

**BUSINESS DEVELOPMENT PROPOSAL FOR SETTING UP
A CAFETERIA IN UK**

SAMPLE

Executive summary

This is a business development proposal for 'Plush' - a budget cafeteria with a unique design in London, United Kingdom. Although this coffee shop business concept is not a new thing, pricing and interior decoration make this business unique. This business will be located at London beside Thames River with a pleasant view. It also represents a fact that Plush will come with an uncommon strategy in this location where almost every other store has a luxurious feel to their business. This business will have a new proposition of value by creating low-cost product lines and a homely atmosphere to its customers.

Plush will be located beside Thames river that is the main attraction of London city and entry points of many foreigners or tourists. After completing at least 5 years of operation in London, the business will expand in other tourist's destinations across the UK. Furthermore, it also has a plan to expand further on across the globe at a later stage. Plush will be a private limited company with two shareholders such as the owner himself and his father. The owner will have a 60% of share and his father will have 40% of share. However, it will be announced that profit will not be distributed within its first 2 years of operation. (startups.co.uk, 2018)

The structure of this business will be designed in a simple and lean form with an efficient and effective workforce. This company will recruit qualified employees having at least 6 months of working experience. In addition to that, Plush will train their employees in order to get the best outcome possible. This will also increase the productivity as well to help in achieving the desired success. Properly trained employees will also be beneficial for receiving the best consumer experience. It is forecasted that the needed set up capital of Plush will be almost 300,000 £ at its first year where sales cost would be 200,000£. Projected earnings for the first and second year would be 2% and 5% accordingly.

This study has presented an introduction with a proper rationale which includes the reason for choosing this business. Moreover, it also includes terms for proposal, taken an approach for designing and creating structure off this report. An effective business concept is also represented which includes services and products, target market, features, value-added and involved individuals. It also stated options when it comes to getting opportunities for this business.

Feasibility research has data collection methods, research planning, major areas of feasibility research that are important for this project development. After that, it represents a business model that is best suitable for this project including the core strategy of this business.

Competitive advantage along with sustainable resources is also mentioned in this study. The research method has been considered to be one of the second methods for this particular research work. The researcher has been none through several websites, articles, and journals and books to have ample knowledge regarding the BDP of the proposed cafe called Plush. The detailed description of the secondary analysis of data and information has been provided in this particular study also. The need and usefulness of secondary analysis have also been provided in this particular study. All the descriptions have been made with proper illustrations. The illustrative analysis would provide ample knowledge regarding the potentiality and scope of the proposed cafeteria in the UK. (repository.cam.ac.uk, 2018)

Many feasibility factors have also been provided in this particular study. The study thus touches each aspect which is related to this topic. The methodology part has also been provided in this particular study. The methodology part has been shown several aspects of the method of doing this particular research method. The methodology part shows detailed methods in which the research was conducted. The study is hoped to provide a detailed understanding while going through this. It would be utterly beneficial for gathering more knowledge upon the specific topic as well. The study was done with going through proper and relevant sources. Lastly, the business plan includes marketing strategies, promotional strategies, required staff members, projected business structure and management, communication plan, project risks, and exit plan. All of the business concepts of Plush have a tremendous opportunity to grow in a sustainable direction.

Table of Contents

1. Introduction.....	7
1.1 Scope	7
1.2 Terms of reference	7
1.3 Rationale.....	7
1.4 Business scenario selection	8
1.5 Strategic Content	8
1.5.1 Vision.....	8
1.5.2 Mission	8
1.5.3 Business Slogan	8
1.6 Business proposal structure	9
1.6.1 Description of business concept	9
1.6.2 Feasibility research	9
1.6.3 Development of the business model.....	9
1.6.4 Business Plan	9
1.7 Relevant models and Information Sources Used	9
1.7.1 Actionable assumptions	9
1.6 Timescale for achievement.....	10
2. Business concept.....	12
2.1 Product and services.....	12
2.1.1 Products	12
2.1.2 Facilities and services	13
2.2 Target market	13
2.3 Value added.....	14
2.4 Specific features	14
2.5 Management	14
3. Feasibility research	15
3.1 Feasibility Research Plan	16
3.2 Research methodology	16
3.2.1 Secondary research	17

3.3 Description	18
3.4 Five Keys Area of Feasibility Research	18
3.4.1 Product and service feasibility	19
3.4.2 Market Feasibility	Error! Bookmark not defined.
3.4.3 Industry Feasibility	23
3.4.4 Competitors Analysis	25
3.4.5 Organizational Analysis	27
3.2.1 Customer expectations and concerns	29
3.2.2 Demand indicators	29
3.2.3 The need to introduce the budget product	29
3.2.4 Increase desire for more facilities	30
4. Business model	31
4.1 Introduction	31
4.2 Core strategy	31
4.3 Value proposition	33
4.4 Idea canvas	34
4.4.1 Customer segmentation	35
4.4.2 Customer relationship	36
4.4.3 Revenue stream	36
4.4.4 Channel	36
4.4.5 Key activities	37
4.4.6 Key resources	37
5. Business plan	38
5.1 Background	38
5.2 Strategic and cooperative objectives	38
5.3 Critical success factors	40
5.4 Start up plan	40
5.5. Marketing plan	41
5.5.1 Collaborative strategies	41
5.5.2 Online marketing	43
5.5.3 Communication planning	46

5.6 Business structure and management	47
5.7 Financial strategy	50
5.7.1 Budget and investments	50
5.7.2 Revenue forecast.....	50
5.8 Exit strategy.....	51
5.9 Projected risks and viability	51
Reference list	52
Appendices.....	56

SAMPLE

1. Introduction

1.1 Scope

The purpose of this business development proposal is to serve a basic idea of how to establish a cafeteria business in the UK. In addition to that, this study will also include various aspects of this new cafeteria business venture (Plush cafe) to acquire financial and funding support during the initial stages of growth.

1.2 Terms of reference

The terms of reference of this business proposal are

- To provide a brief picture of this new business concept
- To investigate the validity of a business proposal
- To eloquent, the business set up, strategies, requirements of the resource along with core competencies
- To deliver a blueprint how this new business will function
- To propose the business outcome

1.3 Rationale

The main reason for opening this business is cafeteria business can be helpful for the researcher's family business. Father of the researcher already has a restaurant business in the UK. Therefore, this new cafeteria business can support that business to a great extent. Moreover, the researcher wants to run this new business as per his own ideas and uniqueness. This can also be effective to gather more experience (Kim and Sherraden, 2014). On the other hand, the second reason for this business is to deliver a relatively affordable cafeteria business in the UK as many businesses do not offer great taste and quality in a budget price tag.

This new business venture will strive towards opting the best possible efforts in order to develop a cafeteria into a place where the customers will have the opportunity to socialize with others. The environment or atmosphere of this new business will be a very relaxing and comfortable and customers will enjoy the best coffee in town. In addition to that, workers for this new venture will be selected in such a way that the cafeterias would have no issues regarding its functions and operations (Power, 2014). Furthermore, the workers will look out for opportunities to assist the customers in relieving them out of their stress by providing best

in class ambiance, services that are customer friendly and good quality products. Higher authorities will be concerned that this cafeteria will run in a smooth manner. Higher authorities will have to opt for measures in order to keep a constant check on the levels of satisfaction the employees are entitled to, thus providing a profitable and stable return to the shareholders concerned.

1.4 Business scenario selection

The idea to start a new business venture is to provide the best quality coffee and other beverages in a budget price range that can satisfy a broad range of customers. Therefore, this business requires a structure that can be flexible, attractive and agile that can gather the attention of younger generation most of the time. On the other hand, this new cafeteria business needs to create its own ground in order to stand out from the market competition (Gilchrist *et al.* 2015). This criterion demands a strong manager and efficient workers for required expertise and professional resources.

1.5 Strategic Content

Plush will be operating with the following strategic plans

1.5.1 Vision

The business aims to become the most successful cafeteria that can provide utmost customer satisfaction with great quality products in an affordable price range.

1.5.2 Mission

- To deliver the best quality product and services
- To achieve maximum satisfied customers
- To maintain a healthy atmosphere at work
- To provide the best quality product possible with a budget price range

1.5.3 Business Slogan

“Start your day with a fresh brew”

1.6 Business proposal structure

1.6.1 Description of business concept

It will include the main concept of this business such as target market, detail explanation of offered products, services including facilities that will be provided by Plush.

1.6.2 Feasibility research

It will include five major viable types of research in regards to market, service, industry, financial resources and organizational resources with an appropriate theoretical framework and also research techniques.

1.6.3 Development of the business model

Results of this research will be combined with the concept for this business for deriving a business model that can be appropriate.

1.6.4 Business Plan

It will also include a proper business model for executing the stages of this new business venture.

1.7 Relevant models and Information Sources Used

The porter's five forces analysis framework will be used in this proposal to represent a industry and market feasible research. The data collection process will be secondary and the resources will be collected from relevant books, journals, articles, and websites. In addition to that, a survey process will be conducted in order to gather secondary data.

1.7.1 Actionable assumptions

GENERAL ASSUMPTIONS

	YEAR 1	YEAR 2	YEAR 3
Monthly planning	1	2	3
Recent Interest Rate	8.00%	8.00%	8.5.00%
Durable Interest Rate	8.00%	8.00%	8.5.00%
Tax Rate	21.42%	23.13%	25.00%

The analysis of the interest rate over the time of three years is shown in the above table. The rate of interest for the current year increased to 0.5% and the tax rate has also increased from 21.42% to 25%. This rapid growth in the tax rate is due to a change in government policies and financial planning.

1.6 Timescale for achievement

The potential risks and market research will be carried out from January, 2019. In February 2019, a proper location for this business will be fund and fund searching will be started from April 2019. License for this business will be repossessed in April 2019. After getting the license cafe structure and design will start and this will end in November 2019. The selection and recruitment process will be done as the head manager who also will work as an HR in

initial days. This process will start in October 2019 and induction and training will be over by mid-November. Finally, the business will open with everything in check from January 2020.

SAMPLE

2. Business concept

A plush cafe will be an affordable coffee shop business and it will also provide other beverages and related food items. The business will be open beside the river Thames with a majestic view of one of the major attractions of London, the London Eye (Reymen *et al.* 2017). Such a location has been proposed for establishing the cafe because a number of people visit the place to spend quality time with friends and loved ones making this place a popular choice of opening new eateries (Yusof and Aoki, 2016). The environment of this cafe will be created with local products and local masons. The cafe should be developed in an attractive manner so that people visiting the place can have a glimpse. The combination of accommodation and service will be more than the money but valued given by customers.

2.1 Product and services

2.1.1 Products

High quality - Plush cafe will mainly be focusing on providing the customers with beverages having the best in class taste. Best in class taste will only be possible if high-quality ingredients are used and proper preparation guidelines are followed. Well developed marketing strategies will be developed to bring about an increase in the sales of the beverages that will be served to the customers in the cafeteria.

Various flavors - The owners of the Plush cafe will also take into consideration providing their customers with different flavors of tea and beverages along with pastries, sandwiches, and salads (Safiullin *et al.* 2014). Plush Cafe will also be instilled with a provision of selling coffee beans to those customers who consider preparing coffee at home rather than sipping into a cup of coffee in a cafeteria. *[Referred to Appendix: 2]*

Unique menu - The owners of Plush Cafe will also be providing the customers with different well-renowned magazines along with the menu as many customers are fond of spending time by reading magazines over a cup of coffee. As Plush cafe will be established as a cafeteria cum family based restaurant, the menu selected will contain various listings (Franqueira *et al.* 2017) When customers will be opening the menu listings for giving a particular order, the first point that will strike the eye of the customers is the breakfast brunch that the cafeteria will be serving. The Breakfast brunch of the cafeteria will include breakfast pizza and along with it yogurt cup and milk bread twist. The menu of the cafe is divided into various

departments. Departments are categorized into breakfast, soups, and salads, different types of sandwich, combination items, grilled items, beverage, and beer.

Other beverages and food items - Plush Cafe has established in the bank of the river Thames near the London Eye. Generally, a cafe means where all the products belong from a contemporary category. The Plush cafe contains various types of food products and soft drinks. The main food products of this cafe are various types of coffee, various types of snakes, mock tails, fruit juice, and dairy products and so on. Various types of theme food according to the country are also available here. Veg and nonveg both of the products are available here. According to Glover and Kusterer, (2016), basically, a cafe is such a type of place where there is no scope of table service. Customers ordered their foods after that they serve the food themselves.

2.1.2 Facilities and services

The cafeteria will be established at the prime location beside River Thames with a majestic view of the London Eye. Before beginning construction of the cafeteria, it will be taken into consideration that the floorings should be covered completely with Italian marbles (Wirtz *et al.* 2016). A false ceiling will also be built in the roof section of the cafeteria. In the ceiling, at some specific points, dim lights will be incorporated which will be developing a combined ambiance of light and shadow (Block and Van de Velde, 2016). A centralized air conditioning system will also be set up to provide a soothing temperature condition besides a relaxed ambiance. For making the seating arrangements for the customers, sets of four cushioned couches with a glass table in the center will be considered. At the center of the cafeteria, there will be a coffee bar which will be providing the customers with different types of espressos and pastries.

2.2 Target market

Target marketing refers to a process where each and every market segment's selection and attractiveness are evaluated for entering into the associated market. Target marketing concept is a logical implementation when it comes to marketing's basic philosophy (Lorenzi and Sørensen, 2014). Thus, this cafe can target the market in such a way that revenue generation can increase and sustainability of this cafe can be maintained in a long run. This cafe wants to establish a strong relationship with customers (Wegner *et al.* 2016). However, it is important to keep in mind that there is many other cafes present in UK's market. Therefore, UK market

is full of competitors who want to build a reputed bond with their customers as well. Thus, this cafe can focus on different segments rather than just one to be more successful. Therefore, age-based and income based target marketing is taken into consideration for the initial stage of this business.

2.3 Value added

This business will offer products and related services with a low budget range that has been rarely seen in the UK and especially when it comes to the location, beside the river thames. In addition to that, Plush will provide a soothing and relaxing atmosphere for the customers to enjoy and feel stress-free (Dahmen and Rodríguez, 2014).

2.4 Specific features

The theme of this cafe will be much laid back and relaxing and also it will provide assistance for children and pets. In addition to that, the hygienist will be maintained by adapting the purified machine. Customers can get neat and clean premises where they can eat with a peaceful mind (Cronstedt *et al.* 2016). This cafe will also have different sections for customer satisfaction such as friend's zone, family zone, couple's zone, and business zone. *[Referred to Appendix: 3]*

2.5 Management

This business will be registered as a private limited company (Ltd.). There would be two shareholders as the researcher himself and his father. In addition to that, there must be one industry analyst or expert along with a head manager. The researcher will have 60% shareholder and his father will have 40% shareholder.

3. Feasibility research

Feasibility research is one method through which the viability of any typed business planning is being analysed. This analysis method is mainly used for testing the ability to successfully fulfilling any business aim. Very careful feasibility is required for backing up the idea of the proposed business. Here in this particular study, the proposal of opening up one cafeteria has been made in **the UK**. This **Feasibility research** is all about the **BDP** of that proposed cafeteria. The venture of the proposed business is needed to evaluate the concept of it. The feasibility might need to be maintained properly while conducting any research. There is also a Methodology part of the research which is also included in this feasibility part. This particular study of **BDP (Business Development Proposal)** has done with research analysis. The research has been of the second type which is done by taking help from several books, articles, journals and many more (Foss and Saebi, 2017). This Feasibility chapter also deals with five main areas related to the proposed business venture.

These five factors are namely **Financial Feasibility, Organisational Feasibility, Market Feasibility, Industry Feasibility, and Service/ Product Feasibility**. The detailed analysis of these five areas would help to observe the potentiality of the proposed business venture to be really successful. It would also provide an assessment of each element's viability. The several significant elements regarding this particular entrepreneurial venture of establishing a new cafeteria would also be identified thus. The proposed business plan would also be provided with mandatory information through this chapter of Feasibility research.

3.1 Feasibility Research Plan



Figure 1: Research plan for feasibility

(Source: created by the learner)

3.2 Research methodology

Research feasibility has been properly carried out through methodology part. This particular methodology part has been done through **Secondary method** of data analysis. The methodology is one part of any research where all the details of conducting the particular research are usually provided. The research method, techniques of data collection, and modes of collected data all aspects are thoroughly provided in this part of the methodology. The importance of the methodology part might be understood from this. It is indeed very crucial to describe the total method of any research work. This particular study is also comprised of this vast analysis of methodology. It has shown how a **secondary method** of research has opted for this particular research work (Dahmen and Rodríguez, 2014). Detailed analysis of that secondary research method has been also provided in this methodology part.

It has been shown how the researcher has gathered the necessary information and data for conducting the research upon the topic. Several necessary information regarding the success and potentiality of the proposed cafeteria called the Plush have been gathered through that second method only. Techniques and description of that second method have thoroughly been

provided in this particular methodology part also. Secondary research has been considered for this concerned study to come to a conclusion to this Research feasibility. The already existing data and knowledge regarding BDP have been gathered by the researcher at first. These existing data allowed the researcher to produce some new knowledge regarding the concerned issue. A relevant method is indeed needed to gather all these necessary data and knowledge regarding the proposed BDP.

3.2.1 Primary and secondary research

There are mainly two methods to collect data for any research namely secondary and primary. Primary analysis is the one which is being performed for the foremost time. That means the findings of primary research are totally fresh whereas secondary research method revolves around existing study materials. The **secondary** collection of data is done by gathering data and information from already existing websites, journals, articles, and books. Several online and offline platforms are also there to gather the necessary knowledge and information for the concerned topic of this study (Martins, 2018). This particular research work has been done through **secondary analysis** and gathering of information. This second method would have provided the researcher with more relevant information regarding the BDP of the proposed Plush Cafeteria.

There are several unpublished or published sources from where secondary data are being gathered. The researcher has gone through numerous offline and online portals to gather only the relevant study materials. The study materials were considered as the only chosen means for gathering knowledge regarding **BDP of Plush**. This method had been chosen by Plush as it is quite genuine to learn from the reputed journals, articles or books. It is also less costing to gather information like this. This method is also quite less time consuming which might enable the proposed Cafeteria to come to an utmost conclusion soon. This secondary method also without any biases and it is also analyzed and administrated quite easily.

The sources which have been considered for gathering knowledge regarding BDP of plush have been taken from several journals, books, websites, and articles. The topic was chosen as the starting of a brand new **UK based cafeteria** for going through all those study materials. Secondary analysis of data would enable Plush to invest less both time and money (Harrington, 2016). There are many pros to the second method of data analysis. Secondary analysis requires less time period to be collected and the authenticity of that gathered knowledge is also high-quality. It is generally not found in the primary typed data analysis. Secondary data also enables to collect the unbiased data which is very important for **BDP of**

Plush. It is also quite right that like any other method, the second method has also several drawbacks and shortcomings. Still, it might be said that the secondary method was quite right to be considered for this particular research work for BDP of **Plush cafeteria.**

3.3 Description

The researcher has gone through multiple online platforms mainly for gathering necessary knowledge for the **BDP of Plush.** The researcher came across numerous websites, articles, books, and journals regarding the proposal on business development of any new cafeteria. The researcher had to choose only the relevant ones from that large quantity of available sources. The relevant websites, articles, books, and journals were selected and from those selected study materials the researcher was able to gather ample knowledge regarding BDP of one new cafeteria (Loebbecke and Picot, 2015). There were also many new aspects of BDP which the researcher was able to understand through going through all these study materials online. The researcher was also able to understand the necessary steps which are generally required for making any proposed plan for any new business development. The findings from those study materials would surely help Plush to set up with proper business development planning. The secondary method enabled the research team to invest less timing which would be definitely beneficial for starting the business development of plush sooner. Less funding was also required by Plush to do such secondary analysis. It was also able to collect relevant, authentic and unbiased information regarding BDP through this second method of research analysis.

3.4 Five Keys Area of Feasibility Research

Any business organisation adheres to one specific strategy which it strictly follows to achieve its desired success. The proposed cafeteria called Plush also has such strategically planning and it is considered to be quite perfect. Several feasibility areas have been undergone like **Financial Feasibility, Organisational Feasibility, Market Feasibility, Industry Feasibility and Service/ Product Feasibility.** The first feasibility area is the feasibility of the products or services. Therefore several aspects of the products like pricing, preference, demand, and quality regarding product have been described thoroughly. Market feasibility underwent target market group with reference to the preferences of the proposed cafeteria as well. The facilities which would also be provided in the proposed cafeteria called Plush have also been mentioned in this market feasibility part. Organisational Feasibility deals within several

aspects of the organisational issue whereas financial feasibility looks upon several money investments, funding, budgeting loss or profit and several other monetary aspects regarding the proposed Plush cafeteria. Thus the feasibility chapter would go through five major elements of research feasibility which are as follows:

- **Service/ Product Feasibility**
- **Industry Feasibility**
- **Market Feasibility**
- **Organisational Feasibility**
- **Financial Feasibility**

3.4.1 Product and service feasibility

Product or service is the main component of any business company and any cafeteria needs to be very specific regarding its service and as well its product quality. There are several factors related to product or service feasibility which any cafeteria needs to remember. Customer demand is one prime component of product feasibility. Product designing and criteria all are decided regarding this product demand among the customers mainly. Costing plays another major component in this feasibility type. There are several typed costing like raw materials charging, transport and production costing as well for any cafeteria. Two main questions regarding product feasibility of Plush cafeteria have been analysed in this overall discussion which are:

- Which are the concerns and expectations of the customers from the cafeteria?
- Which are the probable differentiators and benefits for the cafeteria named Plush?

This total description and analysis of product feasibility revolve around these two questions only. There are several aspects regarding product feasibility which would make direct impacts upon the cafeteria proposal of business development. All these significant areas are generally covered up by product feasibility which is as follows:

Demand

The UK is having radical changes in the lifestyles of its habitats and it is also creating a severe impact upon opening new hangout places also (Peronard and Brix, 2017). The recent trends and demand are needed to be observed to understand the requirements of the customers. Customers' satisfaction is the most significant component of any business. European people are keener to go to cafeterias nowadays. It is indeed a positive aspect of the proposed Plush Cafeteria. This recent inclination of people preferring cafeterias more than

pubs or restaurants might be a positive approach for many approaching ones like Plush. The researcher has come across information regarding this. It has been observed that young generation and teenage age group people prefer the most these typed cafeterias. Some quiet time might be spent in such cafeterias also at the cost of not that much pricing. The charging of cafeterias like Plush might easily be afforded by teenagers or college going fellows. The ever-increasing trend of cafeterias shows the increasing demand for more cafeterias as well. This increasing demand might prompt Plush to start up its business more swiftly. The demand is a very important factor for Plush cafeteria and as well other cafeterias also. The concerned cafeterias would operate its business as per its customers' demand. The designing and servicing of the cafeteria's business would also be aligned to the demand of the market scenario. The requirement to meet the demand factor might be utterly beneficial for the launching of the new cafeteria called plush and also it BDP.

Consumers' expectations

Consumers' expectations play a severe role in the Business development of one new UK based cafeteria named plush. UK people are very much specific about their choice of products. Therefore the new café might need to adhere to the latest trends in the UK. A detailed analysis might be needed by the Plush cafeteria to understand the likings or disliking regarding their differentiated choices. The understanding of people's choices might enable the cafeteria to maintain their services and products as per customers' satisfaction. It would enable more customers to come to this cafeteria. There are so many cafeterias already existing in the UK which implies tough competition in the same field. The Plush cafeteria needs to provide unique products and service which might rope in more customers to the cafeteria. It would help the café to get more popular in less timing. The café would also able to get more profit in a short time span thus. The motto of the café needs to be very successful in the tough competitive market of cafeterias (Rosati and Conti, 2016). The proposed café needs to keep it in their mind that whatever situation it might be, the satisfaction of the customers is the most important responsibility of the café.

Technological advancements

Technology has been changing at a rapid speed and it is also changing our lifestyles. There are near about each sector which has been going through radical technological advancements. Cafeterias are also implementing latest technological equipment to keep up with the changing scenario. The UK has always been one place of severe technological advancements. The cafeteria businesses, therefore, need to be totally aligned to those technological advancements. The proposed Plush cafeteria is required to have introduced several advanced

technological types of equipment in order to keep with the technological changes. It might be utterly beneficial for the business of the proposed cafeteria called Plush. Technological equipment in the business workings of the newly launched cafeteria might be utterly beneficial for the cafeteria as well. It would also be utterly beneficial for roping in more customers for the cafeteria as well. It would also be highly beneficial for product feasibility as well. These are a significant component of the product feasibility of the newly proposed cafeteria.

3.4.2 Market Feasibility

Market feasibility is regarded as the main aim of the research feasibility procedure and the strategies used in the procedure are on the basis of secondary data analysis. The secondary data has been collected from the existing documents and journals of the research which had been conducted by various other researchers. The study of the market feasibility provides various innovative form of ideas and marketing procedure and process of the business outcomes. The marketing feasibility represents the strategical process of the market as it provides the relevant tools for the support of the business. The secondary data in the marketing feasibility provides various forms of advantages and disadvantages which help to bits of help to cover up the project section of the work (Wirtz *et al.* 2016). The consideration of the marketing procedures which is basically studied upon few valid points which are explained in the following points:

- **Internal Source**

According to the research, the internal source includes the valid data of the researchers and the previous data analysis. The data analysis consists of the information which is related to the company such as balance sheet, income statement, company rules and regulations. This information is mostly collected and analyzed from the business database and the financial data are found from the various outgoing sources.

- **External Source**

While the external source of data includes government notice or law issues, the business competition analysis and the data which are collected from the people and various business houses. The internal sources might get few similarities in terms of data analysis with the external source but the data which is collected from the external source provides the outsource factor or the external factor of the company. According to the research the

researcher provides all the data from the online articles as well the existing journals or financial data.

Internal Source

- The data analysis consists of the information which is related to the company such as balance sheet, income statement, company rules and regulations.

External Source

- While the external source of data includes government notice or law issues, the business competition analysis and the data which are collected from the people

Figure 2: Market Feasibility

(Source: Created by the Author)

The organization which has been chosen for the research work is the cafeteria which is based in the U.K. and its name is The Plush. This setting up of the business was totally based upon the profit generation and customer satisfaction. The business development proceeded with an impact upon the market feasibility which has to be looked upon the present and the past condition of the business. The analysis of the business will determine the competitive aptitude and the innovative skills in the marketing procedures. The information which has been collected from the journals on the basis of secondary research has proven to become a quantitative model of information. The analysis of the market feasibility also studies upon the targeted market and the customer. The existing information provides the overall description of the business and it creates a wide vision of growth in the business. The statistical methods and the products are fully analyzed to see the customer demand for the products which are available in the market or with the organization.

Critical analysis has also been conducted upon the organization which clearly states the marketing procedures and the lacks which are prevailing in the markets. The marketing feasibility shows endorsement and customer reviews (Kolehmainen *et al.* 2016). The customer reviews provide valid information about the overall management control of the cafeteria business. Customer encouragement and innovative techniques are used in the making of various types of products. The researcher has also provided with the competitive analysis of the Plush Cafeteria which provides the information of the products that are sold

by the Plush as well as their competitors. The risks that the Plush undertakes to meet the demand of the customer as well the complete working structure of the environment. The marketing feasibility helps in the diminishing of the risk factor which is involved with the transaction and marketing plan of the organization.

3.4.3 Industry Feasibility

According to the research, the industrial Feasibility provides various forms of information in terms of the structure of the organization and the completion of the organization. The researcher shows that the remaining and the constant factors which are based upon the industrial feasibility of the product and the organization structure. The indicators which show the feasibility factor of the industry and the products made also provides information regarding the high magnitude of competition and the financial investment.

The industrial feasibility determines the various forms of opportunities and the threats which posses an external factor responsibility. The industrial feasibility contains few valid points and the study is based upon the secondary data analysis. The points are explained in the following:

- **Drivers for Macro-Economics**

The macroeconomics of the developmental business services provides a wide vision of knowledge and this procedure creates research feasibility in the factor of industries. The industrial factor which includes the competitive analysis of the macroeconomic world and the amount of economy invested in the company. Some of the drivers which provide a favorable idea of the macroeconomics are as follows:

- ❖ New governmental policies which provide a better focus on the infrastructure of the company.
- ❖ Plush provides an excellent record in terms of sale and marketing and cafeteria development.
- ❖ Technology advancement in the cafeteria provides a better view of customer service and well management of the organization.
- ❖ In order to improve the efficiency in terms of the price of time, Plush innovates the pay grade system in terms of time-based payment.

These factors provide an overview of the competition and an increase in the employment procedures in the company (Wegner *et al.* 2016). The company regards that the information that is collected in terms of secondary data analysis are mostly in the sector of analysis of the attractiveness of the product and the target meeting point. The development of the industry is

seen due to the advancement of the technology and the new governmental legislation which has been implemented. According to the research, the industry has grown from 2.8% of revenue outcome to 8.36% of revenue. In the secondary research of the organization, the existing financial analysis was considered to bring out the revenue growth in the business.

- **Industry Attractiveness**

The industrial attractiveness of the company represented in the point states the existing information of the company and the industrial development since its origin. The development in the business mostly depends upon the economic factor this is because in order to recreate the growing advancement of technology and the new architectural design is necessary for the procedure. The industrial attractiveness is determined by the conservation of the energy and the environment. The sales affect the market by 3.6% in the growth of the business and economy as a whole.

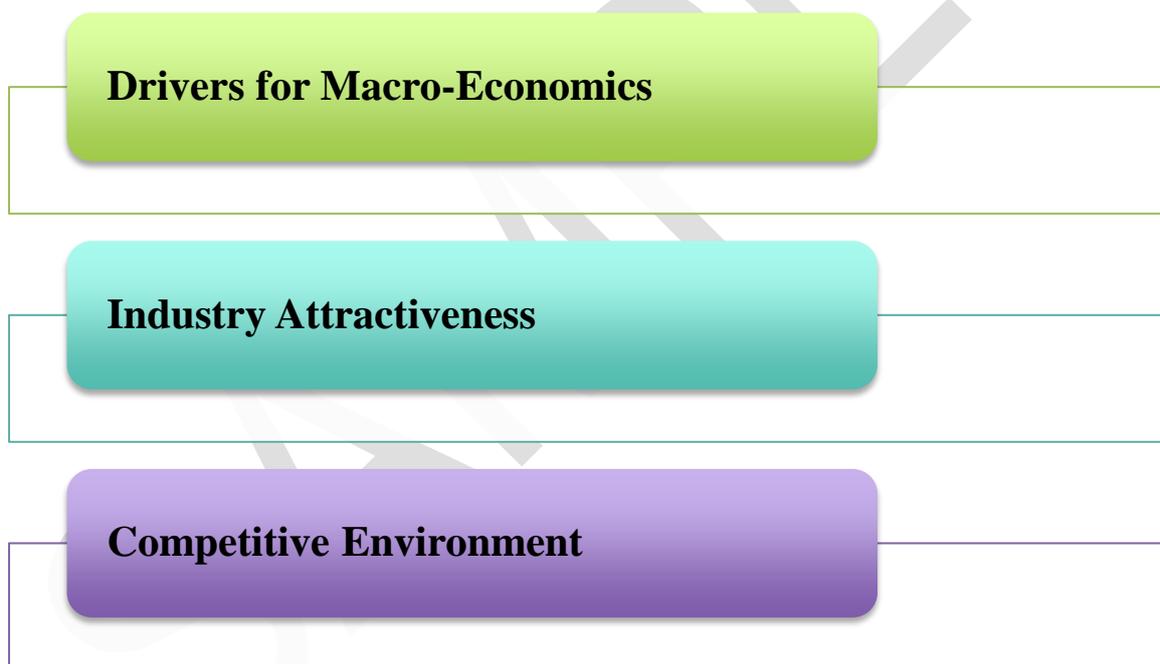


Figure 3: Industry Feasibility
(Source: Created by the Author)

- **Competitive Environment**

The environment of the business which is considered in the business procedure structure is the Plush Cafeteria and due to its increasing development in the area of sales and marketing as well as development. The high intensive competition is also seen in this developmental market structure has seen a high level of competition in terms of a few special points, such as:

- ❖ The weakening of the buyer's power of the product.
- ❖ The decrease of the supplier power due to irregularity in the payment method
- ❖ Possession of threat in the market

3.4.4 Competitors Analysis

3.4.4.1 Porter's Five Forces Analysis

The porter's forces of the model are the attractive model for the analysis of the emerging industry that is the cafeteria service of U.K. The high intensive form threat in the competitive environment clears out as the emerging and clear form of industry. The attraction of the Plush Cafeteria is the location but due to its high intensive factor of the threat, the business growth had been quite difficult. The analysis was collected from the researcher explains that the visitors or the international tourist easily gets attracted to the cafeteria as the environment quiet decent and river Thames can see flowing down the stream. The porters five analysis are explained in the following points:

Buyers bargaining power (High)

The power for the bargaining which is due to the buyers clears out by providing little valuable information. The information is often collected from the buyers and the current situation of the business. The plush cafeteria provides previous information about the buyer's market analysis. It clears out that the information's are recorded in the database of the company. Therefore after the analysis, it has been seen that the bargaining power of the customer is very high. (bplans.com, 2018)

The threat of substitute products (High)

The research which has been conducted upon the Plush cafeteria and the research information or the data which has been retrieved is in the form of a secondary method. The competition which poses a threat to the market and the products poses a threat. The main priority of the product has been upon the Coffee has quite a number of substitute because most of the people like tea. The beverage drinking public in the U.K. is mostly tea drinkers than the coffee drinking public (Barkemeyer *et al.* 2014).

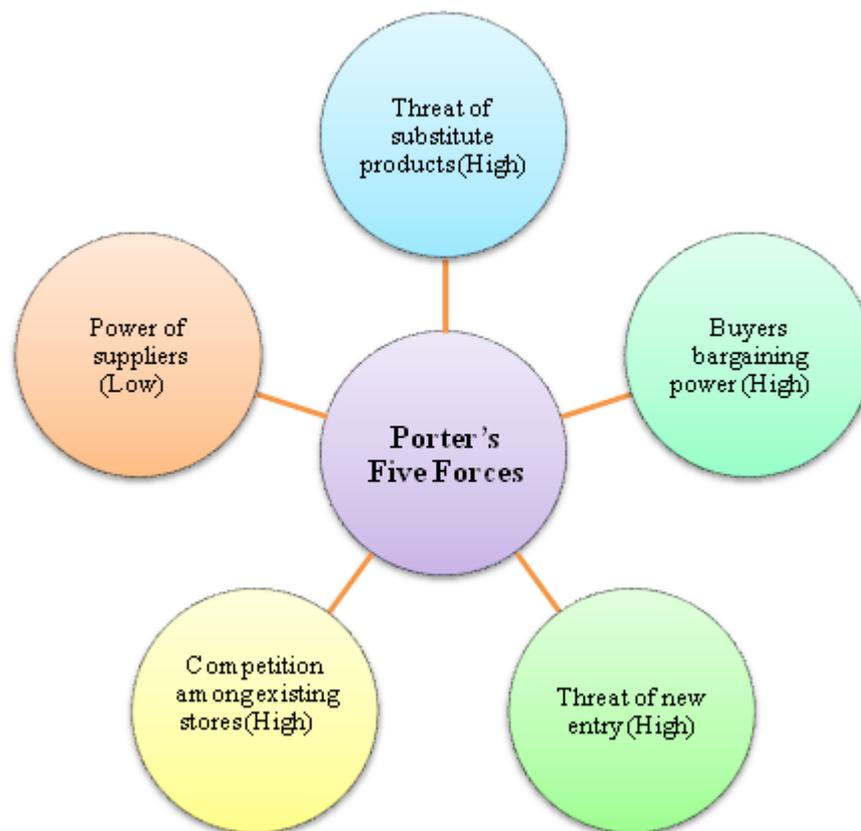


Figure 4: Porters Five forces analysis

(Source: created by the learner)

Power of suppliers (Low)

According to the research it has been stated that most of the supplier for the product poses the power of supplying the final product. The Plush has been cafeteria business for quite a long time while cost-effectiveness affects the supply of the product when the final product is being supplied.

Competition among existing stores (High)

This Plush cafeteria is considered to be one of the biggest competition in terms of the location, environment, hospitality and food serving. The information from the journals and the online web articles which suggest the people who visit the place with enthusing of getting new product and quality of the food.

3.4.5 Organizational Analysis

3.4.5.1 Key Person of Plush

The researcher has gathered the information via the web articles and has clearly stated the owner is considered to be the key person of the restaurant. The management and organizational support are concerned with the owner of the restaurant. The café is basically based in the U.K., therefore, all the activities related to the organization are done in the U.K.

3.4.5.2 Stakeholders and shareholders analysis

The stakeholder analysis of the company has been retrieved from the existing evidence of the company. The working capital and the initial capital for setting up of the company were developed by the in order to create a fixed venture of the business. The assets of the company comprised of the capacities of the work infrastructure and business organizational plan. The economy of the company is based upon the investment which has been upon by the company and the business which is considered as the high stock growth and income influence men. The company has already invested an amount which will benefit the company's ensued security and its future.

3.4.5.3 Role of other financial institution

The company which has been chosen for this research is the Plush cafeteria, it is situated in U.K. The financial analysis which has retrieved from various stakeholding companies and the economy for the company flows in the way of insight cash flow (Yusof and Aoki, 2016). The business was considered to be a startup form of business with a general entrepreneur and a few amounts of loans were also taken in order to make the business a big. The banks and the commercial institution which has helped in retrieving the information such as the income statement, balance sheet and the documents which pose information for the loans which has been granted by the bank. The financial institution guarantees that during any type of emergency or risk the banks will take care of the situation and they will provide support to the business organization.

3.4.5.4 Structure of the concerned organization

The cafeteria that has been considered as the main highlighted topic is the Plush cafeteria and the organization structure has evolved to become of the greatest in small scale business enterprise. The information about the business that already exists in the journals and the

research was done by the earlier researcher has provided valuable information about the company. The infrastructure has been considered as the most simple and basic form with hunch new creative outlines. The creativity in the cafeteria in terms of the architecture has attracted the lot of new customers and business executives who have agreed to invest in the business so that there can be a growth in economic scale. The staffs of the cafeteria are well trained and discipline and they offer various types of coffees and flavored tea. The tea is also substituted of the coffee and the people of the U.K. are mostly into tea than coffee. The architecture and the food and the ambiance of the cafeteria are considered quite significant.

There has been a new form of innovation in terms of food and beverages as the authentic English and the American breakfast menus are now included in the menu list. The chefs are quite skillfully trained. The coffees which are provided to the customers are now being made via Espresso machine. The time efficiency and cost of the company is being saved while following the few changes. New exclusive snacks and modification in terms of the entertainment for the customers are also in the queue list. The cafeteria management has considered for hiring a full-time basis manager who will look into the daily operation of the business and the cash inflow and the outflow. This new improvement will create a profitable form of business.

3.4.6 Financial Feasibility

The strategy which concerns the finance of the company and the overall structure form of the company is strategically consistent. The shareholder of the company basically consists of 60% of the capital and the working capital which influenced the growth of the company by 12% of the overall structure of the company. The contribution of the stockholders and the partners of the business have an equal amount of contribution. The business has also developed a financial strategy that consists of the hike in the price of the food items and infrastructure. The loss of the company is will be vested upon by the entrepreneur but due to a small structure of the business 52% is owned by the bank so that due to any form of loss the bank will provide the efficient form of support. (diva-portal.org, 2018)

Sources of funds

The equity

The equity capital of the business is the main concern of the business. The investment by the entrepreneur will gather the operational cost and will provide ROI and the payback of the

business. The shareholders also perform their work in the investment of the company any and the initial equity is 2000 dollars.

The debt which is considered to be long term in nature

The debt of the company or the Plush is considered to be the liability of the company and the payment is made on the method of long term basis. The debt payment will bring forward the business and the economy and the liability standard will be equalized.

3.2.1 Customer expectations and concerns

Customers can expect so much from a new business that offers coffee and other related beverages. This is because in that particular area there is a significant lack when it comes to affordable options. On the other hand, the young generation and students are mostly interested in coffee rather than tea. Therefore, it can be said that money is a limiting factor when it comes to these people. These people cannot afford expensive or premium quality cafeterias all the time. However, best quality product or services everyone wants and in this case the situation is the same too (Frank *et al.* 2016). Often time's people believe in a fact that coffee cannot be high in the price range, because when people do make coffee at home it does not cost much. However, in stores, the prices of coffee are relatively high.

It can be said that this thinking of customers is not entirely wrong. However, the price can get high due to location, environment, workers cost, product quality and environment. Plush must manage all of these and also must offer the best quality product in an affordable price range to attract customers and achieve customer satisfaction. On the other hand, hygiene is another factor that must be maintained. This can be taken care with food safety policy and regulations. Customers are always looking for products with good hygiene in a budget range. This is a major concern too for foreigners. Therefore, Plush has to maintain its product's hygiene in order to satisfy customers. Any business requires considering customers expectation and concerns. This is because, these factors are important to take any business to the desired level and to achieve sustainable growth (bplans.com, 2018).

3.2.2 Demand indicators

3.2.3 The need to introduce the budget product

There is an increasing demand for the budget product with good quality products. This is because the place notably lacks some affordable cafeteria joints that provide high-quality food items. Customers are mainly between 18 to 30 years of age range who prefers coffee

and related products on a frequent basis. Therefore, customers are expecting that new cafeterias may come up with a budget price tag and high-quality food grade material. However, maximum cafeterias in that locality are premium outlets and do offer products that are highly expensive. Plush has a unique idea to offer good quality products with a budget price range. One of the main reasons for this that they comprehend beautifully about customers and can target effectively when it comes to the target market (Bullough *et al.* 2017). Keeping customers demand and expectations in mind PLush can do a lot better if all the strategies are implemented in an effective way. In addition to that, this business can achieve a high position in context with UK market with better sustainability, more satisfied customers and competitive advantage.

3.2.4 Increase desire for more facilities

It is also important to mention that customers want better facilities regarding services when it comes to a cafeteria. The plush thought of incorporating child assistant and pet assistant to gain more satisfied customers. It has been often observed that when a couple enters into a cafeteria with a child then they cannot enjoy fullest due to several tantrums of a child (Frank *et al.* 2016). That is the reason why Plush thought that some workers will be there to care for these children. In addition to that, children area will be separately made with lots of toys and other elements that a child can enjoy too. However, there will be a special chair arrangement for children below 3 years of age and these children can sit with their parents without any issue. One of the other facilities that this business will make sure to implement is a timely serving of food. Customers do not have to wait for hours and hours for their order to arrive. A special training arrangement will be there for workers to ensure this facility.

4. Business model

4.1 Introduction

The business model of Plush will be based on some fundamental principles. These principles can be able to define how much the company is willing to capture various opportunities in the market. In addition to that, it can also identify resources that are required and finally it can create a proper value for its consumers and shareholders.

The main aim of this project is to prepare a cafeteria that can effectively compete with other rivalries and it can also deliver a good quality product with a budget price segment that can bring customer satisfaction. The main product of this business is going to be coffee and it will be the cheapest product of this business. However, one of the strategies this business has is to launch complimentary products and these will be relatively expensive. Therefore, these products will be helpful to generate more profit and to maintain cash flows. This is because this particular plan can deliver higher ratio in profit margin. On the other hand, this business has a long-term goal and it is related to achieve the maximum number of customer satisfaction, customer loyalty and to retain customers. This will bring stability in the business and this business can be in a sustainable position.

4.2 Core strategy

The main mission of Plush is to achieve a leading market position in cafeteria business in context with the UK. Plush will adopt a mixed strategy to achieve desired intent and this mix theory will create an advantage in market competition. These strategies contradict with Porter's generic strategies. However, this business will focus on how it can perform better and in a different way despite focusing on its functions and how it can be performed (Foss and Saebi, 2017). These strategies focus to create a clear segmentation of market that can be useful to devaluate present competitors in the market.

Pricing - One of the main strategies is to adopt 'razor and blade' concept of marketing. This represents that initial product line or the main product line is sold at a relatively low price then any business can gain confidence in terms of cash flow in a longer period of time (Brea- Solís *et al.* 2015). This is exactly the idea of Plush and main product that is coffee will be sold at a significantly low price range. This can also attract large variation of consumers

and eventually the business can launch complimentary products that can be beneficial to achieve more profit.

Quality - This business will offer similar or better product when it comes to market competitors with a low price competitively. This is to gain customer loyalty, satisfaction and to achieve the utmost profit that can be helpful for sustaining the business. Quality is one of the main components that can hold customers and get more customers and especially in this cafeteria industry where food is involved (Saebi and Foss, 2015). Nowadays customers are aware of health safety guidelines and rules and due to this, the business is particularly looking up in this factor.

Integration - This Company will obtain a strategy that can combine all the products from the menu together. This will be beneficial in a longer period of time. This is because product names are made in such a way that can easily remember when it comes to customers and thus mouth to mouth marketing will be stronger. This will be resulted in more new customers and in future, the business can face more success to be in a leading market position in the UK.

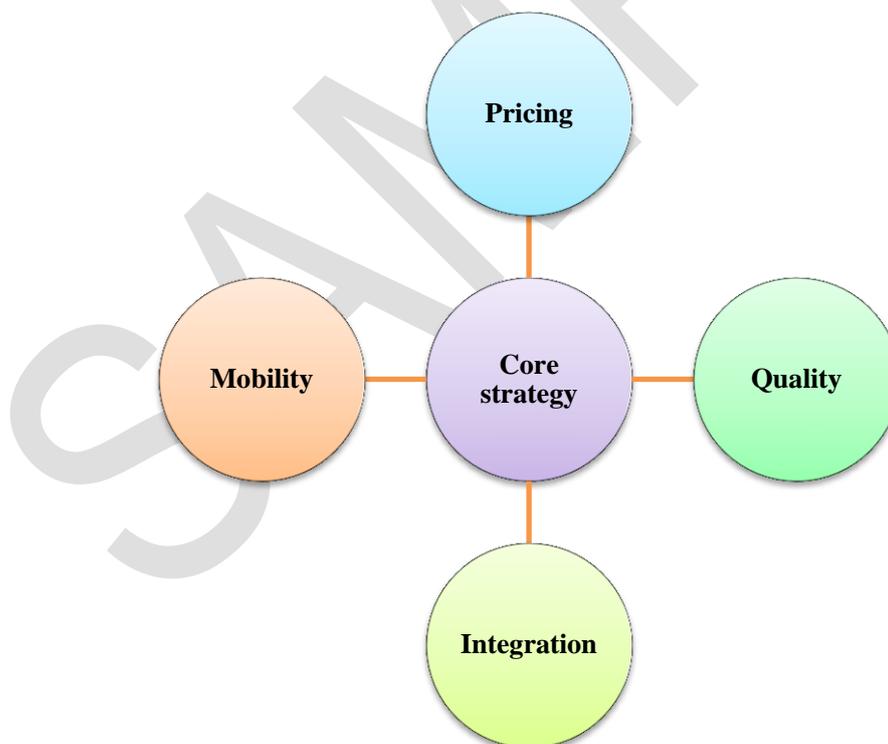


Figure 5: Core strategy

(Source: created by the learner)

Mobility - One of the main features that this business will provide to its customers is the mobile application. This mobile application will be made to do online transactions and customers can order food online. Delivery partners will deliver foods within 4 km of range from the where it will be located. In addition to that, this mobile app can also be helpful to see a menu and what products are coming or launching frequently when it comes to customers along with product prices accordingly (Massa *et al.* 2017). This can be helpful to gain more youth consumers that are the main target of this business.

4.3 Value proposition

The business is required to provide a value proposition that is unique and that can deliver a sustainable business addressing through various needs of customers. Plush will provide products with a low price range that can make sure to deliver the required benefits of customers. This can lead to a unique and improved customer experience. Moreover, Plush will consider some key factors in order to compete with its rivalries in the market.

Low price - One of the main differences of Plush from its competitors that it will provide products with low price. Maximum cafeterias in this particular location in the UK have the higher price range and due to this many local residents and the young generation cannot afford that all the time even if they want to. Therefore, a strong customer need is that having a budget a coffee shop. This customer's needs are completely comprehended by Plush and this business will start a cafeteria with customer requirements in mind (wiley.com, 2018).

Strategic location - The location for this business is set to beside Thames River. This location is one of the main attractions when it comes to the UK and different kinds of people are visible in this location with different income bracket, age bracket, and different culture. Sometimes these people can be visitors or foreigners from other countries (Bohnsack *et al.* 2014). Thus, this location will be perfect for attracting customers and get various types of customers in one place. On the other hand, many hotels are also located in this place and a tourist or visitors can come to this cafeteria by walking only. This business will provide breakfast, so it will be beneficial for tourists to come and have their foods within their budget.

Quality proposition - It is also important to mention that low price strategy does not always refer to a product with low quality. This business will definitely look forward to low price range and also it is willing to deliver a good quality product. This is because in order to attract and gain customer retention the business not only has to provide the product with low price but also a quality of foods. Customers can be notably picky when it comes to those

products that are consumed internally. Plush will have a strong supply chain management that can supply fresh raw materials every day in order to maintain product quality (repository.cam.ac.uk, 2018).

4.4 Idea canvas

<p>Key partners</p> <ul style="list-style-type: none"> -Local suppliers -Healthy diet instructor -A lawyer -Developer for mobile app 	<p>Value proposition</p> <ul style="list-style-type: none"> -The proper monetization of used capacity -Excess capacity's proper monetization 	<p>Key activities</p> <ul style="list-style-type: none"> -Product development -Maintaining a healthy relationship with diet instructor -Searching for good quality coffee and other fresh vegetables and fruits -maintaining online interaction and delivery time to customers 	<p>Customer segments</p> <ul style="list-style-type: none"> -Health conscious, middle-class consumers, health instructor's influence 	<p>Customer relationship</p> <ul style="list-style-type: none"> -Personal assistant with the app and instant messaging service -Timely delivery of food -Co creation -Personal assistance to every customer who has purchased before from the company no matter from the store or online service
	<p>Key resources</p> <ul style="list-style-type: none"> -HR (employee hiring) -Physical (computers and other 		<p>Channels</p> <ul style="list-style-type: none"> -Sales (Through counter of the store and from the online mobile app) 	

	peripherals) -workers -Intellectual (coffee, vegetables, fruits and other ingredients)		-Information and marketing (social media, blogs, email service to customers etc.)	
--	--	--	--	--

Revenue stream	Cost structure
<ul style="list-style-type: none"> ● Customer transactions at the counter and through a mobile app ● Marketing and advertising on social media ● Customer loyalty program or member subscription 	<ul style="list-style-type: none"> ● Raw materials or ingredients ● Marketing ● Mobile application maintenance and regular update ● Production cost for fresh coffee every day ● Workers cost, network service, electricity and apartment cost ● Depreciation of assets

Table 1: Idea canvas

(Source: Bohnsack *et al.* 2014)

4.4.1 Customer segmentation

This business has targeted mainly younger generation and people with competitively low-income bracket. This is because most of the time these people search for a good quality product with an affordable price range. Plush will provide products with low price range so these type of people will be best suitable for this business. Customer's segmentation basically refers to dividing a customer group in terms of their requirements and expectations according to demographic, behavioral, psychographic and geographic factors. Demographically the targeted age group for this business is 18 to 25 years. This age group consumes the maximum amount of coffee and related products in context with the UK and this particular location.

Behaviorally, Plush will be a budget cafeteria, so customers will have a low-income level or middle class, price sensitive competitively and for foreigners or travelers. On the other hand, this business is willing to target internal customers well when it comes to geographical factor. This is because; the location of this business is set up especially in an area that is covered by tourists or visitors maximum time of a year (diva-portal.org, 2018).

4.4.2 Customer relationship

It is important to build a strong and effective customer relationship specifically for this food chain business industry in order to achieve desired success. It is also crucial to mention that of a business provides good customer service then customers will keep on coming and in case of bad service, customers will be kept on running from the business (Bohnsack *et al.* 2014). In addition to that, customers who have faced the pathetic service previously can influence other people with word of mouth to not to go in this particular cafeteria and this can be a worst case situation. However, if this relationship maintained in a proper manner then this word of mouth can be significantly beneficial. Every worker in this business will get proper training in order to achieve a healthy customer relationship and to get satisfied customers every time.

4.4.3 Revenue stream

This business will earn profit from selling coffee mainly. However, menu card will have other products also such as coffee-related beverages, fruit juice, sandwich, burger, and other food products that can also be a major source to earn a profit. Along with that, the business will have some complimentary products that will be relatively expensive and these products will generate maximum profit for this business (Loebbecke and Picot, 2015). On the other hand, online orders will also be helpful in order to generate profit.

4.4.4 Channel

Plush is basically a cost-oriented business and due to this, they must incorporate some cost-effective ways to channelize this business. Therefore, social media can be the best suitable way to channelize their business through Facebook or Twitter. On the other hand, Plush can receive feedback through these social media platforms along with their own mobile application. This can generate potential customers or influence other people to come and visit the cafeteria or purchase some items from a mobile application.

4.4.5 Key activities

One of the main activities of this business is to serve great quality products when it comes to customers. In addition to that, maintaining a healthy relationship with customers is also a major activity that this business must perform in order to achieve desired success (Foss and Saebi, 2017). On the other hand, maintaining a payment process with an efficient manner for both counter and mobile application is also an important activity. It is also important to mention that delivering food on time is also a major activity that this business must consider and act accordingly to get a maximum number of consumer's satisfaction.

4.4.6 Key resources

Plush has some key activities and to perform these Plush needs to maintain their key resources in an efficient manner. There are five major resources in order to operate and set a business properly. These resources are human resources, financial resources, physical resources, emotional resources, and educational resources.

Human resources of this business generally come from workers and it is an important criterion to get success. This is because workers will be the key element to establish a healthy customer relationship. Therefore, these workers of Plush are needs to be highly trained and qualified. Accordingly, financial resources for Plush will come from the shareholders. Physical resources of this business are majorly the store apartment including computers, utensils, other electronic machines, lights etc. It is also important to mention that strategic location and the interior decoration is the two major things that differentiate Plush from other market rivalries successfully. On the other hand, one of the main resources of this business is its mobile application. Target consumers of Plush are foreigners, travelers or backpackers, so the mobile application will be beneficial for these people to get the required information about reservation, prices etc and it is a convenient way rather than search for a cafeteria in an unknown destination (semanticscholar.org, 2018).

5. Business plan

Business Plan is an important measure that can state about a business's target market, objectives, goals, planning, critical success factors, total budget, potential threats or risks and the total investment that is required.

5.1 Background

The industry that is discussed in this study is related to food and the business is cafeteria to be specific. UK market has so many cafeterias especially in the area where the river Thames is located. Therefore, the competition between these cafeteria businesses is extreme and it's increasing day by day. However, when it comes to budget cafeterias or a cafeteria specially made for middle-class people or those who earn competitively less or younger generation including students is visibly less. Thus, Plush will be a cafeteria business where people will get budget products such a coffee or other beverages including food items with good quality. Role of this area or frequent visitors along with foreigners requires an affordable cafeteria that can deliver food product with good quality.

5.2 Strategic and cooperative objectives

It is crucial to have clear and proper strategic objectives for attaining organizational mission. The strategy of Plush is to create a unique advantage when it comes to market competition in a targeted industry that aims for superior and sheer performance (Massa *et al.* 2017). Plush will focus on sustaining this performance while addressing threats from substitution and imitation like factors. Plush has made a strategy for the upcoming three years that has created four perspectives related to this business.

Customer perspective

One of the major agenda of this business is to get satisfied customers. That is the main reason for launching a cafeteria that can provide low range products with high quality. This business is targeting for 3 years time span to build an effective and loyal customer base. In addition to that, this business is extra careful to solve any customer complaints, queries, grievances or negative feedback in order to gain a trust among its customers (Loebbecke and Picot, 2015). On the other hand, a quick assistant will be there for those customers who will order form mobile application or online. The workers of Plush will take care of these online customers within one hour.

Financial perspectives

Financial perspective is one of the major concerns for every other business to avoid any potential risk or threat. This business is targeting 25% of the gross margin of profit within the next 3 years of time frame. This can be achieved due to complete understanding of the market condition and extensive research on what customers may need or wants from a cafeteria business (Bohnsack *et al.* 2014). On the other hand, Plush is thinking about complementary products to generate more revenue that can be beneficial for a positive flow of cash. All these can be done within 3 years according to the set a target of Plush. It is also important to mention that this business is thinking about monitoring the entire process after every 3 months to be aware and to get a clear idea that what direction this business is going and what is the scope for further improvements to get desired results (repository.cam.ac.uk, 2018).

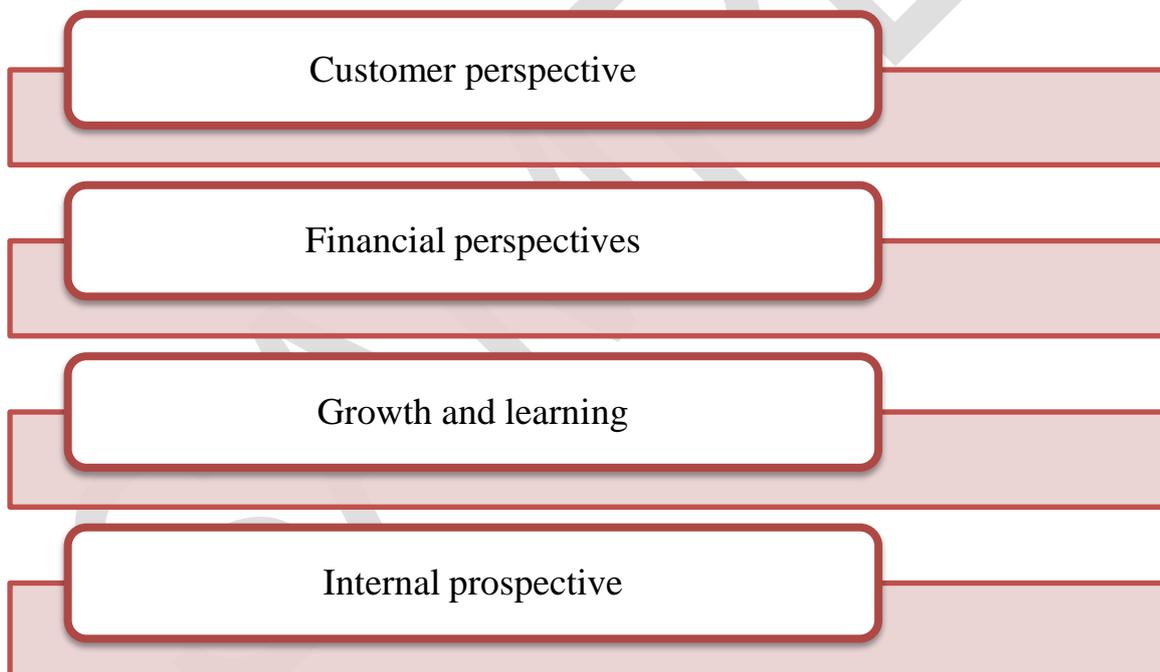


Figure 6: Strategic and cooperative objectives

(Source: created by the learner)

Growth and learning

This business will focus on training when it comes to employees. This is because the better customer relationship is only possible if the employees are properly trained. Plush has a

strategy to continuously train and motivate the employees to get better productivity (Harrington, 2016). Organizational growth is also possible through this highly trained workforce.

Internal prospective

One of the major things is building a strong brand image. Plush must create a strong brand image in order to compete with other rivalries in the same market. Since it's a new business, therefore brand image will be important for attracting more people and potential customers. Product acceptance rate will be high if this brand image can be built in an effective way.

5.3 Critical success factors

Success factors are significantly important for a business as it helps to be successful. These factors are primarily related to competencies and assets that provide a competitive advantage to get the desired outcome. Measuring these success factors can certainly help to achieve goals during the business's initial stages. It will also ensure long term stability or sustainability that will eventually strengthen profitability too. One of a major thing that needs to take care of during its initial stage that is effective communication about what are differences this company can provide what other market competitors cannot. On the other hand, the reliability of products that will be offered is important to evaluate at the first stage (Fulker *et al.* 2016). This will also help to compete with better products and lead the market. On the other hand, the management team and owners need to commit fully to achieve the benefit of long-term goals effectively. Finance is also an important factor to look for and its needs to be secured at the initial stage. Control over costs especially operational cost is notably important to take into consideration for sustaining long term goals. Similarly, building up barriers for entry is essential for holding up long term goals. It is also important to mention that adaptability plays a major role when it comes or changing customer demands and needs (Rosati and Conti, 2016). This adaptability factor if neglected then the chances is that this business will not come up with customers expectations which means less profit.

5.4 Start up plan

Start up plan is critically important for a business to create an idea about what its needs to be done and in what time frame to achieve an initial success. It is better to plan for 6 months first and then go accordingly. The first thing that needs to be planned is to finalize financial

requirements as it is the most important thing for opening up a new business (Kusumaningrum and Hidayat, 2016). After that budget planning is required according to each work or task that requires monthly basis. Trade license or other registration needs to be done afterward. One of an important thing is to do an agreement with suppliers and finalize the deal. The business needs an apartment where the store can be built so apartment rent will also be needed. In addition to that, different business utilities and facilities are needs to manage such as utensils, computers, app developers for a mobile app, lighting etc. Similarly, resource management is also necessary such as recruitment process, purchase inventory and other things. After all, these factors come with marketing and it requires its own share of investment for campaigning and promoting (investopedia.com, 2018).

5.5. Marketing plan

Building an effective customer base and earning customer loyalty has been considered as a difficult task for this food related industry. This is because, customers are always looking for the best quality product that can be healthy, maintained food safety policies, hygienic and at the same time cost effective and have good taste (Kiznyte *et al.* 2016). Maintaining all these things together is quite a hard task when compared to other industries. However, it is not impossible to do and many food businesses are doing the exact same to gain more profit and satisfied customers. Plush has targeted young generation (preferably students), travelers, tourists, foreigners, and backpackers as the location often times occupied with these types of people. Therefore, it can be said the business is targeting more people who are concerns about pricing. Accordingly, it can also be said that the businesses are also targeting the people who are looking for convenience factor as this business will provide a mobile app where anyone can order food. Thus, marketing strategies of Plush will be cost efficient as this is a budget oriented food business (forbes.com, 2018).

5.5.1 Collaborative strategies

Collaborative approaches are often seen in cafeterias or food related industry rather than sticking to traditional approaches. This is because traditional approaches cannot provide a competitive advantage as much as collaborative approaches can. Some of the major factors of collaborative approaches are resources, knowledge, supporting each other and information. Plush will also consider collaborative approaches over traditional approaches as it requires more competitive advantage as this business is commonly found. Especially in that particular

area where the business will be located. Plush will collaborate with local agents and restaurants in order to gain more information on customer choices and preferences (Fulker *et al.* 2016). This collaborative approach will also help in gathering customer awareness. In addition to that, plush will place postcards, placards or brochures in nearest hotels to advertise and get more customer attention in return.

Plush will place leaflets, brochures of other hotels or restaurants in their store for their customers. This system is rather healthy and supportive rather than compete with an unflattering way. This process will also be helpful for foreigners, visitors outside the country or to some keen people who want to try new food joints or hotels. On the other hand, it can also be said that this type of marketing strategy is significantly cost effective when compared to newspaper advertising, TV or radio advertising as this cafeteria will be a cost effective one. Therefore, it is important to save money in every type factor while planning marketing strategies too (investopedia.com, 2018).

On the other hand, Plush will set up an area where successful people's life story will be written who came from a middle-class family. This will not only motivate the young generation but also it can positively impact on a fact that this business is for middle-class people. Similarly, feedbacks area will be there where people will write a short note about this cafeteria food and service, this will reflect on new customers and existing one to such a manner that customer can fully understand that this business is willing to listen what customers have to say about the food quality and service, therefore, a scope for improvement on customers' demands. This will indicate a healthy and effective relationship when it comes to maintaining customer relationship as well.

It is also important to mention that one of the most effective advertising is word of mouth. Moreover, it does not require a single penny to invest on. This type of advertisement is notably important and impactful when it comes to food businesses. This is because, when a customer is happy and satisfied with the beauty of food and service then he or she can praise the business in front of other people too. This will ensure a maximum number of customer engagements and more people will come to try out products from this business. This will also ensure in generating more profit. This is a critical success factor also and if plush can manage to satisfy its customers then the impact on this will be great and it can provide more competitive advantage without investing any amount of money, thus it reflects in cost effectiveness. Plush will train their workers or employees also to get this type of positive customer feedbacks that can help them to get desired outcomes (bplans.com, 2018).

5.5.2 Online marketing

Plush will not be a large scale business as this business caters to the people who want better quality products within their budget. Therefore, the business needs to be careful about their investment process as it needs to be cost-effective almost every time. It can be said that Plush can consider social media platforms to promote their business as these platforms offer free registration and often times any business can promote themselves with absolutely free of cost. Some of the social media platforms offer free promotion such as Facebook, Instagram, and Twitter (Harrington, 2016). These three are most effective in terms of the effectiveness of the free promotion. In addition to that, these platforms have the ability to reach a huge number of people within a matter of second and different corners form the word. As Plush will also target foreigners or visitors from outside of the country these online platforms can be very impactful and cost effective at the same time. Furthermore, this will be helpful to generate more sales which mean more profit. Some researchers have stated that 94% of companies choose social media platforms as a marketing tool as it delivers success almost every time.

Social media cannot be ignored in an effective marketing planning of Plush. The first thing requires is to create Twitter and Facebook account for free promotion and marketing. Information about services and products, discounts, new launches will be posted on Facebook and Twitter pages. Moreover, the interesting fact about London is its culture, history, foods and a lot of attractions that are engaging more and more tourists. Plush will provide a guide to tourists as this business is a collaborative business. People can visit this place for breakfast and then they can get a tour guide or car arrangements for nearest attractions. This can be an advantage to get more customers as maximum tourists want to have a tour guide to know more about the city (Harrington, 2016). Social media can represent this message as an added benefit. Since social media has people across the world, this strategy will be beneficial for this business to attract new customers. In addition to that, any people can communicate with this business through social media platforms to know more about something.

Promotion and business strategy

Coffee shop competition can be extremely fierce especially in the UK market. There are so many cafeterias in this area and this represents those Plush needs to try every trick to be the market leader.

Low-cost strategy - Providing great quality coffee or beverages is important but creating an attracting environment is also crucial. The store needs to have a stable a fast Wi-Fi, a huge number of people can be interested in internet connection rather than the drinks. Therefore, it

is important to ensure that every table has a good signal and connection for customer's usage. On the other hand, power sockets are crucial as so many people come to sit back, relax and recharge their mobile, laptop, camera or other peripherals. Thus, extra sockets are necessary to install near tables and with new USB slots. A coffee shop must have a homely feel to it and to take it even further the business can invest into low cost charging cables for tablets and mobiles. Customers can use these cables when they are in need. Lastly, there is something to read on and due to this plush can indulge in a fashion magazine, newspapers or health magazines for customers (repository.cam.ac.uk, 2018).

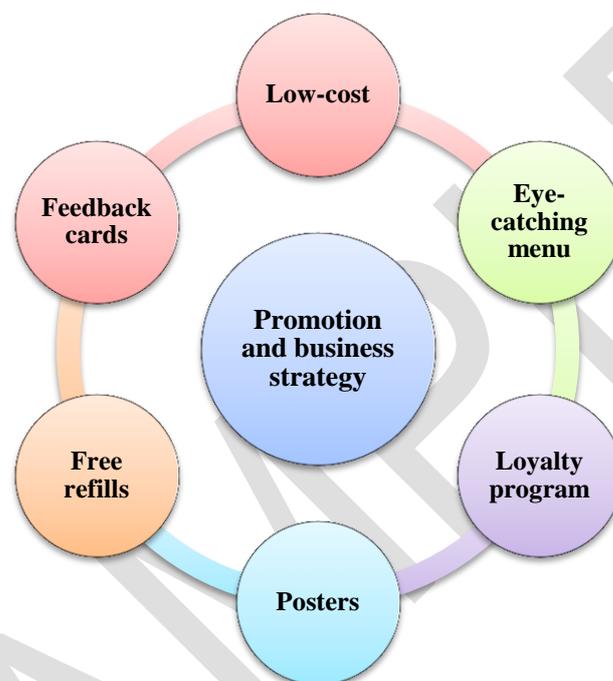


Figure 7: Promotion and business strategy

(Source: Created by the learner)

Eye-catching menu design - Menu has a lot more to it rather than products list and their prices. Word font, colors, and layout everything is important in menu designing. Catching an eye means a sale is done. It is important to display the most profitable items in bold colors, extra space or eye catching colors like yellow or red to get the attention. The first page can have those products that the business wants to sell first. Golden triangle can be a suitable option to catch customer's attention as most people read the middle items first rather than top or bottom. Creative names for menu items can be one of a major factor that can draw attention. As an example, the strongest coffee can have a name like 'big boss'. *[Referred to Appendix: 1]*

Loyalty program - Almost every other business implemented loyalty cards for their customers because it works. The market has so many other coffee places where a customer can go to have a drink or a bite. That means the business needs to create a solid reason that customers want to visit this store more and more (Rosati and Conti, 2016). As an example, the loyalty card can have a simple funda that if customers buy 6th drinks from the store then he or she can get 7th one with no cost (absolutely free). On the other hand, this card can play a major role to advertise in front of other people every time a customer opens his or her wallet.

Posters - Promotion of special offers with posters can have a great impression on customers. Therefore, posters need high quality to catch the attention of eyes. Posters are important because when a customer first enters then they have a tendency to offer the first attractive item they see. Thus, the highest quality item with a high price range can be promoted right in front of the store to generate more revenue.

Free refills - This can sound against the main strategy of Plush that is cost effective. However, this can be effective because this free refill strategy can be made otherwise. First of all the coffee cups for this can be half in size compared to the normal size. A customer if drink two cups of coffee that means theoretically they are drinking only one cup. Although, in a customer's mind they are drinking one coffee with money and one without money. It can also important to mention that most people do not go for more after having two cups of coffee (Bullough *et al.* 2017). Thus, this strategy can attract more people without investing more. Posters can be the best way to display this exclusive offer.

Feedback cards - One of the most important ways to improve the products or services is to get customer feedback. It can also be said that this is the best way to retain consumers and to do repeat business. This is because collecting customer feedback means taking care of customers happiness and at the same time receiving new customers too while this process can make them happy as well. The easiest way to do this and receiving feedbacks is to implementing feedback cards rather than doing a direct approach (Reymen *et al.* 2017). Cards are important when compared to direct approach because maximum people do not directly state their honest opinions and be polite. However, a card can do the exact opposite and honest opinions of customer that can be beneficial to improve or enhance a product or service.

5.5.3 Communication planning

Plush will have a mix communication plan and different channels for achieving their main objectives and goals. Push and pull both strategies will be used by this business for attracting and retaining target customers in an effective manner.

Push Strategies

This is related to the promotion where a business makes an attempt for outreaching their products in front of customers. This strategy indicates as the name suggests marketers try their products to push at customers.

Public relations	Campaigns, annual programs can optimize business sales. In addition to that, more and more people will be aware of this business resulting in more sales and generating more profit.
Advertising	Fashion magazine advertising can target people from the fashion industry as well as women and these people can also be aware of this new business. Newspaper advertising is one of the easiest ways to reach as many people as the business can. The newspaper is one of the most unique and common things that can be found in every house. This can be extremely helpful to target the market such as foreigners, the young generation, local residents, tourists, and backpackers.

Pull strategies

Digital marketing	<p>Social media - Social media platforms such as Facebook, Instagram and Twitter can be the best options in order to promote products.</p> <p>Website - Having a website is extremely important for a business to reach more customers. A website can promote the business as well as it can represent the store outlet. Along with that, a website can be beneficial for showcasing that this business is for middle-class people and the prices are made according to that. Moreover, product pricing list can be added too including product pictures on a website.</p>
Advertising	Television - Identification of a local popular TV show or program is

	<p>important to place the advertisement. This can be expensive as this business has the first the priority to reduce the cost. However, TV advertisement once or twice at the beginning or initial stage is important to get people to know about this new business.</p> <p>Radio - Radio can have a huge effect as many people listen to the radio while driving or at home. It is also important to mention that radio advertising is competitively cheaper when it comes to TV ads and it can also have a great impact.</p>
<p>Public relations</p>	<p>Press launch - Plush can organize a launch party at their store with attractive discounts at the very first day when launching. Also, buy one get one or buy two get two free offers are also effective to introduce the business among games.</p> <p>Trade fairs - Nowadays so many food fairs are happening where different business can come to get more customer attraction. Plush can engage in this type of trade fair where they can get more people and can show their product pricing and quality in front of a huge gathering.</p>

5.6 Business structure and management

Plush will have a small team of staffs who can manage the kitchen including one main chef. On the other hand, it will also have an HR manager for recruiting people, promotion, marketing advertising (Barkemeyer *et al.* 2014). The owner will be the main manager and an associate manager will be there to manage everything starting from suppliers communication, kitchen coordination, customer relationship etc. One staff will be there to manage all financial staffs and finance executive will calculate loss and profit. The owner will be the main head of planning something creative which can be effective. Finally, a receptionist will be there to greet people at the counter and to collect payments. One app developer also needed for a mobile application.

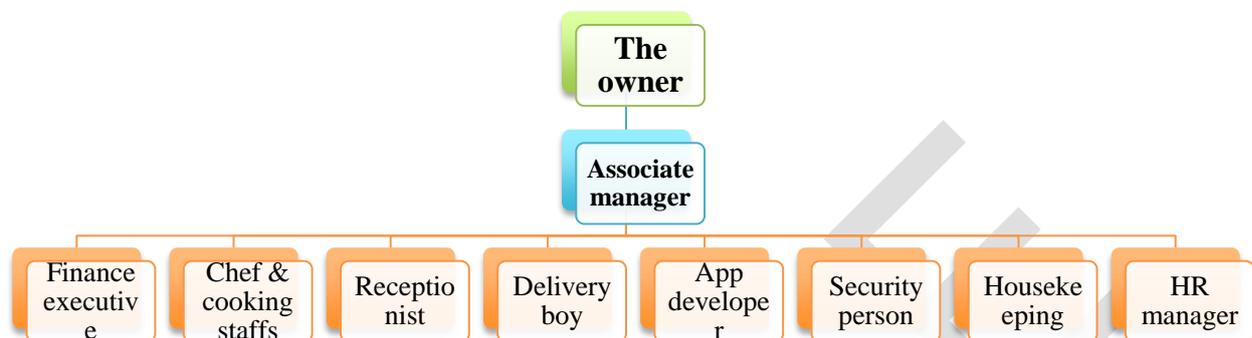


Figure 8: Required employees

(Source: Created by the learner)

On the other hand, the store can provide a total of 40 members to sit and due to this large number of staffs is not needed now. It can also be said that the business is cost-oriented so its structure will also reflect that with less but efficient staffs to manage everything in an effective manner.

The number of required employees:

- Financial executive : 1 position
- Associate manager : 1 position
- Head chef : 1 Position
- Cooking staffs : 20 positions
- Waiter : 2 positions
- App developer : 1 position
- HR manager : 1 position
- Delivery boy : 3 positions
- Receptionist : 1 position

Housekeeping : 1 position

Security person : 1 position

Plush will be a small business at its initial stage so 23 employees will be enough to work under the supervision of the owner. However, one associate manager will be needed to manage everything accordingly. The job description for an associate manager is as follows:

Job title: Associate manager

Report to: The owner

General description

- An associate manager will be responsible for maintaining every work efficiently the coordination between cooking staffs, maintaining customer relationship, evaluating customer feedback, records etc.
- To make sure that no conflicts can take place between staffs
- To prepare a detailed report of each day's total order count and customer count
- To make sure that every feedbacks properly assessed including online feedbacks
- To ensure that every social media profile are updated on a daily basis

Required skills and knowledge

- At least 3 years of experience as a manager
- Have knowledge about social media platforms
- Communication and analytical skills
- Ability to use Microsoft excel and word
- Integrity and honesty
- Having excellent knowledge of interpersonal skills

Job title: Finance executive

Report to: Manager (The owner)

General description

- Responsible for maintaining and preparing accounts accurately and handling cash flow statements
- To make sure that all expenditure and revenues are recorded in an accurate manner
- To prepare the loss and profit statement
- To construct the payroll
- To maintain the bank account of Plush as in cash out and cash in statements

Required knowledge and skills

- Minimum 2 years working experience as an accountant
- Have level 3 LCCI or equivalent knowledge

- Having knowledge of Microsoft Excel
- Analytical skills

5.7 Financial strategy

5.7.1 Budget and investments

This section provides a brief planning of two financial year projections. The promoter has agreed upon a fact that underlying assumptions are reasonable for this project based on the available information and feasibility carried out.

Sales	Year 1 (£)	Year 2 (£)
	200,000	900,000
Sales cost	150,000	300,000
Gross profit	50,000	600,000
Internal cost	250,540	345,740
Earnings before tax and interest	200540	254260

Table 2: Budget and investments

(Source: bplans.com, 2018)

Following a considerable loss in year 1 and its initial stages the business will start getting profit for year 2. This financial planning represents that the business is accepting that it may go through a potential loss in its initial year but it can cure losses in its second year.

5.7.2 Revenue forecast

The business can reach its desired penetration rates through the effectiveness of market campaigning program. Following the first 6 months initial stages and planning, the company can expect its sales to maximize at a gradual level with a projection of monthly rate of growth between 2% to 5%. The sales forecast for the upcoming 2 years is analyzed.

5.8 Exit strategy

This strategy refers to a situation when a company's service or a product is no longer making a profit in the market. However, it is highly unlikely for Push as coffee shop business cannot be out of the market or cannot make a profit. Although, it can happen and for that, a plan is needed. The owner has decided that if this kind of situation arises all fixed assets will be sold to pay any outstanding balances. Along with that, the remaining money will be distributed among the company's shareholders as share percentage (bplans.com, 2018).

5.9 Projected risks and viability

Feasibility research represented a fact that in the area of market, industry, service, financial and organizational, Plush is having viability in the business. In addition to that, London or UK market's present situation and the future of coffee shop business have a significant potential to increase even more. This factor will also contribute to the success of Plush. However, increasing industry comes with an extreme number of competitors that can be a concerning factor for Plush as it will be a cost-effective business. It can be said that according to the current trend of the market, Plush has a great potential to rise in the market and be successful.

Reference list

Books

Ciambrone, D.F., 2018. *Environmental life cycle analysis*. US: CRC Press.

Glover, D. and Kusterer, K., 2016. *Small farmers, big business: contract farming and rural development*. Germany: Springer.

Journals

Barkemeyer, R., Holt, D., Preuss, L. and Tsang, S., 2014. What happened to the 'development' in sustainable development? Business guidelines two decades after Brundtland. *sustainable development*, 22(1), pp.15-32.

Bērziša, S., Bravos, G., Gonzalez, T.C., Czubayko, U., España, S., Grabis, J., Henkel, M., Jokste, L., Kampars, J., Koç, H. and Kuhr, J.C., 2015. Capability driven development: an approach to designing digital enterprises. *Business & Information Systems Engineering*, 57(1), pp.15-25.

Block, T. and Van de Velde, R., 2016. Transition UGent: a bottom-up initiative towards a more sustainable university. *Demonstrating Global Campus Sustainability Leadership: Working Group Handbook*, p.47.

Bohnsack, R., Pinkse, J. and Kolk, A., 2014. Business models for sustainable technologies: Exploring business model evolution in the case of electric vehicles. *Research Policy*, 43(2), pp.284-300.

Brea-Solís, H., Casadesus-Masanell, R. and Grifell-Tatjé, E., 2015. Business Model Evaluation: Quantifying Walmart's Sources of Advantage. *Strategic Entrepreneurship Journal*, 9(1), pp.12-33.

Bullough, A., Renko, M. and Abdelzaher, D., 2017. Women's business ownership: Operating within the context of institutional and in-group collectivism. *Journal of Management*, 43(7), pp.2037-2064.

Cronstedt, C., Thompson, R.C. and QC, G.R., 2016. A proposal for an international arbitration tribunal on business and human rights. *HARV. INT. LJ*, 57, p.66.

Dahmen, P. and Rodríguez, E., 2014. Financial literacy and the success of small businesses: An observation from a small business development center. *Numeracy*, 7(1), p.3.

Foss, N.J. and Saebi, T., 2017. Fifteen years of research on business model innovation: How far have we come, and where should we go?. *Journal of Management*, 43(1), pp.200-227.

Frank, E.V., Mashevskaya, O.V. and Ermolina, L.V., 2016. Innovational Mechanism of Implementation of Cluster Initiatives in Business. *European Research Studies*, 19(1), p.179.

- Franqueira, T., Pereira, C., Pinto, R. and Gomes, G., 2017. Setting-up a Design Factory within a Creative Science Park@ Aveiro Region. *The Design Journal*, 20(sup1), pp.S622-S634.
- Fulker, D., Timur, A., Dew, K. and Butler, J., 2016. A Case Study of the Grey Oaks Community and Club: Creation of a High-Performance Culture Through the Innovative Use of a Data-Driven Business Plan. *International Journal of Hospitality & Tourism Administration*, 17(1), pp.72-99.
- Gilchrist, K., Brown, C. and Montarzino, A., 2015. Workplace settings and wellbeing: Greenspace use and views contribute to employee wellbeing at peri-urban business sites. *Landscape and Urban Planning*, 138, pp.32-40.
- Harrington, H.J., 2016. Business Plan. *The Innovation Tools Handbook, Volume 1: Organizational and Operational Tools, Methods, and Techniques that Every Innovator Must Know*, p.61.
- Kim, S.M. and Sherraden, M., 2014. The impact of gender and social networks on microenterprise business performance. *J. Soc. & Soc. Welfare*, 41, p.49.
- Kiznyte, J., Welker, M. and Dechange, A., 2016. Applying project management methods to the creation of a start-up business plan: the case of Blendlee. *PM World Journal*, 5(5), pp.1-24.
- Kolehmainen, J., Irvine, J., Stewart, L., Karacsonyi, Z., Szabó, T., Alarinta, J. and Norberg, A., 2016. Quadruple helix, innovation and the knowledge-based development: lessons from remote, rural and less-favoured regions. *Journal of the Knowledge Economy*, 7(1), pp.23-42.
- Kusumaningrum, I. and Hidayat, H., 2016. Learning Outcomes in Vocational Education: A Business Plan Development by Production-Based Learning Model Approach. *International Journal of Environmental and Science Education*, 11(18), pp.11917-11930.
- Loebbecke, C. and Picot, A., 2015. Reflections on societal and business model transformation arising from digitization and big data analytics: A research agenda. *The Journal of Strategic Information Systems*, 24(3), pp.149-157.
- Lorenzi, V. and Sørensen, H.E., 2014. Business development capability: Insights from the biotechnology industry. *Symphony. Emerging Issues in Management*, (2), pp.45-60.
- Martins, S.B., 2018. BUSINESS MODEL CANVAS AND SUSTAINABLE PRODUCT-SERVICE SYSTEM DESIGN: PROPOSAL FOR A CONVERGENT APPROACH FOR DESIGNING SUSTAINABLE AND INNOVATIVE BUSINESS MODELS. *MIX Sustentável*, 4(2), pp.43-50.

Massa, L., Tucci, C.L. and Afuah, A., 2017. A critical assessment of business model research. *Academy of Management Annals*, 11(1), pp.73-104.

Peronard, J.P. and Brix, J., 2017. Business Development in Interfirm Collaborations: Proposing a Theory of Social Creativity in Service Networks. *Innovation*, 3.

Power, B., 2014. How GE applies lean startup practices. *Harvard Business Review*, 4, p.2014.

Prokhorova, V.V., Klochko, E.N., Kolomyts, O.N. and Gladilin, A.V., 2016. Prospects of the agro-industrial complex development: economic diversification, business development, mono-industry town strengthening and expansion. *International review of management and marketing*, 6(6S), pp.159-164.

Reymen, I., Berends, H., Oudehand, R. and Stultiëns, R., 2017. Decision making for business model development: a process study of effectuation and causation in new technology-based ventures. *R&D Management*, 47(4), pp.595-606.

Reymen, I., Berends, H., Oudehand, R. and Stultiëns, R., 2017. Decision making for business model development: a process study of effectuation and causation in new technology-based ventures. *R&D Management*, 47(4), pp.595-606.

Rosati, U. and Conti, S., 2016. What is a smart city project? An urban model or a corporate business plan?. *Procedia-Social and Behavioral Sciences*, 223, pp.968-973.

Saebi, T. and Foss, N.J., 2015. Business models for open innovation: Matching heterogeneous open innovation strategies with business model dimensions. *European Management Journal*, 33(3), pp.201-213.

Safiullin, L.N., Novenkova, A.Z., Safiullin, N.Z. and Ismagilova, G.N., 2014. Prospects of small business in Tatarstan. *Life Science Journal*, 11(6s), pp.396-399.

Trad, A., 2015. A Transformation Framework Proposal for Managers in Business Innovation and Business Transformation Projects-Intelligent atomic building block architecture. *Procedia Computer Science*, 64, pp.214-223.

Wegner, D., Begnis, H.S.M., Alievi, R.M. and Maehler, A.E., 2016. The dynamics of cooperation: proposal of a life cycle model of small-firm networks. *Gestão & Regionalidade*, 32(94), pp.118-130.

Wirtz, B.W., Pistoia, A., Ullrich, S. and Göttel, V., 2016. Business models: Origin, development and future research perspectives. *Long range planning*, 49(1), pp.36-54.

Yusof, S.R.M. and Aoki, K., 2016, March. Proposed Lean Sustained Factors. In *Sixth International Conference on Industrial Engineering and Operations Management, KL, Malaysia* (pp. 8-10).

Online article

diva-portal.org, (2018), *Service innovation in product-centric firms: a multidimensional business model perspective*, available at: <http://www.diva-portal.org/smash/get/diva2:706638/FULLTEXT01.pdf>, [accessed on: 09.10.2018].

repository.cam.ac.uk, (2018), *Only the Brave: Product Innovation, Service Business Model Innovation, and Their Impact on Performance*, available at: <https://www.repository.cam.ac.uk/bitstream/handle/1810/253865/Visnjic%20et%20al%202016%20Journal%20of%20Product%20Innovation%20Management.pdf?sequence=1>, [accessed on: 08.10.2018].

Website

bplans.com, (2018), *coffee_shop_business_plan*, available at: https://www.bplans.com/coffee_shop_business_plan/executive_summary_fc.php, [accessed on: 05.10.2018].

forbes.com, (2018), *what-exactly-is-business-development*, <https://www.forbes.com/sites/scottpollack/2012/03/21/what-exactly-is-business-development/#3b5120ae7fdb>, [accessed on: 12.10.2018].

investopedia.com, (2018), *basics-business-development*, available at: <https://www.investopedia.com/articles/personal-finance/090815/basics-business-development.asp>, [accessed on: 11.10.2018].

startups.co.uk (2018), *startups*, Available at: <https://startups.co.uk/how-to-start-a-cafe-or-coffee-shop/> [Accessed on: 11.10.2018]

Appendices

Appendix 1: Cafeteria Business



(Source:

https://www.google.co.in/search?q=coffee+business&source=lnms&tbn=isch&sa=X&ved=0ahUKEwjL9qzNpKbeAhWLu48KHYZCBgQ_AUIDygC&biw=1280&bih=658#imgrc=TE5_MgmATuJ1HM)

Appendix 2: Environment setting



(Source:

https://www.google.co.in/search?q=coffee+business&source=lnms&tbn=isch&sa=X&ved=0ahUKEwjL9qzNpKbeAhWLu48KHYZCBgQ_AUIDygC&biw=1280&bih=658#imgdii=WlP1cC9SjY8M_M:&imgcr=kXyk5AabXVBvUM)

Appendix 3: Ambience Setting



(Source:

https://www.google.co.in/search?q=coffee+business&source=lnms&tbn=isch&sa=X&ved=0ahUKEwjL9qzNpKbeAhWLu48KHYZCBgQ_AUIDygC&biw=1280&bih=658#imgrc=SliqB1n6CHqw3M)