

**Czech University of Life Sciences Prague  
Faculty of Economics and Management  
Department of Management**



**Diploma Thesis  
Business plan for proposed new French cafe**

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## DIPLOMA THESIS ASSIGNMENT

Radmila Majerová

European Agrarian Diplomacy

Thesis title

**Business plan for proposed new French cafe**

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### Objectives of thesis

The aim of this thesis is to create a business plan for starting up a new cafe in the French style. The proposal is that this coffee house will be established in Kosmonosy, a small city near Mlada Boleslav. The aim is to identify in detail all steps needed for the creation of this coffee house as it should help for the actual realisation of this cafe.

### Methodology

1. The thesis should be based on literature review concerning creation of business plan. The thesis should for example comprise of several analyses including SWOT analysis to find strengths and weaknesses, or financial analysis, or analysis through public survey. By using a Gantt chart, time management of whole business creation can be seen.

## **The proposed extent of the thesis**

Approx 60 pages

## **Keywords**

coffee, business plan, creation, Swot analysis, financial analysis, Gant chart,

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## **Recommended information sources**

Business Marketing Management by Frank G. Bingham.Jr

Mullins, L., Management and Organisational Behaviour

Podnikatelský plán by Vojtěch Koráb, Jiří Peterka, Mária Režňáková

Podnikatelský plán pro úspěšný start by Udo Wupperfeld



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## **Expected date of thesis defence**

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## **Declaration**

I declare that I have worked on my diploma thesis, entitled "Business plan for proposed new French café", by myself and I have used only the sources mentioned at the end of the thesis.

As the author of the diploma thesis, I declare that the thesis does not break copyrights of any third person.

In Prague, November 30<sup>th</sup>, 2015

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Bc. Radmila Majerová



### **Acknowledgement**

I would like to thank to Ing. Richard Selby, Ph.D. for his useful advises and professional support during my work on this thesis.

## **Business plan for proposed new French cafe**

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### **Podnikatelský plán pro založení nově navržené francouzské kavárny**

#### **Summary**

The purpose of this diploma thesis is to describe how to create a new business, specifically a café in the French style. This work should give the reader basic knowledge about establishment of the company. The work is divided into two parts theoretical and practical. The first part speaks about different business plans for different purposes and about the steps needed for the creation of business as for example market analysis, financial analysis or marketing research. All the information in the theoretical part are based on literature review.

The second part is dedicated to implementing gained information into a proposed case - Café Rendez-Vous which should be created in Kosmonosy, a small town near Mlada Boleslav. The practical part covers chosen steps that will help with the realisation of the business, such as: Description of the company, products and services, analysis of market, marketing research and also financial analysis and possible risks.

#### **Keywords**

Coffee, business plan, creation, SWOT analysis, financial analysis, Gantt chart

## **Souhrn**

Cílem této diplomové práce je vytvořit podnikatelský plán na založení francouzské kavárny. Tato práce by měla poskytnout základní informace o tom, jak založit podnik. Práce je rozdělena na dvě části, teoretickou a praktickou. V první části jsou popsány různé druhy podnikatelských plánů pro různé účely a kroky, nezbytné pro založení podnikatelského plánu, jako je například analýza trhu, finanční analýza nebo marketingový průzkum. Tato teoretická část je založena na literární rešerši.

Druhá část této práce se zabývá aplikováním získaných informací na konkrétní případ, a to založení kavárny Rendez-Vous, která se bude nacházet ve městě Kosmonosy, poblíž Mladé Boleslavi. Tato praktická část zahrnuje vybrané kroky, které napomohou s realizací podniku. Jako je například popis společnosti a služeb, analýzu trhu, marketingovou strategii a v neposlední řadě i finanční analýzu a případná rizika.

## **Klíčová slova**

Káva, podnikatelský plán, vznik, SWOT analýza, finanční analýza, Ganttův diagram

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# 1. Introduction

In the current economic climate, setting up a new business is not too difficult. The most important aspects to bring to your new business is to have a good idea, enough money, and high levels of personal dedication and persistence. The most difficult thing about setting up a new business is breaking through the market, gaining long-term customers, and becoming competitive. To start a business a person has to have certain knowledge and information not only about the area of business but also about legal and other relevant regulations, employee policy, or about accountancy and taxation.

Success does not just lie in a good idea, but also in the quality of your preparations. A business plan is one of the prerequisites for ensuring a smooth start of the company. The business plan is quite a complicated undertaking and all of its parts should be developed very conscientiously. The creation of a business plan helps to sort out some key questions in regards to entering the market, potential customers, and competition. It also helps identify possible risks and can demonstrate to investors that your business idea has viability.

The creation of a business plan leads to comprehensive thoughts on how the company will look initially and in the future, how it will operate, and whether the revenue will be enough. It can also serve as a base for gaining financial investments from banks or government subsidies as it is rare that an individual would have enough capital to start a new company without such assistance.

The purpose of this thesis is to give its readers a basic understanding of establishing a business, specifically a French-style café in a small town called Kosmonosy, next to Mlada Boleslav, to detail the structure of a general business plan, and to give a practical example of such a plan.

## **2. Objectives of the thesis and methodology**

The aim of this thesis is to create a business plan for a French-style café start-up. The proposal is that this coffee house will be established in Kosmonosy, and this thesis will detail the steps needed for the creation of this café and should provide a blue-print for the actual realization of the café.

The first section of the thesis will be dedicated to a literary review of current literature on the topic of starting up a business. The literary review concerns itself with several types of business plans, with writing a business plan, and describing all possible steps that should be taken. The main sources used were printed books, the internet, and the author's own knowledge.

The second section of the thesis will be dedicated to applying the theoretical information to a concrete case study of opening a new café. This section primarily relies on data, such as direct market research. A public survey was used to analyse the potential customers and competitors. Secondary data from the Czech statistical office was used to gather information about the inhabitants and economic situation in Kosmonosy and Mladá Boleslav. Strengths, weaknesses, threats, and opportunities will be discovered through a SWOT analysis of the proposed coffee house. A financial analysis will show the estimated sales and profit. And the time management of the whole business is depicted through a Gantt chart.

## Theoretical part

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### 3. Business

Business itself is considered a set of tangible, intangible and personal business fields, or folders. With a business entity comes rights and responsibilities, and their interconnection results in business operations. According to section 2 paragraph 1 of Act No. 513/1991 Coll. *“Business activity (also referred to as "entrepreneurial activity"; in Czech "podnikání") is understood to be systematic activity which is independently carried on for the purpose of making a profit by an entrepreneur in his\* own name, and at his own liability (responsibility) “.* (Obchodní zákoník)

To have your own business it is very important to have knowledge in these particular areas:

- Legal
- Economic
- Organizational

The term ‘business’ can have economic, psychological, sociological, and legal concepts.

In economic terms, business is an activity that involves using economical resources in order to increase their original value.

From the psychological point of view, business is an activity which is motivated by the need to gain or achieve something. In these terms ‘doing business’ is taken as a means to self-realization.

In sociology, doing business is seen as means to create wealth, or as a way to find better uses for our resources, or create new jobs and opportunities. (Veber, Srpova, 2005)



### **3.1. Types of Business entities**

In the Czech Republic there are several types of businesses and it is important to understand the differences among them. There are two main types: a physical entity (a person) and a legal entity (companies/corporations). Each of them is very specific and selecting the right type of company helps maximize the chances of financial and operational success.

#### **Physical entity**

A person who wants to do a business in the Czech Republic as a legal entity is required to submit a request to the trade licensing office for publication, or issuance, of a license, according to the law.

A business with a license is a pursuit which is conducted independently, in one's own name and liability, in order to make a profit, and under the conditions which are set by the law. A businessman can be engaged in multiple business only if they hold a trade license for each of them. A trade licence certificate can be for all types of work, and in some cases there is no requirement to show qualifications. However, in other cases a businessman must prove their qualifications. (Czech Trade licenses, 2012)

#### **Legal entity**

A legal person is an association of people (corporations) or property (foundations etc.).

There are several types of legal persons such as:

##### Limited Liability Company (s.r.o.)

There can be from one to fifty members and the minimum registered capital is CZK 200,000.

##### Joint-stock company (a.s.)

It must consist of at least 3 persons. The minimal registered capital is CZK 2 million for a non-public company and CZK 20 million for a public company.

### General commercial partnership (v.o.s.)

The management has to be formed by at least 2 persons and there is no need for initial investment.

### Branch office

A branch office is not a Czech legal entity but a commercial representation of its foreign partner.

### Other forms of businesses:

Cooperative, civic association, budgetary organizations, contributory organizations, foundations. (Company types in the Czech Republic, 2003-2015)

## **4. Business plan**

There are many definitions of a business plan, many that define it in a clear and comprehensive way. For this purpose let's use:

“A Business plan is a written document that helps managers or companies maintain competitive advantage. It gives opportunities to managers to plan future steps and it is a very important tool to gain financial resources and to control business activity. A business plan helps to compare ideals with reality.” (Koráb, Režňáková, Peterka, 2007)

### **The need for planning**

1. To understand, where we are
2. To decide where we want to go
3. To plan how we will get there (Koráb, Režňáková, Peterka, 2008)

## 4.1. Types of business plans

A business plan is not a one-size-fits-all document. It is a road map which should help with the process of creating a business; that is why it is important to choose exactly what the plan will be used for. Different types of business plans may be needed for the same business at one time or another. Different situations call for different types of business plans. Knowing the differences can help you plan successfully for the future of the business. Types of business plans include, but are not limited to, lean business plan, start-up, internal, strategic, feasibility, operations, and growth plans. (Berry, 2015)

### Lean Business Plan

The lean plan is less challenging, faster and more efficient than a formal business plan because there are no summaries, background details or descriptions. On the other hand there are specific deadlines which have to be met. There are four essential elements:

- Set the strategy – defining target market, business identity and long-term goals
- Set tactics to execute strategy – pricing, channels, website, advertising
- Concrete Specifics – assumptions, milestones, task responsibilities
- Essential numbers – sales forecast, spending budget, cash flow

The lean business plan has to be reviewed and revised regularly to achieve the best results. (Berry, 2015)

### Standard Business Plan

Standard business plans are shorter now than before. Usually it begins with an executive summary and covers the description of the company, the product or service it sells, strategy, target market, goals, the management team, and financial analysis. The exact order of these areas is not important, and a lean plan could be a good first draft of a standard plan. (Berry, 2015)

### **Business plan for a start-up**

For a start-up company it is obviously very important to have a business plan to set the needed steps and requirements. A business plan for a start-up is sometimes called a start-up plan. This plan usually covers a lean plan plus projected start-up costs (legal expenses, logo, graphics, websites, inventory, office furniture, etc.), steps, and milestones. When a start-up needs investors to fund it, then the business plan looks much like a standard one. The two plans cover very similar areas. The start-up plan should include an executive summary, company description, the management team, description of the market, a marketing plan, and product plan and even if there are no exact numbers yet, it is better to include a preliminary analysis of costs, pricing and expenses. (Types of Business Plans, 2012)

### **Feasibility plan**

When considering a new venture, a feasibility plan is used to evaluate that idea. This plan answers two primary questions about a proposed business venture: Who will purchase the service or product? And will the company can turn a profit? It should include a summary, mission statement, elements of success, market analysis overview and an analysis of costs, pricing, and probable expenses. A feasibility plan ends with recommendations for going forward. (Paige, 2015)

### **Internal Plan**

The purpose of an internal business plan is specific to the people directly involved with the company. As it would be used internally it would not necessarily need the detailed company analysis and it will be most likely shorter than other business plans. It includes where the company intends to go and how. (Paige, 2015)

### **Operational Plan**

This is like the internal plan but it also includes specific milestones, project deadlines, and responsibilities of team members and managers. This plan is usually used to keep operations on track to meet the goals of the business. There are specifications even about who should be doing what, and when they should be doing it. There should be sufficient funding for the implementation. (Types of Business Plans, 2012)

### **Growth or expansion plan**

These plans are in-depth descriptions of proposed growth and are written for internal or external purposes. New investments may require a detailed growth plan just the same as standard plan for investors. This plan should include comprehensive forecasts of sales and expenses. (Types of Business Plans, 2012)

### **Strategic plan**

The Strategic plan is another type of internal plan, but without the depth of detail about specifics and financial projections. It focuses on high-level opportunities and setting priorities for the organization, rather than on specific dates. (Paige, 2015)

## **5. Components of business plan**

As mentioned there are several types of business plans, but each share a common physical framework. Usually they are divided into sections and these sections correspond to different business fields. The business plan should provide a clear explanation of the company and its business. The structure can be wide or narrow but the content is still very similar in all cases. (Koráb, Režňáková, Peterka, 2007)

### **Steps for creating a business plan**

- Front Page
- Executive summary
- Company description
- Products and Services
- Analysis of the market
- Marketing plan
- Management and Organisation
- Financial Analysis
- Risk Evaluation

## **5.1. Front Page**

The very first page should give a short summary of the content of the business plan. It usually includes: a logo, the name and the address of the business, contact details, basic motivations for the creation of the business, and brief description of the business, and the amount of investment needed for The front page displays the whole concept and provides an important shortcut for investors, as they can immediately see the investment amount needed for creation. (Koráb, Režňáková, Peterka, 2008)

## **5.2. Executive Summary**

The executive summary is usually finalised after the business plan itself is completed. And if it is for investors, then it needs to be written in the form that would catch their attention. (Koráb, Režňáková, Peterka, 2007). Wupperfeld (2003) suggests to write it in a way that it's clear and readable in under ten minutes. In its final version it should serve as an abstract of the whole business plan and should provide the reader a clear message of the most important aspects of the plan, the structure of the business, the goals and should answer the who and how questions of execution.

It is a miniature model of the whole business plan which states the founder or manager, the products or services to be sold, the market, strengths, strategy, key financial data, and needed resources. (Koráb, Režňáková, Peterka, 2008)

### **5.3. Company description**

This is the company's big introduction. It should be a clear and detailed description of the project. It provides the most efficient ideas about the business and its scale. This description should mention important facts like: the legal form and the chosen branch, the real name of the company - which is crucial point and therefore it is suggested you choose a name which would provide flexibility in the future. (Koráb, Režňáková, Peterka, 2008) It is also important to include basic information about the company which should also cover the structure of the company, and a description of the positions and responsibilities within the company. Of course the owner should be stated as well.

One of the most important parts in this section is the presentation of products and services. The description does not need to be in deep detail, but it should show that the product or service will be interesting for the market and also will have a competitive advantage. This description is usually read right after the executive summary, so it is very important that it is written clearly and concisely. The main point is to make it interesting so it catches and holds the reader's – the potential investors – attention. (Fotr, 2004)

The description of the company should also involve its goals. That is why it also covers strategic goals and vision. It states the plan of where the company should be in the future. The vision should be at the very beginning of this chapter, nevertheless he also mentions that it is very important to not have just "empty phrases" but a valuable vision description. (Covello, 2005)

### **5.4. Products and services**

Some of the most information about your products and services should already be mentioned in the section "company description", but this section should go into great detail. This part should note exactly what the corporation makes or what service it provides, how it is made, and whether there is a possible chance to expand in the future by including new and better products or services that would result in increased revenue. It is also possible and advisable to add a visual representation, a chart, to this section showing

your different products or services and their descriptions. One advantage of committing the ideas of products and services to paper is to realize what the main disadvantages and advantages are in comparison with your competitors. (Koráb, Režňáková, Peterka, 2008); (Covello, 2005)

## **5.5. Analysis of the market**

Červený and co. caution that lots of business plans are created without full awareness of future market development. The company can only be successful if there is a market that will accept the product or its innovations. The potential market must be clearly defined and the competition thoroughly analysed. (Červený and co., 2014) Analysis provides information about major competitors, and depicts you own strengths and weaknesses. This part should also cover a detailed analysis of the market sector and the company's potential customers. (Koráb, Režňáková, Peterka, 2008)

### **5.5.1. Analysis of the competition**

Competitors are one of the key factors of all analyses. Even though there might be a perfect market for our product or service, the competitors can make it difficult to put your plans into practice. For example, competitors have many techniques how to persuade the customer that their products or services are the best on the market. That is why it is so important that every business plan answer “How the product will make a breakthrough on the market?” In other words, how will the company persuade the customer to buy its products instead of competitors’?

There are several possible tools that can be used to analyse the competition. One of these tools is PEST (or its extended version PESTEL) or Porter's Five Forces, which enables a businessman to get a wide view on real, future and possibly hidden competition. The main purpose of analysis is to identify your main competitors in the market and to consider the size of their market share, their strategies and profitability. Thanks to the internet it is



much easier to get this information as many companies share this publically. The results of this analysis should be a list of the main competitors with information about their strategies, competition advantages or risks. Analysis of the competition is not just a one moment tool, it should be used continuously to achieve long-term success. . (Koráb, Peterka, Režňáková, 2008)

### **5.5.2. Analysis of the customers**

The aim of the analysis of the customers is to make a detailed segmentation, meaning the customers are divided into sectors. (Koráb, Režňáková, Peterka, 2008). As it is impossible to satisfy the requirements of all customers or potential market, the market needs to be sorted into small segments. Each sector on the market has its own indicators – behaviour, opinions, requirements, preferences, demographical indicators etc. (Foret, Prochazka, Urbanek, 2003)

Market segmentation can be done based on:

- Geography – dividing the market to geographical parts according to nationality, regions, states, cities, areas, etc., based on this the business can decide on its main focus (Kotler, 2006)
- Demography – this covers age, gender, income, education level, religion, race, and nationality. It is the most popular and widely-used tool for segmentation as it is easier to measure these. (Foret, Prochazka, Urbanek, 2003)
- Psychographic – sorting according to social class, lifestyle, personality. (Foret, Prochazka, Urbanek, 2003)
- Behaviour – segments the customers based on their knowledge, attitudes or the ways they use the product. It is possible to sort the market according to customers' behaviour. (Kotler, 2006)

According to Foret, Prochazka and Urbanek (2003) the most important criterions of behavioural segmentations are:

- Opportunity
- Knowledge of product
- Frequency of usage
- Loyalty
- Attitude

Every market can be segmented by several ways. Segmentation can be done just in case the market covers these characteristics:

- Measurability
- Availability
- Importance
- Ability of action

### **5.5.3. Analysis of suppliers**

In this part of the analysis it is necessary to consider and choose suppliers of products, materials, components, etc. Everything that is needed to start the company. It is good to constantly update and explore the area of suppliers. Another good tool is to regularly evaluate suppliers according to parameters such as: price, payment conditions, punctuality, quality, and willingness of supplier. (Koráb, Peterka, Režňáková, 2008)

## **5.6. Marketing Plan**

The marketing plan says how and by which means we are going to put our product on the market and what will be the advantage in terms of competition. The marketing plan can cover both, the plan for entering and establishing your product, and a marketing plan for an already existing company. The marketing plan is used to segment the market, identify your market position, predict the market size, and to plan for a viable market share within each market segment. (Westwood, 2006) It defines all the parts of the company's marketing strategy. The marketing plan should provide the best possible strategy for putting your company on the market.

Some basic marketing questions are:

- Who? "People" – But who are the key people? Who are the customers? Who are the competitors?
- What? "Things" – What is the business environment? What is the company selling? What quantities and prices of the products will the company sell?
- When? "Time" – When will we sell the more or less? When are the busy seasons?
- Where? "Place" – Where is the ideal place for business? Where can the company reach its target market?
- Why? "The Goal"
- How? – How will the company reach its customers? (Rice, 1990)

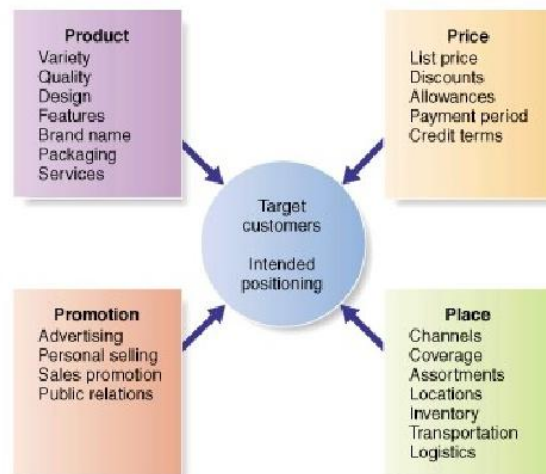
### **5.6.1. Marketing Mix**

The 4 P's of the Marketing Mix is a good tool to establish the strategy of the company. As the name suggests, it is a mixture of basic marketing elements. It is about the reliance among product, price, place, and promotion – the four P's. Marketing mix speaks about

having the right product sold at the right price in the right place by using the most suitable promotion. (Koráb, Peterka, Režňáková, 2007)

Figure 1 Marketing Mix

## The 4 P's of the Marketing Mix



### Product

The term product can be described as tangible or physical products as well as services, places or ideas.

### Price

Price is the one element of the marketing mix that will create sales revenue. It is an important determinant of the value of sales made. Price is determined by the discovery of what customers perceive is the value of the item on sale. An organisation's pricing policy varies according to time and circumstances. For a producer the price is a good tool to estimate sale rate size and evaluate the rentability and profit.

### Place

Place is concerned with various methods of transporting and storing goods, and then making them available for the target customers.

## Promotion

Promotion is about communication between business and customers. It is a set of activities that provides the information which should persuade a customer to purchase a product or service. (Kotler, Armstrong, 1997)

### **5.6.2. Lauterborn's Four C's**

Lauterborn's 4 C's is an alternative to Marketing Mix's 4 P's. The main difference between these two is that four P's are taken from the business point of view, on the other hand four C's are taken from the customer point of view. The four C's are: customer solution, customer cost, convenience and communication.

#### Consumer Solution

*"Forget the product, study consumer wants and needs."* A company will sell only what consumer wants to buy. We should be focused more on customers and attract them with something they want to purchase. (Lauterborn, 1990)

#### Consumer Cost

*"Forget price. Understand the consumer's cost to satisfy that want or need."* The total cost is considered as for example the cost of time in acquiring a product or service. (Lauterborn, 1990)

#### Convenience

*"Forget place. Think convenience to buy"* Nowadays people do not need to go anywhere to make a purchase. A company has to know how the target market prefers to buy. (Lauterborn, 1990)

## Communication

“Forget promotion. The word is communication. All good advertising creates a dialogue.”

Promotion is taken as very manipulative tool, meanwhile communication is viewed as cooperative. We should create a dialogue with potential customers and then see what their needs and lifestyles are. (Lauterborn, 1990)

Figure 2 – 4 C’s vs 4 P’s



Source: The C’s and P’s of Marketing

If the business wants to have a good place within the market it is very important to have vision and a mission. It is necessary to be careful when defining these terms as there are key differences. The *vision* is about the improvements and changes which will take place in the future. It is about what the company would like to do. The *Mission* depicts the company’s function within today’s society. It is about what the company does. (Lauterborn, 1990)

## **5.7. Market Research**

Market research is a must in a market economy and it is an essential part of a business plan. Every single customer has rising expectations and requirements and the market has become more and more competitive. That is why it is so important to know customers’

needs and wishes and try to adapt the service or product to them. One definition that Kotler suggests:

*“Market Research is a systematic, objective collection and analysis of data about a particular target market, competition, and/or environment. It always incorporates some form of data collection whether it is secondary research (often referred to as desk research) or primary research which is collected directly from the respondent.”* (Kotler, 1997)

The purpose of any market research is to identify and assess how changing elements of the marketing mix will impact customer behaviour. Market research provides a wealth of information about prospective and existing customers, the competition, and the industry in general.

### **5.7.1. Types of data sources**

There are two steps within market research. At the beginning we have to specify what information we need and then we must decide how to obtain the data. Market research defines two types of data (Saunders, 2003)

#### Primary information

This is research where data is collected straight from the respondents. Usually a businessman can compile it by himself/herself or hire someone to gather it.

When conducting primary research, first of all we have to decide how we will question the target group as there are several ways, for example interviews, telephone, questionnaires, etc.

One of the most effective forms of market research is conducting personal interviews which covers both group surveys or in-depth interviews.

#### Group Survey

Group interviews, or focus groups, are very useful tools for getting the information on product ideas, preferences, etc. among a population. This way is convenient and quick and

an inexpensive method of collecting a large amount of data from lot of people. (Saunders, 2003)

### The in-depth interview

These are one-on-one interviews and they are either nondirective or focused. Nondirective interviews want respondents to address certain topics with minimal questioning. On the other hand focused ones are based on questions that are selected ahead of time.

### Secondary information

This type of research is processed and gathered by outside people. These can be reports, studies made by government agencies, chambers of commerce etc. It is usually published in newsletters, magazines etc. Secondary sources include the following:

#### Public Sources

These are usually free and offered by governmental institutions, public libraries etc.

#### Commercial Sources

These are valuable but usually have cost factors. These can be banks, financial institutions, etc.

#### Educational Institutions

These are sometimes overlooked as valuable source of information but it covers research conducted in colleges, universities, etc. (Market Research, 2015)



### **5.7.2. Market research process**

When the needed information for market research is established, there are several steps to the process:

- Problem definition
- Designing the research
- Identifying data types and sources
- Designing data questionnaires
- Determining the sample plan and size
- Collecting the data
- Analysis and interpretation of the data
- Preparation of the results (Marketing research, 1999-2010)

### **5.7.3. SWOT Analysis**

SWOT Analysis is a method used to evaluate a company's strengths and weaknesses, and opportunities and threats in relation to a particular business project. It can be carried out for a product, place, industry or person. The SWOT analysis should be short, clear and easy to read. It covers findings from external environment (opportunities, threats) and internal analysis of the company (strength, weaknesses). By looking at the company using the SWOT framework, a businessman can start to draft a strategy that helps distinguish the company from its competitors, so it is easier to compete successfully in the market. (Wetherly, 2008)

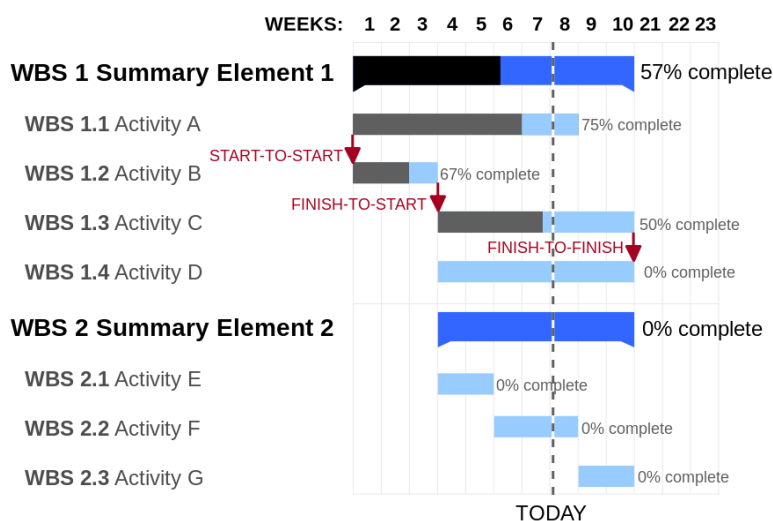
## 5.8. Operational plan

An operational plan is an essential part of a business plan as it tells the investor or reader how a company is going to put its products or services out to market. It should include, at minimum, information about: production, facilities, distribution, maintenance and services. The operational plan establish steps and time limits for key activities to ensure realisation on time and in the right order. There are several tools that can be used in this one of them is Gantt chart. (Koráb, Peterka, Řežňáková, 2008) (Bingham, 1997)

### 5.8.1. Gantt chart

The Gantt chart is a type of bar chart which illustrates a project schedule. This tool is one of the most popular and useful and it is commonly used in project management. It depicts all the activities needed for realisation of a plan displayed against time. On the left part of the chart there is a list of activities and on the top there is a time scale. To create a Gantt chart is quite easy as there are several software programs that help with its creation. To sum up, it is a chart that shows what has to be done and when. (What is a Gantt Chart, 2012-2015)

Figure 3 – Gantt chart



Source: What is a Gantt chart

The operational plan can also explain the daily operations of the business, its location, equipment, people, processes, and surrounding environment.

### **Production**

The part shows how and where products or services are produced. This includes:

- Production techniques and costs
- Quality control
- Customer service
- Inventory control
- Product development

### **Location**

The advantage and qualities of the location and its description.

Physical requirements:

- Amount of space
- Type of building
- Power and other utilities

Access:

This includes

- the access for transportation or suppliers
- easy walk-in access
- requirements for parking

The location section in the operational plan includes a drawing or layout of proposed facility if it is important, as it might be for a manufacturer.

Construction:

- estimate occupation expenses, rent, maintenance, insurance
- make the space suit particular needs

### **Legal Environment**

- Licensing and bonding requirements
- Permits
- Health, workplace, environmental regulations, insurance coverage

- Special regulations governing the chosen industry or profession
- Zoning or building code requirements
- Trademarks, copyrights, or patents (pending, existing, or purchased)

### **Personnel**

- Number of employees
- Type of labour (skilled, unskilled, professional)
- Pay structure
- Training methods and requirements

### **Inventory**

- What kind of inventory you'll keep: raw materials, supplies, finished goods
- Average value in stock
- Rate of turnover and how it compares with industry averages
- Seasonal build ups
- Lead time for ordering

### **Suppliers**

Note the following information about key suppliers:

- Their names and addresses
- Type and amount of inventory furnished
- Credit and delivery policies
- History and reliability

### **Important supplier questions:**

- Is it better to have more than one supplier for critical items (as a backup)?
- Are shortages or short-term delivery problems expected?
- Are supply costs steady or fluctuating?
- If fluctuating, how to deal with changing costs? (Sychrová, 2009)

## **5.9. Financial Plan**

The financial plan is the most important aspect of a business plan. It determines the needed volume of investments and shows if the business plan can be economically viable as a whole. The three main sources of data for financial analysis are a company's balance sheet, income statement, and cash flow statement. (Koráb, Peterka, Režnáková, 2008)

### **Balance Sheet**

The balance sheet covers the physical and financial resources that the company will be able to use for business activities in the future. However, it only lists these resources. It gives no reference about how well they will be used by management and that is why it is better to use a balance sheet when analysing a company's current financial position, rather than its expected position.

There are two main elements of the balance sheet: assets and liabilities. In general, assets include both noncurrent assets and current assets. Noncurrent assets are held for more than one year and are used in running the business; including fixed assets (property, plant, and equipment), long-term investments, and intangible assets such as copyrights, patents, and good will. Current assets are cash, or equivalents that will be converted to cash within one year, such as inventory, accounts receivable and prepaid expenses. The makeup of asset accounts and the total amount of assets are of interest to financial analysts.

There are two categories of liabilities in the balance sheet. These are long-term debts (they are due more than one year from the date of statement) and current liabilities which are debts that will come due within one year, such as short-term loans, taxes and accounts payable). (Financial Analysis, 2015)

### **Income Statement**

In comparison to the balance sheet, the income statement gives information about a business's performance over a certain period of time. In spite of the fact that it does not say much about the company's current financial situation, it provides information about its future viability. The main parts of the income statement are expenses incurred, revenues earned, and net profit or loss. Expenses usually consist primarily of the cost of goods sold,

but can also include some unusual items. Revenues cover mainly sales. Net income creates the “bottom line” of the income statement. It is the main indicator that shows the company’s accomplishments over a stated period. (Financial Analysis, 2015)

### **Cash Flow Statement**

The cash flow statement like the income statement also records a company’s performance over a specific time period. The difference is that a cash flow statement does not cover non-cash accounting items such as depreciation. It depicts exactly how much money the company has generated. It gives us a real picture of company’s ability to pay bills, creditors, and finance growth. (Financial Analysis, 2015)

## **5.10. Financing of the business plan**

There are two possibilities in financing a business plan: your own resources and foreign resources.

### **Private funding resources**

For the establishment of the company it is essential to have some capital in the form of money. The main source of this capital is generally personal savings, which represent the least expensive source of funding. The general recommended rule is to give at least half of the money needed to start the company from your personal savings. If the businessman does not want to risk investing his own money, then there is a big probability that other investors would not want to take the risk either. Personal funding creates the most important source of financing, which can be available in long-term planning. The person who invests his/her money is usually an owner of the business plan. Private funding is considered a permanent source of funding and is invested for an unlimited time period. Through business activity the company creates internal resources, and those can be described as sources of self-financing (Veber, Srpova, 2005)

### **Outside sources of funding**

Another way to finance a business plan is to use outside sources. There are several types:

### Bank loans

Bank loans are one of the most important types of outside funding. They represent the financial resources that a businessman rents and must repay with interest. The price of the bank loan is the interest and other expenses such as bank fees. The price is influenced by the solvency of the client and the due date. The more solvent a client the lower the interest rate. (Veber a Srpova, 2005)

Before a businessman decides to ask for loan, it is very important to analyse the financial situation. Based on the information about the client, the bank decides whether to loan money or not.

### Business loans

A business loan is provided by suppliers or customers. The most common is a suppliers' loan, which means that a client can postpone the payment for the supply. (Veber, Srpova, 2005)

### Leasing

Leasing is an alternative way to purchase long-term assets without long-term stamped indebtedness. The company does not obtain money, it receives equipment without paying the full price immediately. Each lease operation has three basic stakeholders: the supplier, the leasing company and the lessee. The supplier and leasing company have a purchase contract while the lessee and leasing company have a lease contract. (Veber, Srpova, 2005)

### Venture capital

Venture capital represents a specific form of funding which is focused on small and medium businesses. It is a means to finance the launching of a new company, finance its development, finance expansion, or indeed purchase the whole enterprise when the investor of venture capital gains the agreed part of core capital. It is a temporary source of funding. (Veber, Srpova, 2005)

## **5.11. Management and Organisation**

Every company needs leaders and these are also very important for investors, as they want to know who will be in charge of specific tasks and if they are qualified. There is a need to include position descriptions for key employees and highlight their education, experience and energy that would help the business succeed. If there are more than ten employees it is always good to create an organizational chart which would show the management hierarchy and responsibility for key functions. (Mullins, 2010)

## **5.12. Risk evaluation**

In this part it is necessary to describe the biggest risks that may result from the reaction of competitors, a weak marketing plan, poor production, an inefficient management team, or poor technological development. It is very important to analyse these risks and prepare alternative strategies to eliminate them. This is very important for the potential investor as shows that the businessman is aware of risks and is ready to face them. . (Koráb, Peterka, Režnáková, 2008)

Even though the business plan is supported by many analyses, data and research, there is still some uncertainty that the real results would differ from expected results. Therefore every business plan should contain a risk analysis. In general, it is said that the more detailed the analysis is, the better and safer the planning, for example by quality of the final plan and its practicability.

There are four key factors to “manage” risks

### **1. Identification of risks**

There are several risk factors that should be considered. According to Koráb. (Koráb, Peterka, Režnáková, 2008), these are:

Markets – risks of significant changes or collapse of demand

Products – risks coming from exaggerated price, decline of demand or quality



Trade – risks of non-profitable trades, unsuccessful fulfilment of planned turnovers, capacity issues

Management – risks of impact of inner regulations, or incorrect management

Development - spending excess of resources on development, production of nonsaleable products

Quality – poor product quality, negative references and harm of image of the company, loss of customers

Resources – insufficient or untapped resources

Productivity – low productivity, low loyalty of employees

Stocks – risks of insufficient stocks and thus loss of customers, risks of unnecessary high level of stocks

Investments – risks of ineffective marketing or education

Information technologies – risks of loss of data and recovery system, using old, limited technologies

Cash-flow – lack of financial resources, loss of liquidity, too conservative or too aggressive financial management

Macro-economic risks – risks of increase in interest rates and rise of credits

This list of factors can be used as base but can be completed by adding other areas.

It is necessary to take into account that number of risks is great. The most complicated risks to consider are the behaviour of customers, competitors etc.

## **2. Quantification of risks**

Quantification of risks means using the appropriate technics to numerically express risks, for example to estimate the probability of negative factors and the deduction of possible consequences. . (Koráb, Peterka, Režnáková, 2008)

### **3. Planning of scenarios**

It is a preparation of the strategies, steps and procedures business should take in case the risks factor has a negative development. This part should also include a financial analysis, which would present the impact of the scenario on the financial situation of the company. A risk analysis also covers the what-if analysis and in the case of a very bad situation there is usually a worst-case analysis, which is a guideline for exiting the industry with the minimum of negative impacts on the businessman. . (Koráb, Peterka, Režnáková, 2008)

### **4. Monitoring**

Every company that is preparing for the risks has to continuously monitor the progress of critical factors. Monitoring is part of implementation. It represents continuous and permanent control and tracks the possible risks.

A risk analysis is in general considered to be a very sophisticated activity, which is based heavily on knowledge and experience of doing business, rather than knowledge of the economy, macro-economic, financial management, etc. (Koráb, Peterka, Režnáková, 2008)

### **5.13. Appendices**

The last section of the business plan contains all informative materials not essential to the body of the business plan itself. This can be, for example, market research findings, pricing lists, correspondence with suppliers or customers, various official documents, photos of products, etc. (Koráb, Peterka, Režnáková, 2008)

## Practical part

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### 6. Front Page

Figure 4 - Logo



Source: own source

Title: Café Rendez-Vous

Address: Debrská, 29306, Kosmonosy

Phone number: 721875728

Email: [info@caferendezvous.cz](mailto:info@caferendezvous.cz)

## 7. Executive Summary

Café Rendez-Vous will be a French-style café, established in Kosmonosy in the spring of 2016. The owner, Magdalena Blažková, will be responsible for operating the company. This café will offer fair trade coffee and mainly products and services with French influence, such as sweet crepes or salt Breton galettes. A few highlights are that there will be WIFI, an outdoor terrace in the summer months, and if someone just wants to have a coffee and does not have time to sit there will be coffee to go.

The target market is mostly located in the nearby city Mladá Boleslav, Kosmonosy and its surrounding villages. The services offered are quite wide-ranging so it will attract a wide range of customers of any age, but mostly the focus will be in the morning on pupils from the elementary school. We expect them to buy baguettes or croissants for a snack. The second target group are mostly people between 20 and 60, which is based on market research.

In Kosmonosy there is almost no competition in terms of authentic café companies. There are several restaurants and the hotel Galatea but a typical café is missing. So, the competition is very low. In Mladá Boleslav there are lots of cafés which are very popular among citizens, but they are all located in the same area on the opposite side of the town of Kosmonosy. As there is no direct dominant challenger it creates opportunities on the market.

As mentioned before, the competition is not very high but people are used to spending their free-time mostly in Mladá Boleslav as they are not used to having services, like a café, in Kosmonosy, so the marketing strategy for this is very important. Good promotion is the most important part, and the promotion will be conducted through several tools such as fliers, leaflets, social media, and newspapers.

Café Rendez-Vous will be mainly operated by its owner, Magdalena Blazkova. She will be responsible for the entire organization. Then there will be two full-time employees and two part-time employees. In case of the manager's absence there will be a deputy manager, Radmila Majerova, will take responsibility. The personnel will receive relevant trainings and information.

According to the prognosis Café Rendez-Vous should have enough revenue each month to pay all operating costs and gain profit. The daily amount of received money should be 6000 CZK. The estimated net profit per year is 450,814 CZK.

## **8. Description of the company**

Café Rendez-Vous is a business which should make people feel comfortable. This café is inspired by the French style and this style will be reflected in the design, equipment and the offered range of products. The main purpose is to make a good quality coffee, sweet French crepes, savory galettes<sup>1</sup>, a daily offer of desserts, fresh baguettes, and French wine. Everything in this café should reflect the retro French style, with French music and typical French food.

The value added by this café will be wheelchair accessibility and also the fact that the products will be sold for consumption on-the-spot, or “to go”. One unique aspect will be a piano which will go hand in hand with the whole design and which customers will have a chance to play.

The interior design will be in typical colours of a café and retro pink. The whole concept will be harmonized so customers would feel comfortable. There will be small square tables with only two chairs, as can be seen everywhere in France.

The café will seat 16 persons indoors. There will be also a terrace which can be used during the spring or summer months. The terrace will have a 14-person capacity, so the overall capacity of the café is 30 places.

To have a business based on the catering industry there is a need to have a trade license which states that the owner has education in catering industry. Café Renez-Vous will be a company based on a trade license and it will have one owner who will be Magdalena Blažková who has been educated in this sector.

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<sup>1</sup> Galette – French style pancake made from special flour

The main aim of this business is to open a successful café which would offer high quality services with a good reputation and a positive atmosphere. It should be a competitive place where customers would like to return and would recommend to their friends.

### **Location**

The Café will be located exactly on the square of city of Kosmonosy. There was an old building which had to be demolished so a new building is being built and it is just next to the post office and the town hall. The owner of this construction is Pavel Majer who is also the main investor in this business. As mentioned it is in the city centre and so the location is very luxurious and advantageous.

The café will have a main customer area where the counter and seats will be arranged, and in another section the men's and women's toilet. The building will be one-floor and in that way is also wheelchair accessible. Next there are two private areas one of which will be storage and the other toilets for employees. There will be just a small kitchen, a big one is not needed as everything will be made in front of the customers.

### **Personnel**

The owner of café is Magdalena Blažková who will be in charge of the whole process. At the beginning she will also work there. Regarding her education and practical experience she will be responsible for the service and general operations of the café. Her responsibilities will also be negotiation with suppliers and administrative work. For financial issues such as accountancy we will be using an external company. Besides the owner there will be another one-two full-time employees and two part-time workers.

### **Required Practical experience**

Ing. Magdalena Blažková

### **Education Gained:**

- College of Hotel Management Poděbrady
- University college of business in Prague

**Practical experience:**

- flight attendant, waitress in hotels in Prague such as Hilton Prague

As the owner of the company she will be responsible for

- Managing and organizing employees to ensure the smooth functioning of the café
- Excellent customer service
- Observance of regulations in the areas of hygiene, occupational health and safety
- Control of the quality of products and services

**Other employees**

Employees are key elements of the whole business, so their professional attitude towards work is a necessity. Besides their professional qualifications there are also other very important skills which they should have. These are:

- Prompt and correct language skills
- Good communication skills
- Observance of occupational health and safety
- Positive personal attitude
- Food license

It is also possible employ high-school students.

## **9. Products and Services**

### **Good quality coffee and other beverages**

This café will serve high quality fair trade coffee. Fair trade is becoming more and more known and it is a good way to support third-world countries. It also ensures a very high quality of coffee and other products. The coffee will be milled in the café and served fresh.

### **Beverages**

#### Hot drinks

Café – small espresso

Double Café – espresso double

Café à longer – espresso lungo

Café crème – coffee with cream

Café au lait – coffee with milk

Cappuccino – with different flavours

Café Laté – with different flavours

Frappé – coffee with ice

Ice Coffee – coffee with vanilla ice-cream

Hot Chocolate

Tea – fruit, green, black

Fresh tea – mint, ginger

Hot wine

#### Soft Drinks

Bonaqua – still, sparkling

Coca Cola – normal, light, zero

Fanta

Sprite

Kinley Ginger Ale

Kinley Tonic

Nestea – peach, lemon

Green Tea

Juice – orange, apple, pear, strawberry, blackcurrant,



Fresh Juice – orange, grapefruit

### Alcoholic drinks

#### Wines

Red Wine

White Wine

Rosé

#### Beer

Pilsner Urquell

Radegast Birell

#### Other

Cider

### **Food**

The café will be offering only small meals as it is not a full restaurant.

#### Crepes and galettes

There will be two versions of French pancakes offered. The first are the sweet French crepes which will be offered with various basic ingredients which can be combined: sugar and butter, marmalades, Nutella, chocolate, various types of fruit, cream, ice cream, etc . The other type are Breton galettes which are the savory variation of crepes made of original Breton buckwheat. Galettes can also be made from diverse ingredients such as ham, different types of cheese, bacon, eggs, spinach, mushrooms, etc.

#### Bakery products

Every day the café will bake fresh baguettes, croissants, chocolate wraps and other products. The types of them will vary day-to-day although baguettes and croissants will be offered daily. The baguettes can be sold plain or filled with various ingredients such as cheese, ham, salad, tomatoes, crème fraiche, etc. And also the croissants will have several flavours such as marmalade, butter or chocolate.

### Other

Because of the fact that the café will offer crepes there will be only one or two sweet desserts such as crème brûlée, chocolate fondant, chocolate mousse, fruit tartelettes, etc. Customers can also find sweet French macarons as well as savory specials, for example quiche Lorraine.

The specialty of this café is that a carafe of water and small bowl of salt biscuits will be served free of charge immediately when a customer arrives. This is a very French custom and it should reflect our excellent customer care.

### **Coffee and other products TO GO**

Many people just want to grab a nice cup of coffee and then head to work for a meeting. In our café this will be possible as we will be providing our superb service to go. This means that customers can take coffee in a paper cup without needing to sit, and they can get not only coffee but also baguettes, crepes or other products to go.

### **Daily newspapers and magazines**

Customers will have a chance to read several newspapers updated daily. And also different niche magazines about gastronomy, coffee, design, fashion, etc.

### **WIFI access**

Nowadays the internet has become an essential part of our lives and we want to make our customers comfortable and satisfied. If a customer brings a laptop they can connect to WIFI free of charge.

### **Piano**

A piano will not serve just as a furniture design piece but also as a real musical instrument. If one of the customers is interested in playing there will be no objections!

### **Private events**

It will be possible to rent the café for private events with reservations made at least 14 days in advance. The price will be set on an individual basis according to the resources

necessary. If required the café will arrange everything needed – beverages, desserts, food, decoration etc.

### **Reservations**

Customers can make a reservation by phone or by e-mail. When making a reservation using e-mail the confirmation will be sent back.

### **Credit Cards**

In the café customers will have the possibility to pay with credit cards which is a big advantage as people are used to not carrying cash with them at all times anymore.

## **10. Market Analysis**

The market analysis covers an analysis of the location where the company will be set up. This also covers a description of the market, analysis of the competition, analysis of customers, and market segmentation.

### **10.1. Market Description**

The overall market is taken to include city Kosmonosy, Mladá Boleslav and the surrounding villages. According to the Czech Statistical Office in Kosmonosy there are 4,964 inhabitants (2015), and in Mladá Boleslav 44,318 inhabitants (2015). If we count the number of inhabitants in the surrounding villages 15 kilometres from MB or Kosmonosy the number is approx. 21,357 inhabitants. The villages were chosen according to their access to Mlada Boleslav or Kosmonosy. As there is a Skoda factory in Mlada Boleslav many people from the surrounding villages work and send their children to school there.

In Kosmonosy there are ten restaurant services and in Mladá Boleslav there are about 55 restaurant services. Those totals include cafés, restaurants, cake shops and fast-food restaurants. The overview of potential competition is specified in the next chapter on competition analysis.

## 10.2. Analysis of Competition

As mentioned previously, in Kosmonosy where we intend to have the café there are ten restaurant services. However, none of them are established as a café. The main purpose of all ten is to provide food. In Mlada Boleslav there are about 55 restaurant services. Yet the restaurants cannot be taken as direct competition. According to a public survey of 56 people living in Kosmonosy, Mlada Boleslav and the surrounding villages, the response to the question of which café in Kosmonosy they like best, in 54 cases the answer was simply, „none“ as there is no café. In the remaining two cases the answer was Galatea, which is a hotel together with restaurant. To the question which cafés are their most favorite in Mlada Boleslav the most common answers were La Divinita Coffee, Cukrárna a kavárna na Míráku, Burget café and Café Antonio.

### Galatea

Pod Koupalištěm 881, Kosmonosy

Galatea is a 4\* hotel and accompanying restaurant in Kosmonosy. It is not located the city centre but as Kosmonosy is not large the location is still good. People usually choose this place for weddings or company events, or as a nice place to have lunch or dinner. Hotel and Restaurant Galatea could be taken as potential competition but it is not a typical café.

#### Strengths

- Capacity – 65 places indoor + 40 places on the terrace
- Calm area and nice nature
- Good parking for free

#### Weaknesses

- Lots of spaces – lack of privacy
- Not a typical café
- High prices

### La Divinita Coffee

Tomáše Garrigue Masaryka 840, Mladá Boleslav

This café is located in the city centre just next to the high school of economics. Not far from the cafe there are also other restaurants. La Divinita Coffee was established in 2013

and is also a French-style café. Even though this café is located in Mladá Boleslav it could be a potential threat for our company as we share similar styles.

#### Strengths

- Location – city centre
- Nice design
- Agreeable employees
- Nice website
- Wide menu offer
- Own shop with homemade products

#### Weaknesses

- Limited parking

#### Cukrárna a kavárna na Míráku

Square Míru 1003, Mladá Boleslav

The location of this café is in the city centre near La Divinita Coffee. The design is not special, rather simple. Nevertheless people like this place thanks to its good location and the children's corner.

#### Strengths

- Location
- Children's corner
- Parking
- Wide menu offer

#### Weaknesses

- Design
- Paid parking

#### Café Burget

Komenského square 85, Mladá Boleslav

Café Burget is a very popular café among students. It is located near the old town in Mladá Boleslav, walking distance from the Skoda University which is a big advantage. Café Burget offers very comfortable and stylish seating.

### Strengths

- Location
- Wide range of products
- Design
- Special promotions

### Weaknesses

- No parking
- Small outside terrace – 6 seats

### Café Antonio

trída Václava Klementa, Mladá Boleslav

Café Antonio is located in the Bondy Shopping Centre. Its position is very strategic not just because of the shopping centre but also because there is a main bus station there as well, so there is a high level of foot traffic.

### Strengths

- Location
- Parking

### Weaknesses

- No privacy
- If sitting outside – sitting in the hall of the mall

The results above show that there are several popular cafés in Mladá Boleslav. Concerning Kosmonosy there is only the Galatea hotel and restaurant which is not a typical café and even though it is located in nice and calm environment it is not in the city centre. The circulation of people in Mladá Boleslav is obviously higher than in Kosmonosy but there is still a big potential for café. There is no real direct competition.

### **10.3. Customer Analysis**

As mentioned previously, in Kosmonosy, Mladá Boleslav and the surrounding villages there are approximately 70,000 inhabitants (CZSO, 2015). Thanks to the Skoda Factory it can be said that Mladá Boleslav is economically strong and its inhabitants enjoy big purchasing potential. Most of the economically active people from Kosmonosy work at Skoda Auto. In the area around Cafe Rendez-Vous there is an elementary school with the capacity of 450 pupils.

### **10.4. Market Segmentation**

One of the targets of the Café Rendez-Vous is to be focused on working-aged people and, during the week, also on pupils from the elementary school who will be buying baguettes in the morning. In Kosmonosy there are also many young couples and the town is developing. As there is no other café this is a big opportunity for women with small children as the café will be easily accessible with a baby carriage and not only in the summer months when there is a terrace but also in the winter. Another huge point of potential is that there is a post office and town hall next to café and the main bus station which could also bring customers.

#### **Segmentation of customers**

Children 6-15 years old – this can be seen as a side segment because these customers go to cafés not because of coffee but mainly for supplementary products such as baguettes or sweets. As there is the elementary school very near it is possible that these children would come and buy a baguette for a snack or come in after school for some crepes.

Adults aged 20-65 – these are mainly working people from Mladá Boleslav, Kosmonosy and the surrounding villages. These people come to cafés not only for good coffee and chat with friends, but they also conduct business meetings there. These people welcome the

WI-FI connection. These people represent potentially the biggest share of sales as they are the most economically active segment.

Women with small children – this segment covers women who are on maternity leave and want to go out to meet their friends in a baby-friendly place. In Kosmonosy there is no such café, so if these women want to have a chat they would have to go to Mladá Boleslav which is not far but with baby carriage it is always more difficult.

Seniors – this segment includes working and non-working seniors who live actively and like to meet people in a pleasant environment. They are not expected to be permanent customers but customers who like to talk with friends or want to take their grandchildren to have something sweet.

## **10.5. Swot Analysis of Café Rendez-Vous**

### Strengths

- High quality products
- High quality services
- Location of the business
- Special design
- Special products
- Modern equipment
- Summer terrace
- No smoking café

### Weaknesses

- Limited parking
- Limited space
- No children's corner
- No smoking café



### Opportunities

- Growth of market
- Growth of people's interest
- There is no other café in the area
- Good location
- Close to town hall, post office, bus station, and elementary school

### Threats

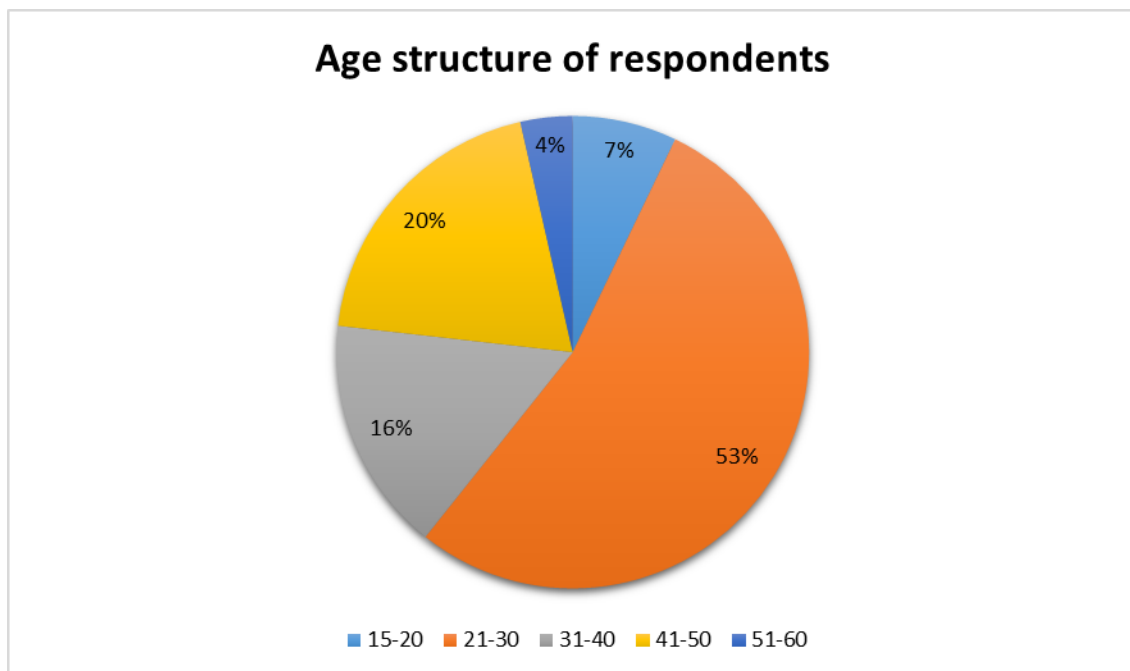
- Low attendance (people are not used to it)
- Lack of high quality employees
- Creation of new similar company
- Competition

## 11. Marketing research

The market research was based on the previously mentioned questionnaire. The questionnaire was anonymous and consisted of eleven short and clear questions, and was distributed among people living in Mladá Boleslav, Kosmonosy and the surrounding areas. The respondents could choose from several provided answers and they also could write in their own opinions.

The questionnaire was answered by 56 women and men. The majority were women representing 71.4% (40 women) of the survey. Men represent 28.6% (16 men). All of the respondents answered positively that they visit cafés. The age range of the respondents can be seen in the Figure 5. The majority of respondents were between the ages of 21 to 30.

Figure 5 Age Structure

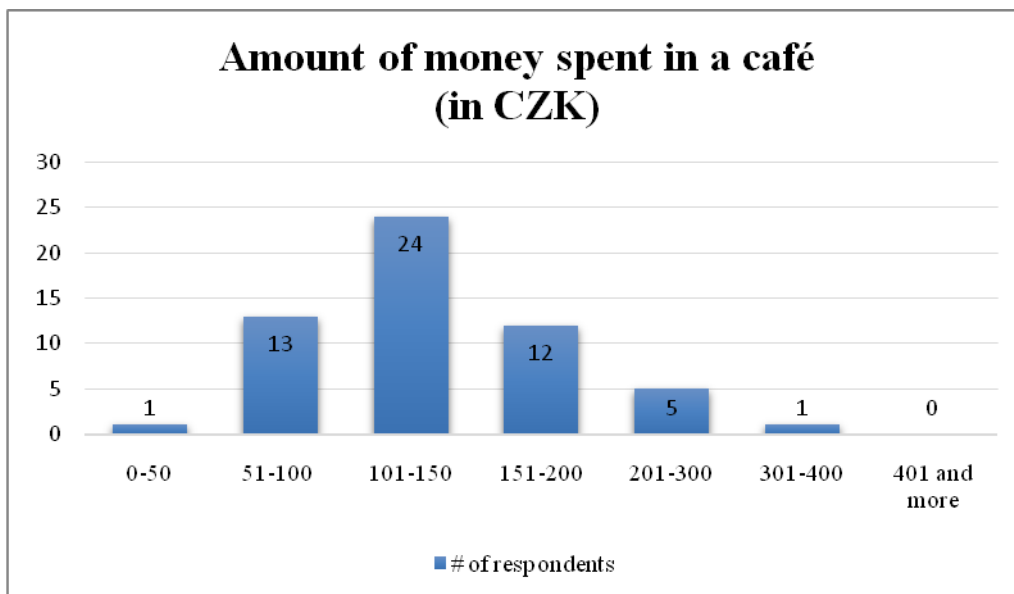


Source: own data

In response to the question of frequency of attendance the most common answer was one to two times per month, the response was chosen 28 times (50%). The second most chosen answer to this question was one to two times per week, chosen in 11 cases (19.6%).

The next graph represents the amount of money that respondents usually pay when visiting a café. The most common answer was 101-150 CZK (24 answers).

Figure 6 - Money spent in a café



Source: own data

The reason why people go to a café was mainly in order to have a nice time with friends or family. This answer was chosen by 51 respondents (91.1%). The other 5 respondents stated that their reasons are just to get coffee or that they have a business appointment. They mainly order a café latté (17 respondents), cappuccino (11 respondents) or espresso lungo (8 respondents).

## **11.1. Marketing Mix**

It is very important for a start-up company to establish a detailed and high quality marketing plan. For a marketing plan we will use the Marketing Mix Four P's – product, price, place, promotion.

### **Product**

The product will be the services and products offered in the café. These will be alcoholic and soft drinks, several types of coffee, tea and hot chocolates. The food will include crepes, galettes, baguettes, croissants and daily specials. Café Rendez-Vous will also offer daily newspapers, Wi-Fi access, the possibility to rent the place, and the possibility to take food and coffee to go. At the beginning the products will be simple but high-quality. In the future the range of products will be extended. All raw ingredients will be purchased from suppliers but the preparation of goods will take place directly in the café.

### **Price**

The price of the products will be based on the competition prices and also based on the location and customers. The price for the special products could be set higher as they will not be available anywhere else; such as the fair trade coffee. In general fair trade coffee is slightly more expensive than regular coffee but as mentioned the price will have to be set also in compliance with customer's purchasing power so the products cannot be overpriced. The café will also use some promotions in order to attract the attention of new customers. For example we could, for a limited time, offer a combo of coffee and crepes for a lower price, or other specials as buy-one-get-one-free offers.

### **Place**

Café Rendez-Vous will be situated in the city centre of Kosmonosy next to the post office and town hall, which provides a very advantageous opportunity. All services will be offered on-site so there is no need for outside distribution, and furthermore the site is quite accessible providing the goods and services at a convenient time and place for customers.

## **Promotion**

Every start-up company has to choose the right form of promotion for their kind of services. It is necessary to let know people that there will be a new café. Café Rendez-Vous will try to make a big promotion with the least amount of expense. The promotion will start one month before the opening date.

### Fliers

The fliers will display the logo of Café Rendez-Vous and have basic information about the café: the address, opening hours, contact, website, and a brief description of services offered. Fliers will be distributed to mail boxes in the houses in Kosmonosy and Mladá Boleslav by using a service provided by Česká Pošta. They will also be distributed in Teniscentrum Kosmonosy.

### Advertisement

Advertisements will have the same format as the fliers and will contain the same information. They will be placed in local newspapers such as Boleslavský deník.

### Web page

One of the best tools for good promotion is a good website. It is where customers can find information about the café and the services provided there. The café's website will be created by a true professional as this is possibly the most important tool for promotion and customer education.

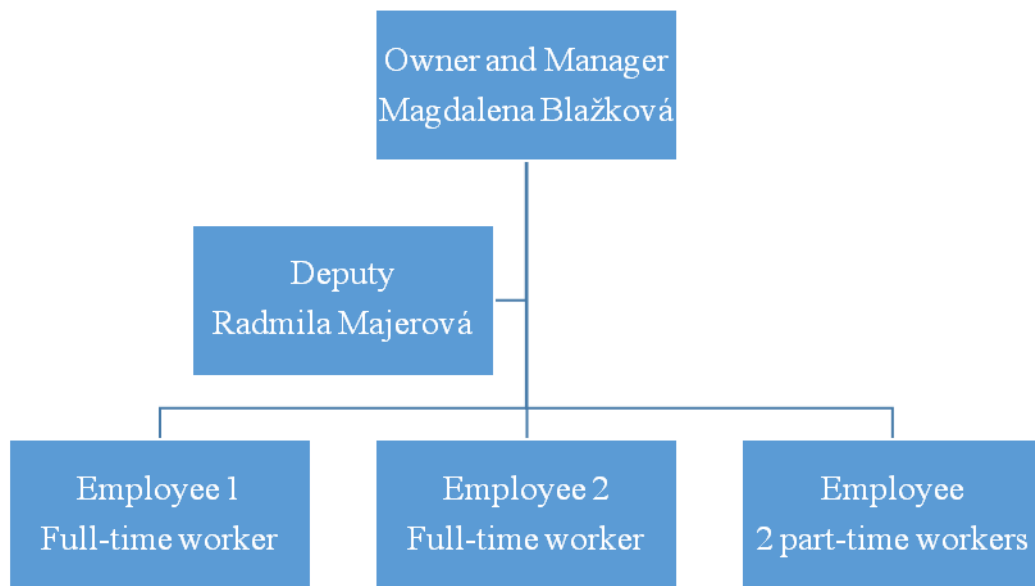
### Facebook promotion

Facebook has become an essential part of everyone's life and as such this café will have a business page there. This page will be a main source of promotion as it can be kept updated easily and instantaneously. Many of our potential customers use Facebook on a daily, sometimes hourly, basis.

## 12. Management and Organization

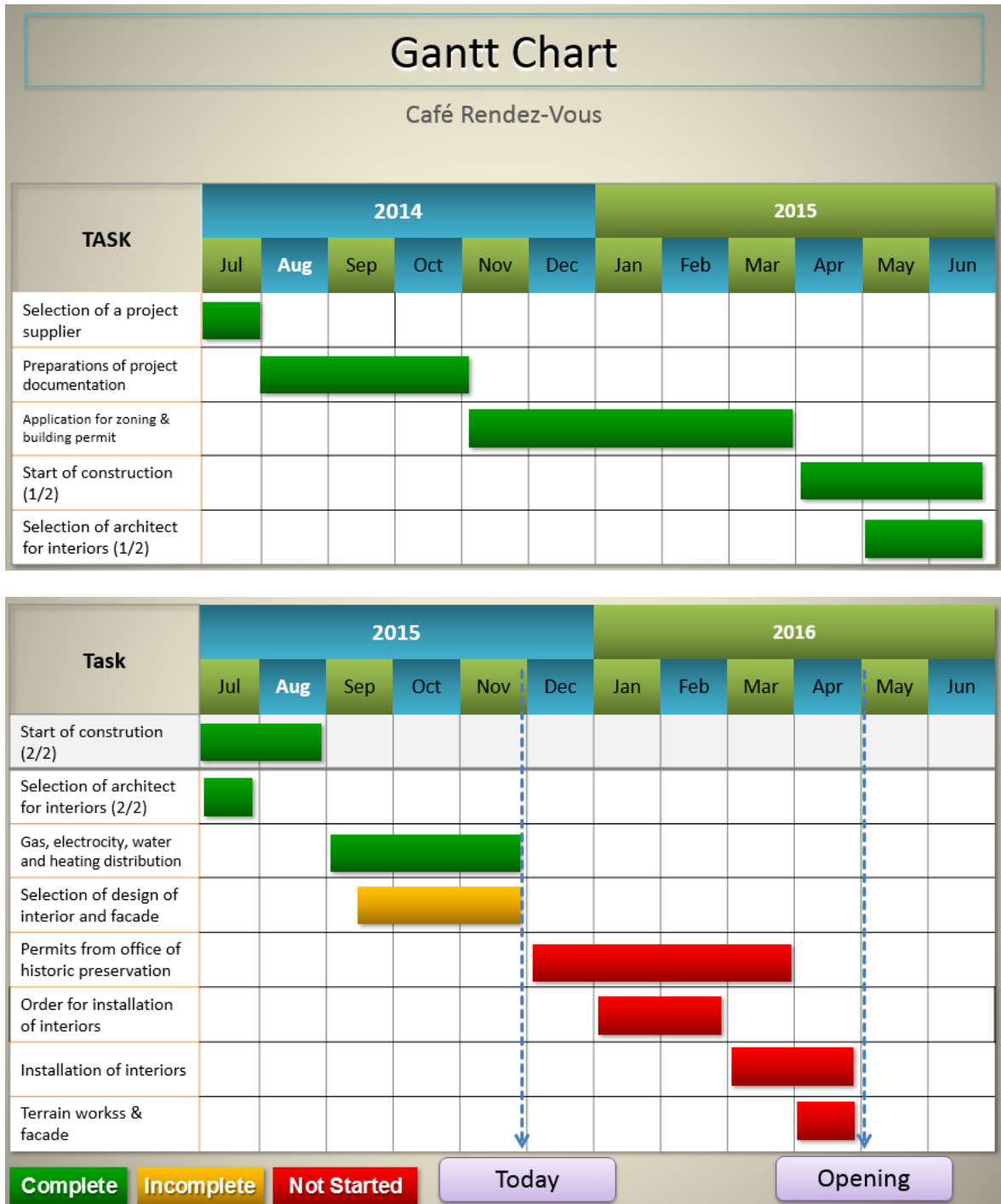
The owner and manager of Café Rendez-Vous will be Ing. Magdalena Blažková. Directly under her will be a deputy who will take over the responsibilities of the manager in case the manager is not available. This person should be capable of conducting the company, organizing orders and suppliers. The other employees will be subordinated to the manager or to the deputy manager. As the company will be mostly a family business it should be easier to take over the manager's job and also as such the rate of risk is very low which is good for business.

Figure 7 – Business organisation



### 13. Operational Plan – Gantt chart

Figure 8 – Gantt Chart



Source: own data

Figure 8 shows some of the main parts of the creation of business in the time schedule. It starts in summer 2014 with selection of project supplier. After the supplier was chosen, the preparation for project documentation had started. These documentation papers were necessary for further steps. The next step was application for zoning and building permits.

When these had been gained the construction could have started which was in April 2015 and ended in August 2015. During this time the research for interior designer had started and it finished in July 2015. The suppliers for gas, electricity, water and heating distribution were chosen between May and June and then in October 2015 these works were finished. At that point (October 2015) we started selecting the interior design but we still have not taken the final decision. In December 2015 we have to ask for the permit from office of historic preservation in order to obtain permit for the colour of façade. For this part there is time till April when the façade should be finished. At the beginning of January we have to order the installation of interiors and then in March it should be installed. If any of those two steps are not finished on time then the whole creation will be postponed as well. The opening was set at the beginning of May 2016.

There are also other parts needed for creation of this café but in this part there are mentioned the most important ones for the creation of building and its interior.



## 14. Financial Analysis

### Start-up costs

Figure 9

<b>ITEM</b>	<b>In CZK</b>
<b>Building</b>	1000000
<b>Reconstruction expenses</b>	500000
<b>Company logo</b>	1000
<b>Webpage</b>	5000
<b>Fliers (design, print, distribution)</b>	2500
<b>Advertisement in newspapers</b>	5000
<b>Legal service</b>	2000
<b>Total</b>	1515500

Source: own data

The biggest expense for this start-up is the building itself as it is a brand new construction. As the building was reconstructed there are also some reconstruction expenses to consider. Both of these items create the bulk of the expenses. Other items covered here are: the creation of a company logo and other marketing materials such as fliers and advertisements, and legal services.

## Equipment

Figure 10

ITEM	calculation	In CZK
<b>Bar (design and construction, equipment)</b>	1 x 200000	250000
<b>Table</b>	8 x 3000	24000
<b>Chairs</b>	8 x 1000	8000
	8 x 2000	16000
<b>Lights</b>	8 x 1000	8000
	10 x 500	5000
<b>Clothes for employees</b>	6 x 1000	6000
<b>Toilettes</b>	3 x 2000	6000
<b>Urinal</b>	1 x 1500	1500
<b>Washbasin</b>	2 x 1500	3000
	1 x 700	700
<b>Battery - tap</b>	2 x 1000	2000
	1 x 500	500
<b>Audio equipment</b>	1 x 5000	5000
<b>Decoration</b>	1 x 10000	10000
<b>Total</b>		345700

Source: own data

The item with the highest price tag is the bar, which covers all the equipment needed for the production of all the café's services. That means whole kitchen unit covering the sink, fridge, freezer, coffee machine, baking machines, crepes pan, cups, glasses, cutlery and other dishes, as well as the cash register. The other important items in this section are the bathroom equipment such as toilettes, urinals, washbasin, and taps. And the last part is for the comfort of customers – the chairs and tables, lights and decorations, all done in the retro French style, as well as audio equipment.

## Cost Sheet – monthly

Figure 11

ITEM		In CZK
<b>WAGES</b>	wages (gross)-fulltime	36000
	part time	7000
	manager	25000
	health insurance total	6120
	social insurance	17000
	total wages incl. insurance	91120
<b>OTHER</b>		
	cellphone	500
	internet	2000
	energy	10000
	storage	30000
	total	42500
<b>TOTAL</b>	Wages + Other	133620

Source: own data

The most significant item of total monthly costs are the employee wages which constitutes 51% of the overall amount. It is composed of gross wages for two full-time employees, two part-time employees, and the manager. The employers' share of insurance is 18% of the monthly costs, covering the social and health insurance for employees.

The second part of this chart is called "Other" and it includes costs for the internet, phone line, storage and energy. The storage, 22% of the total, is composed of stockpiles of coffee, soft drinks, alcohol, ingredients needed for meals, and hygienic products.

## Sales

Figure 12

	<b>Est. customers/day</b>	<b>In CZK</b>
<b>1 day</b>	32 customers x 150 CZK	4800
	4 customers x 300 CZK	1200
<b>Total per day</b>		6000
<b>Total Per month (30days)</b>		180000
<b>Total per year</b>		2160000

Source: own data

Sales were calculated based on the assumption that the café will have 32 visitors every day who would spend 150 CZK each, and four customers who would spend 350 CZK. As the capacity is 16 places the assumption is that there could be at least twice as many customers per day. The amount of money spent was deduced from the market research survey where the majority of respondents stated that they spend 150 CZK when visiting a café, but there is also a group of respondents who spend more.

## Income Statement

Figure 13

	In CZK
<b>Sales</b>	2 160 000
<b>Costs</b>	1 603 440
<b>Gross profit</b>	<b>556 560</b>
<b>Income tax - 19 %</b>	105 746
<b>Net profit</b>	<b>450 814</b>

Source: own data

## Balance Sheet

Figure 14

Assets		Capital and Liabilities	
Item	in CZK	Item	in CZK
<b>Cash/Bank</b>	556 561	Income tax	105 747
<b>Stock/Inventory</b>	36 500		
<b>Total current assets</b>	<b>593 061</b>	<b>Total current liabilities</b>	<b>105 747</b>
<b>Furniture/Equipment</b>	345 700	Owner's equity	1 897 700
<b>Buildings</b>	1 500 000	Profit - current period	450 814
<b>Other Start-up costs</b>	15 500		
<b>Total fixed assets</b>	<b>1 861 200</b>	<b>Total owner's equity</b>	<b>2 348 514</b>
<b>TOTAL ASSETS</b>	<b>2 454 261</b>	<b>TOTAL CAPITAL &amp; LIABILITIES</b>	<b>2 454 261</b>

Source: own data

These calculations are estimated financial statements at the end of the first year of business. In the first chart you can see that the sales exceed costs and that profit was generated. The gross profit is 556,560 CZK and after applying the income tax which is 19% we get the net profit which is 450,814 CZK. This same item can be seen in the Balance Sheet on the side listing Capital.

The other chart above depicts the Balance Sheet. The overall actives and passives are 2,454,261 CZK. The most significant part of the actives are total fixed assets which include items such as equipment, the building and its reconstruction and other start-up costs Another important item is cash which represents the gross profit. All fixed assets and stocks are covered by owner's equity in amount of 1,897,700 CZK. One advantage is that

we did not have to take any loan from the bank. As mentioned above we applied income tax which is a liability for tax authorities. The Income tax is 105,747 CZK.

## **15. Risk Evaluation**

During normal business activity there will be lots of risk factors that will influence the café. These factors have to be identified and it is necessary to take steps to prevent them from happening. There are several potential risks, and they can be divided into several areas.

### **Financial risks**

One of the main risks that can influence the business right at the beginning can be the fact that the owner has incorrectly estimated the amount of financial resources needed for initial expenses. If a thorough and detailed cost estimation is done at the beginning it can prevent or eliminate this risk.

Another risk is that the investor does not ensure certain amount of money in certain amount of time. Most companies do not have enough of their own financial resources so there is a need for other resources such as banks etc. There might be a case that a bank would not want to invest its money and that is why a detailed business plan is needed as it can prevent this situation.

Among the financial risks there is the chance that customers would not want to or have the disposable income to spend the money at the café. One solution for this situation can be that the café would offer specials for lower prices.

Concerning the finances you cannot forget risk of low turnover. This can happen when you count on a higher number of customers, which would create certain average turnover. To eliminate this risk we can count the future turnover based on a lower number of potential customers.

### **Technical risks**

Among the technical risks that can appear even before the opening are that the construction was performed improperly; that could include budget failure, failure of time management, or poor quality construction. The consequences of these risks can be very significant. This leads to the need for higher financial resources and often means it is impossible to open the business on time. Improperly performed construction can also have future consequences which would mean additional finances needed for repairs. That is why it is very important to choose a company with good references, set the deadlines and make sure they are met.

### **Risk of choosing a bad supplier**

Having a good supplier is also one of the most important parts of operating the café. The owner of the café should set the criteria that are important for her and then choose a suitable supplier accordingly. To help decide which supplier would be the best possible can it is good to run an analysis of suppliers and create a chart where the advantages and disadvantages are clear and visible.

### **Marketing Risks**

These risks are found in insufficient or poor-quality promotion. If the target market was not properly informed about a new café opening that would be a big mistake. To reduce this risk it is very important to have interesting and attention grabbing promotional materials which will be distributed in the right places online and in person where potential customers can be found.

### **Personnel Risks**

Among risks concerning the café are poorly chosen employees. In the café operations the employees will be a significant factor influencing the turnover and return of customers. If the employees are not working well it can have very bad impact on the company and its future. To prevent these risks it is necessary to choose them very carefully at the beginning, give them relevant training and then monitor them on daily basis.

## **16. Summary and discussion**

Café Rendez-Vous will be situated in the centre of town in Kosmonosy near a bus station, post office and town hall. The café will be in the French style and will offer coffee, alcoholic and non-alcoholic beverages, sweet crepes and savory gallettes, baguettes, croissants, and other food and beverages. Based on the competition analysis there is no direct competition.

Market research was done through a questionnaire which contained short questions with multiple choice answers. The number of respondents totalled 56. All respondents live in Kosmonosy, Mladá Boleslav or the surrounding villages. The research revealed that more women than men frequent cafés and the purpose was mainly in order to chat with friends or family. The age of respondents was mainly 21-30 years, frequency of attendance one-two times per month and most respondents spend 101-150 CZK per one visit.

One of the most important things to make the café work is its promotion. People are not used to having such a café available in Kosmonosy and so steps must be taken to inform target customers. These will be fliers, print advertisements, and the café's website. The café will employ two full-time workers and two part-time workers, then there will be the manager/owner who will be responsible for the whole organization and a deputy to help in the absence of the manager.

The café will be established based on a trade licence and the estimated overall start-up costs will be approx. 2,000,000 CZK. In order to maintain viability the company must make a profit and as such must engage in revenue generating activities. If the sales total 6,000 CZK per a day then the net profit per year will be approx. 450,000 CZK. Possible risks were also taken into consideration as in necessary in order to be prepared for less-than-ideal situations.



## **17. Appendices**

In the appendices there are selected informative materials such as proposed design or marketing survey.

### **Appendix 1:**

Proposed design of interior

### **Appendix 2:**

Proposed design of exterior

### **Appendix 3:**

Proposed logos

### **Appendix 4:**

Marketing survey (Czech)

## **18. Conclusion**

The aim of this diploma thesis was to create a business plan for the establishment of a café. When starting new company a business plan is one of the most important tools that should be used because it helps the author consider all pros and cons of a new enterprise more realistically. A strong business plan enables a businessman to analyse the market to discover the demand for the intended products or services, to detail the capital needed, to identify an ideal location, and to plan for the proper marketing. These factor are especially important as analysing each can help mitigate potential risks.

The first part of this work was focused on important aspects of a business plan which should help to establish a successful new company with several types of business plans and their variability mentioned. The various ways a business plan might be created were stated, as were the tools that can be used. The practical part of the thesis was based on the literary analysis from the theoretical part. In this section some of the suggested tools from the theoretical part were employed. In the practical section there is a description of the company, analysis of the market, and an analysis of potential customers and competition which was based on market research. Also a financial analysis was done to set the estimated start-up costs and to see if the company can turn a profit.

It follows that if you keep to these steps, the whole project should work. In the evaluation of this business plan there are several things to be cautious of: the calculations of sales were set with the assumption of a constant number of customers, high quality personnel, and desirable products and services. A problem-solving attitude and approach should be adopted as this can help identify any issues early and solve them quickly to ensure the company is as prosperous as possible. In conclusion this plan for the establishment of Café Rendez-Vous shows the project to be both feasible and economically viable.

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## **20. List of figures**

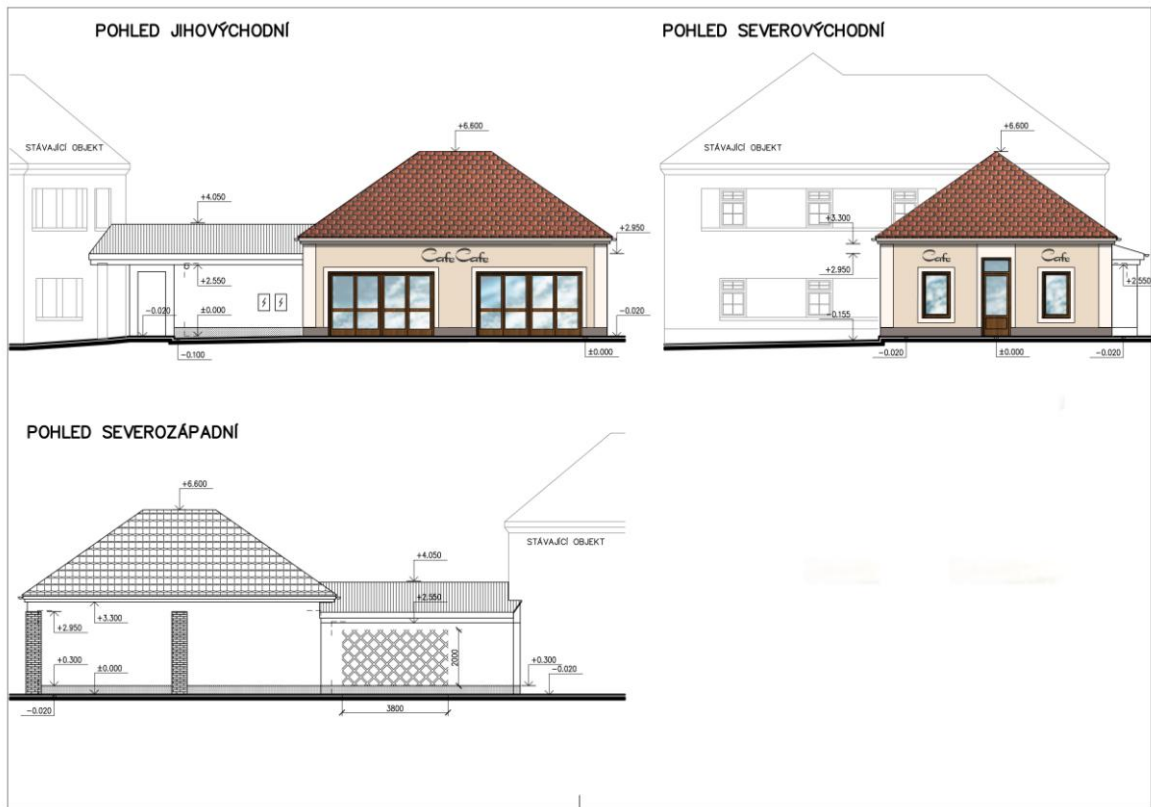
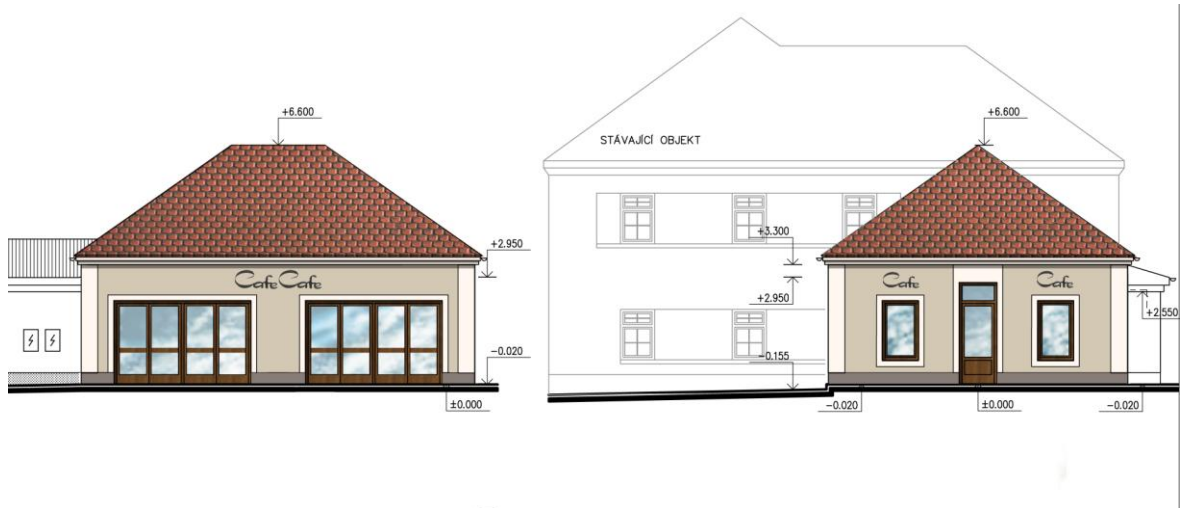
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# 21. Appendices

## Appendix 1: Proposed design of interior



## Appendix 2: Proposed design of facade





**Appendix 3: Proposed logos**



## Appendix 4: Marketing Survey

### Pohlaví

žena  muž

---

---

### Věk

15-20  
 21-30  
 31-40  
 41-50  
 51-60  
 60+

---

---

### Navštěvujete kavárny

ano  ne

---

---

### V případě, že ano - jak často?

denně  
 1-2x týdně  
 3-5x týdně  
 1-2x měsíčně  
 3-5x měsíčně  
 6-10x měsíčně  
 10x a více  
 jiná odpověď

Napište vlastní odpověď

---

---

Zbylé 100 znaků

### Jakou peněžní částku utratíte při návštěvě kavárny

- do 50 Kč
- 51-100 Kč
- 101-150 Kč
- 151-200 Kč
- 201-300 Kč
- 301-400 Kč
- 401 Kč a více

### V jakou denní dobu kavárny nejvíce navštěvujete

- 7h - 9h
  - 9h-11h
  - 11h-13h
  - 13h-15h
  - 15h-17h
  - 17h-20h
  - 20h-22h
  - Jiná
- Napište vlastní odpověď

Zbylo 100 bodů

### Jakou kávu si nejvíce objednáváte?

- Espresso (malá káva)
  - Espresso lungo (káva s jednou dávkou espressa dolitá horkou vodou)
  - espresso s mlékem
  - cappuccino
  - café Laté
  - Jiná
- Napište vlastní odpověď

**Z jakého důvodu kavárny navštěvujete?**

pracovní schůzka

posezení s přáteli/rodinou

jiný důvod - uveďte jaký

Zbývá 100 znaků

**Jakou kavárnu nejvíce navštěvujete v Mladé Boleslavi?**

Zbývá 250 znaků

**Jakou kavárnu nejvíce navštěvujete v Kosmonosích?**

Zbývá 250 znaků

**Jste spokojen(a) s množstvím a kvalitou kaváren ve vašem okolí?**

ANO

NE

Jiná