



Alex's Music Cafe

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1. Introduction and Executive Summary

This business report is a business outline for a music café based in Cardiff, Wales. This plan will consider the different products and services that will be provided in order to make a profit and help the business become successful in the ever-growing and changing scenery of Cardiff city centre. Not only this but it will become a home hub for musicians and artists to help them and the music community feel included and give them a space where they feel they can express themselves comfortably.

The business plan will include primary and secondary market research to help establish where the music café fits in but also understand how to stand out among the other cafes and small music venues. A competitor and SWOT analysis will be conducted, as well as risk and traffic management to make sure the operations of the business will not have a negative impact to those around the venue and those within the venue from employees to customers. Additionally, a small hypothesis on how the business will run post-pandemic will be included.

The report will include how the business will operate with the logistics behind each choice, and a budget sheet that has all the costs and prices alongside the choice of suppliers for things such as equipment for open mics and any stock that cannot be homemade. A financial forecast will be created plus a back-up plan if the financial forecast shows the business failing.

It is only through extensive research on other companies alike where the business plan will be able to flourish and thrive so that it can work.

The café will be called 'Alex's Music Café' and will operate 6 days of the week, with various event nights and open mic afternoons. The music café will offer the usual hot beverages, such as coffees and teas to those early risers in the mornings, and be open until the evenings as the café changes its drinks menu to a wonderful selection of cocktails suited to the music theme of the day.

Cardiff is known for its up-and-coming music scene amongst the budding university students, however, because of the growing numbers in students a lot of small music venues have had to close due to new student accommodation being build. 'There [has been] 23 separate developments opened, approved and under construction in Cardiff' (Hayward, 2018). Gwdihw Bar was amongst the small music venues affected as well as two restaurants on the same road where they were demolished because of a new student accommodation. 'Thousands protest against the shutdown of' the famous street, Guildford Crescent, yet the council still went ahead with the planning and reconstruction (Agarwal, 2019). This can be taken as a positive as it shows many are willing to fight for small music venues and it also shows they still want them, which means there is a place for 'Alex's Music Café'.

'Alex's Music Café' will help the community by trying to be as environmentally friendly as possible, by using recycled materials and paper packaging to help keep the plastic pollution down to a minimum. A report by the Environmental Audit Committee in 2018 stated, 'the UK throws away 2.5 million disposable coffee cups every year, and less than one per cent of those are recycled' (Petter, 2019). This has resulted in some coffee shops offering discounts 'to those who bring reusable cups' as the government has introduced a '25p latte levy on disposable coffee cups' (Petter, 2019). This will be taken into account when finding the right suppliers for the recycled cups as well as the discount for anyone who brings their own drink containers for takeaway beverages.

A traffic management plan will be conducted to help with stocking the café and to make sure any vehicles needed will not be used in peak times so the business doesn't interrupt the city traffic as well as the businesses in the surrounding area. This will follow a noise management plan for when there are open mics during the day and the live event nights on the various days during the week. This will be helpful in keeping the peace amongst the other businesses to make sure they aren't disturbed and that the events will not bother those around the venue. A risk management plan will also be conducted every week and updated on the specific event nights to avoid any emergencies. 'Alex's Music Café' will be a wonderful and exciting place to be for everyone in the city.

5 W's

The five w's 'in business is a simple and effective method that helps you analyse a context in a given situation... this notion of project management helps you ask the right questions' and be able to answer and solve problems 'more efficiently' (Singh, 2020). For this music café to work the five w's are as follows:

1. **What? (Key revenue streams)** Music café that will cater to different styles and genres of music by having themed events and open mic times on specific days or weeks. The music café will offer the usual hot beverages, like teas and coffees, from the early hours of the morning to attract those who travel to work and stay open in the evenings as the café changes its beverages to cocktails to attract the after-work crowd. Alongside the beverages there will be breakfast pastries, cakes and savoury snacks available to buy. On certain days there will be an opportunity for musicians to attend the open mic time during the day to showcase their work. There will be a dedicated space for those who come in to do some work or meetings and need plug sockets. This is so they don't take up space in the main area of the café during the day for other customers, and so they don't get disturbed either. The café will also host monthly art exhibitions to help bring back interest in local artwork and to make extra profit for the café.
2. **When?** Open 7am – 7pm (10pm on event nights.)
3. **Where?** Cardiff city centre
4. **Who?** A small team and I of employees will be running the café to begin with. The "who" also includes customers and the competition as well.
5. **How?** By researching the best location and asking Cardiff Council about business rates, as well as researching other cafés to find out their prices and opening times. What are the busiest times and who are their customers to find out who their target audience are? Which cafés are the best placed around the city and how they advertise themselves and the business? When researching the competition, it is also worth knowing what the layout is inside the venue and seeing how their seating areas look down to the size of their tables.

Another "how" is figuring out the amount of money needed to set up the business and the funding/grants available for start-up businesses. A theme for the café will be chosen so the customers can identify where they are when they enter the venue, and the theme can help the café stand out from the other cafés. As the café will be hosting

open mic times it is worth finding the equipment needed for the open mics, but also if it is worth renting the equipment or buying the equipment outright.

1a. Business and Owner Details

Business Name:	Alex's Music Café
Owner(s) Name:	Sharon Manganaro
Business Address and Postcode:	46-48 Barrack Lane, Cardiff CF10
Business Email Address:	alexmusiccafe@gmail.com
Business Telephone Number:	07539997626
Home Address and Postcode:	27 Glenroy Street, Cardiff, CF24 3JX
Home Telephone Number:	07539997626
Home Email Address:	sharon.manganaro@gmail.com

1b. Owner's Background

Sharon Manganaro has worked in the hospitality industry for 4 years and counting. She has an extensive understanding of how to engage with customers and offer excellent customer service to the point of wanting to own and run her own business. As the years of the business goes on, she wants to expand the business by attaching a recording studio to the back of the café for musicians to use. Sharon Manganaro has realised it is time to turn her ideas into something real.

Sharon Manganaro has completed an undergraduate degree in 'Popular and Commercial Music' and has followed that by completing a masters in 'Music Business'. This has given her profound knowledge of the music industry and has been able to increase and perfect her skills. For example, working in a team on a project to meet deadlines by communicating with the team members clearly, being organised with work and having great time management. This is important when wanting to run a business and working with a team of employees to ensure the business is successful.

2. Products and Services of the Business

The music café will sell a range of products and services that will help generate revenue and interest in the business. As the café will be open six days a week, each day will be advertised with a specific pastry or cake that complements the genre or music chosen. For example, Motown Mondays with muffins (appendix A). The alliteration used will help with advertisement and additionally help the customers remember what is sold and played each day. When the café changes over to the evening the drinks menu will include cocktails that will also be tailored to the day, for example, on Motown Monday the cocktail of the day will be Mai Tais. A Mai Tai is a rum-based cocktail that has a very tropical taste, which I believe suits the colourful rhythm of Motown music. This idea came from an award-winning cocktail bar called Lab 22 in Cardiff. They served different cocktails with different cakes and this attracted a lot of customers in to try (Lab 22 Cardiff, 2021).

On top of the food and beverages, there will be open mic afternoons on selected days that musicians and bands can book in advance through the café email in order to perform. Depending on how many musicians choose to perform, the open mic will start at midday and end at two o'clock. Those who perform will be rewarded with a complementary hot beverage and cake or pastry. This will help draw interest from local musicians as they will be enticed by the reward and it will also help the musicians by giving them a place to perform their music to new listeners. The live music nights will operate in a similar way with musicians contacting us to play and being rewarded a beverage for performing whilst on dedicated evenings. There is a bar in Cardiff, called The Live Lounge, that had live music from midday to midnight before the pandemic hit. However, the performers who played only did covers and it was the same genre of music they covered each day of the week (Live music in Cardiff | The Live Lounge, 2021). The sound engineers during the day will be contacted through the universities in the area so that they can gain some work experience during the day. Different years of the university students will be requested as it will give them a chance to get to know each other like a real sound engineering job. For the live event evenings, a professional sound engineer will be hired. This is so the nights are a bit more professional and it saves on hiring a specialised sound engineer for the open mic during the day.

Within the café there will be a space dedicated with work benches and plug sockets for customers that would like to use the café as a basis for interviews and work-related activities. This space will be separate from the rest of the café so the customers using this area aren't taking up tables other customers can use that are in a bigger group, but also so those working won't be disturbed.

After the business has been running for a couple years and is making a profit, there will be plans to incorporate a recording studio. The main reason for not adding the studio straight away is because it will be too much of an expensive cost for a first-time business. There will also be some steps to take in order to make sure the studio is sound proofed to not disturb the businesses around the venue as well as looking into any extra licence needed for the extension.

3. The Market

3a. Target Audience

The target audience, or customers, for this business is quite simple. Other than the simple fact of those who enjoy a warm beverage accompanied by a delicious treat and live music, knowing the target market will help when it comes to advertising and bringing the customers in to the premises. 'People who love the taste [of coffee] spend more than \$30 billion annually on regular and specialty cups of the hot beverage', meaning there will be customers guaranteed to come into the café and as long as the coffee suits their taste buds, they will be back (Quain, 2019). Below is the target audience broken down into two tables, by their demographics and psychographics, to have a visualisation of what the ideal customer is to the business.

Target Market	Demographics
Age	18-60
Income	Low to high
Location	Local
Education Level	University and above
Marital or family status	Any
Occupation	Students, employed or OAP
Ethnic Background	any

Target Market	Psychographics
Personality	Adaptable/ compatible
Attitudes	Positive and active
Values	Socially Conscious Customers
Interest/hobbies	Music
Lifestyles	Healthy/ professionals
Behaviour	Calm and/or happy
Ethnic Background	any

‘In the UK, people drink 95 million cups of coffee per day’, which has increased by 25 million over the last ten years’ (Ceuta, 2019). Broken down further, 65% are those who drink coffee in the comfort of their own homes, 25% drink coffee in their workplace or whilst they are studying, ‘and the rest is consumed in shops’ and other venues (Ceuta, 2019).

‘In 2018, the live music industry was worth 1.1 Billion British Pounds to the UK’ and has created 30,529 jobs in the industry (Statista, 2020). This number has now increased to ‘£1.3 billion to the UK economy in 2019, a 17% increase’ from the year before (Music by Numbers, 2020). Now that the Covid-19 has hit, there has been a drastic fall in the live music sector due to social distancing preventing live music from happening and travelling had to stop. This affected the tourism and has affected artists from touring. It has been devastating for small music venues to stay alive as many were grasping at straws and facing foreclosures. This is why ‘Alex’s Music Café’ will take the pandemic into account and add safety measures for customers and musicians and have a back-up plan in case a national lockdown happens again.

3b. Why?

The unique selling point (USP) will help customers choose ‘Alex’s Music Café’ over other businesses alike. For this café it would be the live music such as open mic days and nights, as well as the different themed days of the week. There are many more factors that weigh in the decision of the customers, such as:

- **Price** – This is one of the main reasons as the price of the product is sometimes the reason customers choose one business over another one. In some cases, ‘the loyalty to the company is because of the price, not the company’ (Hyken, 2018).

- **Convenience** – Often customers are willing to pay more to have an ‘easy and frictionless experience’ (Hyken, 2018). This can include the use of apps or making sure the delivery of the product is quick.
- **Customer Service** – Having good customer service within your team always helps build the brand reputation and keeps customers coming back because of the enjoyable experience. The way a customer is treated always reflects in building the business as they would share their experience with others, which then brings more customers in.
- **The Culture** – The organisation behind this is how the business is then affiliated with others. The values of the business should be coherent with the customers. For example, having recyclable material or making sure the packaging is environmentally friendly.
- **A Cause** – This is similar with the culture and values of the business, however, it ‘is more about giving back and the community involvement’ (Hyken, 2018). For example, some of the proceeds made will be contributed to a charity or hosting charity events.
- **Trust** – Making sure the business does what is advertised helps build trust amongst the customers and also adds to the reliability of the brand.
- **Reputation** – Reading reviews left by customers can help when making the decision between businesses. Building the right reputation is vital especially as a new business wanting to succeed.
- **Consistency** – Being consistent is important as the lack of consistency can be detrimental to the café’s reputation and trust. ‘You want customers to use the word “always” to describe their experience with you’ (Hyken, 2018).
- **The Way** – This is how the business is run, from the hours the café is open to the policies and the process of operation. This can help interest a customer and can be the reason the customer comes back. Another way is how the business is advertised, for example, to attract the younger target audience social media would be used. For the older generation an advertisement in the newspaper or an emailing list would be used.
- **The Why** – All the reasons above will contribute to why a customer chooses ‘Alex’s Music Café’. Once it is clear why the customer comes back it is easier to meet the reasons and apply it to a larger group of people and bring back more people.

4. Market Research

A questionnaire was conducted for potential customers for the music café in order to find out what would interest them and to help the café identify what is most important when it comes to the operations of the business (see appendix B). The first question, ‘If you had a coffee shop that became a live music venue in the evening what would you expect from it?’, had similar responses towards the music aspect of the café. They want the quality of the music to be great and for the live acts to be local ‘up-and-coming new artists’. They also want diversity within the genre of music as well as a good sound engineer to make the quality of the music better. The atmosphere of the venue was also mentioned, which is ‘cozy and intimate’ and ‘remain chill’ because it is a café and not strictly a bar.

The second question was about the location of the venue, most answers were ‘near public transport’. The second answer was ‘near your neighbourhood’, and lastly ‘near the

centre of town'. Luckily the location chosen for the venue reflects these answers (PrimeLocation, 2021).

The third question asks what is most important to the customers, as mentioned earlier the quality of live acts was very popular and all the options given were also important to those who answered the questionnaire.

Lastly, the final question was 'Do you think Cardiff needs a new small music venue?' and almost all who answered said 'yes'. It is obvious that those who live in Cardiff want a new small music venue and are willing to go if there is good quality live music with a good atmosphere.

Whilst it would have been ideal to get a competitor questionnaire, none of the companies I reached out to answered or returned any calls or emails.

5. Market Strategy and Promotion

The market strategy used to reach the ideal customers will include various different elements. As seen in appendix C the full break down of the marketing strategy and how much each individual component would cost. The Prince's Trust business plan template used a table to show the market strategy needed in order to see how the business would market the venue (The Prince's Trust Business Plan Pack, 2012). Word of mouth is the most convenient and free way to advertise the business, and this can only be done by giving an excellent and memorable service. Making sure they enjoy the product and service provided is crucial towards making this strategy work.

Free Wi-Fi is a selling point for Starbucks, which means it is a good selling point for 'Alex's Music Café'. Allowing the customers free access to the internet then gives them a chance to advertise the business by themselves as they can upload pictures of the venue with a good connection to the internet to do so. This also comes hand in hand with making sure the venue looks appealing to them by having lots of light and cool aesthetics.

Another marketing strategy would be the electrical outlets available for customers to use if they are completing work or have interviews for example. The plug sockets chosen also have space for a USB cable that then provides more socket space for other electrical appliances, such as mobile phones as they are important to almost everyone now. It also helps when the customers take pictures of the venue and they need a charged phone to upload the photo to social media.

'Loyalty programs are a must for coffee shops' (Ingham, 2019). This works for the music café as the business can have two separate loyalty cards, one for the hot beverages and one for cocktails in the evening. This always persuades customers to come back knowing they can get a beverage for free. Customers always enjoy something free and being rewarded for being loyal is something that is important. Not only this, the loyalty cards will be environmentally friendly and recyclable. This helps with making the values of the music café known and accepted amongst the culture of the clients. Knowing they will get something for free as well as the card not being damaging to the environment always makes customers happy and even mother nature herself.

Movable street signage is a nice classic way to market the venue. Making sure it is easy to read for those walking by and adding any deals or specials can help influence customers to walk in and buy something. Keeping the name of the business clear with bright colours at the top can also be very memorable too.

Window Signage is another easy strategy, especially for opening times and to help establish what kind of business the venue is inside.

Menus are very important when it comes to marketing the business. The ones chosen for the music café will also be environmentally friendly and will have all the drinks and prices clear to see to help customers make their decision on whether to buy a product or even step inside to see what the café is all about.

Social media will be useful for targeting the younger generation by advertising the different deals and themes of the café as well as the live shows taking place. 'Promote [the shop's] events and sales to customers on [the business'] social media channels while maintaining an active, more conversational presence' (Ingram, 2019). Moreover, it will be useful to gain the attention of musicians for the open mics and themed evenings.

The local newspaper and music magazines will be contacted for small advertisements to target the older generation. Within the advertisements there will be a coupon or discounted voucher for them to use in the café during the day.

5b. Logo

The logo of the café needs to stand out and make it clear to customers what the business entails. The reason behind the name, 'Alex's Music Café', is because having a person's name in the title of a business, especially for a café, adds to the feeling of being welcome and comfortable. Knowing a person's name helps towards starting a friendship, this is why there is a name in the title. The logo helps to identify the brand and was created using 'Logomaker.com' (see appendix D). It is clear by the microphone and the headphones that the business involves live music and from the name underneath it confirms it further and helps the customers understand what is involved within the venue. The logo is simple yet stylish and sleek but also looks professional especially on any merchandise, such as adding the design on a t-shirt in the future, which can help magnify the awareness of the business. The logo will be used on all the social medias, menus, loyalty cards and inside the venue where appropriate. For example, on mirrors in the bathrooms and any mirrors in the venue. As most customers would use the mirrors to take pictures, having the logo placed in the middle or slightly in the way of the picture frame, helps spread the brand onto their social media and wherever the customer posts/shows the picture. This is a smart way to gain attention from the younger generation that enjoy taking pictures of themselves and their surroundings.

6. Competitor Analysis

Using 'The Prince's Trust Plan Pack's' table template, it was clear to see the strengths and weaknesses of the competition and work out how to make 'Alex's Music Café' function better and more sufficiently (appendix E). Starting with the bigger coffee shop chains, most customers mentioned that the drinks were overpriced, and the premises were never cleaned to a high standard. Now that Covid-19 has taken over, it is essential that the premises is cleaned regularly as well as the seating areas and any other part of the venue where the virus is likely to spread. In 2018, there was a study performed on office environments. A swab showed an '18% increase in microbiological activity when office workers switched desks every day. This study also found that fixed desk use by the same colleagues have 32% less microbiological activity than shared (hot) desks' (Horne, 2018). Bringing this knowledge to

coffee shops where customers use the seating areas for their work and use their laptops, and this space is constantly recycled with the same people, it can cause a build-up of bacteria if no precautions take place. 'American researchers conducting a 13-month study found 4,800 surfaces in office buildings were [labelled] "officially dirty". Taps, microwaves, computer keyboards and fridge doors were the dirtiest surfaces' (Sander, 2018). To avoid the spread of anymore illnesses, the café will make sure when cleaning the surfaces, a clean paper towel will be used instead of using the same tablecloth for every table as this then becomes unsanitary. This will be a common practice for the bathrooms too. Posters will be placed in the bathrooms to remind the customers to clean their hands and hand sanitiser will be placed on every table, entrance and exit. When it comes to live music venues, "Concert halls and theatres are not places of infection," said Dr Raphael von Hoensbroech' (Reilly, 2021). This was said after a study was conducted at Dortmund's Konzerthaus in Germany. The study was carried out over three days last year to 'analyse the movement of airborne particles in an indoor environment' (Reilly, 2021). The team that did the test concluded with 'the risk of infecting someone "through aerosol transmission can be almost ruled out", providing that the venue has sufficient fresh-air supply, and all attendees are wearing facemasks' (Reilly, 2021). This will be taken into account for when the café has live event nights by keeping a constant airflow in the building and asking that everyone wears a mask unless they are consuming beverages.

As the list for the competitors goes on it is clear that the quality of the product and service is important for customers, together with the price of the product too.

For 'The Little Man Coffee Co.' there was a complaint that the beverage a customer ordered did not come in the correct cup. This will be considered for the music café for both hot and cold beverages, especially if the café will also offer cocktails in the evening.

The atmosphere and the seating availability and positions was a comment that appeared a lot when describing the venues. It is clear that the aesthetics and the seating area are very important factors when it comes to pleasing the customers, and as mentioned before it is a great marketing strategy.

When it came to the live music venue competitors, the way the security behaved towards customers was highlighted. Not only is the customer service from the employees inside the venue important but the service from the security also. Especially when keeping a friendly atmosphere, it is imperative that it comes from everyone that works in and outside the venue.

When the customers mentioned the food, one of the venues did not provide them with a vegetarian or vegan option. This is necessary if the venue wants to be inclusive to everyone and their needs. On top of that, different types of milks and decaffeinated coffees and teas. This will help to boost the music café's reputation and expand the number of customers that enter the venue.

Lastly, the sound and quality of the music is crucial. Hiring a good sound engineer that can balance the music from the band or musicians playing can really benefit the overall atmosphere and help the customers enjoy the music more. Additionally, it helps with bringing the customers back because they would remember having a good experience from a good quality live event.

Overall, the customer service needs to be exceptional and the cleanliness of the venue needs to be of top quality also, particularly the bathrooms. The prices of the products cannot be extortionate and the wait time to receive said products cannot take too long. The aesthetics of the venue need to have lots of light with the theme of the café running

throughout. There also needs to be lots of seating indoors and if possible, outdoors too. The location of the café should be easily accessible or in good walking distance to the city and some form of public transport. Ventilation is a must, specifically because of Covid-19, mainly so the guests can breathe and not feel as though they are trapped and suffocating in the premises.

It is clear that 'Porter's five forces' is important when it comes to helping a business understand how to operate in their industry. Michael E. Porter wrote an article in 1979 called 'How Competitive Forces Shape Strategy' (Porter, 1979). As shown from the competitor analysis table the power of customers and suppliers is one of the important five forces that can either help or weaken a business.

When the suppliers increase their prices, and the company does the same it does affect how the customer reviews that company and results in the customer not being satisfied with the price of the product and service. Depending on the status of the company, the customer has the ability 'to drive prices lower' and this 'is affected by how many buyers or customers a company has, how significant each customer is, and how much it would cost a company to find new customers or markets for its output' (Scott, 2020). When a company has smaller more independent customers it may be easier for the company to charge higher prices to increase profitability.

The threat of substitutes is one of the five forces and can be used in regard to the music café. 'Companies that produce goods or services for which there are no close substitutes will have more power to increase prices and lock in favourable terms', if there is another company doing the same thing as the music café then the customers are given a choice to move elsewhere, which then results in the music café losing customers and profit (Scott, 2020).

7. SWOT Analysis

Using a SWOT analysis for the business can really help identify where the business can develop positively and in what areas it can fail. SWOT stands for strength, weakness, opportunity and threat. I will refer to appendix F for the SWOT analysis created for 'Alex's Music Café'. One of the strengths will be the different dietary options, as it is important for the café to try and cater to those with dietary requirements. This helps with broadening the number of customers that are able to order and enjoy the food and beverages made available. As veganism is rising amongst the population in the United Kingdom, it is now becoming the new norm to have at least some vegan or vegetarian options. 'According to the Guardian, a record 500,000 people, of whom 125,000 are based in the UK, took the Veganuary pledge...The figure is up by 100,000 on last year's, and doubled the number of people...in 2019' (Oliver, 2021). To add on, supermarkets are seeing a high demand for vegan options as well as food delivery services. Deliveroo, being one of the many food service delivery apps, 'saw the number of vegan restaurants on its app more than double since the last year, with 12,000 restaurants now offering vegan-friendly options' and most of the orders last year were in cities such as, Bristol, London, Manchester and even Edinburgh (Oliver, 2021). It is said that searches for the word "vegan" on the Deliveroo app have 'spiked by 153% compared to the previous month' (Oliver, 2021). With this in mind the 'retail sales of vegetarian food and drink products in the United Kingdom amounted to an estimated 657 million British pounds in 2017. When the category is combined with plant-based alternatives sales for that year, sales

increase to 885 million pounds' (Coppola, 2020). At the end of the year in 2018, the sales have increased a considerable amount of an estimated 'one billion pounds' (Coppola, 2020). This means the music café is almost guaranteed to have customers in that are satisfied with the different food options.

The size of the venue matters when it comes to having a strong relationship with customers. As it is smaller and more intimate, It will be easier to get to know them and have simple conversations asking about their day. These types of relationships are a strength as it can help build the reputation of the brand, particularly if the customer service is brilliant. However, the size of the venue can also be a threat and a weakness. There may not be enough acoustical space for the performers, or generally enough space for lots of instruments of different sizes. This then limits the number of bands that can perform and use the space, additionally the number of customers attending the live shows.

The location of the venue will be in the city centre, which means it will be convenient for the customers to reach and find, and to engage with new customers that walk by and become interested. The purpose of the venue will be clear, and the intentions of the café will help identify that the café is good for the community. This is done by giving the music community a new, fun place to perform. As mentioned previously the university students studying sound engineering will be given a chance to gain work experience at the café by controlling the sound system during the day for the open mic performers. It gives them a chance to see how to work in a real-life scenario and this working relationship helps give them something to put on their CV's as it is hard to gain work experience in that part of the music industry.

Another strength is the cleanliness of the venue. As previously discussed, after the pandemic it is vital to sanitise everything and your hands, however, pandemic aside, it is one of the first things customers noticed when walking into a new venue, particularly the toilets.

Even though the business is new and fresh on the market it can also be taken as a weakness because no customers will know the brand, therefore, they won't know whether to trust if it will be worth them spending their money on. This is also another weakness in the eyes of suppliers. It will be hard to bargain with them because they too have the knowledge of the business being brand new and will most likely take advantage of this fact and charge more than the average amount because they will think that the business does not know or understand how to bargain or what the standard prices are for supplies.

There are many competitors that can similarly provide substitute products and try to take the customers away from the music café. For example, other cafés in the area could start having themed live events too and re-do their business like 'Alex's Music Café'.

Not enough funding can be a major weakness and threat to the business. As the business needs a lot to function when it comes to the operation and logistics side, if the café does not receive the right amount then it can affect the idea behind the whole plan. It can either really delay the project or it can stop it completely. This goes hand in hand with possibly not receiving the right licences needed for the venue itself, for example, an alcohol licence or a music licence to be able to play and have performances.

One possible threat is the unstable economy. The hospitality industry has taken a major hit since the pandemic started. 'In 2019 the hospitality sector contributed £59.3 billion in Gross Value Added to the UK economy, around 3.0% of total UK economic output' but since the pandemic the 'economic output in the hospitality sector was down 90% in April 2020' (Hutton and Foley, 2021). The government then introduced the 'Eat Out to Help Out Scheme' in August of 2020 that helped boost the economic output for the hospitality industry, yet it was still below 'pre-pandemic levels'. Furthermore, 147,000 workers (6%) lost their jobs in

this sector. The 'Coronavirus Job Retention Scheme (CJRS)' stopped the pandemic from increasing the number of unemployed people in the United Kingdom. The number of furloughed workers 'under the food & accommodation sector peaked on 10 April 2020, at 1.6 million jobs' (Hutton and Foley, 2021). After April, this number fell drastically until October when there were two more national lockdowns. The government has since tried to support the hospitality industry by reducing the VAT rate 'and a series of small business grants' and loans, which means there are ways to keep the business afloat if another lockdown were to happen' (Hutton and Foley, 2021). But it is not certain these grants will be able to cover all costs and be given to the music café if other businesses will be applying too.

Brexit can cause serious delays from overseas suppliers, if the business chooses to have them overseas. 'The EU-UK Trade and Cooperation Agreement...(TCA) provides manufacturers with frictionless trade and means the most drastic disruption of a no-deal outcome is avoided, but there are complexities and compliance issues which businesses will need to adapt to' (Pinesentmasons.com, 2020). Many manufacturing companies have had to adapt to the impact Covid-19 has had on them and now need to change and adapt further to follow the new trading relationship between the United Kingdom and the European Union. Companies need to complete more 'paperwork and declarations when moving goods across the EU/UK border' (Pinesentmasons.com, 2020). Even though the TCA has tried to reduce the burdens caused at the borders, there is still some friction that is likely to happen. Now with the pandemic, more time is needed for Covid-19 testing, which can resort to more delays in the transportation of products. This delay can have a serious impact on fresh goods and 'short shelf-life goods such as fresh and live fish' (Pinesentmasons.com, 2020). Moreover, there will be compliance costs for those businesses who need to complete paperwork or for those 'appointing a customs broker to handle it'. This can be detrimental to businesses who have a strict budget to work with. Especially a small café that is new on the market. While the business will more than likely start with local suppliers, if the café intends to expand it will need to foresee the future costs that Brexit will likely implement.

A further threat will be the business not attracting enough attention and can result in no customers and no performers for the open mics and events. This will be prevented by using the marketing strategies mentioned previously. Making sure the business gains positive feedback and reviews from customers is one of the main ways to persuade more people enter the premises and purchase the products.

Noise complaints will likely happen due to the location of the venue and if there are apartment buildings near or on top of the premises. This is why a noise management plan will be used and adhered to so that the events don't disturb anyone by running too late or being too loud.

Making sure the venue gets the right licences in due time is important to be able to run the idea of the café during the day and the live events in the evenings with alcohol being served alongside. Not only the alcohol licence but having the food and hygiene licence too.

8. Operations and Logistics

8a. Licences and Legal Requirements

The first step for setting up the business and getting all the legal requirements is registering the business onto Companies House, which has a registration fee of £40. This will

cover the name of the company so that no one else can copyright it and use it for their own personal gain (GOV.UK, 2021). The next step after finding the perfect venue is the licences needed.

After reading the 'Statement of Licensing Act Policy' that Cardiff Council has released, 'a number of changes have been made to the Licensing Act 2003 resulting from new legislation being implemented' (Statement of Licensing Act Policy, 2021). It dictates that if a venue has amplified live music and/or recorded music 'taking place between 08:00 and 23:00 hours before audiences of no more than 500 persons' then you do not need a music licence. Since the venue is small and the hours of operation with live music will be within the listed times, there is no need to apply for a music licence.

There is a need for the premises license (see appendix G) and the supervisor licence that can be downloaded from the Cardiff council website. The licence requires the full details of the operations for the business. For example, whether the venue will play amplified live and recorded music, and what times during the day the music will be played. The licence asks whether the premises will have certain days, like Christmas Eve and New Year's Eve, where

Figure 1 – Screen shot of page 18 of the Premise Licence

	Cardiff Application for a premises licence Licensing Act 2003	For help contact licensing@cardiff.gov.uk Telephone: 02920871651
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* required information

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LICENSING OBJECTIVES
Describe the steps you intend to take to promote the four licensing objectives: a) General – all four licensing objectives (b,c,d,e) List here steps you will take to promote all four licensing objectives together. In general, those involved in this business wish to provide a safe environment from the morning till the evening. We will make sure that noise management plans and traffic management plans are done to avoid any disruption made to the local community. Their will be information provided to the public attending on the health and safety that is put in place. With any other information regarding safety plans, policies and procedures. b) The prevention of crime and disorder To prevent crime and disorder there will be a full team of security placed by all exits, entrances and around the premises in the evenings. The events that occur will be fully ticketed. Bag checks may be done before entering the premises for the events to look for any weapons, drugs or alcohol and glass bottles. The local authorities will be notified before the events. Challenge 25 will be enforced for the sale of alcohol and amplified music will follow the curfew. c) Public safety Not only will the measures above be put in place but full risk assessments will be carried out weekly to keep up to date with the risks. CCTV will be used in designated areas throughout to give a better view and watch the customers. Barriers will be placed outside the premises entrance doors to direct the flow of traffic and to not let the customers disturb anyone passing by. d) The prevention of public nuisance The curfew for amplified music will be adhered to, so all music in the premises will stop at 22:00. The stage will be positioned away from local housing and the sound levels will be tested regularly. The local residents will also be notified weeks before the event. There will be a clean up crew for any litter dropped in and around the premises. e) The protection of children from harm The events will be advertised for the ages of 18+. Those attending will need to bring a form of ID and proof of age will be checked at the entrance by security. Those working behind the bar are allowed to ask for proof of age and reserve the right to refuse any sales if they believe they are serving a minor with alcohol by proxy. The staff and security will have radios and will follow the procedures put in place for anyone lost.
< Previous 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 Next >

the music may last longer than the listed times. The same questions were given for the use of alcohol in the premises. The licensing objectives on page 18 of the licence asks what steps the business will 'take to promote the four licensing objectives' (Cardiff.gov.uk, 2021). The four objectives, as seen in Figure 1, are: the prevention of crime and disorder, public safety, the prevention of public nuisance and the protection of children from harm. It is vital that these steps are taken seriously and that it is clear what will be done to help keep everyone safe, including those outside of the venue that are passing by, as well as the neighbouring buildings of the business.

Food and hygiene certificates are a must, and all the staff will have level 2 training, which then awards a certificate also (Food-safety.org.uk., 2021). Any managers or staff that have more responsibility will have level 3. This helps with achieving the five-star rating for the café and then allows customers to feel comfortable when entering, knowing the staff are trained and that the café is hygienic. The managers will also have barista training to make sure they have a full understanding on how to make different hot beverages, and with this knowledge they can then train the other employees when they start working for the café.

The managers will need to obtain a personal licence so they can 'oversee the various operations of [the] bar' (Get-licensed.co.uk, 2021). The personal licence includes the training and understanding of how to operate and be in charge of a bar, the licence itself and a DBS check. This is all necessary for managers that can be left alone to manage bars that have alcohol.

The insurance for the music café will need to cover public and product liability, employers' liability, stock and contents, which all depends on the size and inner workings of the business itself. The cost of the insurance can range from £118 and above, because 'Alex's Music Café' is also a small music venue as well as a café. This means there are more contents that the insurance would need to cover in case anything does happen to the café.

8b. Management and Staff

The management and staff team will start with small numbers. As the business grows then more staff can be hired. There will be a total of two kitchen members that take turns to work during the day and in the evening. When there are live events scheduled for an evening then both kitchen staff will be working so the speed of the service won't be affected. The total of bar staff and waitresses at any given time will be a maximum of three employees and that is excluding the managing director who will also be serving behind the bar and keeping on top of the operations for the day. The security will be a maximum of two on a non-event evening and double the amount for the scheduled live events. The reasoning behind this is that the venue itself is only 1,932 square foot which is not very spacious, therefore, there will only be a limited number of customers in at any given time (PrimeLocation, 2021). To add on, there will be CCTV placed around the premises in order to keep a visual eye on customers and in case of emergencies, the local authorities can use the camera recordings for their records.

In a year's time the business will be able to see if it has generated a profit or if it has not progressed at all. If the business has been successful, the option to have a partner or promote an employee to a managerial position will be made available. This is so the managing director can then focus on the admin of the business as well as arranging the live events and not have to worry about the business as a whole. It will be made easier for the daily tasks and evening tasks to be handled by two separate people, or the food and café will be handled by

one whilst the music and other administrative tasks will be handled by the other. Especially given the opening and closing times of the business, this will help the business run a lot smoother.

8c. Risk Assessment

The risk assessment (seen in appendix H) is an overall assessment of any potential risks that could occur on the premises and will be updated regularly. Whenever there is a live event a separate risk assessment will be created to make sure all risks are considered and therefor avoided. Each member of staff will be reminded of the risk assessment and will be prompted about the training they have to undertake to help avoid any risks that can happen whilst in the premises.

The risk assessment lists off the obvious risks that can occur whilst the business is in operation, from slips and trips because of wet flooring to lost children and what to do if there was a child that needed help, and gas and fire safety checks. All of these are necessary to list and be able to understand what to do in case a serious injury or situation were to happen. But it mainly highlights how to avoid any injury in the first place or stop a serious situation escalating into something worse. Public disorder can be easily avoided by being able to read a situation clearly and understanding how the customers are acting whilst they consume alcoholic beverages. Any staff that are serving alcoholic beverages behind the bar have the right to refuse serving a customer alcohol if they believe they are over the drinking limit. This will help avoid any disturbances within the premises as they will be escorted out and directed to the nearest taxi services to persuade them to go home so that they don't cause any more disruptions towards those in and around the business.

Manual handling is something that a lot of businesses do not really take into account when considering how it can affect their staff members. After a delivery of all the supplies, the strenuous heavy lifting can really badly affect the muscles and bones of the body if not lifted in the right way or if too much stress is caused for the body to handle. To avoid this, only trained staff or the delivery service will do the manual handling. To add on, another risk assessment will be produced to avoid other risks within this area.

8d. Traffic and Noise Management

The traffic management plan (TMP) needs to include managing both pedestrians and vehicles. The plan needs to be specific on the details needed to avoid congesting the roads and obstructing others. This is why the delivery of the products needed for the café will be after work hours on a Wednesday or late in the evening on a Sunday as these are the less busy times of the week for the roads. Following the guidelines on the Health and Safety Executive website (HSE) a traffic management plan for the café will be easier to make and follow. Even though the HSE guide is for construction work, the same principles can be applied when receiving the delivery for the café (Hse.gov.uk, 2021).

Entrances and exits need to have clear entrances and exit gateways and need to be 'well-drained pedestrian walkways that take a direct route where possible' (Hse.gov.uk, 2021). This means when the workers are bringing the goods inside, the passageway needs to be clear and the direction of where the product needs to be placed should be clear and

understandable. The visibility for the drivers is also important, so the TMP will ensure that drivers exiting the road are able to see and be aware of anything important.

Any obstructions should not block any foot paths for pedestrians so that they have to step onto the road with oncoming vehicles. If this is the case, then barriers should be installed between the road and the foot path so any injuries can be avoided.

When receiving the delivery, anyone working needs to be 'fit and competent' to drive or to operate any machinery. Anyone who is directing the vehicle movements, 'signallers', need to be trained and authorised beforehand. This is when accidents can occur because of the untrained workers driving or doing any other professional activity without authority.

It should be noted that reversing or turning vehicles should be avoided if possible 'as reversing is a major cause for fatal accidents' (Hse.gov.uk, 2021). This is why one-way systems are useful to reduce such a risk. However, as the location of the café is in a "dead end" type of road (See appendix I), it would be easier to reverse the vehicle as close to the café as possible upon entering the road, rather than reversing out.

The visibility on walkways where pedestrians are more than likely to use, is very important for the drivers when reversing into the road. Mirrors, CCTV cameras and reversing alarms are all ways to aid the drivers so they can see around the vehicle. Not only this but lighting is also crucial, making sure that pedestrians and drivers are able to see each other on their shared routes, especially 'after sunset or in bad weather' (Hse.gov.uk, 2021). It will also be advised that those working will need high-visibility clothing. Perhaps a meeting with the delivery service will be necessary to be able to work together on understanding the best way to smoothly execute the delivery process. This will then make the instructions clear for everyone involved and no accidents or collisions will occur.

The noise management plan (NMP) will reflect the guide given from the HSE website on how to control the risks when working in an environment with amplified music (Thenbs.com, 2012). The 'Noise at work' guide mentions that if you cannot use warning sounds to avoid or alert dangerous situations then the noise in the venue is too loud. As per the TMP there will need to be separate risk assessments for the live event evenings to assess the risks that may be caused on the premises. Being able to 'identify where there may be a risk from noise and who is likely to be affected' is the first and main step for the NMP. Being able to 'contain an estimate of your employees' exposures to noise' is vital (Thenbs.com, 2012). This can be done by rotating the staff every hour or two hours, so that staff are not exposed to the loud sound levels and are therefore less likely to have hearing damage.

Identifying what will need to be done in order to comply with the law such as, measuring the noise regularly so that the sound levels can be controlled. Additionally, supplying those closest to the sound system will be given ear plugs to protect their ears. These will all be recorded in the findings of the risk assessment with the plan of action that will be taken to comply with the rules and regulations for noise safety. It is worth speaking with the suppliers of the sound system to understand 'what is good practice or the standard for noise-control within' the small music venues industry (Thenbs.com, 2012).

To control the noise, regular maintenance of the sound system will be required to make sure the equipment works and that it won't damage the ears of those that the sound is directed at.

Making sure the music is not too loud for the security to hear and make warning sounds or alerts are important. Whilst the security team will have radios to make keeping in contact easier, the noise of the music still needs to be low enough for them to hear. As

mentioned previously, personal hearing protection will be advised and available for those who would like them and need them. The ones supplied need to be 'CE-marked hearing protectors' (Thenbs.com, 2012). The workers using the hearing protection need to report if they are not effective towards the noise levels. They will also be advised to check their hearing regularly with their registered doctors if they have been frequently exposed to the amplified music. The manager should receive the results from the checks with the doctor to assess the fitness of the employee and understand if they can continue to work in the noisy environment.

The exposure limits for workers needs to be below '87 decibels for daily or weekly personal noise exposure and 140 decibels for peak sound pressure' (Thenbs.com, 2012). This will comply with the legal duties under the 'Noise Regulations'.

8E. Suppliers

The suppliers chosen for the business are suitable and work well with the brand of the music café. For food there is a local company called 'The Parsnipship' that produces different vegan and vegetarian foods from small roasts to savoury 'stilton & spinach potato cake'. This is an option for the café in case the café is not capable of having a chef to cook during the full hours of operation during the day. The prices for the different foods range from £5 to £8. For the desserts there is another local company that provides cakes for various supermarkets called 'Just Love Food Company'. This means that there are customers interested in these products, which then makes it easy to sell. These cakes will be good to have as the main desserts for the café. The chosen desserts for the themed days at the café will be made in the kitchen by the kitchen staff. This does mean that the kitchen staff will need to be trained in vegetarian and vegan delicacies. That goes for both savoury and sweet food products.

The suppliers for the sound system and lights will be a local shop in Cardiff city centre called 'Professional Music Technology' (PMT). They are located close to the venue which means it will be easy to transport the equipment but also easy to get the equipment replaced if necessary. It is also possible to click and collect the equipment. This company will be used to buy the easily replaceable equipment from such as keyboards, microphones and stands. The PA sound system for the live music will be hired through a company called 'Gorilla Audio and Production Hire'. This decision was made because the sound system is very expensive to buy out first-hand and it is worth hiring this type of equipment whilst the music café is new and can easily replace the equipment with different ones if anything needed fixing. Once the business has started to become popular with frequent customers, it will be worth buying out a new sound system.

As most of the suppliers are fairly local the coffee bean supplier will also be local. 'Welsh Coffee Co.' will be the supplier for the coffee blends sold at the café. They have had some award-winning coffees and it fits in with the brand of the café. Making sure the suppliers are local is important to the café and to those doing business with the café. It forms a strong relationship between the local businesses by choosing them over the corporate ones. Using welsh coffee beans can help the customers choose this business over the others for the pure fact that it is local. As many Welsh people take pride in their country and will do anything to support it, that is why it is a good idea for the coffee bean supplier to be Welsh.

Keeping it local, the alcohol suppliers will be a specialist drinks wholesaler in Cardiff called Matthew Clark, that has 'been serving pubs, clubs, bars and restaurants for over 200 years' (Clark, 2021). This company offers training, help with designing a menu and support with choosing the best drinks products the café will need.

9. Cost, Pricing, Financial Forecast and Back-up Plan

The cost and pricing for the café are on a budgeting sheet seen on appendix K. It is a yearlong prediction of how much the café's profits and losses. This budget sheet was taken from a real company called Good Food (seen on appendix J) to compare and help understand how much a business can lose and make profit very easily from month to month. Good Food was a small café and pizzeria in Victoria, London. Therefore, it is quite comparable when it comes to small cafes in a city centre. As mentioned previously, the café will need to take a loan of £25,000 to help start the business, which will be from Nucleus Cash Flow Finance. This is a company that gives 'unsecured business loans to help businesses in England and Wales boost their cash flow to develop and grow' (www.idoxgroup.com, 2021).

To build the profit during the year the café will double the live events around August as it is prime time for festivals and for customers who want to enjoy live music. This will also be when the café hires an extra manager and serving assistant to help with the extra events and longer working days.

Everything on the budget sheet is calculated on a six-day week over 3 weeks to undermine the costs. This is so the café can be aware that some months or weeks it will not produce as much profit and when the café does produce more profit it will be beneficial.

As seen on the expenditure section of the budget sheet the loyalty cards and menus will be ordered every so often as it will not be necessary to order new ones each month in case the loyalty cards aren't popular, and the menus don't get damaged or tampered with. This will most likely be adjusted once the business has started.

The music licence at the bottom is 3% of the profits made to cover the costs of both live and recorded music played in the café (Nelson, 2019).

As mentioned before, a lot of the information on the budget sheet will change once the café has opened, however, this budget sheet is a good example of what costs should and will be considered and also a good way to see what needs to be done in order to keep the business operational for the whole year.

The Café will take a couple months to set up and start which is why the budget sheet starts in January 2022. This is so the café can get permission from the council to proceed and also allows time to receive the funding and/or grants in case the first choice falls through. Starting in the new year is also a nice way to get customers excited for something new when they come back after the Christmas and new years period.

Once the Café has had some attraction and has made profit there will be an addition to the back of the venue, which will be a recording studio. This will enable more local musicians to come into the café and use the space. But it will also be an addition to the music community as it will allow them to have another place to practise and even record their music. With this in mind a permanent sound engineer will be hired, or a freelance sound engineer will be selected for the recording sessions if needed. This will then be an extra fee if the musicians are not using the space to practise.

10. Conclusion

'Alex's Music Café' will be a new beginning for many musicians and a new addition for the small music venues within Cardiff. It is a perfect opportunity for students to get their hands-on experience to help start their career in the ever-evolving industry that is the music industry. It will be the new hotspot for those who have dietary requirements as well as musical requirements. Serving a range of hot and cold beverages alongside your favourite playlists and live bands. The café will strive to be all-inclusive and welcoming to everyone that sets foot inside the new funky venue. 'Alex's Music Café', being an environmentally friendly business, will fill the hole in for those who need performance spaces and for those who enjoy spending time with their friends. Cardiff needs a place like this, and that is what 'Alex's Music Café' will be.

11. Reflective Analysis

This business plan was a very eye-opening experience when it comes to understanding how much thought and process is involved in starting your own business. With the pandemic being one of the most recent and major factors in the economy collapsing, it has helped with planning for future pandemic by learning what can be done to help stop the spread of the virus. Not only this, it is a good indication of how to keep a business up to standards by keeping the venue and its surroundings clean and hygienic for the customers and employees. Keeping the premises clean allows those in the venue to be more comfortable and that is one of the core values for the café.

What I found particularly hard for this business plan was emailing and trying to communicate with other businesses for prices of their products and any advice for starting a new business. This is because of how competitive certain companies are, which means they are not willing to disclose such information that could allow one of their competitors to perform better than them. A lot of the businesses did not respond to emails or calls either, which can be because of their busy schedule as well as not wanting to discuss the inner workings of their business. This is completely understandable as it is not common for a business to help their competitors.

It has come to my attention that after working out all the details in order for the business to work, it would be easier to start this business with a partner. Due to the opening and closing hours of the café, especially on live event days, splitting the responsibilities with another person would be ideal. To continue, there would be more ideas and solutions to problems when there is another person involved in starting the business. Not only that but more connections to people and more knowledge in general. I feel this would help the business operate smoother than if it were with just one managing director and help the business expand.

Another part of this project I found particularly hard is the finance and budget sheet as I'm not good at that aspect of business planning and working out numbers for every detail, especially if the companies do not reply. Forecasting is hard to understand when I have not learnt it or understand it therefore it is hard to put something down and calculate the different parts needed for the business. This is why parts of the budgeting sheet are left black or the same numbers are used for the beverages and drinks orders for each month.

From this I did learn that there is a lot involved when setting up a business and guaranteeing that it is making a profit to keep the business from going bankrupt and making sure there is enough staff to work the days and paying their wages for their work. It has been

a very eye-opening experience to do this as it is turning an idea into reality with how much is involved and how much money it all costs.

What I found useful for this business plan was following The Prince's Trust business plan pack. The pack included a lot of tables and ways to help the business plan be clear and precise. It also helped keep a check list of different elements that are needed when it comes to planning a business. It definitely helped with the marketing aspect of the plan and showing how to compare the different competitors to then have an overview of what works and doesn't work and then finally put it towards the music café.

The questionnaire that was given to potential customers had a really good response when it came to certain details of the business. What had surprised me was that not many people cared enough about the price of drinks, but more about the live music that will be provided. I say this because in many reviews left for other cafes and music venues a lot had voiced opinions about the price of products, however, in the questionnaire it wasn't a priority.

A few answers that came through mentioned having acoustic acts and making sure the music is diverse, which I was pleased to see since that is the whole idea of the music café to begin with. I feel as though this music café would be very successful due to the responses given from this questionnaire, especially because almost everyone who did the questionnaire said Cardiff needs a new small music venue. This means it is definitely wanted.

The decision to have the suppliers be local was quite easy. Apart from the fact someone in the questionnaire asked for there to be local alcohol provided, more customers are willing to pay for something that is local. Particularly those who are Welsh as they are very proud to be Welsh. But also, it stops delays in deliveries because of Brexit. Already there has been a few issues, therefore, it is easier for products to stay local.

To summarise, I would love to set this business up in real life, however, I would do it with a partner to operate the business better and smoother. I would then use the experience and knowledge I learn from this business, to set up my own business by myself. The café is a great idea as I'm told by many people so I will be thinking of setting this up in the near future with real figures and themes to follow.

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13. Appendix

A. Menu – Drinks and Food

- <https://drive.google.com/file/d/17ly14wSf8IlzxwddnMTeMtnz3gMMnfwU/view?usp=sharing>
- <https://drive.google.com/file/d/15KuR1azVzpalOR-gH57ZZqu50hjNYyw1/view?usp=sharing>

B. Customer Market research

Question 1) If you had a coffee shop that became a live music venue in the evening what would you expect from it?



A bar, cocktails, bright lights

7/7/2021 5:29 PM

[View respondent's answers](#)

[Add tags▼](#)



Great music quality. Not very loud so you can have a conversation.

7/7/2021 5:28 PM

[View respondent's answers](#)

[Add tags▼](#)



Good coffee and acoustic like bands

7/7/2021 4:47 PM

[View respondent's answers](#)

[Add tags▼](#)



Interesting live acts, up and coming new artists, maybe a meet and greet earlier in the day

7/7/2021 3:40 PM

[View respondent's answers](#)

[Add tags▼](#)



Acoustic nights, bands, DJs

7/6/2021 11:07 PM

[View respondent's answers](#)

[Add tags▼](#)



Friendly staff, diversity in the music (unless it has a theme), great sound system and capable sound engineer, also generally a nice place to hang during the day

7/6/2021 10:58 PM

[View respondent's answers](#)

[Add tags▼](#)



Jazz maybe ? Pop ?

7/6/2021 9:29 PM

[View respondent's answers](#)

[Add tags▼](#)



People to enjoy some live music

7/6/2021 9:27 PM

[View respondent's answers](#)

[Add tags▼](#)



Cool layed back music

7/6/2021 8:46 PM

[View respondent's answers](#)

[Add tags](#)▼



Amazing cakes, a stage area and a small but decent PA

7/6/2021 7:38 PM

[View respondent's answers](#)

[Add tags](#)▼



New and up coming bands. Local alcohol and open mic nights

7/6/2021 7:19 PM

[View respondent's answers](#)

[Add tags](#)▼



Great music and quite cozy and intimate

7/6/2021 7:13 PM

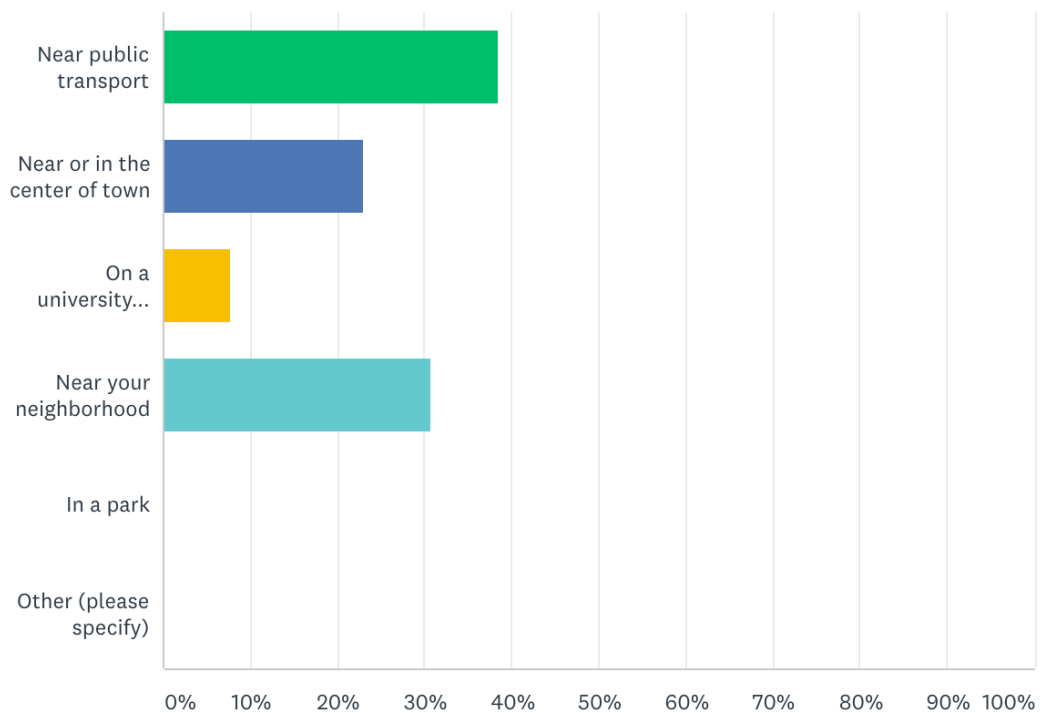
[View respondent's answers](#)

[Add tags](#)▼

Question 2)

Where would you like the venue to be located?

Answered: 13 Skipped: 0

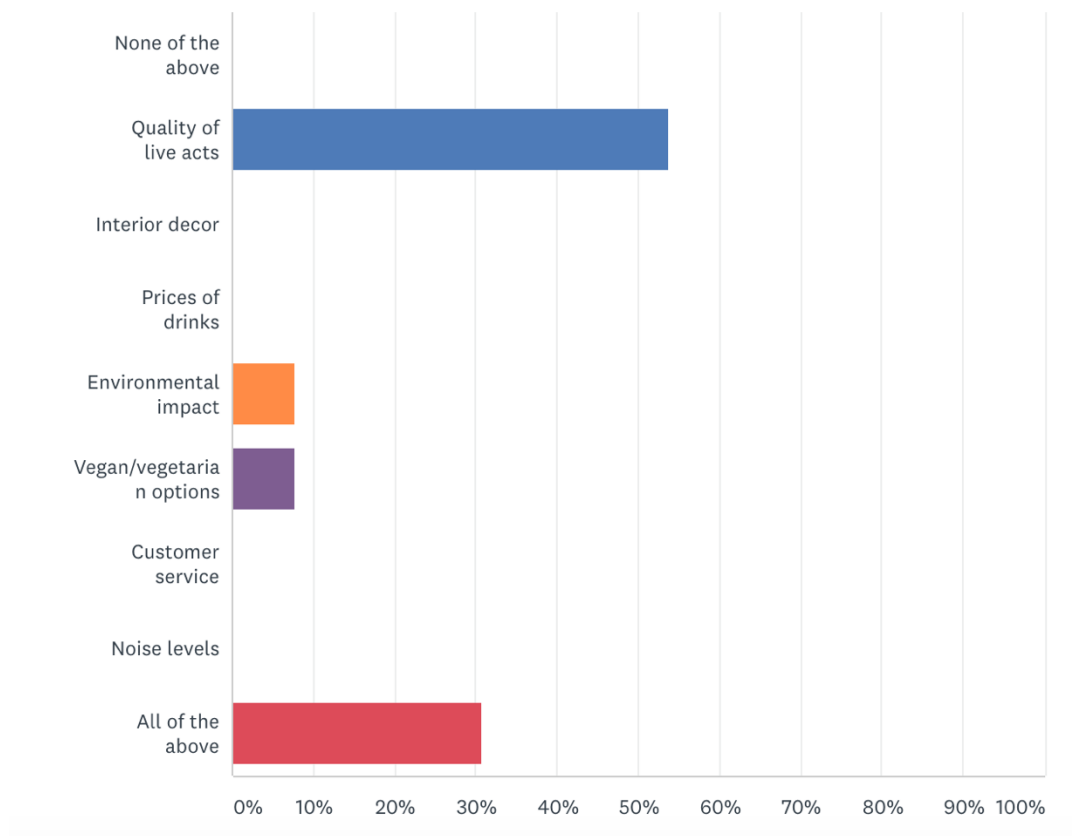


ANSWER CHOICES ▼	RESPONSES ▼
▼ Near public transport	38.46% 5
▼ Near or in the center of town	23.08% 3
▼ On a university campus	7.69% 1
▼ Near your neighborhood	30.77% 4
▼ In a park	0.00% 0
▼ Other (please specify) Responses	0.00% 0
TOTAL	13

Question 3)

What is most important to you?

Answered: 13 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼	
▼ None of the above	0.00%	0
▼ Quality of live acts	53.85%	7
▼ Interior decor	0.00%	0
▼ Prices of drinks	0.00%	0
▼ Environmental impact	7.69%	1
▼ Vegan/vegetarian options	7.69%	1
▼ Customer service	0.00%	0
▼ Noise levels	0.00%	0
▼ All of the above	30.77%	4
TOTAL		13

Question 4) Do you think Cardiff needs a new small music venue?

☐

Based in London

7/6/2021 10:58 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Yes

7/6/2021 9:29 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Yes

7/6/2021 9:27 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Yes

7/6/2021 8:46 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Yes definitely

7/6/2021 7:38 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Always

7/6/2021 7:19 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

No idea

7/6/2021 7:13 PM

[View respondent's answers](#)

[Add tags ▼](#)

☐

Yes

7/6/2021 7:03 PM

[View respondent's answers](#)

[Add tags ▼](#)

C. Market Strategy

What Are You Going To Do?	How Are You Going To Do This?	How Much Will It Cost?	Links
Word of mouth	Being very customer friendly and welcoming	£0	
Free Wi-Fi	Purchase an internet broadband deal for businesses that includes a guest network	£28.95	https://business.bt.com/products/product-details/?productCode=T1000006&promoCode=T1000148
Electrical outlets for laptops	Install the electrical outlets in certain areas of the venue for those who want to sit and use them for their work. (4x USB plug sockets)	£260	https://www.checkatrade.com/blog/cost-guides/adding-plug-socket-room-cost/
Loyalty Cards	Offering a loyalty card for every 8 th drink purchased, the 9 th one is free (500 cards). Also fully recyclable.	£41	https://www.alocalprinter.co.uk/loyalty-card-printing
Movable street Signage	The street sign with bright colours, persuasive language and deals can attract customers into the shop.	£36	https://www.ebay.co.uk/itm/250957519792?hash=item3a6e3bdbb0:g:j4UAAOSwxg5Xw~1e
Window Signage	Clear opening and closing times for the shop windows as well as welcome signs and artwork (4x signs)	£27.96	https://www.ebay.co.uk/b/Coffee-Shop-Sign-in-Advertising-Shop-Signs/166675/bn_7023044928
Menus	Environmentally friendly menus on display can help attract	£187.50	https://www.stationeryplace.co.uk/products/menu-paper-recycled-eco-friendly

	customers and show that the café is eco-friendly. (50x menus)		
Social media marketing	Use social media to show the brand and to advertise deals and possible coupons for the day	£3.65 (per 1000 clicks on instagram)	https://www.lyfemarketing.com/blog/cost-advertise-instagram/
Local Newspaper Advertisements	Sharing the deals and possible coupons for the day	£9	https://www.ehow.co.uk/info_7765342_average-cost-local-advertising.html

D. Logo



Alex's Music Cafe

E. Competitor Analysis

Name, Location and Business size	Product/services	Strengths	Weaknesses	Links
Starbucks (Cardiff)	Hot Beverages and snacks	Well-known brand.	A little too expensive. Sometimes get the wrong orders. Sometimes not very clean	https://www.starbucks.co.uk/menu https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d15596379-Reviews-Starbucks Newport Road-Cardiff South Wales Wales.html
Costa (Cardiff)	Hot Beverages and snacks	Well-known brand with variety of substitute milks	Customer service is sometimes not up to standard. Hygiene in certain shops isn't also up to standard	https://www.costa.co.uk/ https://uk.trustpilot.com/review/www.costa.co.uk
The Little Man Coffee Co. (Cardiff)	Hot Beverages and snacks	Cheap prices. Good atmosphere and urban setting. Good quality coffee.	Certain drinks aren't served in the right cups. Certain snacks can be too expensive.	https://www.facebook.com/littlemancoffee https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d7253096-Reviews-The Little Man Coffee Company-Cardiff South Wales Wales.html
200 degrees coffee (Cardiff)	Hot Beverages and snacks	Lots of seating indoors and outdoors. Aesthetically pleasing. Lots of windows for light	A little too expensive. Customer service can be poor. Drinks are sometimes served lukewarm. Long wait times.	https://200degs.com/cardiff-queen-street https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d12383447-Reviews-200 Degrees Coffee Shop-Cardiff South Wales Wales.html

Uncomm on Ground Coffee Roastery (Cardiff)	Hot Beverages and snacks	Great atmospher e. Good food. Coffee tastes good.	Poor customer service. Coffee sometimes tastes burnt. Slow internet. Can be too cold in the venue. Toilets aren't clean.	https://uncommon-ground.co.uk/ https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d7890965-Reviews-Uncommon_Ground_Coffee_Roastery-Cardiff_South_Wales_Wales.html
Metrono me and Crownlan e Studios (Morden)	Hot Beverages, snacks and recording studio	Good customer service. Great hot beverages and snacks. Very clean studio. Very accommod ating and friendly.	A little expensive.	https://www.crownlanestudio.co.uk/metronome-coffee-house/ https://yably.co.uk/reviews/morden/crown-lane-studio-8b-crown-lane https://restaurantguru.com/Metronome-Morden
Chip Shop (Brixton)	Hot Beverages, food and live music	The live music is brilliant. Inside the venue follows the hip-hop theme. Reasonabl y priced for food and beverages.	Food isn't up to standard. Late with orders. Not great customer service. Door staff aren't friendly.	https://www.chipshopbxtn.com/whats-on https://www.tripadvisor.co.uk/Restaurant_Review-g186338-d11444118-Reviews-Chip_Shop-London_England.html
Café Jazz (Cardiff)	Hot Beverages, hot food and live music	Good food and reasonable prices. The jazz music is a	Doormen weren't friendly.	https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d2079941-Reviews-CafeJAZZ-Cardiff_South_Wales_Wales.html

		great addition. Lovely atmosphere.		
The Live Lounge (Cardiff)	Hot Beverages, cocktails, Hot food and live music	Cheap prices. Good Music. Very clean. Young crowd and very student orientated.	No vegetarian/vegan options for food. Not great customer service also slow service. Unfriendly security.	https://www.thelivelounge.com/Cardiff/ https://www.tripadvisor.co.uk/Restaurant_Review-g186460-d2095116-Reviews-or10-The Live Lounge-Cardiff South Wales Wales.html
Ana rocha (Birmingham)	Alcoholic drinks, art exhibition (Bar and Gallery)	Great drinks. Great quirky atmosphere.	Food was underwhelming. Not up to standards and is said to taste like it was bought from the supermarket. Not great value for money.	https://anarocha.co.uk/ https://www.tripadvisor.co.uk/Restaurant_Review-g186402-d10338837-Reviews-Ana Rocha Bar Gallery-Birmingham West Midlands England.html
Café Artum (Birmingham)	Record shop and live music	Great quality beverages. Friendly service. Good music. Great food	Simple menu.	https://cafeartum.co.uk/pages/about-us https://www.tripadvisor.co.uk/Restaurant_Review-g186402-d17526939-Reviews-Cafe Artum-Birmingham West Midlands England.html
Tramshed (Cardiff)	Live music venue, alcoholic drinks and hot beverages	Good atmosphere. Helpful staff.	Overpriced beverages. Not very clean.	https://tramshedcardiff.com/ https://www.tripadvisor.co.uk/Attraction_Review-g186460-d9569975-Reviews-Tramshed Cardiff-Cardiff South Wales Wales.html

		Good location. Great musicians. Good for intimate live shows.	Don't sell snacks at the bars. No ventilation in the rooms. Sound of the musicians need to be balanced better.	
--	--	---	--	--

F. SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats	Unique Selling Point
Good customer service	Low brand awareness/ new on the market	Growth in the marketplace	Organisation can seem similar to other small music venues	Themed small music venue
Effective Sales and Service Culture	Limited social media success	Ability to expand	Lots of competitors	Café that caters to a variety of dietary needs
Strong team connection	Weak bargaining power with suppliers	Great small venue to perform in	Lack of community interest	Introduces customers to different genres of music
Aesthetically pleasing shop layout and theme	Broad competitive market/ lots of competitors	Collaborations with different artistic individuals	Not enough volunteers from university students for open mics	Allowing customers, a chance to enjoy their favourite genres of music
Varied dietary options	Many substitute competitive products	Supportive community	No performers for open mics	Letting university students have work experience in the venue
Free Wi-Fi	Lack of good acoustical space for performers	Good university student relations	Won't attract enough attention	Free Wi-Fi
Strong customer relationships	Limited storage	Growth from social media	Unstable economy	Atmospheric vibe

Positive brand attitudes	Not enough funding to buy music equipment outright	Build strong customer relationships	Limited funding and grants	
New music venue	Need barista and cookery training	Attract new customers through special offers	Brexit can cause delays for possible overseas suppliers	
University Student work experience opportunities	Not enough knowledge sound system placement	Improve overall customer experience	Negative reviews from customers	
Can be hired for events and exhibitions	May rely on grants and funding to start up	Broaden product and services to target new sectors in the business	Competitors becoming more successful	
Clear purpose	Prices may vary	Build brand awareness	Ability to meet cash flow requirements	
Great location	Limited sales coverage	Availability to pursue co-branding opportunities	Increase in supplier costs	
Good intentions (in terms of helping the music community and those with dietary needs)	Cost disadvantage		Competitors behaviour becoming more aggressive and targeting the business' key customers	
Plug sockets available for customers to use			Noise complaints	
Constantly cleaned and sanitary			Size of venue for performers	
			No licenses given	

G. Licences

<https://drive.google.com/drive/folders/1aKWHDTTswM9DG5SrfL5amTdyZcNXSUNI?usp=sharing>

H. Risk Assessment

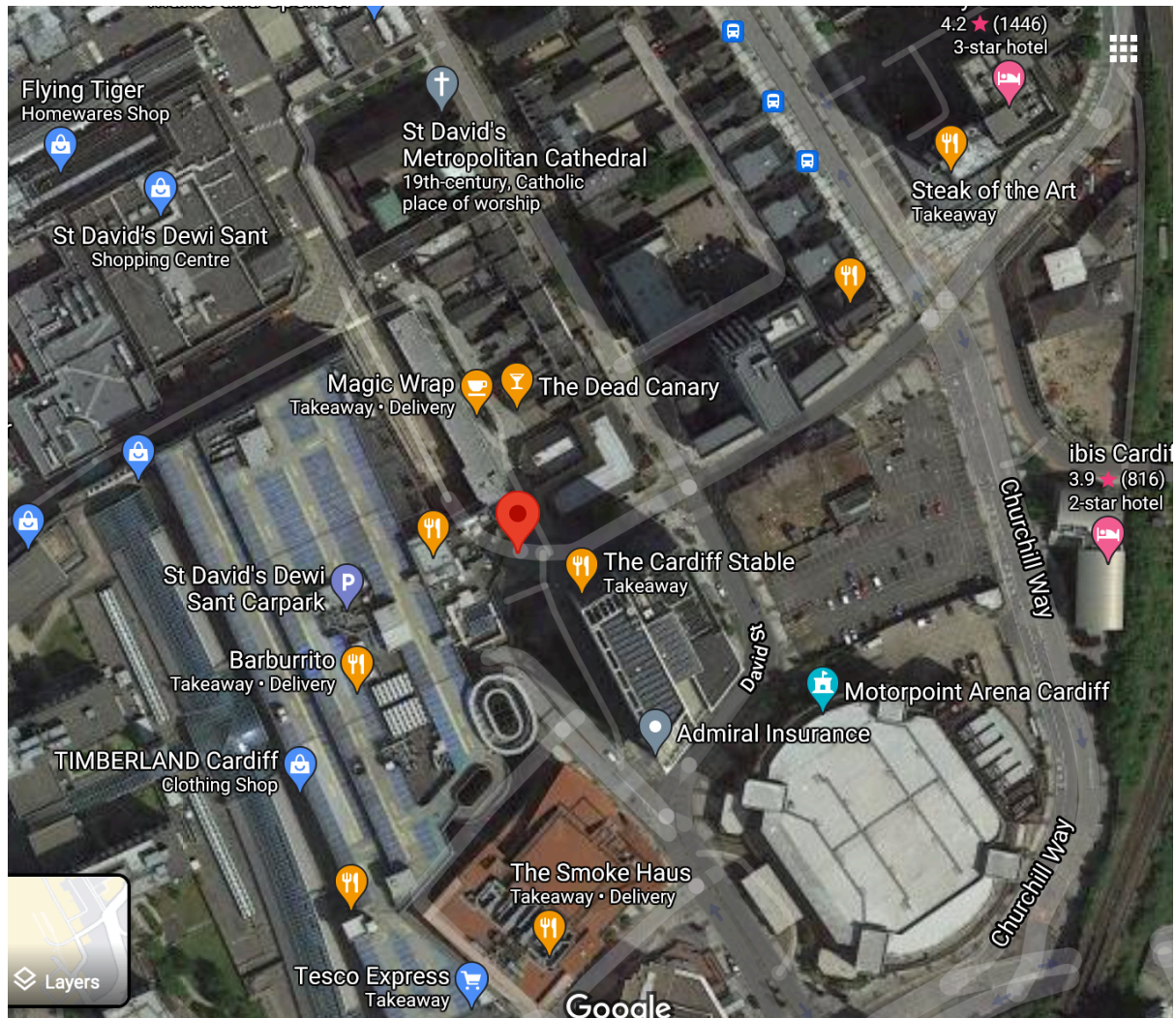
Date of Assessment	22/06/2021					
Version	01					
Review date						
Assessment carried out by	Sharon M (Managing Director)					
What are the hazards?	Who might be harmed and how?	What are you doing already?	What further action is necessary	Action by who?	Action by when?	Done
Suppliers Transport	Workers and others around can risk injuries if hit by a vehicle.	Making sure the workers hired have training and wear high visibility vests when transporting the supplies in.	Arrange for the delivery time of the goods to arrive either 8pm on a Sunday or after closing hours mid-week.	Managers	Weeks in advance of the delivery dates.	
Slips, trips and falls	Employees and customers in the premises risk injuries if they slip or fall over from wet floors.	Wet floor signs will be placed with clear visibility to those around so they can be made aware of the wet floor.	Any steps will be highlighted, and any wet floors will be mopped and dried as soon as possible.	All Staff	Immediately	
Hearing Damage	Staff and customers may suffer permanent or temporary hearing damage from long term exposure	Signage will be placed near the sound systems to make everyone aware of the noise levels. Noise levels will be constantly	Ear plugs will be made available.	All Staff	Immediately	

	to loud music.	measured during events.				
Insufficient or unsuitable first aid cover	Staff and Public will not have access to the right equipment or know how to use the first aid kit.	Staff will be trained on what is in the first aid kits and how to use them.	Train staff on what to do in case of emergencies.	All Staff	Immediately	
Lost Children	Children and parents can become separated during the day	All staff will be made aware of the Lost Child policy	Make sure staff have DBS checks to make sure they can take responsibility for lost children	Manager	Immediately	
Electrical Danger	Staff and Public can suffer serious and fatal electrical injuries from faulty equipment and installation	All electrical equipment will be installed by a professional and be maintained in a suitable condition for use in the premises.	Performers will be reminded to ensure the electrical equipment they bring to the venue is PAT tested.	Managers	Immediately	
Fire Safety	If trapped staff and others risk lethal injuries from smoke inhalation and possible burns	A fire risk assessment will be done as well as a fire management guide will be made available for the staff to be trained on	Each day a fire steward will be allocated in case of emergencies that then need to ensure all fire exits are clear at all times.	All Staff	Each day	
Gas Safety	Staff and customers risk injury	The gas installation will be made	Make arrangements for annual	Manager	Once a year	

	from fire and explosion if gas appliances are not properly maintained or used	by professionals and the equipment will be checked by a gas safety contractor.	gas safety checks on all equipment.			
Lack of access for emergency services	Staff and customers can suffer fatal and serious injuries if not reached to in time by the emergency services	Clear routes for the fire exit so the emergency services can get to where they need to in time	Have an events emergency management plan for live shows in the evenings	All Staff	immediately	
Overhead lighting	Staff and public may suffer eye damage if not used properly and can cause serious damages if falls.	Make sure the lights are fixed properly to the ceiling and positioned correctly by a professional	Get the light fixtures checked every so often to make sure they are fixed to the wall and don't have a chance of falling.	Managers	Once a month	
Food Poisoning	Workers and the public risk ill health if they eat food that has been prepared in unhygienic conditions	Staff will get the Food and hygiene certificates and training.	Make sure the certificates are up to date and that the kitchen is always cleaned at the end of the night.	All Staff	immediately	
Public Disorder	Staff and the public and risk	Staff will be trained to look out for	No glass or minimal glass will be	All Staff	Week before the	

	injuries if assaulted or caught in the middle of disorder and incidents	potential troublemakers and can assess and defuse any tension or situations. Security will be placed around the venue with SIA badges. Numbers at the live events will be controlled. Searches before being let into the venue will be conducted for live event evenings. Drinks will not be served to anyone below the age of 18 and if they are too intoxicated.	served on the live event evenings. Consulting with the local emergency services about events in due time. Giving the public advanced information about no glass on the premises to let them know about the prohibited items.		live event nights	
Manual Handling	Workers can get physical muscular and bone problems from handling heavy and strangely shaped objects.	Only trained staff will do the manual handling and more risk assessments will be done when carrying heavy objects, especially for live event nights.	Make sure any new staff are shown how to use the manual handling aids.	Managers and staff	immediately	

I. Traffic Management Site Map



J. Good Food Profit and loss

- <https://drive.google.com/file/d/1QNju9rSxTzA2Jji0uMkGNh7m5mnIFLP4/view?usp=sharing>

K. Alex's Music Café Profits and loss

- <https://drive.google.com/file/d/1r094a6Y4i2GARtA8562LmXV8QtUnBJRK/view?usp=sharing>