 63% male workers.

Item	2009			2010			2011		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Industry									
資訊及通訊傳播業 (information industry, including High tec)	207	122	86	208	123	85	218	129	88
Percentage		58.94%	41.55%		59.42%	41.06%		59.17%	40.37%
金融及保險業 (Finance/Insurance industry)	413	161	252	428	161	267	428	160	268
Percentage		38.98%	61.02%		37.62%	62.38%		37.38%	62.62%
Data comes from:	Directorate-General Budget, Accounting, and Statistic, Executive Yuan, R.O.C. (Taiwan)								

Table 3, the target customers' industry population example

4.5. Product Strategy

Product

- Our major products are various Wines and Tapas, including Theme Wines Menu ordered by Touch Pad and matched food for each wine.
- Theme Wines Menu will be cooperated with the Winery and will list the different features of Wines. For examples:
- Our Wine Menu shows the reasonable premium on Retail Price. Customers will not only benefit in the reasonable price charge but also could truly learn to taste the professional and variable features of wines. They could feel to earn high C/P value (cost to price ratio) after consuming on our Wines Products. Besides, appropriate light meals also strengthen the delicious of Wine Tasting.

Service

- Social Responsibly Contribution: We will give the kind and caring of after-sale services, including as bellows. Our company could have the cooperated agreement with Taxi companies. The idea is not only to provide taxi for our clients, but take them home safe. The way we do is to sign a long-term contract with the Taxi Company and record the precise time that our customers get on and off the taxi to secure their safety.

4.6. Pricing Strategy

Pricing Objective - Wine

The goal of BWC Inc.'s pricing strategy is to encourage our customers can have wine without pressure and further cultivate their habit of having wine with food. To do so, BWC Inc. will

lower the profit margin of wine and encourage customers order wine set with food set. We aim to increase the customers' loyalty and stickiness to BWC.

Cost determination – Supplier (Wine importer) / Competitor (Western Restaurant)

To find out the cost, we select two companies as the examples of importer and restaurant.

Creation Food Co. Ltd, a major wine importer in Taiwan, which also has its own wine distributor called Creationwine. <http://www.creation.com.tw/tc/>

Justin Bistro & Wine Bar, a major competitor of BWC Inc., which also serves meal with wine. <http://www.justinquek.com/jbwb.html>

The following tables show the cost and the margin of our Supplier (Wine importer)

Wine Pricing Example	Creation Wine Distributor		USDTWD FX		Wine & Cigar Tax	Cost of Retailer	Profit Margin
	Price per Glass (NTD)	Retail Price Per Bottle in USA(USD)	Tariff	Consumption Tax			
D'arry's Original Shiraz 2007	\$705	14.98	10%	5%	\$74	\$582	21%
The Hermit Crab Marsanne Viognier 2008	\$610	12.99	10%	5%	\$74	\$514	19%

<http://web.customs.gov.tw/rate/rate/queryhtml/220421000051.htm>
<http://www.etax.nat.gov.tw/wSite/ct?xItem=28636&ctNode=11369>

Table 4, cost determination of the suppliers and competitors

We have done a survey from sales of Creationwine and know that the average margin of their company is 20%. We also know that the cost of Taiwan's importers for the wine is similar to the retail price in USA. So we do the calculation and the result is matched.

Competitor's Pricing

Wine Pricing Example	Just in Bistro		USDTWD FX	29.5			
Wine	Price per Bottle (NTD)	Retail Price Per Bottle in USA(USD)	Tariff	Consumption Tax	Wine & Cigar Tax	Cost of Retailer	Profit Margin
Lapostolle Casa Merlot 2007	\$1,400	12.29	10%	5%	\$74	\$490	185%
Lapostolle Casa Chardonnay 2006	\$1,350	10.99	10%	5%	\$74	\$446	202%
Chandon Brut NV	\$1,600	16.53	10%	5%	\$26	\$561	185%

Sell By Glass	Just in Bistro						
Wine	Price per Glass (NTD)	ml	bottle	cost per Glass	Profit Margin		
Lapostolle Casa Merlot 2007	\$280	100	0.133333333	\$65	328%		
Lapostolle Casa Chardonnay 2006	\$270	100	0.133333333	\$60	354%		
Chandon Brut NV	\$320	100	0.133333333	\$75	328%		

Table 5, competitors' pricing calculation

Generally, the restaurant in Taiwan would choose to sell only several wines. The reasons are first, it is not popular in Taiwan to order wine with meal yet; second, they can receive a minimum cost if they serve only few specific wines. Assume that our competitors can buy the wine in the importer's price; we found that their average profit margin of the wine are around 200% and 300% respectively in bottle and in glass. The margin is good but the sales volume of wine is relatively low.

BWC Inc. Strategy

In order to lower the risk of inventory, we will cooperate with several wine importers and work as a distributor channel of them. We provide the storage space and equipment and they provide the supply of various kind of wine. As we know in previous table, the margin of the importer's own distributor is around 20% of the cost. BWC Inc. will share 10% to them, which means our cost of wine will be Cost of Retailer times 110%. The following table shows that our margin in BWC Inc. strategy.

BWC Inc Wine Pricing Strategy		Share 10% with Suppliers like Creation					
Wine (1 glass pare with Lunch set)	Price per Glass (NTD)	ml	bottle	cost per bottle (110%X cost of retailer)	cost per Glass	Profit Margin	
Lapostolle Casa Merlot 2007	\$110	80	0.106666667	\$539	57.54475467	91.16%	
Lapostolle Casa Chardonnay 2006	\$110	80	0.106666667	\$491	52.37006133	110.04%	
Wine (1 glass normal order)	Price per Glass (NTD)	ml	bottle	cost per bottle (110%X cost of retailer)	cost per Glass	Profit Margin	Average Margin
Lapostolle Casa Merlot 2007	\$180	120	0.16	\$539	86.317132	108.53%	130.32%
Lapostolle Casa Chardonnay 2006	\$180	120	0.16	\$491	78.555092	129.14%	
Chandon Brut NV	\$250	120	0.16	\$617	98.697324	153.30%	
Wine (3 glass set order, \$500)	Average Price p	ml	bottle	cost per bottle (110%X cost of retailer)	cost per Glass	Profit Margin	Average Margin
Lapostolle Casa Merlot 2007	\$167	120	0.16	\$539	86.317132	93.09%	91.37%
Lapostolle Casa Chardonnay 2006	\$167	120	0.16	\$491	78.555092	112.17%	
Chandon Brut NV	\$167	120	0.16	\$617	98.697324	68.87%	

Table 6, BWC Inc. pricing calculation

BWC Inc.'s price is very attractive especially when customers consume in wine set. Our target average margin will be 100%. The purpose that we lower the margin is to encourage customers to order the wine. Meantime, we can sell more wine and earn more revenue by stimulating the consumption volume.

Overall Pricing Strategy

Applying the wine pricing strategy, we will have the overall pricing strategy in the table below.

Price Tier	Price Tier	1	2	3	Additional wine set	Average Margin
Meal Set(Dinner)		\$1,500	\$2,000	\$2,500	\$400	100%
Meal Set(Lunch)		\$500	\$800	\$1,000	\$110	100%
Wine Set		\$500	\$1,000	\$1,500		100%
Wine-Paring Food Set		\$400	\$800	\$1,200		100%
Wine-Paring Food		\$100 ~		\$500		150%
Wine per glass		\$150 ~		\$600		150%
Wine per bottle		\$750 ~		\$50,000		50%

Table 7, overall pricing margin

For the food BWC Inc. offered, the profit margin of meal is similar to our competitor while the wine-pairing food (Tapas) is better. BWC Inc. has more choice of Tapas and less choice in the meal. Customers will order no more than one meal set, but they would be willing to order more than 3 even 5 tapas to pair with the wine.

The meal set consumption cost will be lower than our competitors' average. Customers can have the additional wine set with a good price and their total expense in BWC Inc. will be around the same as the other restaurants price without wine. This strategy will encourage customers to order the wine because they can enjoy the wine with food in the same budget.

4.7. Channel Strategy

Being a wine bar/restaurant, we will sell our products on location. To be able to match adequately the food with the wine, recommend products according to the customers' tastes and to promote the wine's way of life in general by educating our customers, BWC will hire its own sommelier. We believe that it is necessary as the wine market in Asia is in expansion and most of our future client base won't be expert and will require the help of a wine professional to make a choice. The sommelier will also engage in casual discussion about wine with the customers in order to educate them and suggest wine for the next visits. We believe that the help of a wine expert will facilitate the process of ordering wine to new wine drinkers and will diminish the risk of a bad experience by helping the customers choose a wine that they are most likely to appreciate. This will also broaden our client base and promote customers loyalty.

Sales for on-site consumption will be our core activity but it won't be the only one. We will also act as a wine retailer and sell wine. The idea is that if a client likes the wine that he/she has been drinking, he/she will have the possibility to buy it, for outside consumption, at a discounted price. By doing so, not only will we raise our sales volume and promote general wine consumption, but

we will also become a place for wine tasting. We believe that buying wine can be a little intimidating, especially if you haven't tried it first. BWC will take this stress away by allowing customers to first order a glass or a bottle, with the help of our sommelier of course, and then proceed to a bigger order.

Now-a-days, e-commerce is an important success factor for many companies. Here, at BWC, we realize this and will engage in such activities. Our future web site, bwc.com.tw, will not only display information on our restaurants and products, but will also offer the possibility of ordering wine. The idea is similar to the onsite sales for outside consumption mentioned above, but with the intention of reaching a much wider customer base from all across the country. Let's say that you want to buy a few bottles of our wines, you won't even need to come to our wine bar. You just go online on your phone or computer to make the order. We will deliver the wine through express delivery companies that offer refrigerated transport options. ■

BWC Inc. applies a zero wine inventory strategy. We will function as the distributor of the suppliers. The suppliers would love to stick to us due to the base of customers. On the other hand, our customers will stick to us due to the reasonable price and the memorable experience. Through the connection of on-site order and on-line order, our value can receive constant enhancement and further build-up a strong brand name.

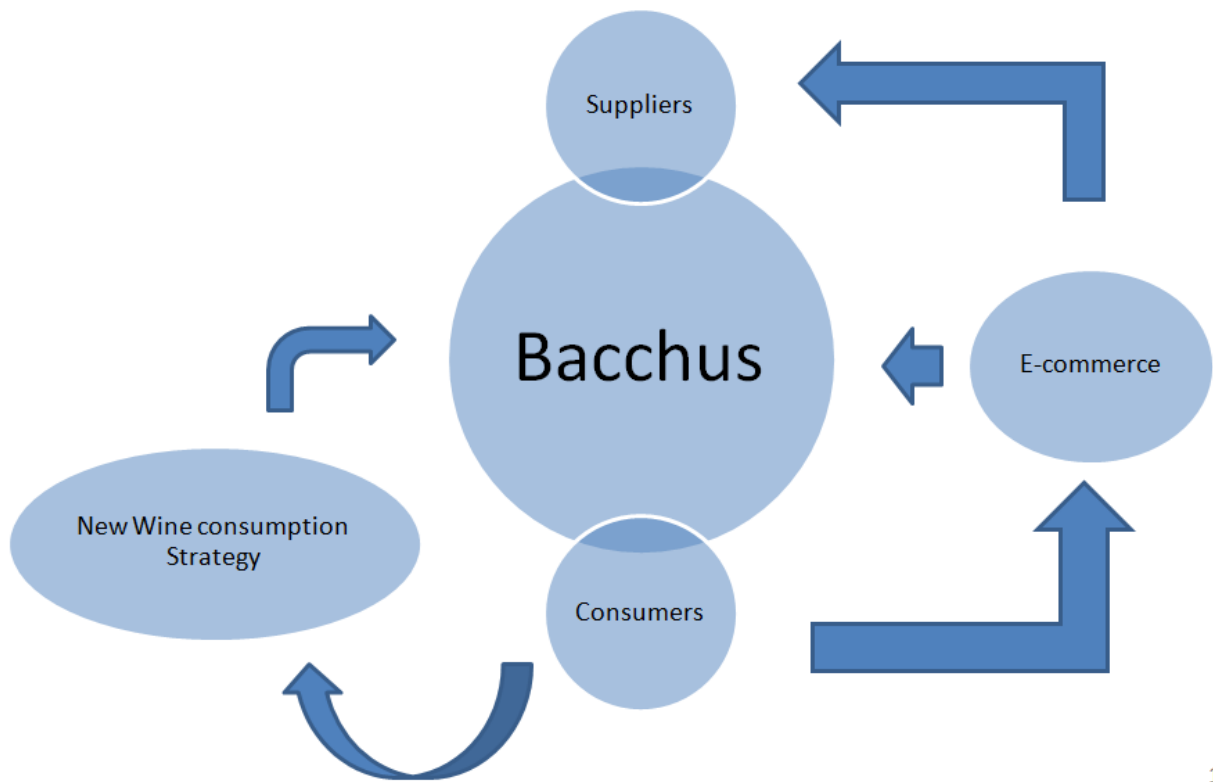


Figure 5, the value chain of Bacchus channel strategy

Zero Wine Inventory Strategy

- Lower the risk of the inventory and enhance the cash liquidity. Bacchus will function as a distributor of importers (share 10% margin with Suppliers).
- Bacchus offers a channel with good storage equipments. Suppliers offer constant and various wines.
- As our customer base expands to a bigger scale, we can negotiate the price of wine.

4.8. Promotion Strategy

Our Promotion Mix table will be listed below.



Figure 6, extent of marketer's control over communication

Advertising

- We would use mass media channels to let potential customers know about our products. Rich and dynamic advertising images can help to build brand image. Though advertising customers will be able to get basic information and, moreover, keep receiving updates, which is important, because one of the main ideas is often changing on wine list and menu.
- Advertising in elite magazines: "How to spend", "Esquire". Also in wine magazine, Decanter, Wine Advocator, etc. Proving the images of successful man (or couple), who came to restaurant for enjoying wine and atmosphere. Advertising appears once a month.
- Advertising in Radio: ICRT, Radio UFO, Hit-FM, etc.

Public Relations

- Create the good relationship with Employee Welfare Club, American Club, Embassy, and Representative Office and so on. For example, we could directly go to their office site to help them apply for Club memberships based on group-buying prices.

Word of Mouth

- Our Theme Wines Menu will give people a reason to talk about our wine service because we are the first mover to provide the various wine options with high C/P value ratio. There will be a word of mouth effects among the wine lover. We will also spread the information through the social network to enlarge the effects.
- Not just sell the wine services but also contribute our social responsibly. For example, a promotion of the wine from the winery of eco-friendly vineyard; provide the special caring service of safety returning home after drinking wines.

Personal selling

- Providing Personal Wine List for regular clients based on his/her previous preferences.
- Making feedback from clients and use it for matching customers' needs.
- Making the List of regular clients for providing special birthday/wedding gifts and offers.

Direct selling

- Make personal message: mobile message, email, subscription for catalogue, promotional letters.
- Creating club's catalogue of last changes in menu and latest news in wine industry for regular clients.

Sales promotion

- Contests, coupons and other incentives designed to build interest or encourage product purchase. The goal is to make our clients come again, create regular clients and consumer excitement and encourages immediate consumption in our restaurant



5. Management & Organization

5.1. Company Management

The core values of BWC Inc. management are quality, specialty, loyalty and sustainability. The initial structure of BWC Inc. management is composed of four function segments, which are management team, wine service team, cooking team and restaurant service team.

The management team is responsible for the business operation strategy. There are 3 major players in the team which are CEO, CMO and CFO. Our CEO has over 8 years of experience in general management, direct sales and strategic planning. CMO has over 5 years marketing and sales experience in both wine and restaurant business. CFO is a certified accountant in Taiwan and China who is also a wine-lover for over 10 years.

Wine service team is leading by a young, talented wine sommelier that was graduated from Swiss Hotel Management School and worked for a famous wine restaurant in Taipei over 5 years. He already acquired the sommelier certificates in France, UK and USA. The members of the team also require relative experience and selected by the leader. With resounding fame and practical experience in wine servicing, he will lead the team as the focus of BWC Inc.

Cooking team is leading by an experienced chef who worked in a famous compound restaurant in Taipei for over 10 years. His specialty is French & Italian style dishes. He also organized the team with some friends in different cooking styles. The team can fully meet the function which is to produce the matched food to the wine in different styles of cooking.

Restaurant service team is leading by a restaurant manager who has over 10 years experience in a famous night club in Taipei. The business model of BWC Inc. is different from a normal

restaurant. Our restaurant service team can handle different operation style and offer the best service to our customers.

5.2. Company Organization

The basic company structure of BWC Inc. restaurant is as below.

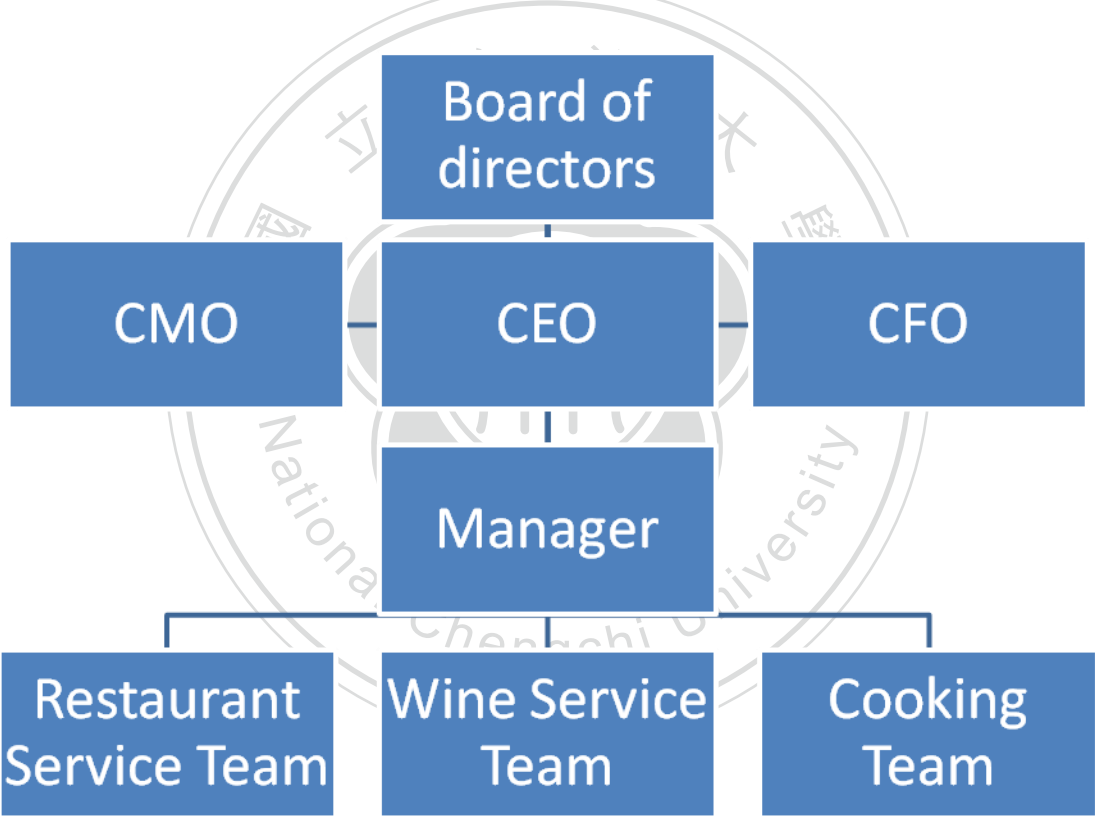


Figure 7, company organization chart

6. Operations Plan

6.1. Production

BWC Inc. will produce only the food in the restaurant. The Cooking Team will be responsible for every dish and the 1st Chef will control the budget and quality. The approximate budget of raw materials and ingredients is 3 million per month.

The BWC Inc.'s food can be separated in two categories, normal dish and tapas. The normal dish will be consistent in the menu and mainly sold in meal time while the tapas will differ from time to time and sold in all time. In phase I, three team leaders will have a meeting for the tapas and wine menu design with CMO every month. This meeting will also provide the function of product development, including new wine imported, new dish designed, the adjustment of the existing products and ongoing marketing strategy.

1st Chef also is responsible for the food quality control. After the monthly menu of wine and tapas was decided, he will make sure that his team members can produce the same quality of dish.

The manager is responsible for customer service and the coordinator of the inventory control. He and his team will check the inventory status every week and do the record.

6.2. Location

The first branch in Taipei will be opened in XinYi dist. nearby the department stores and the movie theater.



It is important that BWC Inc. location be convenient in transportation. We also need easy walk-in access for customers. BWC Inc.'s restaurant should have at least 100 pings for the space. The location should be at the commercial area which the workers love to go on weekday and the mass consumers love to go on weekend.

This location is the most popular area in Taipei City. There are many banks, companies, hotels, movie theaters and department stores in this area. Most importantly, there are few night clubs which can bring the cluster effect to BWC Inc. The traffic there is very convenient that consumer can go there by MRT or easily grab a taxi when the time is late.

Due to the location requirement, the rental is the major cost of BWC Inc. According to the recent rental market data (http://www.mygonews.com/news/detail/news_id/5904), the rental cost per ping in this area is around \$1,000~\$2,000. Consider BWC Inc. will take the first floor for the easy access of walk-in customers; BWC Inc. is ready to pay 2 million per month for the rental.

6.3. Personnel

Staff Structure

Every branch of BWC Inc. consists of three teams, Restaurant Service Team, Wine Service Team and Cooking Team. Basically, each team leader is part of the owner of the branch, they can get additional bonus when the yearly sales reach over 150 million. Other staff can have additional yearly bonus of 2 month base salary when the total sales reach over 150 million.

Recruitment

In the first stage, each team recruits team members by each team leader. Though each team leader can select his own members, every application should be approved by the manager. It is an efficient way in the beginning of a new restaurant.

Salary & Incentive Scheme

The following table shows the number of BWC Inc. salary & incentive plan.

Salary & Incentive Plan	Position	Num. of Staff	Base Salary	Monthly Salary Cost	Year-end Bonus (# month of base salary)	Annually Incentive (#% of the total sales/# month of base salary)	Yearly Salary Cost (Worst Scenario)	Yearly Salary Cost (Best Scenario)
Restaurant Service Team								
Team Leader	Manager	1	\$80,000	\$80,000	2	0.5% of the total sales (over 150 million)	\$1,120,000	\$2,426,500
Staff	Senior Waitor	3	\$40,000	\$120,000	2	2	\$1,680,000	\$1,920,000
	Waitor	10	\$30,000	\$300,000	2	2	\$4,200,000	\$4,800,000
	Cleaner	2	\$25,000	\$50,000	2	2	\$700,000	\$800,000
Wine Service Team								
Team Leader	Leading Sommelier	1	\$80,000	\$80,000	2	0.5% of the total sales (over 150 million)	\$1,120,000	\$2,426,500
Staff	Sommelier	2	\$50,000	\$100,000	2	2	\$1,400,000	\$1,600,000
	Wine waitor & sales	5	\$35,000	\$175,000	2	2	\$2,450,000	\$2,800,000
Cooking Team								
Team Leader	First Chef	1	\$80,000	\$80,000	2	0.25% of the total sales (over 150 million)	\$1,120,000	\$1,773,250
Staff	Second Chef	2	\$80,000	\$160,000	2	2	\$2,240,000	\$2,560,000
	cookers	5	\$40,000	\$200,000	2	2	\$2,800,000	\$3,200,000
Total			\$540,000	\$1,345,000			\$18,830,000	\$24,306,250

Table 8, salary & incentive scheme

6.4. Inventory

The only inventory of BWC Inc. will be the material of the food. BWC Inc. will have a budget of 2 million for raw materials and ingredients a month and always keep the average value in stock around 1 million.

We will have zero inventory policy for our main product – wine. BWC Inc. basically will function as distributor of the wine suppliers. We provide storage equipments and the suppliers provide the wines. Customers can see a lot of wines in BWC Inc. We can create a great image of wine storage in our restaurant but avoid the risk of the liquidity of inventory. This strategy

enhances the stickiness of both our customers and supplier. (The value of this strategy is already explained in Channel Strategy in Marketing Plan)

6.5. Suppliers

Key Suppliers:

- Sergio Valente Incorporation. / 12F, No.112, Sec 2, Chang-An E. Rd., Taipei 104, Taiwan, R.O.C
- Creation Food Co. Ltd. / 7F.,No.83, Minshan St., Neihu Dist., Taipei City 114, Taiwan, R.O.C
- Cheateaux Wine & Cigar Co.,Ltd / 1F, No. 8, Lane 279, Fu-Hsing S. Rd., Sec. 1, Taipei, R.O.C.
- SEA & LAND WINE & SPIRITS INC. / 11F.-1, No.33, Sec. 2, Roosevelt Rd., Zhongzheng Dist., Taipei City 100, Taiwan R.O.C.

7. Startup Expenses and Capitalization

Start-up Costs & Expendables	
Marketing/Advertising expense	\$2,000,000
Utilities	\$600,000
Maintenace	\$300,000
Insurance	\$100,000
License and Permits	\$100,000
Employee Salaries (3 month salary)	\$4,035,000
Machinery & Equipment	\$3,000,000
Store decoration	\$6,000,000
Uniforms	\$100,000
Rental (1st Month + 2 month deposit)	\$6,000,000
Raw Material & Ingredients	\$3,000,000
Others	\$765,000
Total	\$26,000,000

Table 9, start-up cost & expendables

BWC Inc. will capitalize \$26,000,000 for the start-up and expendables.

The major expenses of BWC's restaurant will be Salary, Equipment, Decoration and Rental. Because the location plays a major role in our business, high rental cost is an expected expense. In addition, the first year marketing expense is also higher in the beginning for the widely marketing strategy than the ongoing.

8. Financial Plan

8.1. Sales Forecast

The following tables show the Sales Forecast of BWC Inc. BWC Inc. has four operation sections which are lunch, afternoon wine, dinner and lounge. The restaurant's capacity is 180 people with 80 seats. The average consumption per person is base on the survey of competitors in different sections and our pricing strategy.

Section	Time	Average Consumption per person(NTD)
Lunch	11:30~15:30	\$750
Afternoon Wine	15:30~18:00	\$500
Dinner	18:00~22:00	\$2,000
Lounge	22:30~02:30	\$1,500

Table 10, average consumption per person in different sections

Sales Forecast: The Best Scenario

Sales Forecast	Section	Mon.	Tue.	Wed.	Thur.	Fri.	Sat.	Sun.	Total Sales
Seats Occupation	Lunch	70	70	70	70	70	80	80	
	Afternoon Wine	15	20	20	20	30	30	30	
	Dinner	60	60	60	60	80	80	80	
	Lounge	0	60	80	80	120	150	20	
Turn Over Rate	Lunch	2	2	2	2	2.5	2	2	
	Afternoon Wine	3	3	3	3	3	3	3	
	Dinner	2	2	2	2	2.5	2.5	2	
	Lounge	0	2.5	2.5	2.5	3	4	2	
Customer Unit	Lunch	140	140	140	140	175	160	160	
	Afternoon Wine	45	60	60	60	90	90	90	
	Dinner	120	120	120	120	200	200	160	
	Lounge	0	150	200	200	360	600	40	
Average Sales	Lunch	\$105,000	\$105,000	\$105,000	\$105,000	\$131,250	\$120,000	\$120,000	\$791,250
	Afternoon Wine	\$22,500	\$30,000	\$30,000	\$30,000	\$45,000	\$45,000	\$45,000	\$247,500
	Dinner	\$240,000	\$240,000	\$240,000	\$240,000	\$400,000	\$400,000	\$320,000	\$2,080,000
	Lounge	\$0	\$225,000	\$300,000	\$300,000	\$540,000	\$900,000	\$60,000	\$2,325,000
Total Sales Per Week									\$5,443,750
Total Sales Per Month									\$21,775,000
Total Sales Per Year									\$261,300,000

Table 11, the sales forecast (the best scenario)

Sales Forecast: The Worst Scenario

Sales Forecast	Section	Mon.	Tue.	Wed.	Thur.	Fri.	Sat.	Sun.	Total Sales
Seats Occupation	Lunch	45	45	45	45	45	50	50	
	Afternoon Wine	15	20	20	20	30	30	30	
	Dinner	45	45	45	45	50	50	50	
	Lounge	0	40	60	60	100	120	20	
Turn Over Rate	Lunch	1	1.5	1.5	1.5	2	1.5	1.5	
	Afternoon Wine	2	2	2	2	2	2	2	
	Dinner	1	1.5	1.5	1.5	2	2	1	
	Lounge	0	2	2	2	2.5	2.5	2	
Customer Unit	Lunch	45	67.5	67.5	67.5	90	75	75	
	Afternoon Wine	30	40	40	40	60	60	60	
	Dinner	45	67.5	67.5	67.5	100	100	50	
	Lounge	0	80	120	120	250	300	40	
Average Sales	Lunch	\$33,750	\$50,625	\$50,625	\$50,625	\$67,500	\$56,250	\$56,250	\$365,625
	Afternoon Wine	\$15,000	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000	\$165,000
	Dinner	\$90,000	\$135,000	\$135,000	\$135,000	\$200,000	\$200,000	\$100,000	\$995,000
	Lounge	\$0	\$120,000	\$180,000	\$180,000	\$375,000	\$450,000	\$60,000	\$1,365,000
Total Sales Per Week									\$2,890,625
Total Sales Per Month									\$11,562,500
Total Sales Per Year									\$138,750,000

Table 12, the sales forecast (the worst scenario)

8.2. Financial Statement (4 years projection) – Income Statement

BWC Inc. Income Statement				
Fiscal year ends in December. NTD	2012/12/31	2013/12/31	2014/12/31	2015/12/31
Sales Revenue	\$138,750,000	\$180,375,000	\$234,487,500	\$261,300,000
Cost of revenue	\$69,375,000	\$90,187,500	\$117,243,750	\$130,650,000
Gross profit	\$69,375,000	\$90,187,500	\$117,243,750	\$130,650,000
Operating expenses				
Store Rental	\$24,000,000	\$24,000,000	\$24,000,000	\$24,000,000
Payroll	\$18,830,000	\$21,684,688	\$22,361,094	\$24,306,250
Utitties	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000
Promotion	\$2,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Insurance	\$100,000	\$100,000	\$100,000	\$100,000
Depreciation	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
Other operating expenses	\$200,000	\$200,000	\$200,000	\$200,000
Total operating expenses	\$54,130,000	\$55,984,688	\$56,661,094	\$58,606,250
Net Income Before Tax	\$15,245,000	\$34,202,813	\$60,582,656	\$72,043,750
Tax (20%)	\$3,049,000	\$6,840,563	\$12,116,531	\$14,408,750
Net Income After Tax	\$12,196,000	\$27,362,250	\$48,466,125	\$57,635,000
Net Income/Sales Revenue	8.79%	15.17%	20.67%	22.06%

Table 13, BWC Inc. Income Statement

8.3. Financial Statement (4 years projection) – Pro Forma Balance Sheet

BWC Inc. Balance Sheet				
For 2012 to 2015				
(all numbers in NTD)				
ASSETS	2012	2013	2014	2015
Current Assets				
Cash	\$27,238,000	\$57,938,250	\$108,744,375	\$168,719,375
Inventory-Raw Material & Ingridients	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Inventory-Wine	\$0	\$0	\$0	\$0
Rental Deposit	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000
Total Current Assets	\$32,238,000	\$62,938,250	\$113,744,375	\$173,719,375
Fixed Assets				
Plant & equipment (net)	\$2,400,000	\$1,800,000	\$1,200,000	\$800,000
Furniture & fixtures (net)	\$4,800,000	\$3,600,000	\$3,000,000	\$2,400,000
Total Net Fixed Assets	\$7,200,000	\$5,400,000	\$4,200,000	\$3,000,000
TOTAL ASSETS	\$39,438,000	\$68,338,250	\$117,944,375	\$176,719,375
LIABILITIES				
Current Liabilities				
Accounts payable	\$0	\$0	\$0	\$0
Total Current Liabilities				
Long-term Liabilities				
Other long-term liabilities	\$0	\$0	\$0	\$0
Total Long-term Liabilities				
SHAREHOLDERS' EQUITY				
Capital stock	\$28,000,000	\$28,000,000	\$28,000,000	\$28,000,000
Retained earnings	\$13,438,000	\$42,338,250	\$91,944,375	\$150,719,375
Total Shareholders' Equity	\$39,438,000	\$68,338,250	\$117,944,375	\$176,719,375
TOTAL LIABILITIES & EQUITY	\$39,438,000	\$68,338,250	\$117,944,375	\$176,719,375

Table 14, BWC Inc. Pro Forma Balance Sheet

8.4. Financial Statement (4 years projection) – Cash Flow Statement

BWC Inc. Cash Flow Statement				
For the Year Ending	2012/12/31	2013/12/31	2014/12/31	2015/12/31
Cash at Beginning of Year	-	26,996,000	56,158,250	106,424,375
Operations				
Net Income Before Tax	\$15,245,000	\$34,202,813	\$60,582,656	\$72,043,750
Income taxes	\$3,049,000	\$6,840,563	\$12,116,531	\$14,408,750
Depreciation-Equipment	\$600,000	\$600,000	\$600,000	\$600,000
Depreciation-Decoracion & Furnitures	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Net Cash Flow from Operations	\$13,996,000	\$29,162,250	\$50,266,125	\$59,435,000
Investing Activities				
Cash paid for				
Purchase of property and equipment	(\$3,000,000)	\$0	\$0	\$0
Purchase of Decoracion & Furnitures	(\$6,000,000)	\$0	\$0	\$0
Rental Deposit	(\$4,000,000)	\$0	\$0	\$0
Net Cash Flow from Investing Activities	(\$13,000,000)	\$0	\$0	\$0
Financing Activities				
Cash receipts from				
Issuance of stock	26,000,000	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0
Net Cash Flow from Financing Activities	\$26,000,000	\$0	\$0	\$0
Net Increase in Cash	\$26,996,000	\$29,162,250	\$50,266,125	\$59,435,000
Cash at End of Year	26,996,000	56,158,250	106,424,375	165,859,375

Table 15, BWC Inc. Cash Flow Statement

8.5. Break-Even Analysis

A break-even analysis predicts the sales volume, at a given price, required to recover total costs. In other words, it's the sales level that is the dividing line between operating at a loss and operating at a profit.

From below table, we can find out that BWC Inc. can achieve break-even point at the first fiscal year end. Using the data from the worth scenario, we can achieve a revenue of NTD 138,750,000 for the first year. This number is a bit more than the first year total expense.

BWC Inc. Break-Even Analysis	year end of 2012
Sales Revenue	\$138,750,000
Operation Cost	
Raw Materials	\$2,000,000
Inventory or Materials	\$1,000,000
Cost of Goods	\$69,375,000
Rent	\$24,000,000
Salaries	\$18,830,000
Repairs & Maintenance	\$200,000
Depreciation (only consider the equipment)	\$600,000
Advertising	\$2,000,000
Insurance	\$100,000
Utilities	\$7,200,000
All Taxes	\$3,049,000
Sunk Cost	
Decorration	\$6,000,000
Total Expenses	\$134,354,000

Table 16, BWC Inc. break-even analysis table

Financial Assumption

Item	Assumption
Cost of Good Sold	50% of the total sales
Income tax rate	20%
Amount Collected Period	30 days
Inventory	1,000,000 of raw materials and ingredients
Depreciation	5 years

Table 17, assumptions



9. Appendices

Appendix I – Justin Bistro & Wine Bar



Appendix II – Danny & Company



Appendix III – Prime 168



Appendix IV – A Cut



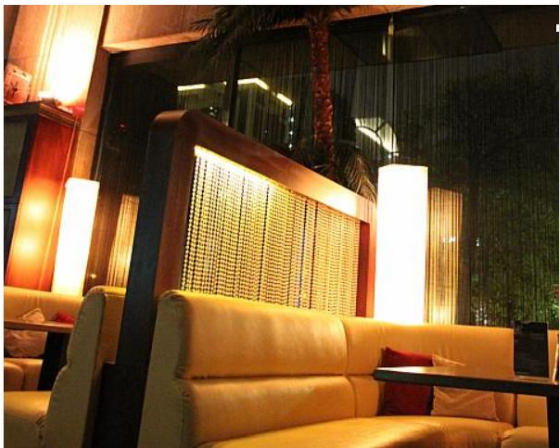
Appendix V – Barcodes



Appendix VI –Brown Sugar



Appendix VII –Barbados



Reference

- Web page and information on the internet:

<http://money.chinatimes.com/news/news-content.aspx?id=20120226000178&cid=1208>

http://www.adelaide.edu.au/wine-econ/papers/GWM_SC_charts_043011.pdf

http://www.mygonews.com/news/detail/news_id/5904

- Statistics and Research Report Resource

GDP per capita of R.O.C. (Republic of China National Statistics, 2012; cf. 5)

The sensitivity of consumption to transitory income (Hall & Mishkin, 1982; cf. 34).

Firm Environment

(Beijing Sinomonitor International, 2007; cf. 3)

(New Zealand Trade & Enterprise, 2010; cf. 3)

(Beijing Sinomonitor International, 2007; cf. 27)

(New Zealand Trade & Enterprise, 2010; cf. 7)

(Beijing Sinomonitor International, 2007; cf. 31)

(Australian Trade Commission, 2008; cf. 15)

(New Zealand Trade & Enterprise 2010; cf. 4)

(Thorpe 2009, cf. 3)

(Auger et. al, 2012; cf. 2)

(Marsh 2012; cf. 1)

(Ministry of Interior 2012; cf. Introduction)

(New Zealand Trade & Enterprise, 2010; cf. 9)

(Ministry of Interior 2012; cf. 18)

- Other Related Resource

<http://www.iwsr.co.uk/pages/news/pressreleases/TheIWSRChinaWineReport2011-PressRelease.pdf>

<http://www.nzte.govt.nz/explore-export-markets/market-research-by-industry/Food-and-beverage/Documents/Wine-in-Taiwan-market-profile.pdf>

<http://www.nzte.govt.nz/explore-export-markets/market-research-by-industry/Food-and-beverage/Documents/Wine-market-in-China.pdf>

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<http://www.cnwinenews.com/html/201002/28/20100228101901.htm>

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