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Let's Have A Cat-Puccino ! A Case Study of Ya Fong Cat Shelter Music Café

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I. Introduction

1.1 Motivation of the Study

With the changes in society, more and more people prefer not getting married or not have kids, causing many people to have pets. Pets play an increasingly important role in modern lives. They may be their owners' new family members or partners, even their emotional support or spiritual companion. When people have the idea of "out with old, in with new" or they experience a change in their financial capabilities, these poor little lives are usually thrown to the streets, and forced to fend for themselves, becoming a problem for society. For example, excrements that make the surroundings dirty, sounds they create during their breeding season are noisy, violent behavior towards peoples, excessive breeding of non-neutered animals, and so on. These animals could pose many problems to society.

Different from the animal shelters set up by the government, private individuals or animal protection groups organize the "halfway house for stray animals." The main purpose of such "halfway houses" is to provide a humane lifestyle for stray animals to go while avoiding the need for the animal to be euthanized. Halfway cafés are unlike regular coffee shops in that they are non-profit organizations established with the business plan of adopting and caring for stray animals. Although the café is often operated at a loss, these cafes contribute greatly to society. Consequently, our group used a case study to further understand "Ya Fong Cat Shelter Music Café."

1.2 Purpose of the Study

- A. Explore the business model of animal café around the world.
- B. Explore the difference between Animal Halfway Café and Animal Shelter about the business environment, business pattern, management philosophy, faced problems and solution by using STP, SWOT, 4P, and Porter Five Forces analysis.

1.3 Research Method

We use a literature review, interview survey, and field survey as our research method. Through visiting the Ya Fong Cat Shelter Music Café by ourselves, we sorted out the research results.

1.4 Research Procedure

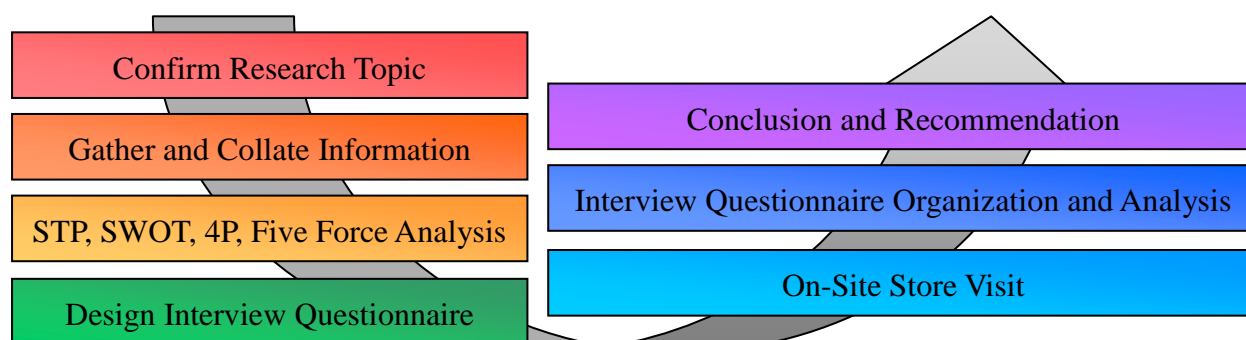


Figure 1 Research Procedure

II. Literature Review

2.1 Background Information

Most people undergo a lot of pressure from work, tense relationships at home, and illness, so they sometimes relieve stress through entertainment, such as traveling abroad, reading books, and even interacting with many kinds of animals in cafés. Therefore, domestic and foreign businesspeople are launching animal café at an increasing rate. Examples are Owl Café in Japan, OIA ART COFFEE in Taiwan, as well as Blind Alley in Korea. The idea of combining a café with animals makes customers refreshed while helping stray animals live a human life.



Figure 2 Owl Café

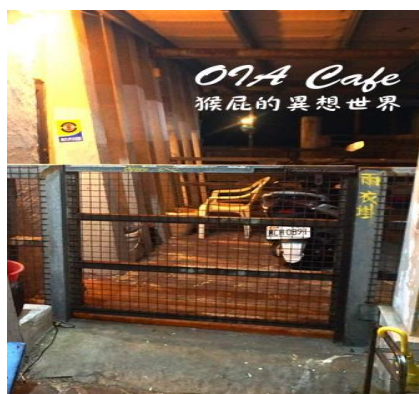


Figure 3 OIA ART COFFEE



Figure 4 Blind Alley



Figure 5 Owl



Figure 6 Alpaca



Figure 7 Raccoon

2.2 About Halfway Café

2.2.1 Introduction of Halfway Café

There is a significant difference between the environments of halfway houses and those of animal shelters. Halfway houses do not have an atmosphere of coldness and desperation; there's no 12-day limit to life according to Taiwan's Animal Protection Law. Furthermore, it does not have a dark environment that is messy and full of noxious odors. There are the only warm concern and loving caregivers with a strong commitment to giving animals the best care possible. Through interactions between the animals and the customers, one can feel a sense of goodness permeating through the place. It is also a place for animals to find their permanent home.

2.2.2 Comparison between Halfway Café and Animal Shelter

When the animal shelter receives calls from the citizens, it is obliged to catch stray animals and resettle them. Abandonment by pet owners is one of the primary sources of stray animals in society. Moreover, it is challenging to care for these animals and control their numbers properly. Halfway Cafés can accept stray animals according to their available space, with the goal of being able to provide proper care to the animals as well as not overburdening the business owner. Our group compares Halfway Cafés and Animal Shelters as shown in Table 1 :

Table 1 Comparison between Halfway Café and Animal Shelter

	Halfway Café	Animal Shelter
Resources	Business revenue as well as donation and fundraising by philanthropists	Government subsidy, public donations
Environment	Clean and homey	Noisy, dirty, smelly
Medical	Helps give animals vaccinations, neutering, and IV drips	Basic neutering and wound care
Ubiquity	Less widespread due to little promotion and low visibility	More widespread; the primary option for people who want to adopt pets

2.2.3 STP Analysis of Halfway Cafés and Regular Coffee Shops

The focus of the group is the Ya Fong Cat Shelter Music Café. After materials from the interview were collected and compared, STP was employed to analyze the Ya Fong Cat Shelter Music Café and regular coffee shops. The analysis is shown in Table 2 :

Table 2 STP Analysis of Halfway Café and Regular Coffee Shops

	Ya Fong Cat Shelter Music Café	Regular Coffee Shops
Segmentation	Taipei City's Wenshan District has a population of approximately 275,000. Most of residents are government employees. It is an area with many schools and shows great concern about education; many coffee houses are situated in alleys.	
Target Marketing	1.Cat lovers 2.Neighbors	1. General public 2. Teachers and students

Positioning	<ol style="list-style-type: none"> 1. Cat theme 2. Cat accessories as primary decorations 3. Beverages are the main products, supplemented by merchandise such as cushions and pillows 4. Joint venture operation 5. Word-of-mouth, limited area coverage 	<ol style="list-style-type: none"> 1. Coffee is the main product 2. A majority are furnished with simple and elegant interiors 3. Beverages are the main products, supplemented by meals and desserts 4. Chain store 5. Widely known, more significant market share
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2.3 Case Study—“Ya Fong Cat Shelter Music Café”

2.3.1 Environment of Business

The café owner designs the Ya Fong store as an interactive area between the dining and the cat area, which allows the customers to enjoy the drink and to interact with the cats closely.

Table 3 Environment and Introduction of Ya Fong Cat Shelter Music Café



Figure 8 Ya Fong Cat Shelter Music Café



Figure 9 Ya Fong's Kitchen and Dining Area

Warm storefront decoration, as well as providing excellent hospitality and service, is an appealing place for cat lovers.

The kitchen is connected to the dining area, allowing customers and the café owner to have more communication or to enjoy a leisurely time.



Figure 10 Glass and Wooden Box



Figure 11 Pink Cage

Most of the cats adopted in the store are born wild or are abandoned on the street, so the café owner divides the cats into a natural interaction area and a secure area. The former is in the glass and wooden box; the latter is in the pink cage.

2.3.2 Business Pattern

The Ya Fong Cat Shelter Music Café was established in December 2012. In the beginning, the owner Hsin-Yi Lin was a violinist, who owned music studio. After making the acquaintance of many loving mothers, she decided to turn her source of income, the studio, into a halfway house for cats, which also sells coffee and simple meals. However, caring for the cats required more time and effort, due to the lack of human resources to prepare meals, the store was transformed into a halfway-house coffee shop.

Table 4 the Transformed Business Pattern of Ya Fong Cat Shelter Music Café

	Form
1 st Generation	A practice venue for music and band musicians
2 nd Generation	A halfway house for cats combining music, meals, and coffee
3 rd Generation	A halfway house combined with a coffee shop

2.3.3 Management Philosophy

The management philosophy of Ya Fong Cat Shelter Music Café is shown in Figure 12 :

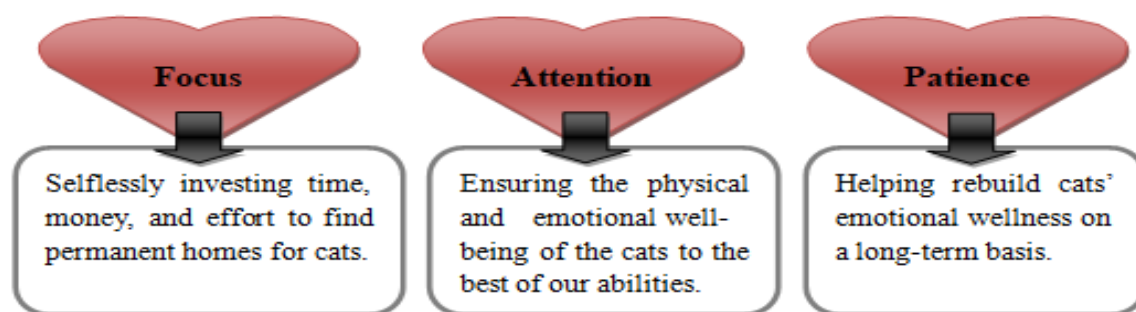


Figure 12 “Three Hearts” of Ya Fong Cat Shelter Music Café

2.3.4 Charitable Activities

A person who adopts or raises cats or dogs is called “Furry Mommy” or “Furry Daddy,” while the animals are called “Furry Kids.” Aside from practicing the principles of “adopting, not buying,” and “neutering, not killing,” these “Moms and Dads” donate tirelessly to the cause so that more “Furry Kids” can be sheltered. Ya Fong Cat Shelter Music Café launched a charity sale of a CD album titled “Give Me A Home”.

In October 2014, the café officially released "Give Me A Home," a music album dedicated to “Furry Kids.” This album includes songs by Hsin-Yi Lin, the manager of Ya Fong Cat Shelter Music Café, who wrote the music and lyrics. The music performed together by Feng Wang, a China Airlines pilot, and amateur singer Wen-Chih Mao. Embracing the spirit of “selling with joy, and selling happiness,” the organizers hoped to bring together more people to achieve the dream of seeing these “Furry Kids” have a happy life. All proceeds from the sale were donated to the Taipei Stray Cats TNR Association, Li Feng Hui Min Hall, and Ya Fong Cat Shelter Music Café.



Figure 13 “Give Me A Home” Flyer



Figure 14 “Give Me A Home” CD

2.4 Analysis of Ya Fong Cat Shelter Music Café

2.4.1 SWOT Analysis

“SWOT Analysis is a useful technique for understanding your strengths and weaknesses, and for identifying both the opportunities open to you and the threats you face.” (Charles Chad , 2013) Our group, used SWOT to analyze the internal strengths and weaknesses as well as external opportunities and threats.

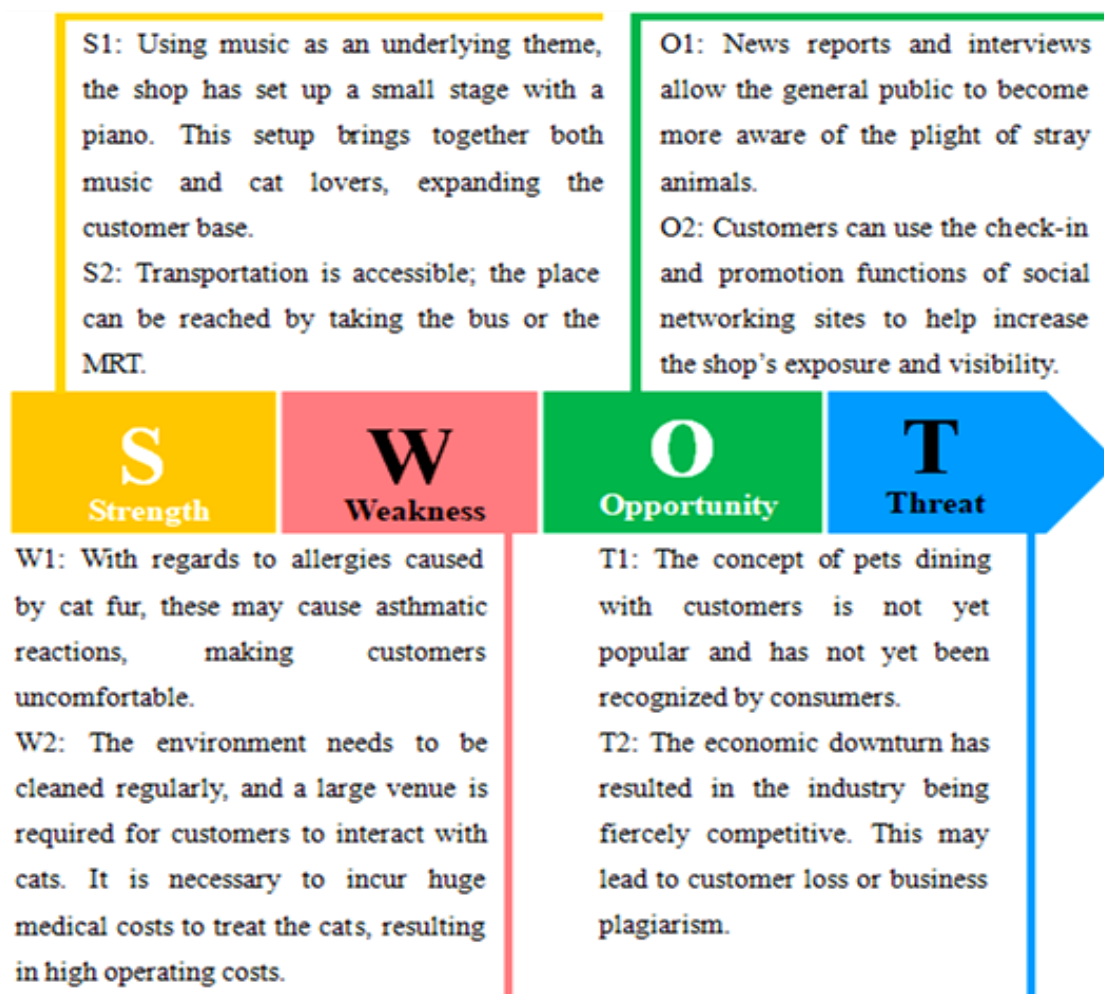


Figure 15 SWOT Analyses of Ya Fong Cat Shelter Music Café

2.4.2 The Marketing Mix

a. Product and Pricing Strategy

The core products of Ya Fong Cat Shelter Music Café are beverages; they also sell merchandise, such as cushions and pillows. The details of the products and prices of the Ya Fong Cat Shelter Music Café are shown in Table 5 :

Table 5 Ya Fong Cat Shelter Music Café's Products and Pricing

Product	Supplementary Information	Size	Price (NT\$)
Coffee	Sugar-free / With sugar	Large (limited)	NT\$200
Green Tea			
Cushion	Toast pattern	40×40	NT\$199
		60×60	NT\$299
	Strawberry pattern	40×40	NT\$399
		60×60	NT\$399
Throw Pillow	Onion pattern	X	NT\$249
	Poached egg pattern		NT\$349
	Chinese cabbage pattern		NT\$249
	Broccoli pattern		

b. Place

The Ya Fong Cat Shelter Music Café has only one location in Taiwan, which makes it a single-channel distribution entity. However, in the face of the Internet's growing ubiquity as well as the development of social media, many people have shared their lives on social networking sites. The Ya Fong Cat Shelter Music Café has done the same thing, and created its own fan page on Facebook. Aside from updating page information regularly, such as sharing news on the current condition and status of the cats in its care, needed supplies and medical products, and so forth. It also shares the café's product line on the social networking site.

c. Promotion

Ya Fong Cat Shelter Music Café enjoy a mutually beneficial and cooperative relationship with non-profit organizations. Through such marketing activities, the café **“not only increases sales, but also enhances its image by fulfilling social responsibilities”**. (陸宛蘋, 2015) Furthermore, **“non-profit organizations can also receive donations and promote charitable activities”**. (陸宛蘋, 2015)

2.4.3 Porter Five Forces Analysis

The Porter Five Forces analysis includes Rivalry among Existing Competitors, Threat of Substitutes, Threat of New Entrants, Bargaining Power of Suppliers, and Bargaining Power of Buyers. It is “a tool for analyzing industrial structure and competitors. Proposed by management strategy master Michael Porter, it provides an understanding of the intensity of industry competition as well as profitability through analysis.” (溫玲玉、呂佩樺，2014)

Table 6 Porter Five Forces analysis of Ya Fong Cat Shelter Music Café

Analysis Item	Description
Rivalry among Existing Competitors	1. Taipei-based pet-themed restaurants such as Pet Halfway House and Café and Cami House Pet Restaurant offer more varieties in their meals. 2. There are many chain coffee shops nearby, which better ensure the quality of the coffee served.
Treat of Substitutes	Without patience, love and money, the shop is less likely to operate for a long time, so the threat of potential entrants is low.
Threat of New Entrants	The regular coffee shops are more comfortable than shelter cafés. The former have more meal options. This makes the coffee shops the public's first choice, so the threat of alternative products is high.
Bargaining Power of Suppliers	The volume of supplies and medical equipment required for cat care is not as large as that of wholesalers or retailers, so the supplier has a lot of room for bargaining.
Bargaining Power of Buyers	Considering the huge cost of rescuing a cat, it is not easy for the store to have discounts on product or meal; therefore room for consumer bargaining is small.

III. Conclusion and Recommendation

3.1 Conclusion

- A. Through STP analysis, the mainly passenger source of the Ya Fong Cat Shelter Music Café is for cat-loving people and nearby neighbors. The café's main features are cats, and it located in a convenient location, but the store is very little publicity and lack of visibility. The target market for general café is the public, office workers as well as group of education respectively. Most people choose the general type of café because of its environment is better and has a variety of foods.
- B. Through SWOT analysis, the main advantage is that Ya Fong Cat Shelter Music Café is in convenient locations and is easily accessible by public transport because there are bus stops and MRT nearby. The disadvantage is that it is not easy to keep the environment clean and tidy due to the numerous cats. The opportunity is to use social media to raise their publicity. The threat is that it lacks competitiveness given less dining options and less variety of foods.

- C. Through 4P analysis, we know that the Ya Fong Cat Shelter Music Café is mostly using tail price of odd, which is called “Odd Pricing”. The use of this method not only let consumers’ psychology to produce “cheap” idea but also increase the sales rate of the store.
- D. Through Porter Five Forces analysis, we consider that Ya Fong Cat Shelter Music Café was recognized by the society and most consumers for their good deeds toward cats. However, it still needs to have good bargaining ability and management for their long-term operation.

3.2 Recommendation

According to the research, Ya Fong’s promotion and sanitation can be improved; therefore, we provide the following recommendations to help this loving and selfless store to manage the café sustainably.

- A. Enhance promotion methods : To increase publicity and visibility; we suggest Ya Fong hold a public service concert regularly; to distribute flyers as well as storefront brochures nearby the Muzha and Wanfang Hospital Station.
- B. Attract and increase customers : Hold more promotion activities and increase the diversity of food.
- C. Keep a sanitary and clean environment : Set up window screens can not only improve the air circulation but also avoid cat running outside.
- D. Increase in-store revenue : They can adopt the method from the restaurant Jigsaw Puzzle Cat Halfway Shelter. “Using **enzymes, a special machine can turn the cat droppings into non-toxic organic fertilizers and use them for rice and vegetables’ nutrient. Finally, fertilizers can not only sell to farmers but also increase economic benefits.**” (臺大翔，2017)

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Appendix : Field investigation

Interview Time	June 16, 2018	Interviewee	Assistant manager
interviewer	Ming-Jyuan Du, Ya-Chu Chang, Yue-Tian Li		
Interview Location	Ya Fong Cat Shelter Music Café		

Q1 : Why do you want to open the Ya Fong Cat Shelter Music Café?

A1 : At first, the dog halfway was set up. But more and more dogs made in-store space insufficiently. Furthermore, the loving mothers and volunteers entrusted café owner— Hsin-Yi Lin to adopt cats, so the original dog halfway turned into cat halfway.

Q2 : Why do you change the type of the restaurant management?

A2 : Originally, we are the halfway house for cats combining music, meals, and coffee. However, caring for the cats required more time and effort and lack of human resources to prepare meals, thus the store was transformed into a halfway-house coffee shop.

Q3 : Is the income of the Ya Fong Cat Shelter Music Cafe insufficient to cover the cost of taking care of cat?

A3 : Yes, due to not every cats' body are healthy. Most of them have serious injuries, malnutrition, and illness. Therefore, we must pay a lot of money for medicines.

Q4 : As stated above, how do you solve and improve this dilemma?

A4 : We depend on selling albums and raising funds.

Q5 : If the customers want to adopt to cats in Ya Fong. What kind of condition or test is required and passed? Is there need to continue tracking after adopting?

A5 : First, in the interview, the café owner of Ya Fong and customers should meet and communicate. Second, assessing the customers' personality, background, living environment, and so forth. Finally, allow clients to adopt and use social media—LINE, in order to observe and follow the cats' condition.