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Module: Managing Enterprise (BMSV4011)

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THE VELVET SCOOP

Artisanal Theatre: A Premium Late-Night Dessert Experience

Reimagining the High Street Evening Economy

- **The Proposition:** A luxury, experiential dessert lounge specializing in gourmet bubble waffles, artisanal gelatos, and botanical non-alcoholic mocktails. (Osterwalder and Pigneur, 2010)
- **The Gap:** Capitalizing on the rapidly growing UK sober evening economy.
- **The Strategy:** Moving away from transactional fast-food dessert shops to offer a high-aesthetic, immersive "Experience Economy" destination. (Burns, 2016)

Target Market: Gen-Z, Millennials, and culturally diverse communities seeking alcohol-free third spaces. Capturing a local consumer pool of over 100,000+ students and young urban professionals in Greater Manchester

Mission, Aim, and Core Directives

- **Mission:** To cultivate an inclusive, luxurious, and sensory-driven evening experience that connects people through artisanal desserts and exceptional hospitality.

Business Aim: To establish the premier independent late-night dessert venue in Manchester, securing operational profitability in Year 1 (Barringer and Ireland, 2022).

Unique Selling Proposition (USP): "Artisanal Theatre" — combining live, open-kitchen dessert assembly with signature botanical mocktail pairings.



Key Performance Indicators (KPIs)

1. Financial: Attain a minimum net profit margin of 18% by the conclusion of the first 12 months of operations.

2. Market Penetration: Generate 5,000 organic, hyper-local followers across Instagram and TikTok within 6 months of operation

3. Operational: Maintain an average consumer rating of 4.7/5 stars on Google Reviews and TripAdvisor throughout Year 1

4. Growth/Scale: Onboard 3 local corporate event or luxury catering contracts by the conclusion of Q4.

Prime Site Selection: Northern Quarter, Manchester

- **Address:** Thomas Street, Northern Quarter, Manchester (M4 area).
- **Demographic Alignment:** High-density zone populated by young professionals, urban tourists, and student communities (UoM & MMU).
- **Footfall Dynamics:** High-volume pedestrianized street with a robust evening culture, capturing organic spillover from nearby artisan venues.
- **Accessibility:** Within a 10-minute walk from major city transport nodes (Shudehil Interchange and Piccadilly Gardens).



(Manchester City Council, 2025)

Corporate Governance

Legal Structure

Registered as a **Private Limited Company (Ltd)**.

Rationale: Protects personal assets via **limited liability** against commercial lease obligations and public food safety liabilities.

Enhances B2B corporate credibility

Limitation: Operational friction due to higher incorporation costs and public statutory filing requirements via Companies House.

Personnel Organization

Human Resources

(Slack and Brandon-Jones, 2019)

- 1 Full-Time Founder & General Manager (Strategic Lead)
- 1 Full-Time Head Pastry Chef / Dessert Artisan (Kitchen Lead)
- 2 Part-Time Front-of-House Baristas (Student Talent Pool) (Caterer.com, 2025)
- 2 Part-Time Kitchen Assistants / Commis Artisans

(Optimized team of 6 personnel to handle peak weekend late-night trading blocks)

Data-Driven Market Validation

- **Primary Research Insights (124 Local Responses):**

64% express dissatisfaction with current late-night alcohol-free seating options.

58% are willing to spend £8–£12 per visit for premium, experiential offerings.

- **Competitor Differentiation Matrix:**

Archie's: Dominates on high-speed, bright neon fast-food. (Our edge: Intimate, sophisticated evening lounge environment).

Black Milk: Focuses on high-sugar, nostalgic confectionary. (Our edge: Refined, high-margin artisanal ingredients and botanical pairings).

12-Month Financial Projection

- **1. Capitalization & Initial Outflows**

Total Setup Funding: £75,000 fully secured via £25,000 personal founder equity and a £50,000 UK Start Up Loan.

Month 1 Capital Deficit: -£29,700 due to expected fixed investments: Premises Fit-out (**£22,000**) and Kitchen Equipment Procurement (**£5,000**).

Liquidity Buffer: Month 1 closes with a strong working capital safety cushion of **£45,300**.

- **2. Unit Economics & Cost Ratios**

Cost of Goods Sold (COGS): Maintained strictly at a **25% cap** across all premium ingredients.

Target High Yields: Generates a highly profitable, defensible **75% Gross Profit Margin**.

Fixed Commitments: Consolidated monthly lease rent, municipal rates, and energy utilities are fixed at **£3,700/month**.

- **3. Breakeven & Cumulative Growth**

Risk Mitigation & Feasibility Review

• **Strengths:** High gross profit margins (75%); prime footfall location; explicit, uncontested niche.

• **Weaknesses:** Reliance on localized peak weekend hours; high initial capital expenditure setup.

• **Opportunities:** Structural expansion of the UK sober lifestyle movement; corporate catering expansion.

• **Threats:** Raw input supply inflation (cocoa, dairy); intense hospitality labor competition in Manchester.

(Johnson et al., 2023)

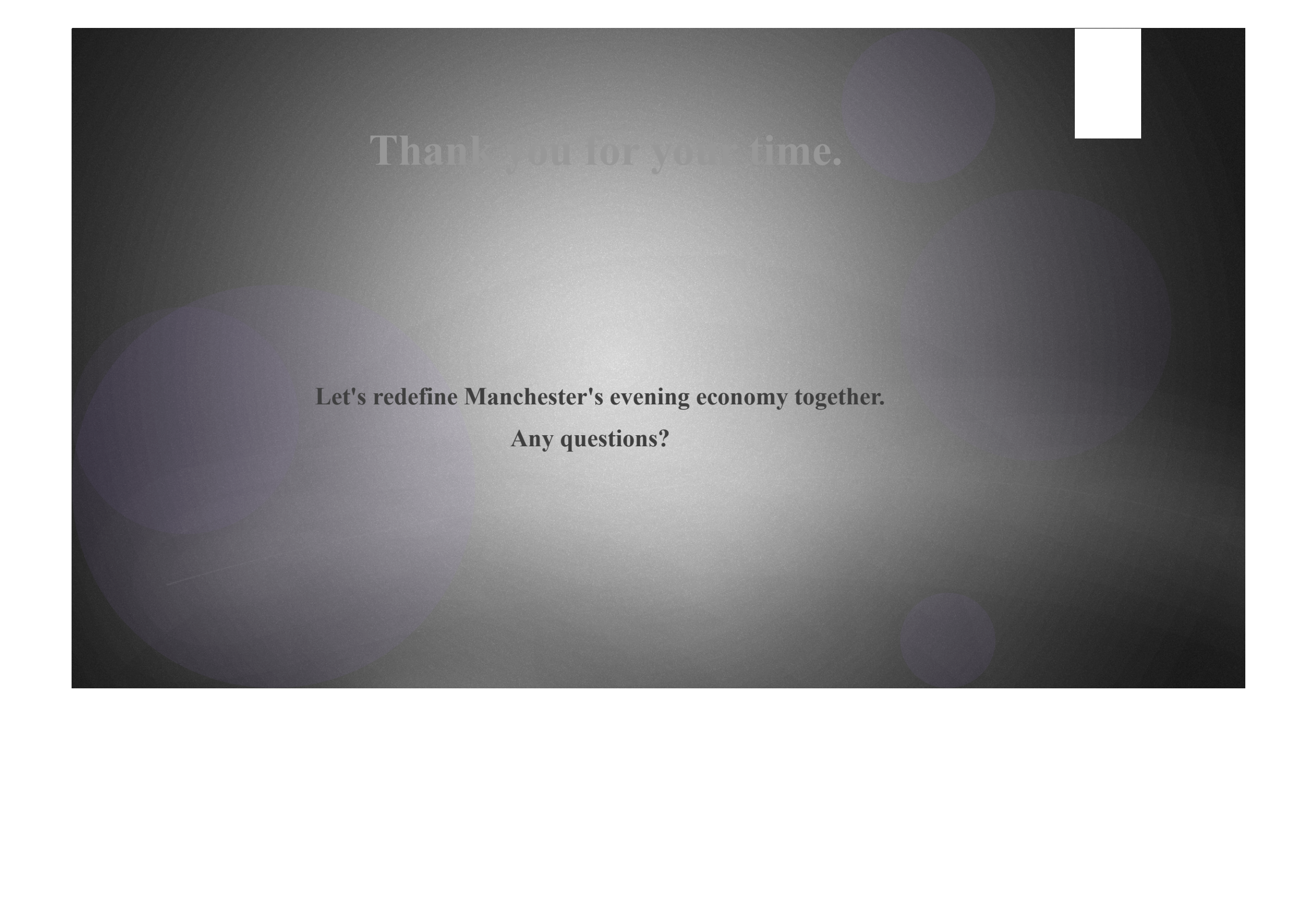
Why Invest in the Founder?

Skill Development: Acquired intensive financial modeling, cash flow architecture, and strategic asset allocation capabilities throughout this module.

- **Analytical Rigor:** Proven ability to transition from intuitive creative concepts to objective, data-verified execution strategies.

- **Key Entrepreneurial Traits:** Resilient under changing UK hospitality market pressures, highly organized, and driven by an acute understanding of customer experience.

- **Skin in the Game:** Personally investing £25,000 of own capital, demonstrating absolute commitment to the commercial success of the enterprise.



Thank you for your time.

Let's redefine Manchester's evening economy together.

Any questions?

References:

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3. IBISWorld (2025) *Dessert Parlours in the UK Report*. IBISWorld.
4. MCA Insight (2026) *UK Casual Dining Market Report*. Lumina Intelligence.
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7. Scarborough, N.M. and Cornwall, J.R. (2019) *Essentials of entrepreneurship*. Pearson.
8. Williams, S. (2022) *The Financial Times guide to business start up*. Pearson.
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