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Declaration

I declare that this Business Development Proposal is my own work and has been prepared for the LCMB7037 Business Development Proposal module. I have acknowledged sources used in the proposal through Harvard-style in-text citations and a reference list. The proposal is based on secondary data, published evidence and financial modelling. No direct human respondent data has been collected for the academic submission.

I understand the university's requirements regarding academic integrity and the permitted use of digital tools. Any proofreading, formatting or research-support assistance must not replace the student's own responsibility for the final argument, judgement and submission.

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Executive Summary

Taste of Bangladesh & Tour UK is a proposed student-focused hospitality and local tourism start-up in the United Kingdom. The venture will provide affordable Bangladeshi cultural food experiences, social dining events, food walks, cooking workshops and carefully selected local experiences for international students. The central business problem is that many international students want to explore the UK and meet new people, yet may face cost pressure, loneliness, limited local knowledge, dietary uncertainty, and anxiety about attending social activities alone. The proposal responds by combining authentic Bangladeshi food, hosted social interaction, cultural storytelling, and student-friendly local exploration into a single repeatable experience model.

The proposal deliberately frames itself as a Bangladeshi cultural food and student-experience venture rather than a generic restaurant, catering business, or tourist tour operator. This is important because the founder's Bangladeshi background creates potential founder-market fit and cultural credibility. However, the proposal does not treat identity alone as a sufficient source of competitive advantage. The founder's cultural knowledge must be converted into reliable menus, partner relationships, allergen controls, route planning, customer service processes and repeatable event formats. The business therefore uses an asset-light model based on rented community or commercial kitchens, selected restaurant partners, student societies, event platforms and small-group walking routes rather than permanent premises or owned vehicles.

This proposal is a secondary-data feasibility paper. It does not use surveys, interviews or direct respondent data. The analysis draws on published official statistics, sector reports, academic literature, competitor websites, regulatory guidance, and conservative financial modelling. The evidence shows that the business operates in active, commercially relevant markets. In 2024/25, 685,565 overseas students were in UK higher education, equal to 24 per cent of the student population (House of Commons Library, 2026b). The UK hospitality sector comprised 176,685 businesses in March 2025, and ONS estimates for 2024 recorded 42.6 million overseas-resident visits to the UK, with spending of £32.5 billion (House of Commons Library, 2026a; Office for National Statistics,

2025). These figures are encouraging, but they are treated carefully: they show context and opportunity, not guaranteed demand for this specific start-up.

The proposal's main argument is cautious. Secondary data suggests a feasible opportunity at the intersection of international education, hospitality and local cultural experiences, but actual willingness to pay remains unproven until trading begins. The London pilot is recommended because London offers university density, transport access, established Bangladeshi communities and relevant competitor benchmarks. Birmingham and Manchester should remain later expansion options, only after evidence of repeat bookings, satisfactory contribution margins, positive customer reviews, and manageable operational risk.

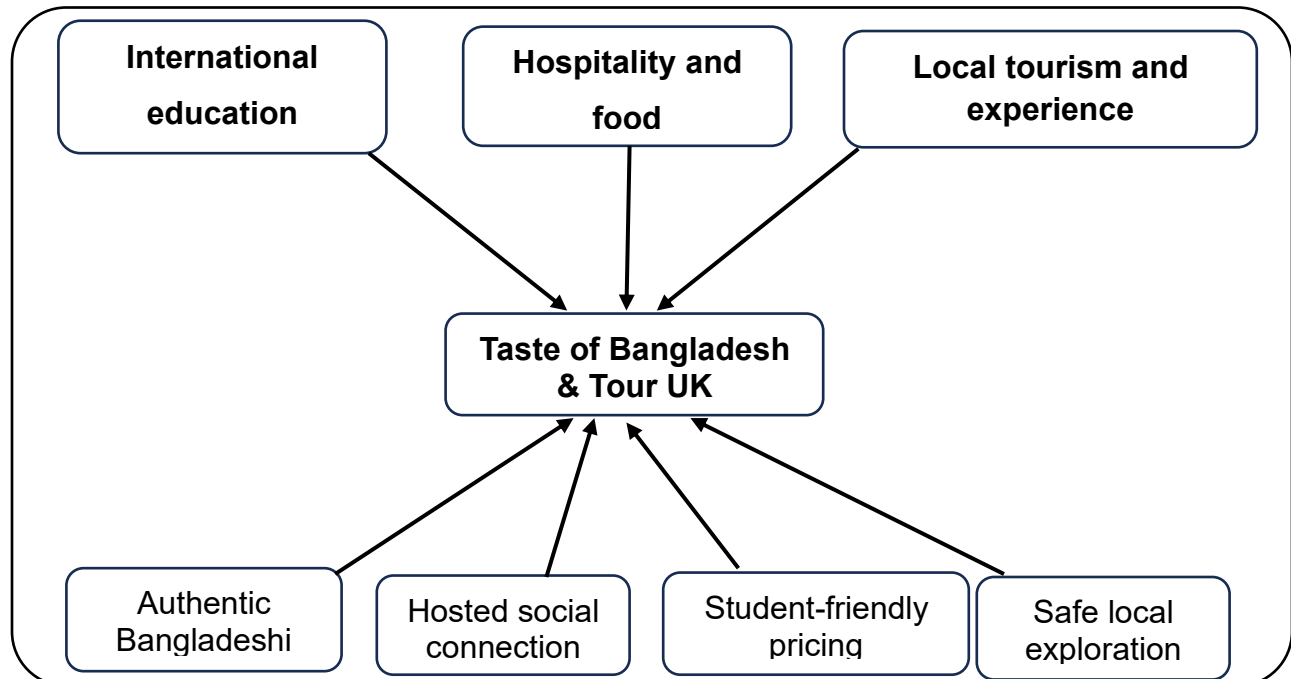


Figure 0.1: Opportunity logic for Taste of Bangladesh & Tour UK

The opportunity depends on integrating these elements into one repeatable student experience.

Financially, the pilot requires approximately £4,500 in owner funding: £3,800 for planned launch expenditure and a £700 working-capital reserve. The base case assumes paid attendance grows from 45 customers in Month 1 to 200 in Month 12. The break-even test uses a conservative revenue assumption of £26.60 per customer; the detailed 12-

month forecast averages £27.16 across street-food nights, supper clubs, food walks and workshops. Variable costs are modelled at 42 per cent of revenue and fixed operating costs average approximately £800 per month. On those assumptions, monthly break-even before founder salary is about 52 customers, while projected closing cash reaches £14,256 by the end of Year 1, before founder salary and tax. The recommendation is to proceed with a controlled, compliance-led London pilot, but to defer permanent premises, vehicles and full-time staff until paid trading demonstrates that demand, margins and delivery quality can be sustained.

Chapter 1: Introduction and Business Context

1.1 Business context and opportunity

International education is not only an academic transaction. For many students, it is also a social, cultural and emotional transition into a new country. Students who arrive in the UK often need to build a new social network, learn unfamiliar places, manage a limited budget and identify activities where they feel safe and welcome. Food is a powerful avenue to address this because it fosters shared conversation, cultural understanding, and a sense of belonging. Taste of Bangladesh & Tour UK uses food as the entry point to a broader experiential brand aimed at international students.

The proposed business is positioned at the intersection of three sectors. The first is international higher education, which provides the core customer segment. The second is hospitality, because the service involves food preparation, restaurant partners, supper clubs, and service quality. The third is local tourism and experiences, as the business also includes guided food walks and select local explorations. The opportunity is not that any one of these sectors is empty. The existing alternatives are fragmented. Restaurants sell meals; food tours offer sightseeing and tasting routes; student unions host occasional social events; and informal groups share recommendations. The reviewed public offers did not reveal an exact replacement that combines Bangladeshi food, student-sensitive pricing, hosted social design, and local exploration in one professionally organized model.

The idea is commercially relevant because the UK has a large international student population. However, a large segment alone does not make a business viable. Many broad statistics can sound attractive without proving that customers will buy the specific service. The proposal therefore treats market size as a starting condition rather than proof. The more important question is whether a lean, low-fixed-cost venture can use published market signals, competitor gaps, regulatory feasibility and conservative financial assumptions to justify a controlled launch. This is why the proposal is framed as a feasibility assessment rather than a guaranteed launch case.

The proposal's social logic is also important. International students may experience loneliness, weak local integration, or uncertainty about social spaces. A food-led experience cannot solve all these issues, and the proposal should not exaggerate its

social impact. Nevertheless, a well-designed event can make it easier for students to attend alone, meet others, discuss culture and explore a city in a structured way. In this sense, the business creates value beyond the food itself. The product is not a plate of food; it is a managed experience that combines taste, story, confidence, safety and connection.

The business will begin with London as the pilot market. This is justified by London's concentration of universities, transport links, international student flows and Bangladeshi cultural infrastructure. Areas such as Tower Hamlets and Brick Lane also provide supplier access, restaurant benchmarks and cultural visibility. Yet London is also highly competitive and expensive. This creates a strategic tension: London is attractive because it offers demand and infrastructure, but it also requires clear differentiation and strong cost control. The proposal addresses this through a partnership-based model rather than a permanent restaurant or conventional travel agency.

The timing is appropriate because student experience, belonging, local discovery and affordable events remain important parts of international education. At the same time, cost-of-living pressures make students more selective. They may want meaningful activities but reject expensive tourist packages. This creates space for an offer that is more organized than a casual restaurant visit but more affordable and student-centered than mainstream food tours. The opportunity is therefore not simply "Bangladeshi food in London". The opportunity is to design a repeatable Bangladeshi culinary experience tailored to the needs of international students.

Table 1.1: Business problem and proposed response

Problem	Current limitation	Proposed business response
Student loneliness and weak social connections	Students may rely mainly on classmates, online groups or occasional society events.	Small hosted food experiences with introductions, shared seating and culturally themed conversation.
Limited student budget	Commercial food tours and restaurant experiences can be priced for visitors rather than students.	Student-sensitive prices, group discounts, referral rewards and low-overhead pop-up operations.
Limited local knowledge	Students may not know where to go, how to travel safely or which venues suit dietary needs.	Curated routes, verified partners, clear meeting points and pre-event information.
Bangladeshi cuisine is underrepresented as a distinct culture	South Asian food is often presented broadly as Indian food or curry.	Founder-led storytelling, Bangladeshi menus and culturally respectful event design.

Fragmented alternatives	Food, tourism and student social activity are usually offered separately.	Integrate food, culture, friendship and local exploration into a single experience model.
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1.2 Business concept and founder-market fit

Taste of Bangladesh & Tour UK will operate as an asset-light provider of events and experiences. The business will not open a permanent restaurant in Year 1. It will also not operate as a conventional travel agency selling complex multi-component packages. Instead, it will use pop-up supper clubs, rented commercial or community kitchens, selected partner restaurants, student society collaborations, online ticketing booking channels, social media promotion and carefully planned local walking routes. This design reduces fixed costs and allows demand to be tested through trading evidence before a larger investment is considered.

The core products are four repeatable experiences. The Taste of Bangladesh Supper Club provides a hosted meal, cultural storytelling, and structured social interaction. The Bangladeshi Street Food Night offers a lower-priced, informal event suited to student budgets and group attendance. The Cook & Connect Workshop allows students to learn simple dishes while meeting others in a guided setting. The Bangladesh-to-Britain Food Walk combines local exploration with food stops, stories of migration and cultural identity, and safe route planning. These formats provide a focused product architecture without making the launch too complex.

Founder-market fit is a central strength. The founder's Bangladeshi background supports authentic menu design, culinary expertise, cultural interpretation, and credibility with Bangladeshi and South Asian communities. The founder's experience as a student or graduate also fosters empathy for international students who may worry about finances, social confidence, and safety. However, founder-market fit is not treated as automatic proof of success. It becomes valuable only when converted into operational routines. For example, authenticity must appear in menu accuracy, storytelling, partner selection and customer communication rather than in personal identity alone.

The proposed legal structure is a private company limited by shares, initially owned by the founder. A limited company is legally separate from its owner (GOV.UK, n.d.), supporting formal contracts, separate records and future growth. The company will need

appropriate registration, insurance, data protection processes, food safety controls, allergen procedures and written customer terms before trading. A limited company structure does not remove operational risk, but it provides a practical foundation for contracting, brand development and future investment if the pilot succeeds.

The mission of the business is to help international students in the UK feel connected, confident and culturally engaged through affordable Bangladeshi food experiences and local student-friendly exploration. The vision is to become a trusted student-experience brand that celebrates Bangladeshi culture while helping international students explore UK cities safely, socially, and affordably. The values are authenticity, affordability, safety, hospitality, cultural respect, inclusiveness, responsible entrepreneurship and continuous learning. These statements are not included for decoration; they should shape pricing, partner selection, hosting style, risk management and scale-up decisions.

The unique selling proposition is that Taste of Bangladesh & Tour UK offers international students affordable small-group UK city experiences built around authentic Bangladeshi food, cultural storytelling, and social connection, delivered through the founder's knowledge and student-market empathy. The proposition is deliberately narrow. A broad “world food and travel” concept would be harder to differentiate and less clearly linked to the founder's knowledge. A narrow Bangladeshi focus makes the offer more authentic, easier to communicate and more defensible in a crowded London experience market.

1.3 Aim, objectives and research questions

The main aim of this proposal is to assess, using only secondary data, whether Taste of Bangladesh & Tour UK can be launched as a financially viable, culturally authentic and student-focused Bangladeshi food and local tourism experience service in the UK. This aim is deliberately framed around assessment rather than advocacy. The purpose is not to prove that the business must launch immediately. The purpose is to judge whether the idea is sufficiently attractive, compliant and financially sensible to justify a controlled London pilot.

The proposal has six objectives. First, it evaluates the size and relevance of the international student, hospitality and local experience markets using published data. Second, it assesses target customers, likely needs, competitor alternatives, barriers to entry and legal requirements through secondary sources. Third, it develops a lean business model based on ticketed events, group bookings, society partnerships, cooking workshops and food walks. Fourth, it applies entrepreneurship, service marketing, customer experience and competitive advantage theory critically rather than descriptively. Fifth, it assesses financial feasibility through start-up costs, revenue assumptions, cash flow forecasting, break-even analysis, and sensitivity scenarios. Sixth, it reaches a reasoned recommendation to launch, delay, modify, or reject after the secondary feasibility review.

The guiding research questions are therefore practical. What does secondary evidence suggest about the size and relevance of the target market? What customer needs can reasonably be inferred from published evidence on international students, belonging, affordability and experience consumption? How can the venture differentiate itself from restaurants, food tours, student society events and convenience substitutes? What regulatory, operational and financial conditions must be met before launch? Finally, does the evidence justify a controlled pilot, or should the idea be modified before trading?

The scope of the research is also clear. The proposal does not include questionnaires, interviews, focus groups or other direct data from human respondents. This poses an important limitation because willingness to pay cannot be measured directly before launch. The proposal responds by using triangulation across official statistics, academic literature, competitor evidence, regulation and financial modelling. The final recommendation is therefore cautious: if the business proceeds, it should do so as a controlled pilot with measurable commercial indicators rather than as a fully scaled launch.

Table 1.2: Aim, objectives and research questions

Element	Content
Aim	To assess, through secondary data, whether Taste of Bangladesh & Tour UK is financially viable, culturally authentic, and student-focused.
Objective 1	Evaluate the international student, hospitality and local experience markets using published data.
Objective 2	Assess target needs, competitor alternatives, barriers to entry and legal requirements using secondary sources.
Objective 3	Develop a lean business model based on events, partnerships, workshops and food walks.
Objective 4	Apply relevant theory critically to the specific venture rather than defining frameworks descriptively.
Objective 5	Assess financial feasibility using start-up costs, break-even analysis, cash flow, and sensitivity analysis.
Objective 6	Decide whether to launch, delay, modify or reject the idea after secondary data feasibility review.
Research focus	The key question is whether secondary evidence justifies a controlled pilot, not whether demand has already been proven.

Chapter 2: Literature Review and Strategic Framework

2.1 Entrepreneurship, effectuation and lean start-up logic

The proposal is best understood as a new venture feasibility assessment. Entrepreneurship theory is therefore useful, but only if it is applied to the specific uncertainty of the business. Shane (2000) argues that prior knowledge helps entrepreneurs recognize opportunities because individuals notice connections that others may overlook. In this case, the founder's Bangladeshi background and international student experience may help identify a gap between food, culture, friendship and local exploration. Yet prior knowledge can also create bias. A founder may assume that other students value the same food, stories or event format. The theory, therefore, supports the idea but also warns against overconfidence.

Sarasvathy's (2001) effectuation logic is particularly relevant because the business begins with the founder's available means rather than with heavy investment. The founder already has cultural knowledge, familiarity with recipes, social networks, and student-market empathy. Instead of asking what large business can be built from a blank slate, the effective question is what can be created from these means with affordable loss. This supports the use of pop-up events, rented kitchens and partners. However, effectuation does not remove the need for discipline. The founder must still manage compliance, costs and service quality. Affordable loss is not an excuse for informal food safety operations.

Lean start-up theory strengthens the case for a controlled pilot. Ries (2011) and Blank (2013) argue that start-ups should test assumptions before committing significant resources. For Taste of Bangladesh & Tour UK, the key assumptions are that students will pay for Bangladeshi cultural food experiences, that the price range is acceptable, that partners can be secured, and that operations can be delivered safely. Because this academic proposal relies solely on secondary data, the business cannot claim that customers have already validated these assumptions. Lean start-up theory, therefore, supports a staged launch after submission rather than a claim of proven demand within the report.

The limitation of lean start-up thinking is that it can be interpreted too casually. In digital products, a simple minimum viable product may be relatively low risk. In food and

local experiences, a poor minimum viable product can create safety, allergen, reputational or legal problems. The “minimum” in this proposal, therefore, means a minimum fixed cost, not minimum professionalism. Before any trading, the founder must complete food registration, food hygiene training, allergen procedures, insurance and route risk assessment. A lean pilot should be small and compliant, not improvised.

Planning theory also matters. Brinckmann, Grichnik, and Kapsa (2010) suggest that planning can help new ventures, particularly in the presence of environmental uncertainty and resource constraints. A business development proposal should therefore not replace action with analysis, but it should reduce avoidable mistakes. The value of this proposal lies in clarifying the market logic, operating model, financial requirements, and risk controls before the founder spends money. The literature therefore supports a balanced position: proceed experimentally, but only after a disciplined plan has reduced avoidable risks.

2.2 Business model and value proposition theory

The Business Model Canvas is useful because the venture combines several forms of value creation: food, social connection, cultural explanation, local exploration and student trust. Osterwalder and Pigneur (2010) present the canvas as a way to map customer segments, value propositions, channels, resources, activities, partnerships and costs. For this proposal, the canvas helps show that the start-up is not simply a food seller. It needs key partners such as kitchens, restaurants, societies, venues, and advisers; key activities such as menu design, booking management, guiding, safety checks, and post-launch collection of post-event reviews; and key resources such as founder knowledge, brand, recipes, insurance, and a customer database.

The limitation of the Business Model Canvas is that it can become descriptive. A table listing customer segments and revenue streams does not prove that the model works. The canvas must therefore be connected to evidence from competitors and financial feasibility. For example, student-sensitive pricing is attractive only if contribution margins remain positive after accounting for ingredients, venue costs, booking fees, and direct delivery costs. Similarly, partnerships are useful only if they reduce cost or build

trust without giving away too much control. In this proposal, the canvas is used as a diagnostic tool rather than a promotional poster.

Teece (2010) argues that business models explain how a firm creates and captures value. This distinction is important here. Taste of Bangladesh & Tour UK may create value through cultural authenticity and belonging, but it captures value through tickets, group bookings, workshops and later membership passes. If the social mission becomes too broad, the business may build goodwill without generating sufficient revenue. If prices are too high, it may capture value per customer but lose the student segment. The business model, therefore, requires a balance between affordability and financial sustainability.

Business model innovation literature also highlights the role of ecosystems. Chesbrough (2010) and Boons and Lüdeke-Freund (2013) suggest that innovative business models often depend on external relationships. The proposed start-up is clearly ecosystem-dependent. It relies on kitchens, restaurants, student societies, booking platforms, social media channels and local attractions. This is a strength because it reduces fixed assets, but it is also a vulnerability because partner quality and availability affect the customer experience. The implementation plan must therefore include partner criteria and backup options rather than assuming that partners will always be available.

The value proposition must be precise. A vague promise of “authentic food and tours” is not enough in London. The offer must explain what the customer receives, why it is suitable for students and why it differs from a restaurant meal. The strongest proposition is a small-group Bangladeshi cultural food experience that makes it easy for international students to attend alone, learn, eat, talk and explore safely. This wording connects the product to a problem. It also prevents the venture from becoming too broad before evidence of first-year trading exists.

2.3 Service marketing and customer experience theory

Service marketing theory is central because the business sells an experience, not just a tangible product. Vargo and Lusch (2004) argue that value is co-created through service interactions. In this case, the customer is not passive. The event's value depends on the food, the host, the other attendees, the venue, the route, the conversation, and the customer's willingness to participate. This means the founder must carefully design the

service environment. A good menu cannot compensate for poor hosting, unclear communication or an unsafe meeting point.

Pine and Gilmore's (1999) experience economy concept helps explain why customers may pay more than the food cost. Students are buying an experience with memory, meaning, and social value. However, apply this theory cautiously because international students are price-sensitive. The business cannot assume that "experience" justifies premium tourist pricing. This implies the experience must be memorable but still affordable. The events should include cultural storytelling, shared seating and simple rituals, but the cost base must remain lean enough to protect student pricing.

Lemon and Verhoef (2016) emphasize the customer experience throughout the entire journey. For Taste of Bangladesh & Tour UK, the journey begins before the event with social media content, booking pages, dietary information, location details and reassurance about attending alone. It continues during the event through welcome, seating, food quality, storytelling, timing and safety. It continues after the event through photos, thank-you messages, short post-event review forms and invitations to future events. A narrow operational view focused only on food preparation would miss this customer journey.

The SERVQUAL tradition, developed by Parasuraman, Zeithaml, and Berry (1988), also provides useful dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Reliability means events start on time and match the description. Responsiveness means customers get quick answers to questions about allergens, location, or refunds. Assurance means students feel that food safety, pricing, and route planning are handled professionally. Empathy means the host understands cultural, dietary, and social anxiety. Tangibles include venue cleanliness, visual branding, and menu clarity. These dimensions convert abstract service quality into operational checks.

Customer relationship management theory is useful after launch, but it must be applied realistically. Buttle and Maklan (2019) argue that retention depends on understanding and managing customer relationships. For this venture, retention could come from repeat attendance, referrals and society group bookings. Yet the founder must handle customer data carefully and only as necessary. The business does not need excessive personal information. It needs booking details, dietary requirements and

communication consent. Using UK GDPR principles and data minimization therefore supports both trust and compliance.

The service-marketing implication is that the business should compete on designed experience rather than menu breadth. A restaurant can offer more dishes. A tour company can offer more routes. A student union can offer cheaper events. Taste of Bangladesh & Tour UK must create a carefully hosted event that integrates food, conversation, story, and safety. The literature supports this positioning, but also shows that execution risk is high. Experienced businesses fail when they do not consistently deliver the promised atmosphere.

2.4 Competitive advantage, resource-based view and dynamic capabilities

Porter's (1985) generic strategies suggest that firms can compete through cost leadership, differentiation or focus. Taste of Bangladesh & Tour UK should not attempt broad cost leadership. It cannot compete with home cooking, delivery discounts, free student events, or informal gatherings. It also cannot compete with established food tours on premium tourist infrastructure. The appropriate strategy is focused differentiation: a specific offering for international students seeking affordable Bangladeshi cuisine and local exploration. Focus matters because the target market and cultural theme are narrow enough to communicate clearly.

The resource-based view strengthens the argument. Barney (1991) argues that resources can support sustained advantage if they are valuable, rare, inimitable, and organized effectively. The founder's Bangladeshi cultural knowledge and empathy for students may be valuable and relatively rare among generic food-tour operators. However, they are not automatically difficult to imitate. Restaurants, societies, or other founders could copy parts of the concept. The resource must therefore be organized into brand trust, repeatable scripts, partner routines, allergen systems, ambassador relationships, and customer community. Without organization, the founder's knowledge remains a personal skill rather than a business advantage.

Teece, Pisano, and Shuen's (1997) dynamic capabilities perspective is helpful because businesses operate in a changing environment. Student budgets, social media

platforms, venue availability, food costs, and travel rules may shift. Dynamic capability means sensing changes, seizing opportunities, and reconfiguring resources. For the venture, this might involve adjusting menus when ingredient costs rise, moving events indoors during winter, changing channels if TikTok performance declines, or pausing expansion if contribution margins weaken. This theory supports a staged approach and periodic review rather than rigid scaling.

Grant (1991) and Wernerfelt (1984) emphasize that resources matter when they are combined into strategy. The business's resources include recipes, cultural knowledge, the founder's story, brand design, partner relationships, booking systems, student ambassadors, food safety procedures, and financial controls. None is sufficient alone. A strong brand without compliance is risky. Authentic food without student-friendly pricing has limited reach. Partnerships without customer demand are weak. The proposal therefore treats competitive advantage as a system of interconnected resources rather than a single distinctive feature.

The competitive advantage is also vulnerable to substitution. Students can choose a Bangladeshi restaurant, a general food tour, a society event, a delivery app or a self-organized outing. The venture must therefore show why the combination is valuable. Its differentiation comes from being more structured and social than a restaurant meal, more affordable and student-specific than a tourist tour, more professional than an informal meetup, and more culturally focused than a general student event. This positioning must be repeated across marketing, operations and partner communication.

2.5 Strategic analysis frameworks: PESTEL, Porter and Ansoff

The value of these frameworks lies in how they question the opportunity rather than how neatly they can be defined. PESTEL is useful because the venture is shaped by political, economic, social, technological, environmental and legal factors. Politically, the international education environment affects student numbers and sentiment. Economically, student affordability and hospitality cost inflation affect willingness to pay and margins—socially, belonging and cultural discovery signal demand. Technologically, social media and booking platforms reduce marketing costs but create dependence on algorithms. From an environmental perspective, local walking routes and public transport

are preferable to private vehicles. Legally, food safety, allergens, data protection and package travel rules shape the launch boundary.

Porter's Five Forces provides a disciplined view of competition. Rivalry is high because London has many restaurants, tours and student activities. Buyer power is also high because students are price-sensitive and can switch easily. Supplier power is moderate because venue and food ingredient costs can rise, especially for small events. The threat of substitutes is high because students can attend free society events or use delivery apps. The threat of new entrants is moderate because the asset-light model is easy to start but harder to professionalize. This analysis supports focused differentiation and operational professionalism.

Ansoff's matrix helps define growth choices. Market penetration is the correct Year 1 strategy: sell Bangladeshi food experiences to international students in London. Product development should be limited to the four core experiences, and the business should not expand too quickly. Market development to Birmingham or Manchester should wait until London proves attendance, repeat bookings, customer satisfaction, and contribution margin. Diversification into full travel packages, permanent restaurants or merchandise should be avoided during the pilot. Ansoff therefore prevents premature expansion.

The literature review shows a consistent strategic logic. Theory supports the business if it remains lean, focused, compliant and evidence-led. Theory weakens the business if it becomes overconfident, too broad, or dependent on untested assumptions. The proposal therefore applies literature as a tool for judgement: founder-market fit supports opportunity recognition, lean start-up supports staged launch, service marketing supports experience design, RBV supports organized cultural resources, PESTEL and Porter expose constraints, and Ansoff disciplines growth.

Table 2.1: Critical application of key theories

Theory/ framework	Application to the venture	Limitation or caution	Strategic implication
Effectuation	Start from the founder's knowledge, networks, and affordable resources.	It can become informal if compliance is ignored.	Use available means but maintain food safety and legal controls.
Lean Startup	Supports staged pilot and learning before heavy investment.	No direct customer validation is included in this paper.	Treat demand as plausible but unproven until trading.
Business Model Canvas	Maps value creation, partners, activities and costs.	A canvas can be descriptive rather than evidential.	Link the canvas to competitor and financial analysis.
Service marketing	Shows that the offer is an experience, not only food.	Experience quality is difficult to standardize.	Use journey design, hosting scripts, and post-launch reviews.
Resource-Based View	Founder knowledge and cultural credibility may create an advantage.	Identity alone is imitable and not enough.	Convert knowledge into systems, brand, and partner routines.
Porter's Five Forces	Highlights rivalry, substitutes and buyer power.	A static framework may understate collaboration.	Treat restaurants and societies as both competitors and partners.
Ansoff Matrix	Supports London market penetration before expansion.	Can oversimplify messy startup growth.	Delay Birmingham or Manchester until the London evidence is strong.

2.6 Literature synthesis and implications for the proposal

The literature review yields a clear synthesis: the proposed venture is strongest when treated as a focused experiential service rather than a general food business. Entrepreneurship theory supports recognizing opportunities through prior knowledge, but it also warns that founders' familiarity can lead to overconfidence. Service marketing theory supports the proposition that customers buy an experience rather than food alone, and it also implies that quality must be designed throughout the entire customer journey. Strategic theory supports focused differentiation, but it also shows that substitutes are powerful. The business must therefore avoid generic claims and show a specific, operationally credible route to value creation.

A key implication is that the founder's Bangladeshi background should be treated as a resource that needs organization. Resource-based theory is sometimes used too simply in student business plans, where the founder's personal identity or passion is presented as if it automatically creates an advantage. In this proposal, the logic is stricter. Cultural knowledge becomes valuable only when it appears in menus, storytelling scripts, partner selection, customer trust, visual branding and service routines. It becomes harder to imitate when combined with student-market empathy, booking systems, ambassador networks, allergen controls and post-launch learning. It becomes organized when the founder can repeat the service without relying on improvisation.

The literature also clarifies the correct meaning of "lean" in this venture. Lean does not mean underprepared. A food-based experience business cannot experiment with safety or allergen management. Lean means avoiding unnecessary fixed assets and testing demand before heavy commitments. In this proposal, the lean approach is compatible with compliance: the venture starts small, but it still registers properly, trains appropriately, documents allergens and uses controlled venues.

The customer experience literature also changes how success should be measured. A traditional food business might focus heavily on sales, menu quality and margins. Those indicators remain necessary, but they are not enough. This business also needs evidence that students feel welcomed, understand the cultural story, find the event easy to attend alone, trust the host, and want to recommend the experience. The final KPI system therefore includes customer satisfaction, repeat or referral signals, partner interest, and compliance incidents alongside revenue and contribution margin.

The strategic frameworks also discipline the growth path. PESTEL highlights external constraints, Porter's (1980) Five Forces framework exposes intense substitution, and Ansoff's (1957) matrix prevents premature expansion. Together, they suggest that the business should not start by promising UK-wide tours or large-scale cultural events. The more defensible path is to build a narrow London pilot, learn which event format works, stabilize operations, and then consider market development. This matters because the business name includes "Tour UK", which could encourage broad ambition. The literature suggests that the brand may allow future scope, but the operational strategy must remain narrow at launch.

The theory, therefore, supports a final recommendation that is neither overly cautious nor overly promotional. Rejecting the idea entirely would ignore a plausible market gap and a lean financial model. Launching aggressively would ignore demand uncertainty, competition, regulation, and founder capacity. The strongest literature-based judgement is controlled experimentation under professional operating conditions. This is why the proposal recommends a secondary-data-supported pilot rather than a full-scale launch. The academic contribution of the literature review is developing this balanced strategic judgement.

Chapter 3: Methodology: Secondary-Data Feasibility

Design

3.1 Research design and justification

This proposal uses a secondary-data feasibility design. No fieldwork or direct respondent data are collected for the academic submission. The research therefore does not use student questionnaires, interviews, focus groups, or direct customer data. This is a deliberate research boundary, not a weakness to hide. The purpose is to determine whether the business is sufficiently plausible, compliant, and financially viable to justify a controlled commercial pilot after submission.

Secondary data analysis is appropriate when a research question can be examined through existing statistics, published reports, academic literature, regulatory guidance, competitor information and financial modelling (Stewart and Kamins, 1993; Bowen, 2009; Johnston, 2014; Saunders, Lewis and Thornhill, 2019). In this proposal, the central question is whether published evidence can support a reasoned feasibility judgement for a startup. That makes secondary evidence suitable, provided the analysis remains transparent about what the evidence can and cannot prove.

The methodology is based on triangulation. Official statistics establish market scale and macro context. Academic literature is used to interpret entrepreneurship, service design, customer experience and competitive advantage. Competitor websites and public platforms are used to assess alternatives, pricing benchmarks and positioning gaps. Regulatory guidance is used to identify legal and compliance requirements. Financial modelling tests whether conservative assumptions produce a plausible cash flow and break-even position. No single type of evidence is treated as sufficient.

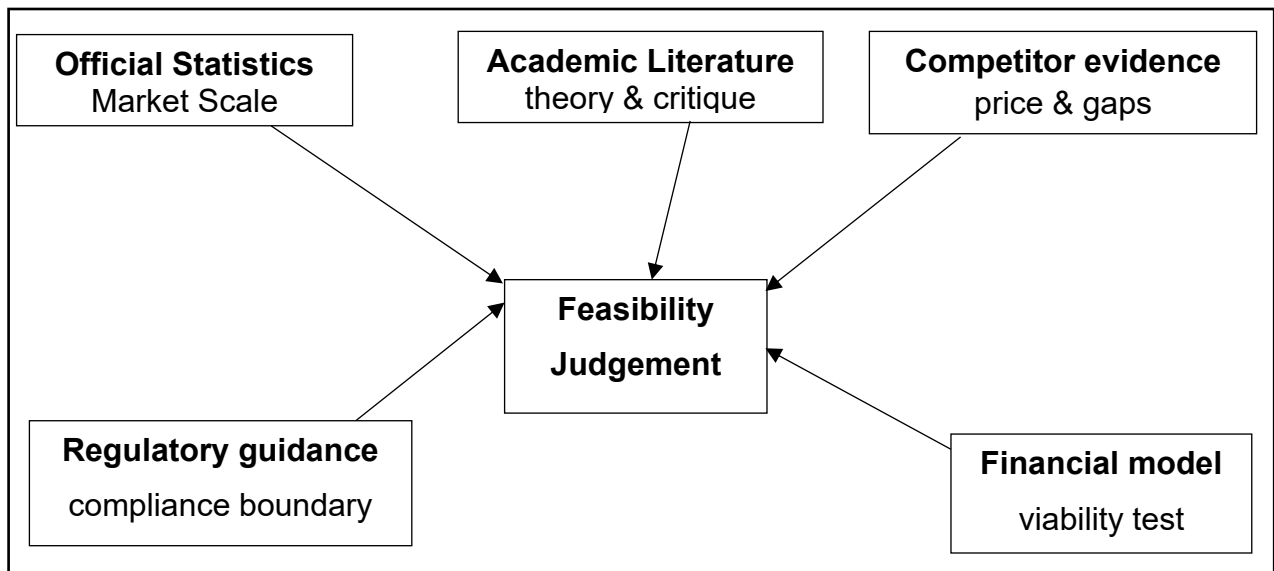


Figure 3.1: Secondary-data triangulation design

This design connects to ethics because no human data are collected. There are no participants, recruitment materials, consent forms, questionnaires, or interview transcripts. Research integrity still matters because secondary sources can be misused. The proposal cites sources accurately, avoids exaggerating statistics, separates evidence from inference, and uses competitor information only from public sources. The design, therefore, carries low risk to human participants while still requiring careful academic judgement.

The methodology gives the document a clear analytical boundary: the proposal tests feasibility through published evidence and cautious modelling rather than through direct respondent claims. The methodology chapter does not merely describe sources. It explains why those sources are appropriate, how they are selected, how reliability is assessed, and how limitations affect the final recommendation. This is essential because the absence of primary data creates both clarity and weakness: the paper is clean and ethically simple, but direct willingness to pay remains unmeasured.

3.2 Source selection, reliability and triangulation

Source selection follows relevance, authority, recency and fit with the business question. Official sources such as HESA, the House of Commons Library, the Office for National Statistics, Ofcom, the Food Standards Agency and GOV.UK are preferred for

market scale, regulation and legal guidance. Academic sources are used for theory and interpretation. Competitor websites are used as public evidence of existing market offerings, but they are treated with caution because they are marketing materials. Financial assumptions are generated from the proposed operating model and tested through sensitivity analysis rather than presented as guaranteed outcomes.

Reliability is strengthened by triangulating across different sources. For example, international student numbers show the scale of the segment, but they do not prove demand. Hospitality business statistics show sector activity, but they also show competition. Food tour prices show that customers pay for guided food experiences, but those customers may be tourists rather than students. Regulatory guidance shows that food registration and allergen controls are manageable, but compliance still requires operational discipline. The proposal, therefore, interprets evidence through tensions rather than only positive signals.

The analysis uses conservative language. Terms such as “suggests”, “indicates”, “supports” and “implies” are more accurate than “proves” where only secondary evidence is available. This is not weak writing; it is methodologically honest. A secondary-data feasibility proposal can justify a controlled launch, but it cannot claim verified customer demand. The strongest commercial evidence would be paid attendance, repeat bookings and contribution margin after trading begins. Those indicators are therefore placed in the implementation plan rather than in the methodology chapter.

Competitor data requires particular caution. A restaurant website may advertise authenticity, a tour platform may show prices, and a student society page may show events. Still, these sources do not reveal full cost structures, customer satisfaction or profitability. The proposal uses them to identify alternatives and positioning, not to make unsupported claims about competitor performance. When competitor examples are named, the purpose is to show that alternatives exist and to identify gaps in the service model.

Financial modelling is also a form of secondary-based analysis rather than proof. The forecast is based on assumptions about customers, prices, variable costs, fixed costs, and startup funding. The model tests plausibility under a lean launch structure. It does not guarantee cash flow. This is why the proposal includes break-even analysis and

sensitivity scenarios. If lower demand or higher costs undermine the model, the implementation plan requires reducing event frequency, renegotiating with partners, reviewing pricing, and delaying expansion.

3.3 Ethics, limitations and data interpretation

The main ethical advantage of the design is that it avoids collecting personal data from students or stakeholders. This reduces risk and removes the need for recruitment, consent management, and storage of interview or questionnaire data. However, the business itself will collect customer data after launch through bookings and dietary information. Future commercial data collection must comply with UK GDPR principles, particularly data minimization, secure storage, and purpose limitation. The academic proposal, therefore, separates secondary data research from future operational customer management.

The main limitation is that secondary data cannot directly measure the founder's own potential customers. Official statistics can show that international students exist, but not whether they will choose this particular event. Competitor prices can show market benchmarks, but not whether the proposed price is acceptable to a specific student community. Published reports can discuss loneliness and belonging, but not whether Bangladeshi food is the preferred solution. The final recommendation must therefore remain conditional.

A second limitation is geographic specificity. The pilot focuses on London because it has a clear market and cultural infrastructure, but national statistics may not fully represent London student behavior. London has higher costs, more transport options, and greater competition density than many UK cities. This makes the pilot both attractive and challenging. The methodology addresses this by linking national data to London-specific logic where available, while acknowledging that local trading evidence will be needed before expansion.

A third limitation is the risk of confirmation bias. Because the founder has cultural knowledge and interest in the business idea, there may be a tendency to interpret evidence favorably. The proposal reduces this risk by explicitly discussing substitutes, competition, price sensitivity, regulation, founder overload, and demand uncertainty. A

stronger proposal does not hide weaknesses; it shows how weaknesses affect the launch decision. The methodology, therefore, supports critical analysis rather than promotion.

The final interpretive approach is feasibility judgement. Evidence is assessed against four questions: is there a meaningful market context, is there a plausible gap, is the operating model legal and manageable, and is the financial model plausible under conservative assumptions? If the answer is positive but uncertain, the appropriate recommendation is a controlled pilot. If the evidence were negative or contradictory, the recommendation would be to delay or modify the concept. This decision logic guides the remaining chapters.

Table 3.1 :Secondary-data methodology

Data source	Purpose	Expected evidence	Analysis approach
Official statistics and sector reports	Establish market scale and macro context.	Student numbers, hospitality business counts, tourism visits and spending.	Narrative market analysis and opportunity sizing.
Academic literature	Strengthen MBA Level 7 theory integration.	Entrepreneurship, service marketing, customer experience, competitive advantage and lean startup theory.	Critical application to business choices.
Competitor websites and public platforms	Assess alternatives and pricing benchmarks.	Restaurant offers, food tour prices, delivery substitutes, and student travel propositions.	Comparison matrix and positioning analysis.
Regulatory guidance	Identify launch requirements and compliance boundaries.	Food registration, allergen duties, data protection and package travel rules.	Operational compliance review.
Financial modelling	Test financial realism.	Start-up costs, sales assumptions, cash flow, break-even and sensitivity scenarios.	Feasibility and scenario analysis.

Table 3.2 :Source quality and triangulation criteria

Criterion	Application in this proposal	Risk if ignored
Authority	Prioritize official statistics, regulatory bodies and peer-reviewed or recognized academic sources.	Weak sources could exaggerate market size or legal simplicity.
Relevance	Use evidence that relates directly to international students, hospitality, tourism, regulation or startup strategy.	General business evidence may not fit the specific venture.
Recency	Use the latest available statistics and guidance where possible.	Outdated data could misrepresent student numbers, sector scale, or legal requirements.
Triangulation	Compare market, competitor, regulatory, and financial evidence rather than relying on a single source.	A single positive statistic could create false confidence.
Transparency	Separate evidence from interpretation and avoid claims of proven demand.	Unsupported claims would weaken academic credibility.

3.4 Analysis procedure and handling of contradictions

The analysis procedure follows a staged logic. First, the proposal assesses whether the broad market exists using official statistics on international students, hospitality, and tourism. Second, it assesses whether the customer problem is plausible using published evidence on student belonging, affordability, social integration, and experience consumption. Third, it tests whether the proposed offer is differentiated by comparing it with competitors. Fourth, it checks whether the operating model is legally and operationally feasible. Fifth, it tests whether the financial assumptions produce a realistic break-even and cash-flow position. This sequence matters because market size alone is an inadequate basis for a recommendation.

Contradictions are not removed from the analysis; they are used to improve judgement. For example, the hospitality sector presents both opportunities and competition. A strong Bangladeshi community in London supports authenticity, but also means customers already have access to Bangladeshi food. Student societies are useful partners but also substitutes because they may offer low-cost cultural events. Food tours prove that people pay for guided food experiences, but many are tourists rather than students. A lean model reduces fixed costs but increases founder workload. These contradictions prevent the proposal from becoming a promotional business plan.

The methodology treats each evidence source according to what it can and cannot show. Official statistics can show scale but not conversion. Competitor websites can show public offers, but not competitor profitability. Academic literature can explain concepts and risks but not guarantee market behavior. Regulatory guidance can identify obligations but not guarantee operational competence. Financial modelling can test whether assumptions are plausible, but it does not guarantee future sales. The final feasibility judgement, therefore, depends on convergence across sources. The business looks more plausible when several types of evidence point in a similar direction, even though each source has its limits.

The absence of direct respondent data also affects language. The proposal should not state that students “will” buy the service or that the concept “has been validated”. It should state that secondary evidence supports the plausibility of a controlled launch. The implementation plan can then specify how commercial evidence should be collected after launch through paid attendance, repeat bookings, satisfaction, and contribution margin. This wording is academically important because it prevents the methodology from making claims that the evidence cannot support.

The analysis also uses negative-case thinking. A positive business proposal should still ask what could cause the idea to fail. In this case, failure could occur if students perceive the price as too high, partnerships with society are weak, venues are unavailable, food costs rise, the social atmosphere feels awkward, allergen communication is poor, or the founder becomes overloaded. These risks are not separate from findings; they are part of the feasibility analysis. A proposal that recognizes failure points is stronger than one that only lists opportunities.

Finally, the methodology defines the boundary between academic analysis and commercial learning. The academic submission stops at a secondary data recommendation. The future business may collect customer reviews after launch, but those reviews would be part of service management rather than evidence used for this paper. This boundary keeps the argument clean: the proposal can recommend a pilot without pretending that customer demand has already been directly measured.

Chapter 4: Findings and Analysis

4.1 Market size and opportunity signals

The relevant market is not any one sector in isolation. It is the overlap between international education, hospitality and local experience consumption. In 2024/25, UK higher education included 685,565 overseas students, equal to 24 per cent of the student population, within total enrolments of 2,863,180 (House of Commons Library, 2026b; HESA, 2026). That establishes a sizeable addressable audience. It does not establish demand for this particular offer, which remains the central commercial uncertainty.

The hospitality evidence is both encouraging and demanding. The UK contained 176,685 hospitality businesses in March 2025, 99.6 per cent of them SMEs (House of Commons Library, 2026a). Small operators clearly can enter and trade in the sector, but the same figure reveals crowded supply and abundant substitutes. Taste of Bangladesh & Tour UK will not win by behaving like another food outlet. Its case depends on delivering a more deliberately hosted, culturally specific and student-centered experience.

Tourism data add context rather than a direct sales forecast. Overseas residents made an estimated 42.6 million visits to the UK in 2024 and spent £32.5 billion (Office for National Statistics, 2025). International students are residents during their studies, not inbound holidaymakers, yet many still explore cities during weekends, welcome periods and term breaks. The figures therefore support the wider appetite for paid experiences and local discovery; they cannot be converted into expected bookings without trading evidence.

London's Bangladeshi cultural infrastructure strengthens the operating model. In Tower Hamlets, around 43,600 residents reported Bangladesh as their country of birth in Census 2021, equal to 14.0 per cent of the borough's population (Office for National Statistics, 2023). This concentration can improve access to credible menus, suppliers, restaurants, stories and community relationships. It also raises the competitive standard: customers can already find Bangladeshi food. The venture must add value through interpretation, hosting and social design rather than relying on cuisine alone.

Digital channels make a lean launch possible. Ofcom (2025) reported that UK adults aged 18-24 averaged 6 hours and 20 minutes online each day in May 2025, while

WhatsApp reached 90 per cent of UK online adults. These figures support digital promotion through TikTok, Instagram, WhatsApp and student communities, but they do not identify the most effective channel for this venture. Visibility, however, is a weak measure of success. A video may attract attention and still sell no tickets. The meaningful sequence is reach, booking-page visits, conversion, paid attendance, repeat purchase and referral; the implementation plan is built around that sequence.

Taken together, the market signals justify testing, not confidence without evidence. The target population is large, London offers cultural and transport infrastructure, and digital acquisition can begin at modest cost. Competition is also intense, students can switch easily, and willingness to pay has not been observed directly. The defensible conclusion is a controlled London pilot designed to discover whether the apparent opportunity converts into paid, repeatable demand.

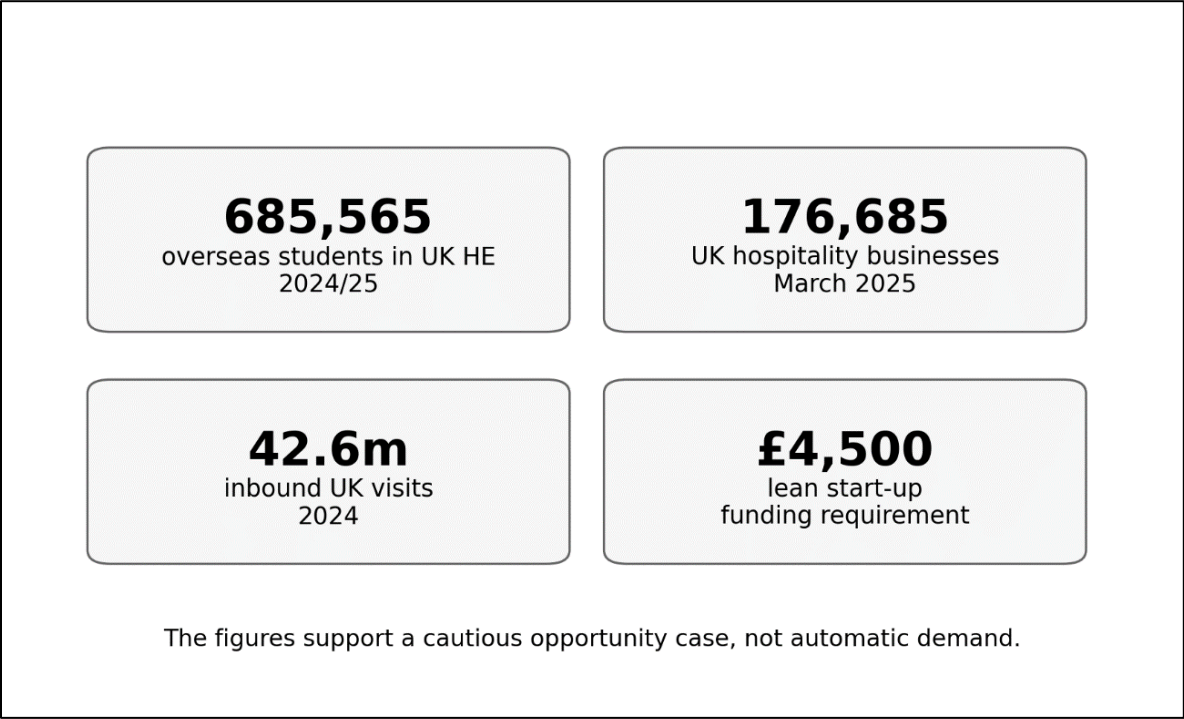


Figure 4.1: Market evidence dashboard

Table 4.1: Market indicators and implications

Indicator	Evidence	Implication
International student market	685,565 overseas students in UK higher education in 2024/25.	Large potential segment, but demand for this specific service must still be inferred cautiously.
Hospitality market	176,685 UK hospitality businesses in March 2025.	Confirms sector scale and SME relevance, but also high competition.
Tourism and experiences	42.6 million inbound visits and £32.5 billion spend in 2024.	Supports the experience-economy context and local exploration logic.
Bangladeshi cultural infrastructure	Around 43,600 Tower Hamlets residents reported Bangladesh as their country of birth in Census 2021 (14.0%).	Supports supplier access, authenticity and partnerships, but not automatic demand.
Digital behavior	UK adults aged 18-24 averaged 6 hours 20 minutes online daily in May 2025; WhatsApp reached 90% of UK online adults.	Supports social-media-led marketing, but conversion must be measured after launch.

4.2 Customer needs inferred from published evidence

No primary data were collected, so the customer case has to be inferred with discipline. Research involving nearly 5,000 international students at Russell Group institutions found that 88 per cent had made friends with other international students, compared with 68 per cent who had made friends with UK students (Russell Group Students' Unions and UKCISA, 2025). The evidence identifies a social-integration issue; it does not show that a Bangladeshi food experience is the preferred solution. Alongside that need sit practical concerns about price, safety, convenience, dietary clarity and unfamiliar social settings. A hosted food experience is a credible response to this combination, but it is one possible response, not a proven preference.

Price will determine whether interest becomes attendance. The offer occupies an awkward but potentially valuable middle ground: more structured and meaningful than an ordinary restaurant visit, but less expensive than many commercial London food tours. This matters in a segment where the reported median monthly living cost, excluding tuition, was £1,635 for international students in London (Russell Group Students' Unions and UKCISA, 2025). Charging too little would conceal the real cost of ingredients, venues, booking fees and delivery; charging too much would move the business away from the

student segment. Affordability therefore has to be judged against contribution margin, not against the lowest available food option.

Trust begins before the event. A student considering an unfamiliar paid activity needs to know who is hosting, where it takes place, what the ticket includes, whether attending alone is normal, how dietary needs are handled, and what happens if plans change. Clear venue details, a visible host profile, practical instructions and transparent refund terms reduce uncertainty. Vague exclusivity may sound attractive in marketing, but ambiguity is more likely to suppress a first purchase.

Dietary communication is non-negotiable. Bangladeshi dishes may contain fish, dairy, nuts, sesame, mustard, gluten and other allergens, while customers may also expect halal, vegetarian or vegan options. Written recipes, supplier records and an event-specific allergen matrix are therefore part of the service design, not merely back-office paperwork. Customers cannot experience cultural hospitality if they are unsure whether the food is safe for them.

The social element must also be designed, not assumed. Some customers will arrive alone, and placing strangers at the same table does not automatically create connection. A structured welcome, host-led seating, short introductions and well-judged conversation prompts can lower the social risk of attending. This is one of the few features that a normal restaurant booking, however good the food, does not ordinarily provide.

Cultural discovery gives the event depth. Menus and stories should identify dishes, ingredients, regions, festivals and migration histories accurately, without reducing Bangladeshi cuisine to a generic idea of 'curry'. The presentation still needs to be accessible to first-time customers: warm rather than lecture-like, explanatory rather than simplified, and inclusive without losing cultural specificity. Success requires both recognition from Bangladeshi customers and curiosity from those encountering the cuisine for the first time.

Table 4.2: Secondary feasibility indicators

Indicator	Target or interpretation	Reason
Market scale	Published data confirms a large international student base in the UK.	Shows that the segment is commercially meaningful.
Price benchmark	Proposed student prices are below those of many commercial London food tours.	Supports affordable positioning.
Competitive gap	The reviewed public offers did not reveal an exact replacement combining Bangladeshi food, student social design and local exploration.	Supports a focused-positioning hypothesis, not a claim of monopoly.
Regulatory feasibility	Food registration, allergen controls and simple local experiences appear manageable before launch.	Supports a responsible pilot.
Financial feasibility	Break-even before founder salary is approximately 52 customers per month.	Tests whether the lean model is plausible.
Demand uncertainty	No direct customer data is used in this academic paper.	Requires cautious launch and post-launch trading metrics.

4.3 Competitor activity and positioning

Competition is not a gap/no-gap question. Students can already choose restaurants, commercial tours, society events, delivery platforms, and self-organized outings. The opportunity lies in configuring familiar elements differently: Bangladeshi food, student pricing, guided cultural interpretation, and structured social interaction in one repeatable service. That is a meaningful distinction, but not a protected market. The venture will have to earn attention each time it sells an event.

Bangladeshi and South Asian restaurants are the closest food substitutes. Graam Bangla (n.d.), Aladin Brick Lane (n.d.), Bengal Village (n.d.), Kolapata (n.d.), Sheba Brick Lane (n.d.) and Dhaka Biryani (n.d.) demonstrate the availability and credibility of relevant cuisine in London. Their advantages are substantial: permanent locations, broad menus, existing footfall and established food operations. The proposed venture cannot out-restaurant them. It can, however, build a hosted student experience around selected venues, making these businesses potential delivery partners as well as competitors.

Commercial food tours set the benchmark for professional experience delivery. Secret Food Tours (n.d.), Eating Europe (n.d.) and GetYourGuide (n.d.) demonstrate route planning, booking discipline, review-led trust and a market for guided tasting

experiences. Their public prices, durations and inclusions vary and are not directly comparable with the proposed pilot. The strategic opening is not to imitate established tours cheaply, but to retain their operational professionalism while narrowing the audience, cultural focus and price proposition.

Student societies and university social programs are harder substitutes because they may be trusted and free. Bangladeshi societies, South Asian societies, accommodation teams and informal WhatsApp groups already connect students. Claiming that the market lacks social activity would therefore be inaccurate. A stronger role for the venture is as a specialist delivery partner: it can supply compliant food-event operations, cultural content and a consistent format that volunteer committees may not have the time or systems to produce.

Delivery platforms such as Deliveroo (n.d.) and Just Eat (n.d.), together with self-organized meals, compete for the same discretionary budget, although they solve a different problem. They are convenient, flexible and often discounted; they do not provide a host, a story, a group atmosphere or a curated place-based experience. Marketing must make that difference visible. 'Bangladeshi food' describes the input. The product being sold is an organized evening in which food, people, culture and place reinforce one another.

The competitor evidence points towards an ecosystem strategy rather than a direct attack on every alternative. Restaurants can supply kitchens, credibility and food expertise; societies can supply trust and access to students; accommodation providers can supply venues and concentrated audiences. Taste of Bangladesh & Tour UK creates value by coordinating these assets into a dependable experience. Its advantage will be strongest where the combined offer is easier for partners and more meaningful for students than anything either side could organize alone.

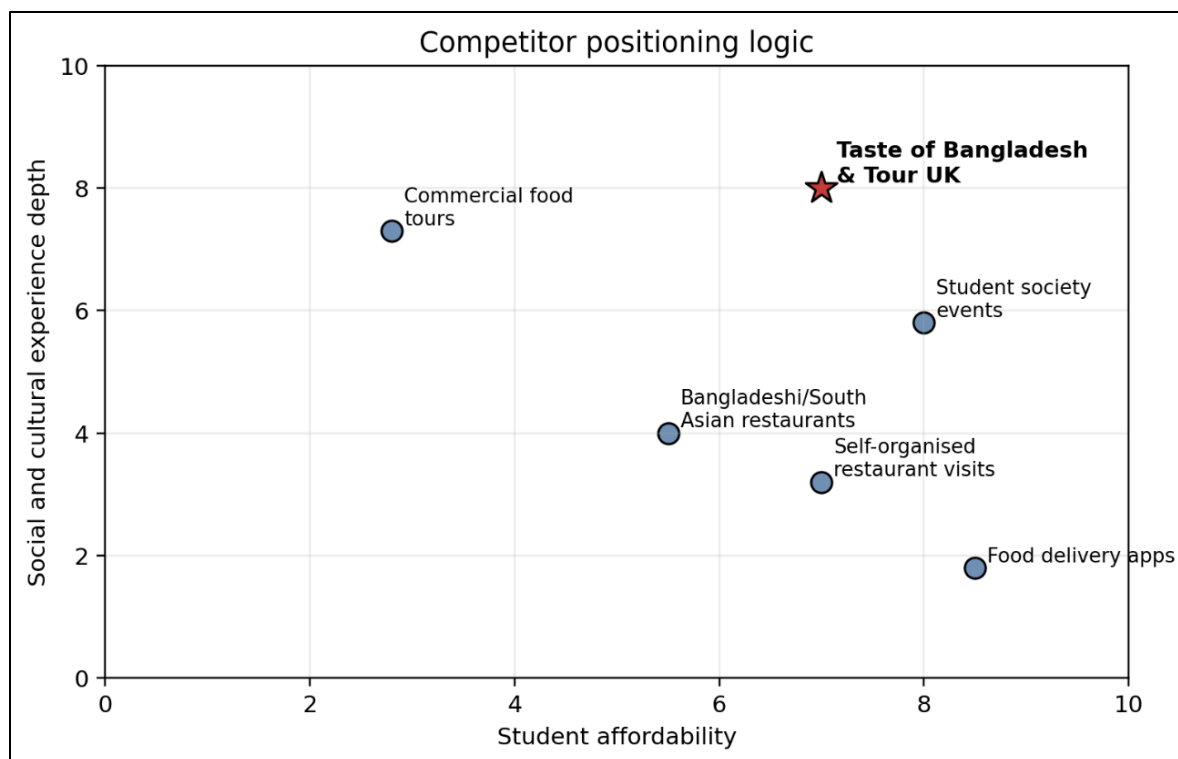


Figure 4.2: Competitor positioning map

Note: Positions are an indicative author assessment of public offers, not customer survey scores.

Table 4.3: Competitor examples and positioning implications

Competitor type	Named examples	Strength	Gap or opportunity
Bangladeshi/South Asian restaurants	Graam Bangla; Aladin Brick Lane; Bengal Village; Kolapata; Sheba Brick Lane; Dhaka Biryani.	Known locations, food credibility and existing customer traffic.	Usually restaurant or takeaway experiences, not structured student social events or guided food walks.
Commercial food tours	Secret Food Tours London; Eating Europe London; London food tours listed by GetYourGuide.	Professional routes, booking systems and review credibility.	Often positioned for visitors rather than repeat student social use; public prices and inclusions vary.
Student substitutes	Student union events; Bangladeshi societies; South Asian societies; accommodation socials; WhatsApp groups.	Low-cost, trusted, and close to students.	Often occasional, volunteer-led and limited in professional food-event delivery.
Convenience substitutes	Deliveroo, Just Eat and self-organized restaurant visits.	Convenient, familiar and flexible.	No hosted interaction, cultural script, safety planning or community building.

4.4 Regulatory, operational and strategic feasibility

Compliance is a launch gate, not a task to complete after sales begin. The Food Standards Agency requires a new food business to register with the relevant local authority at least 28 days before trading; registration is free and cannot be refused (Food Standards Agency, 2023). Its allergen guidance requires customers to be informed where regulated allergens are used and sets out best practice for managing cross-contact (Food Standards Agency, 2020). These obligations are manageable for a small pilot, but do not release tickets until the operating premises, responsibilities, and documentation are clear.

Food safety is the single highest-impact operational risk. Spice blends and prepared dishes can make allergenic ingredients hard for customers to identify, and one failure could cause physical harm and lasting reputational damage. Suitable registered premises or clearly documented partner venues, written recipes, supplier records, hygiene training, pre-event dietary questions and an event-specific allergen matrix are the minimum standard. In this business, compliance also communicates care; it is part of the reason a university, society or student may trust an unfamiliar provider.

The tourism component needs clear boundaries. The Package Travel and Linked Travel Arrangements Regulations 2018 may apply when businesses combine travel services, and government guidance advises seeking legal advice where the position is uncertain (Department for Business and Trade, 2018). Those Regulations remain the relevant framework for a 2026 pilot. An amendment instrument is scheduled to come into force on 6 April 2027, so the founder should obtain an updated legal review before offering any bundled travel product that could operate after that date (Legislation.gov.uk, 2026). Year 1 should therefore remain food-led: short walking routes, cultural interpretation and optional public-transport guidance, without accommodation, bundled transport or complex multi-service packages.

Bookings create a second compliance responsibility. Names, email addresses and minimum dietary information should be collected only where needed for payment, communication and safety. Free-text dietary responses may disclose information about health or religion, so the booking form should ask only what is operationally necessary and avoid unnecessary diagnostic or religious questions. The Information Commissioner's Office (n.d.) places data minimization at the center of UK GDPR practice.

A simple system with limited fields, clear purposes, secure access and defined retention is more appropriate than building a large customer database before the venture has repeat demand.

Operationally, the greatest constraint is founder capacity. One person may be expected to manage menus, suppliers, bookings, promotion, customer queries, hosting, guiding, finance and compliance. Low fixed cost does not mean low workload. The model remains feasible only if the launch is deliberately narrow: two initial formats, documented checklists, selective outsourcing of accounting or legal work, and gradual use of ambassadors or freelance support when event economics can pay for them.

The strategic frameworks reach the same decision from different directions. PESTEL identifies favorable social and digital conditions alongside economic and legal pressure. Porter's analysis shows high rivalry, strong buyer choice, and abundant substitutes. Ansoff rules out premature product and geographic expansion. The combined implication is specific: penetrate one London student market with a tightly controlled offer, build evidence, and refuse expansion until operational and financial performance is repeatable.

Table 4.4: PESTEL analysis

Factor	Key issue	Implication for Taste of Bangladesh & Tour UK
Political	International education policy can affect student numbers and sentiment.	Monitor policy changes and avoid overdependence on one nationality group.
Economic	Students face cost-of-living pressure, and hospitality costs can rise.	Use lean venues, pre-booking and student-sensitive pricing.
Social	Students value belonging, cultural discovery and safe experiences.	Design hosted events that make attendance alone easier.
Technological	Young adults use social media and online booking channels.	Use TikTok, Instagram, WhatsApp and booking platforms, but measure conversion.
Environmental	Local walking routes and public transport reduce dependence on vehicles.	Avoid owned vehicles in Year 1 and plan weather alternatives.
Legal	Food registration, allergens and data protection apply; package travel rules may apply to bundled travel services.	Build compliance into launch milestones before trading.

Table 4.5: Porter's Five Forces analysis

Force	Assessment	Reason	Strategic response
Competitive rivalry	High	London has many restaurants, tours, societies and events.	Differentiate through student-focused Bangladeshi experience design.
Buyer power	High	Students are price-sensitive and can switch easily.	Offer transparent pricing, group deals and clear value.
Supplier power	Moderate	Venue hire and ingredients may be costly for small events.	Use multiple suppliers and pre-booked capacity.
Threat of substitutes	High	Free societies, delivery apps and self-organized meals are available.	Compete on host, story, social connection and safety.
Threat of new entrants	Moderate	Pop-up models are easy to start but harder to professionalize.	Build brand, partnerships, routines and compliance evidence.

Table 4.6: Ansoff Matrix for staged growth

Strategy	Application	Decision
Market penetration	Sell Bangladeshi food experiences to international students in London.	Primary Year 1 strategy.
Product development	Add workshops, street-food nights and food walks once core operations are stable.	Use only controlled additions.
Market development	Expand to Birmingham or Manchester after the London evidence.	Delay until KPIs are achieved.
Diversification	Full travel packages, permanent restaurant or merchandise.	Avoid in Year 1 due to risk and complexity.

4.5 Financial feasibility and secondary-data judgement

The financial case works only because the first-year model is asset-light. Owner funding of approximately £4,500 covers planned launch expenditure and preserves a modest working-capital reserve, avoiding debt before the venture has a trading record. Permanent premises, vehicles and salaried staff would overwhelm that budget. The model therefore supports a pilot business capable of testing demand; it does not yet support a secure full-time income for the founder.

The base case moves from 45 paid customers in Month 1 to 200 in Month 12. The break-even calculation deliberately uses £26.60 revenue per customer, while the monthly mix in the detailed forecast produces a full-year average of £27.16. Variable costs are modelled at 42 per cent of revenue and fixed operating costs at about £800 per month.

This produces a break-even point of roughly 52 customers per month before founder salary. The threshold is achievable on paper, but only if partner access and student acquisition translate into actual bookings.

The downside cases are more informative than the closing cash figure. Attendance 25 per cent below forecast leaves little room for founder income, while a rise in variable costs from 42 to 50 per cent pushes break-even higher. Stronger demand presents a different risk: adding dates, products or staff too quickly could weaken service quality and compliance. The model therefore defines the conditions for a trial, not a reason to accelerate automatically.

On balance, the evidence clears the threshold for a pilot and no more. Market scale, a plausible customer problem, focused differentiation, manageable compliance and lean unit economics all point in the same direction. The missing evidence is decisive: no direct willingness-to-pay data exist for the proposed offer. Commercial validation must therefore come after launch through paid attendance, seat fill, contribution margin, repeat bookings, referrals and incident-free delivery.

The case survives scrutiny because its recommendation is proportionate to its evidence. Large markets do not guarantee sales; cultural infrastructure does not guarantee differentiation; and low fixed costs transfer risk into founder workload and partner dependence. A small paid pilot converts those uncertainties into observable results. Heavy investment would merely convert them into expensive assumptions.

4.6 Integrated analysis of tensions and contradictions

The central finding is narrower than the headline market statistics suggest. Taste of Bangladesh & Tour UK is not justified because education, hospitality and tourism are individually large. It is justified because their overlap produces a specific, testable proposition: an affordable, hosted Bangladeshi cultural experience for students who value social connection and local discovery. The opportunity exists only if those elements work together; removing the hosting, cultural interpretation, or student focus reduces the venture to an easily substituted meal or tour.

Demand uncertainty should shape the design of the pilot, not appear as a routine limitation at the end of the analysis. International students are not a single behavioral

group, and early events may attract particular nationalities, postgraduate students, society members, or customers with an existing interest in food. The launch must therefore record who books, which channel reached them, and which format they choose, while collecting only the minimum data required. The purpose is to identify a viable early segment rather than assume universal student appeal.

Authenticity and accessibility are not opposite ends of a simple choice. They are a product-design problem. Authenticity requires accurate dishes, stories, and cultural context; accessibility requires clear names, visible ingredients, dietary information, and explanations for unfamiliar customers. Diluting the food would weaken differentiation, while unexplained specificity would raise purchase anxiety. The strongest design preserves cultural substance and removes avoidable uncertainty around it.

Affordability and quality meet in the unit economics. The conservative break-even assumption of £26.60 revenue per customer must fund food, space, booking costs, preparation, hosting, safety, and the consistency promised to partners; the detailed forecast averages £27.16. A lower price is not automatically more student-centered if it produces unreliable delivery or unpaid founder labor. Equally, a premium price would undermine the segment strategy. The relevant question is whether customers perceive enough value to sustain a positive contribution margin at a price they can realistically repeat.

Competition and collaboration are also inseparable. Restaurants, societies and accommodation teams can divert customers, yet they control many of the assets the startup lacks: kitchens, trusted audiences, recognized venues and cultural legitimacy. Partnership is therefore not a secondary marketing tactic; it is part of the business model. The venture's role is to orchestrate the experience layer while keeping responsibilities, economics and quality standards explicit.

The apparent tension between lean operations and professional legitimacy can be resolved through governance. Universities and customers don't need the business to own expensive assets; they need evidence it can deliver safely and consistently. Insurance, registration, allergen documentation, route assessments, partner agreements, customer terms and post-event records create that legitimacy. Professionalism comes from repeatable control, not a permanent address.

London functions as much as a stress test as a market opportunity. Its university density, transport network, and Bangladeshi cultural infrastructure improve access to customers and partners, while high venue costs and intense competition quickly expose weaknesses. Poor results would need diagnosis: the cause may be price, channel, format, timing or execution rather than the cultural concept itself. Expansion or rejection should follow that diagnosis, not a simple comparison with the forecast.

The launch decision is sequential: prove that two formats attract paying students, repeat them without weakening safety or contribution, then demonstrate acquisition beyond one partner. Only then will the business scale.

Chapter 5: Implementation Plan

5.1 Launch model and operational process

Implementation begins with restraint. The London pilot will use small, pre-booked events while establishing compliance, partner arrangements, and brand credibility. No permanent lease, vehicle purchase or full-time hire is planned in Year 1. Those commitments would turn untested demand into fixed financial exposure. The asset-light model keeps the experiment affordable while preserving a professional standard of delivery.

Four products define the longer-term portfolio, but they should not all launch at once. The Taste of Bangladesh Supper Club offers a hosted set meal and cultural storytelling; the Bangladeshi Street Food Night provides a lower-priced, informal entry point; Cook & Connect adds participation; and the Bangladesh to Britain Food Walk combines tastings with place and migration stories. The first pilot should concentrate on the street-food night and supper club, giving the founder two clear price and experience levels to compare before adding operational complexity.

Every event will follow one documented operating cycle. Before sales open, the founder signs off the venue, menu, supplier list, allergen matrix, capacity, staffing, route where relevant, booking terms and cancellation plan. Customers then receive a precise confirmation covering time, place, inclusions, accessibility, dietary process and contact details. Delivery follows a host checklist; within 48 hours, attendance, revenue, direct costs, incidents and improvement actions are entered into the dashboard. Nothing important is left to memory.

Food compliance must be complete before the first ticket is sold. The founder will register the food business at least 28 days before trading, complete appropriate hygiene and allergen training, use suitable premises, retain supplier records and approve an allergen matrix for every menu. Where a restaurant supplies or prepares food, the agreement will state who is responsible for ingredients, allergen information, storage and service. Informal preparation is excluded unless the premises and process meet all relevant requirements.

Food walks require a separate route sign-off. Each route will be short, accessible where reasonably possible, close to public transport and supported by an indoor or weather-disruption alternative. Meeting and finish points will be disclosed in advance. Overnight travel, accommodation and bundled transport remain outside the Year 1 offer; any move towards a package will follow legal review rather than brand ambition.

Table 5.1: Business Model Canvas

Block	Taste of Bangladesh & Tour UK
Customer segments	International students aged 18-35; Bangladeshi and South Asian students; exchange students; student societies; accommodation providers.
Value propositions	Authentic Bangladeshi food experiences; student-friendly prices; social connection; cultural storytelling; safe local exploration.
Channels	Instagram, TikTok, WhatsApp, university groups, student societies, online ticketing platforms and referrals.
Customer relationships	Hosted events, post-event communication, referral rewards, repeat-customer offers, and society partnerships.
Revenue streams	Event tickets, food walks, cooking workshops, group bookings, partner commissions, and later membership passes.
Key resources	Founder knowledge, recipes, brand, booking system, partners, insurance, ambassadors, and minimal customer records.
Key activities	Menu design, event planning, booking management, food preparation, guiding, safety checks and review analysis after launch.
Key partnerships	Commercial kitchens, Bangladeshi restaurants, societies, accommodation providers, local attractions, transport providers and advisers.

Table 5.2: Product and pricing structure

Product	Description	Indicative student price	Strategic purpose
Bangladeshi Street Food Night	Informal small-plate event with cultural explanation and social seating.	£18-£22	Entry-level event for volume and affordability.
Taste of Bangladesh Supper Club	Hosted dinner with set menu, storytelling and group conversation.	£25-£35	Core cultural dining product.
Cook & Connect Workshop	Guided cooking session with shared meal and social activity.	£35-£45	Higher-value participatory product.
Bangladesh-to-Britain Food Walk	Guided local food route with stories of migration, culture and cuisine.	£28-£38	Links tourism and food experience.
Society or accommodation group package	Co-hosted event for student groups or residences.	Negotiated group rate	Builds trust and reduces acquisition cost.

Table 5.3: Operational process

Stage	Key actions	Control requirement
Pre-event planning	Confirm venue, menu, supplier list, capacity, staffing and event page.	Checklist completed before tickets go live.
Compliance preparation	Food registration, hygiene training, allergen matrix, insurance and risk assessment.	Documents stored in the partner pack.
Customer booking	Collect payment details, minimum dietary information and any required marketing consent.	Data minimization and secure storage.
Event delivery	Welcome, introductions, food service, storytelling, route management and safety monitoring.	Host script and incident log.
Post-event review	Record attendance, sales, costs, customer comments and improvement actions.	KPI dashboard updated within 48 hours.

5.2 Marketing, partnerships and customer acquisition

Marketing will sell the complete outcome, not a plate of food. 'Bangladeshi food in London' is already available from restaurants and delivery platforms. The sharper promise is an affordable, hosted experience where international students can eat, meet people and understand a place through Bangladeshi culture. Every public message should make the audience, format and practical value immediately clear.

Digital content has two jobs: create interest and remove uncertainty. TikTok and Instagram can show dishes, preparation, venues, routes and the founder's hosting style; WhatsApp and student pages can convert existing trust into bookings. Each post or booking page must answer the questions that delay purchase: price, inclusions, duration, dietary options, location, refund terms and whether solo attendance is welcome. At launch, clarity will sell more effectively than polished but vague branding.

Student societies and accommodation teams are the primary acquisition route because they combine reach with credibility. The founder will approach Bangladeshi and South Asian societies, international and postgraduate groups, and residence teams with a concise partner pack. It will include the offer, group economics, insurance position, food-hygiene evidence, risk assessment, sample menu, allergen process, and a named contact. Co-hosted events, welcome-week packages and traceable ambassador codes can then be negotiated from a professional base.

Referral activity will be simple and measurable. A modest credit or discount on a later event may reward a successful referral, but the value must remain within the contribution available from the booking. Each customer will be tagged by acquisition source at the point of sale. Channels that produce likes but few paid seats will lose budget; channels that produce repeatable bookings will receive more attention.

Retention depends on giving customers a reason to return without making every event identical. A street-food attendee can progress to a supper club, workshop or food walk, creating a practical product ladder. Post-event communication will include a thank-you message, appropriately consented photographs, one short feedback request and a clear invitation to the next relevant event. These reviews support post-launch service improvement, not the evidence base of the submitted proposal.

5.3 Resources, staffing and governance

The pilot is founder-led, but it cannot be founder-dependent in every task. The founder retains control of brand, cultural content, menu direction, partnerships, hosting and financial decisions. Kitchen assistance, route support, photography, administration, and event check-in can be purchased or assigned as needed. This division protects authenticity without creating the unrealistic expectation that one person can deliver every operational role indefinitely.

Staffing will expand only against evidence. During Months 1-3, one or two events per month can be delivered with occasional paid support. Stable bookings and positive contribution in Months 4-6 would justify student ambassadors for promotion and event assistance. Freelance kitchen, guiding, or customer-service support becomes appropriate in Months 7-12 only if attendance approaches the base-case trajectory and event contribution covers the additional labor cost. No fixed payroll is created merely because the calendar is busy.

The founder's cultural knowledge is valuable, but it does not remove technical skills gaps. Food hygiene, allergen control, bookkeeping, digital conversion, event safety, customer service, data handling and legal boundaries all require competence. Training can address routine gaps; accounting, insurance and package-travel questions may

require professional advice. These costs are part of credible delivery, not optional overhead.

Governance will be light enough for a start-up and strict enough to expose problems. A monthly dashboard will record customers, seat fill, revenue, variable and fixed costs, contribution, cash, satisfaction, incidents and partner performance. The six-month review will produce one of four recorded decisions: proceed, modify, pause or redesign. Activity alone will never be treated as evidence of progress.

Table 5.4: Resource and staffing plan

Resource area	Year 1 requirement	Control action
Founder	Lead strategy, hosting, partner management, menu design and financial tracking.	Use a weekly checklist and a monthly KPI review.
Kitchen or event support	Occasional freelance help for preparation and service.	Use only for events where the margin supports the cost.
Student ambassadors	Promote events and support a welcoming atmosphere.	Use referral codes and clear role boundaries.
Professional services	Accounting, legal review, insurance and website setup.	Use targeted advice rather than full-time support.
Technology	Booking platform, payment system, simple CRM and social media tools.	Choose low-cost tools and collect minimum customer data.
Partners	Commercial/community kitchens, restaurants, societies and venues.	Maintain partner pack and backup options.

5.4 Timeline, KPIs and scale-up criteria

The first 16 weeks form a gated sequence. Weeks 1-4 complete registration, insurance, allergen training, supplier documentation, the partner pack and essential brand assets. Weeks 5-8 secure the first venue and channel partners, build the booking page and confirm event dates. Weeks 9-12 deliver limited paid events and capture operational and financial results. Weeks 13-16 compare those results with the KPI thresholds and decide whether to repeat, amend or stop. A gate is passed only when its compliance and evidence requirements are complete.

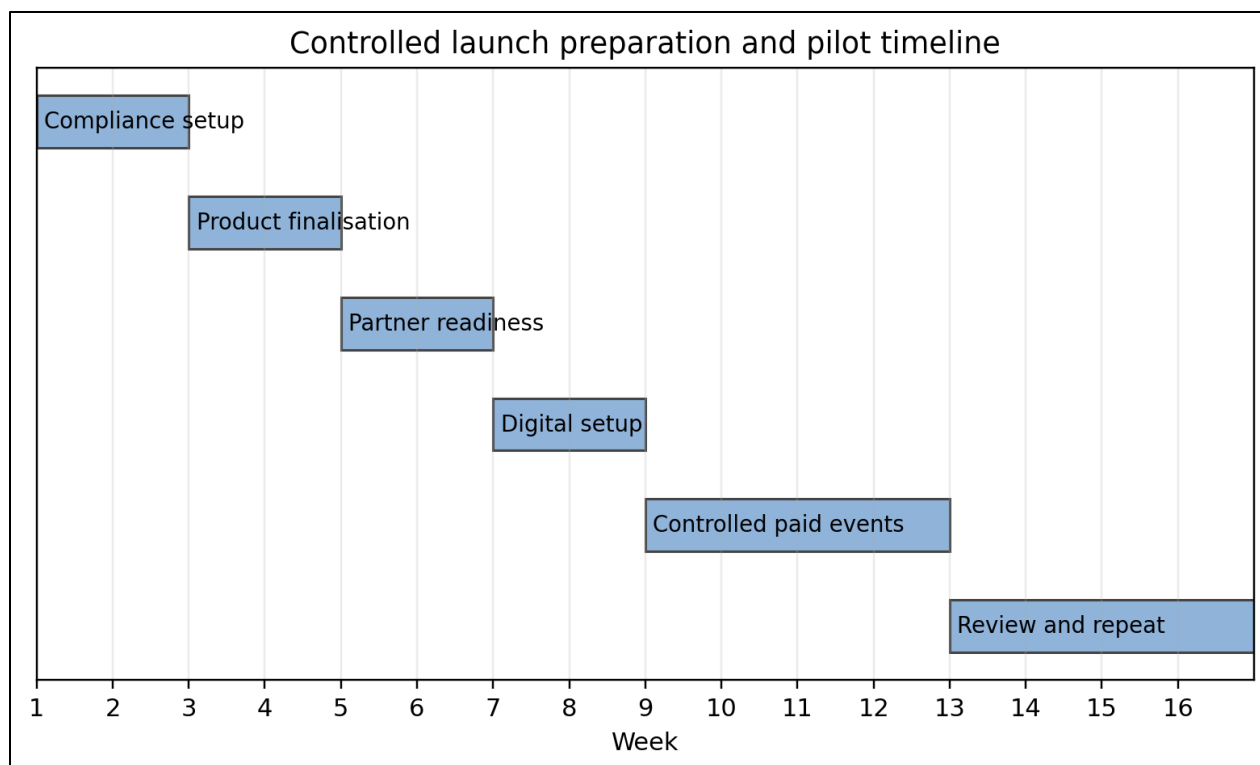


Figure 5.1: Controlled launch preparation and pilot timeline

The KPI system is designed to prevent false confidence. Attendance is necessary, but a full room can still lose money or produce a poor experience. The dashboard therefore combines seat fill, revenue per customer, variable-cost percentage, contribution margin and cash with satisfaction, repeat or referral behavior, active partners and incident count. Social-media reach is reported only where it can be linked to booking conversion.

Expansion beyond London requires a pattern, not one successful event. The minimum evidence is sustained seat fill, positive contribution, customer satisfaction of at least 4.5 out of 5 by Month 12, zero serious safety incidents, five active partners and visible repeat or referral demand. Birmingham or Manchester enters planning only after the London process can be repeated without excessive founder intervention. Until then, geographic growth would multiply uncertainty rather than reduce it.

The six-month decision has four outcomes. Proceed when demand, margin, quality and compliance are all within threshold. Modify when customers buy but one element - price, format, timing or channel - is underperforming. Pause when legal readiness or delivery capacity is inadequate, regardless of interest. Reject or radically redesign when

paid attendance remains weak after reasonable partner and marketing tests. This framework places evidence above attachment to the original idea.

Table 5.5: KPI dashboard

KPI	Target by Month 6	Target by Month 12	Reason
Paid attendance	At least 100 monthly customers	Around 200 monthly customers	Tests demand and capacity.
Seat fill rate	70% average across paid events	80% average across paid events	Shows conversion and scheduling fit.
Average revenue per customer	At least £25	At least £26.60 (forecast average: £27.16)	Protects contribution margin.
Variable cost percentage	No more than 45%	No more than 42%	Controls ingredients and venue costs.
Customer satisfaction after launch	4.3/5 or above	4.5/5 or above	Indicates experience quality.
Repeat or referral signal	25% of customers return or refer	40% return or refer	Supports community and recurring revenue.
Active partners	Three active partners	Five or more active partners	Reduces acquisition cost and builds trust.
Compliance incidents	Zero serious incidents	Zero serious incidents	Protects customers and brand.

5.5 Financial projection, sensitivity and risk control

The funding structure is deliberately simple: £4,500 of owner capital, comprising approximately £3,800 of planned launch expenditure and a £700 working-capital reserve. The £250 legal and accounting setup allowance includes the current £100 online incorporation fee. Companies House identity verification became a legal requirement on 18 November 2025, and directors and people with significant control must comply according to the timetable that applies to their role (Companies House, 2025; Companies House, 2026). The allowance covers setup, training, insurance, basic digital assets, equipment, photography, launch activity and venue deposits. Debt is not recommended before the concept has traded, because fixed repayments would add risk without improving validation.

The base case assumes gradual traction. Month 1 absorbs the launch expenditure and closes with £476 in cash; subsequent months generate positive operating cash flow under the stated assumptions. Year 1 forecast revenue is £39,925, below the current £90,000 compulsory VAT-registration threshold, although taxable turnover must be monitored on a rolling 12-month basis as the business grows (HM Revenue & Customs, n.d.). By Month 12, monthly revenue reaches £5,800 and closing cash reaches £14,256 before founder salary and tax. That outcome is encouraging, but it depends on the attendance curve, pricing, and cost ratios. The forecast is a management benchmark against which actual results will be challenged, not a prediction to be defended.

Break-even is the clearest operational number: approximately 52 customers per month before founder salary. With fixed operating costs of about £800 and contribution of roughly £15.43 per customer, the pilot must sell the equivalent of two modest events each month simply to cover its operating base. Reaching the threshold once is insufficient. Repeated performance above it, without safety or quality failures, is the first sign that the model can support further investment.

Downside action is predetermined. At 25 per cent below forecast demand, projected Year 1 closing cash falls to about £8,467 before founder salary and tax; event frequency will be reduced, weaker formats paused and partner-led acquisition prioritized. If variable costs move from 42 to 50 per cent, projected closing cash falls to about £11,063, and break-even rises to approximately 61 customers per month; the founder will renegotiate venues and suppliers, simplify menus, review portions and test group pricing before raising headline ticket prices. Above-forecast demand triggers capacity controls, not automatic growth: add additional dates or staff only when the operating system can absorb them.

Risk controls sit inside the launch process. Food and allergen safety are controlled through registration, training, suitable registered premises or documented partner venues, and written menus. Pre-booking, low fixed commitments and staged decisions contain demand risk. Founder overload is addressed through two initial formats, checklists and trigger-based support; travel risk through a narrow local offer; data risk through minimal collection and secure access. The pilot proceeds only while these controls remain effective.

Table 5.6: Start-up funding requirement

Start-up item	Estimated cost
Company formation, basic legal setup and accounting registration	£250
Food hygiene/allergen training and compliance materials	£150
Insurance deposit / first payment	£350
Branding, website landing page and booking setup	£600
Initial cooking/service equipment and storage	£850
Photography, launch content and marketing materials	£500
Venue/kitchen deposits and first launch event costs	£750
Contingency reserve	£350
Total startup funding required	£3,800 launch spend plus £700 working-capital reserve (total owner funding: £4,500)

Table 5.7: 12-month base-case cash flow forecast

Month	Customers	Revenue	Variable costs	Fixed costs	Start-up costs	Net cash flow	Closing cash
M1	45	£1,080	£454	£850	£3,800	£-4,024	£476
M2	60	£1,440	£605	£650	£0	£185	£661
M3	75	£1,875	£788	£650	£0	£437	£1,098
M4	90	£2,250	£945	£700	£0	£605	£1,703
M5	100	£2,600	£1,092	£700	£0	£808	£2,511
M6	115	£2,990	£1,256	£750	£0	£984	£3,495
M7	130	£3,510	£1,474	£800	£0	£1,236	£4,731
M8	145	£3,915	£1,644	£850	£0	£1,421	£6,152
M9	155	£4,340	£1,823	£850	£0	£1,667	£7,819
M10	170	£4,760	£1,999	£900	£0	£1,861	£9,680
M11	185	£5,365	£2,253	£950	£0	£2,162	£11,842
M12	200	£5,800	£2,436	£950	£0	£2,414	£14,256
Year 1 total	1,470	£39,925	£16,769	£9,600	£3,800	£9,756	£14,256 closing cash

Note: Figures are author calculations. Opening owner funding is £4,500. Totals may differ by £1 because monthly variable costs are rounded to the nearest pound.

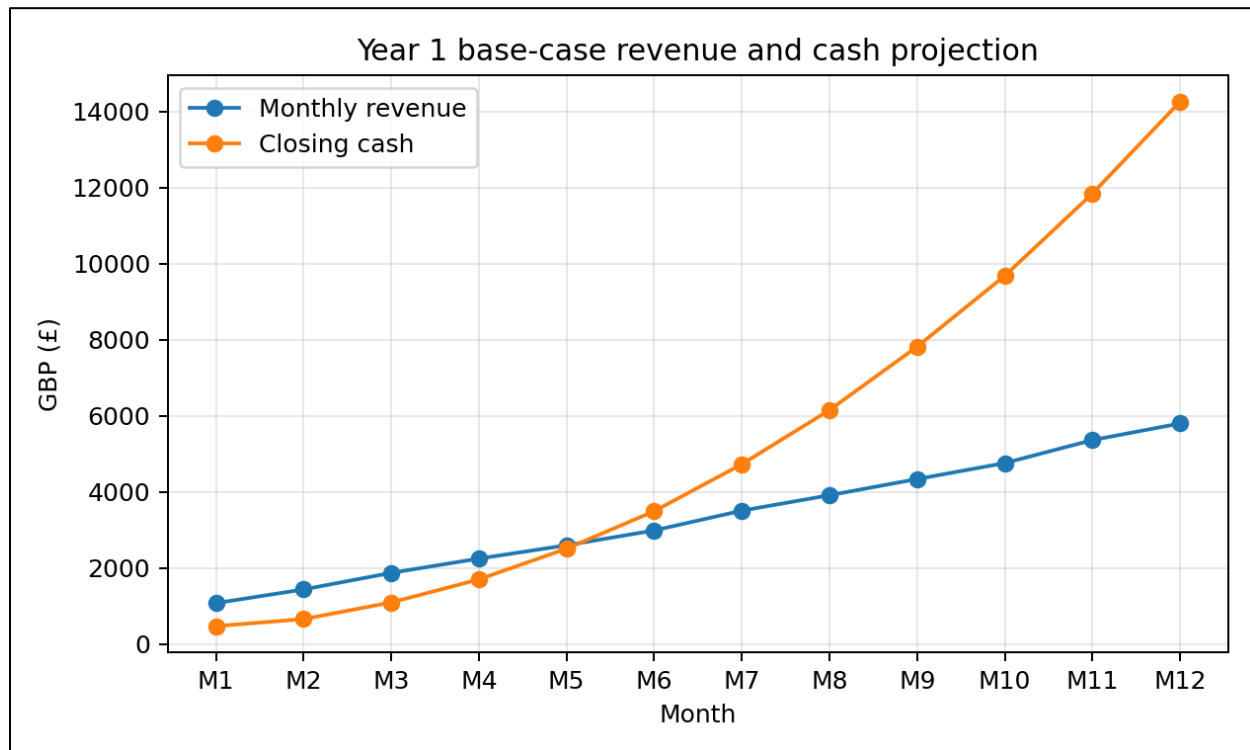


Figure 5.2: Year 1 revenue and closing cash projection

Table 5.8: Sensitivity analysis

Scenario	Assumption	Impact	Management response
Base case	Customers grow from 45 to 200 per month; variable costs remain 42%.	Year 1 closing cash: £14,256 before founder salary and tax.	Proceed with controlled launch.
Lower demand	Customers 25% below forecast.	Year 1 closing cash falls to about £8,467; founder income remains unviable.	Reduce frequency, prioritize partnerships and avoid expansion.
Higher costs	Variable costs rise from 42% to 50%.	Year 1 closing cash falls to about £11,063; break-even rises to about 61 customers per month.	Renegotiate suppliers, simplify menus and adjust group pricing.
Stronger demand	Revenue and attendance 25% above the base case; variable costs remain 42%.	Year 1 closing cash rises to about £20,045 before founder salary and tax.	Maintain quality control before scaling.

Note: Scenario closing cash is calculated before founder salary and tax, using the same £4,500 opening owner funding and £3,800 launch expenditure as the base case.

Table 5.9: Risk Register

Risk	Likelihood	Impact	Mitigation
Demand is weaker than secondary evidence suggests.	Medium	High	Use conservative forecasts, keep fixed costs low, partner with channels, and stage the launch before expansion.
Food safety or allergen incident.	Low-Medium	Very High	Register the food business, use suitable registered premises or documented partner venues, complete training and use an allergen matrix.
High food or venue costs.	Medium	High	Use pre-booking, group pricing, supplier negotiation and simple menus.
Competition copies the concept.	Medium	Medium	Build brand, partnerships, ambassador network and cultural authenticity.
Weather or transport disruption.	Medium	Medium	Provide indoor alternatives, flexible dates and clear cancellation terms.
Legal risk from travel packages.	Low-Medium	High	Start with simple local experiences and seek legal advice before packages.
Founder overload.	High	Medium	Use checklists, student ambassadors and limited launch frequency.
Data privacy issues after launch.	Low	Medium	Collect only essential customer data, store it securely, and follow UK GDPR principles.

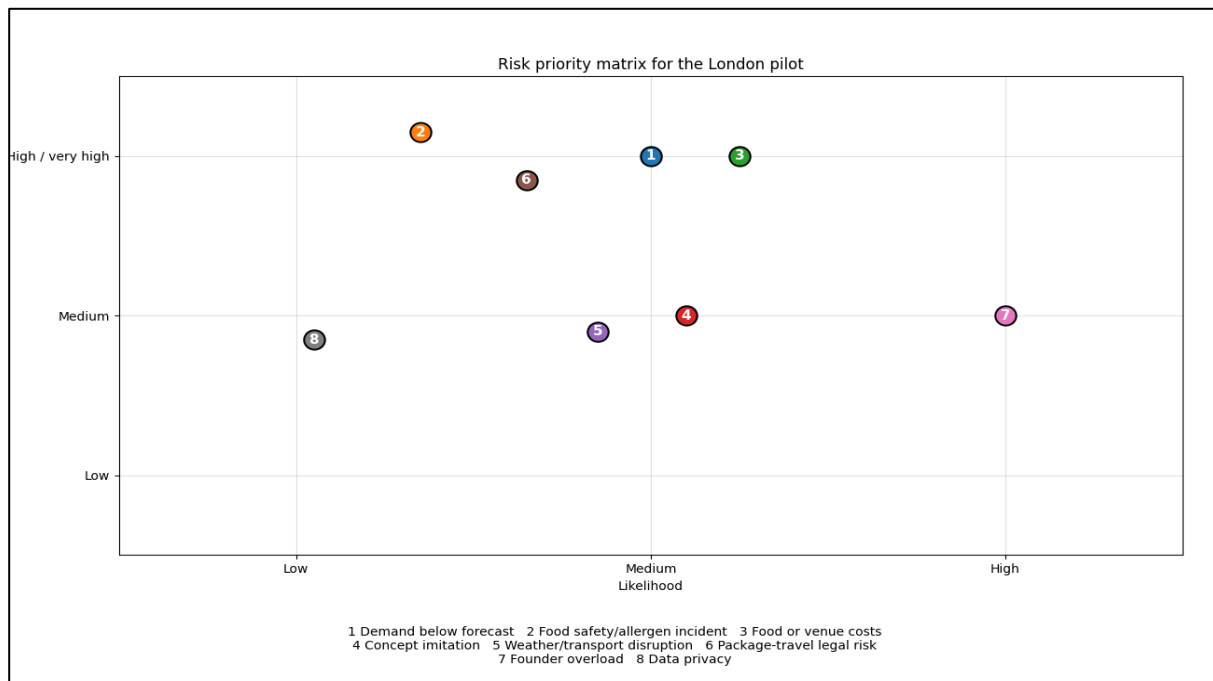


Figure 5.3: Risk priority matrix for the London pilot

5.6 Detailed 16-week launch timeline and governance

Weeks 1-2 establish the right to operate. The founder confirms the company setup route, completes Companies House identity verification, starts food-business registration with the authority linked to the intended premises, obtains insurance quotations and shortlists compliant kitchens or restaurant partners. A single compliance file will hold registration evidence, training records, policies, risk assessments and partner documents. No event is promoted until the route to lawful, insured delivery is credible.

Weeks 3-4 turn the concept into two deliverable products. The street-food night and supper club are selected because together they test an accessible entry price and a deeper hosted experience. Menus are deliberately short. Every recipe records ingredients, supplier, allergens, portion cost, preparation sequence and service method; each dish also receives a concise cultural story. This is where authenticity becomes an operating system, not an intention.

Weeks 5-6 test partner readiness. A small, targeted list of restaurants, kitchens, student societies and accommodation teams receives the partner pack, followed by a specific proposal for dates, capacity, responsibilities and economics. Conversations at this stage are commercial setup, not academic fieldwork. A partner is considered viable only when venue access, food responsibilities, customer communication and cancellation terms can be agreed clearly.

Weeks 7-8 create the booking path. The business publishes a simple landing or ticket page, maintains consistent Instagram and TikTok profiles, and sets up an appropriate WhatsApp communication route. Sample-dish photography and short hosted content establish familiarity. The booking page states the price, date, duration, venue, inclusions, dietary process, refund terms, contact route, and solo-attendance message without exaggeration. The objective is not maximum reach; it is confident purchase.

Weeks 9-12 deliver the first paid events at limited capacity, normally 20-30 seats. Within 48 hours of each event, the founder records tickets sold, attendance, revenue, direct cost, contribution, acquisition source, food waste, timing, customer feedback, allergen queries and any incident. A short debrief identifies one action to retain and one to change before the next event. These are commercial learning records generated after submission and are not presented retrospectively as academic research.

Weeks 13-16 convert early results into a decision. A well-selling format with positive contribution and controlled delivery is repeated. Weak sales are diagnosed by price, channel, timing, location, trust and wording before the concept is judged. Excess cost triggers menu or venue changes; excessive workload caps event frequency. The review concludes with a written decision to proceed, modify, pause, or redesign, and named actions for the next eight weeks.

Governance remains simple: a weekly action log, an event-level profit record and a monthly KPI dashboard. The action log identifies owners and deadlines; the event record shows revenue, direct cost, and contribution; the dashboard reveals trends, cash, and risk. Small businesses often confuse effort with progress. These records make deterioration visible early and prevent the founder from relying on impression or memory.

The timeline preserves the boundary of the research design. The submitted proposal remains a secondary-data feasibility study with no pre-submission participant data. Customer bookings and feedback collected after submission belong to ordinary commercial service management and must follow applicable legal and ethical requirements. They may guide future decisions, but they should not be inserted into the completed academic evidence base as though they had formed part of the original methodology.

Chapter 6: Conclusion and Final Recommendation

Taste of Bangladesh & Tour UK is a credible startup proposition because it addresses a defined problem with a focused service design. International students may want affordable ways to meet people, understand local places and experience culture outside the classroom. The venture responds with Bangladeshi food, hosted interaction, storytelling and small-group exploration. Its commercial identity is therefore not a restaurant and not a conventional tour operator; it is a student-focused cultural experience business.

The evidence is supportive but deliberately limited. Official statistics establish a substantial international student segment and active hospitality and experience markets. Theory explains why founder knowledge, lean experimentation, service design, and focused differentiation matter. Competitor evidence shows abundant alternatives but no exact replacement for the combined proposition, while regulatory guidance defines a manageable launch boundary. The financial model reaches break-even at about 52 customers per month before founder salary. None of these findings, individually or together, demonstrates that the proposed customers will pay repeatedly.

That missing evidence determines the recommendation. The proposal should not claim validation it has not obtained, nor should it discard a plausible opportunity because primary research was outside the methodology. A controlled paid pilot is the appropriate bridge between the two. Its decisive measures are paid attendance, seat fill, contribution margin, satisfaction, repeat or referral behavior, partner performance, founder capacity and incident-free compliance.

The final recommendation is to proceed with a tightly governed London pilot after food registration, allergen controls, insurance, partner responsibilities, booking terms and route assessments are complete. The first launch will focus on two repeatable formats and avoid permanent premises, owned vehicles, and a full-time payroll. London expansion in frequency, followed later by consideration of Birmingham or Manchester, will depend on consistent margins, service quality, and operational control rather than one well-attended event.

After six months, the founder must make a recorded decision. Proceed where demand, economics, quality and compliance meet the thresholds; modify where the underlying interest is visible, but the price, format or channel is weak; pause where delivery or legal readiness is inadequate; and redesign or reject where reasonable commercial tests still fail to produce paid demand. The proposal's conclusion is therefore firm but proportionate: the concept is strong enough to test, not proven enough to scale.

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