

Managing Enterprise in the 21st Century

BMSW4006

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Business plan Cover Letter

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Owner/ General Manager

Green Tree Organic Coffee Shop LTD

201, Bishopsgate, 2ECM, Liverpool Street

London, United Kingdom

Date 5th of January 2021

Dear Sir,

I am very please to submit my business plan for Green Tree Organic Coffee Shop LTD to your organisation hoping to receive a start up loan of £10000.

I am an experienced restaurant manager, being in the past partner at a successful coffee shop chain and now have decided to open my own new business. The niche market segment selected for the business to operate is the organic food products which has registered considerable growth and increased demand from customers as identified in the research. This business will be very attractive and will address a variety of customers tastes and preferences, choosing Green Tree Organic Coffee Shop over major players within the industry as it offers differentiated products. The business is at the beginning stage operating as a limited liability organisation. I aim to develop the brand name and be recognisable and trusted choice for organic products in coffee shops. In the finance data section from the plan the business aims to generate considerable profit to repay the loan within one year.

I look forward for your answer and potential collaboration to ensure the success of Green Tree Organic Coffee Shop. Please do get in contact if you have any comments and questions using my email address (alexandrustefan.greentree@gmail.com) or mobile phone (0044) 7355879567.

Thank you for your attention and time allocation.

Yours sincerely,

Alexandru Cosmin Ștefan

Executive Summary

A business plan requires complex research and careful planning. This business plan is realised for a new business Green Tree Organic Coffee Shop that has as main activity the sale of organic products specific to cafes. This business plan assessed all the elements involved in the business activity and is formulated by an experienced manager who is the owner of the business.

This business plan provides a wealth of information on essential business elements: business description and history, mission and vision, aims and objectives, business structure, product and service description, market analysis and trends, profiling customers, profiling competition, marketing strategy, operations, technology plan, management and organisation, social responsibility and sustainability, development, milestones and exit plan, finance data. Every component has been carefully researched and analysed.

The business description and history presented the business activity, emphasising the business advantages of having contracted a very modern and accessible location and having a unique business model that is in demand.

The mission and vision of Green Tree Organic Coffee Shop are:

- *Mission statement:* Green Tree Organic Coffee Shop is a unique business model of a coffee shop that delivers healthy food and offers a variety of organic products for all tastes.
- *Vision statement:* To develop a trusted name in the industry for organic food and beverages.

The aims and objectives of the business are:

- *Aims:*

The aim is to ensure positive turnover for further investment to grow the business

- *Objectives:*

Short term objectives:

- To offer high standard for the food, to obtain the highest rate star at the Food Hygiene Rating Scheme
- To create a welcoming ambient and quality service
- To make the business profitable within a year
- To repay the bank loan within a year

Long term objectives:

- To create a brand name
- To open two new coffee shops in different parts of London: Chiswick Park and Canary Wharf. The business structure of Green Tree Organic Coffee Shop is the most effective form for a small business and it is registered as a limited liability organisation. Although it imposes more legal requirements the business was set up this way, instead of a sole trader because it is aimed to develop and expand the business. It is an ambitious project that completed many of the legal requirements for food traders such as specific permits and certificates.

The products and services are related to the format of the business coffee shop. The organic products are outsourced locally for fruits and vegetables, meat and for the coffee there were selected trusted suppliers that provide organic products. This are essential for the business activity from many points as it will be used a product differentiation strategy, addressing a niche segment of organic

food market, but also from ethical perspective to inform the customer of the provenance of the products sold in the coffee shop. The products sold have unique characteristics oriented on providing the best nutrients and promoting healthy eating. The services offered in the coffee shop include delivery in order to attract more customers and address to a larger segment.

The market analysis and trends provided valuable insights for the organic food market and identified elements that would be used by the business to attract customers. Having complex and detailed primary and secondary data research on the market, it profiled the customers and the competition. It was identified that there is a trend in customer preference towards organic products and healthy eating and also that customers are more conscious of the provenance of the food, what they eat, where it comes from and how was produced, as well as the impact on the environment in the process. This aspects are used by the business to have an activity that is in accordance with customers expectations.

The business has created a marketing strategy on short term to introduce and make the customers aware of the business profile and what it stands for and on long term to create a known and trusted brand. The marketing strategy will use a variety of approaches to advertise the products and services. It will make use of the internet, advertising and promoting the business on social platforms, but it will also be used as an instrument of communication and feedback with the customers. It will be used advertising methods such as banners to reach a large mass of customers situated in key locations in the area for adverting main events and product information over the year such as Valentine's day, Easter, Christmas and New Year.

- Advertising will be realised using social media platforms, posting on Facebook groups, Instagram. It will be offered promotional discounts: free coffee with lunch
- It will be used 4 banners around Bishopsgate and Liverpool Street
- It will be used a system of card loyalty with the purchase of 5 coffees will get one free

The operations section gives details over the business capacity for seating customers. The coffee shop will be able to serve 40 customers. The estimated cost of the business will be around £800 with lower cost over the summer period. As highlighted previously the selection of the suppliers was carefully considered as the business depends on good suppliers.

Suppliers :

- Equal Exchange for organic coffee and chocolate (source: <https://www.equalexchange.co.uk/organic-coffee/>)
- Choice-organics for organic fruits, vegetables (source: <https://www.choice-organics.com>)
- Uren for organic beverages (source: <https://www.uren.com/l/fruit-juice-suppliers-uk/>)

The technology section highlights the commitment of the business owner to purchase own commercial kitchen equipment instead of renting, that will be funded from the bank loan. The coffee makers machines will be rented from suppliers to ensure that the business benefits of the latest technologies to prepare coffee. By renting only and not purchasing, the business will be able to rent new technologies every time without being constraint of keeping them if they do not suit with the business.

The management team are an important asset as the business benefits of an experienced and skilled team.

The social responsibility and sustainability of the business focuses on reducing waste such as food, paper, energy. It focuses on limiting plastic usage which is very damaging to the environment. Also the food that remains at the end of the day is donated to food bank centres.

The development, milestones and exit plan section highlights the progress of the business actions towards an exit plan such as profit increase and keeping up to date accounts. The financial projections are the financial backer of the business and presents positive balance and profit for Green Tree Organic Coffee Shop. This is beneficial for the business to achieve its aims and objectives, on short term and on long term. It gives the business the financial resources to expand as planned in other locations in London.

In conclusion the business plan presents important internal capabilities, physical assets, human resources and finances and that would be influential for the success of the business.

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Business description and history

Green Tree Organic coffee shop is a new business that will activate in the coffee shop sector. The location can be crucial to the business, especially for this type of business. The cafes attract customers for quick visits that want to purchase hot beverages or small meals to serve in or take away. That is why traveling long distance will not present interest to the customers as many times they choose the convenience of the location over the type of products.

This business has a coffee shop opened in London in the Bishopsgate area which is close to the business park offices. It is a central and very accessible location as it is closed to the station, Liverpool Street Station. This way many customers can visit the coffee shop on their way to work or at lunch time when individuals intend to get food or socialise with their colleagues, having diverse meetings.

The opening times for the coffee shop are in accordance with the regular working hours for professionals working in the city. The opening times for the Green Tree Organic coffee shop is from 7am to 4 pm from Monday to Saturday. This decision of the operating hours is based on previous research regarding the customer traffic. The shop will open at 7 am having ready products specific for breakfast. The shop will have advertised that the lunch products would be available after 11 am. Food will be served until the closing of the shop at 4pm according to availability, as it will be stored in fridge counters and displayed to the customers for ordering. The coffee shop will be partially opened for the weekend, on Saturday only and will be closed for Sunday.

Green Tree Organic coffee shop is selling organic hot beverages, coffee and specialty coffee, tea, hot chocolate, but also refreshing drinks, freshly squeezed juices, snacks and confectioneries, variety of sandwiches, wraps, pasta and salads and The menu is designed to cover a variety of segments, vegans and vegetarians, meat lovers, weight watchers and it is promoting a healthy eating lifestyle. The food that is cooked in the cafe uses organic and healthy ingredients and products. It is fresh food cooked everyday by an experienced chef in the coffee shop kitchen using organic products and healthy cooking techniques that ensures the preservation of the most nutrients.

The team management is an experienced team in the restaurant and coffee shop industry which are able to deliver qualitative customer service. The business offer local delivery for customer order made in the shop or over the phone in accordance with the established conditions.

The coffee shop is decorated in modern and simplistic way to deliver an enjoyable ambient for the customers. It offers free wifi and easy access to recharge own customer devices such as laptops, tablets, mobile phones. This features aim to accommodate customers that choose the coffee shop for meetings, studying or working. The coffee shop promotes socialising and welcomes its customers, having the capacity of serving 40 persons seating.

The new business benefits of a good location, central London, it has a good business model selling organic products, with main activities of selling hot beverages and small meals and it has an experienced, skilled management team. It has the potential of being a successful business, to develop the brand name and expand as intended by the management.

Business structure

The business structure section in the business plan presents information on the business legal form, the structure of the business, the management and ownership. There are also presented past or current achievements of the business (Oliver, 2016).

Green Tree Organic coffee shop is a new business and therefore there is no previous information related to past or current successes. The business was registered as a limited liability company as it is intended to expand it in long term. This means that the business has a separate entity from the owner. It is also intended to develop a brand name and that is why the business was set up as a limited company.

There are several legal requirements that need to be obtained in order to have an operational business: resale permit, food hygiene rating scheme, registration with city council, business insurance, gas and electric certificates (Gov., 2021).

Green Tree organic registered with the Government prior opening the shop declaring its operations: preparing and cooking food, storing and handling food, selling food. It registered the business with London City Council and with HMRC. The business applied for resale permits.

The business took insurance for Employers Liability which refers to the employees health and safety claims. It also insured for Public Liability which refers to injuries that could occur to the public. It insured for Product Liability which covers claims related to food poisoning when consumed food sold in the coffee shop.

Because the main scope of the business is to sell food it needs to follow certain regulations related to food safety which involves food safety trainings for the staff which need to be repeated every three years. It is also required to be undertaken a risk assessment for eliminating or minimising the hazards that would compromise the activity. The Food Hygiene Rating Scheme runs under the Government and promotes hygiene practices. After the opening of the coffee shop the manager will book an inspection that will look at premises cleanliness, the hygienically handling of the food, the management and documenting of the procedures related to food safety. One of the short term objectives is to achieve the highest number of stars for the Food Hygiene Rating Scheme. The business obtained the gas and electricity certificates for catering operations and the equipment will be inspected and tested periodically.

Product and service description

The section for product and service description presents the products and services offered by the organisation and it describes them. It emphasised the unique features of the products or services that gives the business a competitive advantage. There are stated the advantages and disadvantages whilst analysing the competitors products or services also. It will be presented a strategy on how to surpass the competition in order to dominate it. The products would be organised in types of products, region and industry. If new products or services are introduced there should be informed the customers (Rose, 2020).

Green Tree Organic Coffee Shop will use a product differentiation strategy. This means that it is aimed that the products sold to distinguished from what competition offers. Green Tree Organic

coffee shop sells organic products in the coffee shop range: coffee, tea, hot chocolate, but it also sells home made organic food and beverages. For the coffee shop range products the menu includes *cafe espresso* which is brewed coffee with espresso, *American espresso*, *cafe au lait*, which is brewed coffee and milk, *condito au lait* which has added organic syrup, *cafe latte espresso* which has 3 parts steamed milk, *vanilla latte* which includes organic organic vanilla syrup, *cafe latte dark or white* which has added whipped cream, *caramel mocha latte* which has added whipped cream. The products will be available in different quantities small, medium and large.

The coffee shop will sell organic fresh squeezed juice from fruits and vegetables and it will offer a variety depending on what fruits and vegetables are in season. This product will be called *Seasonal Fresh Juice* and is a unique product that other competitors do not sell in this form. The coffee shop will sell Gano coffee which is another product that differentiate from the main competitors as it is a healthier option made from organic Reishi mushroom called Ganoderma Lucidum and with added coffee extract. This helps with digestion and this are specialty coffee products which are considered to have premium characteristics.

The coffee shop will use natural sweeteners such as Agave syrup, stevia, brown sugar, all organic products. It will use organic herbal seasoning to reduce the salt consume and sea salt. The food would be at high quality to promote healthy eating with no content or reduced content of pesticides, herbicides, hormones, steroids, GMO, antibiotics. This is part of the business strategy to promote healthy eating and product differentiation. The food is prepared in the coffee shop from fresh organic ingredients. The menu includes home made small meals such as pasta, salads, soups, sandwiches, desserts prepared using organic products. The menu has options available for vegetarians and vegans also and has detailed information for weight watchers customers. Also selected products are gluten-free such as muffins, cakes, crepes, bread using buckwheat flour. The food menu includes: Turkey Wrap, Roasted Vegetable Wrap, Tuna Melt on French Baguette with the option of choosing gluten free bread, Jacket Potato, Grilled cheese sandwich with the option of choosing gluten free bread, Carbonara pasta, pesto pasta, chicken escalope pasta, meatballs pasta, arrabiata pasta, smoked salmon pasta, gluten free pasta, roasted vegetable lasagna, beef lasagna. For winter period hot soups such as lentil soup, leak and potato, tomato soup. The deserts is more limited, but everyday selling a different cake, muffin and crepes with selected products that are gluten-free such as muffins, cakes, crepes, using buckwheat flour.

The products described above include organic ingredients and healthy choices for some of the ingredients. The products have unique characteristics and are a competitive advantage for the business. Other big brands such as Starbucks and Costa do not sell this variety of organic products, with cooking on the site and using fresh and healthy ingredients. Advantages of this products are related to the business model that promotes healthy eating. The disadvantages of selling such products relate to the reduced life shelf and careful organisation of the resources as the supplies are more expensive than of competitors.

A service that the business intends to develop is local delivery for the business park offices in the Liverpool Street for orders bigger than £30. This amount is higher than what other competitors practice because the business has a low number of staff and it is not profitable otherwise. If the demand grows then it will be employed another waiter that can help with delivery. It is a service that

is advertised in the shop only aimed to create loyal customers. The customers would avoid the hassle of queuing and they would be able to order prior the lunch time and deliver for them at the requested time. This service will include any product sold in the coffee shop, but for lunch options it will be conditioned by prior ordering.

The products and the services that the business intends to offer are covering a niche in the market for organic products and healthy eating oriented customers.

Market analysis and trends

The market analysis and trends will refer to the coffee shop market and sale of organic products. Coffee shops are offering a quick service of their main product coffee and other specific beverages, but some business offer food selling products such as small meals, snacks, baked products, desserts. The growth of the sector included big brands, but also non-specialist independent operators. The analysis will not take in consideration the current pandemic that affected majority of industries worldwide and it will present and analyse data prior this critical circumstances.

The demand for coffee had increased in the latest period of time and it became part of routine and daily preference for many people. Recent statistics Conway (2019) identify that in 2019 the amount of hot beverages consumed daily, which included coffee, was in average 123 millilitres. With the coffee popularity appeared innovation in coffee products and coffee preparation. In the UK there are consumed daily 70 million coffees. Green Tree Organic coffee shop elaborated a distinct menu that offers a variety of coffee products.

Coffee shops are very much in trend, being considered that could overcome the pubs, registering a high number of new business in the sector (The Telegraph, 2015).

Coffee shops are considered to be social venues with possibility of drinking coffee and other beverages or having lunch, but there are also more and more used by professionals with multiple functions, having a more casual professional meetings, holding interviews, working on the laptops/tablets (Topik, 2009).

Statistics showed that in the UK more than 800000 individuals visit a coffee shop minimum 4 times per week. Following this trends in population and their shift in preferences determined this business to target this segment of customers. Studies that forecasted the coffee shop sector from a worldwide perspective stated that it could register a growth over 4%, identifying several major players: Costa Coffee, Starbucks, McCafe (Business Wire, 2019).

The demand for organic food has increased which led to industry growth. This was also supported by the Government who played a major role in helping with the development of the organic agriculture. Soil association (2021) recognises the trend of organic products and that the sale levels registered considerable growth and became a market commodity.

In contrast some customers consider that the organic food is only marketed to make them overpay for the same conventional food. A very controversial study realised by the Food Standards Agency highlighted that “organic food is no healthier and provides no significant nutritional benefit compared with conventionally produced food” (The Guardian, 2009). This research was based on evidence over the last 50 years and analysed the nutrient levels. The research was highly criticised by many organisations, one of them being Soil Association which stated that it was not taken into account important factors such as fertilisers and pesticides that remain in the food and concluded that it was not presented clear proof.

Despite that in 2014, the organic produce registered important rise with a value over 4% and the consumption of organic products to be approximate 10% of the total food consumption in the UK. This indicates the rise of popularity of organic products and the drift for business to address this demand (Cleeton, 2004).

It has been observed that customers are willing to pay higher prices for quality and healthy options which includes organic products. The trend to be more conscious about healthy eating is also projected on the food production process. Besides nutrition standpoints, population started to be more aware of the provenance of the products, their safety and with less impact on the environment as well as considering environmental legacy for future generation (Makatouni, 2002). The healthy eating trend in population is another aspect to be analysed. The healthy eating includes preference for ancient grains, whole grains such as buckwheat which will be used by Green Tree Organic coffee shop. The benefits of consuming whole grains are connected to the important number of minerals and vitamins and that are high in fibre. Another trend is the consumption of plant based food that is considered to be sustainable for environment. Sustainable diets consider the impact on natural resources and strain prevention (Nappo-Dattoma, 2016).

Therefore the market analysis and trends revealed aspects related to rise in demand for organic products and increase of coffee consumption. It also determined other important aspects to the analysis such as innovation and specialty products development and increase of healthy eating consciousness and impact on the environment. Considering this data on growing demand for organic products and coffee shops becoming a trend, this business, Green Tree Organic coffee shop has great potential to be profitable and have success and address the demand in the market.

Profiling Customers

In order to profile the customers it has to be analysed what type of customer would the business want to approach. There are different elements to include when creating a customer profile such as: age, income, interest, lifestyle, location. A typical profile customer for a coffee shop would be contoured as a working individual who enjoys drinking coffee on their way to their job or spending time over lunch break in the cafe. Is a socially conscious individual and preoccupied by environmental issues, with a healthy lifestyle orientation. The next step after creating a customer profile is targeting them and that requires analysis of marketing strategies.

In order to create a customer profile for the Green Tree Organic coffee shop it will be emphasised several elements that define the targeted segment. The business selected this specific location in Central London, Bishopsgate Liverpool Street as part of the market research and identified customers segment. This is an area with numerous offices. That is why the main targeted customers are the people working there, but also students from universities from around, locals and tourists.

To support this strategy to target this segments there were evaluated different actions such as having an accessible location. This means that the customers can come and buy coffees or whatever they want on their way to work and close to the offices for lunch to have time to come and eat or take away food over the lunch break. The service provided by the coffee shop to make local deliveries is aimed at the same segment of professionals working in the offices. Another tool is technology usage such as wi-fi provision which is convenient for customers that want to work or have a meeting, whilst enjoying the cafe's products. Creating an enjoyable and modern ambient is another modality to attract the targeted customers.

This targeted segments are usually in the age interval between 20 to 45 years old, females and males, young individuals who are more and more aware of what they are choosing to eat and they are oriented to eat healthy. That is why the products offer will fill a niche in the market.

The table illustrates three different targeted segments, the estimated number of customers per month and the estimated spending values per month.

Therefore the customer profile for the Green Tree Organic coffee shop would be a the typical coffee consumer that is a professional worker and enjoys drinking coffee as part of their daily routine in the morning or at lunch time when they spend time in the cafe for ordering food also. The individual has a healthy lifestyle orientation and for healthy eating and organic products. At the same time is concerned with environment issues and food provenance.

Profiling competition

The market in which the business operates is a competitive market. There are many coffee shops as researched in the previous analysis that have the main product: coffee and hot beverages. There are 8 other coffee shops in the immediate area, from which the most known are Costa and Starbucks at a distance of maximum 500m. These two are strong competitors with established and trusted brand name, but these competitors do not sell a variety of products for lunch. That is why Green Tree strategy on product differentiation of selling organic products and healthy food constitutes a competitive advantage. Also it offers hot lunches options for Vegan, vegetarian and weight watchers customers. Starbucks states that they are not just “passionate purveyors of coffee but everything else that goes with a full and rewarding coffeehouse experience”. They offer a selection of premium teas, fine pastries (Starbucks, 2021).

Starbucks is a retailer for hot beverages, coffee, tea and related products that is considered to be a premium service providers. Its operations include selling and roasting coffee, selection of small meals and snacks offerings. It sold specialty coffee and also chilled options and ready-to-drink products in their cafes, but also in some supermarkets and other grocery stores. It is a large company present in many countries across different continents. It has high financial resources to fund its operations and create and deliver consistent value to its customers. Starbucks expanded its operations to help the business by offering free wifi and registering internet domains such as Starbucks.com, Starbucks.net, and with Starbucks Digital Network is associated with Yahoo and it offers a news and entertainment web portal. Through this strategies Starbucks aims to create competitive advantage (Salam Press Encyclopaedia, 2020).

Costa Coffee is a very important player in the coffee chain sector in the UK. Costa is a subsidiary of Coca Cola and that means it has plenty of resources. It is the largest and fastest growing coffee shop chain in the UK. Their strategy to grow and expand the business focused on opening their coffee shop in a variety of locations, from high street to non-conventional locations such as airports, bookshops, grocery stores. Part of their product differentiation strategy is to maintain the same quality introduced and authenticity since the company was created training their staff at a special academy. Besides that Costa Coffee sources its coffee from Rainforest Alliance certified coffee providers. This action aims to develop loyalty to the brand and highlight the ethical credentials of their business. Part of their CSR activity the organisation created a foundation to help the society (Data Monitor, 2008).

In conclusion, both competitors, Starbucks and Costa Coffee can be a threat for the Green Tree Organic Coffee shop due to the business capabilities. Both competitors operate internationally, but in the UK, Costa Coffee led an aggressive growing strategy that ensured a large number of coffee shops, surpassing Starbucks. Whitbread under which Costa is organised, intended to double the number of coffee shops and size of the business. The business internal capabilities contribute to the expansion plans and gain leadership position in the sector.

Marketing strategy

The marketing strategy is based on analysis of different factors that create opportunities or risks for the business such as: competition, social environment, resources and capabilities.

The business internal capabilities play an important role in establishing a marketing strategy. In order to assess the selected business Green Tree Organic coffee shop it will be made a SWOT analysis that will enhance the strengths and weaknesses on marketing.

SWOT Analysis for Green Tree Organic coffee shop

<u>Strengths</u> Unique business model Very accessible location Team management Qualitative products and services	<u>Weaknesses</u> No previous experience for organic market Small size of the business Limited budget Dependence on the suppliers
<u>Opportunities</u> Novelty for customers Brand development Becoming a promotor for the organic market Customer preferences for organic products and healthy eating	<u>Threaths</u> Pandemic High prices Low customer awareness

The SWOT analysis above indicates that the business has important positive elements: strengths and opportunities. The business has a unique business model selling more than organic products, it sells a healthy eating lifestyle. The products sold in the shop have great qualities. The products cooked in the shop use a careful selection of ingredients that besides being organic, there are healthier choices such as the natural sweeteners, salt replacements etc. The business has a very accessible location for the targeted customers, in central London. The team management has experience in managing restaurants and cafes. The products are outsourced from organic suppliers that are fresh and qualitative. The service provided in the shop is delivered to ensure maximum customer satisfaction with friendly staff. The opportunities relate to the business being a novelty for the customers which can be an attractive factor the customers being tempted to try new products and visit new cafes. This would help the business grow and ensure brand development. The business has the opportunity to become a promotor for the organic market and being recognised by that. That would attract important suppliers also. The customer preference to consume more organic products and eat healthier is an opportunity that he business is addressing. There are several weaknesses and threats for the business such as management no previous experience in the organic market. In order to overcome this weakness the business should ensure a very complex research for contracting the best suppliers and the demand in the market of precise products. The small size of the business is a weaknesses as it can have limited resources and could be swallowed by the competition. Identifying any Government help for the organic retailers would ensure a stronger position, applying economy of scale as much as possible considering that some products are perishable. The threats driven by the pandemic are applicable to most of the industries and in order

to overcome such barriers, the business should look at what other business are doing, to follow Governments regulations and guidelines and to emphasise that to the customers . The high prices of the supplying are a threat because it imposes higher prices than regular prices from regular cafes. This threat could be overcome with careful design of the list of prices and emphasise of the quality of the products to make the price relevant to the customer. The dependence on the supplier could be diminished with using more suppliers or local suppliers creating a trusted network.

The target marketing which is called also a market niche is what a business uses to fit the internal capabilities and resources to get in competition with other similar business. Because of the limited budget it can not be employed a specialist to make a market analysis, but the manager would take the responsibility to realise the research. The manager of the Green Tree Organic cafe is responsible for the analysing the market using the observation method as primary data collection. This data is required to determine if the choice of products are viable for the business purposes. The market research presented above has positive indicators stating the that demand for organic products has increased and the industry registers growth.

The findings related to market analysis and trends, profiling customers and competition, business capabilities are used to form a marketing strategy with considerable potential as highlighted through secondary data research and primary data research. This target market of selling organic products has a good size and significant number of potential customers.

The manager would ensure that he differentiate the business form the presented competition by being a promoter of a healthy eating lifestyle and organic products.

The distribution, advertising and promotion refers to the selection of the most effective and with more advantages of the distribution channels which is the coffee shop format, advertising which is limited by the pandemic as it is imposed social distancing and the business has to rely more on online promotion for placing advertisements, rather than flyers with offers and introductory discounts.

The business will invest certain amount of money of the beginning of activity to make the customers aware that a new coffee shop is opened and to inform them on the specific products sold. This strategy is planed by the manager and put into practice with the help of the staff. The strategy involves marketing to the targeted segment presented above. The product differentiation involves emphasis of the products characteristics and benefits.

Because is a new business the first action of the strategy involves introducing the business to the customers. Due to the pandemic there can not be distributed flyers with introductory offers and instead the advertising will be realised using social media platforms, posting on Facebook groups, Instagram. It will be offered promotional discounts: free coffee with lunch. In order to get more customers and make the business known it will be used a system of card loyalty with the purchase of 5 coffees will get one free. Also it will be used 4 banners around Bishopsgate and Liverpool Street to announce the opening of the shop and its profile.

The next step in the strategy is to enhance the products special characteristics through online advertising of the components of the menu, list and sources of ingredients. At special celebration dates such as Christmas, Easter, Valentine's day it will be invested in other 2 banners for each occasion to announce special products and also to advertise any promotions and offers.

Operations

Operations are defined as the modality through which the business “function as an overarching plan or map for your business. From investors to executives to employees, operations involve every aspect of operating a business” (Bogan, 1994).

The operations section of the business plan gives an explanatory description of business daily functions. It includes facilities, location, operating costs, internal capabilities, processes, staff, contingency planning, research and development (Sutton, 2012). Green Tree Organic Coffee Shop functions refer to cooking and retailing organic food and beverages in the coffee shop format.

The coffee shop will be situated in London. The area selected is Bishopsgate, Liverpool Street. The coffee shop is close to the Liverpool Street station. It was selected this area because is very central and because there are lots of offices around and the business intention is to target this offices. That means that the employees that work in the offices will be able to buy their coffee in the morning from the coffee shop. At lunch time they will also be able to come and take lunch or serve it in the coffee shop as we will be able to serve 40 seated customers. In the future it is intended to expand the coffee shop with opening a terrace next t the shop.

The operating cost of the business is estimated to be at around £800. Over the summer it is estimated to have lower costs for the energy spending with the lowest amount of £500 for three months, £600 for one month and £700 for three months. This would include bills such as water, gas, electricity, internet, office supplies, cleaning supplies. The detailed costs will be found in the Table1 Business activity sections from the Appendix.

In a coffee shop there are front of the house operations, what the public is seeing, taking food and drink orders, paying for the service and all actions specific to coffee shops and back of the house operations where food is prepared and cooked. The front house operations at the Green Tree Organic Coffee Shop are: welcoming customers, taking orders for food and drinks in store, take away or delivery, giving advice on the menu and ingredient list, taking payments cash or card, issuing receipts online or on paper, cleaning the tables, preparing coffee and hot beverages. Also with the pandemic regulations the staff ensures tables and surfaces are cleaned with antibacterial solutions regularly.

At Green Tree Organic Coffee Shop the chef will cook the food in the coffee shop kitchen using commercial equipment and the professional chef will design the menu and prepare it and cook it. The chef is responsible for following food safety, for storing correctly, preparing and cook the meals at high standards, ordering ingredients list and products needed for the week, keeping an inventory of the products. All the meals will be prepared and cooked at the beginning of the day and will be stored displayed to the customers in the fridge counters situated on shop floor. Any food left will be donated to the Food Banks and will be no cooked food sold the next day. This requires good planning of resources in order to reduce food waste and because organic food comes at higher costs for the business and it is needed to maintain relevant costs to the business activity.

The suppliers are contracted to ensure the desired organic products are sourced in line with business requests and principles. The business researched the suppliers business activity and although it

does not have any decisional power over their operations, their activity is ethical and socially responsible.

The business will have several suppliers that will provide the shop with organic food and beverages. One of the suppliers for the organic coffee and organic chocolate for hot chocolate drinks will be Equal Exchange- their website can be found in the reference list. For other products the business will collaborate with another supplier, Choice-organics which sells a variety of organic products, their website is in the References list. For organic beverages we will have a third supplier Uren. The products will be delivered by the suppliers to the coffee shop and will be stored in fridges following food safety procedures. The suppliers will make weekly deliveries according to the business needs in order to have fresh products to sell and prepare food with, drinks and desserts.

Technology plan

The technology plan section emphasises the technology intended for the business activities. A strategic technology plan is used by organisations to identify modalities to automate or to make use of machines and equipment that enrich the business activities, making it more effective and helping to set the company apart. In some cases technology can become a competitive advantage. The main benefits of technology planning are that makes the business more effective, the planning can allow acquiring technology over an establish period of time, without stressing the business financially and it allows a clear way of action. The strategic plan evaluates the current technology used by the organisation, advantages and disadvantages and if there are aligned with the business activity. It then create a funding strategy to meet the business technological needs. The technology used in the coffee shop sector has developed over time and modern technologies were introduce int he operations. Customers expectation in relation to the technology has grown and business are expected to use technology to have a sustainable and effective activity, but also to reduce waiting time and increase the quality of the service.

The selection of the technology for a business is influenced by costs, what the business can afford or how much is the business willing to pay for, the function, what the technology offers and its features, how easy is to be used, if it can be upgraded for longer use.

For Green Tree Organic Coffee Shop the technology required is for activities for the front of the house and back of the house. The front of the house operations relate to payment methods, appliances for displaying the food, machines for preparing the products such as coffee machines, juice dispenser, wifi, air conditioning. The front of the house requires one point of sale terminals with technology that allows receipt generation on email, in order to reduce usage of paper and contactless technology for card payments. It needs a cash drawer for cash payments. This technologies will be rented from specialists contractors that will offer the products at a fixed price per month of £20 for the POS system which has touch screen technology, online data storage and online receipts, cash drawer. The supplier will offer maintenance and product assistance included in the monthly fees.

The back of the house operations from the kitchen involve specific kitchen equipment. We will buy the kitchen equipment from the loan that we intend to take from the bank. We will but professional kitchen equipment such as fridge counter, dishwasher, grill, commercial microwave, juice dispenser, induction hob from a professional supplier. The kitchen equipment will be purchased by the organisation using bank loan funds. The fridge counter will be purchased at the cost of £1100, the dishwasher £700, the grill £500, the commercial microwave £400, the juice dispenser £600, the induction hob £2000 (Hopkins, 2021).

The coffee makers machines will be rented and paid for them monthly £25 per month from the coffee suppliers. It will be available internet for customers and for the business staff with Sky Broadband at £20 per month.

The air conditioning are important for the summer time as the business intends to have a comfortable ambient and the machines will be rented from suppliers in order to benefit of latest technology that has the beast features and uses the lowest amount of energy. The contract will cost the business £10 per month and it includes maintenance and assistance.

Management and organisation

Management has an important role in running a business. The management is the process for the organisation of the business resources in order to achieve the organisational goals. For that purpose it has responsibilities related to planning, leading, controlling, but also anticipating and dealing with any issue. The management and organisation section involves a detailed picture of the organisational structure and the presentation of the team and its input to the business. An organisational structure is defined as the “system that outlines how certain activities are directed in order to achieve the goals of an organisation. These activities can include rules, roles, and responsibilities” (Investopedia, 2021).

The organisational structure for the Green Tree Organic Coffee Shop is quite simple as it will be employed a low number of staff. It is a functional top down organisational structure. It is a small business and it will only have a general manager who is the owner of the business. He will lead the team and he will set the desired direction for the business. He will have all the decisional power. His responsibilities will be related to daily administrative tasks, staff recruitment, training, monitoring expenses, ordering supplies, scheduling shifts.

It will be an assistant manager who will assist the general manager and when the general manager is away from the shop he will be in charge with the operations. He will communicate in permanence with the general manager about any issues. The responsibilities of the assistant manager will include daily operations, ordering supplies, coordinate the team, dealing with complaints.

The chef will be leading the kitchen, will be in charge with the menu and ensuring that he delivers quality. The chef will start his shift three hours earlier than the rest of the staff in order to make all the food preparations for the day, but after lunch time and after cleaning his kitchen he will be able to leave the shop earlier as everything will be cooked and displayed. He then will work the same number of hours like the rest of the staff. Responsibilities include food preparation, creating the menu, ordering supplies. The chef will have a kitchen assistant to help him with food preparation and everything the chef needs. The kitchen assistant will start normal hours like the rest of the staff. The shop will have one waiter that will take orders and bring food to tables from the customers that eat in the coffee shop and will ensure customer is happy with the service. They will help with the cleaning maintaining a clean and safe environment.

All staff will be well trained and will be able to interact and offer qualitative customer service. The staff will receive regular training every year at external training centres on food safety, health and safety, customer service provision.

The team management is very important for the business. It will provide the business the required expertise and experience to have successful activity. The roles within the organisation will be general manager, assistant manager, chef, kitchen assistant and waiter. The general manager is the owner but he has excellent experience, 4 years experience, in leading restaurants and a diploma in business management. His salary will be £2300 per month.

The assistant manager has also experience in the management in restaurant with 2 years experience, he also has a diploma in business management. The experience and the knowledge will benefit the business to thrive in the competitive market. His salary will be £2000 per month. The

chef has two years experience in restaurants and he has culinary studies. His salary will be £2000 per month. The kitchen assistant has a year experience in restaurants and has a high school diploma. He will have £1300 salary per month. The waiter has one year experience as waiter and has a high school diploma. His salary will be £1500.

The key personnel that works at the Green Tree Organic Coffee Shop will contribute greatly to the business success, contributing with skills and knowledge and experience gained in similar positions. The team is an asset to the organisation and will collaborate to achieve business aims and objectives. The team strongly believes the importance of healthy eating and advocate towards it and promote the coffee shop business model.

Social responsibility and sustainability

Corporate Social Responsibility (CSR) is a concept that gained importance in the latest period of time in the organisations activities. CSR is the process that allocates resources in order to improve social welfare and to keep satisfied key stakeholders (Barnet, 2007). Also it defines the responsibilities of the business towards the key stakeholders and society (Waddock, 2004). Therefore stakeholders have a great level of importance in the concept of CSR and it goes beyond established responsibilities by contract or law (Bowen, 1953).

CSR is used to manage the relationship with the stakeholders, but is also used to generate profit, to create a competitive advantage, to attract and retain talent and to create a societal status which benefits both stakeholders and the organisation. Examples of stakeholders can be internal stakeholders and external stakeholders. Internal stakeholders are: shareholders, employees. External stakeholders are: suppliers, media, communities, Government etc. (Nazri et al, 2020).

The coffee shop is a small business and can not have big CSR projects like the large corporations. It does not have a numerous staff to have a special designated team to work on CSR or consistent financial resources to create different programs that benefit the society. The coffee shop will contribute as much as possible to be socially responsible and have a sustainable activity. The person who will manage the business CSR activity will be the general manager. The general manager will elaborate and implement the CSR strategies.

Part of the CSR business strategy it will involve reducing waste. The coffee shop will focus on reducing food waisting. Many coffee shops and restaurants and even supermarkets were criticised for throwing food away. Wasting food is a big concern from various stakeholders as it has been observed the large amount of food waste (The Telegraph, 2019). Green Tree works with fresh products and perishable products and it will ensure the menu is well designed in order to avoid throwing food at the end of the day. Any food left that needs to be consumed that day it will be offered to the staff and to food banks. Another strategy will be to reduce waste of energy and for that purpose it will be used energy-efficient light bulbs and technologies that are built to use less energy.

The coffee shop will focus also in reducing the use of plastic. Plastic is a polluting factor for the environment on land in especially in the water. Green Tree Organic Coffee Shop will use paper bags for delivery, paper cups for take away coffee or tea. This way will diminish the usage of plastic in the shop. Part of the CSR strategy will be to reduce usage of paper at the till. A software at the till will issue receipts to emails for customers that choose this option emphasising the role of this action to reduce paper usage.

Development, Milestones and Exit Plan

Milestones are the objectives that are intended to be achieved during an established period of time. They are very important to the business plan as it conveys concrete terms and deadlines. Milestones are usually recorded in a table and involve good management of the resources as it sets the plan into real budgeting and creates responsibilities. The Milestone section describes specific actions and date to be completed. At this point the business plan is not just a document and it becomes measurable. The number of milestones is set by the manager and it should include an activity description, an established date, an allocated budget and the person responsible for the task. The manager should make aware the team about the plan in order to be able to follow it and achieve the milestones successfully. The Milestones are part of a real management and questions the business activity, if it operates within the budget, if it progresses as intended, if the business is on track with the plan or does it need to be amended.

Green Tree organic coffee shop will set different milestones in order to have a practical plan. A table of the business milestones can be found in the Appendix. The coffee shop is a new business and first milestones refer to establishing the business. The capital required for the business is loaned from the bank. This loan is taken by the owner of the coffee shop who is the general manager also. The general manager is responsible to achieve this milestone and it was completed. The next milestone that the manager had to achieve was to obtain the legal entity. The general manager had to undertake the required steps to set up the business, to receive different certificates and permits required for the business and its purpose in order to have a legal activity. These milestones were completed by the manager and constituted the base for starting the business. Finding a location was another completed milestone realised by the manager who was able to rent a location in Bishopsgate, Liverpool Street, London.

Milestones that were identified, but which are not completed yet are: creating a loyal base of customers, developing a recognised brand name. This involves all the team efforts and input. The general manager will lead the team to create a loyal base of customers within a year. For this purpose it will make sure the business is well promoted, through advertising, quality service, quality products. Another milestone that the manager wants to achieve within two years is to create a recognised brand name locally, meaning that when the customers go for lunch they will recognise Green Tree organic coffee shop as one of the top options. This milestone is part of the business development plan to expand across key areas in London and further that to other big cities. The last milestones require great resources and ambitious aspirations, but they are achievable following the SMART objectives model: specific, measurable, achievable, relevant and time bounded. Specific: creating a brand name, measurable: good business performance, achievable: Green Tree offers organic quality products with great customer service, relevant: it has been observed an increase in demand for organic products, time-bound: 2 years.

These milestones require task delegation and resource allocation, but it also assess potential risks. Green Tree organic coffee shop could face the risks of the pandemic if other lockdown would be imposed by the Government. Another risk would be related to disruption in supplying. Another risk would be in change in the consumer expenditure and trends.

After risks were identified it should also be put in place an exit plan. The exit plan assess the existing options in case the plan fails. Options could vary from sale of the entire business or partnering such as merging, joint venturing. Exit plan actions also include profit increase which means more customers and development of the business. This could be realised by attracting a large number of customers. Keeping up to date accounts is also important as in the eventuality of having to close the business or to sell it or to sell part of it, to be an attractive business to invest in.

Harvesting the cash flow is another option for an exit plan.

Finance Data

The finance section distinguishes from other sections of the business plan because it records financials such as income statement, expense statement, cash flow statement, balance sheet. Usually these documents are prepared by special departments within the organisations or by outsourcing the services of someone specialised and certified to do this job. The financial projections are essential to the business plan as it represents the financial backbone and without it any other sections have only an informative purpose.

Green Tree coffee shop is a small business and does not have a finance department, but it will pay an accountant £300 per month to do all the required statements. Examples of finance documents can be found in the Appendices. The total cost of the salaries will be £9100 monthly. The cost of the rent will be £8000 per month. The operating cost of the business will vary with bills at lower values during summer time £500 when there is no cost for heating and lower cost for the electricity and gas. During the winter months the bills are higher to £800 per month when the daylight is shorter and low temperatures require more use of electricity and gas usage. The cost of insurance is the same every month £300. The accounting fees are £300 per month. The cost of repairs varies, but it is estimated to have to spend from 0 to £400 for maintenance of the desired safety standards and cleaned and aesthetically pleasant shop. Advertising cost would be £2000 for winter times when it is intended to intensify this activity. It would be advertised Christmas offers and menu specials trying to increase the sales as many offices are closed for some days over Christmas and New Year and in order to compensate that, in November and December will be put more efforts and resources to keep the business busy. From January to March it will be spent £1000 monthly for advertising new menu specials for Valentine's day, Easter and also to inform customers on offers practiced. From April to October it will not be any spending in advertising as with the hot weather people tend to go and eat out more and spend more. Many people take holiday leave in the summer months so there will be a reduced number of customers to advertise to. The loan taken by the business owner requires fixed monthly payments of £1500. The amount of estimated sales for each month varies taking in consideration the levels of demand. It is estimated to have good sales over £30000 in January, February, March, April, May, June, October and November. It is estimated to have lower sales in July, August and September when the main customers the people who work in offices go on holiday. It is also estimated to have lower sales in December as there are many days when the offices are closed over the Christmas and New Year. With sales of £28000 and £29000.

In the Appendix it can be found Assets statement, Liability statement and Balance Sheet statement. The assets statement represents the net worth of the business and it can include everything that is owned by the business the cash, the equipment, the vehicles, the buildings, the machineries and technologies. For the Green Tree organic coffee shop in the Assets statement it can be observed that there is no activity for 2020 as it is a new business. For the year 2021, there is a value for the cash from the sales of £359,000 and there is a value for equipment which is owned by the business of £6300. This equipment refers to the kitchen equipment that was purchased with money from the loan taken by the owner. The total amount of assets is £365215. In the Liability statement there is a value of £127400 for accounts payable which includes rent, bills, insurance, accounting fees, repairs

and advertising costs. For accrued wages there is a value of £109200 for staff salaries. Accrued compensation has a value of £24000 which represents the cost of supplies. For the investment capital there is a value of £18000 which represents the loan payments. The Total Liabilities and Stockholder Equity is the value of £302600. On the Balance Sheet there is the calculation for the current year 2021 with the remaining balance of £62615.

In conclusion there is a positive balance remaining after all the costs have been paid and that highlights that the business will be in profit. The business intends to expand its operations to redesign the menu with more options in order to attract more customers, it also intends to apply for permits and invest in opening a terrace in front of the coffee shop. But it also intends to grow the business and open a new shop in Chiswick Park where there is another important area with offices and follow the same business model.

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Appendix

Assets			
		FY-2020	FY-2021
Asset Type	Description	Previous Year	Current Year
Current Assets	Cash	0	359,000
Current Assets	Investments	0	0
Current Assets	Inventories	0	0
Current Assets	Accounts receivable	0	0
Current Assets	Pre-paid expenses	0	0
Fixed Assets	Property and equipment	0	6,300
Fixed Assets	Leasehold improvements	0	0
Fixed Assets	Equity and other investments	0	0
Fixed Assets	Less accumulated depreciation (Negative Value)	(100)	(85)
Other Assets	Charity		0
Total Assets		(100)	365,215

Liabilities			
		FY-2020	FY-2021
Liability Type	Description	Previous Year	Current Year
Current Liabilities	Accounts payable		127,400
Current Liabilities	Accrued wages		109,200
Current Liabilities	Accrued compensation	0	24,000
Current Liabilities	Income tax payable		24,000
Current Liabilities	Unearned revenue	0	0
Long-term Liabilities	Mortgage payable	0	0
Owner Equity	Investment capital		18,000
Owner Equity	Accumulated retained earnings		0
Total Liabilities & Stockholder Equity		0	302,600

Balance Sheet		
	FY-2020	FY-2021
Asset Type	Previous Year	Current Year
Current Assets	0	359,000
Fixed Assets	(100)	0
Other Assets	0	0
Current Liabilities	0	284,600
Long-term Liabilities	0	0
Owner Equity	0	18,000
Total Assets		
Total Liabilities & Stockholder Equity	0	302,600
Balance		62,615

Table 1. Business activity finance data

	January	February	March	April	May	June	July	August	September	October	November	December
Salaries(£)	9100	9100	9100	9100	9100	9100	9100	9100	9100	9100	9100	9100
RENT(£)	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000
BILLS(£)	800	800	800	700	700	500	500	500	600	700	800	800
INSURANCE (£)	300	300	300	300	300	300	300	300	300	300	300	300
ACCOUNTING FEES(£)	300	300	300	300	300	300	300	300	300	300	300	300
REPAIRS(£)	0	200	200	400	300	200	100	200	100	100	200	0
ADVERTISING (£)	1000	1000	1000	0	0	0	0	0	0	0	2000	2000
BANK LOAN	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500
SALES(£)	30000	32000	32000	32000	30000	30000	28000	28000	29000	30000	30000	28000

Table 2 Milestones

Milestones	Responsible person	Timeline	Status
Obtaining capital	General manager	January 2021	Completed
Obtaining legal entity	General Manager	January 2021	Completed
Obtaining permits and certificates	General Manager	January 2021	Completed
Creating a loyal base of customers	Team management	Within a year	To be completed
Creating a recognised brand name locally	Team management	Within two years	To be completed

Appendix



Business Plan PPT
final.ppt

Topics for each members :

-Alexandru Cosmin Stefan

Cover letter

Executive summary

Business description and history

-Simona Elena Macaran

Business structure

Product and service description

Market analysis and trends

-Laura Mihai

Profiling customers

Profiling competition

Marketing strategies

-Denisa Maria Papp

Operations

Technology plan

Management and organization

-Constantin Macaran

Social responsibility and sustainability

Finance

Development, milestones and exit plan