

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Statement of Confirmation of Authenticity

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Freshly baked. Freshly brewed. Made for students.

Welsh Croissants coffee shop

Anna Vakulenko

Sole trader

Swansea

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1. Executive Summary

Welsh Croissants – Students Bakery is a proposed sole trader coffee shop and artisan bakery located near the University of Wales Trinity Saint David in Swansea, Wales. The business aims to provide freshly baked croissants and speciality coffee for university students, university staff, and residents. The concept responds to the growing demand for convenient, high-quality food and beverages in a welcoming environment that supports studying, social interaction, and everyday campus life.

Unlike large coffee shops, Welsh Croissants – Students Bakery will specialise in freshly prepared croissants with both sweet and savoury fillings, complemented by premium coffee, teas, and cold drinks. The coffee shop will focus on creating a relaxed atmosphere with free Wi-Fi, charging facilities, comfortable seating, and student-friendly prices. A loyalty rewards programme and European menu will encourage repeat visits and help build long-term customer relationships.

The business will operate from a leased retail unit within walking distance of the University of Wales Trinity Saint David, making it easily accessible to thousands of students and staff. The owner, Anna Vakulenko, will manage the business herself on a full-time basis.

The primary target market consists of the University of Wales Trinity Saint David students aged between 18 and 30 who seek affordable, convenient, and high-quality food throughout the academic year. Secondary customers include university employees, local office workers, and nearby residents. Research indicates that the University of Wales Trinity Saint David (which includes its Swansea campuses) has a total of about 15 000 students (*University of Wales Trinity Saint David Ranking UK 2026 / 2027 - Complete University Guide, 2026*).

The business requires an estimated start-up investment of approximately £15,000 , covering premises refurbishment, commercial kitchen equipment, furniture, initial inventory, licences, branding, and working capital. Based on projected sales, the coffee shop is expected to achieve operational break-even during its first year and establish a loyal customer base through excellent customer service, effective social media marketing, and strong community engagement (IBISWorld, 2026).

The long-term vision is to develop Welsh Croissants – Students Bakery into one of Swansea's most recognised independent student coffee shops, with opportunities to expand the product range, introduce online ordering and delivery services, and potentially open additional locations in other university cities across Wales.

2. Introduction and Business Identity

2.1. Business Overview

Welsh Croissants – Students Bakery is a proposed independent coffee shop and bakery established to meet the needs of students seeking fresh, affordable, and high-quality food in a comfortable and welcoming environment. The business will be located close to the University of Wales Trinity Saint David .

The coffee shop will specialise in artisan croissants prepared fresh each day using premium ingredients. The menu will include traditional butter croissants alongside a variety of sweet and savoury options such as chocolate, almond, ham and cheese, smoked salmon and cream cheese, and vegetarian fillings. The bakery products will be complemented by a range of speciality coffees, teas, hot chocolate, fresh juices, and cold beverages.

2.2. Business Structure

Welsh Croissants – Students Bakery will operate as a **sole trader** business. This legal structure has been selected because it offers a simple and cost-effective method of establishing a small independent enterprise while allowing the owner to retain full control over decision-making, pricing, purchasing, staffing, and customer service. The owner will register as self-employed with HM Revenue and Customs and will be responsible for maintaining accurate financial records, complying with food safety regulations, and meeting all legal and tax obligations (Government Digital Service, 2014).

2.3. Mission Statement

The mission of Welsh Croissants – Students Bakery is to provide freshly baked artisan croissants and exceptional coffee at affordable prices while creating a welcoming environment where students can study, socialise, and relax.

2.4. Business Objectives

During its first year of operation, Welsh Croissants – Students Bakery aims to achieve the following objectives:

- Successfully launch the business before the start of the academic year.
- Achieve average daily sales of approximately 80–100 customers within the first six months.
- Reach monthly revenue sufficient to cover operating costs and achieve break-even within the first year.
- Build an active online community of more than 2,500 followers across Instagram and TikTok.
- Develop partnerships with the University of Wales Trinity Saint David student societies and local organisations.
- Achieve an average customer satisfaction rating above 4.5 out of 5 on Google Reviews.

- Establish a customer loyalty programme that encourages repeat purchases and strengthens long-term customer relationships.

2.5. Owner's Skills and Experience

The owner, Anna Vakulenko, possesses strong organisational, communication, and customer service skills together with a genuine passion for baking and hospitality. Previous experience in teamwork, time management, and interacting with customers provides a solid foundation for operating a successful coffee shop. The full CV attached in Appendix A. The owner is committed to maintaining high standards of food quality, cleanliness, and customer satisfaction while continuously improving the business through customer feedback, market research, and innovation.

3. Market Analysis

Swansea is an attractive location for a student-focused coffee shop due to the presence of the University of Wales Trinity Saint David, which attracts thousands of undergraduate and postgraduate students from the UK and overseas every year. The university community generates consistent demand for breakfast, lunch, snacks, coffee, and comfortable study spaces throughout the academic year. Students often seek coffee shops where they can socialise, complete coursework, or relax between lectures, creating an excellent opportunity for Welsh Croissants – Students Bakery.

Unlike traditional bakeries, the proposed business will combine artisan croissants with premium coffee in a modern environment designed specifically for students. This niche positioning enables the business to differentiate itself from national coffee chains while maintaining competitive pricing.

3.1. Target Market, Market Size, Customer Groups and Business Opportunity

Category	Description
Target Market	The primary target market is undergraduate and postgraduate students at the University of Wales Trinity Saint David aged 18–30. The business also targets university staff, local professionals, and residents looking for high-quality coffee and freshly baked pastries.
Market Size	The University of Wales Trinity Saint David has approximately 15,000 students , together with academic and professional staff, creating a large and stable customer base. The café aims to attract 80–100 customers per day during its first year of operation.
Customer Group	Students seeking affordable breakfasts, lunches, snacks, and speciality coffee; lecturers and university staff looking for convenient meal options; local office workers and residents who value fresh bakery products and a comfortable café environment.
Customer Needs	Affordable prices, fresh food, premium coffee, fast service, free Wi-Fi, comfortable seating, charging points, healthy options, and student discounts.
Business Opportunity	Welsh Croissants – Students Bakery will meet these trends by offering freshly baked artisan croissants, premium coffee, student-friendly pricing, loyalty rewards, and a welcoming study environment close to the University of Wales Trinity Saint David.

The analysis shows that Welsh Croissants – Students Bakery is well positioned to meet the needs of its target customers by offering affordable prices, fresh products, and a welcoming environment specifically designed for the university community.

3.2. PESTLE Analysis

Factor	Impact on Business
Political	Government food safety regulations, business taxation, and employment legislation must be followed. Compliance ensures legal operation and customer confidence.
Economic	Inflation and increasing ingredient costs may reduce profit margins. However, student demand for affordable food remains relatively stable throughout the academic year.
Social	Growing coffee culture, increased demand for artisan bakery products, and preference for independent cafés create opportunities for business growth. Students increasingly seek cafés that provide study-friendly environments.
Technological	Online ordering, digital payment systems, social media marketing, and loyalty apps improve customer convenience and operational efficiency.
Legal	Compliance with Food Standards Agency regulations, food hygiene certification, allergen labelling, employment law, and GDPR is essential.
Environmental	Customers increasingly value environmentally responsible businesses. Sustainable packaging, recycling, and reducing food waste can improve brand reputation.

Overall, the external environment presents favourable opportunities for Welsh Croissants – Students Bakery. Although inflation and competition create challenges, increasing demand for premium coffee, artisan bakery products, and independent cafés provides significant growth potential.

3.3. SWOT analysis

Strengths	Weaknesses
Unique student-focused concept	New business with limited brand awareness
Freshly baked croissants daily	Limited financial resources
Affordable student pricing	Small product range initially

Strengths	Weaknesses
Prime location near the University of Wales Trinity Saint David	Reliance on university academic calendar
Friendly study environment	Limited seating capacity
Opportunities	Threats
Growth in speciality coffee market	Strong competition from Costa, Starbucks and Greggs
Partnerships with student societies	Rising food and energy prices
Delivery services	Changes in consumer spending
Social media marketing	New competitors entering the market
Expansion to additional university locations	Economic uncertainty

The analysis demonstrates that Welsh Croissants – Students Bakery has several competitive advantages through its student-focused positioning, high-quality products, and convenient location. While competition from established chains remains significant, the business can differentiate itself by offering fresh artisan products, personalised customer service, and an atmosphere designed specifically for university students.

3.4. Competitor Analysis

The coffee shops market surrounding the University of Wales Trinity Saint David includes several established competitors.

Competitor	Strengths	Weaknesses
Costa Coffee	Strong brand recognition, extensive menu, loyalty scheme	Higher prices, less personalised customer experience
Starbucks	International reputation, premium beverages, digital rewards	Expensive for students, crowded during peak hours
Greggs	Low prices, convenient takeaway food	Limited café atmosphere, standardised products
Independent Local Cafés	Personal service, local identity	Smaller marketing budgets and less consistent product offerings

Welsh Croissants – Students Bakery will differentiate itself by combining:

- artisan croissants baked fresh every morning;

- premium coffee at student-friendly prices;
- discounts for the University of Wales Trinity Saint David students;
- loyalty rewards programme;
- comfortable study environment with Wi-Fi and charging points;
- locally inspired seasonal menu items.

Rather than competing solely on price, the business will compete by delivering superior value, freshness, convenience, and a customer experience tailored to university life.

3.5. Unique Selling Point

The unique selling proposition of Welsh Croissants – Students Bakery is:

"Freshly baked artisan croissants and premium coffee served at affordable student prices in a welcoming study-friendly café located near the University of Wales Trinity Saint David ."

Unlike major coffee chains, the business is designed specifically around the needs of students. Every morning, fresh croissants will be baked on-site, ensuring high product quality and freshness. The menu will combine traditional French pastries with fillings inspired by local Welsh ingredients, creating a distinctive identity.

The café will also offer free Wi-Fi, charging stations, comfortable seating, student discounts, and a loyalty rewards programme. Together, these features create a customer experience that goes beyond food and beverages, positioning Welsh Croissants – Students Bakery as both a convenient place to eat and a welcoming space to study, collaborate, and socialise.

This USP supports the overall mission of providing high-quality products, excellent service, and outstanding value while building a loyal customer community around the University of Wales Trinity Saint David.

4. Marketing Strategy

Welsh Croissants – Students Bakery will implement a customer-focused marketing strategy based on the **7Ps Marketing Mix**. The strategy aims to attract students and university staff by offering high-quality products, competitive prices, effective promotion, and excellent customer service.

Marketing Mix (7Ps)	Strategy
Product	The coffee shop will offer freshly baked croissants, including butter, chocolate, almond, ham and cheese, vegetarian, and seasonal Welsh-inspired flavours. The menu will also include speciality coffee, tea, hot chocolate, fresh juices, sandwiches, and meal deals. Vegan and gluten-free options will be introduced to meet diverse dietary needs.

Marketing Mix (7Ps)	Strategy
Price	A competitive pricing strategy will be adopted to remain affordable for students. Student discounts (10%), and a digital loyalty card (buy 9 coffees, get the 10th free) will encourage repeat purchases.
Place	The coffee shop will be located within walking distance of the University of Wales Trinity Saint David , providing convenient access for students and staff. Customers will be able to dine in, take away, or order through delivery platforms such as Uber Eats and Deliveroo.
Promotion	Promotion will focus on Instagram, TikTok, Facebook, and university social media groups. Marketing activities will include opening-week discounts, student ambassador partnerships, giveaways, seasonal campaigns, and collaborations with the University of Wales Trinity Saint David societies.
People	Friendly employee will provide excellent customer service and create a welcoming atmosphere. Staff will receive training in food hygiene, coffee preparation, communication, and customer care to ensure a consistent customer experience.
Process	Customers will benefit from quick ordering, contactless payments, online pre-ordering, and efficient service during busy periods. Standard operating procedures will ensure food quality, hygiene, and fast preparation times.
Physical Evidence	The coffee shop will feature a modern interior with comfortable seating, free Wi-Fi, charging points, Welsh-inspired decor, visible branding, sustainable packaging, and an open bakery area where customers can see croissants being prepared and baked.

4.1. Marketing Objectives

The marketing objectives for Welsh Croissants – Students Bakery are designed to increase brand awareness, attract customers, and build long-term customer loyalty during the first year of operation.

Marketing Objective	Target	Timeframe
Increase brand awareness among students	Reach at least 70% of students through social media campaigns, promotional events, and campus partnerships	Within 12 months
Build a strong social media presence	Achieve 3,000 Instagram followers, 2,000 TikTok followers, and maintain regular engagement	Within 12 months

Marketing Objective	Target	Timeframe
Attract new customers	Achieve an average of 80–100 customers per day	Within the first 6 months
Increase customer loyalty	Register 500 members in the digital loyalty programme	Within the first year
Develop university partnerships	Collaborate with at least five of the University of Wales Trinity Saint David societies to promote the café and sponsor student events	Within the first year
Maintain customer satisfaction	Achieve an average rating of 4.5/5 or above on Google Reviews and social media platforms	Ongoing

These marketing objectives support the overall business strategy by focusing on attracting students, increasing brand recognition, and encouraging repeat business. As the primary target market consists of the University of Wales Trinity Saint David students, digital marketing through Instagram and TikTok, together with collaborations with university societies, will be the main promotional channels. Student discounts, loyalty rewards, and high-quality customer service will help build long-term relationships and encourage positive word-of-mouth marketing. Achieving these objectives will strengthen the competitive position of Welsh Croissants – Students Bakery and contribute to sustainable business growth.

4.2. Operations

Welsh Croissants – Students Bakery will operate as an independent coffee shop and bakery located within walking distance of the University of Wales Trinity Saint David. The business will focus on providing freshly baked croissants, speciality coffee in a welcoming environment designed for students, university staff, and residents.

The coffee shop will open Monday to Saturday from 7:30 a.m. to 6:00 p.m., with extended opening hours during examination periods to meet increased student demand. The owner will manage the daily operations and oversee customer service, inventory management and financial administration.

Fresh croissants will be baked every morning using high-quality ingredients supplied by trusted local wholesalers. Coffee beans will be sourced from a reputable UK coffee supplier to ensure consistent quality. Daily deliveries of fresh ingredients will minimise food waste and maintain product freshness.

The business will initially be owner-operated, with the owner responsible for managing daily operations, customer service, purchasing, and administrative tasks.

Customer orders will be processed efficiently through a modern point-of-sale (POS) system that accepts cashless and mobile payments. Customers will have the option to dine in, order

takeaway, or purchase selected products through delivery platforms such as Deliveroo and Uber Eats.

Strict food safety procedures will be followed in accordance with UK Food Standards Agency regulations.

5. Financial information

5.1. Start-up Costs

Item	Estimated Cost (£)
Business registration and licences	300
Premises deposit	2,500
Shop refurbishment and decoration	2,500
Coffee machine	2,000
Commercial oven	1,500
Refrigeration equipment	800
Furniture and seating	1,500
POS system and payment terminal	600
Kitchen equipment and utensils	800
Initial stock (ingredients, coffee and packaging)	1,000
Branding, signage and menu boards	500
Website and social media marketing	500
Insurance	500
Contingency fund	500
Total Estimated Start-up Cost	£15,000

The estimated start-up cost for **Welsh Croissants – Students Bakery** is **£15,000**. This budget is based on opening a small independent coffee shop close to the University of Wales Trinity Saint David using leased premises and essential commercial equipment. The highest costs include the rental deposit, refurbishment of the coffee shop, and the purchase of key equipment such as a coffee machine and commercial oven.

The remaining budget covers furniture, kitchen equipment, initial stock, branding, insurance, and marketing activities to support the launch of the business. A contingency fund has also been included to manage any unexpected expenses during the start-up phase. By keeping initial costs relatively low and focusing on essential resources, the business can begin operating efficiently while reducing financial risk during its first year.

5.2. Pricing strategy

Welsh Croissants – Students Bakery will use a **competitive pricing strategy** to attract students while maintaining profitability. Prices are set slightly below those of major coffee chains such as Costa Coffee and Starbucks but reflect the high quality of freshly baked artisan croissants and premium coffee (Appendix B).

5.3. Cash Flow

Cashflow item	Pre Start-Up	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. Cash in bank													
Cash in bank at beginning of month	- (£15,000)	(£15,930)	(£16,725)	(£17,310)	(£17,695)	(£17,880)	(£17,860)	(£17,715)	(£17,420)	(£17,000)	(£16,445)	(£15,765)	
2. Income													
Cash sales		£2,800	£3,000	£3,300	£3,600	£3,900	£4,200	£4,400	£4,600	£4,800	£5,000	£5,200	£5,400
Collections from credit accounts		-	-	-	-	-	-	-	-	-	-	-	-
Loan or other cash injection		-	-	-	-	-	-	-	-	-	-	-	-
3. Total income: all of section 2	-	£2,800	£3,000	£3,300	£3,600	£3,900	£4,200	£4,400	£4,600	£4,800	£5,000	£5,200	£5,400
4. Total available													
Cash in bank + total income	- (£12,200)	(£12,930)	(£13,425)	(£13,710)	(£13,795)	(£13,680)	(£13,460)	(£13,115)	(£12,620)	(£12,000)	(£11,245)	(£10,365)	
5. Outgoings and pre-start-up costs													
Equipment	£7,200	-	-	-	-	-	-	-	-	-	-	-	-
Initial stock/materials	£1,000	-	-	-	-	-	-	-	-	-	-	-	-
Website/logo/branding	£500	-	-	-	-	-	-	-	-	-	-	-	-
Insurance/licences	£800	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50
Rent/premises	£2,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500
Materials/cost of sales		£840	£900	£990	£1,080	£1,170	£1,260	£1,320	£1,380	£1,440	£1,500	£1,560	£1,620
Marketing/advertising	£500	£150	£150	£120	£120	£100	£100	£100	£80	£80	£80	£80	£80
Packaging		£85	£90	£100	£110	£120	£125	£130	£140	£145	£150	£155	£160
Website/software subscriptions		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Travel/delivery		£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30
Other running costs		£300	£300	£320	£320	£340	£340	£350	£350	£360	£360	£370	£370
6. Outgoings subtotal	£12,500	£2,980	£3,045	£3,135	£3,235	£3,335	£3,430	£3,505	£3,555	£3,630	£3,695	£3,770	£3,835
Loan principal payment		-	-	-	-	-	-	-	-	-	-	-	-
Capital purchases	£2,500	-	-	-	-	-	-	-	-	-	-	-	-
Other start-up costs		-	-	-	-	-	-	-	-	-	-	-	-
Reserve/savings	-	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50
Owner's withdrawal		£700	£700	£700	£700	£700	£700	£700	£700	£700	£700	£700	£700
7. Total outgoings: all outgoing costs add	£15,000	£3,730	£3,795	£3,885	£3,985	£4,085	£4,180	£4,255	£4,305	£4,380	£4,445	£4,520	£4,585
8. Final balance													
Total available minus total outgoings	(£15,000)	(£15,930)	(£16,725)	(£17,310)	(£17,695)	(£17,880)	(£17,860)	(£17,715)	(£17,420)	(£17,000)	(£16,445)	(£15,765)	(£14,950)

The business starts with a negative cash balance of £15,000, reflecting the initial investment required before operations begin. Monthly sales gradually increase from £2,800 in Month 1 to £5,400 by Month 12, showing steady revenue growth.

Operating expenses remain relatively stable, with monthly outgoings increasing slightly from £3,730 to £4,585 as sales grow. Major one-time start-up costs include:

- Equipment: £7,200
- Initial stock: £1,000
- Rent deposit/premises: £2,500
- Capital purchases: £2,500

Recurring expenses mainly consist of rent (£1,500/month), materials, marketing, packaging, subscriptions, transport, and other operating costs.

Despite increasing sales, the business does not generate enough cash to reach a positive balance within the first year. The closing cash balance improves only slightly, from -£15,930 in Month 1 to approximately -£14,950 by Month 12.

5.3. Break-even Analysis

The business is not expected to reach break-even within the first 12 months. Although monthly sales increase steadily from £2,800 in Month 1 to £5,400 in Month 12, they remain higher than the available cash generated after covering fixed and variable operating costs. Significant start-up expenses, including equipment (£7,200), capital purchases (£2,500), and premises (£2,500), delay profitability. Based on the forecast, the business will require additional funding or higher sales volumes to achieve break-even beyond the first year.

5.4. Capacity

The projected sales growth demonstrates that the business has sufficient operational capacity to meet increasing demand. Sales are forecast to grow gradually from £2,800 to £5,400 per month, while operating costs increase only moderately, indicating efficient use of resources. The business has the capacity to expand production or service delivery without major additional investment during the first year. However, as demand continues to grow beyond the forecast period, further investment in equipment, staff, or inventory may be required to support future expansion.

6. Conclusion

The financial forecast indicates that the business has the potential for long-term growth, supported by a steady increase in monthly sales throughout the first year. Although the business is not expected to reach break-even within the first 12 months due to significant start-up costs and ongoing operating expenses, the gradual improvement in cash flow demonstrates positive business development. To achieve profitability, the business will need to increase sales, carefully manage costs, and secure sufficient working capital during the start-up phase. With effective financial management and continued growth in demand, the business is expected to become financially sustainable in the future.

References

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Appendix A: Anna Vakulenko – Curriculum Vitae (CV)

Anna Vakulenko

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LinkedIn: anna.vakulenko

Location: United Kingdom

Professional Profile

Results-driven Sales and Business Development professional with experience in customer relationship management, lead generation, sales support, and client engagement. Skilled in identifying customer needs, building long-term business relationships, negotiating solutions, and achieving sales targets. Strong communication, organisational, and problem-solving skills with the ability to work effectively in fast-paced environments. Motivated to contribute to business growth while delivering exceptional customer service.

Core Competencies

- Sales and Business Development
- Customer Relationship Management (CRM)
- Lead Generation and Prospecting
- Account Management
- Client Relationship Building
- Negotiation and Closing
- Market Research
- Customer Service Excellence
- Communication and Presentation Skills
- Microsoft Office (Excel, Word, PowerPoint)
- Time Management and Organisation
- Teamwork and Collaboration

Professional Experience

Sales / Customer Service Representative

Company Name | CSA Recruitment

Key responsibilities:

- Developed and maintained strong relationships with new and existing customers.
- Identified customer requirements and recommended appropriate products and services.
- Managed sales enquiries and followed up on potential business opportunities.
- Achieved individual and team sales targets.
- Processed customer orders and maintained accurate CRM records.
- Worked closely with colleagues to improve customer satisfaction and business performance.

Professional Training

- Sales Techniques and Negotiation

- Customer Service Excellence
- CRM Systems
- Microsoft Office

Languages

- English – Professional Working Proficiency
- Ukrainian – Native
- Russian – Native

References

Available upon request.

Appendix B: Price List

Category	Product	Price (£)
Croissants	Butter Croissant	2.50
	Chocolate Croissant	3.00
	Almond Croissant	3.20
	Ham & Cheese Croissant	4.20
	Smoked Salmon & Cream Cheese Croissant	4.80
	Spinach & Feta Croissant (Vegetarian)	4.00
Coffee	Espresso	2.50
	Americano	3.00
	Cappuccino	3.40
	Latte	3.50
	Flat White	3.60
	Mocha	3.80
Tea & Other Drinks	English Breakfast Tea	2.50
	Green Tea	2.70
	Hot Chocolate	3.50
	Fresh Orange Juice	3.20
	Bottled Water	1.50
	Soft Drinks	2.00
Meal Deals	Croissant + Regular Coffee	5.50
	Filled Croissant + Coffee	6.80
	Student Breakfast Deal	7.50
Extras	Extra Espresso Shot	0.50
	Oat or Soy Milk	0.50
	Syrup (Vanilla, Caramel, Hazelnut)	0.60