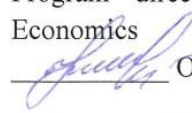


MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN
FEDERATION
NATIONAL RESEARCH TOMSK STATE UNIVERSITY

Institute of Economics and Management

PERMITTED TO DEFEND
Program director Professor, Doctor of
Economics

 O. P. Nedospasova

«22» 06 2021

GRADUATE QUALIFICATION WORK OF MASTER'S DEGREE STUDENT
(MASTER'S THESIS)


Franchises in China's Milk Tea Industry

on the basis of the educational program for preparing master's degree students

38.04.02 – Management

Li Yingge

Research Supervisor

 Prof. M.S. Kaz, Doctor of Economics
Signature

«21» 06 2021

Master's degree student

Group number: 271911

 Li Yingge
Signature

«21» 06 2021

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN
FEDERATION
NATIONAL RESEARCH TOMSK STATE UNIVERSITY

Institute of Economics and Management

INDIVIDUAL ASSIGNMENT

Li Yingge

(name and surname of master's student)

Field of study	38.04.02 –Management
Master's programme	«Management»
Qualification	Master

Initial data for work:

This paper mainly studies the franchising status of China's milk tea industry, analyzes its causes and development status, finds out the existing problems, finds out the causes of these problems, and finally puts forward corresponding suggestions

Research objectives:

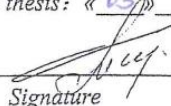
- 1) The development history and current situation of milk tea industry in China are analyzed
- 2) It studies the development history, environment, current situation and prospects of franchising in China
- 3) Analyze the franchise mode of China's milk tea industry, taking Coco, Mixue Ice City and Heytea as examples
- 4) Suggestions on franchising in milk tea industry were put forward

No	Content of the assignment (list of sections and expected results)	Time of performance
1.	Research Introduction	01.04.2021
2.	Development of milk tea industry	15.04.2021
3.	Franchise mode introduction	30.04.2021
4.	Analysis of the development mode of Chinese milk tea industry	15.05.2021
5.	Analysis of the reasons why China's milk tea industry adopts franchise mode	20.05.2021
6.	Suggestions on franchising development of China's milk tea industry	25.05.2021
7.	Conclusion	01.06.2021

Data of issuance of the individual assignment: « 25 » 03 2021

Data of pre-defense Master's thesis: « 03 » 06 2021

Scientific advisor


Signature


(NAME,SURNAME,position)

Abstract:

In today's China, under the background of the booming commodity market, a new way of life is changing people -- milk tea. It is not so much a way of life as a new culture it represents: young, convenient, fashionable and fast-paced, which is spreading rapidly among people and has a deep influence on the daily life and work of young people.

According to foreign records, there are the earliest records of milk tea in the Himalayan region of India, in China's Tibet, Xinjiang and other regions also have the habit of drinking milk tea. As a daily drink of nomadic people in northern China, milk tea has a history of thousands of years. But the milk tea of great river north and south all over the fire nowadays, the reason originates at last end of the century the pearl milk tea that originates from Taiwan area and the filar sock milk tea of Hong Kong.

Now in China, every shopping mall, pedestrian street, school gate, business center, community gate and other commercial centers almost indispensable milk tea shop, milk tea industry has developed into a nearly 200 billion huge industry! However, the beginning of milk tea as a commodity/FMCG marketization, popularity and popularity was gradually completed in the early 21st century. China's milk tea market has experienced the rapid expansion in the 1890s and the era of product mixing with fewer large chain brands, the era of handmade tea with gradually standardized chain operation and more brands after 2005, and the era of personalized and conceptualized consumption upgrading in the late 2015. Now, it has matured. Moreover, it can be widely spread among the young people as a kind of "epidemic cultural element". This paper will take Coco, Mixue Ice City, Happy Tea and other milk tea brands as examples to analyze the development of franchise mode in China's milk tea market.

Keywords: Chinese market, milk tea brand, franchise mode, franchise

Аннотация

В сегодняшнем Китае, на фоне бурно развивающегося товарного рынка, людей меняет новый образ жизни - чай с молоком. Это не столько образ жизни, сколько новая культура, которую он представляет: молодая, удобная, модная и динамичная, которая быстро распространяется среди людей и оказывает глубокое влияние на повседневную жизнь и работу молодежи.

Согласно зарубежным источникам, самые ранние записи о молочном чае есть в Гималайском регионе Индии, в китайском Тибете, Синьцзяне и других регионах также есть привычка пить чай с молоком. Как ежедневный напиток кочевников северного Китая, чай с молоком имеет тысячелетнюю историю. Но молочный чай великой реки на севере и юге в наши дни горит повсюду, причина в том, что в конце века жемчужный молочный чай происходит из Тайваня, и чай с молоком из носков из Гонконга.

Теперь в Китае, каждый торговый центр, пешеходная улица, школьные ворота, бизнес-центр, общественные ворота и другие коммерческие центры, почти незаменимый магазин чая с молоком, промышленность молочного чая превратилась в огромную отрасль, насчитывающую почти 200 миллиардов долларов! Тем не менее, рост популярности и популярности молочного чая как товара / FMCG постепенно завершился в начале 21 века. Рынок молочного чая в Китае пережил быстрое расширение в 1890-х годах и эпоху смешивания продуктов с меньшим количеством крупных сетевых брендов, эпоху ручного чая с постепенно стандартизованными сетевыми операциями и большим количеством брендов после 2005 года, а также эпоху персонализированного и концептуального совершенствования потребления в конец 2015 года. Сейчас он созрел. Более того, он может иметь широкое распространение среди молодежи как своеобразный «эпидемический культурный элемент». В этом документе в качестве примеров будут взяты Coso, Mixue Ice City, Happy Tea и другие бренды чая с молоком для анализа развития режима франчайзинга на китайском рынке чая с молоком.

Ключевые слова: китайский рынок, бренд молочного чая, режим франшизы, франшиза.

Directory

Abstract:	1
Chapter 1: Introduction	7
1.1 Research Background	7
1.2 Purpose and significance of the study	10
1.3 Research Content	10
1.4 Research Methods	11
Chapter 2: Development of milk tea industry	12
2.1 Development history of world milk tea	12
2.2 Development history and current situation of milk tea in China	14
Chapter 3: Franchise mode introduction	18
3.1 The generation process of franchise	21
3.2 Status quo of international franchise development	25
3.3 Current situation of franchise development in China	26
3.4 Franchise development status of China's restaurant chain industry	28
3.5 Future development trend of franchising in China's catering industry	32
Chapter 4: Analysis of the development mode of Chinese milk tea industry	34
4.1 Reasons for franchising milk tea industry	35
4.2 Franchising of Mixue Ice City	38
4.3 Franchise analysis of Coco Milk Tea	42

4.4 Franchise analysis of HEYTEA.....	47
Chapter 5: Analysis of the reasons why China's milk tea industry adopts franchise mode	51
5.1 Reasons for franchising in China's milk tea industry	52
5.2 Advantages of franchising milk tea industry:	53
5.3 Disadvantages of franchising milk tea industry:.....	54
5.4 Current franchising situation of China's milk tea industry ...	55
5.5 Existing problems of franchise mode in China's milk tea industry	56
5.6 Causes of these problems	58
Chapter 6: Suggestions on franchising development of China's milk tea industry	60
Chapter 7: Conclusion.....	62
References:.....	63
My appreciation	66

Chapter 1: Introduction

1.1 Research Background

1.1.1 International background

In 1851, Singer Sewing Machine Company in the United States, in order to expand its business, granted the company the distribution right of sewing machines to its partners, and established franchise stores. It also signed the first franchise contract with these partners, which was recognized by the industry as the beginning of modern commercial franchise. Through the establishment of the franchise relationship between the two sides, Singer Sewing Machine Company also gradually began to build its own franchise network system, which is regarded as the originator of franchise.

First Generation Franchising/Product Brand Franchising: In the late 19th and early 20th centuries, franchising was widely used in the oil and automotive industries, opening the era of "authorized distribution of a manufacturer's products" that made commercial sense. For example, Ford Motor requires distributors to sell their own brand cars in accordance with a unified standard and service process.

The second generation of franchise is originated from the "fast service system" of the McDonald brothers. They teach the product production process, formula, technology, shop decoration, sales process and skills to the franchisee in the way of franchise and charge a certain franchise fee. After that, a franchisee of McDonald's, Mr. Lai Clark, put forward and uneasily wrote the QSC (Quality, Service, Cleanliness) concept system through the purchase of the trademark right of McDonald's, which greatly improved the franchise system of McDonald's. During this period, the enterprise makes profits by charging the price difference of these raw materials, the intermediary fee and the franchise fee through the unified purchase of raw materials by franchisees, unified decoration style and unified use of machines.

KFC, another fast food giant, grew through the same franchise model during this period. In the franchise mode of this period, a franchise system centered on intellectual property rights

such as trademark, store design, operation technology and business model was formed.

Now the franchise mainly adopts the above two kinds.

In the countries and regions that carry out franchising in Asia, the total number of franchised stores is more than 440,000, and a total of 9 countries and regions participate in it. There are 850,000 franchised stores in four franchised regions and countries in North America, of which 760,000 are in the United States. In South America, there are 50,000 franchised stores in six countries; There are 220,000 franchised stores in 18 countries in Europe. In addition, according to the data of IFA, franchise associations or chambers of commerce have been established in more than 50 countries and regions around the world, and there are more than 1.2 million franchise stores in actual operation, covering 75 different industries. It can be said that international franchise brands can be found in every corner of the world.

As a mature and stable business model, many international experts and scholars have conducted more in-depth studies in this field, mainly including the following viewpoints:

Capital raising theory: this view believes that the enterprise will encounter insufficient funds in the initial stage of establishment. In order to seek funds, the business owner will use the way of franchise to collect franchise fees and brand usage fees from franchisees to raise funds for the enterprise. This point of view was first proposed by Caves&Murphy (1976). At the same time, he also proposed that when an enterprise develops to a certain stage, in order to manage and effectively assess franchisees and control them effectively, the enterprise will eventually replace franchising with direct management. This point of view can not reflect the connotation of franchising very aptly, it is one-sided.

Information collection theory: the franchisor adopts the means of franchising for the purpose of collecting local information, so as to realize the franchisor's collection and utilization of effective information. The idea was first put forward by Minkler in 1900, who believed that this method could reduce labor costs by taking advantage of the local cheap labor market. However, the franchisor is unable to accurately understand the true and detailed situation of each region, so the franchisee is relatively limited in guidance and help.

Risk sharing theory: This view was first put forward by Maitin (1988). He believed that the headquarters allowed the franchisee and the headquarters to share the risk by establishing branch stores or franchises. However, this view was overturned by Lafontaine (1992) through

practical demonstration, so the view of risk sharing theory could not accurately explain franchise.

Signaling theory: This point of view was proposed by Gallini and Lutz (1992). It aims to show confidence in the quality of goods by means of franchising and increase the trust of potential franchisees in the company. However, through investigation and research, LaFontaine finds that many enterprises do not only rely on franchising to expand the scale, but also use direct-sale stores to convey the message of "trust the headquarters and products" to potential franchisees. In addition, after the scale of the company develops to a certain extent, the company will gradually reduce the proportion of joining, until it is replaced by the way of direct marketing.

The theory of two-way moral hazard: since franchisor and franchisee cannot fully disclose all their private information, the problem of franchising is transformed into the moral hazard problem of both franchisor and franchisee. This point of view was first proposed by Rubin (1978), and Lal (1990) conducted a more in-depth study on the basis of Rubin's study with more formal mineralization, which further supplemented and improved this theory. Lafontaine and Scott explained franchise theory from the perspective of contract in 1995. They believed that franchisor and franchisee establish contact through contract, and both parties obtain benefits within the effective scope through such contact.

1.1.2 Domestic background

Franchising began to germinate in China during 1987-1992, and the implementation of franchise mode in the real sense in China was in 1993. Li Ning Garment Company adopted franchise system to construct the enterprise development framework. From 1997 to 2004, it entered the stage of rapid development. From 2005 to 2007, the franchise system began to be systematized. Since 2008, franchising in China has grown on a large scale. Franchising in China has now entered the backbone stage of industrialization and large-scale overall construction, and has become the largest franchise market in the world. Moreover, China has also established a chain operation association and joined the World Franchising Association. There are also various franchising conventions and chambers of commerce held each year, as well as various

franchising companies and websites.

1.2 Purpose and significance of the study

Through the introduction of the franchise system in the world and China, this paper clarifies the concept, development process, research results, theoretical content and so on. Through the introduction of the historical development of the milk tea industry, it highlights its long history of development, and the large number of audiences who widely accept such products, so as to further draw the conclusion that whether the development potential and development prospects are broad.

This paper analyzes the franchising status of China's milk tea chain enterprises, and finds out the problems existing in the franchising process of each major milk tea brand through analyzing its advantages and disadvantages, and gives out the management strategies. I hope it can play some reference significance to the development of the industry, and have a certain guiding significance to the milk tea brands who want to engage in franchising or franchising milk tea in the future.

1.3 Research Content

Firstly, the development history and current situation of milk tea industry in China are analyzed

Secondly, it studies the development history, environment, current situation and prospects of franchising in China

Analyze the franchise mode of China's milk tea industry, taking Coco, Mixue Ice City and Heytea as examples

Suggestions on franchising in milk tea industry were put forward

1.4 Research Methods

1.4.1 Field investigation method

Through field investigation, we can more clearly and directly understand the development status of China's milk tea industry and the franchise business model of the brand. Through in-depth analysis. Find out what the problem is. This method can directly feel the actual situation, business performance, flow of people, turnover and other information of the investigated objects, namely the major milk tea franchising shops. However, it is also affected by the subjective emotions of the investigators, and the survey data or conclusions are not completely accurate and there are large errors.

1.4.2 Literature survey method

Through the search of keywords and literature types, the most relevant literature was consulted based on the pre-made analysis plan, the relevant concepts of franchise and franchise system were defined, and the latest research results of franchise were determined. This method can be used to understand the world's most cutting-edge research theories on franchising, but it is easy to be limited by time. Not all cutting-edge theories can be found on the Internet, and often we can easily find the theories of previous years, so there are certain limitations.

1.4.3 Comparative analysis

This paper takes the Chinese milk tea market as the research object and the franchise as the research objective. Through the analysis and comparison of the representative brands, it finds out the problems existing in the franchise of the milk tea industry, and puts forward solutions and directions for further analysis of the paper. When this method is used for analysis, the information of two or several comparison objects is often not exactly the same. It is easy to find Class A information of Object 1 and Class B information of Object 2, which brings some difficulties to the comparison and results are not very accurate.

Chapter 2: Development of milk tea industry

2.1 Development history of world milk tea

Now it is difficult to accurately define and research the real origin time of milk tea, but we can find from the historical materials milk tea began to spread and really became a commodity. From 1600 to 1602, when the East India Company plunder Asia's material resources globally, it also spread the rich and diverse cultures and cuisines of Asia to the West and the world, and milk tea is one of them. According to British and Dutch sources, milk tea is believed to have been a daily drink in the Himalayan region of India.

When explaining the origin of milk tea from the historical and geographical factors, we can understand it from the following aspects:

India: The Himalayan region of India has a high altitude and a wet and cold climate. However, there are a large area of water plants and green plants in the region, which provide abundant material conditions for large-scale grazing. The local milk source is sufficient. Plus the local rich black tea, ginger, fennel, pepper, cardamom and other spices, milk tea raw materials are sufficient; These spices are chosen to be added to fresh milk, cooked at high temperatures and drunk to keep clearing damp out of the cold. And Assam adjacent to the region, is the world's largest tea producing region, especially black tea, so rich in raw materials and affected by the external environment on the basis of small, local diet belong to the original, and other countries and regions of the world's milk tea has a complicated relationship between inheritance and development, that is why India is regarded as birthplace of tea. In terms of production methods, chai milk tea is divided into "pull" and "boil" methods, which are divided into southern and northern regions. The "La" style tea making method in the south is represented by "Masala Tea", which has a narrow spread and can only be seen in southern India, Indonesia, the United Kingdom, Malaysia, Singapore, Hong Kong, Macao and a few other countries and regions. The method of brewing tea, which is widely used in the north, has spread all over the world because of its simplicity and easy operation.

Because Holland: Dutch colonial plunder and other historical reasons brought tea to their own, but because of not used to Indian milk tea taste so based on the modified according to its own people's diet characteristics, they increased the proportion of tea, and sugar as flavor agent, but they abandoned the ginger, fennel and other spices, this is the basic formula and the prototype of modern tea with milk. Because of the rich resources of cows and milk in Holland, local people like dairy products and milk-flavored things, so milk and milk flavor in the Dutch milk tea has a very prominent characteristics. Because joined a lot of milk and milk product to wait, effective diluent milk tea is in the thick thick bitter tea taste that produces in the process that boils, the taste of gentle tea, make tea taste deep and deep alcohol milk taste thick sweet. Because this style of milk tea is close to the eating habits and traditions of many European countries, it has spread widely and gradually formed the characteristic flavor of milk tea in Europe. It is worth mentioning that Taiwan milk tea, which is now all over China, is formed on the basis of this continental flavor.

Britain: Tea drinking in Britain was pioneered by high society and even the British royal family. Because the colony is numerous, the monopoly of tea and spice, flowers and plants resources are very rich, they create upgrade again on the basis of chai, formed the British flavor of milk tea, such as is now widespread and is considered a tea classic tastes: royal milk tea, yuanyang, milk tea, earl of milk tea, etc., and au lait tea, herbal tea, fruit tea and herbal tea and other fancy afternoon tea. These spread by the British royal family and the upper class, so that milk tea from a food/drink into a tradition, a culture, a fashion, a ceremony and a way of life, forming a unique British characteristics of noble and elegant temperament and cultural connotation. Britain's contribution to milk tea lies not only in the improvement of its taste and production process, but also in the cultural value factors represented and covered behind it.

Middle East and West Asia: Due to geographical location, latitude, history and culture, these countries like to use spices as condiments in milk tea as India, but the milk tea tastes different depending on the raw materials chosen. For example, people in the Middle East Arabian region will choose to add local spices, honey, ghee and cream to milk tea because they like hot and sweet spicy flavor, which makes the collision between various flavors more intense.

America: America's milk tea and European milk tea in the same vein, but the bold and unrestrained personality of the Americans will feel European milk tea is too gentle and gentle

and bondage, so they will like to add cocoa, coffee and liquor to the milk tea, so that America's milk tea is full of passion, vitality and unrestrained personality.

Africa: When we think of Africa, the strong primitiveness and roughness always come to our mind. Therefore, the milk tea of Africa, like this land, is strong and deep, with a mixture of sweet, bitter and sweet, which is the authentic African flavor bred by Kilimanjaro Plateau.

Japan: Milk tea was introduced into Japan after the Meiji Restoration. Japanese people who like green tea innovated the tea frying technology on the basis of European-style milk tea and combined with matcha to create a fresh, pleasant, fresh and comfortable flavor of green tea, which is another new taste and category in the world milk tea industry. It is widely spread in China and South Korea.

2.2 Development history and current situation of milk tea in China

2.2.1 Development history

Origin: In China's mainland, milk tea is a traditional drink of nomadic people in northern China, such as Inner Mongolia, Xinjiang and Tibet, which is the origin of Chinese milk tea. The main raw materials are brick tea and fresh milk, and the main cooking method is boiling. Many people believe that this kind of traditional grassland milk tea is the origin of milk tea in the world. However, due to the influence of culture and external factors, it is not certain whether it is a pure local original custom, so China is not considered as the birthplace of milk tea.

Taiwan: Since Taiwan was colonized by the Netherlands and later colonized by Japan, milk tea in Taiwan has both Dutch and Japanese flavors. But Taiwan's milk tea is widely spread, started in 1987 in the year, "hall" feeling cold drink minister ms hsiu-hui Lin the local snack "flour into the milk tea", create a "pearl milk tea" this popular with consumers and varieties, became Taiwan's first drinks, which opens the Taiwan pearl milk tea. Later, people created varieties such as "Boba Milk Tea", "Milk Tea Sago Dew" and "White Pearl Milk Tea" according to this production method and steps.

Hong Kong: Hong Kong style milk tea is a branch of English tea is very special, different

from the British tea elegance embodied by expensive gas and its class differentiation, cultural differences, and many other factors, the Hong Kong style milk tea tea back to the origin of life, it is just a kind of drink, can people regardless of race, class, high and low, social occasions and etiquette, time, Everyone can drink as much as they like. Hong Kong-style milk tea is characterized by smooth silk, "silk stockings milk tea" is the most representative of Hong Kong-style milk tea. Although Hong Kong style milk tea will milk tea this drink civilian, convenient, but still adhere to the production process of Seijing, manual elaborate production, the production process is cumbersome, adhering to the tradition, focus on integrity, abide by the industry rules, praise highly of quality, excellence, this may be the Hong Kong style milk tea delicious and charm.

2.2.2 Development status

Milk tea or milk tea shop as a drink and business model began in 1996. This year, the Taiwan milk tea brand "Kuaikeli" entered Hong Kong, and then introduced to mainland China, and then "Xianlin Zao" and other brands gradually entered, after 2000, many regional brands gradually formed a scale, creating a milk tea business miracle.

1. Milk Tea 1.0 Era: The initial popularity of milk tea was led by Taiwan's pearl milk tea in the 1890s. During this period, milk tea, a new beverage, began to enter the public eye and gradually entered the mainland market. Many with pearl milk tea as the main product chain and enterprise quickly into Hong Kong and mainland China, but this time the milk tea market because of lack of regulation and competition in the malignant, development is not smooth, cause a lot of franchisees or brand in pursuit of profits and expand the scale of the market and occupy the market with low blending milk tea tea, even essence and pigment, Make milk tea become the synonym of unhealthy drink.

2. Milk Tea 2.0 Era: This situation improved around 2005. The reason is that the chain business model and system of the Chinese market have matured after several years of development, which makes the joining and chain business of some milk tea brands standardized, and the management model moves toward standardization and visualization. During this period, handmade tea became popular. "Milk cap" as a new breed began to lead the trend.

3. Milk tea 3.0 era: In recent years, especially after 2015, as "consumption upgrade" has become a hot word, various industries have started their own product, business model, concept, user experience, personalized customization upgrade, milk tea is no exception. In terms of raw materials, major milk tea brands began to choose fresh fruits, animal cream and good tea, supplemented by the corresponding processing and extraction methods, which greatly changed the taste and quality of milk tea. In addition, the store design of the major brands is also more and more personalized and humanized. In order to better improve the user experience, the store decoration design is also more combined with the local or even a business circle people's consumption habits and cultural characteristics.

In addition, with the rapid development of "We Media", creating "hot style" and "web celebrity" of milk tea is becoming more and more common and easy, and milk tea culture has gradually gone deep into People's Daily interpersonal relations.

As a representative product in the youth market of China today, milk tea's product characteristics, development model, market model and prospect are fully in line with the franchise model. Therefore, this is the reason why I choose this industry

2.2.3 Development characteristics

1.Milk tea has gradually become FMCG and market penetration, product competition is gradually upgraded. After Taiwan milk tea and Hong Kong milk tea entered the mainland market, milk tea entered consumers' life as a common drink, especially the wide use of sealing machine. The rapid development of take-away drink market is an important reason for the exponential growth of milk tea shops.

2.The consumer base will remain stable and the range of consumer groups will expand.

With the increase of people's income, the proportion of leisure consumption expenditure gradually increases. As a leading product in fashion drinks and consumer drinks, milk tea is popular with the majority of consumers, especially the young group with fast acceptance of new things, and the loyalty and stability of consumers are strong

3.Consumers are becoming more and more aware of brands. With the entry of the "Kuaikeli" brand, small take-away milk tea shops have been developing like bamboo shoots

after a spring spring. However, due to the requirements for healthy food and trendy drinks, people have gained more and more recognition for the brand, especially in the first and second-tier cities.

4. There are more and more milk tea shops in small cities. More and more colleagues in the first and second tier cities in the milk tea shop, people also found the vast market in small towns. The consumption level here can fully meet the requirements and reach the fear of brand has not yet joined, for the development of small brands or local brands has a very favorable factor. For example, Mixue Ice City was founded in a second-tier city, but the development of franchises in small cities made it brilliant.

5. Stores are small, the need for less personnel, shop form diversification. In addition to traditional shops, ordinary mobile shelves can also meet the requirements of milk tea production and sales, such as tricycles.

6. The operation method is simple and easy to use. The franchise store can let them fully grasp the production method and process through simple training to the franchisee, and in this way, it can train many people, and the training can be scaled.

7. The shop has a narrow coverage and can only deliver and serve in a limited geographical area. This also leads to the existence of many brand stores in the business district and near the school. The staff is mostly local, and there is a strong local element in management methods.

8. In terms of business model, it has formed franchising model, direct business model and free chain business model.

9. Serious homogenization. The products of most brands have a high degree of similarity with the production process, service process and franchise process. The phenomenon of following the trend is serious. When a brand's product becomes hot style honest, other brands will imitate it and quickly launch similar products on the market. The homogenization problem is serious, and this phenomenon has become a normal phenomenon in the whole milk tea market.

Chapter 3: Franchise mode introduction

Franchising is a special form of legal organization and business relationship, in which the franchisor provides, sells or distributes goods, goods or services to the franchisee. The franchising mode can be divided into two types: product brand franchising and business model franchising. Franchising is also often referred to as a business opportunity. It refers to the person or company (in the case of franchising, the distributor or manufacturer) who has already registered a trademark for a product or service and has ownership of the product or service. They grant to a person or a company the exclusive right to distribute or sell its products or services within a certain region or region during a certain period of time, the franchisee or company pays revenue to the property owner or pays royalties, and tries to meet the standards or business model required by the owner during the operation. In this business model, the Party B or the owner of the product or service who grants them the rights is called the franchisor; The party to whom the authority is granted is called the franchisee or the formalist; The fee that the franchisee needs to pay to the franchisor during the operation or during the sale of the products or services is generally called the royalty.

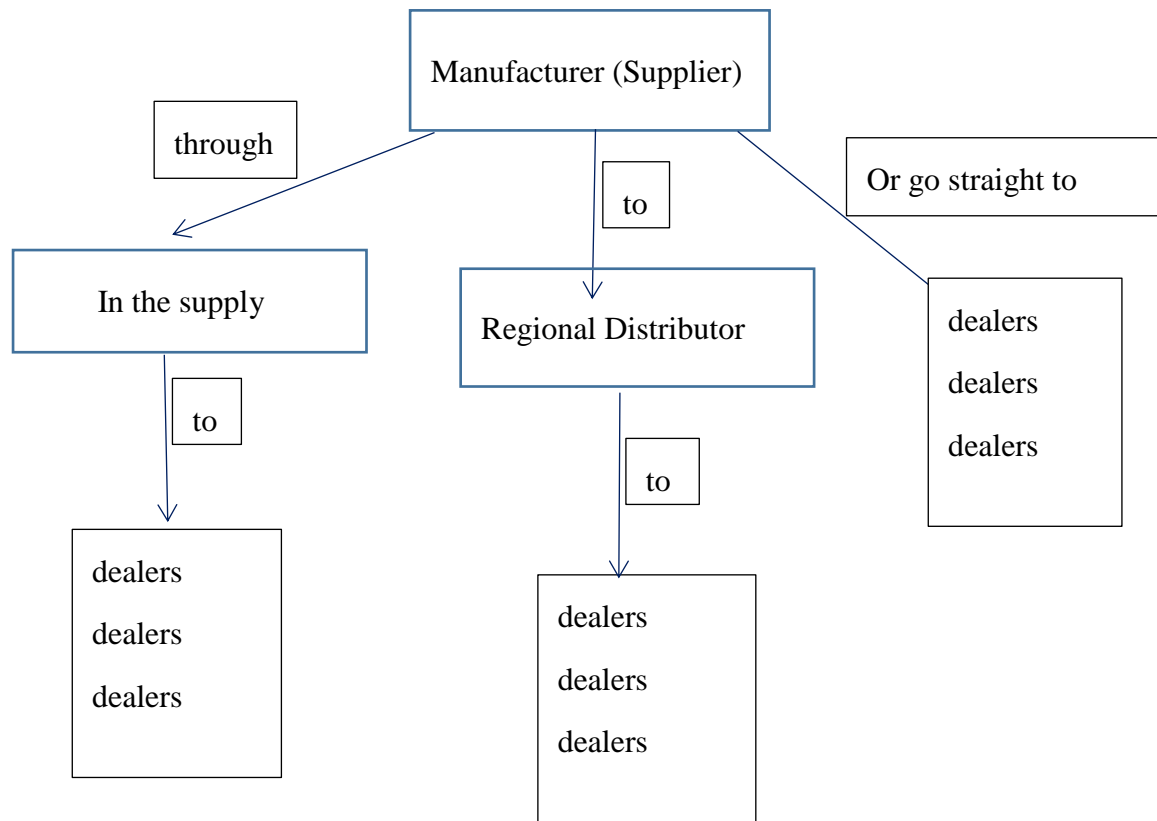
When we look at the franchise from the point of view of the franchisor and the franchisee, we have different results. For the franchisor, franchising helps expand the business idea or business model of a single division into a large-scale business model with multiple product sales and multiple service delivery in multiple regions. Franchise for the franchisee to help them in little detours in the process of operation, because they are used in the franchise business model has been verified, the use of trademarks and brand has been recognized by the market, some products also have passed on a large scale, affect a wide range of advertising propaganda, These are very beneficial to the business that he has to fold and make them more convenient, fast and effective in operation and management. Besides the first time, the franchisee can also continue to accept the constantly updated management concepts, methods, product updating technologies provided by the franchisor, etc., which are more conducive to the sustainable and healthy development of the franchisee's company. All in all, the business model for the franchisor or for the franchisee is very attractive, because for the franchisor, they can through

this business model to expand their sales system, and according to the continuous development of the system, update their concepts of management mode and sales, product innovation, etc. Also, because this kind of business model will appeal to the franchisee can satisfy the desire is called independent business owners personally is very strong, the concept of franchising offers the franchisee the opportunity to become a successful entrepreneur, they through with the help of the franchisor provide mature products and business model to reduce the risk of starting my own business and management. Both franchisor and franchisee's respective strengths can be effectively played in this business model, so that both parties can benefit, which is why franchise is regarded as "the most successful business business model in the 21st century".

Franchising generally has the following two categories: 1. Product and trademark franchising; 2. Business model Franchising

1.Product and trademark franchise: this franchise model has a long history. In this franchise model, products and trademarks are the content of franchise, and it is a franchise model with very traditional characteristics, which is usually referred to as the "first-generation franchise model". The relationship between the franchisor and the franchisee in this business model is similar to the relationship between the distributor and the manufacturer. The franchisor (manufacturer) grants the franchisee (distributor) the right to use its own products and a series of trademarks or signs related to the products in order to expand its own sales channels. The franchisee has the right to develop the franchised goods and trade marks or signs within the specified time and area, when, The franchisee needs to pay some fees to the franchisor on a regular basis in return. In this franchise mode, the franchisee can still keep the original franchise name, the difference is that they increase the sales of franchised products when selling other goods. The franchise model creates a network of sales for products that move from a single manufacturer to a large-scale distributor. Manufacturers will expand their sales channels in a variety of ways to find a market for their products, whether through distribution channels or regional supply centers. Its immediate and most important purpose is to sell as many of its products as possible. Therefore, manufacturers hope to have their own dealers nationwide or in as large a range as possible. At present, this model is also gradually evolving to the form of franchise.

Figure 1: Typical product and brand franchises



2. Business model Franchising, a franchise model known as "second generation franchise". In this business model, the franchisor not only grants the franchisee the right to use the products and trademarks, but also grants the franchisee a complete set of business models concerning the franchisor's commodities and the sales or services of its products, which is the main difference from the franchise model of products and trademarks. The franchisor and the franchisee establish the franchise relationship by signing the franchise contract, in order to ensure that the products and services provided by the franchisee are consistent with the franchise headquarters, the franchisee must sell the purchased products and services under the business model provided by the franchisee according to the contract. The contract also stipulates that the franchisor shall provide the franchisee with the assistance and support in terms of the operation method and concept of the franchisee, including but not limited to the location selection, shop decoration, personnel training, advertising and promotion, raw material supply, etc. At present, the franchising that people say most refers to this kind of mode franchising. The franchise business

model studied in this paper also refers to this kind. In the business model franchise, in order to better distinguish the operation types of stores, the business model franchise is divided into the following three categories according to the size of the investment

(1) Work-based franchise. As the name implies, besides making profits, the main purpose of this franchise mode is to meet the needs of work. In general, this type of franchise requires a small scale of investment. In China, for example, the required investment ranges from 7,000 to 20,000 yuan, sometimes even less. This smaller investment is often referred to as a "buy a job" type of franchise or investment. Although the investment is small, it is supported by special leases like any other form of franchising, such as staff training, equipment provision, customer leads and advertising. This model is suitable for those who have a specific field of expertise or want to get some professional technical training in the industry, such as the additional service industry, auto repair, maintenance industry.

(2) Business franchise. This type of franchising usually requires a large amount of capital. Similarly, taking China as an example, the amount of investment ranges from 70,000 yuan to 120,000 yuan, which is mainly used to buy equipment, rent business premises and pay deposit. The larger investment scale enables it to operate on a larger scale than a working franchise. Sometimes, in order to meet its business needs, it will hire some employees to maintain the daily operation.

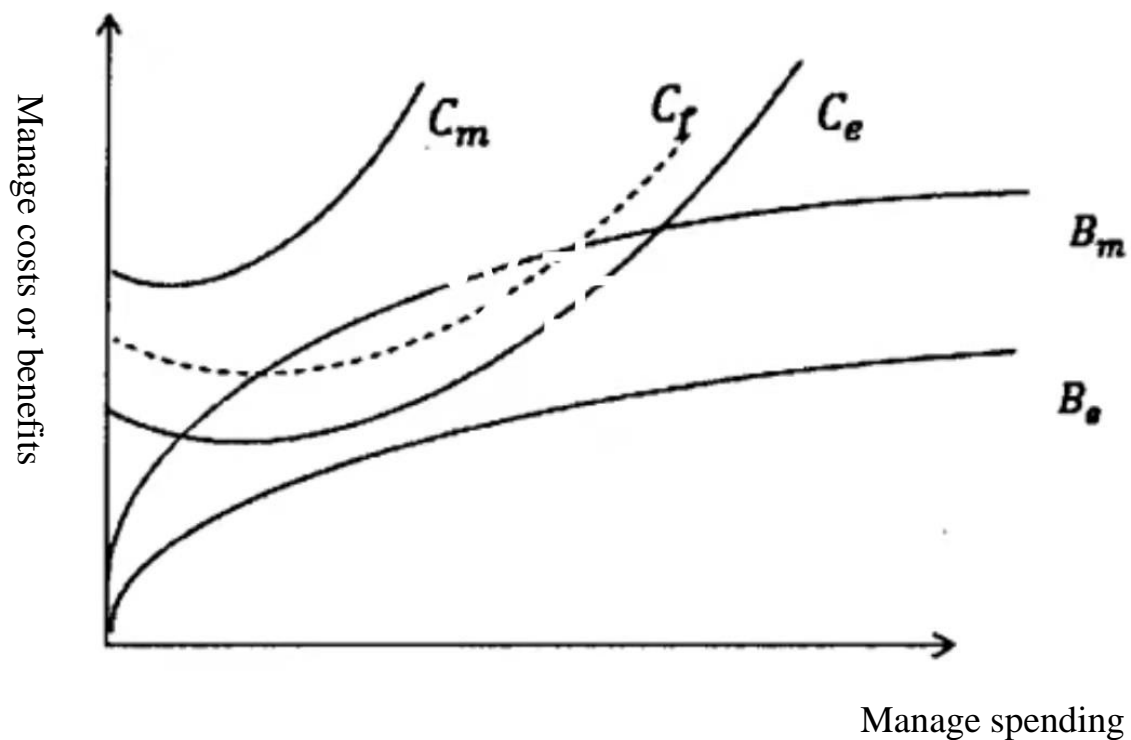
(3) Investment franchising. It is not difficult for us to see from the literal meaning that this franchise mode is mainly to meet the investment needs of the franchisee. Correspondingly, the franchisee pays most attention to the return on investment. The amount of investment required for this type of franchise is the largest of the three types, ranging from hundreds of thousands to millions, or even higher. As it requires a large amount of investment, it is not of great reference value for the case and analysis of this paper, so this paper will not take this franchise type as an example.

3.1 The generation process of franchise

Ronald Harix (Croase,RH,1937), winner of the 1999 Nobel Prize in Economics, put forward the theory that "There are costs to using the price mechanism" in his paper "The Nature

However, there are some underlying conditions in the process of organizational evolution: rational brokers will choose the organizational forms with lower organizational costs under the premise of the same organizational benefits. That is to say, in the case of the same transaction, when the cost generated by market transaction is greater than that generated by the internal enterprise, people will choose to complete their goals through internal enterprise transaction. When the cost of market transaction is less than the cost of internal enterprise, people will choose to achieve their goals through market transaction. But it is not rigorous, as shown in figure: CM, said the market transaction cost CE said enterprise transaction costs, BM said the benefits of market transactions, BF said business trade benefit, when cost in CF and benefit in BM, both will reach the balance, then a new system of economic organization that markets and enterprises with the combination of "half" form is valid.

Figure 3: Benefit Cost of Various Organizational Forms -- Benefit Analysis



From the figure and the above analysis, we can see that franchise is a kind of "semi-integrated" organizational form that contains the dual characteristics of market and enterprise organizational form. In the franchise system, the contractual relationship between the franchisor and the franchisee is tied by the signed contract, in which the responsibilities and obligations of both parties are clearly stipulated, but the ownership of the franchisor and the franchisee are independent. The franchisee is the main investor of the franchised store, and also the operator of the franchised store, enjoying the independent financial rights, personnel rights and the remaining 100% of the residual claim; The franchisor has only the right of operation but no ownership of the franchisee's stores, but the business results of each franchised stores should be responsible by themselves.

When we look at franchising from the perspective of ownership, we will find that both the franchisor and the franchisee are in the state of market organization. When we look at franchising from an external point of view, we will find that both franchisee and franchisee are in the same system at the same time. They are an organic whole. The franchise right of the franchisee to the stores owned by the franchisee is transferred by the franchisee. The

headquarters owns the centralized franchise right and the power is highly concentrated in the headquarters. Accordingly, the franchisor should provide service and assistance to the franchisee on a regular basis, and at the same time undertake the obligation to supervise the operation status of the operation shop, at this time, the franchisor and the franchisee are in the same state of enterprise organization. To sum up, franchising is a brand new organizational form under the condition of market economy, which combines the dual characteristics of enterprise and market.

3.2 Status quo of international franchise development

Franchising first appeared in the US in the mid-19th century with Singer's sewing machine company. Later, it was increasingly used in the automobile and fast food industries. Although American franchising is somewhat rigid and inflexible, it is also a successful model on the road of diversification of business models, which has greatly bridged the gap between B2B and B2C business models. Franchising in Japan has developed refined features based on local customs and habits, with 7-11 convenience stores being the most prominent. The business model of 7-11 convenience stores improves the speed of logistics distribution and order response, and ensures the freshness of food in the process of distribution.

Different countries and organizations have different definitions of franchising:

International franchise association: they regard franchise as a contractual relationship, the franchisor and the franchisee establish contact through contractual contract. In this relationship, the franchisor provides franchise services to the franchisee, as well as personnel training, commodity and raw material procurement, transmission of business management concepts and other services; The franchisee pays the franchise fee or the franchise fee. To put it simply, the franchisee obtains the help in the organization, management method and management concept during the franchise right and the operation process, and the economic return such as the franchisor or the franchise fee or the franchise fee.

European Franchising Federation: a contractual and legally binding continuing partnership between the parties through the marketing of their products, services, technologies, management ideas and methods. The franchisor needs to give the franchisee certain rights,

but also to undertake the corresponding obligations, the relationship between the two parties is actually generated. The franchisor shall provide the franchisee with trademarks, service marks, management techniques and methods, business philosophy, business techniques and methods, etc., and the franchisee shall provide the corresponding remuneration to the franchisor in financial form.

Federal Trade Commission (FTC) : A written or oral agreement based on a mutually beneficial objective between two parties, and that the relationship is continuous. In this agreement, the franchisee pays the franchisor a fee, and the franchisee is allowed to use the franchisor's trademark, service mark, technology and intellectual property.

Japan Franchise Association: Including the franchisor (franchisee) and other business owners (franchisee), through the franchise contract signed by the two parties to identify the continuing legal relationship between the two parties, in order to make the two parties sell or engage in other businesses under the same corporate image, The franchisor shall provide the franchisee with the trademarks, service marks, trade names and other business marks and management concepts that can symbolize the franchisee. In order to obtain the aforesaid rights and develop the business under the guidance of the franchisor, the franchisee needs to pay a certain fee or price to the franchisor.

3.3 Current situation of franchise development in China

According to the Regulations on the Administration of Commercial Franchising issued by the State Council of China, we can define franchise as follows: Commercial franchising refers to an enterprise that owns a registered trademark, logo, patent, proprietary technology, patents, property, resources of enterprise such as the franchisor, through the theorem of the contract will be more than its charter to other hospital operator is the use of the franchisor, franchisee in accordance with the provisions of the contract in the unified management mode to carry out business activities, and pay the appropriate fee to the franchisor.

China's franchise model was introduced in the late 1980s, but due to the reform and opening up and the lack of market resources before, the franchise model has developed rapidly in China, especially after entering the new century. Franchising in China mainly includes

the following characteristics:

1. Expand from first-tier cities to second - and third-tier cities. When franchising as a new business model into China, to compare the application of this model and more concentrated in the high level of consumption and less economically developed cities, but when all companies and industries are concentrated in the cities, the market will tend to be saturated, so some companies will choose the market blank of second - and third-tier cities. In addition, many newly established small companies cannot survive in first-tier cities with fierce competition due to capital, technology, management and other factors, and they will consider second and third-tier cities with fierce competition as their primary target cities first.

2. It grew rapidly but was less franchised. Although franchising develops rapidly in catering, clothing and other retail and service industries, the degree of franchising is still somewhat inadequate compared with foreign enterprises. Many companies only franchise certain parts of their business, while others remain proprietary. And the franchisee will sell the goods of other brands besides operating the franchise brand.

3. The management system of franchise enterprises lacks standardization. Standardization, as one of the main characteristics of franchising enterprises, is not well implemented in Chinese franchising enterprises. Due to the localization characteristics of many franchisee enterprises, they mostly use intuition and experience in the management of daily operation instead of strictly following the standards formulated by the franchisee enterprises. Besides, due to the late start of franchising and modern management in China, many enterprises have not worked out systematic and complete modern enterprise management methods. These two reasons are the important reasons for the lack of standardization in the management of franchise enterprises in China.

4. The online dividend of the franchisee (franchisee) peaks, and the offline cost is too high. First, in China, the cost of acquiring a new user for e-commerce platforms is conservatively estimated to be 100 RMB yuan. With the increase of e-commerce platforms and the increase of sales of these platforms, users have more and more choices for e-commerce platforms and commodities. In addition, with the increasing transparency of information, the barriers between sales information are gradually reduced, the cost of maintaining platform users is higher and the unit price of sales is lower and lower, which is the reason why online

sales dividend has peaked. Second, the cost of opening a store is high, mainly reflected in the rent. Due to the particularity of the real estate industry in China and the deep influence of traditional concepts, the housing price and rent in China remain high. Besides, the decoration and maintenance of the stores in the later period have greatly increased the cost of opening a physical store. Secondly, it is reflected in the high cost of labor operation. According to the store size, the successful operation of a store needs at least 2-5 people, and the more people, the greater the cost. The third major shopping platforms have an obvious impact. Due to the convenience of e-commerce platforms and frequent promotional activities, a large number of consumers switch from offline to online. In this case, franchising needs more aggressive competitive strategies to compete with them, which also makes the sales price of physical stores in a passive state.

3.4 Franchise development status of China's restaurant chain industry

The franchise model has been developed in the restaurant industry since the 1990s. In the 1890s, in order to solve the sales problem, Li Ning Sports Goods Co., Ltd. adopted the franchise mode to expand its scale and became the earliest company to make profits. After seeing the success of Li Ning, major brands in the catering industry also opened the road of franchise. In 1993, after the establishment of the group, Quanjude immediately began to explore the development of branch stores by franchise. Later, Donglaishun, Manji Desserts, Shanghai Coffee, South Beauty and other catering brands also developed into national chain brands by franchise. Since then, franchising has become the mainstream development and management mode in China's catering industry.

As one of the representatives of franchise development in China's catering industry, as well as an important part of China's catering and leisure catering consumption, the following will be based on the overall analysis of the whole catering industry to get the development of milk tea industry in which and the future development trend of fairy lake.

1. In terms of the number of restaurants in the catering industry: according to the chart below, the number of total chain stores in China's catering industry shows an increasing trend

from 2010 to 2019, with the number of stores of all brands increasing from 15,333 in 2010 to 34,356 in 2019, among which, the year-on-year growth rate in 2019 is 10.8%, fast expansion of stores in the industry.

Figure 4: Number of total chain stores and total number of restaurants in China's catering industry from 2010 to 2019 (unit: 1; Data source: China International Bureau of Statistics, Qianzhan Industry Research Institute)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Number	154	284	564	544	654	554	594	634	824	954
Number of stores	5333	6285	8153	10554	2494	3721	4356	7478	1001	4356

2. In terms of turnover, the turnover of China's catering chain industry keeps growing. From 2010 to 2019, the turnover increased by 14.59% year on year, with an obvious growth rate, much faster than that of the whole catering industry.

Figure 5: Turnover of China's catering chain industry (unit: RMB100 million; Data source: China International Bureau of Statistics, Qianzhan Industry Research Institute)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Turnover	55.42	120.39	283.26	319.62	391.02	526.61	635.15	735.48	950.01	234.50

r										
---	--	--	--	--	--	--	--	--	--	--

3. According to China Catering Report 2019, the degree of chain development in China's catering industry is only 5%, while that in the United States is 30%. The degree of chain development is very low, and there is a huge space for the development of chain development in China's catering industry in the future. According to the survey report of China Hotel Association, as shown in the following figure: the growth of direct-sale stores is higher than that of franchised stores, and the Matthew effect gradually appears; By comparing the number of enterprise groups with franchised stores and directly-operated stores, it can be found that the number of groups with directly-operated stores is higher than that of franchised stores. Direct stores are still the first choice for enterprises to increase brand benefits and expand scale.

Figure 6: Number of directly operated restaurants in China's catering chain industry (data source: China Hotel Association)

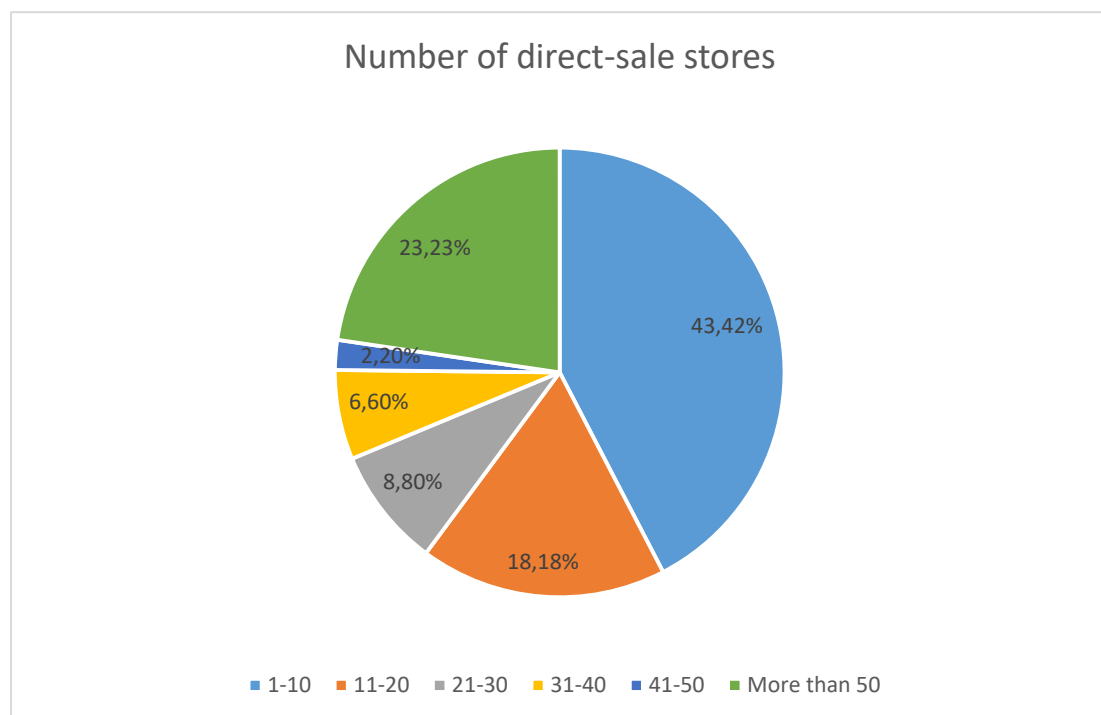


Figure 7: Number of directly operated restaurants in China's catering chain industry (data source: China Hotel Association)

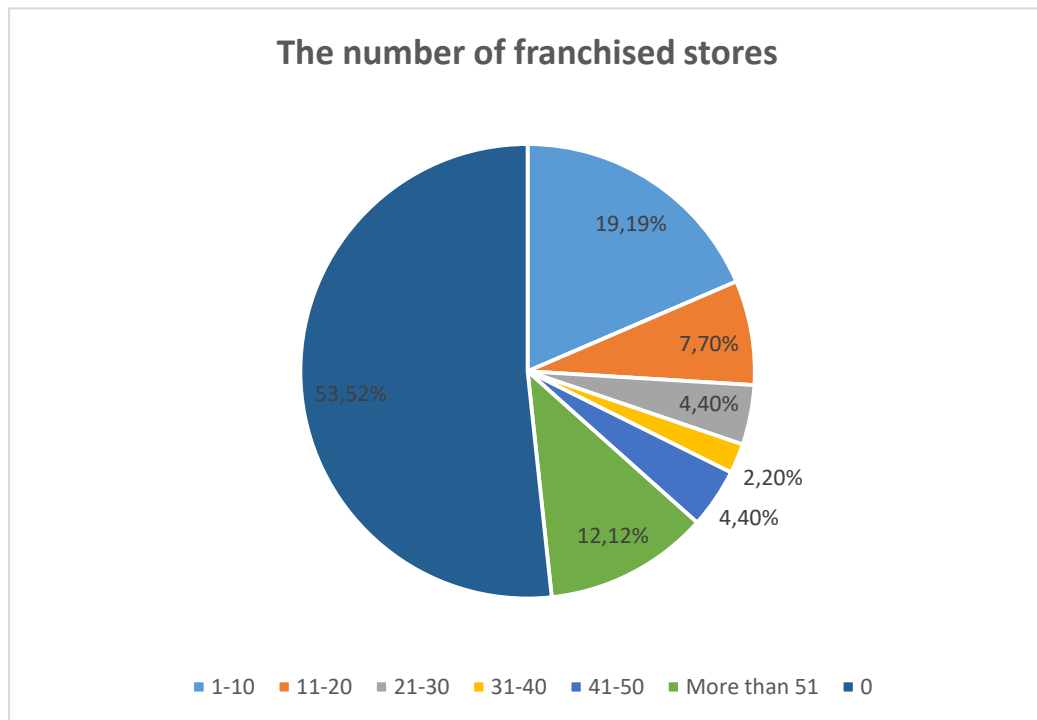
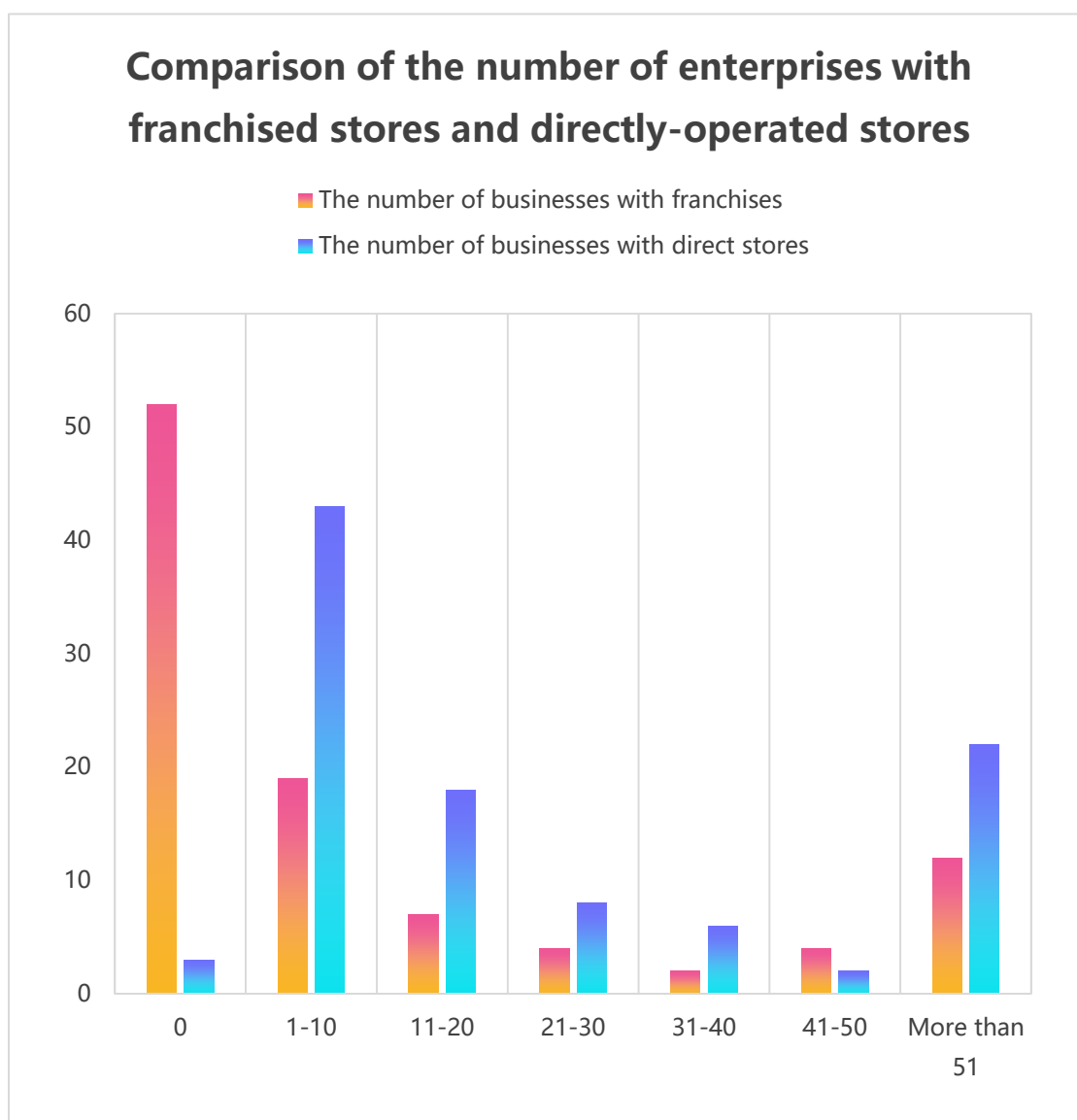


Figure 8: Comparison of the number of enterprises with franchised stores and direct-sale stores (data source: China Hotel Association survey data)



3.5 Future development trend of franchising in China's catering industry

People-oriented, serving people's livelihood has always been the concept of the development of China's catering industry. In the future, facing the rapid development of the world Internet, the status quo of data, network and intelligence, China's catering industry will also be closely linked with the Internet. The thinking mode of mutual benefit and sharing will become a new idea to guide the development of enterprises. Therefore, the establishment of one-stop online and offline service of mutual benefit and sharing and the acceleration of the degree of connection between online and offline will also be the development direction of the

catering industry. The development of new technology, online payment and other consumption methods will also become the driving force to attract new consumers and implement the new retail mode. The future development direction of China's catering industry will be Internet-based, digital and retail-based. In addition, the development of catering related industries has weakened the non-core functions of restaurants and strengthened the core functions, so the phenomenon of light assets of restaurants will be more and more.

In short, restaurants will promote the development and transformation of enterprises from independent innovation, innovative information management, brand strategy, energy conservation and environmental protection, green and low-carbon, innovate the development model, improve the quality of service, optimize the development structure, so as to further release the new momentum of development.

Figure 9: Future development trend of China's catering industry

Future development trend of China's catering industry	
Internetization	Use Internet + to establish online and offline one-stop services, strengthen online order rate and delivery services, use takeout platforms and group buying platforms to promote the integration of online and offline development, gradually realize the connection between enterprises and digital mobile terminals, and achieve online and offline drainage services for new users or customers.
Retail	More and more catering brands are building their own brand IP, and there are also more and more retail stores with brand as IP, which gradually become a terminal retail scene with specific traffic. Retailization is the trend of the whole industry.
Digital	More and more chain enterprises begin to use information technology to build their own digital information service platform, to retain and analyze book data; Grasp sales, inventory, order, flow, personnel and other related information, improve management efficiency.
Light asset-like	In the form of third-party outsourcing, the non-core functions of restaurants are outsourced to strengthen the core functions of restaurants

	and stores. Make the company's assets lighter, smaller, more professional, more rapid.
--	--

Chapter 4: Analysis of the development mode of Chinese milk tea industry

The original Hong Kong style milk tea and milk tea mainly store sales, profit depends on the store selling products, the late with milk tea producing method and process simplified and the essence of the wide use of raw materials, milk tea stores are more diversified and concise, and even a tricycle can let you easy to open a milk tea shop. Therefore, the business models of milk tea shops are becoming more and more diversified, among which direct sales and franchise operation are the most popular.

Figure 10: Growth Rate of the Number of Milk Tea Stores with New Tea Drinks from 2017 to 2019 (Unit: %)

The city level	First-tier cities	New first-tier cities	Second-tier cities	Third line cities
The growth rate	59%	96%	120%	138%

Figure 11: Growth of the number of ready-made tea stores in China from 2016 to 2020 (unit: ten thousand)

Year	2016	2017	2018	2019	2020
Increment the number	19	25	45	50	48

Figure 12: Number of Tea Making and Drinking Stores in China (unit: 10,000)

Time	2016Q3	2016Q4	2017Q1	2017Q2	2017Q3	2017Q4	2018Q1	2018Q2	2018Q3
The number of stores	19	19	19	21	23	25	27	34	41

From 2014 to 2018, the number of milk tea companies grew at a compound annual growth rate of 23 percent. In 2018 alone, the number of stores jumped 74% in one year! By the end of June 2020, the number of stores is around 480,000. According to the data released by the White Paper on New Tea Consumption in 2019, the number of tea shops in Beijing, Shanghai, Guangzhou and Shenzhen and the new first-tier cities has increased by more than 120% in the past two years. In 2019, the total size of China's tea market exceeds 400 billion yuan, and the future development trend is still strong. Among the new tea drinks in China, high-end new tea drinks have the largest growth scale. The market size has increased from 800 million yuan in 2015 to 12.9 billion yuan in 2020, with a compound growth rate of 75.8%. The development of milk tea in China has experienced a long time from blending milk tea to making tea on the spot. The following will analyze the franchising mode of these three brands from the example of Mixue Bingcheng, the representative of ordinary milk tea, Coco (Duco), and Xicha, the representative of high-end tea.

4.1 Reasons for franchising milk tea industry

The characteristics of Chinese milk tea shops can be summarized as follows: the shop area is small, the smallest is 4 to 5 square meters, and the larger shops will set up waiting areas for customers to take food. But due to the product production time is short, most of the drinks and

store address nearby shopping malls, schools, such as stream near a subway station, the environment is a noisy place, add milk tea shop almost won't like starbucks can peripheral products derived from many, so few people would stay in tea store, so the milk tea shop generally does not need too large area.

The raw materials and production process needed for milk tea production are not complicated, and the production technology is easy to master. Therefore, the store does not need too big warehouse and a rest area for customers, so the general investment is small. Staffing is also relatively simple, generally do not doubt the appearance of clerk redundancy, low labor costs. Store location is generally relatively simple, generally choose in the place with large flow of people. From the store site selection to decoration to staff recruitment, training and the formal opening of the store need a short period of time, the speed of opening a store is very fast.

According to the definition and characteristics of franchise, the main reasons why the milk tea industry chooses franchise can be summarized as the following:

1. Advertisements on TV and the Internet enhance the public's awareness of the brand.
2. With the rapid development of transportation and logistics, the unified distribution of raw materials in the process of brand re-franchising provides objective conditions for realization.
3. The production characteristics of milk tea shop are mainly small-scale production, which requires less personnel, less quantity and scale of production products and less equipment required for production.
4. The use of franchising can cause economies of scale, and the construction of production and brand or the supply of raw materials are greatly affected by the national model economy. Production and distribution are spread over a wide range of areas and are small in scale and coverage.
5. Due to the existing system of store area and personnel production capacity, each milk tea shop can provide limited service to the population. Increasing sales in a single region will be limited by this aspect.
6. People are only willing to buy such products in close proximity, most of them are not willing to travel far to buy a drink, so this also limits the number of customers and sales in a certain geographical market. Therefore, business managers often choose to increase sales by increasing the number of locations in which they operate rather than by increasing sales of

existing stores. Therefore, franchise strategy is an effective method for enterprises and managers.

7.Milk tea shops are usually visible. Although their shops are located in different places, they are usually in streets, shopping malls and other places where people can easily find them. Tangible shops can not only facilitate people's consumption, but also let people feel and supervise the shop's health, decoration environment, product characteristics, corporate culture and so on. These have a great impact on gaining the trust of consumers and increasing store sales.

8.The customers of milk tea shops are mainly local people in each city, so they tend to adopt localized production, operation and management mode based on local people's consumption habits, religious culture, living customs and other characteristics. And localized management style is a very common management way for franchising to expand the number of stores.

9.The production technology and process of milk tea shop is relatively simple, and the operation is highly standardized. Operating procedures and raw material ratios can be stated directly in writing and required to be operated by Franchisee. Store hygiene, decoration, etc., product production procedure standards can be visualized and standardized by product operation manuals and waterside procedures of business operations.

10.Because the production process is simple, there is not much personalized service. Therefore, the training cycle for store personnel is short, and many people can be trained at one time.

11.Because of its low investment cost and large profit margin, the milk tea industry has potential franchisee groups and potential investors. As it belongs to the service industry, it also needs a large number of employees to serve the stores and consumers.

12.In today's increasingly fierce competition in the milk tea industry, in order to make their brand different from other competitive brands, enterprises reduce production costs by improving their visibility and form economies of scale. At this point, enterprises can bring economic benefits faster by improving their popularity than by opening direct-sale stores. Therefore, franchising is the way for enterprises to rapidly improve their popularity. Enterprises can also provide great support for business operations in different regions by establishing a

good brand, thus forming competitive advantages in different regions.

13.The cost and risk of investment are low. The scale of a separate milk tea shop is small, and the cost of decoration and equipment is less, and the staff need to be employed is also less. Owners of milk tea shops often have limited economic ability and can choose and buy fewer franchise projects and brands, so it is difficult for them to achieve diversified operation.

4.2 Franchising of Mixue Ice City

4.2.1 Brand Profile

In 1997, Zhang Hongchao, the founder of Mixue Ice City, was still a college student. In the summer vacation of that year, he worked part-time in a shaved ice shop. Through observation, he found that although the shop was small, the volume of people was quite large and the profitability was very strong. So after graduation (in 2000), he rented a small booth of less than 20 square meters under the eaves of a photo studio, and called it "Cold Flow shaved ice", and started his business. In his store, the main products are smoothies, ice cream, shaved ice, and later, as sales continued to increase, he began to sell milk tea and other drinks.

After three years of operation, he changed the name of the store to "Snow Ice City". Since the establishment of the brand, he has been devoted to the development of new products, and the ice cream he launched has often caused a stir in the market. In 2006, he began to study fresh ice cream. After repeated experiments and repeated comparison of the ratio of various raw materials, he launched the special ice cream of Mixue Ice City -- "Mixue Ice City Waffle Ice Cream". In the product pricing company, he used the backward cost method and set the price of the ice cream at 2 yuan, which is 3-5 times lower than other brands. The price is quite competitive in the market. Soon he opened a second store selling ice cream, which was the beginning of the franchise for the Michelle Ice City brand, in the spring of 2007. In the spring of 2008, Zhang Hongchao started the component team and registered "Zhengzhou Mixue Ice City Trading Co., Ltd." to design the joining process and management system of enterprises. In this year. Mixue Ice City has 180 franchised stores. In 2010, Zhengzhou Mixue Bingcheng Trading Co., Ltd. was officially renamed as Zhengzhou Cross-Strait Enterprise Management

Co., Ltd. Together with zhengzhou baodao trading co., LTD., we opened a more professional franchise road. The company has also become a diversified enterprise integrating industrial wisdom selection, chain operation, brand management, product research and development, etc., and has been officially put on record in the Ministry of Commerce of China, thus becoming the first franchise enterprise in the fresh ice cream & tea beverage industry to be put on record in business. In 2011, the focus of the expansion of the company is to open direct-sale stores, so as to reshape the corporate image, deepen market positioning, and standardize enterprise management.

4.2.2 Marketing strategy of Mixue Ice City

1. Market Segmentation Strategy: Clear market positioning and take the lead in the market. Product prices are low, the main market is sinking, to seize the second and third tier city market. The market positioning of Mixue Ice City is popularizing drinks. Its main consumer groups are students, whose consumption power is not high. Open the market with low prices and retain customers with cost-effective products. In addition to the large number of stores, low price has always been the key factor for Mixue Ice City to dominate the second and third tier markets. According to China's National Bureau of Statistics, more than 70 percent of China's consumers are in second - and third-tier cities with a population of 1 billion. With the narrowing of the income gap between urban and rural residents, consumers in small cities also need these consumer goods to meet their consumption demands. The cost-effective Mixue Ice City is more able to capture the hearts of these consumers. In addition to the conventional locations around shopping malls, office areas and schools, the franchise stores of Mixue Ice City also include communities, streets and the integration of urban and rural areas.

2. Media mix strategy: use the company's advertising according to the proportion, so as to achieve the purpose of stimulating consumers' purchase desire more effectively and maintaining the brand image. Mixue Ice City will not use advertising to attract the attention of consumers, their advertising strategy in addition to media reports, is to integrate brand publicity into product activities. On October 22, 2020, Michele Ice City announced the news that "the number of global stores of Michele Ice City has exceeded 10,000 for the first time" through the

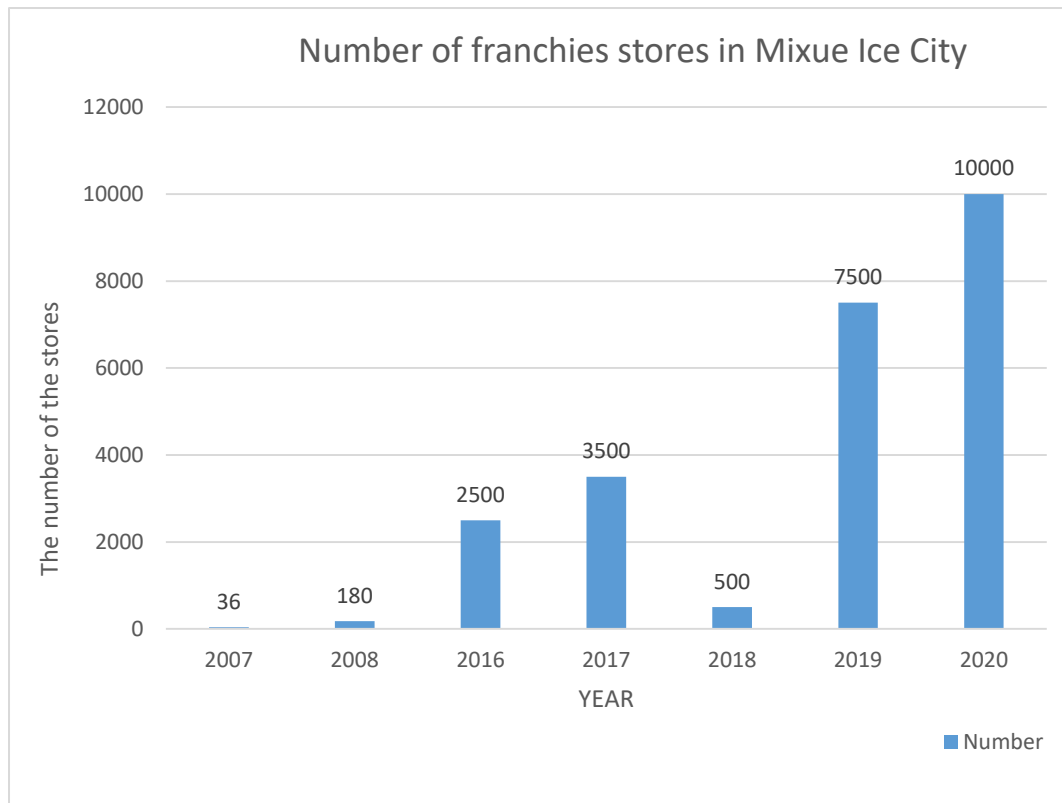
company's official microblog. The attention and media exposure of Michele Ice City continue to increase. In the brand advertising, in addition to the company's official website, social platforms, etc., will also be targeted, such as search for milk tea to join, tea business and other websites, search pages, targeted advertising of the company, to maximize the advertising efficiency.

3. Brand promotion strategy: create brand super symbol and spread brand influence with brand IP. Pay attention to the maintenance of brand image, in this way to strengthen the brand's market positioning and enhance consumers' perception of the brand and the degree of cognition. The brand LOGO and store signs are more conspicuous in red instead of black in the first year, which is more eye-catching and can attract the attention of consumers.

4. Insist on low price and high cost performance, and constantly introduce new products. The strategy of low price and high cost performance is an important reason why Mixue Ice City stands out from many similar tea brands. However, low price does not mean low quality. On the contrary, the materials and services of Mixue Ice City are no worse than those of other brands, and the serving speed of Mixue Ice City is as good as those of tea brands with high price products. Product innovation is the key to its sustainable development. New products launched according to the seasons or solar terms and web celebrity hot style launched according to the popularity of the network are magic weapon for the brand to continuously improve its status in the hearts of consumers.

4.2.3 Franchise development of Mixue Ice City

Figure 13 : Number of franchised stores in Mixue Ice City (Unit: 1)



The franchised stores of Mixue Ice City have grown from 36 in 2007 to more than 10,000 now. Last year alone, the turnover of Mixue Ice City exceeded 6.5 billion yuan, and it has become the tea chain brand with the largest number of stores in China. According to a source inside the brand, the turnover of Mixue Ice City in 2019 has reached 6 billion yuan, and the profit of the enterprise has reached 800 million yuan. These profits are mainly the supply chain costs such as material fees charged to franchisees. It is worth noting that the proportion of franchise fees in the overall revenue is not high.

Mixue Ice City has great advantages in terms of supply. Relying on its advantages in the upstream of the supply chain, the company can control the cost of a single cup of drinks within 2-5 yuan. According to the information displayed on the official website of Mixue Ice City, the gross profit is as high as 50%.

In terms of supply chain, Mixue Ice City has great advantages. It is understood that relying on the upstream advantages of supply chain, the cost of a single cup of Mixue Ice City can be kept between 2-5 yuan. According to the official website of Mixue Ice City, the gross profit rate of its products is basically around 50%.

The franchise mode opened by Mixue Ice City is mainly single-store franchise, and The

franchise fees are mainly as follows:

Franchise fee 70000 yuan; The deposit is 10,000 yuan; Equipment cost 60,000 yuan; Management fee 4800; Consulting service fee 2000; Cost of the first batch of materials: 50,000 Yuan; The cost of decoration can not be determined according to the situation of each area, generally 50-80 thousand; The rent can not be determined according to the different conditions in different regions, so it is tentatively set at about 100,000 yuan. To c up, the cost of opening a franchise store in Mixue Ice City is 320000-400,000 yuan.

4.3 Franchise analysis of Coco Milk Tea

4.3.1 Brand profile

In 1997, COCO milk tea was founded in a small town of Danshui in Taiwan, China. In 1999, COCO began to go out of the Danshui area and penetrate into all parts of Taiwan. In 2007, COCO began to enter the mainland market, and now, COCO is actively preparing for the expansion of the global market. From the initial upgraded milk tea shop to the present "milk tea + coffee + juice" combined big shop, Coco tea has become a representative brand of the wind direction in the tea industry. At present, there are more than 2000 stores in the world. With the business philosophy of "globalization of enterprise, localization of management", COCO's business has expanded from Taiwan to the whole world, and has become one of the Ming tea chain brands across the world. In China, COCO stores all over Shanghai, background, Shenzhen, Guangzhou, Wuhan and other major cities; In foreign countries, we have also successfully set up stores in the United States, Canada, South Korea, South Africa, Thailand, Indonesia and other countries. Has become "the foundation of tradition, innovation, look to the international" multinational enterprises.

Since Coco tea entered the mainland market in the 1990s, it has been favored and pursued by consumers, especially young consumers, because it is good at product innovation and greatly enriches product categories and tastes, forming a unique tea culture of Coco.

The take-away tea boom has broken the grip of coffee, cola and other "imported beverage brands" in the ready-to-drink market and opened up new markets. The prosperity of the tea

market makes the major brands try every means to expand the market scale and increase the market share, so many brands have adopted the franchise mode. With this model and the slogan "Coco can drink tea", Coco Tea opened the first step to enter the mainland market. Due to the rich experience accumulated in Taiwan area and the strong strength of the enterprise, within just two years after entering the mainland market, with the product characteristics declared by this slogan, its stores rapidly expanded to Shanghai, southern Xinjiang, Xiamen and Wuhan. At present, the number of branches in the mainland has already exceeded 600.

4.3.2 Marketing strategy:

4.3.2.1 Product strategy: The product category is rich, and new products are constantly introduced according to the season. In addition to new products, it is also important to maintain the characteristics of traditional products. Featured products are mainly kumquat lemon tea, milk tea three brothers, pearl milk tea and so on. The brand LOGO is designed in orange, which gives people a warm feeling like the steaming hot and fragrant milk tea in winter.

4.2.2.2 Distribution strategy: The distribution channel mainly takes the form of store sales. However, with the development of takeout platforms and payment methods, in addition to in-store food, stores also provide takeout service. However, product homogenization has become an inevitable trend in the development of milk tea industry. When this brand provides in-room food and take-out service, other competing brands also provide the same service. At this point, delivery speed and service become a competitive advantage. The service of making a drink in 60 seconds proposed by Coco can greatly improve the competitiveness and influence of similar brands.

4.3.2.3 Pricing strategy: the target market of Coco drinks is the middle and high-end level in the milk tea industry, and the brand always maintains a high-quality image and insists on serving customers with high-quality products, so the price is slightly higher. However, instead of lowering prices, companies will use some crude Olympic activities and coupons to increase sales and maintain brand image.

4.3.2.4 Market Segmentation: the stores are located near shopping malls, pedestrian streets, schools and subway stations, close to target customers, and the service scope is mainly within 5

kilometers of the stores and the range that can be covered by takeout.

4.3.3 Franchising of Coco Tea

Coco tea business and franchise mode is mainly joint venture. In the past few years, the market level was divided in the unit of 1 million to 2 million RMB. Megacities, megacities, and second-tier cities have different populations and are divided into different levels, as well as different levels of regional authorization and agents. Markets such as Shanghai, Beijing and Shenzhen will be divided into several regions, and a corresponding number of agency places will be opened according to different regions. For some areas with small market scale, small population and weak purchasing power, most of them will be authorized by a region. For example, they will be added to the company authorized by the agent of the superior region to conduct business in this way and join joint ventures for common development, and no separate authorization will be given to this region. The franchise mode of COCO tea mainly includes regional franchise and single-store franchise.

Regional franchise: this mode is the main mode of Coco tea franchise development. The franchisee and the enterprise each invest 1.5 million yuan to establish a new joint venture company to jointly operate the stores in the area where the franchise stores are located. The new joint venture company set up after the three years to set up in local 15 new stores, because milk tea market at present belongs to the mature stage, each big brand of market segmentation has been more detailed, sometimes a crossroads have greatly small home milk tea shop in June and July, so a lot of market has been carved up and blank market is less, At present, it is difficult to achieve the expansion of 15 stores within 3 years. In addition, the cost of the store is also high, which poses a big financial test to the franchisee. At present, the development of this model has encountered a bottleneck.

Single store franchise: Coco Tea rarely uses this franchise model. However, due to the large investment of regional agents and the requirement of the number of stores to be opened within the specified time in the agency area, the requirements for investors are relatively large, and many potential investors will give up because of the investment limit. However, as a project with small investment and suitable for family operation, milk tea shop has a large number of

potential investors, so Coco Tea considers to open the single-store franchise model.

Franchise Fee: Like the agency level in the regional market, the franchise fee for a single store is graded according to the city level. They are: 75,000 yuan per year for provincial cities, 65,000 yuan for prefecture-level cities and 55,000 yuan for county-level cities. The content of franchise fee mainly includes: brand usage fee, contract deposit, store training fee and brand management fee.

Equipment cost: as an important tool in the production of drinks, equipment is often provided and distributed by the corporate headquarters. Because there is no separate equipment cost detail in the previous franchise model, it is estimated to be about 30,000 yuan.

Raw material cost: raw material cost is an important store operating cost in any franchise mode. When the store is opened, the raw material cost in the early stage is not high, but in the daily operation of the store, especially after the store enters the second stage of application, raw materials are a major investment cost. Including fruit, edible pearls, coconut, tea, milk, yogurt, disposable quilts, straws and so on. Some of these materials are uniformly distributed by the headquarters, and some need to be purchased by franchisees themselves, so it is difficult to have a specific figure for these costs.

Store expenses: In recent years, the active market of China's national real estate and land factory has made the housing prices and rents of all levels of cities and cities continue to rise, especially the rents of storefront shops, which are still high. In many cases, store rent and decoration costs are a major cost during the whole store preparation period, including the operation period, accounting for more than 50%, or even more than 70%. In some large provincial capital city pedestrian streets, a shop of 60 square meters or so will cost more than 1 million yuan per year for rent, decoration and shop transfer.

Staff salary: The operation of the store is inseparable from the daily work of the employees. The larger the area, the larger the customer flow, the more employees are needed. One advantage of Coco's single-store franchise is that many milk tea shops only need 3-4 employees to maintain the normal operation of the shop. If the shop area is small, one employee can also maintain it, and the employee can be the shop owner or the owner's family. There are many such mom-and-wife shops in China, and they save labor costs in this way.

Franchising does bring awareness to the brand, expand its development scale, and realize

the scale effect of the company's products. But it also makes it harder to run a business; The uncertainty and reliability of investors' funds also cause some difficulties for the operation of enterprises. The major franchisees are all over China, and each region has its own eating habits, which also poses a threat to the unity of the company's products and the stability of product quality to a certain extent. Blind and rapid expansion may cause permanent damage to the brand. For example, the larger the scale, the more difficult it is to grasp the product quality, so it will have a bad impact on the brand reputation and customer satisfaction, and affect the brand image. Coco Tea has also been trying to figure out how to avoid these negative effects.

First, adopt the joint venture mode of operation. In the first step, filter out those franchisees who do not agree with the corporate culture of Coco Tea Company. Only those who agree with the Coco business model and product quality will be allowed to join the joint venture, which can ensure that the company has enough control over the franchisees.

Regional operations managers were set up at the headquarters to oversee the quality of operations in the joint venture market. And there is a training center, each market service personnel must pass the training of the training center, after the assessment of qualified to mount guard. This will provide the market with a frontline customer service staff to ensure that the production methods of products in each market are standardized and measurable.

The headquarters has a professional logistics team to provide marketing, operation, training, development, public works, procurement, finance, logistics and other services, to ensure that franchisees and joint venture stores to provide timing, effective, complete, professional services, to ensure the smooth operation of no joint venture.

"Add a little creativity to Chinese tea, constantly develop new drinks, and give full play to the possibility of" tea ", which is an important reason for "Coco milk tea beverage to stand out among similar drinks, and also the source to ensure the eternal vitality of the brand. To this end, Coco Tea has set up a special research and development room to develop new products. In order to maximize the flavor of each ingredient and bring out the most balanced flavor of the ingredients when they go together. Researchers use specialized instruments to analyze the properties of various raw materials and simulate the taste of drinks in different climates, so as to find recipes for different seasons, different people and different temperatures. Guided by the idea of "actively guiding the market to innovate and develop new products", Coco launches

about 30 new products every year. Coco introduced the concept of "healthy tea drinking" from the original tea beverage based on pearl and foam, and developed a series of fruit teas with unique flavor. Among them, kumquat lemons, fresh thyme double cannon and so on are very popular drinks.

Fourth, in addition to continuous product innovation, "Coco tea strictly controls raw materials and insists on using fresh fruit.

4.4 Franchise analysis of HEYTEA

4.4.1 Company profile

Heytea -- a brand known as the pioneer of new tea drinks. In 2012, Heytea was a shop in a small alley in Jiangmen, Guangdong province, then called Royal Tea. The owner, Nie Yunchengang, was 21 years old. In the early days, he almost took charge of everything in the store, from shop decoration to menu design, all by himself. At that time, there were many similar shops around, and the street where the shops were located was even called "Milk Tea Street". At the height of the competition, the number of stores that opened was roughly equal to the number that closed. As soon as a month, as long as a year, many stores closed. In order to strengthen the competitiveness of his shop, Nie began to pay attention to product research and development, and he spent a lot of time on the improvement of the formula every day. During this period, he could not guarantee the sales volume of the store's products. At the worst time, he only had a turnover of 20 yuan a day, and even was on the verge of bankruptcy for a time. However, he still adhered to his original aspiration, striving to create products suitable for his own brand style and personality, and endowing the products with more brand value than just a cup of drinks. Half a year later, he successfully launched a satisfactory product -- cheese tea. It used creamy powder, pearls, red beans and other "frisky" things to make cheese and fruit tea into a brand unique product that was imitated as hot style.

In 2016, as the trademark of "Imperial Tea" was registered, he changed the brand name to "Heytea", presenting a new image to the public. In this year, Heytea got the financing of 100 million yuan from IDG Heboquan, which officially opened the era of large-scale expansion of

Heytea. In 2017, Heytea entered the Shanghai market. Due to the good reputation it has accumulated in Shenzhen, it caused a large number of people to queue up after opening. Some people even queued for 6 hours to buy Heytea's drinks. In addition to the popularity of Douyin and other short video platforms at that time, Heytea's popularity became a news hot spot at that time, attracting a large number of onlookers and discussions. This also laid the foundation for Heytea's further expansion. Up to now, Heytea has more than 700 stores in China.

But also in market as consumers and people's consumption level, the reason such as the acceptance of products and constantly changing, according to the new tea consumption, the white paper in 2019, according to drink the unit price in the hands of more than 25 yuan and the crowd accounts for only about 30% of all consumers, a range of products for consumers in consumption and accept ability is still insufficient. In addition, the market of first-tier cities tends to saturate, and the market gradually sinks to the second and third-tier cities.

As the first web celebrity brand in the tea industry, Heytea has a large number of franchisees who want to join this brand. However, in order to ensure the brand image and product quality, Heytea only opens direct-sale stores, but does not open franchise or agency. In addition, in order to reflect the product differences, Heytea launched a sub-brand "Xixiaocha". The price of Xixiaocha is around 10 yuan. From its pricing, it is not difficult to see that Heytea intends to penetrate the low-end market through its sub-brands, thus forming a dislocation with the existing brands and occupying a broader market share.

4.4.2 Marketing strategy:

4.4.2.1: Product strategy: according to the latest news, Heytea produces a new product every 1.2 weeks, and once created the industry record of launching 10 new products in a single month. However, what is more surprising to consumers is that Heytea has developed products that can really stand the test of taste buds rather than blindly promoting products. The research, development and market speed of its new products is leading in the whole field of ready-made tea drinks. In the early days of the brand, the founder Nie Yunchen insisted on product research and development, and now Heytea has a large number of brand characteristic products.

4.4.2.2 Pricing strategy: The price of Heytea products is in a high-end position in the field

of ready-made tea in China, and the price of Heytea products has broken the ceiling of 30 yuan. As for the price, Heyteacmo Xiao Shuqin said, "As a daily consumer product, tea will never be scarce. The milk tea with a price of more than 20 yuan will not become a burden for consumers." However, many consumers said that it is still a little expensive to buy a cup of milk tea at such a price. According to Heytea's cost analysis of raw materials and other costs, even if the milk tea sells for 30 yuan, the profit is only 5-10 yuan, which is far from the huge profit that the public think.

4.4.2.3 Marketing strategy: release copies and videos about brand products and sales status through Douyin, Kuaishou and other short video platforms to quickly attract customers' attention and build hot style products and brands. Through these convey the brand culture, and even lead the trend of tea. In addition, it also cooperates with other brands to achieve cross-border marketing. For example, we cooperated with the Hong Kong fashion brand B.Duck to launch co-branded membership cards and gift cards.

4.2.2.4 Channel strategy: In addition to the traditional offline store consumption, Heytea launched the online "Heyteago" store to explore the digital operation mode. The model is similar to a light-weight convenience store, where there are no cashiers and customers place orders through small programs that allow them to schedule pickup times and order takeout. This new way of shopping not only enriches the distribution channels of Heytea, but also greatly improves the shopping experience of customers, and the number of users increases rapidly.

4.2.2.5 Market Segmentation: Heytea's target customers are mainly young people. Different from Michelle Ice City, Heytea's target customers are young people with certain economic strength. It is not difficult to see from the product pricing that the product pricing of Heytea obviously filters out a group of low-income workers and college students with zero income. Their main target is to attract young people with economic foundation such as urban white-collar workers and office workers and people with strong consumption power.

4.4.3 Operation analysis of Heytea

In order to sort out the brand image and ensure the quality of products, Heytea did not open franchise and agency, and only opened direct-sale stores. The pros and cons of this

business model are also obvious:

Advantage:

The headquarter is directly responsible for operation and daily management, and has obvious advantages in technology update, product research and development, and new product launch speed

It enables customers to experience standardized and undifferentiated services

It is more conducive to the vertical leadership of the company and the consistent behavior from top to bottom, and more conducive to the sorting of brand culture.

Disadvantage:

Huge structure, large number of personnel, increase the company's management difficulty coefficient

Shops are unable to adjust their product management strategies according to the response of the local market, thus lacking flexibility and autonomy

The development of each store is easily restricted by the capital and personnel of the headquarters, which is deeply involved with the capital link of the headquarters.

The direct marketing model of the tea is not so rigorous, it through the form of franchisees to participate in the operation of the store. The cost of opening a new store is about 850,000 RMB, including 380,000 RMB for the investment fee and 50,000 RMB for the deposit. In addition, the decoration cost of about 160,000 yuan is also needed. Unlike other brands, Xi Tea does not have high requirements on the general area. The area of each store is required to be above 80 square meters, because they will have some value-added products -- Ou Bao (bread), in addition to the operation room, there should be a place for customers to eat. In terms of equipment, there should be two or more sets of beverage and baking equipment, among which the cost of beverage equipment is 98,000 yuan and that of baking equipment is 88,000 yuan. In terms of raw materials, Xiza stipulates that the cost of the first raw materials is 80,000 yuan. When opening, each store will have no less than 5 employees, and the cost of staff training is 8,000 per person.

In terms of store profitability, according to the research data of China Merchants Securities, a milk tea shop sells 800 cups of drinks in Asia and Europe every day before it starts to make a profit. After deducting staff salaries, store rent, water and electricity costs and other costs, even

if the operating income of a store is 10 million yuan per year, the final profit of a store will be about 1 million yuan, that is, the net profit margin will be about 10%. Therefore, the net profit of Xizha is not as high as everyone thinks. A cup of Xizha drinks costs 30 yuan, and the final profit of the store is only 3 yuan. In addition, according to the public data, the daily order volume of Happy Tea is around 1,500, that is, each store can sell 1,500 drinks every day. In addition to the costs of brand promotion, cross-border cooperation with other brands and joint branding, the profit rate can be as low as about 5%, but even so, the annual profit of each store is around 1 million yuan.

At the beginning of this year, the company set a goal of 800 stores, a goal that has since grown to more than 700, according to the number listed on its website. We calculate the number of stores in Xiza as 800, and the annual profit may reach 800 million this year. According to 30 times earnings, the current tea has a valuation of 16 billion. However, that valuation is based on all stores being profitable, as only capital can support Xiza's pace of opening new stores.

Viewed from the current development speed and direction of Chinese tea, multi-brand, multi-category, multi-scene and multi-consumer groups have become the future development direction and trend. The market decline of leading brands, the challenge of crossover brands and the fierce competition of many similar brands can be predicted from these phenomena that China's new tea will face an accelerated reshuffle in 2021. In the increasingly competitive tea market, even if the product used to be hot style and was copied, if the brand does not have its own advantages, it will soon be submerged in the milk tea market and become a period of history.

Chapter 5: Analysis of the reasons why China's milk tea industry adopts franchise mode

According to the previous chapters, we can see that China's milk tea industry has the symbolic characteristics of franchise mode, so most of them adopt franchise mode to carry out their business. In this chapter, we will deeply analyze the advantages and disadvantages, reasons and current situation of this mode

5.1 Reasons for franchising in China's milk tea industry

1. Margins are high. In the first weeks of milk tea, the market was flooded with mixes of milk tea, a cheap drink that swept China, and profits could reach 500% or even higher. In the present rapid development of tea today, although the cost of milk tea is rising, but the net profit can also reach more than 30%, the profit margin is still not very low. Therefore, the market expansion of the major milk tea brands mostly adopts the way of franchise. The brand expands its brand influence by charging franchise fee and training fee, and the franchisee can obtain the right to use the brand and product processing technology, etc., and also get rich profits.

2. A set of efficient operation system. The processing procedures can be standardized and process-oriented, and a complete operating system can be formed. Through the operating standards, evaluation standards and store operation measurement and evaluation standard systems can be developed. Customer reception attitude, slogan, personnel allocation, personnel salary system and the correlation degree of store sales will form a set of effective and can be quickly promoted management system. In order to ensure the stable taste of milk tea, its developers will set a set of standardized formula, such as the proportion of sugar, milk, tea, water and other raw materials, and the adjustment of the production proportion of the size of the cup. This is very beneficial to the development of franchising, and it is natural to evaluate whether it is made according to the operating procedures.

3. Business concepts are highly replicable. The milk tea industry is an industry with its own production standards, service process and operation system. Therefore, for different brands, in addition to the great differences in brand positioning, brand effect and other factors, the replicable degree of the whole industry is very high.

4. Business concepts are highly encodable. The franchisor will use a series of standardized system to promote brand products and improve franchisee's business level. In order to let the franchisee handle all kinds of time independently of the store, the franchisor will have a series of management and handling methods to teach the franchisee to deal with these events

5. There are a lot of potential franchisees. The operation of the milk tea shop and the production of milk tea do not need to have the relevant educational background, do not need too much knowledge of the relevant industry, or even do not need too much capital investment, the

cheap 30 or 40 thousand yuan can open a milk tea shop.

5.2 Advantages of franchising milk tea industry:

1.It is conducive to the maximum efficiency of the parent company to select the store operators and managers with high quality and strong ability. Direct stores can encourage competent people to become store managers by self-recommendation, while franchised stores can screen out grease franchisees by testing whether they agree with the brand culture and whether they have the ability to manage their stores well. Therefore, the scale expansion of the enterprise is more standardized and a complete incentive model is formed to better manage the enterprise.

2. It is conducive to improving customer experience. Most of the franchised stores are independent companies, store managers hope to gain more profits by joining the brand; Although direct-sale stores belong to the company, according to the management system of the company, the income of store managers is linked to the sales volume. This mode is conducive to the company to better motivate franchised stores to create more profits through profits, and store employees and management staff to work harder.

3. Provide better funds and contacts for rapid growth for the development of the enterprise. The headquarters of the enterprise collects the franchisee's franchise fee as the revenue of the company. Through this part of the profit, the company can carry out the marketing of the brand, expand the scope of franchise and standardize the management of the company. These are the key factors that make a company bigger and stronger. In addition, the franchise comes from all over the country, the headquarters can understand the people's consumption level, consumption preference, the sales status of the company's products and other effective information through these franchisees, and form the company's own relationship network.

4. It is conducive to stimulating the franchisee's own innovation ability. In order to gain more profits, franchisees will adopt localized management of employees. Although some of them are required to manage employees in accordance with the management mode of the headquarters, people tend to give full play to their subjective initiative in actual operation, adjust the place that is not suitable for the region or the store, and make timely improvement.

5.3 Disadvantages of franchising milk tea industry:

1. The contradiction between the goal of maximizing sales revenue and maximizing profits may lead the franchisee to use some low-priced raw materials instead of the raw materials required by the headquarters; Or when the new product is on the market, the franchisee chamber of commerce will focus on recommending those high-profit products and do not pay attention to the promotion of the new product. There is also the use of product coupons in the headquarters to carry out promotional activities, will undoubtedly increase the cost of franchisees, which will seriously lead to the non-cooperation of franchisees.

2. Conflicts between franchisees and corporate headquarters regarding the number of stores in a certain area or in a specific area have always existed. The franchisee hopes that the greater the coverage of its stores, the better, but the enterprise for the consideration of the development of the company, the more the number of franchised stores, the better. For example, at the gate of the university, there are often two milk tea shops of the same brand within 20 meters. Although some brands will be divided and divided according to the level of the franchise area, but how to better reconcile this contradiction is still a question to be considered between franchisees and franchised brands.

3. The joining of a large number of franchisees will increase the difficulty of brand management. Franchisees often make independent individuals, they enjoy flexibility in management, and Soya can not send people to supervise every day, so the franchisee management or I this service is not standardized will have a negative impact on the whole brand, the consequences often need the whole brand for its blame.

4. In the process of franchising, especially after the franchisee gets the store profit, it often hesitates whether to continue to cooperate with the brand, and whether the high franchise fee is worth it. Therefore, it will lead to franchisees to choose to terminate the cooperation with the brand after making profits and mastering the company's technology. Some will threaten the brand by reducing the price of the franchise fee, causing a bad impact.

5. The expansion of franchise scale will often increase the difficulty of enterprise management, especially when Goa tries to reform its management mode and method, the opposition and uncooperation of franchisees will increase the difficulty of its implementation.

The increase of brand understanding will make the enterprise increase its burden, unable to flexibly change the management mode, processing process, etc., greatly increasing the management cost.

5.4 Current franchising situation of China's milk tea industry

1. Regional development franchising. The franchise contract explicitly grants franchisees the right to develop franchised stores within a geographic area. Namely, this franchisee can establish a number of franchises within the area specified in the contract. In the case of Coco, Coco's franchisees are required to open 15 franchises within 3 years. This mode reduces the number of franchisees who need to be directly attracted and recruited by the franchisor, and more importantly, it can make the franchisor obtain large scale economy effect with minimal experience, and also improve the marginal effect of the franchisee. However, due to the disadvantages of this model and the lack of corresponding mature system to restrict the excessive power of regional franchisees, the application of this model in China's milk tea industry is less than 20%.

2. Exclusive regional franchises. This mode is the most widely used franchise mode, which is adopted by 80% of franchised milk tea companies, such as Mixue Bingcheng. In the early days of many brands, or when the brand wants to open a store, exclusive regional franchising is often the preferred model. This mode can effectively reduce the vicious competition and other bad behaviors among the franchisees in the chain system for their own interests. In the milk tea industry, because the store area is relatively small and the location is mostly in the area with large flow of people, coupled with the fierce competition in the industry, the franchisor often does not take too much into account the intensity of the store when adopting this franchise model, and will not arrange the exclusive franchise scope too large. Take Mixue Ice City as an example, there will be 4 stores at the gate of the university, and the stores are of similar size. The nearest store is only 20 meters away. It can be seen that the main purpose of Techige's franchise using this mode is to expand the brand scale and attract more franchisees to join the chain system by granting franchisees the franchise right in the exclusive area.

The above two franchising modes are the two most widely used in China's milk tea industry. Besides sub-franchising and main franchising for the first time, there are also sub-franchising and main franchising. However, since the investment of milk tea shops is not too big and there are not too many confidential technologies, it does not belong to the high-end industry. Its founders usually open branches and expand the brand scale gradually due to the wide popularity of the products after opening their own stores. Moreover, only a part of them have received higher education, and the company will recruit a large number of college students as its management personnel in the process of development and expansion. Therefore, there is no set of effective rules and regulations to deal with the relationship between the company and the main franchisee and sub-franchisee regarding many problems in franchising. In addition, the main franchise and sub-franchise modes are not used by many companies, and there are not many cases for reference. Out of cautious consideration, these two franchise modes are rarely widely used in the milk tea industry. As a simple and efficient franchise mode, exclusive franchise has more cases and more mature system, so it has become the most widely used franchise mode in Naisang industry.

5.5 Existing problems of franchise mode in China's milk tea industry

1. The franchise fee is unreasonable. In China's milk tea industry, there are two extremes of franchise fee, one is relatively high, the other is relatively low. Relative because here in this industry is not a clear measure of concessionary league high and low, say their extreme, because with the joining trader, less 3, 40000 yuan can only open a milk tea shop with a fixed store, much like COCO tea, franchisees to at least \$1.5 million to join the brand. The gap in the middle is as high as 50 times, which is too big. There are many reasons for this, the most important being the brand effect. For those brands that have just embarked on the franchise road, they tend to use low franchise fees to rapidly expand the scale of their brands. It is more important to attract more people into their franchise system, so they tend to make concessions on the franchise fee. For those who have developed a mature brand, franchise fee has become a measure of franchisee assets. For these brands, in order to stabilize the number of customers

and product sales in the region, the franchisee's degree of brand recognition and capital adequacy requirements are relatively high. However, the excessively high franchise fee is of great pressure to the franchisee. Even if the product sales are relatively large, compared with the annual royalty payment, there is still great pressure. The most immediate reaction is the rate of return on investment and how long it will take to make a net profit. So the rationality of franchise fee is a problem that the whole industry needs to consider.

2. The follow-up service of the Franchise is not in place. After the franchisor and franchisee sign the franchise special contract, they need to provide franchisee with new product update and related business training regularly. However, in the current practice of franchising, many franchisors will carry out new products for franchisees regularly, but they will not train them in the mode of operation and management.

3. There are many contract disputes. Franchise contract disputes accounted for 20 percent of IPR cases in 2020, up from 10 percent in 2019, according to a notice from the Xicheng District People's Court in Beijing. Among the franchise contract dispute cases, about 60% exist in the milk tea industry, which shows the poor performance of the contract between the franchisor and the franchisee. In a very large proportion of these cases, the plaintiff was the franchisee, and the franchisor brought the suit voluntarily in only 6% of cases. The information asymmetry between the franchisor and the franchisee often appears in the process of contract implementation. The common case situation is: the contract between the two parties has expired, but the franchisee still continues to use its franchise resources, such as above, brand, etc., which leads to a lawsuit filed by the franchisor, requiring the franchisor to immediately stop using the franchisor and pay the extended royalty generated after the contract period has expired. In addition, due to COVID-19 in 2020, many people have reduced the frequency of eating out and malls have closed down. These special circumstances have also led to business difficulties for some franchisees, or even to the brink of bankruptcy. They take this reason by advocating the termination of the contract, revoking the contract and other ways to launch the franchise and ask the franchiser to return the franchise fee paid before, and even ask the franchiser to compensate their losses. The reasons for these disputes are also easy to be summarized. First, the franchisee invests irrationally, believes in advertising, blindly signs franchise contracts without on-the-spot investigation and market research, and then asks for rescission or cancellation of contracts after

poor operation in the later stage. In addition, the legal awareness is weak, fluke psychology is serious, trying to use the franchise fee before in exchange for the use of the permanent brand trademark, and some will be changed to the name similar to the previous brand to continue to operate. Second, the franchisor exaggerates the commercial publicity too much, and does not actively perform the obligations stipulated in the contract, and even some contracts are unclear, unfair, overruling clauses and so on, trying to escape the responsibility by taking advantage of the loopholes of the law.

4. The brand is flash in the pan and lacks the ability of follow-up development. Some franchisees see the development prospects of the milk tea market and also want to copy the successful model of some brands. They blindly enter the market without conducting market research and blindly use it without forming a good franchise system, trying to realize the rapid expansion of the brand through this means. But these situations through the advertising company packaging is difficult for the franchisee to find. After the franchisee joins in, the franchisor can't provide the franchisee with continuous and effective service, plus the franchisor's neglect of brand management and other related management problems, which often lead to the brand is only a flash in the pan, and the franchisee is generally the one who suffers the final loss.

5.6 Causes of these problems

1.. In the industry, there is no standard to measure the level of franchise fee and restrictive regulations to control the excessive franchise fee. In the franchising of milk tea industry, in addition to product quality and store location, the biggest influence is brand effect. In particular, a brand that has been packaged on the Internet and endowed with some cultural connotations will quickly attract a large number of young consumers, such as Heytea, which just came out of Shenzhen. With these brand effects, they attract and retain customers and lead trends through their products, so there will be a huge gap in franchise fees between different brands. At the moment, there is no organization or body trying to establish a system to measure franchise fees or discourage too high or too low a fee.

2. Loyalists don't have strong sense of responsibility. After signing the franchise contract

with the franchisee, the franchisor has the obligation and responsibility to conduct regular assessment and training for the franchisee's franchised stores, impart some new management experience suitable for the development of this stage, and make it consistent with the overall development plan of the brand. However, many brands do not have a clear and clear development strategy in the early stage of development or even in a long period of practice. Therefore, it leads to the blind expansion of the brand and the disorder of management, which further leads to the failure to fulfill the obligations stipulated by the responsibility on time. What's more serious is that many franchisors do not have the sense of responsibility or even take the contract as a child's play, and do not fully pay attention to the legal effect of the contract and the responsibilities they need to undertake.

3. The franchisee has a weak sense of law. Can be divided into two cases, one a franchisee due to think you're after after several years of operation has already mastered the brand product production technology and processes, or think that their own stores has rooted deep in when death market, with a large number of loyal customers don't want to continue to pay after the league, so as to terminate the contract with franchisees. However, after that, they will try to continue to attract customers with the original brand image by changing some parts of the brand LOGO, but they are not aware that this behavior has caused infringement to the brand. The other is that the franchisee finds that the profit of the franchisee is not as good as the franchisee once said after the operation of the franchisee for a period of time, or the stores can not operate normally due to some force majeure factors, so in order to reduce the loss, the franchisee takes the initiative to unilaterally terminate the contract.

4. There are few supporting laws and regulations. In China, there is only "Regulations on the Management of Commercial Franchising", a management method on franchise, which was passed at the 167th executive meeting of the State Council on January 31, 2007 and came into force on May 1, 2007. The current law is still the version promulgated in 2007. In the era of high technology, especially the rapid development of the Internet, it is still worth thinking about whether this law can fully cover the existing franchising situation and whether there are some disputes about the industry.

Chapter 6: Suggestions on franchising development of China's milk tea industry

1. Establish and improve the licensing information transmission mechanism and the licensing information disclosure and supervision mechanism. Strengthen the construction of franchising information network and establish perfect franchising information transmission mechanism. At the same time, the overall structure and level of information disclosure rules should be improved to avoid overlapping information and problems of not subdividing information layer by layer, so as to ensure that the disclosed information is true, accurate and timely.

2. Both the franchisor and the franchisee should attach importance to the long-term and in-depth development of the franchise structure and attach importance to the long-term and friendly cooperative relationship between the franchisees and the franchisees. The establishment of bilateral communication mechanism to promote both sides to strengthen the communication between each other; The franchisors should improve the construction of their own franchise system and the promotion of follow-up management level, pay attention to the long-term development and interests of franchise system and brand; The franchisor should also strengthen the assessment and selection mechanism of the franchisee, so as to make the first step of franchising the brand well.

3. The franchisor should strengthen the brand influence and enhance the product innovation ability. Brand and innovation are the key factors for the development and expansion of a franchised brand, and are the guarantee for franchised enterprises to provide service to the franchisee and product quality. Enlarging brand influence can expand the number of potential franchisees and increase product sales. Enhancing product innovation capability is conducive to improving the reputation of the brand franchise system, enhancing the franchisee's confidence in the brand, enabling the stable and rapid development of the brand, and at the same time increasing the recognition and loyalty of customers to the company's products and brands. In short, it is beneficial to improve the competitiveness of the brand franchise management system.

4. The franchisor should constantly improve and strengthen the standardization of the franchise system and enhance the management level and efficiency. Strengthen the construction of the information system between the headquarters and the franchised stores, and improve their information level. Even through information system monitoring the joining trader information such as the number of orders, inventory, it is concluded that the popularity of the product list in time, convenient headquarters and the joining trader operation product market information and make timely and effective judgment, thus further to get a better offer franchisee to oh, the service and training. In addition, it is necessary to enhance the degree of standardization and improve the assessment system of the franchisees' franchises. For example, the training of standardized terminology, standardized meal delivery process, standardized promotion means, standardized customer dispute handling, etc.

5. The government should constantly establish and improve the relevant laws and regulations on franchise, create a good legal environment, strengthen the supervision and law enforcement on the franchise industry, and reduce the occurrence of both franchisees violating the law or the licensee infringing the intellectual property rights of the franchisor. The complexity of franchising and its rapid development in China lead to the limitations of current laws and regulations in terms of content, effectiveness and scope of use. Therefore, it is urgent for legislative departments to issue laws and regulations aiming at the current situation of franchising in China, so that franchising can have laws to follow. In the case that there are laws to follow, the relevant law enforcement and supervision departments should strengthen the law enforcement and supervision on both sides of the franchise and standardize the franchise market. At the same time, law enforcement must be strictly enforced and lawbreakers prosecuted.

Promote the establishment of franchise-related industry associations. At present, the franchise-related industry associations in China mainly include: China Chain Store Association (CCFA) and China Franchise Association (CFA). Among them, China Franchising Association is the most professional and large-scale franchising business organization in China. Industry association is the bridge and link of communication between government and enterprise. Trade associations should fulfill their duties and assume the responsibility of protecting the legitimate rights and interests of enterprises and maintaining fair competition among enterprises. In addition, industry associations should learn to make full use of the extensive social resources

they have, so that franchise enterprises and franchise system can be widely publicized and recognized in the whole society, so that more investors and cooperation resources can have more opportunities to find relevant partners more quickly and conveniently. Secondly, the franchising association also provides franchising parties with a variety of services, such as franchise filing, franchise training courses, franchise business information, franchise franchisee recruitment, exhibition assistance, franchise overseas market development, event planning, market research and so on. Promote the overall healthy development of franchising.

Chapter 7: Conclusion

Through the comparison of the development history of franchising in China and abroad, this paper draws the conclusion that the development time of franchising in China is short, the system is not perfect, and the market environment is not standardized. By introducing the origin and development of Chinese milk tea, this paper concludes the characteristics of Chinese milk tea shops and the reasons for franchising or choosing franchising. By observing the problems in China's milk tea industry, this paper analyzes the causes of the problems in western Zhejiang, and makes suggestions on the franchising development of China's milk tea industry.

Due to the limitation of professional level and less data, there are still many shortcomings in this paper. For example, the number of franchising models used in China's milk tea industry is not listed, and the specific sales data of the brands cited in the article after using the franchising system is not specifically mastered. The lack of a large number of franchising data makes it impossible to analyze the specific situation of franchising in China's milk tea industry and the deeper causes of a series of problems, nor to give concrete and workable constructive suggestions on the franchising development of China's milk tea industry in the future. For the future development suggestions, can only put forward some development direction, but can not give advice on how to implement the relevant development direction in the future, unavoidable make these suggestions seem a little empty.

References:

- [1] Alanson P. Minkler. Asset Specificity and Vertical Integration in Franchising[J].Review ofIndustrial Organization 9: 409—423. 1994.
- [2] Owen Wright,Andrew McAuby,Australian franchising research: review,symthesis and future research dkection[J], Australasian Markethg Jotmal,Volume 20, 2012, P158. 163.
- [3] Benjamin Klein, The economics offranchise conlracts[J], Journal ofCorporate Finance, Voknm 2, Issues 1-2, October 1 995, Pages 9-37.
- [4] Kaufman,P. J. and F. Lafontaine, 1 994, costs of Contro l: The SOurc 七 of Economic Rents for McDonald’ S Franchises, Journal of Law and Economics37, 4 1 7—453.
- [5] 1Klein. B, “The Economies of Franchise” [J], Journal ofCorporate Finance 1995.
- [6] Lafontaine. F, “Agency Theory and Franchising: Some Empirical Results,” RAND Jom[1al of Economies, 1 992, 23 P263-283.
- [7] Mathewson,G. F. and winter,1LA., The Economics of Franchise Contract,Journal of Law and Economics, 1 985.
- [8] Coase, RH “The Nature Of the Fm,Economica, VOL4, No. 16(1937), P30.
- [9] O liver Williamson,The economic institutions of capitalism[M]. New York: Free Press 11985Y90-110.
- [10] Li Hong, Huang Chengming. A Review of the Theory of Franchising in Foreign Countries [J]. Economic Review, 2005,02:77-79.
- [11] Zhu Mingxia, Bai Ruide. On the management and marketing strategy of international franchise [J]. International Trade Issues, 2001,04:50-53.
- [12] Cheng Aixue, Xu Wenfeng, Franchise Chain Management [M], Peking University Press, 2008, P9 A PIO.
- [13] Liu Jiangjian, A Study on Franchising -- A Case Study of Shanghai World Expo Franchised Product Management [D], Tongji University, 2005.
- [14] Li Weihua, Lu Yingrui, Hou Jijian, Introduction to Franchising [M], China Machine Press, 2003.

- [15] Sun Yuanxin, Yu Maojian. A Review of Relational Contract Theory [J]. Academic Communication, 2010,08:1 17-123.
- [16] Huang Zhenyao, Probability Theory and Mathematical Statistics [M], Shanghai University of Finance and Economics Press, 2004, P52 -- 54.
- [17] Yu Quanhui. Moral Hazard in Franchising and Its Harmonious Marketing [J]. Business Times, 2010 08:28 -- 29.
- [18] ZHU Fuqiang. Game Theory [M]. Beijing: Economic Management Press, 2013.06.
- [19] Weiying Zhang, Game Theory and Information Economics [M], Gezhi Publishing House, 2012.04.
- [20] Zhang Ailian. [D]. Shandong University, 2007.
- [21] Chen Chunhua. Research on Adverse Selection and Moral Hazard in Franchising [D]. Southwestern University of Finance and Economics, 2013.
- [22] zhang min. [D]. The capital has a large economy and trade
- [23] Journal of Applied Mathematics, 2014.
- [24] britain-based authority. Research on the application of franchising in public service field in China [D]. Ocean University of China
- [25] Journal of Applied Physics, 2013.
- [26] Wang Junhao, Chen Wufeng. A Comparative Study of Urban Public Utilities Franchising [J]. Economic Theory and Economic Management, 2014, 08:58-68.
- [27] Shi Shaobin. Research on Issues Related to Public Utilities Franchising in China [J]. Social Science Research, 2012,01:80-84.
- [28] He Xiaorong, Luo Wenbin. Franchising or management contracts: a strategic choice for international expansion of hotels [J]. Tourism Journal, 2012, 12:54 -- 59.
- [29] ZHANG Zhiyuan, ZHU Zhijie. Evaluation and prospect of the operation of public utility franchise system in China: Based on 40 typical cases [J]. Administrative Law Research, 2011,02:58-64 +144.
- [30] Kong Guanying. Research on Franchising System of China's Taxi Industry [D]. Jilin University, 2013.
- [31] Han Hongji. Research on the Anti-monopoly Law of Franchising [D]. Shanxi University of Finance and Economics, 2013.

- [32] Li Aihua. The Legal Framework of Franchising in China [J]. China Circulation Economy, 2013,01:93-98.
- [33] anchao. The franchising system of national parks in the United States and its reference to the transfer and management of scenic spots in China Page 4L, 44
- [34] Liu Nailiang. The development of the taxi industry [J]. Administrative Law Research, 2015, 05:61-73.
- [35] Dai Yi. Research on management improvement of Dalian EM coffee franchise store [D]. Dalian University of Technology, 2014.
- [36] Schiffon, J., and Schiffon, J. The Role of Brand and Trade Name in Franchising [J]. Politics & Law, 2008,02:95-100.
- [37] Chen Yu. Business Secret Protection in Franchising [D]. East China University of Political Science and Law, 2012.
- [38] Zhang Yang, Jing Ya. Government Purchase of Franchise and Its Legal Protection in Sports Public Service [D]. Xi 'an Sport University, 2014.
- [39] Qian Qianyun. Research on the development and influence factors of the franchising of middle and high class hotels in China [D]. Shanghai Normal University, 2015.
- [40] Huang Guangxi. On how to improve the system of franchising information disclosure in China [J]. Science Theory, 2012, 05:68 -- 69.
- [41] Su Xiaoqing. The current situation, problems and countermeasures of franchising development in China [J]. Chinese and Foreign Entrepreneurs, 2012,03:60-62.
- [42] Jing Lili, Yang Wanhe. Research on the new problems of franchising development in China [J]. Modern Marketing (Academia Edition), 2012, 10:198 -- 199.
- [43] Feng Yong, Guo Hui. Current Situation and Countermeasures of Franchising in China [J]. Cooperative Economy and Science and Technology, 2014, 15:100-101.
- [44] Wang J. Research on the Legal Risk of Commercial Franchising [D]. Wuhan University of Technology, 2013.
- [45] Xu Zhexiao. A study on the relationship between franchisor and franchisee [D]. University of International Business and Economics, 2006.
- [46] zhang. Research on external liability of franchisees [D]. Jilin University, 2014.

[47] mew-mi. The Relationship between Business Secrets and Business Secrets [J]. Market Research, 2015, 05:68-69.

[48] Ye Jufen, Shanghai Pudong New District People's Court. Differentiation between trademark breach and trademark infringement by franchisee [N]. Journal of the People's Court, 2015, 01 -- 08007.

[49] Li Weihua. The trend of franchising in China [J]. Business Management, 2013, 12:6-9.

My appreciation

Time is like a sword, time flies. Blink of an eye, 2 years of graduate career is coming to an end, feeling a lot. When I graduated from college, I never thought I could go to Russia to study alone. I am very happy to have spent half a year in a foreign country in Tomsk State University. During this period, I felt the collision of cultures, customs and thinking patterns among overseas students from different countries, as well as the differences between educational systems of different nationalities. My time in Tomsk will be one of the most unforgettable memories in my life. At the same time, I feel very honored to be admitted to the international management major of Tomsk State University. The beautiful campus environment, the open and inclusive learning atmosphere, the kind and dedicated teachers, and the friendly and kind people of Tomsk have all made me deeply appreciate the charm of this university and this Russian city. Near graduation, I miss my classmates and teachers very much. It is a great regret that I cannot bid farewell to you in person.

First of all, I would like to thank my supervisor M.S.Kaz for his clear and patient guidance, as well as for my guidance in class and paper writing. Thank you very much for your patience and strict requirements, which enabled me to successfully complete my graduation thesis.

Secondly, I would like to thank Ms. Olga Nedospasova, the person in charge of my project, for her solutions to various trivial problems I encountered in my online class during the epidemic period. Her timely reply made me feel the warmth and strength brought by Tomsk National University. At the same time, her patience and responsibility made me feel that I was

not abandoned by my study.

Finally, I would like to thank my classmates for your help and tolerance during class, which made me feel the friendliness of students from different countries and different skin colors. During the two years of study, I learned and grew with you, which made me unforgettable for life.

Поиск заимствований в научных текстах^В

Введите текст:

...или загрузите файл:

Файл не выбран...

Выбрать файл...

Укажите год публикации: 2021

Выберите коллекции

Все

Рефераты

Авторефераты

Иностранные конференции

PubMed

Википедия

Российские конференции

Иностранные журналы

Российские журналы

Энциклопедии

Англоязычная википедия

Анализировать

[Проверить по расширенному списку коллекций системы Руконтекст \(http://text.rucont.ru/like\)](http://text.rucont.ru/like)

Обработан файл:

ВР.pdf.

Год публикации: 2021.

Оценка оригинальности документа - 100.0%

Процент условно корректных заимствований - 0.0%

Процент некорректных заимствований - 0.0%

[Просмотр заимствований в документе](#)

Время выполнения: 32 с.

Заимствования отсутствуют

[Значимые оригинальные фрагменты](#)[Библиографические ссылки](#)[Искать в Интернете](#)

100.00%

[Дополнительно](#)

