

Managing Enterprise in the 21st Century (BMSW4006_LON)

“Romanian Traditional Cuisine”

Alexandra Mintoiu (2111131)



Alexandra Avadani (2111890)



Gabriela Bocuta (2111891)



Danut Bleajbu (2111303)



Lecturer : Afzal Munna

1. Introduction



- ▶ This presentation, has several areas of a new Romanian restaurant
- ▶ For this enterprise, a business plan will be created, where entrepreneurial strategy, different products and more will be highlighted.



2. Business Description and History

- ▶ The new Romanian restaurant will have emphasis towards creating local Romanian dishes however, it will focus towards diversifying its product is as well.
- ▶ This enterprise has a diversified set of management heads with various experiences.

3. Business Structure



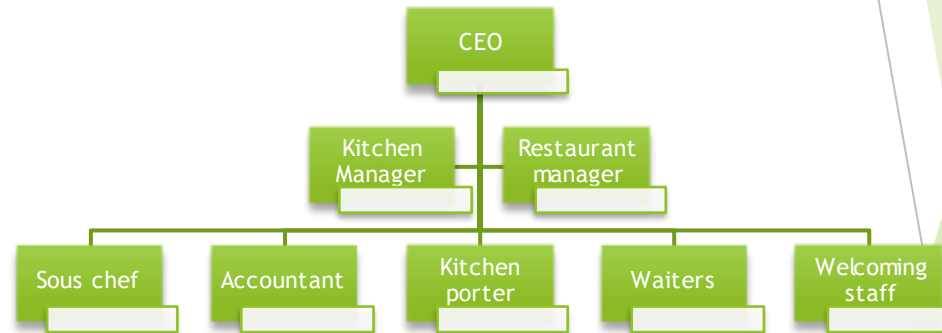
This enterprise is having a divisional business structure for communication efficiency and department control.



This is essential in order to make sure that modern expansion and internal efficiency can be raised appropriately in the internally within the business.



An effective category has been initiated for effective operating distribution support for business performances.





4. Product and Services

- ▶ Individual chefs with experience in home-made cooking and commercial dishes being made will be focused upon by the organisation as this will help in internal efficiency to rise and a wider variety of products to be provided.
- ▶ This directly helps in making sure that effective control is being initiated. Services will include of continuity, using the vehicle of the organisation to transport food items, and do more.

5. Market Analysis and Needs

- ▶ Through a market analysis, it has been evaluated that there is the potential customer base of 50,000 consumers that can be attained within a year.
- ▶ The target audience of honours between the age of 18 to 45 single individuals and family groups will be targeted.

6. Operations

- ▶ In terms of operational control, good relations with various suppliers indicated will be providing the business with vegetable, meat, and other items.
- ▶ Apart from this, it would quality management strategy will be implemented within the organisation that can directly help in eliminating errors and making a diversified set of products to be created through quality checking mechanism is to be put into action.



7. Technology Plan



- Technologically, social media, online SEO optimisation for the website of the business, creating training mechanisms for easier communication and more will be created for the business to help achieve internal control over operations.

8. Management and Organisation

- ▶ In order for the management process in the organisation to be simplified, a combination of bureaucratic as well as scientific management theory will be put into action.
- ▶ Apart from this, focus towards employee efficiency will also be prioritised through personal and powered focused cultural approach being undertaken.

9. Social Responsibility and Sustainability

The corporate social responsibility approach of the business will focus towards environmental, ethical, and economical aspects.

Therefore, recycling systems, supporting unemployment, giving back to the court individuals of the society and more will be performed.

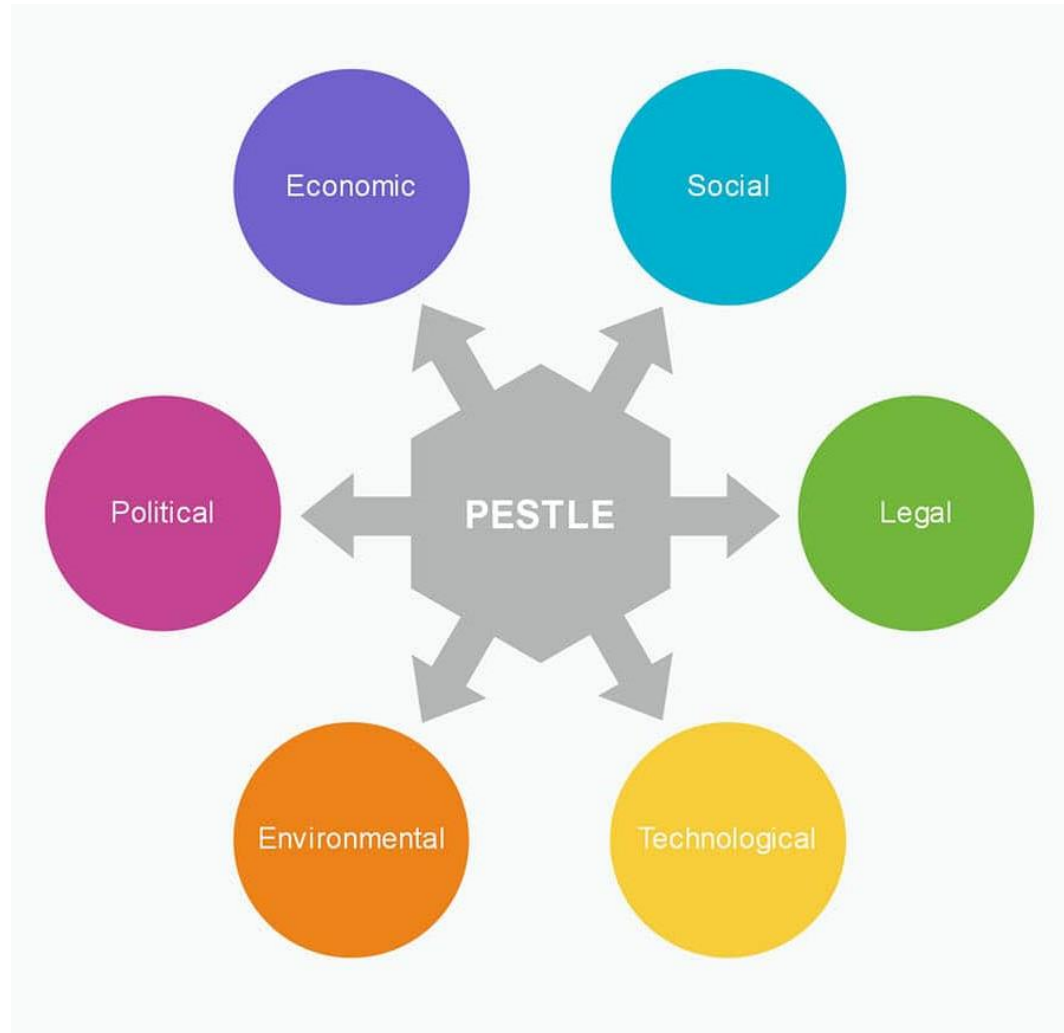
10. Financial Plan

Particulars	Amount
Proprietor capital	£ 50,000.00
Long term borrowings	£ 50,000.00
Total capital contribution	£ 100,000.00

- **Sales forecast** From the statement, it can be seen that the company earns a profit of £ 1843 in the first year.

SWOT

Strengths	Weaknesses
• Diversified set of employees • Huge spread and selection of cuisine	• Increased threat from existing and new businesses online • Threat from the coronavirus to operate effectively off-line
Opportunities	Threats
• Chance to perform strategy marketing with other businesses • Expanding the organisation's reach in multiple locations	• Increased competition from various restaurant businesses. • Increasing the number of local businesses that can be offered



PESTLE

- ▶ **Political:** Democratic republic
- ▶ **Economic:** Elevated Inflation
- ▶ **Social:** Increased Population
- ▶ **Technological:** Social Media
- ▶ **Legal:** Regulatory Compliance
- ▶ **Environmental:** Corona Virus

Conclusion

- ▶ Throughout this presentation, a business plan has been presented where focus has been given towards understanding aspects of business structure, operations, marketing, technology, and more at the Romanian restaurant.

Reference List

- ▶ Camilleri, M.A., 2018. Market segmentation, targeting and positioning. In Travel marketing, tourism economics and the airline product (pp. 69-83). Springer, Cham.
- ▶ Fairfield, K.D., 2016. Understanding functional and divisional organizational structure: A classroom exercise. Management Teaching Review, 1(4), pp.242-251.
- ▶ Griffin, R.W., 2021. Management. Cengage Learning.
- ▶ May, S., 2016. Corporate Social Responsibility. The SAGE Encyclopedia of Corporate Reputation, pp.218-221.



THANK YOU !

Any questions?

Managing Enterprise in the 21st Century

(BMSW4006_LON)

Student ID: 2111131

Student Name: Alexandra Elena Mintoiu

Lecturer: Afzal Munna

Table of Contents

Report.....	3
Alexandra Mintoiu (211113)	Error! Bookmark not defined.
1. Introduction	3
2. Business Description and History.....	4
3. Business Structure	4
4. Product and Services.....	5
5. Market Analysis and Needs	6
Market and Competition Analysis.....	6
Gabriela Bocuta (2111891)	Error! Bookmark not defined.
6. Operations	9
7. Technology Plan.....	12
Alexandra Avadani (2111890)	Error! Bookmark not defined.
9. Social Responsibility and Sustainability	17
10. Financial Plan	18
12. Reference List.....	22
Appendix.....	24
Balance Sheet	24
Break Even Analysis.....	24
Cash Flow Statement.....	25
Profit and Loss Account	25

Report

Alexandra Mintoiu (2111131)

1. Introduction

Managing an enterprise requires leadership skills in an enterprise with an entrepreneurial mindset. It is essential for there to be adequate management strategies being implemented for an organisation that is frankly in the 21st-century. Throughout this research, a new Romanian restaurant is being selected that will be offering a wide range of recipes and cuisine into the market. Using this entire research, investigation into competitive companies, SWOT analysis for the business and other players, should all be conducted. Apart from this, the type of financial positions that the business can utilise and leverage for future performance shall be highlighted in this research as well.

Apart from this, emphasis towards type of operation strategies and applied editions that is presently provided for the business shall be shown in this research. Methods of operations being conducted internally and making sure that its technological plan through which online performance can be conducted shall be discussed in this assessment. Focus towards understanding all of the methods through which it can be easier for growth-oriented activities to be attained shall be underpinned here. Financial worksheets such as income statement, balance sheet, sales forecast, and others will be highlighted in this research as well.

2. Business Description and History

In this assessment, a new Romanian restaurant will be considered which will be initiated that will specialise in Romanian cuisine. This will be a small enterprise that will put emphasis towards a diversified set of food services being provided into the Romanian market for tourists as well as local consumers. The objectives of the organisation will be highlighted here:

- To expand the profit margins by 25 percent in the coming year in the post pandemic situation.
- To diversify the entire work pool of the organisation and make sure that a higher impact is being created into the market.
- To expand the number of dishes and make sure that other cuisine is also being integrated into the menu of the enterprise.

In the short term, the objective of the business will be to recruit much more individuals in Romania in order for a diversified set of subordinates to be attained. In the medium-term, emphasis towards learning much more dishes and recipes that can be served will be focused upon. Finally, in the long term, a consistent development of profit margins by 15 percent will be focused upon in every year business so that long-term performance is being grown for the enterprise effectively (Schermerhorn *et al.*, 2020).

3. Business Structure

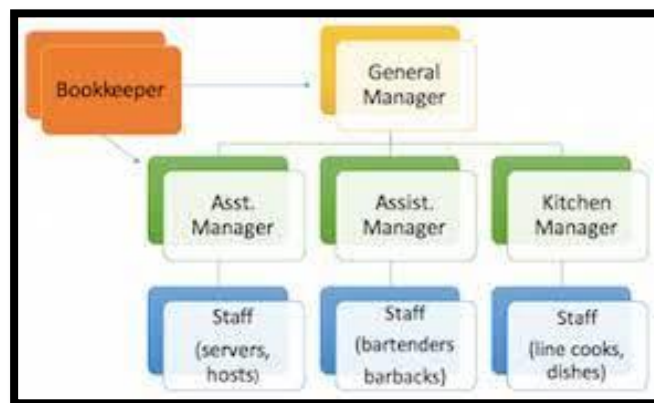


Figure 1: Divisional Business Structure

(Source: Fairfield, 2016)

The new Romanian restaurant has a simple to which the business structure present for itself through which the enterprise has multiple departments operating. This is relevant for the business and new Romanian restaurant has the scope of having easy communication access and a non-complex hierarchy. As a result of new Romanian restaurant approaching this type

of method, the organisation has the scope of focusing towards taking control of marketing, management, operations, and much more easily.

Moreover, in this type of enterprise, emphasis is given towards using the organisational structure to focus towards Europe expansion into metropolitan states where high income consumers will be present who will be willing to pay the premium prices for food services of the business. Emphasis towards quality control and being able to make sure that ongoing operational development of the business is being performed is a huge aspect for the organisation. Segregation of different departments internally in this divisional organisational structure can also facilitate in making sure that work performance in different accounting, marketing, and other aspects is being consistently and reliability and interconnectedness that can lower the overall productivity can be eliminated for the future (Fairfield, 2016).

A huge focus of the organisation towards diversifying its employees in this divisional structure will be an important facet as this can directly help in making sure that more oriented communication and segregation of work is taking place. All of this is essential in making it easier for bonds to be created amongst subordinates and helping in establish market dominance and product reach with its different types of recipes and foods being initiated.

4. Product and Services

The unique aspect about Romanian food is the way in which people from a background in Romania may vegetable a crucial part of the meal. Emphasis towards creating a community food which has the perfect balance of need and vegetable is emphasis of the culture of Romania. Utilising items such as sport, and other needs facilitates in making sure that a richness and surplus of taste is being provided into the market. New Romanian restaurant with its food recipes and unique product will focus towards soups, salads, and other types of dishes being provided that will have a very familiar with is not foreign to most individuals (Royal *et al.*, 2020).

Some of the unique products of the business will include of the Cabbage Rolls, Sweet Bread, Lamb Haggis, and other Romanian items. One of the most traditional dishes of Romania will also be provided which shall be Sarmale. This can be illustrated as a rice and ground pork gauged that is served with broad cabbage leaves which is extremely popular in Romania. This version of the dish is very similar to a Turkish serving of cuisine as well. This will be the main unique selling point of the organisation and its menu. Moreover, a unique Respect of the food recipes that will be initiated by the organisation will be focused upon a healthy and hearty utilisation of seed as well as vegetable that can help in making sure that a differentiated approach is being created.

5. Market Analysis and Needs

Segmentation, Targeting and Positioning (Targeting Customers Analysis)

- In the Romanian market through research, it has been highlighted that above 50,000 potential customers that can be targeted by new Romanian restaurant through effective marketing with in the year. This can help the business to have high conversions and make sure that effective implementation of advertisement both off-line and online is bringing a high number of clients.
- People between the age of 18 to 45 will be targeted as this will help in focusing upon young people, middle-aged individuals and working-class people who have a steady income that can be a major focus of the business through which sales of the Romanian recipes and products can be targeted much better. These individuals must have at least 1000 dollars disposable income that can be spent over a few months, the Romanian restaurant by dining several times (Camilleri, 2018).
- Distinctive features of the clients will be that they will be focus specifically and tourists who will be craving Romanian teachers specifically. Focus towards expanding the employee pool and making sure that Romanian chefs are joining the work processes of the business will be a major point of the organisation through which performance can be raised.
- The products and services of new Romanian restaurant will focus towards Romanian support being provided and Romanian waiters being integrated into the workforce in order to make sure that an authentic experience is being created internally within the organisation. This will be important in order to make sure that integration into the new market is easier for the business (Andaleeb, 2016).
- In order to explore the pricing system of the business, since the organisation will be competing with several different types of Romanian companies in the organisation, emphasis towards focusing on all of the ways through which low pricing strategy can be implemented and higher quality can be delivered will be a big aspect for the organisation. Moreover, a focused approach and the customisation of different flavours and items will be a big aspect for the organisation as well as this can directly help in making sure that it would be easier for there to be much easier performance being attained.

Market and Competition Analysis

Through a market analysis, it has been understood that several different types of Romanian companies in the food industry are operating against the interests of new Romanian restaurant. These companies include of businesses such as Bistro Ateneu, Bucharest,

Fragment, Cluj Napoca and others. Addition, it has been understood that different types of pricing systems and quality measures are being implemented by various organisations. For instance, the store is focusing upon a high pricing methodology while providing moderate quality. On the other hand, Cluj is more focus towards high pricing and high-quality methodology being implemented. In accordance with all of these types of companies operating in the Romanian market against the new restaurant which is being opened.

It can be highlighted that in order for differentiation to created, it is important to heavily focus towards lower prices being implemented and a wider selection of Romanian food being provided to the market. It is through an approach such as this, that the business will be able to push its products much further into the market and make sure that a wider impact is being created with a larger assortment of goods being given. Expanded selection of products and making sure that an impeccable decor is being created internally within the organisation can directly help in making sure that competitive edge and better performance in comparison to other businesses is being created internally within the organisation. This can help in making sure that a focused approach in the Romanian market is being created and it can be much easier for there to be a higher level of performance being raised and achieved by the business (Sotiriadis, 2018).

What research have you conducted to understand your market, including your industry, regions, customers, competitors?

Multiple research methods are present that includes of social media research, interviews, surveys, personal experience, and more. In this assessment, interviews will be conducted with managers of other competitive organisations in order to understand how the enterprise operates and how there are specific floors present that can be exploited in the future (Griffin, 2021).

Interviewers:

Manager 1: Q. Explain your understanding of the Romanian restaurant industry	Manager 2: Q. What has been your experience in operating in the Romanian restaurant industry.
A. In my experience, Romanian keeper upon only food that has a lot of ingredients within it and I feel that they wanted at a cheap price.	A. In my experience, I have seen that many Romanian restaurants have been able to operate well if they are continuously focus towards the client experience.

Manager 1: Q. How have you been dealing with customers from different religions?	Manager 2: Q. What have been your strategies to operate against competitive organisations the Romanian food industry?
A. In my dealing with customers from different regions, being able to have employees that are able to implement various languages is an important strategy that I have been focusing towards.	A. In order to operate against other competitive organisations in the Romanian market, using a low pricing strategy in the start and raising the price is the strategy I feel.

Competitors 1:

Strengths	Weaknesses
- Limited set of food items - Limited employees present	- Increased threat by coronavirus - Existence of political issues
Opportunities	Threats
- Opportunity to increase employee's - Moving and operating online	- Increased competition from other businesses (GURL, 2017) - Expanding items offered

Competitors 2:

Strengths	Weaknesses
Limited marketing reach Limited branding	Slow production line Inexperienced employees
Opportunities	Threats
Opportunity to expand product Performing research (Teoliet <i>al.</i> , 2019)	Increased threat from new businesses Inflation affects present

New Romanian Restaurant

Strengths	Weaknesses
------------------	-------------------

• Diversified set of employees • Huge spread and selection of cuisine	• Increased threat from existing and new businesses online • Threat from the coronavirus to operate effectively off-line
Opportunities	Threats
• Chance to perform strategy marketing with other businesses • Expanding the organisation's reach in multiple locations	• Increased competition from various restaurant businesses. • Increasing the number of local businesses that can be offered (Benzaghtaet <i>al.</i>,2021)

Gabriela Bocuta (2111891)

6. Operations

EURO FRESH START SRL

Organisational It has a matrix divisional structure present within it.	Relationship Status This enterprise has an active relationship status with other restaurant businesses.
Service Provided the organisational services of the enterprise encompass of providing meats, vegetables, and fruits.	Key Terms of Relationship In terms of both key relationship status, the enterprise is trustful (Brown <i>et al.</i> ,2018)

BRIMEX DISTRIBUTION

Organisational This enterprise has a line divisional organisational structure in it.	Relationship Status This organisation is presently active and working.
Service Provided The services of the business primarily focus upon only vegetable being provided at high quality (Chary, 2017).	Key Terms of Relationship The enterprise is transparent and honest with its operations.

FIRSTFOODS

Organisational This enterprise has a bureaucratic organisational structure	Relationship Status It has an actively working relationship status operating in the food distribution industry.
Service Provided Its services primarily focus upon different types of needs of high quality being provided.	Key Terms of Relationship This enterprise has specific key terms such as ethical code of conduct being followed and more to help achieve efficiency

Operational considerations

Presently in the new Romanian restaurant, at least 50 employees will be hired through external recruitment processes and diversified work pool will be created. Emphasis upon different types of skills such as hospitality management, vocational skills, and more will be prioritised. All of this will be important for the organisation as this will help in making sure that different employees are able to help the organisation achieve different results (Grabner, 2019).

Number of staff members to be employed

As mentioned, at least 50 employees in various departments such as business management, accounting, marketing, creation, and others will be considered. Various job titles such as restaurant manager, executive heads chef, waiters, waitresses, and others will be hired. The key responsibility of these individuals will buy some will have the responsibility of looking over the restaurant and others will have the responsibility of creating food items that are of high value and taste. The key skills that are required in all of the employees in the organisation will be communication as this will help in much more connections amongst one another and the customers as well. As a result of this, coordination, better customer experience, and more can be delivered into the market (Karlsson, 2016).

How will your business operate?

In order for the new Romanian restaurant to operate appropriately, the business must focus towards having an off-line to allow the business presently and this can directly help in offering food to multiple locations. The business will focus upon online delivery system of food being provided whereby which, an application will be created where orders for Romanian food items can be initiated by clients. Moreover, in order for effective location focus upon delivery system to be initiated as well, emphasis towards creating a mobile business through a vehicle can be initiated as well. Therefore, the company cannot only deliver food items to clients directly

through these vehicles but also operate as a delivery system whereby which, it can go to the clients whether is it and can set in the localities as well (Reid and Sanders, 2019).

Laws and regulations considered for the enterprise

Multiple regulations are present that must be complied with internally in the new Romanian restaurant. Health and safety are one of the biggest regulations that must be complied with as this will help in making sure that any type of fire, disaster hazard, and others are being avoided through exit strategies, preventive measures, and much more being undertaken. Since food making requires individuals to be able to focus towards utilising fire, and other types of elements, it can be highlighted that being able to leverage these types of regulations is important as these will help in compliance to be performed and governments to be raised (Bottoms, 2019).

Some other regulations that can be complied by the organisation includes also data protection that can help in trade secrets to be confidential and putting emphasis towards antidiscrimination laws being complied with at this can help in equality-based environment in the industry to be achieved.

Insurance for the business?

Presently, all of the employees in the organisation have healthcare insurance that directly facilitates in preventing any type of injuries that might require treatment (Merkin, 2019). Moreover, satisfaction of any workplace injuries is also being prioritised effectively as employees can work without much thought of ramifications that they might face which is a big aspect for the organisation and its growth as well. Creating an internal mechanism whereby which, support to the family members of the employees can be created through extended healthcare contacts being created (Barnes, 2018).

Operation management techniques

A Total Quality Management Strategy will be implemented within the new Romanian restaurant. This strategy of operations will be considered for the business instead of just in the as the enterprise will be able to focus upon quality being developed for all of the operations including food and more to be growing in the business (Ross, 2017). These are important as this will directly help in performance to be raised for the enterprise in the long run. The impact of this strategy will also be that it will help in quality checking measures for all of the item's ingredients, and other aspects to be improved.

7. Technology Plan

1. Introduction

1.1 Mission

The mission of the Romanian restaurant is to have a social media presence and leverage technology reach.

1.2 Organizational Overview

Through an organisational overview, it can be understood that social media knowledge, website creation abilities, and more is capable of the business.

1.3 Organization's Key Goals

The organisational goals of the business are to expand its artificial intelligence technology and create robotic systems through which automation can be created (Bloom *et al.*, 2016).

2. Evaluation Process

2.1 Involved Parties

Parties who are involved will include of poor development, tech enthusiasts, and other information technology individuals.

2.2 Decision Making Process

The decision-making process will be a collaboration between the information technology and the executive heads of the organisation (Benjamin *et al.*, 2019)

3. Technology Areas – (Status, Resolution, Implementation)

3.1 Infrastructure

In order for the infrastructure of the technology aspect to develop, new computers, high specification in terms of CPU, GPU and more will be integrated in the organisation.

3.2 Data management

Data will be managed through computers and project management that will help in more customer data control.

3.3 Digital Communications

In order for digital communication between different individuals internally, messaging applications and code features will be utilised for the Internet.

3.4 Training

Training for how to use the of the business will be prioritised as this will help in much better interactivity and communication (Energy, 2018).

3.5 Technical support

Tech support will also be a big part online for the many customer questions as customer queries can be resolved quickly through this.

4. Summary List of Technology Projects

4.1 Bulleted list of technology projects with justification

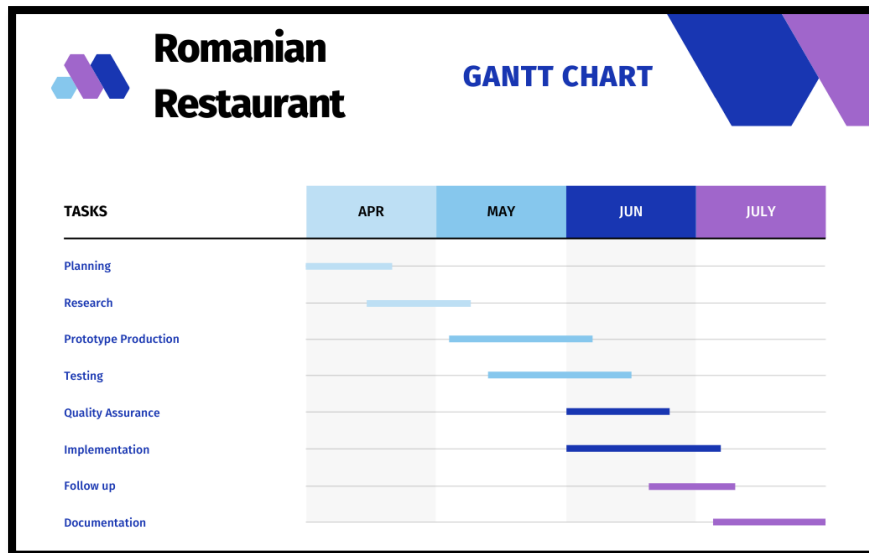
- Automated for creation processes
- Online work processes and delegation of tasks
- Robotic of cutting vegetables and needs
- Project management for client data, and more.

5. Implementation Plan & timeline

5.1 Responsibilities of Staff, consultants and vendors

A specific information technology team will be created internally which will have been consultants, external experts, technology vendors and coordinating with one another in order to create an effective operations process (Tavani, 2016).

5.2 Timeline



6. Budget

6.1 Costs by year for three-year period (Detailed budget in financial section)

First year budget	
Revenue	30,000
Expenditure	20,000
Net Profit	10,000
Second year budget	
Revenue	40,000
Expenditure	30,000
Net Profit	10,000
Third year budget	
Revenue	50,000
Expenditure	20,000
Net Profit	30,000

Implementation plan

In order for technology to be leveraged appropriately, marketing will be the biggest aspect in which the organisation will focus upon. Search and optimisation for the website of the organisation in order to make sure that the various articles, posts that the business is making its spanning is important. Putting emphasis towards utilisation and social media are all aspects of increasing the performance of the organisation. These are aspects through which the enterprise has the opportunity of being able to scale itself further. Moreover, creating

an internal behind-the-scenes video is also an organic method through which connections between clients and the business can be initiated. These are all important areas as the business can directly help in creating effective methods through which much wider margin of connection can be established. This is important as the business will be able to scale itself through information technology techniques being implemented on an ongoing basis (Murphie and Potts, 2017).

In order for all of the employees to be trained in information technology as well, the experts of the organisation will focus upon directly providing training to them. Therefore, in accordance with the operations of the business, specific techniques and strategies that can help them to perform better amongst one another shall be a top priority of the business. This will directly help in making sure that it is easier for there to be efficiency being raised and as a result, the business will have a competent environment for its employees to practice technology in order to coordinate recipes, take orders from online portals, and make sure that relations with clients is being made. All of this is relevant as the business can have a position of growth through these types of methodologies long term.

8. Management and Organisation

Management is a strategy for an organisation through which effective control over employees is established. Several different types of management methodologies are present for the business some of which will be discussed here:

- **Scientific Management Theory:** This is the most traditional form of management strategy through which efficiency focused principles of scientific management of the workplace is emphasised. Through this, individuals are in a situation where they must be the most part in the workplace (Waring, 2016).
- **Principles of Administrative Theory:** This is a mechanism in which initiative and equity are the biggest factors that help in initiating work. This directly helps in starting work processes through which efficiency is raised. In this methodology, limitations provided to employees so that a unity of direction estate and for work efficiency is obtained.
- **Bureaucratic Management Theory:** In this methodology, Maxwell per had focused upon creating a hierarchy for the business through which governance of rules established. This is important as division of labour, being able to provide adequate assets to individuals and more is prioritised. All of this is essential as this can directly help in making sure that standardised procedures are created through which internal mechanisms of control is established (Rubin, 2017).

From all of the techniques that have been highlighted, in the case of the Romanian restaurant, emphasis towards utilisation of scientific and bureaucratic management theory will be combined. This will directly help in maximising the productivity of employees and making sure that quality food items are being created on base. Rules is important in the initial stages for the remainder sports as this will directly help in making sure that any type of compromise is not being made.

Handy's Organisational Cultural Framework is another model that can help an enterprise to understand the ways through which internal control mechanisms can be initiated and it can be easier for there to be control to be acquired (Intezari and McKenna, 2018). Four factors are present within this framework that can be used in order to understand which type of culture can be focused upon by the business:

- **Power:** Power can be highlighted as the executive heads who have immense effort of power in an organisation and can be the bureaucratic decision-making individuals who are controlling the entire enterprise.
- **Role:** These are individuals who dedicate power and distribute water quality tasks amongst individuals for efficiency. Managerial heads and departmental individuals are falling under this specific category.
- **Tasks:** Task-based individuals are team leader and other low-level management heads. They help in functional departments to take appropriate control and there is high in making sure that your and decision-making processes is being initiated within the enterprise effectively.
- **Person:** Personal focused culture puts emphasis towards believe is being leveraged and an effective professional environment being created where individual power over individual work is initiated in order to have higher quality-oriented mindset (Douglas, 2018).

In the case of the new Romanian restaurant, it can be highlighted that the business will presently focus towards a personal focused and a focused organisational culture being created. This is important to be created internally as executive heads can dedicate the major roles of the employees within the business however, they can be very few individuals who will take charge of food, customer experience, accounting aspects, marketing endeavours, and much more. This will help in specific roles and positions to be fulfilled through which growth-oriented activities can be attained for the organisation.

9. Social Responsibility and Sustainability

Corporate social responsibility and sustainability strategies for the business is important as they can help in helping the making the organisation much more aware about the communities' problems and making the enterprise much more focus towards activities that must be fulfilled. These are important as the business is able to put emphasis towards supporting the community from and where it is operating.

Archie Carroll's model of corporate social responsibility can be utilised here in this assessment to understand the ways through which environment focus and sustainability concentrated steps can be undertaken in order for there to be efficiency being achieved. 4 different types of copper social responsibilities are present that can be undertaken by the enterprise in order to make sure that effective contribution towards the community is being achieved effectively.

Environmental responsibilities: Multiple types of environmental responsibility must be focused on by new Romanian restaurant whereby which, emphasis upon reducing pollution in the form of taking control over greenhouse gases by the enterprise can be focused upon. In the creation of food items, utilisation of plastic must be minimised and general wastage must be disposed of effectively in order for deciding to take place. Evidently, it can also be highlighted that the business can focus towards using renewable energy in the form of solar panels being installed in the business that can directly help in much more sustainability to be attained effectively. Negative impacts of the business activity by planting trees and more can also be initiated in nearby vicinity (Frynas and Yamahaki, 2016).

Ethical responsibility: In order for the organisation to operate effectively, multiple legal aspects must be focused upon by the enterprise. This implies being able to provide minimum wage as per the guidelines in the Romanian market. In addition to this, anti-discrimination laws must be implemented within the organisation can focus towards data protection regulations being implemented is also relevant for the enterprise. These are different types of vehicles that is that the business must focus towards in order to help create effective relations with investors, suppliers, leadership, employees, and others. Apart from this, compliance with free-trade standards in the environment is important to be complied with as well as this can directly help in making sure that it is easier for there to be market focused endeavour being undertaken. Emphasis towards eliminating savoury and other types of unethical business activities is also important for the business.

Philanthropy responsibility: The Romanian restaurant business has the chance of being philanthropy by focusing on all of the problems that are taking place in the society. Therefore, if individuals are not being able to have enough food to sustain themselves at the lower classes of the society, the enterprise has the option of making specific food and distributing it in the community for these less privileged individuals. This type of mission can directly help in making sure that charitable endeavours and unity in the business is being created by focusing upon all the problems of the society. All of this is important as this can directly help in making sure that philanthropic and responsibilities and endeavours are being achieved effectively (Liang and Renneboog, 2017).

Economic responsibility: Financially, specific decisions must be made within the concerned Romanian restaurant as this will help the business to focus towards maximisation of revenue. Being able to provide employment opportunity in the Romanian restaurant is 1 of the ways through which unemployment can be focused upon in the locality in which it is operating. Moreover, emphasis towards environmental impact being lessened by recycling bins being created and much more focus upon utilisation of materials that can be initiated in the business is important. Therefore, any type of vegetables that can be easier implies in different recipes is some of the ideas that can be used in order to make sure that effective brainstorming is taking place within the organisation that can help a performance to be raised. All of these techniques are important as the business has the chance of outperforming the competitive competitions in the market thinking of all of the ways in which progress can be made.

Sustainability benefits

Performing all of the initiatives and activities operates as a procedure through which marketing for the business can take place much more effectively. The higher the reputation of the business is present in the market, the higher the likelihood of much more employee and customer engagement to be raised. All of these types of aspects are important as strong values, brand perception, and more is created. Apart from this, putting emphasis towards helping the enterprise be reconceptualised in the minds of the consumers is an effective methodology through which long-term business sustainability is created. Environmental sustainability is also facilitated by this type of approach as it helps in the environment people, and the ecosystem to be developing at an ongoing basis (May, 2016).

10. Financial Plan

Sources of finance

There are various options for the business to raise funds for financing the restaurant business. However, a source of finance should be selected based on the cost and risk involved in that particular source. Some of the financing options that were considered for the financing of “Romanian Restaurant” are mentioned below. Only a few of all options were actually selected and the reasons why others were not selected are also provided below:

**(a) Proprietor`s capital:** Every start-up requires both attention and financial help from the proprietor. If the proprietor is unwilling to contribute funds to their own idea, it is highly unlikely that others will take the risk of lending or investing in that business. The proprietor`s capital is a risk-free source of funds. For instance, if the business is forced to shut down the capital need not be returned and therefore there is no risk involved. There are also zero accounting costs related to this type of capital as no interest or dividends have to be paid. However, the proprietor should consider the opportunity cost of the capital which could be earned if the funds were invested in a risk-free return option. Therefore, the proprietor`s capital has been opted for the business because of its negligible cost and no risk.

(b) Long-term borrowings: Raising debt is also an effective source of funds from where funds may be raised in bulk at a low cost. However, there are some criteria for raising funds from such sources. To obtain a loan a business must be credible and must be able to ensure the lender that the business will not dissolve anytime in the near future and will also generate profits in the coming years. Since the “Romanian Restaurant” is a start-up company it does not have enough credibility in the market. Besides, a fixed amount of interest would also have to be paid to the lender which involves risk. If the company does not earn profit in the beginning years it may start accumulating interest on debt payments. Since this source is quite risky for the company it has decided to raise only £10,000 through debt as it will not have much burden to make interest payments.

(c) Retained earnings: This is the most effective source of funds which involves zero risk and cost. The profits that a company earns may be distributed among the proprietors as dividends or retained in the business. The amount which remains undistributed is reinvested into the business and is called retained earnings. The second source of financing for the company is retained earnings.

Personal survival budget

Below are mentioned the various expenses that the proprietor has to incur on a monthly basis. These expenses are very basic and since the owner has invested most of the savings into the business he has to come up with a personal survival budget. This budget will help to keep track of the budgeted and actual expenditures.

Household costs	Costs per year	Notes
Mortgage/rent/rates	1200	Includes only rent and rates for personal property
Heat/Light/Gas/Electricity	500	Personal
Telephone/mobile and broadband	300	Personal
Food	400	Personal
Household repairs	450	Personal
Clothes/shoes	400	Personal
Insurance- personal/property	960	Includes life insurance of proprietor and general insurance on personal property.
Car costs – petrol/insurance/repairs/servicing	1150	Includes car costs for personal and official use
Travel costs	330	Personal
Health and medical costs	550	Personal
Total	6240	

The proprietor has planned to invest his personal savings into this company and therefore will need to withdraw some amount from the business for the purpose of paying the above expenses. Since the business will not be making much profit in the beginning the proprietor has decided to withdraw a fixed small amount each month. These drawings will not make much of a difference to the capital or the cash flow statement.

Sales forecast

The books of the company will be maintained as per the regulations which include making of profit and loss, balance sheet, and the cash flow statement. As the company is starting up and has a lot of competition prevailing in the market it is possible that the profits will be lower and costs will be high. However, as soon as the start-up costs are amortized and recovered with the gradual profits the company will start earning profits.

From the statement, it can be seen that the company earns a profit of £1843 in the first year. It earned no profits in some of the months and even sustained losses but due to the strong business plan the company managed to pull positive income in the first year itself which is a good sign. The company has employed individuals for administrative and selling activities. In order to save some time and resources for Romanian Restaurant, the proprietors have decided to outsource some activities so that the managers can concentrate on its core activities. It was also observed that the company can save resources by outsourcing these activities and instead of using that space for primary business activities. Other expenses include office supplies, repairs and maintenance for types of equipment and furniture and restaurant, accounting and legal, rent, telephone, utilities, insurance, and taxes. The company

is also incurring huge expenses on advertising since it has to establish its goodwill in the market.

Balance Sheet

The statement of balance sheet consists of current assets which include cash, short-term investments, inventories, accounts receivable, and prepaid expenses. Considering the type of business that the Romanian restaurant is conducting, there are no receivables to be recorded since most of the transactions will be conducted in cash. The non-current asset includes property and equipment such as furniture, air conditioners, computers, and building. Other fixed assets accumulated depreciation which will be amortized in the coming years in the profit and loss account. The company does not have idle cash at the moment and therefore it has not invested in equity and other investments.

The equity portion of the balance sheet includes investment capital and retained earnings. Current liabilities include accounts payables and accrued wages and compensation. The company also has a huge liability of income taxes payable in the assessment year. Since the restaurant has taken a loan of £10,000, it is the only outstanding non-current liability.

Cash flow Statement

Although the company is earning more revenues than expenses, its cash position at the end of the year is negative at £8563. Most of the cash outflows are operating in nature and draw out most of the cash from the business. However, an increase in operating expenses indicates that business operations are increasing and the profits will increase gradually. The proprietor is also withdrawing periodic amounts for their own personal expenses which have also led to an increase in cash outflow.

Break even Analysis

The total variable costs constitute 72% of the sale price of the product and other fixed costs include salaries, supplies, repairs and maintenance, advertising, rent, telephone, insurance, taxes, interest, and depreciation. Since the fixed costs are high the company needs to achieve a high level of sales. Breakeven sales are the number of sales at which the Romanian restaurant will not earn any profits but will successfully be able to cover all costs. The method can be used to ascertain the sales level at which the firm can earn a certain amount of profit after recovering all the variable as well as fixed costs incurred (Kampf et al., 2016). For the Romanian restaurant, the breakeven sales level stands at £742,857, in order to recover all the fixed and variable expenses.

12. Reference List

- Andaleeb, S.S., 2016. Market segmentation, targeting, and positioning. In *Strategic Marketing Management in Asia*. Emerald Group Publishing Limited.
- Barnes, D., 2018. *Operations Management*. Macmillan International Higher Education.
- Benjamin, R., Duster, T., Eglash, R., Gaskins, N., Hatch, A.R., Miller, A., Nelson, A., Nopper, T.K., Perreira, C., Poster, W.R. and Roberts, D.E., 2019. *Captivating technology*. Durham: Duke University Press.
- Benzaghta, M.A., Elwalda, A., Mousa, M.M., Erkan, I. and Rahman, M., 2021. SWOT analysis applications: An integrative literature review. *Journal of Global Business Insights*, 6(1), pp.55-73.
- Bloom, N., Sadun, R. and Van Reenen, J., 2016. Management as a Technology? (No. w22327). National Bureau of Economic Research.
- Bottoms, A., 2019. Understanding compliance with laws and regulations: a mechanism-based approach. In *Financial Compliance* (pp. 1-45). Palgrave Macmillan, Cham.
- Brown, S., Bessant, J. and Jia, F., 2018. *Strategic operations management*. Routledge.
- Camilleri, M.A., 2018. Market segmentation, targeting and positioning. In *Travel marketing, tourism economics and the airline product* (pp. 69-83). Springer, Cham.
- Chary, S.N., 2017. *Production and operations management*. McGraw Hill Education.
- Douglas, C., 2018. Adapting to organisational culture: A staged adaptation model.
- Energy, G., 2018. Technology. Mondini, G., Fattinnanzi, E., Oppio, A., Bottero, M., Stanghellini, S., Eds, pp.411-424.
- Fairfield, K.D., 2016. Understanding functional and divisional organizational structure: A classroom exercise. *Management Teaching Review*, 1(4), pp.242-251.
- Frynas, J.G. and Yamahaki, C., 2016. Corporate social responsibility: Review and roadmap of theoretical perspectives. *Business Ethics: A European Review*, 25(3), pp.258-285.
- Grabner, T., 2019. *Operations management*. Springer Fachmedien Wiesbaden.
- Griffin, R.W., 2021. *Management*. Cengage Learning.
- GURL, E., 2017. SWOT analysis: A theoretical review.

Intezari, A. and McKenna, B., 2018. Creating organisational culture. *Leadership: Regional and Global Perspectives*, 160, pp.160-189.

Kampf, R., Majerčák, P. and Švagr, P., 2016. Application of break-even point analysis. *NAŠE MORE: znanstveni časopis za more ipomorstvo*, 63(3 Special Issue), pp.126-128.

Karlsson, C. ed., 2016. Research methods for operations management (Vol. 2). New York, NY: Routledge..

Liang, H. and Renneboog, L., 2017. On the foundations of corporate social responsibility. *The Journal of Finance*, 72(2), pp.853-910.

May, S., 2016. Corporate Social Responsibility. *The SAGE Encyclopedia of Corporate Reputation*, pp.218-221.

Merkin, R., 2019. *Colinvaux's Law of Insurance* (Vol. 12). Sweet & Maxwell Ltd.

Murphie, A. and Potts, J., 2017. *Culture and technology*. Macmillan International Higher Education.

Reid, R.D. and Sanders, N.R., 2019. *Operations management: an integrated approach*. John Wiley & Sons.

Ross, J.E., 2017. *Total quality management: Text, cases, and readings*. Routledge.

Royal, C., Bright, A., Pellizzaro, K., Belair-Gagnon, V., Holton, A.E., Vincent, S., Heider, D., Zielina, A. and Kiesow, D., 2020. Product management in journalism and academia. *Journalism & Mass Communication Quarterly*, 97(3), pp.597-616.

Rubin, E.L., 2017. Bureaucratic oppression: its causes and cures. *Russian Journal of Economics and Law*, (4 (44)), pp.170-225.

Schermerhorn Jr, J.R., Bachrach, D.G. and Wright, B., 2020. *Management*. John Wiley & Sons.

Sotiriadis, M., 2018. Strategic Analysis and Competition Analysis. In *The Emerald Handbook of Entrepreneurship in Tourism, Travel and Hospitality*. Emerald Publishing Limited.

Tavani, H.T., 2016. *Ethics and technology*. Wiley.

Teoli, D., Sanvictores, T. and An, J., 2019. *SWOT analysis*.

Waring, S.P., 2016. *Taylorism transformed: Scientific management theory since 1945*. UNC Press Books.

Appendix

Balance Sheet

Assets

Asset Type	Description	FY-2021	FY-2022
		Previous Year	Current Year
Current Assets	Cash	0	7,000
Current Assets	Investments	0	10,000
Current Assets	Inventories	0	2,000
Current Assets	Accounts receivable	0	0
Current Assets	Pre-paid expenses	0	1,000
Fixed Assets	Property and equipment	0	4,800
Fixed Assets	Leasehold improvements	0	0
Fixed Assets	Equity and other investments	0	0
Fixed Assets	Less accumulated depreciation (Negative Value)	-100	-85
Other Assets	Charity		
Total Assets		-100	24,715

Break Even Analysis

BREAKEVEN ANALYSIS

VARIABLE COSTS

COST PERCENTAGE

Cost of Goods Sold

25.0%

Inventory	12.0%
Raw Materials	5.0%
Direct Labour (Includes Payroll Taxes)	30.0%
Total	72.0%

Cash Flow Statement

Cash Flow Statement

Fiscal year begins: 01-07-2022	(Pre) Start-up EST	JUL 01	AUG 01	SEP 01	OCT 01	NOV 01	DEC 01	JAN 01	FEB 01	MAR 01	APR 01	MAY 01	JUN 01	Total Item EST
Cash Paid Out (Non P&L)														0
Loan principal payment														0
Capital purchase (specify)														125
Other start-up costs		40	60	25										0
Reserve and/or escrow														300
Owners' withdrawal		25	25	25	25	25	25	25	25	25	25	25	25	425
Total	0	65	85	50	25	25	25	25	25	25	25	25	25	7,100
Total Cash Paid Out	0	558	639	608	520	674	605	575	463	648	542	566	702	7,100

Profit and Loss Account

PROFIT & LOSS PROJECTION

FISCAL YEAR BEGINS: JAN 2022

		JAN-22	FEB-22	MAR-22	APR-22	MAY-22	JUN-22	JUL-22	AUG-22	SEP-22	OCT-22	NOV-22	DEC-22	YEARLY	IND %	JAN %	FEB %	MAR %	APR %	MAY %	JUN %	JUL %	AUG %	SEP %	OCT %	NOV %	DEC %	YEAR %
INCOME (SALES)	TREND																											
Income 1	0.1438411	£ 186	£ 108	£ 92	£ 122	£ 190	£ 71	£ 21	£ 37	£ 24	£ 178	£ 92	£ 97	£ 1,218	12%	30%	18%	11%	20%	23%	12%	4%	6%	3%	24%	12%	9%	14%
Income 2	0.09851768	£ 15	£ 16	£ 198	£ 44	£ 25	£ 68	£ 43	£ 119	£ 37	£ 118	£ 29	£ 171	£ 853	18%	2%	2%	24%	7%	3%	12%	7%	18%	5%	17%	4%	14%	10%
Income 3	0.15392533	£ 166	£ 185	£ 89	£ 170	£ 131	£ 70	£ 80	£ 149	£ 179	£ 104	£ 119	£ 187	£ 1,599	19%	27%	26%	11%	26%	16%	12%	8%	22%	24%	15%	16%	18%	18%
Income 4	0.117912477	£ 21	£ 113	£ 83	£ 17	£ 130	£ 26	£ 167	£ 102	£ 82	£ 33	£ 88	£ 193	£ 1,055	11%	3%	15%	10%	3%	16%	4%	28%	15%	11%	5%	12%	19%	12%
Income 5	0.153425509	£ 70	£ 160	£ 125	£ 84	£ 191	£ 97	£ 52	£ 45	£ 173	£ 136	£ 144	£ 167	£ 1,444	20%	11%	22%	15%	14%	24%	17%	9%	7%	23%	20%	19%	14%	17%
Income 6	0.1449921	£ 61	£ 99	£ 70	£ 162	£ 20	£ 163	£ 101	£ 103	£ 78	£ 33	£ 162	£ 159	£ 1,219	10%	10%	13%	9%	27%	3%	20%	17%	15%	10%	5%	22%	15%	14%
Income 7	0.14616655	£ 105	£ 55	£ 163	£ 12	£ 117	£ 83	£ 163	£ 120	£ 171	£ 79	£ 105	£ 69	£ 1,242	10%	17%	7%	20%	2%	14%	14%	27%	18%	23%	12%	14%	7%	14%
TOTAL SALES		£ 434	£ 734	£ 820	£ 411	£ 812	£ 578	£ 877	£ 675	£ 744	£ 481	£ 739	£ 1,043	£ 8,440	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%