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BMMB7013D Strategic Management Module Assignment

Strategic Report: Breakfast Champion customer care

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Executive summary

As the Breakfast Champion shareholders have expressed the need to reshape the company's strategic direction by recommending new and innovative customer care solutions. External and internal analyses were conducted using a number of industry tools and found that although Breakfast Champion is perceived as a business that cares for its customers to a satisfactory level the organization can vastly improve its customer care systems through the use of technology.

The report also outlines the importance of a new hyper-personalized customer care strategy that could be shaped into a Blue Ocean strategy opening new and uncontested markets for the brand. Offering 2 viable solutions the report weighs in factors such as cost, operational feasibility, and employee experience and recommends that further research is required before a final decision can be made.

Regarding risk, Breakfast Champion has already seen the financial rewards offered by digitalization in the short term with a 40% decrease in operational costs, but longer-term stability is a key factor in any potential investment decision with the black swan events recent of Covid-19 and the invasion of Ukraine being prime examples of external unforeseen risks that can greatly affect the market.

As the market becomes more crowded and other brands emulate Breakfast Champions products and services, it is of the utmost importance to the business that actions are taken, and further research is conducted to agree on which strategic direction will move Breakfast Champion to a new market space that is uncontested.

1. Introduction

Focusing on customer care and the various options currently available, the following strategic report will conduct an analysis of Breakfast Champions current customer care program using a wide range of strategic management tools to outline its current state and recommend new and innovative solutions for a new hyper- personalized customer care program. As customer care goes beyond other elements of the customer experience, such as customer service and relations (Staffaroni, 2021), the report will prioritize personalized customer interactions. By doing so the report can measure how an effective personalised customer care strategy can create success, loyalty, and engagement between the organisation and its customers.

As Breakfast Champion operates in a jurisdiction that still implements strict Covid-19 restrictions, known as “Covid zero”, it now sits behind global norms when exercising the freedom to operate seen pre-pandemic (Reuters, 2022). This has been taken into consideration when research was conducted, and concluding recommendations were made. To gain an in-depth strategic analysis of the Breakfast Champions current state and conduct an effective critical analysis of future options available to improve its personalised customer care functions, several industry tools will be utilized, these include SWOT, Porters’ generic strategy, and Bowman’s strategy clock.

1.1 A strategic shift

Strategic management is defined as the process of evaluation, planning, and implementation designed to maintain or improve competitive advantage (Sammut-Bonnici, 2015). A business without long term goals and objectives will struggle to set company direction, focus efforts, and gain competitive advantage in the market (Victoria University, 2016). According to Cook (2021), strategy and innovation come hand in hand. By strategizing, it is easier to plan new ways to navigate out of a crisis such as the COVID-19 pandemic and ensure and organization is prepared for future challenges.

Recently businesses have turned to new innovative ways of delivering products and services to their clients with the strategic goal of ensuring future resilience and sustainable competitive advantage in the market. In the constantly changing, post pandemic world of today organisations need to pay close attention to trends in digital technology to stay ahead of the curve in areas such as exceptional customer care and services (Acquire, 2020).

It was reported in a recent Forbes article written by Elliott (2021), that nearly 80% of surveyed CEOs will fundamentally change how they engage with and create value for customers post pandemic, and the smartest customer care leaders are doubling down on investments in technology that helps improve customer engagement experiences.

Also, McKinsey's 2022 State of Customer Care Survey found that customer care is now a strategic focus for companies. Respondents at the director, senior director, vice president, and CEO levels indicated that the top three priorities over the next 1 to 2 years will be retaining and developing the best employees, driving a simplified customer experience while reducing call volumes and costs, and building innovative digital care and advanced analytics ecosystems in their respective organizations (McKinsey & Company, 2022). This is an indication that there is now a strategic shift in customer care as a whole with Covid-19 being the main factor.

1.2 B2B vs B2C which takes priority for Breakfast Champion?

Breakfast Champion operates in 2 separate sectors of the F&B marketplace. These are business to business (B2B) and business to customer (B2C), both sectors demand different levels of customer service, care, and aftersales support. The nature of both sectors is entirely different from each other. They have different budgets, diverse expectations in terms of turnaround, and they deal with different clientele demographics (Pro Profs Helpdesk, 2022).

As the business to customer sector is a more customer care intensive for Breakfast Champion, currently handling over 30'000 registered customers per month via an e-commerce platform, this was the focus of the report as a matter of priority over the less customer care demanding/lucrative business to business sector.

2. Current state of Breakfast Champions B2C customer care strategy

2.1 Background

Breakfast Champions customer care strategy currently hinges on an informed and easy to navigate pre and post buying process with personalized after sales support. Brand and product information is mostly channelled through a verified WeChat official account where daily articles act as a valuable source of information and a gateway for first stage customer engagement. The vast majority of its organisational customer care channels are delivered using digital means. These include a verified official social media account, the Breakfast Champion website, and 2 customer care employee-controlled chat accounts operated via WeChat.

Currently none of Breakfast Champions customer care functions are outsourced. Staying in line with business norms (Kaushik, 2017), the aim is that pre-sales activity makes sure the product is sold at the best possible terms i.e., ethically, whilst its post-sales strategy aims to gain a loyal customer that continues to return again and again.

Bowman's strategy clock, which is a marketing model concerned with strategic positioning (Cuofano , 2022), indicates that Breakfast Champions current marketing strategy is aligned with a hybrid approach. This strategy is seen as very effective if the added value of the products is consistent in nature and is well applied and offered on the regular basis (Bhasin, 2019). Another example of an organisation using a hybrid strategy is Tesco PLC in the UK.

2.2 Strategic business level alignment

Strategy is at the foundation of every decision that must be made within an organization. If the strategy is poorly chosen and formulated by top management, it has a major impact on the effectiveness of employees in pretty much every department (de Bruin, 2020). In many cases, a business can use 3 components in which they can align their strategic goals from management to functional level employees. These are known as the levels of strategy and include corporate level strategy, business level strategy, and functional level strategy.

As Breakfast Champion is a small business with a smaller budgetary and departmental resources many of its departments operate with hybrid functions. This means that corporate and functional level strategies currently aren't the best fit for the organisation as in most cases business units are operated and overseen by the CEO and the Operations director.

Business level strategy allows the Breakfast Champion management team to focus on the core values of the business whilst using those values to satisfy its target consumer. But to successfully implement its vision they must first align themselves with supervisors and front-line employees. Failure to implement strategy is often due to teams at middle and lower levels of the organization lacking commitment to the strategy, so it is critical for the development of the business that every member in the company chart is aligned and committed to the strategic goals of the business (Ates, N. et al. 2018). This is something that doesn't always happen at Breakfast Champion due to lack of middle management and structured departments.

2.3 Personalisation strategy

Personalisation refers to individualizing products, services, and contents according to customer interests and preferences. To deliver appropriate personalised offerings, firms inevitably need to collect rich customer data profiles (Lee and Cranage, 2011). Customer behavioural data collection and analyses is something that Breakfast Champion uses to its advantage when predicting and understanding consumer interests, wants, and needs. Data collection occurs through surveys/polls, purchasing history, article reads and comments, and product suggestion requests.

Research conducted by Unisys which included data from 80 organizations world-wide analysed how they successfully embedded good customer service in their corporate culture. It went on to suggest that successful customer care strategies stem from well-funded, directed, and driven leadership, with strategic direction coming from the top (Cook, 2008)

Understanding key factors in consumer data is vital the success of a newly introduced product or service as the data can contain certain information on consumer groups and their interest in particular types of products (Horvat, A et al. 2019). For Breakfast Champions customer personalisation strategy to truly be effective its teams must be aligned with the thoughts, ideas, and processes of upper management. This can only be achieved through training and knowledge driven employee development.

Although Breakfast Champions data personalisation strategy has been somewhat successful, it still lacks a clear and concise strategic message that its teams can follow. For example, once raw data is collected, and analysed team members sometimes lack the training or strategic knowhow to take advantage of such data and apply it to the present or future personalisation of the products and services the brand currently provides.

2.4 Which strategy best describes Breakfast Champions approach?

Porters' generic strategy is a strategic tool created by Michael Porter in 1980, it is now one of the most widely accepted methods of discussing, categorizing, and selecting company strategies. There are 3 strategies that can be classified into generic types these are differentiation, cost leadership, and focus (Akan, O. et al. 2006). Using Porters generic strategy as a point of reference it is clear to see that because Breakfast Champions products can be produced or imported in line with the consumer trends and requests, this adds a level of uniqueness that its competitors find hard to provide. Focusing on a smaller consumer demographic allows it to market its products and services to a tight and culturally nuanced customer base that live abroad and don't have easy access to the products they are familiar with. Therefore, its current personalisation strategy aligns with focused in Porter's scope.

2.5 Customer care delivery

Breakfast Champions current customer care strategy leads with the philosophy that there are many ways to serve a customer, but the service provided should meet their wants and needs. According to Maslavi (2022), customer satisfaction directly affects an organisations bottom line, and if a business wants to increase sales or maintain its current customers, it is critical to understand what they care about most.

Understanding the wants and needs of its customers is at the forefront of Breakfast Champions customer care strategy but it sometimes struggles with the cultural differences between its customers and team members. For example, as its consumer base is made up of mostly British and Irish expats living in China, a localised approach to customer care wouldn't fit with the wants and needs of the target consumer.

This is because Chinese customer care is somewhat different to other parts of the world. Chinese consumers are increasingly focussed on product quality, authenticity, and originality (Henderson, 2016). Whereas British consumers demand familiar products sold at competitive prices (Evans, 2019). So, the implementation of a customer care program that aligns with Breakfast Champions core strategic message isn't one that is always driven in an operational sense but also a cultural one.

2.6 Customer Care SWOT Analysis

For a greater in-depth analysis of Breakfast Champions customer care delivery, a SWOT analysis was conducted producing the following information.

Strengths –

There are several customer care related strengths that are beneficial to Breakfast Champion in its efforts. Things such as monthly discounts and promotions, no questions asked refund policies, 8am to 8pm live customer service that is accessible 7 days a week, and an easy to track delivery system all contribute to an easier consumer experience.

A recent survey conducted by Breakfast Champion with a sample size of 308 people found that 93.5% of respondents rated their consumer journey with the organisation as good to very good. With the remainder of those taking part choosing satisfactory (6.17%) or bad (0.32%). This indicates that many of its customers have positive experiences with both pre- and post-sale stages of the buying process. Data taken from the same survey suggests that most Breakfast Champions customers (66.62%) first heard of the brand via "word of mouth" i.e., other friends, family, or work mates.

From a consumer perspective the Breakfast Champion experience is satisfactory enough to trigger a brand recommendation from friends and family. This can be seen as a competitive advantage for several reasons, one of which is highlighted in a recent Kantar Media (2020) study which indicated that 93% of consumers trust the opinions and recommendations of their friends and family when purchasing products or services.

Weaknesses –

As previously mentioned, most Breakfast Champions customer care systems are delivered using internet enabled digital means. One instance is its customer helpline which operates as 2 live chats via WeChat, 1 for the north of China (above Shanghai) and 1 for the south (below Shanghai). Both accounts are operated by dedicated employees between the hours of 8am to 8pm. There have been several issues surrounding both helplines such as delayed responses, aggressive customer interactions leading to both the consumers and employees becoming agitated, and English only chat language.

This leads to several issues that have been consistently flagged during weekly team meetings and customer feedback channels. On average response times are 1 hour 30 minutes per query, but some customers require a faster response time as the delivery process is more complicated due to Covid-19 restrictions. Hutchinson (2017) suggests that 84% of consumers expect some sort of response within 24 hours of their query, but direct messages come with different expectations with 72% of respondents requiring feedback within 1 hour. Falling short on such expectations can become damaging to the brand in the long term by changing the word-of-mouth marketing culture Breakfast Champion has become somewhat dependent on for market growth.

Opportunities-

New technology is constantly changing the face of customer care and how it is delivered. Catering to the consumer as a tech solution instead of a shopping one allows them to take control of their buyer journey and make purchases without human interaction (Newman, 2017). Technology can not only bring new and seamless ways for the consumer to navigate their purchasing journey, but it can also add significant advantages to Breakfast Champions customer care delivery.

Another opportunity for the brand is environmentally friendly packaging solutions and other ways to reduce Breakfast Champions carbon footprint, this is referred to as green marketing. Quoquab et al, (2022) argue that consumers are becoming more concerned about how foods are packaged and its impact on the environment. Therefore, providing products and services that promote a reduced carbon footprint can have a positive bearing on brand perception. In a recent study Lin et al, (2017) suggested that consumers' preference and loyalty towards a brand can be enhanced if it promotes greener solutions.

For many small business, better customer care can be the difference in market share. That's why it is important to constantly explore new and innovative ways to enhance the level of services and solutions provided by the brand. Through the exploration and ultimately the decision to implement new opportunities Breakfast Champion can provide better ways to attract new and loyal customers.

Threats-

Breakfast Champions competitors are increasingly offering free delivery on all their products. This sometimes lacks transparency as the delivery costs are dissolved into the product pricing thus wrongfully showing free delivery at the checkout.

Transparency is not only the key to long term consumer relationships, but Breakfast Champion also has the social responsibility of building trust and positive attitudes between consumers and the company as well as shaping consumers' intentions to purchase from the company (Kang and Hustvedt, 2013). This can be seen as a threat to Breakfast Champion and its customers.

Also as previously mentioned, Breakfast Champion has 2 dedicated live chat accounts set up to help customers with their queries. Both are operated using English language only, as current consumer growth strategy focuses on UK and Irish nationals' English language is a good fit, but as the mass exodus of expats continues due to harsh Covid-19 restrictions (Sapsted, 2022) there may need to be a strategic shift to a local consumer strategy this would require a Chinese language live chat solution to be implemented. This is something many competitors in the market are currently offering and Breakfast Champion now finds itself lacking.

3. Strategic options for a more personalized approach to customer care

As with many small businesses superior customer care practices can be an important difference in the market and the engine of growth (Catlin et al, 2016). Breakfast Champions consumer base seems for the most part, satisfied with its consumer care services there is still room for a great deal of improvement. In terms of personalization, to create a more customer inclusive approach Breakfast Champions strategic direction should include an even greater shift towards technological means. Also, bilingual customer communication channels can help to bring new local consumers to the brand.

Transparency is a key theme that the business must not only continue with but enhance. Building customer trust leads to customer loyalty and organic word of mouth recommendations (Forbes Communications Council, 2020) of which Breakfast Champion is heavily reliant on for market growth. Another opportunity to reach customers not normally on Breakfast Champions radar is through a greener marketing strategy that could connect with a new, younger, and environmentally conscious consumer.

Bringing everything together would require management led staff development of current employees, this could be done in the form of a knowledge-based approach. Whether this would require greater resources will be investigated. New employees would take up even greater financial resources so expanding the team would depend on the growth and resourcefulness of the business moving into 2023.

3.1 Blue Ocean Strategy through Hyper-personalization

Currently Breakfast Champions customer care strategy competes in an existing market space with other vendors using the similar systems, products, and services. The goal is to beat the competition using the same methods but at a lower cost or through the differentiation of its products thus capturing a bigger market share, this is known as red ocean strategy (Pritchett, G. 2014). Being a relatively new player in the market Breakfast Champion has been somewhat successful when implementing a red ocean strategy through its stand-out product range offering good value for money. But over the past few years new vendors have flooded the market space offering similar products and services, this has left the business struggling to find new and innovative ways to attract new customers and grow in the market.

So, with that in mind, the question should be, how can Breakfast Champion leverage its customer care strategy to create a market space of its own? Well, an option that could fit Breakfast Champions e-commerce/digital platform sale and marketing functions is hyper-personalization. Creating a new and innovative personalized space of its own away from its competitors. The idea is that consumers don't have to choose between value and affordability. If a Breakfast Champion can identify what consumers currently value and then rethink how to provide it, by doing so differentiation and low cost can both be achieved, this is also referred to as a blue ocean strategy (Atrash, 2022).

Ocean blue strategy is the simultaneous pursuit of differentiation and lower costs to create a new uncontested market space thus opening new and lucrative demand (Amjad, M.S. et al. 2022). This can be done through new and innovative products and services and in this case as a hyper-personalized customer care strategy never seen before in the Chinese expat focused F&B e-commerce market. For ocean blue strategy to work it is vital that stake holders buy into the philosophy that cutting edge innovation and entrepreneurship creates new products and business models generate long-term economic growth for the small to medium sized enterprises (Lindic, J., Bavdaz, M. and Kovacic, H. 2012).

One blue ocean strategy success story in the Chinese F&B market is hotpot chain Haidilao. Through an excellent value for money product and impactful personalized customer care Haidilao created an uncontested market space that has seen it rise to the number one hotpot chain in the China (Lin, 2020). As Breakfast Champion already has an established product portfolio and is known for its value and reasonable customer care practices, an elevation of customer care through a hyper-personalized strategy could see it set itself apart from the competition and create market a space of its own.

3.2 Hyper- personalized data collection using AI

While traditional customer care personalisation looks at information such as name, location, occupation, and purchase history, hyper-personalization goes on step further by focusing on more complex data. Taking into consideration things such as consumer behaviour, website browsing habits, engagement data, and even lifestyle interests (CIO, 2022). From An e-commerce perspective hyper-personalization allows brands to direct their products and services to the individual consumer rather than a large group (Inveon Insights, 2022).

A hyper-personalization strategy relies on the organization's capability to gather and transform customer data into personalized experiences (Valdez Mendia and Flores-Cuautle, 2022). To develop a hyper-personalization strategy, one must extract as much customer relevant behavioural and real time data as possible, this data can include both qualitative and quantitative (Flame, 2022). This in turn should create an extremely customized customer experience. It is becoming more common for businesses use AI/machine learning to collect data, analyse it, then act on it in an automated fashion (Acquire, 2022), but due to the significant investment it is a difficult transition to make for small businesses such as Breakfast Champion.

The use of AI in hyper-personalization could help Breakfast Champion easily adjust customer profiles in real time according to the data produced. By doing so Breakfast Champion can create more personalized, and targeted marketing campaigns across its channels (Maayan, 2020). Also, as AI becomes more available it could be easier to incorporate new and improved versions into Breakfast Champions systems such as its website, this could pave the way for a fully automated real time customer care strategy. For example, customer service could switch to a chat bot system instead the current human controlled version.

On the other hand, AI is generally expensive for many small businesses because it's still in the early stages of its development and is often proprietary or specific, currently many of the developers are large-scale companies like Google, Amazon, IBM, or Apple, so cheaper, independent developers are hard to come by (Mortensen, 2022). Also, in most cases cheaper versions of AI don't come as "off the shelf", and if upgrades to the software are needed then fees to cover the development of that software are also required, meaning more expenses are added over time (Swords, 2019). Other factors that could limit a small business such as Breakfast Champion when successfully implementing AI at this time include a lack of understanding of AI among non-technical employees, legal and compliance complications, and a lack of technical infrastructure to support the software change (Singh, S. 2022).

3.3 RFM (Recency, Frequency, and Monetary) and customer segmentation

As AI may be beyond Breakfast Champions operational and resource capabilities, a more suitable way to shift to hyper- personalization should also be considered. Another option comes in the form of RFM (Recency, Frequency, and Monetary) analysis. RMF relies on 3 metrics that make up the key customer traits of recency, frequency, and monetary (Makhija, 2021). By using the 3 key factors of RMF

customer segmentation can be done using behavioural data since it is commonly available and continuously evolving with time and purchase history. RFM analysis is a renowned technique used for evaluating the customers based on their buying behaviour (Christy et al, 2021).

Using an analytical framework based on the recency, frequency, and monetary model it is possible to create groups of customers based on buyer journey data this is referred to as customer segmentation. Customer segmentation is the process of dividing customers into various segments based on certain characteristics, such as demographics or buying behaviour (Delmigan, 2022). Relevant client data for Breakfast Champions customer care team to create customer groups would include age, gender, location, occupation, and marital status. Buying behaviour data would include time elapsed between the end of the selected interval and the last time that the customer has a transaction in that interval, the number of transactions that were conducted using a website back-end transactions, and the amount of money spent, on which items, and the average total spend. Customer behaviour analysis has often been performed through customer segmentation, so it is an effective method to predict the wants and needs of a business consumer base (Abbasimehr, H. and Bahrini, A. 2022).

In Breakfast Champions case behavioural data can be taken from the website backend as is and analysed using affordable software that uses clustering algorithms such as K-means to create customer segments. Compared to other clustering methods out there, k-means is both very simple to implement and understand. Using a K-means algorithm can be an extremely flexible and highly effective way of creating data-based clusters, or groups of customers based on their entire buyer journey (Serrant, 2021). K-means software can be adjusted and modified in real-time and is for the most part inexpensive to implement (Žalik, 2008).

By analysing historical sales and purchasing behaviour of Breakfast Champions customers and regrouping the data into segments Breakfast Champions customer care strategy can move to a new level of personalization by targeting specific groups of people depending on which group they fall into. For example, if one group contains customers that spend over 1000 yuan per transaction targeted promotions can be tailored to their needs this may come in the form of a gift or double loyalty points. New and improved customer engagements like this can add a level of personalization to each of the selected groups buyer journeys providing them with relevant information.

3.4 Do digitalized systems add value? (Benefits and risk management)

Breakfast Champions systems have changed in recent years by adapting more digital means of supporting both primary and support activities. Since the digitalization upgrade, customer care and operational costs have dropped significantly thus increasing value (profit). With an overall customer care related labour cost reduction of approximately 40% over two years. That said, initial

investment in the digitalization process is depreciated over 5 years, so the business is yet to see a full return.

Support activities have benefited significantly with purchasing, technological development, and infrastructure seeing operational improvements that have a positive knock-on effect in its daily operations. For example, the new digitalized, streamlined procurement system allows its sales and marketing team seamlessly identify and locate products and services that are currently in market demand or trending and have them ready for sale in matter of days.

In a financial context return on investment is never a sure thing, estimates can be wrong, circumstances can change, and “sure things” can fail (Howard Marks, 2011). Such circumstances can be described as “Black swan events”, this is a term that has been part of risk management lexicon since 2007 when it was first made popular by Nassim Taleb (Martin- Vegue, 2018). Black Swan events by definition are mostly unforeseen, rare, and can be created by geo-political, economic, or from other unexpected events (Brooks, 2019). In the case of a black swan event there are currently no contingency plans in place to secure return on investment and this should flag major risks to the success of any future investment in customer care as the model currently stands.

Although the current 40% reduction in labour cost is positive in the short term it has yet to yield long term value and comes with a high level of risk. That said, Sanchez-Riofrio et al. (2021) argues that although potential negative financial uncertainty can be heightened, new digitalised organizational capabilities can allow the firm to better respond to new market demands and competitive conditions, thus improving its organizational performance.

If new and improved systems are to be approved, Breakfast Champions senior management team should first analyse associated risks that come with such an investment. Outliners such as the ongoing global pandemic and subsequent lockdowns in China, the invasion of Ukraine and price inflations, and slow global economic growth could all become key factors of risk for the organisation in the foreseeable future.

4. Conclusion

As the world, and more recently China moves away from Covid-19 and starts to except the virus businesses are now looking for innovative ways to capture market share. With new and effective ways to engage with the consumer now on the minds of many corporate executives it is important that Breakfast Champion get ahead of the trend by creating solutions that encourage satisfied customers to not only return to the brand but provide word of mouth recommendations to new potential consumers in the market.

Hyper-personalized customer care with a Blue Ocean approach could be the answer. How that strategy is finalized and implemented depends on the financial capabilities

Breakfast Champion has and the operational resourcefulness of the organisation. As Breakfast Champion has a satisfied and loyal consumer base, it puts the business in a good position to capture new uncontested market spaces by using radical means on engaging new and existing consumers through targeted and relevant marketing campaigns, predicting their wants and needs, and understanding the reasons they choose Breakfast Champion at the beginning of their buyer journey. From the research conducted in the report it can be concluded that the use of digital means to create a strategic goal of hyper-personalized customer care would provide Breakfast Champion with a great advantage in the market.

5. Recommendations

1. *More research is required to find an effective solution:* As the report captures new and available strategies in their early stages more research must be carried out to determine which solution fits Breakfast Champions situation best. From an operational, finance, and resource perspective and RMF based approach would be the better fit for the systems Breakfast Champion currently has in place. This is due to the lessor financial risk, lighter training implications, and readymade/ tried and tested software options that have been on the market for quite some time.
2. *Employee training or new hires are required:* With every change to the business comes a certain level of training or new and qualified hires. Both strategic options would require a dedicated employee/s to implement, as both options come from specialised areas extensive training and guidance would also be required. New hires or 3rd party assistance should also be considered before making the final decision.
3. *Future options must come as bilingual:* As Breakfast Champion operates in China bilingual customer care is important for the growth of the business. As many of Breakfast Champions competitors cater mostly to the English-speaking expat community, they offer services in that language only. If Breakfast Champion were to offer customer care channels in both Chinese and English, it would contribute positively to its new blue ocean hyper-personalization strategy. Bilingual customer care functions can provide a competitive edge, encourage brand affinity, demonstrate a commitment to inclusivity, and open expansion to other markets.
4. *Blue ocean strategy:* Regardless of what Breakfast Champions new approach may be, it should aim to open new markets through innovation. A Blue Ocean strategy can open the door to new uncontested markets for the business and invent value, by doing so Breakfast Champion can reduce costs and increase market share.

5. *Covid-19 restrictions may affect a potential roll-out:* Over the last 3 weeks China has started to move away from its Covid- Zero policies and is now adopting more relaxed policies that will ultimately end up with a social acceptance of the virus. As the country starts to open a new influx of expats will surely arrive giving Breakfast Champion an opportunity to grow. This opportunity can be taken with a seamless roll out of any new systems that may come from this report. It is important that the stakeholders work closely with the relevant authorities the make sure all systems are implemented in accordance with the guidelines set.

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Appendix

Report Organization

Breakfast Champion (www.breakfastchampion.cn), based in Shanghai, China, is an importer, producer, and distributor of western food products specialising in British cuisine. Founded in 2016 by Belfast born chef Andrew Brown, Breakfast Champion has grown from a one-man bacon delivery business to a fully operational food service company with 38 employees, and a distribution network covering 58 major cities throughout China. In 2021, the “That’s Shanghai” magazine readership voted Breakfast Champion best online grocery delivery app.

Breakfast Champion has a consumer base of 30’000 subscribers spread across its online store, WeChat platform and western social media, such as Facebook and Twitter. Put simply, Breakfast Champion is the online grocery go to for the English-speaking Expat community in China.

Since its founding Breakfast Champion has gained significant traction and market share, this has drawn attention from new and existing players who now see the importance of serving the expat community in China. This brings with it more competition and a crowded market space. In order to separate itself from its competitors Breakfast Champion now looks towards new and innovative ways to get ahead of the competition and increase market share.