

# Feasibility analysis of an educational anti-café for people with eating disorders

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<p>The topic of eating disorders is increasingly discussed around the world. Unfortunately, Russia is lagging on this issue. The author faced it when the problem affected her. It was impossible to find reliable information on eating disorders in the Russian language and get help from the doctors.</p> <p>Based on this experience, the author came up with the idea aimed at creating a safe and supportive place for those who anyhow are or have been affected by eating disorders. The concept of educational anti-café was chosen for such a place. Its main characteristic is payment for the time spent in the café, while various treats and services are included in the price. For the author's idea, it means that people can come there to find support from a staff psychologist or someone with the same history, listen to lectures on psychology and other relevant topics, have access to the specialised library, snacks and drinks at the price of the time they spent there.</p> <p>This product-based thesis was created to analyse the above idea from an entrepreneurial point of view. The feasibility analysis was chosen for this purpose. It is conducted when the initial research of the viability and attractiveness of the business ideas is needed.</p> <p>The thesis is divided into theoretical and empirical parts. The theoretical part, in the beginning, introduces the concept of eating disorders (their variations, symptoms and reasons). It highlights the problems in the diagnostics of the disease, discusses the destructive factor of social pressure and explores the triggers which people with eating disorders face in restaurants and cafés. After that, the theories on multiple perspectives of the entrepreneurial process are considered to justify the choice of feasibility analysis over the business plan. The different outlines of feasibility plans and their elements are also presented and discussed. Finally, based on the described components, the methods, and tools which could be suitable for the study are introduced.</p> <p>After the theoretical framework is built, the author moves to the empirical part, where the feasibility analysis of the educational anti-café is conducted in the step-by-step process. It consists of a series of studies, namely situation in Russia, industry, customer, organisational and financial analyses. Such tools as five forces industry analysis, concept testing and customer profiling are used. As a result of this comprehensive investigation, the overall assessment of the idea is presented.</p> <p>After the results are voiced, the last part remains. It describes the author's reflections on the whole thesis process and how she coped with the initial goals in the tight timeframe (28 September 2020 – 26 November 2020).</p>	
<b>Keywords</b> eating disorders, entrepreneurship, business plan, feasibility study, anti-café, concept test	

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# 1 Introduction

More and more attention is paid to the problem of eating disorders every day, and this is understandable. For instance, according to statistics, one form of an eating disorder, anorexia nervosa is among the deadliest mental illnesses (Arcelus, Michell, Wales & Nielsen 2011). The other conditions such as bulimia, atypical anorexia, binge eating disorder and orthorexia are not inferior in their importance too. It can be confirmed not only by the scholars who expand the medical manuals introducing new types of disorders but also by the influencers and activists who increasingly discuss this topic.

Unfortunately, Russia is lagging on this issue. There are no official statistics on eating disorders in the country. They are diagnosed most often in the late stages when irreversible changes occur in the body (Safonova 2017). Before that happens, it is hard to convince anybody that a person has a problem, due to lack of basic knowledge. The author faced it when she was sent home by a therapist and was advised: "just to eat more and do physical exercises", while in a private clinic, she was diagnosed with atypical anorexia nervosa, binge-eating disorder, and orthorexia. Others, at the same time, saw only a nice figure and admired the author's healthy lifestyle. It took the author three years of professional therapy and reliable foreign literature to recover, accept her body, herself and solve psychological problems.

Now, after many years of fighting against the eating disorders, the author thought what contribution she could make to the popularisation of this topic in Russia as well as what she can offer as a representative of the restaurant industry based on the knowledge and experience which she gained at the university. The author came up with the idea of a place, where the client can find support from a staff psychologist or people with the same history, listen to lectures on psychology and other relevant topics and have access to the specialised library. Everything is over a cup of tea, coffee or other signature drink, and a piece of homemade pie, salad, or dessert.

The concept of anti-café was chosen for these purposes. It is characterised as a public place where people pay for the time they spent in there. In comparison with traditional cafés and restaurants, visitors of the anti-cafés have a greater degree of freedom. The purpose of visiting such places is not to satisfy hunger as such, but to have a pleasant and fun pastime, attend themed events, chat with friends, and meet with new people. (Logonova 2014, 8.)

The idea can sound attractive. Nevertheless, it should be analysed from a professional point of view. Would it be viable in the Russian market and interesting for Russian customers, investors, and entrepreneurs? This question leads to the main aim of this product-type thesis. The author decided to create a feasibility analysis explicitly aimed at researching the viability and attractiveness of this idea. Furthermore, the sub-objective of this work will be a deeper understanding of the under-explored segment of customers and their needs.

The thesis is divided into theoretical and empirical parts. First, in the theoretical part, the author introduces the reader to the concept of eating disorders. She describes their variations and main symptoms referring to official sources. The part will also answer the questions about who can develop the disorder and reveal its reasons. The general guidelines for helping people with eating disorders are also provided. Special attention is paid to the role of the restaurant industry in the life of people with eating disorders. As the author came up with the idea of the café, the different theories on the entrepreneurial process are discussed further to introduce the steps and theoretically justify the choice of the feasibility analysis over the business plan. The different outlines for the feasibility analysis are presented in the next chapter, and their main elements are described. Finally, based on the described elements, the methods, and tools suitable for the analysis are introduced.

The empirical part contains the feasibility analysis which the author conducted for her idea based on the theoretical background and tools which she mentioned there. The study was presented as a step-by-step process with a detailed description of each choice the author made, difficulties the author met with and conclusions made by her during the researches. The way of presenting the information was chosen so that the reader could get involved in the process and understand the logic of which the author was guided. This way the author shares how the analysis of the situation with eating disorders in Russia was carried out, why the industry and market analysis was divided into four parts, what does the anti-café mean, how the concept test was prepared and the audience was selected, and why more thorough financial research is needed on the planning stage.

The final part of the thesis contains information on the results of the whole project. The author tells what plans she had initially and how the theoretical part helped to narrow them down. This part explains how the research process and their results built a more accurate picture of the concept of eating disorders and the idea itself. Finally, it describes the author's findings and the following steps which she is going to undertake based on the conclusions she made from the whole thesis process.

## **2 Eating disorders. Symptoms. Reasons. Help.**

The American Psychiatric Association defines eating disorders as “illnesses in which the people experience severe disturbances in their eating behaviours and related thoughts and emotions. People with eating disorders typically become preoccupied with food and their body weight.” (Parekh 2017.)

International Statistical Classification of Diseases ICD-10 (World Health Organization 2019) distinguishes eight types of eating disorders: anorexia nervosa; atypical anorexia nervosa; bulimia nervosa; atypical bulimia nervosa; overeating associated with other psychological disturbances; vomiting associated with other psychological disturbances; other eating disorders; eating disorder unspecified. Statistical Manual of Mental Disorders DSM-5 (American Psychiatric Association 2013) also include binge eating disorder. Some other phenomena like orthorexia are studied and discussed in the medical community, but not yet included in the manuals.

Anorexia nervosa is characterised by deliberate weight loss, limited food intake, fear of being fat, problems with body image or denial of low body weight leading to physical symptoms of starvation (Parekh 2017). Atypical anorexia nervosa differs from anorexia nervosa by the absence of amenorrhoea, marked dread of being fat and physical symptoms. However, weight-reducing behaviour is significant. (WHO 2019.) Bulimia nervosa is characterised by repeated cases of overeating in parallel with an excessive preoccupation with the control of body weight leading to intentional vomiting and use of purgatives (WHO 2019). The weight, in this case, can be slightly underweight, average weight, overweight or even obese (Parekh 2017). If the cases of overeating and vomiting repeat not regularly, once a month, for instance, they belong to atypical bulimia nervosa (Howard 2016). If the cases of overeating do not accompany by vomiting, Parekh (2017) calls it binge eating disorder. It involves “frequent overeating during a discreet period of time (at least once a week for three months), combined with lack of control” (Parekh 2017). The cases of overeating, vomiting and loss of appetite can also be attributed to psychogenic factors from emotional or mental stressors such as accident, childbirth or hypochondriacal disorder (WHO 2019). Finally, orthorexia characterised by strong fixating on proper and “healthful” eating that damage well-being. It is not decided yet if it is a standalone eating disorder or a type of existing disease. Nevertheless, it is known that it usually goes with obsessive-compulsive disorder. (National Eating Disorder Association 2018.) As “eating disorders often occur due to underlying causes such as low self-esteem, mental health disorders, substance abuse disorders, or a past history of trauma or neglect” (Mahoney 2019) they often go in parallel with other disorders such as anxiety, depression, substance abuse/alcohol,

self-injury, borderline personality disorder and obsessive-compulsive disorder. Thus, it is essential to diagnose and treat co-occurring disorders too in purposes of avoiding the higher chance of relapsing. (Mahoney 2019.)

The eating disorders can differ not only by their name but by their intensity (Padun 2020). The official clinical level of illnesses requires time, medical treatment, and constant supervision of doctors in a hospital because mental mechanisms in these situations are powerful and affect cognitive, emotional, and behavioural processes frequently. There are also milder forms. They are situational or do not lead to severe consequences but need attention too. (Padun 2020.)

The main problem in the diagnostic of eating disorders that they are usually recognised on the late stage when the physical and psychological condition becomes critical. The disease can go unnoticed for a long time because people “do not understand the severity of their illness and are thus reluctant to seek help” (Jones & Brown 2016). For instance, people with anorexia or orthorexia may not suspect that it is something wrong with their behaviour because of the social approval of their lifestyle. People with bulimia often feel ashamed of their problem and afraid to ask for help. (Padun 2020.) Thus, “it is critical to pursue early intervention strategies such as education and screening” (Jones & Brown 2016).

However, instead of education, the problem remains undiscovered (the level depends on the country) and has a lack of discussion (Jones & Brown 2016) while “anyone can develop an eating disorder regardless of gender, age, race, ethnicity, culture, size, socio-economic status or sexual orientation” (NEDA 2018). Especially nowadays, when social pressure overtakes not only in the real-life but also on the Internet. “Although there is little academic literature on the subject, social media platforms, such as Instagram, encourage diets that often eliminate food groups and are highly restrictive” (Fivian & Wood 2018, 30).

Social pressure is one of the reasons why an eating disorder develops. It can be divided into microsocial and macrosocial factors. Macrosocial factors include the ideas of beauty which change throughout history. (Padun 2020.) For generations, beauty required specific standards, whether they universal or cultural. Even though nowadays, the standards become more accepting and blurred, “many of the clubbiest realms of beauty still do not include larger women, disabled ones, or senior citizens” (Givhan 2020). Thus, due to these standards, media generates pressure which not everyone can stand. Those who have a deficit in relations with their self and do not have support in themselves are at particular risk. Microsocial factors refer to the closest environment of the individual. (Padun 2020.)

For instance, peers and family can have a high impact on the development of the disorder through “modelling behaviours and focusing attention in conversation, so called “fat talk” on these issues” (Quiles, Quiles, Pamies, Botella & Treasure 2012, 1). This attention is one of the reasons why adolescents have the highest rates of being diagnosed with eating disorders (Jones & Brown 2016). Usually, it is a time when an individual begins to identify him/herself as an adult and realise her/himself in relationships with others. If there are difficulties, it can lead to compensatory strategies like body shaping. (Padun 2020.)

The general guidelines in helping people with such diagnosis are the support of family, friends, and community in cooperation with medical and mental health professionals (NEDA 2018). However, to do this properly, it is crucial to raise awareness about the problem and initiate conversations at all levels. “Challenge the stereotypes in the public eye is crucial to informing the general public of the reality of eating disorders and breaking the stigmas that prevent countless individuals from getting the help they need” (Crystal 22 December 2016). Below is the example of guidelines for helping someone with an eating disorder. (Table 1.)

Table 1. How to help a loved one (National Association of Anorexia Nervosa and Associated Disorders 2020).

What to do:	What is not recommended to do:
<ul style="list-style-type: none"> <li>• Talk openly and honestly.</li> <li>• Be gentle, but firm.</li> <li>• Try to make yourself available.</li> <li>• Be honest about your own fears, struggles, and frustration.</li> <li>• Take time to listen.</li> <li>• Express your love and support.</li> <li>• Remember that the eating disorder is not about the food.</li> <li>• Avoid conflicts and battles of wills.</li> <li>• Know your limits and respect them.</li> <li>• Be patient: recovery can be a long process.</li> <li>• Realise that while he/she needs help in recovery, she/he has to want it for him/herself.</li> </ul>	<ul style="list-style-type: none"> <li>• Try to be a therapist.</li> <li>• Let your fear of upsetting them prevent you from speaking up: communicate.</li> <li>• Ignore: they need truth and to know they are cared for.</li> <li>• Be taken in by lies and excuses.</li> <li>• Offer simple solutions (“just eat, get over it”).</li> <li>• Blame, shame, or guilt.</li> <li>• Threaten them with consequences.</li> <li>• Gossip about what they share.</li> <li>• Use “you” statements; they sound accusatory.</li> <li>• Try to force someone to eat, stop eating, or stop exercising.</li> <li>• Pretend it will go away.</li> </ul>

## 2.1 Eating disorders & restaurant industry

As illustrated in Table 1, an eating disorder is not about food. Usually, it is about fears. For instance, fear of eating out. (Moskovitz 2018.) For people with eating disorders, it can be a distressing experience “associated with increased negative affect, psychological distress, and poor body image” (Clark 2020). Due to the centring around food with a smell, sounds and sights, restaurants lead to strong reactions like episodes of binge eating. As a result, an enjoyable experience turns into fear, anger, and shame. Calorie labelling and offering diet foods also can be associated with weight-related concerns, and trigger the choice towards safe options. Another reason why eating out is hard for people with eating disorders is the social aspect. Comments on the choice of the meal and size of the portion or questions about dessert can lead to a feeling of being scrutinised, critiqued, watched, or judged. (Clark 2020.)

As discussed by Clark (2020), “learning how to dine out is an important part of the recovery process”. Nevertheless, the community and the restaurant industry can try to make this process easier by taking steps towards this problem and including them into the company strategy. Willsky (2018) shared her thoughts on this in the article, where she listed some proposals to the restaurants. First is taking order only after the clients finished looking at the menu. People with eating disorders can be overwhelmed by choice, and it needs time for them to process everything without any rush. Second is to avoid words like “lighter”, “heavier”, “healthy”, “filling” or “rich”. It is better to list the ingredients and primary flavours. The third is trying not to come over if someone is eating. As was said above, it leads to a feeling of being watched and judged. The fourth is do not make comments on how much was eaten and do not ask if there is a place for dessert. All these comments put an eating process in a spotlight which could be anxious and triggering. (Willsky 2018.)

To sum up, there are researches and articles on how to make dining out less stressful by the patients themselves. Nevertheless, even after years of recovery, it could be challenging (Moskovitz 2018). Gestures from others, whether it is an avoidance of commenting on food preferences of others or increasing awareness at local levels can help people with eating disorders, feel more comfortable when they are going somewhere public.

### 3 Entrepreneurial process

Gartner & Teague (2020, 63) called “the entrepreneurial process a dynamical system that generates non-linear paths and complex structures over time”. There are different theories where it begins, what is its structure and where it ends. In Barringer & Ireland’s (2016, 47) opinion, it starts with the decision of the individual to become an entrepreneur. Løwe, Bager, Evald & Klyver (2017, 15) believe that an individual initiates and implements the entrepreneurial process. Shane & Venkataraman (2000, 220) in their turn claim that first, it is important to have entrepreneurial opportunities. Gartner & Teague (2020, 64) noticed that “the entrepreneurial process can be represented as pursuit of opportunities”. Løwe & al. (2017, 15) in their turn identify three types of such pursuits. They are emergence, evaluation, and organising of opportunities.

#### 3.1 Ideas and Opportunities

However, what does the term “opportunities” mean? Løwe & al. (2017, 47) define them as “an idea that is believed will create value for others”. Barringer & Ireland (2016) has similar views. The process described by him correlates with the pursuit of opportunities approach on the first glance. However, on closer examination, there was noticed a confusing separation of two terms, namely “idea” and “opportunity” while the theories above went through this issue in passing. Gartner & Teague (2020) try not to mention the term “idea”, replacing it with “new venture”. At the same time, Løwe & al. (2017, 52) mix them writing that “it is often difficult to draw a clear dividing line between an idea and an opportunity”. Vogel (2017, 943) voiced such problem of the dividing of two terms and declared that it “suffers from conceptual deficiencies”. He offered a new framework which closes the uncertainty gap between them with the help of “venture concept - the simplified nascent-stage representation of a business model” (Vogel 2017, 950). Barringer & Ireland (2016, 66) called this stage “feasibility analysis of the idea” and included it into the entrepreneurial process.

Thus, there is a theory that before initiating the pursuit of opportunities, it is essential to understand if an idea can become an opportunity. Barringer & Ireland (2016, 65) point out four characteristics of such perspective idea: attractiveness, timeliness, durability, and value. Three ways to find them were collected by the author (Figure 1).

The first way is skipping a step with ideas and moving right to opportunities. It can be done by observing trends in economic and social forces, technological advances, and political and regulatory changes (Barringer & Ireland 2016, 67). In other words, by exploring “a finite set of possibilities to find unserved, underserved or latent areas of the market”

(Read, Sarasvathy, Dew & Wiltbank 2017, 78). Vogel (2017, 951) agrees on that and offers to conduct market pulls and analysis of the resources. However, he called it the trigger to the idea and not to the opportunity. Løwe & al. (2017) also mention analysis of resources (capabilities) as Vogel (2017) does but in their opinion, it applies to opportunities.

The second way is generating ideas from scratch. Different techniques to generate them like brainstorming, focus groups, library, and internet research can be used (Barringer & Ireland 2016, 81-84). Vogel (2017, 952) in his study defined this step as “intentional idea generation” and highlighted additionally such techniques as wishful thinking (an assumption that everything is possible (Markov 2020)) and design thinking (using creativity techniques in problem solution (Dam & Siang 2020)). Read & al. (2017,12) simplified the above concepts to the following statement: “One simple way to come up with an idea is to think of things we like and things we do not like, things we wish we had, things we would like to get rid of, things we care about an so on”.

The third way is the accidental discovery of the idea “when looking for something else or even not looking for anything specific” and “legacy” idea when an individual receives it from someone else (Vogel 2017, 952). In these cases, the feasibility analysis has to be conducted. Only one business idea in fifty is commercially viable, and the feasibility study can determine it (Thompson 2005, 186). Vogel (2017, 950, 958) called it “venture concept” and believes that it traces the venture’s evolution from an idea - a mostly incomplete mental representation of the concept – to opportunity - potentially value-adding offering into the marketplace. Løwe & al. (2017) refer this process to “evaluation of opportunities” which confirms the weak line between two terms. Nevertheless, it does not mean that the feasibility analysis or venture concept is not applicable for the first two ways of finding the ideas. This tool can be useful for all these situations, making the analysis more thorough.

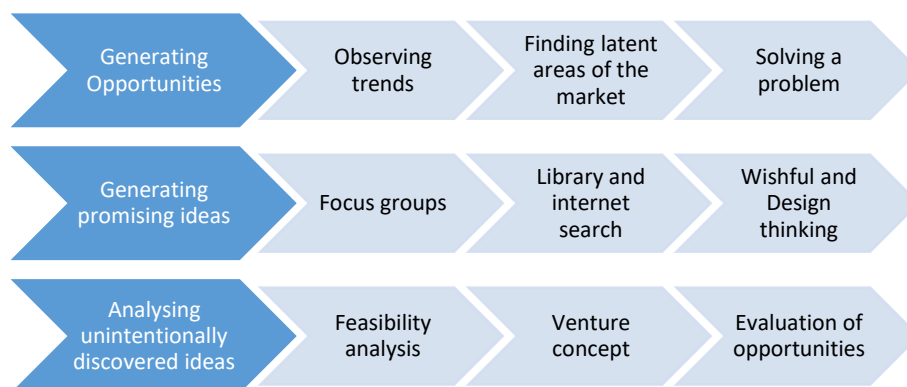


Figure 1. Finding ideas for opportunities. (Barringer & Ireland 2016; Løwe & al. 2017; Vogel 2017.)

### 3.2 Different perspectives on the process

Speaking of the steps after the idea was found, analysed, and become the opportunity, there is no united, agreed version on this issue in the community. The entrepreneurial process involves multiple perspectives, and it can be split into sub-processes which every author identify differently (Gartner & Teague 2020, 66). The structures can be iterative, parallel, and overlapping, involving creativity and the purposes of the entrepreneur (Løwe & al. 2017, 14).

Barringer & Ireland (2016, 47) offered a system which consists of four steps: a decision to become an entrepreneur, developing successful business ideas, moving from an idea to an entrepreneurial firm, managing and growing entrepreneurial firm. Each step consists of sub-processes like feasibility analysis, business modelling and planning, building a team, evaluating the challenges and others. Løwe & al. (2017, 14) stick to opportunities concept which consist of three steps: the emergence of opportunities, evaluation of opportunities and organising of opportunities. The steps include core topics that influence the process. They are the individual (creativity), resources (human, social and financial), networking (development), the business plan (evaluation and planning process) and design thinking (problem-solving) (Løwe & al. 2017, 14). Read & al. (2017, 97-103) highlight just four principles for the effective entrepreneurial process: start with your means (who I am, what I know and whom I know), set affordable losses, leverage contingencies, form partnerships.

These examples clearly show how different the entrepreneurial process can be. (Figure 2.) Bottom line: some authors believe that all the parts are equally important. Some simplify the process into four principles. There are no specific rules. Each situation is individual. In the author's opinion, the more steps, the clearer and more manageable the process, especially for aspiring entrepreneurs. She agrees that not all ideas are perspective opportunities, and each idea needs to be preliminary analysed. In her opinion, using the simplified or mixed approach when an entrepreneur has a lack of knowledge and experience can lead to missing vital data, while dividing the process into series of small analyses can help the entrepreneur find gaps in the idea at the early phases.

Thus, The Barringer & Ireland's (2016) interpretation is the closest to the author as they divide the process into small steps and sub-steps and go from general to specific. For instance, they break the second step "developing successful ideas" into four sub-processes. First, they offer to analyse general questions in the feasibility analysis. Second, to go deeper, creating a business model (more in-depth market analysis). Third, to conduct

more specific industry and competitor analysis. Finally, to make a business plan combining everything above and prepare strategy (Barringer & Ireland 2016). In the author's opinion, it allows the entrepreneur to cover the essential aspects progressively and see the idea and the opportunity from different perspectives.

Barringer & Ireland (2016)	Løwe & al. (2017)	Read & al. (2017)
<ul style="list-style-type: none"> <li>• Decision to become an entrepreneur.</li> <li>• Developing successful ideas:               <ul style="list-style-type: none"> <li>• Opportunity recognition;</li> <li>• Feasibility analysis; Business Model; Industry and Competitor analysis; Business plan.</li> </ul> </li> <li>• From an idea to the entrepreneurial firm:               <ul style="list-style-type: none"> <li>• Ethical and Legal Foundation; Financial Strength and Viability; Building a Team; Getting Financing or Funding.</li> </ul> </li> <li>• Managing and growing a firm:               <ul style="list-style-type: none"> <li>• Unique Marketing Issues; Intellectual Property; The challenges of growth; Strategies for growth; Franchising.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Emergence of opportunities</li> <li>• Evaluation of opportunities</li> <li>• Organising of opportunities</li>   <li>• Influencing factors               <ul style="list-style-type: none"> <li>• Individual</li> <li>• Resources</li> <li>• Networking</li> <li>• The business plan</li> <li>• Design thinking</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Start with your means</li> <li>• Set affordable losses</li> <li>• Leverage contingencies</li> <li>• Form partnerships</li> </ul>

Figure 2. Entrepreneurial processes.

## 4 Feasibility analysis

As previously was discussed, the feasibility analysis can be applied in all ways of generating the idea. However, “a lot of entrepreneurs often ignore this stage and after picking or generating the idea move directly to the business model or even plan” (Barringer & Ireland 2016, 99). While conducting a feasibility study can prevent investing time and money into possibly unsustainable opportunity. However, if an idea is seen to be feasible from the results of the study, it becomes a valuable opportunity which data can be used in a formal business plan, reducing research time. It concerns market analysis or financial analysis for instance. (Thompson 2005, 185.) “Because putting together a Business Plan is a significant investment of time and money, the entrepreneur should make sure there are no major road-blocks on their road to business success” (Thompson 2005, 186).

Barringer & Ireland (2016, 99) highlight four key areas of feasibility analysis: product/service feasibility, industry/target market feasibility, organisational feasibility, and financial feasibility. Thompson (2005, 187) in his turn offers more areas to touch upon like environmental issues, law requirements, and strategy. Barringer & Ireland (2016, 99) relates some of these aspects to further planning, while feasibility analysis, in his opinion, is “investigative in nature” (Barringer & Ireland 2016, 99). Vogel’s (2017, 948) venture concept in its purposes is similar to the simplified investigative analysis and propose to look into such areas like customer need, customer segment and resources and capabilities. The primary purpose of this analysis is “to understand and test whether there is a “product-market fit” or whether adjustments need to be made” (Vogel 2017, 953). Thus, three possible feasibility analysis outlines are shown in Figure 3. All of them are similar in general aspects like the product and market feasibility (customer need and demand), financial feasibility (resources) and organisational feasibility (capabilities). Which outline to choose as a template depends on the goals, time, and resources of the entrepreneur.

Barringer & Ireland 2016, 100	Vogel 2017, 948	Thompson 2005, 187
<ul style="list-style-type: none"> <li>•Product/Service Feasibility</li> <li>•Desirability</li> <li>•Demand</li> <li>•Industry/Target Market Feasibility <ul style="list-style-type: none"> <li>•Industry attractiveness</li> <li>•Target Market attractiveness</li> </ul> </li> <li>•Organizational Feasibility <ul style="list-style-type: none"> <li>•Management prowess</li> <li>•Resource sufficiency</li> </ul> </li> <li>•Financial feasibility <ul style="list-style-type: none"> <li>•Total start-up cash needed</li> <li>•Financial performance of similar business</li> <li>•Overall financial attractiveness</li> </ul> </li> <li>•Overall assessment</li> </ul>	<ul style="list-style-type: none"> <li>•Venture concept</li> <li>•Customer need</li> <li>•Customer segment</li> <li>•Resources&amp;Capability</li> </ul>	<ul style="list-style-type: none"> <li>•Introduction</li> <li>•Product or Service</li> <li>•Technology</li> <li>•Market environment</li> <li>•Competition</li> <li>•Industry</li> <li>•Business Model</li> <li>•Marketing and Sales Strategy</li> <li>•Production/Operating Requirements</li> <li>•Management and Personnel Requirements</li> <li>•Intellectual Property</li> <li>•Regulations/environmental issues</li> <li>•Critical risk factors</li> <li>•Financial projections</li> <li>•Conclusion</li> </ul>

Figure 3. Feasibility plan outlines.

The proposed feasibility plan outlines once again indicate the multivariance of the entrepreneurial process. In the author's opinion, the first outline by Barringer & Ireland's (2016, 100) combines all the essentials that can be useful for the feasibility analysis. The author believes that the outline by Vogel (2017) is missing an important aspect, namely, industry attractiveness. At the same time, the third outline by Thompson (2005) contains, unnecessary on this stage, elements as "marketing and sales strategy" or "business model" which are more suitable for the next steps of the process. Nevertheless, she also noted that "the intellectual property" mentioned the outline by Thompson (2005) is a valuable issue to consider.

#### 4.1 Elements of feasibility analysis

Previously there were discussed key areas of three approaches in analysing the feasibility of the idea. The next step is identifying the critical elements which can be used in the study.

##### 4.1.1 Product and market feasibility

The main objective of the whole process is understanding if the product or service is desirable and serves a need in the marketplace (Barringer & Ireland 2016, 100). Ford, Born-

stein, Pruitt & Siegel (2007) agree, stating that “a business cannot succeed without an appealing set of products and/or services”. This part of the analysis is intended to fulfil this request.

On this stage, it is essential to justify if the product or service is something that customers will buy. Who these customers will be and how will they benefit? Simply speaking, it is a summary of all analyses and conclusions made in other parts of the plan. (Figure 4.)

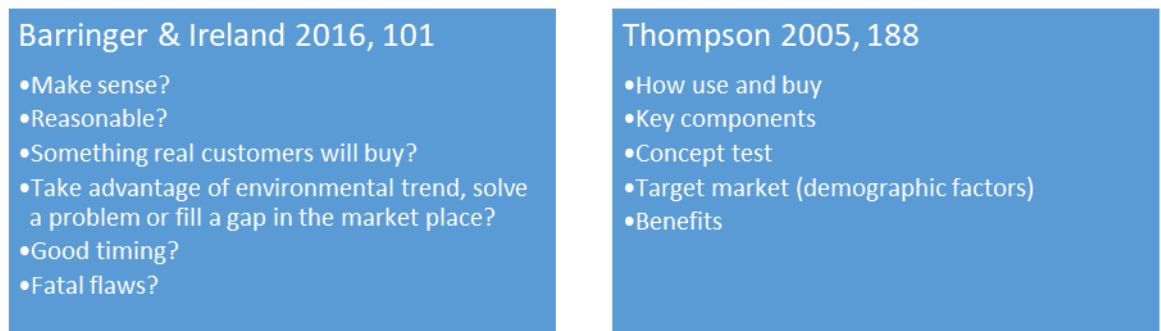


Figure 4. Product/service feasibility checklist.

Barringer & Ireland (2016) believe that the most effective way to find answers on most of the questions is to speak with the prospective customers using face-to-face interviews, questionnaires, gumshoe research (scrounging around for any clues wherever they can be found) or concept test (evaluation of the product using surveys). Preliminary studies such as the target market attractiveness, industry attractiveness and competitor analysis are necessary to conduct the test. Internet tools, Analysis and Benchmarking Techniques, Statistics search or Library search will be a good help for that. (Barringer & Ireland 2016, 100-111.)

#### 4.1.2 Organisational feasibility

Organisational feasibility includes management prowess and resources sufficiency (Barringer & Ireland 2016, 111). These aspects are aimed at assessing if the future management has the relevant background, experience, and skills to produce this product and serve it to the customers (Thompson 2005, 192). Regarding resources sufficiency, “the objective is to identify the most important nonfinancial resources and assess their availability” (Barringer & Ireland 2016, 113). For instance, if the product needs specialised skills, tools, or it must file for intellectual property, will the market allow it (Barringer & Ireland 2016, 114)? List of nonfinancial resources suggested by Barringer & Ireland (2016, 114) is below in Figure 5.

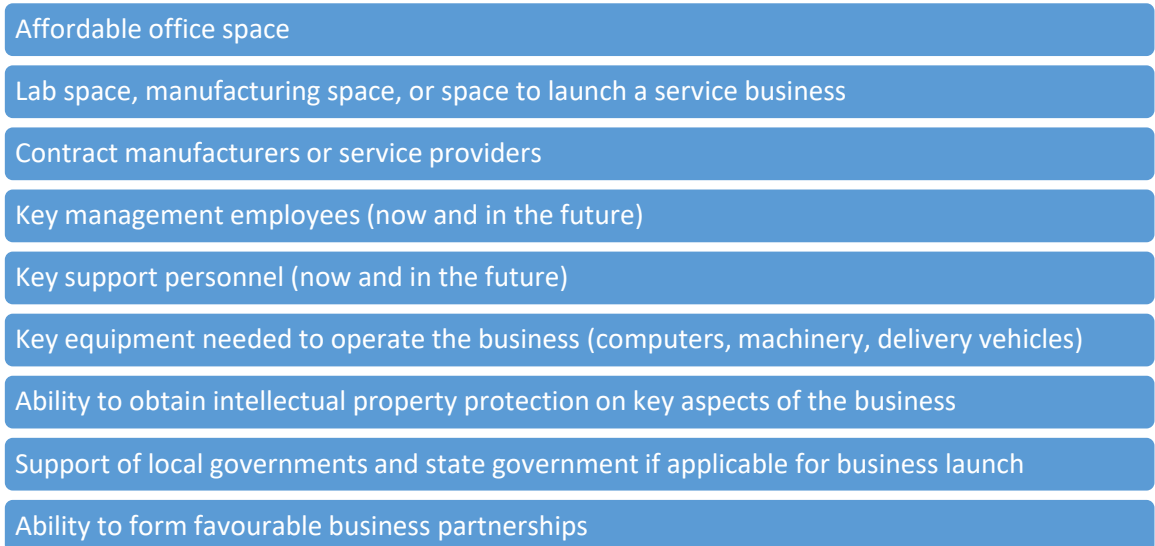


Figure 5. List of nonfinancial resources (Barringer & Ireland 2016, 114).

#### **4.1.3 Financial feasibility**

At this stage, the financial implications of the product or service are analysed. It can be total start-up cash needed statement, the financial performance of similar businesses and overall financial attractiveness. Total start-up cash needed means how much money will take the first sale. It includes all the capital purchases and operating expenses which are required to run the business. Additionally, it is important to mention where this money will come from. Financial performance of similar companies can be gathered by Internet Search (big companies), asking the owner (small businesses) or by simple observation like counting people who come in and out the competitive premise. Overall Financial Attractiveness can be analysed if time allows. However, usually, it happens on the business plan stage and includes financial, income statements and balance sheets. (Barringer & Ireland 2016, 114-116.)

#### **4.1.4 Other aspects**

Other elements can be included in the feasibility analysis if the product/service requires. It concerns law regulations, environmental issues, and technical details. Thompson (2005, 187) also offer to touch on such aspects like the business model and start-up schedule. Nevertheless, they mostly relate to planning, and the decision whether to include them in the analysis or not depends on the time and resources available.

## 4.2 Methods and tools

The elements of the feasibility analysis need much research. Some of the tools and methods were mentioned above, but they should be disclosed in more details.

### 4.2.1 Concept Test

The gist of the test is that the entrepreneur shows the preliminary description of a product or service idea to industry experts and prospective customers. The description is called the concept statement and usually consists of the features of the product, list of the consumers who are expected to buy this product, description of the benefits, the position relative to the competitors and the brief description of the company's management team. (Barringer & Ireland 2016, 102.) Thus, the concept statement in its definition is very similar to a brief excerpt of the complete feasibility analysis.

After the concept statement is created, and the target market is defined, it is important to choose the technique to be tested. There are six techniques used: monadic research, sequential monadic research, protomonadic, paired-comparison test, repeated pairs test and triangle test. All of them involve providing respondents with multiple concepts for comparison. However, the first one also allows one concept to be evaluated. (Thomas 2010.) Moreover, "Monadic testing is the recommended method for most concept testing" (Thomas 2010) and it "is advantageous when isolated feedback for product concepts or pricing is desired" (Chipeta, 1 June 2020).

After the technique is picked, the research methodology for the test should be chosen. It can be qualitative, quantitative, or mixed research. Qualitative research generates and analyses words rather than numbers (McCusker & Gunaydin 2015, 537). It uses open-ended surveys and investigates the meaning the respondents ascribe to a social or human problem (Creswell 2009). Usually, the qualitative approach answers the questions Why? How? What type? (Adamsson, Pajakkala & Ascencao 2018). Quantitative research tests theories by measuring the variables. It uses closed-ended questions, measures numbers and percentages using statistical procedures. (Creswell 2009.) This approach answers the questions Who? Where? How much? How often? (Adamsson & al. 2018). Concerning the mixed method, it involves collecting two forms of data and providing a complete understanding of a research problem. The choice of the methodology depends on the research problem and questions, personal experience, time, and audience (Creswell 2009). For instance, if the research problem calls for "the identification of factors that influence the outcome" (Creswell 2009) or testing a theory or explanation, the quantitative

approach is right for such purposes. On the other hand, if the concept or problem needs to be understood because of little research, then qualitative research will suit better. At the same time, if an individual trained in statistics or have limited time, he would most likely choose quantitative analysis. (Creswell 2009.)

Another important step which is a part of the concept test process is designing a questionnaire for a survey or interview. Depending on the chosen methodology and interviewing technique, the most suitable design is selected. "The format and type of questions will be different for personal interviews, focus groups, telephonic interviews and mailed questionnaires" (Sreejesh, Sanjay & Anusree 2014, 144). However, there are some general rules that the questionnaire should consider. The questions should meet the research goals. They should be organised understandably, worded, and use professional language so the participants can answer accurately. The response (open-ended, closed-ended, binary questions, the multiple-choice, checklist) format has to be chosen accurately. (Sreejesh & al. 2014.) Finally, the questionnaire needs to be brief and well-sequenced, so the respondents remain interested throughout the interview (Crawford 1997).

Next and the last steps consist of collecting the results, analysing the data, and drawing the conclusions. The methods depend on the chosen methodology, type of interview and research objectives. The results could be presented in tables, figures, interview or observation protocols and reports. (Crawford 1997.)

#### **4.2.2 Industry and Market attractiveness**

As a part of the product and market feasibility analysis, Barringer & Ireland (2016) offer to assess industry and market attractiveness. It is vital to define these terms first to understand how to make a proper analysis. Barringer & Ireland (2016, 107) define the industry as "a group of firms producing a similar product or service", while the market as a "limited portion of the industry that it goes after or to which it wants to appeal". Morris (2016) defines market differently, namely "a group of customers who require the products and services provided by an industry". Tyson & Nelson (2019) in their turn write that the term market in the business world usually used "as a catch-all for the combination of industry, segment, niche, and customer". Such a variety of definitions can be confusing especially when in addition to them some claims that market and industry have a clear difference (Lucas, 2019), while others that these concepts complement and bleed into one another (Tyson & Nelson 2019). In this confusion, the author is inclined to believe that industry and market are terms, which complement each other. The combination of industry, segment, niche, and customer in its turn creates a process of this complementing going from

broad definitions (industry) to narrow ones (customer or market). Using such a structure is easier to build a thorough analysis. However, before making it, it needs to be determined what the study should include.

Industry analysis assesses the attractiveness of the industry and future profit potential for the idea. The attractive industry is young, at the early stage in its lifecycle, it is fragmented, growing, not crowded and has high operating margins (Barringer & Ireland's 2016, 109). There are also other characteristics which can be considered like political, social, technological, environmental, or legal. Choosing what to include in the analysis depends on the size of the company and its purposes. However, it is vital to remember that the main objective of analysing all these segments and using special tools is "to avoid overlooking major aspects of the general environment in your overall analysis" (Bensoussan & Fleisher, 2008).

The Five Force Industry Analysis Tool can help in these purposes. It offers to look through five bullet points: the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and degree of rivalry among existing competitors (Bensoussan & Fleisher, 2008). First force assesses if it is easy to enter the industry. For instance, if entry barriers are low, it can result in lower industry profitability because of the high demand and prices for inputs. Second force can influence the costs, availability, and quality. It means that powerful suppliers can put pressure on organisations by influencing the prices. The third force is similar to the second one but refers to customers' power. To decrease it, the company, for instance, can suggest products with unique attributes and should focus on quality. Fourth force analyses the question if buyers can replace the company's product with another. Finally, the fifth force assesses the intensity of the competition within the industry. Thus, the five-force analysis helps to understand the threats which could harm the product, identify the profit potential and assess competitive advantage. (Bensoussan & Fleisher, 2008.)

Regarding the market analysis, in Olsen's (2011) opinion, any assessment of market attractiveness is subjective. However, she offers six factors which help determine the attractiveness: market size, market growth, pricing trends, the intensity of the competition, overall risk in the industry, opportunity to differentiate products and services (Olsen 2011). As could be seen, some factors are similar to those which are used in the Five Forces model and characterise an attractive industry. So, the overlapping is inevitable. Barringer & Ireland (2016, 127) pay attention to the competitors and growth potential too. However, they also recommend including into analysis identification of the target market for the proposed

new venture and evaluation of the purchasing power of customers (Barringer & Ireland 2016, 127).

One of the ways to identify the target market is to create a customer profile which includes a detailed description of the target audience (Matsen 9 January 2020). Usually, the customer profile consists of different variables namely demographic, socio-economic (education, occupation, marital status), geographic, psychographic (hobbies, interests, beliefs, lifestyle, values), behavioural (what motivates to make a purchase and why) and other personalised dimensions. The profiles can look differently. They can be short as long they include the essential information about the ideal customer. Alternatively, they can be long, and more personality-based if the brand has a niche audience. (Palivela 2019.) The profile can also include several types of customers and be segmented by main characteristics (Matsen 9 January 2020). Thus, customer profiling is a useful tool for understanding the audience accurately and using this information in future strategies.

Speaking of the assessment of competitive advantage, according to Bensoussan & Fleisher (2008), there are seven steps in this process. During the first two, the entrepreneur determines who his competitors are and who they may be in the future by defining strategic groups within similar strategies and resources capabilities. The third step is deciding what information is needed about competitors. It depends on the strategic needs of the entrepreneur. Next step is analysing the collected information and presenting them in an appropriate format like comparison grid, radar chart or visual competitor strength grid. After the data was analysed, the strategy is developed, including constant monitoring of competitors and scanning for potential competitors. (Bensoussan & Fleisher, 2008.)

## 5 Feasibility analysis of an educational anti-café

After analysing the existing theories regarding the entrepreneurial process, feasibility analysis and its elements, the author returned to her idea of the educational anti-café for people with eating disorders and looked at it again but through the prism of new knowledge. Initially, she planned to go right to business planning, as many entrepreneurs do. However, she understood that her idea based mostly on the assumptions about the problem of eating disorders, her own experience, and things that she heard somewhere. According to the discussed theories, these factors are not enough to call such an idea an opportunity. Therefore, since the author supports a multi-stage system of the entrepreneurial process, she decided to conduct a preliminary feasibility analysis of her idea so that later she can confidently move on to more in-depth analysis and business planning.

Deciding on how her feasibility analysis will look like, the author had to take into account several aspects such as the main elements which were described in the theoretical part, the time restrictions which she had, the situation with the pandemic which limited contacts with people and organisations, and the overlapping between the elements of the analysis which sometimes were logically confusing. Ultimately, she came up with the following feasibility plan for her educational anti-café (Figure 6):

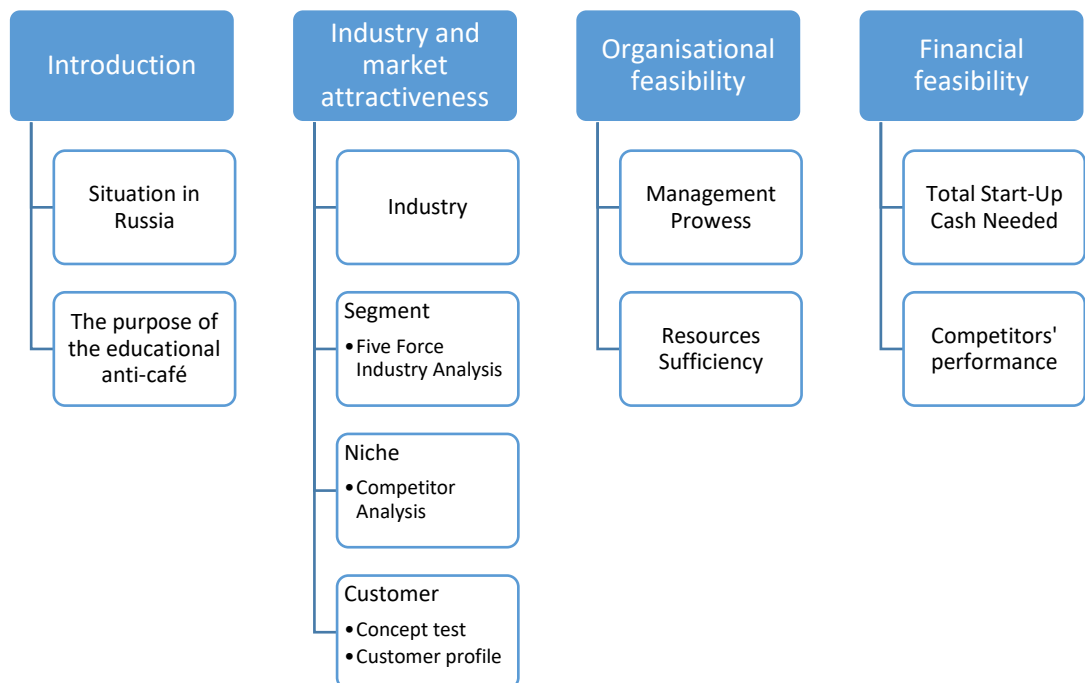


Figure 6. A feasibility plan for educational anti-café.

The author decided to show the whole process of creating the feasibility analysis from the beginning to the results in this chapter to convey how she came up with the above plan to

the readers. Such parse in her opinion can be useful for the entrepreneurs, who may be interested in the idea and want to implement it or for the industry people who will get to know more about the hidden segment of customers.

However, not everyone, such as bank employees and investors, needs a complete breakdown of the process with the author's thoughts. Therefore, a short one-and-a-half-page version of feasibility analysis was also prepared and attached as an "Appendix 1. Feasibility analysis. Executive summary" with the main results and conclusions necessary to understand whether the idea is viable or not, or it needs improvements.

## **5.1 Introduction**

This feasibility analysis aims to explore the idea of a themed educational anti-café from an entrepreneurial point of view. The preliminary analysis of the theoretical background was made to conduct proper research. The initial idea was to go right to business planning. However, after the theories were researched, it was decided to postpone this step until the entrepreneur is sure that the idea is viable. The feasibility analysis was carried out to understand this.

The educational café is planning to be opened in Russia and more specifically in Moscow. The location was chosen because the author's experience of eating disorders is based on the situation in Russia. She experienced a lack of knowledge about the concept of eating disorders and found a lot of myths and stereotypes on this topic here. Moscow, in its turn, is the place where the author lives now. However, just own experience and the author's place of residence is a weak argument for opening the café. The more thorough analysis should be done.

### **The situation in Russia**

The first question that needs to be answered is whether such a problem exists in Russia. One of the best ways to justify that is to refer to the official statistics on eating disorders, or big researches with a significant number of respondents. The documents of this kind in Russia can be found on the official websites of the Ministry of Health of the Russian Federation or Federal State Statistics Service. For the search, there was chosen three kinds of requests. The first one is "disorders of eating behaviour" (in Russia it is called this way "расстройства пищевого поведения") as the primary purpose of the research. Quotes are used to show the results containing the exact set of words, without any changes or synonyms. Besides, to find more precise results, the two most well-known types of eating disorders were chosen as the requests, namely anorexia (анорексия) and bulimia

(булимия). The google search within a website was used to make the searching process unified. Thus, each request looked like this: *site:domainname request*. In this way, the author searched for official statistics and studies directly related to eating disorders. The searching process in a schematical way is presented below (Figure 7).

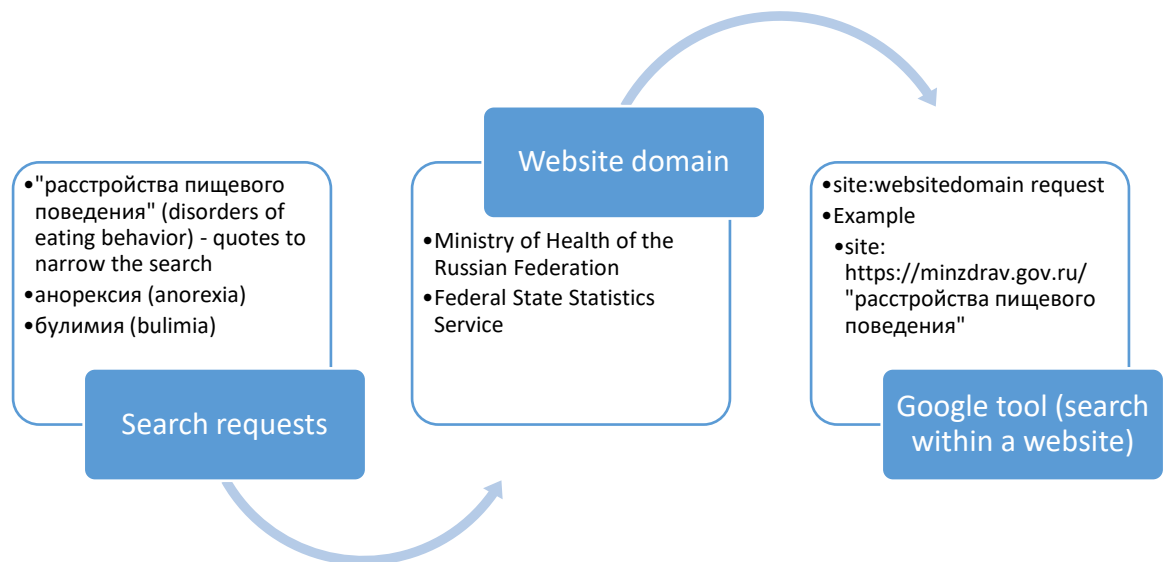


Figure 7. Unified website search by request scheme.

Unfortunately, both websites did not show any results. The Federal State Statistics Service had zero results to offer on all requests. The Ministry of Health of the Russian Federation offered nine results on anorexia request. However, on closer examination, the anorexia described there was introduced as a symptom to another disease, as a side effect of a drug and an additional risk factor when evaluating a patient. It means that the term “anorexia” in Russian medical documentation is mostly defined not as a mental disorder, but the loss of appetite and weight. The screenshots of some of the searches were attached as “Appendix 2. The Federal State Statistics Service and The Ministry of Health of the Russian Federation website search results”.

The author suggested that the regional websites of health departments could give more information. Perhaps there were some local researches or polls were conducted. According to the Constitution of the Russian Federation (Chapter 3, article 65), there are 85 subjects of the Russian Federation. The author decided to go through the websites of 85 health departments using the scheme, which was described above (Figure 7). Her purpose was the same, to find official statistics and studies directly related to eating disorders

as mental disorders ignoring the documents where it is the symptom (loss of appetite and weight) or side effect.

Unfortunately, there was not found any reliable documents and studies either. Twenty-eight websites out of 85 did not show any results. Thirty-one websites mentioned eating disorders, anorexia or bulimia as a symptom to other disorders or cause of other disorders, as a side effect, a contraindication to surgery or an option in medical tests. Eight websites mentioned the requests in passing. Only eighteen local health department websites had documents, articles, and presentations about eating disorders, anorexia, and bulimia as mental disorders. Moreover, the capital region was almost the only one where professional information coinciding with international guidelines on eating disorders was published. Such results in themselves speak of the lack of interest and knowledge on the problem by the state. The map of the search results is shown below (Figure 8).

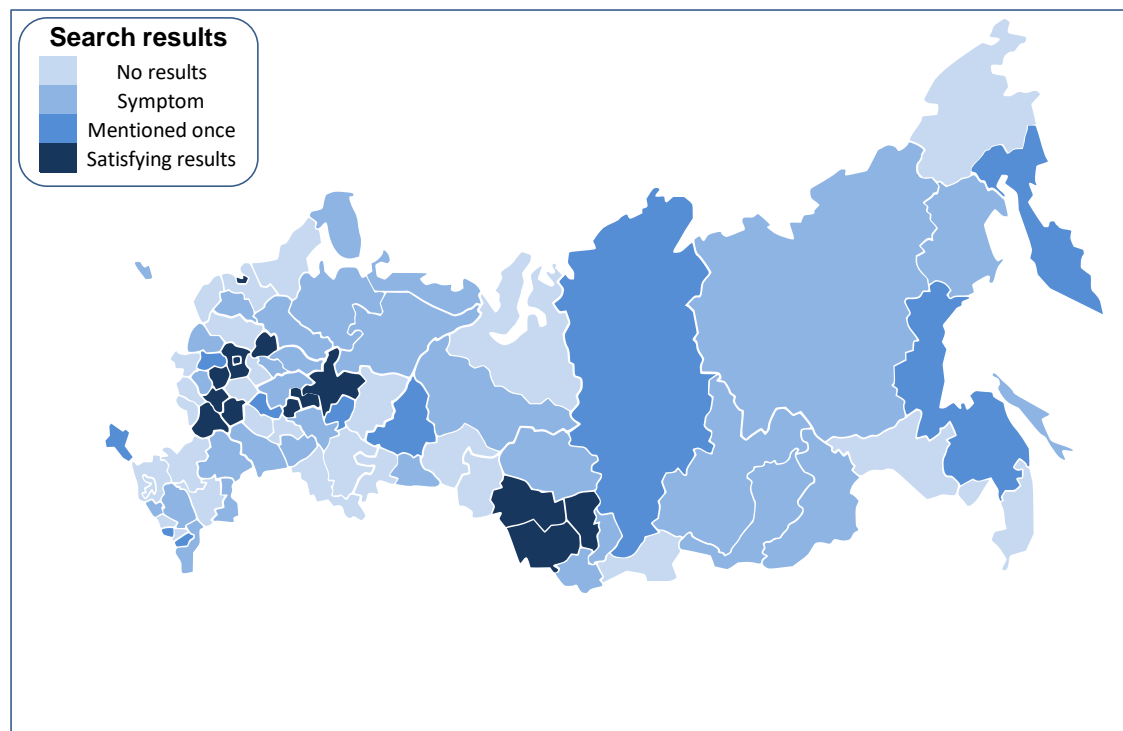


Figure 8. Map of the search results by the subjects of the Russian Federation.

But how to check, is there a need to pay attention to this issue or not? Going through the links from the Moscow Health Department website it tells about the first specialised state clinic, which was opened in 2019 (Mosgorzdrav 2019). Going through the articles, reports about the opening of the clinic and interviews with its management, it is said that the flow of patients is large since the opening. “We work several days, but the department is already full on 40%”, - shares employee of the clinic in the report of the federal channel (Usmanova, 13 February 2019). People are calling from other regions crying for help because

private clinics are expensive and not always reliable since there are almost no specialists in this field in the country (Motrenko 2019). The best way to justify and update these utterances is to interview people who work there. Unfortunately, in a pandemic, it is impossible to organise something like this. Quarantine conditions are strict, while all permissions for the interview should be on paper and imply a personal meeting.

However, there are Internet tools which could help in these situations. The author decided to check the searches trends on eating disorders in Russia. According to the statistics, the most popular search engine among the users in Russia is Yandex (Elagina 2020). Yandex has a tool which analyses the popularity of the requests made by users. It is called Yandex Keyword Statistics. The author checked three requests on popularity, which she already used above (Figure 7). However, she changed the request “disorders of eating behaviour” (“расстройства пищевого поведения”) to the abbreviation which is used more often namely “рпп” (first letters of each word). The requests anorexia (анорексия) and bulimia (булимия) stayed the same. Yandex Keyword Statistics shows search query statistics for requests that include the entered words or phrases and the searches similar to them. The statistics can be filtered by region or by the period. So, the increasing or decreasing interest in the topic could be analysed.

As a result, according to Yandex Keyword Statistics, the request “рпп” (the abbreviation of the “disorders of eating behaviour”) is showed 60 371 times a month on average in Russia. For a period from the 1<sup>st</sup> of November 2018 (such date was chosen as the earliest possible in Yandex Keyword Statistics) to the 31<sup>st</sup> of October 2020, the popularity of the request increased from 23 479 to 61 840 searches. However, its maximum was on May 2020 with 70 232 searches a month. Anorexia, in its turn, is shown 107 757 times on average in Russia. For a period from the 1<sup>st</sup> of November 2018 to the 31<sup>st</sup> of October 2020, the popularity of the request was changing slightly. Nevertheless, there was a sharp increase to 172 763 requests in March 2019. It may be related to the news of the sudden death of the famous Russian singer Yulia Nachalova at the age of 38 on March 2019. One of the reasons for such tragedy was anorexia which she had at a young age. (Andreev 2019.) Finally, the request bulimia is shown 52 439 times on average in Russia. The changes were also minor for this period. However, the abnormal surge in popularity was noted in February 2020 (Yandex Keywords Statistics). After going through the newsfeed on this month, it was concluded that the abnormality was connected with the hospitalisation of the Russian gymnast Alexandra Soldatova who was diagnosed with bulimia. (Moscow24, 2020). The guess was confirmed by the same surge on February 2020 in the request “soldatova”. The author gathered the results on three requests together in the chart below (Figure 9).

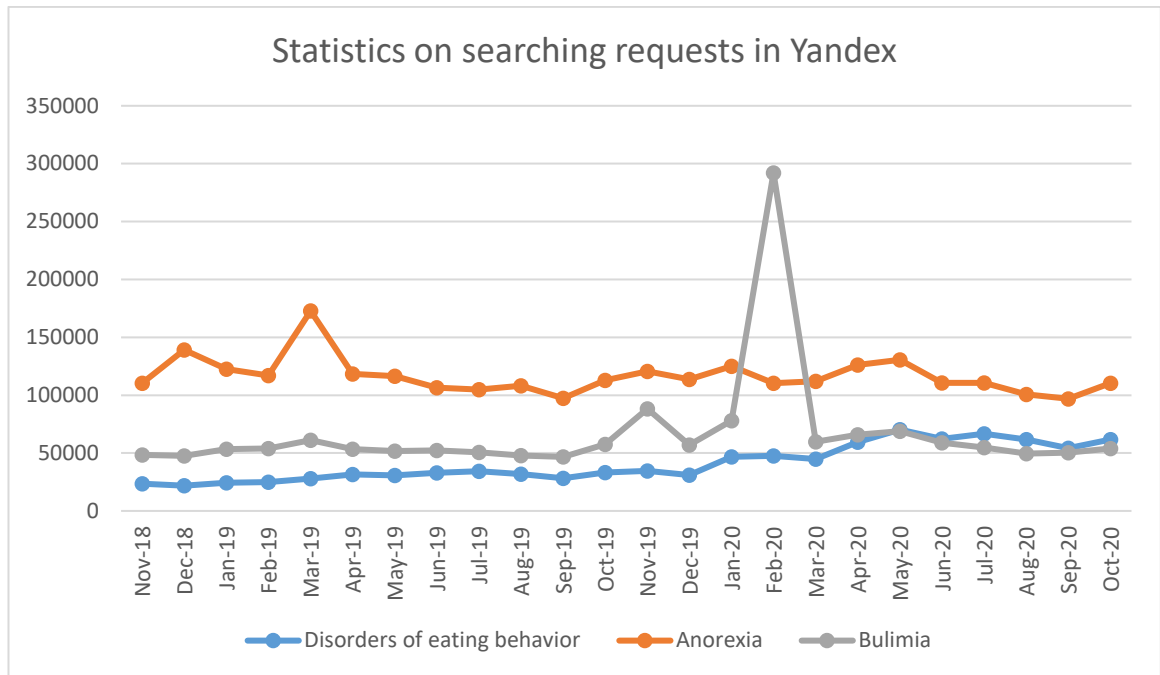


Figure 9. Statistics on queries in Yandex (Yandex Keyword Statistics).

All in all, according to the results, it is impossible to say for sure that there is unconditional interest on the topic. Nevertheless, two conclusions can be drawn. First, the popularity of the request eating disorders increased by 163% for two years. It is decent growth, even assuming that some of the requests were not related to the eating disorders. Second, the surges in the popularity of bulimia and anorexia requests based on the news are interesting cases from a statistical point of view. It is hard to say for what purposes the requests were made, but it can be assumed that part of them was made to find out what bulimia and anorexia mean, what speaks about lack of awareness on this topic.

In these cases, searching engines must provide verified information from official services and reliable associations in the first lines. However, as was researched above the official reports on eating disorders in Russia is hard to find. Moreover, even if they appear somewhere, it takes some skill to locate such information. The Moscow State Clinic recognised such a problem. A social project Ration of life was created in September 2020, which is aimed at informing the citizens about eating disorders, providing assistance to people suffering from it, as well as supporting their relatives and friends. Unfortunately, the project is only at the beginning of its developing, and it is almost impossible to find any information about it. The author came across the project only by accident. It does not appear in the searches. The number of followers on its social pages is critically small. It is understandable because the project was launched only in September 2020. Nevertheless, to achieve the greatest coverage, it is necessary to pay attention to the correct marketing strategy

concerning social media and searching engines to be able to compete with social pages which spread myth and stereotypes about eating disorders or with those who even praise them. For instance, the biggest group in VKontakte (the second most used media platform in Russia (Melkadze 2020)) by request anorexia has 125 769 followers, and the second one has 117 916 followers.

To sum up, it can be concluded that eating disorders in Russia exist. The state is not yet paying attention to it to conduct significant researches and provide the guidelines. However, the capital region has started to work in this direction, opening a state clinic and organising a social project towards raising awareness on this topic. Nevertheless, the project is in the bud and requires more activity to develop faster. At the same time, the requests in searching engines on eating disorders are growing, and the reliable information needs to be provided to minimise myths, stereotypes, and romanticisation around this topic. Hence, the author's idea which is the educational café aimed at supporting people with eating disorders can become a good help for the state in providing scientifically validated information and accelerating of the process of raising awareness on this topic.

### **The purpose of the educational café**

However, why would a café be the best way to share information on the topic? Why cannot it be a promotion of the existing social media pages of the social project, for instance? Although there are plans to promote the social media on behalf of the café, the author wants to create a safe place where people can get support answers on their questions considering eating disorders in relaxing atmosphere outside home. As was said in the theoretical part, usually, adolescents are diagnosed with eating disorders. The development of the disorder can be affected by the situation at home when it ceases to be a safe place, and it is challenging to relax there and get support. In these cases, there are different ways to spend time, such as walking around the city, going to the cinema, spending time in a shopping mall or visiting cafés (Talaver & Chernysh 2016). One of the options can also become the educational café which advertisement adolescent saw in social media. Another thing that was discussed in the theoretical part that a process of dining out is quite a stressful moment for a person with an eating disorder. The author's café can become a place for people in recovery to dive in into that process more efficiently. Thus, the café will become a solution to the problem for a specific customer.

## **5.2 Industry and market attractiveness**

Up to this point, the author assessed the level of the problem of eating disorders in Russia and how the author's idea can help in solving it. The next things that have to be evaluated

are the industry and market areas as she is planning an educational café. The theoretical part highlighted the problem of confusing definitions of these areas. The author, for her analysis, chose a combination of industry, segment, niche, and customer analyses mentioned by Tyson & Nelson (2019). The author represents it as the process which will begin with the broadest industry analysis and continue to narrow down to the customer. For the author's idea, this way of understanding the industry and market analysis allows her to explain and analyse the choices in a more structured way.

### **Industry**

The industry is the broadest category of the analysis. The author's idea relates to the restaurant industry, which should be attractive for the idea to increase its chances for success. Nevertheless, what the attractiveness means. According to the theoretical part, the attractive industry is young, at the early stage in its lifecycle, it is fragmented, growing, not crowded and has high operating margins.

The restaurant business in Russia is considered young. The starting point can be attributed to 1986 when the government of the USSR adopted a "Law on self-employment", which allowed entrepreneurship in the production and provision of services. It means that the age of the restaurant industry in Russia in 2020 is 34 years old, while for instance in the USA a business which served meals without lodging came into being in the late 18th century, more than 100 years ago (Chung 2010).

In almost every country industry are classified by type of economic activities. There is Statistical classification of economic activities in the European Community which Russia follows. However, it was adapted to Russian realities and represented by the Russian Classifier of Economic Activities OKVED-2 (OK 029-2014). According to OKVED-2 restaurant industry refers to hotel and catering activities or to be more precise to subsection called food and beverage provision activities. This subsection appeared only in the updated in 2014 classifier and include restaurant activities and food delivery services; activities of public catering establishments for serving celebrations and other types of catering; and serving drinks. (OKVED-2.) All the activities in their turn can be divided into micro, small, medium or large businesses. The category depends on the number of employees and the annual income. (Figure 10.)

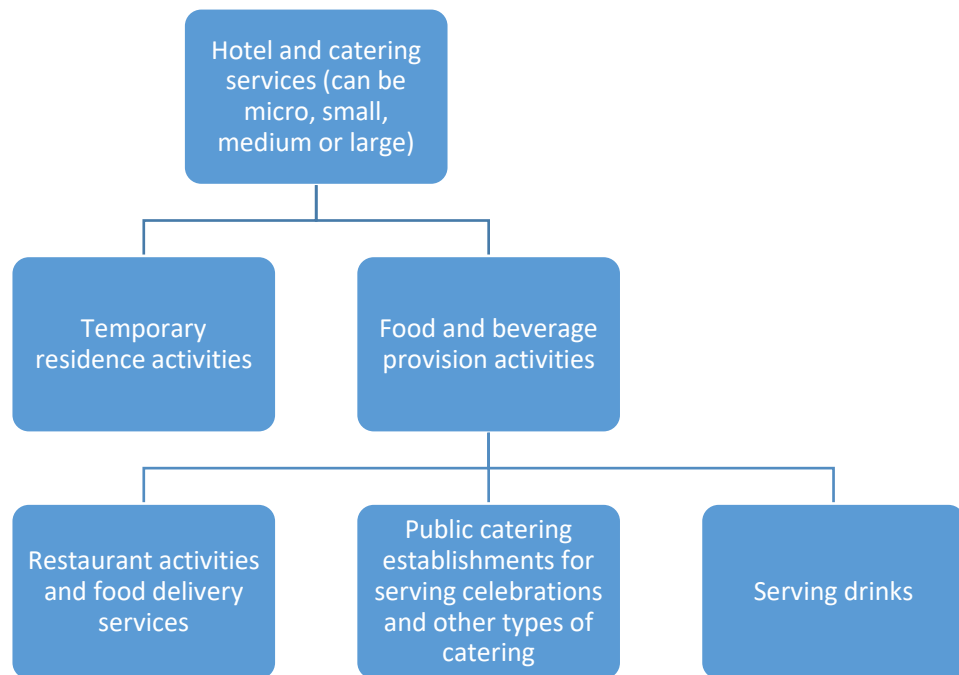


Figure 10. Classification of hotel and catering services (OKVED-2).

All the described above is necessary to know if the business is planning to be opened in Russia. The classification and standards systems make the process easier and more attractive. Also, based on the information above, official statistics can be used to assess the growth potential of the industry. The author went through the statistics presented by the Federal State Statistics Service on an annual turnover of the food and beverage provision activities. The information provided there was categorised by enterprises, but also there were combined data. According to categorised information, the most considerable turnover and growth were shown by micro-enterprises (annual income up to 120 million roubles, no more 15 employees (Morozova 2020)). From 2017 (the earliest given year) to 2018 the growth in turnover was 37%, while from 2018 to 2019 19%. One of the reasons for the growth can be the World Football Championship which was hosted by Russia in 2018. Concerning combined statistics, it begins in 2014 when the food and beverage sector was put into a separate category. The turnover was showing stable growth until 2020 (Figure 11). The pandemic restrictions crippled the industry by 43%. However, if look at the exact numbers by months in 2020, it could be seen that after the restrictions were lifted, the turnover began to increase (Figure 12). Nevertheless, it is early to speak about the stabilisation of the situation. The pandemic stays one of the most significant risks for the industry. For instance, on the 10<sup>th</sup> of November 2020, the mayor of Moscow banned service in restaurants, cafés, bars at night hours until the 15<sup>th</sup> of January 2021 (Sobyenin 10 November 2020). It can negatively affect turnover.

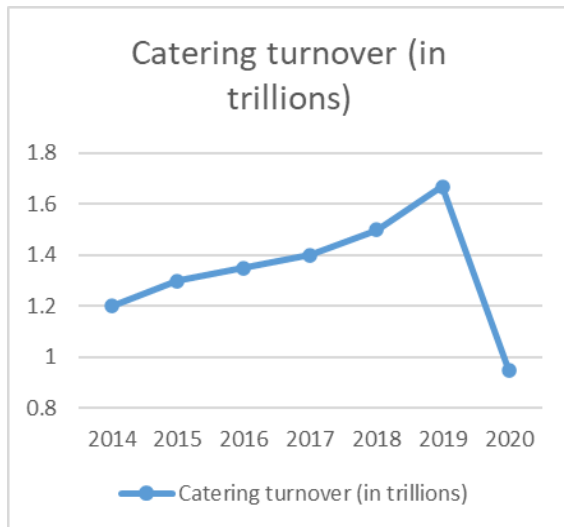


Figure 11. Catering turnover (in trillions, roubles)

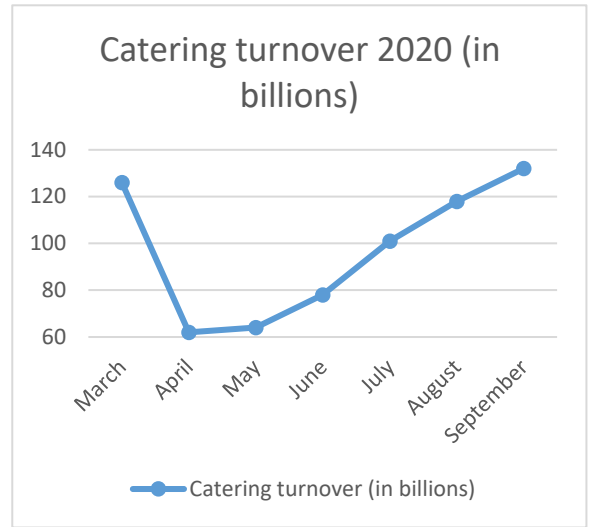


Figure 12. Catering turnover 2020 (in billions, roubles)

Thus, the broad picture of the restaurant industry in Russia before pandemic looked promising. It is young, growing and has a structure. It is hard to predict how the industry will cope with the consequences of the pandemic. Nevertheless, it is a good sign that the industry began growing right after the restrictions were lifted.

### Segment

The next part of the analysing process is the industry segment. According to OKVED-2, the author's idea refers to restaurant activities and food delivery services. They are divided into three categories namely full-service restaurants and cafés, cafeterias, fast food and self-service restaurants; activities for the preparation and/or sale of food ready for immediate consumption on-site from vehicles or mobile shops; catering activities of restaurants and bars in railway catering cars and ships (Figure 13).

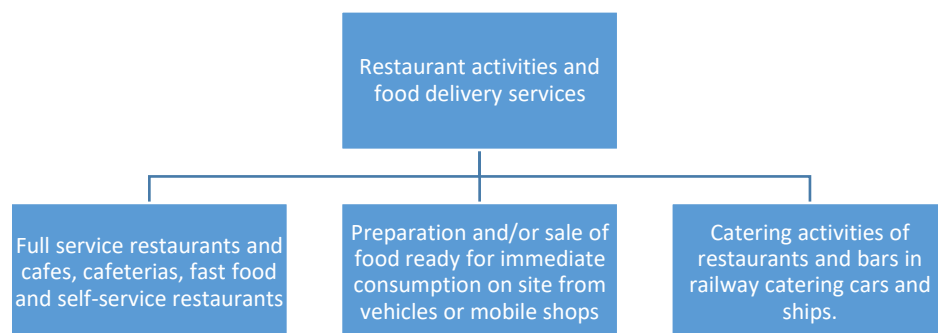


Figure 13. Classification of restaurant activities and food delivery services (OKVED-2).

The author's idea refers to the first category. On this stage, the Five Forces industry analysis will be conducted. In the author's opinion using this tool earlier could give too general

picture while the segmented stage will allow analysing a more specific area. Here, it is necessary to remind that the café is planned to be opened in Moscow. First, it is a place of the author's living. Second, as was researched above it is the most progressive region considering eating disorders. Finally, the capital region is also the economically healthiest region (Tirskih, Galieva & Mitrofanov 2020). Thus, the initial data for Five Force industry analysis is café which is based in Moscow. However, the author was faced with the lack of separate statistics for the café in official sources. That is why she also turned to private researches by well-known commercial firms like, for instance, Jones Lang LaSalle IP, Inc. (JLL), which is American commercial real estate services company operating in Russia. It conducts industry analyses and presents statistics in its reports. Nevertheless, the state websites provide with lots of other information like open data portal of the Moscow government, which was used in the analysis.

First force assesses if it is easy to enter the café industry in Moscow. According to National rating of the investment climate which assesses the efforts of regional authorities to create a favourable business environment, Moscow has risen from the seventeenth place in 2014 to the first place in 2020. The capital has more than ten institutions that form the infrastructure for supporting small and medium-sized enterprises (Moscow Small Business 2020). The department of entrepreneurship and innovation development designed an educational website with information on opening the business and created free and paid courses on entrepreneurship. (Moscow Small Business 2020). Thus, it can be concluded that the support from the state makes entry into the industry more accessible.

However, this support possibly increased the level of the other force, which is the intensity of the competition. According to JLL (2018, 7), 1/8 of the industry is concentrated in Moscow. The format of the café is in fourth place by the number of establishments. Nevertheless, the first place is given to no format establishments, which also can include different types of café. (JLL 2018, 7.) Thus, competition is fierce.

It leads to the third force, namely customer power. The customer in Moscow has an enormous choice of cafés. On the open data portal of the Moscow government, more than seven thousand options are presented when searching for a café. Furthermore, there is an assumption that this is not the whole list of establishments. The number of chains in their turn is 23% which allow suggesting that there is no domination in chain giants. Nevertheless, such a large variety of options leads to an increase in customer power as there is much competition for customers. At this moment, the fourth force is included in the process which analyses the question if buyers can replace the company's product with another. In the author's case, her educational café has a narrow focus on the customers who

somehow was affected by eating disorders. There are no analogues of such cafés in Moscow. This topic is only slightly presented in social projects and media, and it is still quite a long way for it to be widely discussed.

Finally, the fifth force is the suppliers' power. In this case, Moscow also has a large variety of suppliers. However, it is not increasing their power like with customers but, on the opposite, decreasing. The largest number of food suppliers in Moscow is located in special wholesale food complexes. This term was introduced in 2014 in the law of the city of Moscow on food safety. The biggest complex in Moscow is Food City, with an area of 346 526.6 m<sup>2</sup> (Food City 2020). Concerning other types of supplying like furniture, professional equipment and electronics, Moscow is a hub where can be found anything on different price. Thus, the suppliers' power in Moscow can be assessed as low.

To sum up (Figure 14), the analysis showed that the barriers for entry in Moscow café industry are relatively low, considering the position of the government in relation to small business. The suppliers' power is also on a low level, so there will not be problems in searching for affordable suppliers. However, the competition in the café industry is fierce, and customer power is high. Therefore, the new cafés have to offer something unique, quality and desirably irreplaceable. The author's idea has the uniqueness in its theme, namely eating disorders. Moreover, the type of café will differ from the usual. At this point, the next step of the industry analysis process can be introduced, namely, niche.

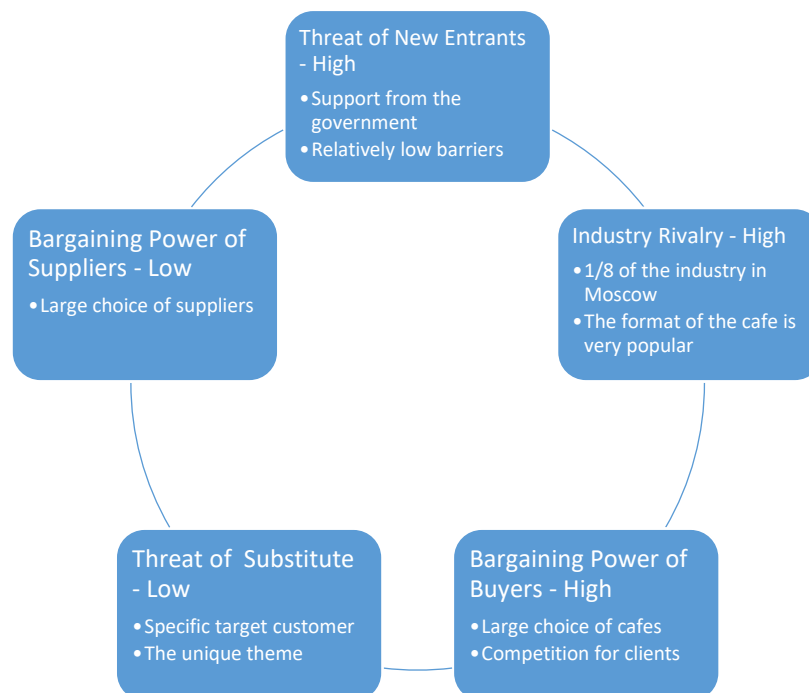


Figure 14. Five Forces industry analysis.

## Niche

There are different types of cafés. They are classified by the Interstate Standard GOST 30389-2013. They can be classified by assortment, by interests, by methods and forms of service. The author's café refers to interest classification as it is planning to be educational, and its main services will not be around food or drinks but around lectures and seminars. Food and drinks are planning to be as an addition. There is such a concept as anti-café which was introduced in Moscow in 2010. Its main idea that the customer pays for the time he/she spent in a café. A person can work there, attend master classes, training, or lectures, play games, watch movies, and meet with friends. Snacks and drinks are offered for free. However, they can also be ordered from other places or brought by customers. This kind of places offers more freedom in action than traditional cafés and restaurants. (Loginova 2014.) In the author's opinion, such freedom contributes to the creation of a safe and supportive atmosphere and well-suited to the planned services.

In authors plans, the café will provide the customer with a multiple rooms space in a comfortable, homey style with a library, projector, working space and a small kitchen with a microwave and utensils. The library will include books, articles, and leaflets on the topic of eating disorders and psychology-related topics. There will be conducted movies screenings, lectures and seminars on these topics. The place for support groups will be organised. Speaking about the support, a staff psychologist will be available in a café to answer the questions and hold support group meetings. All of the above is included in the price of the time the customer spent in the café. Snacks, simple coffee, tea, and milk are also included. A customer can make everything by him/herself. However, if a customer wants something special, there will be a speciality menu which can be ordered for an additional price. It does not negate the fact that food and drinks can be brought or ordered from somewhere else.

Moscow anti-café are the main competitors of the author's idea. They all have a similar set of services. Nevertheless, there can be different topics and specialisations of businesses. To understand what Moscow anti-café offer to the customers and how they are similar to the author's concept, she referred to Yandex Maps. As was mentioned above, Yandex is the most popular search engine in Russia. It also offers the most updated information on different kind of establishments which are represented in each city. On request anti-café in Moscow Yandex showed 186 organisations. The author went through the list and divided it into four categories (Figure 15.) The biggest one is the bar and club's category, which includes 89 organisations around the city. Most of them are hookah bars which quite popular in Russia. They have nothing similar to the author's concept except that the customers pay for the time. The second-biggest category is entertainment which

includes cinemas, virtual reality clubs, board games clubs and internet cafés. These places also have little to do with the concept of the educational café, although they are themed, and some of them offer space for free pastime. There were also pets clubs in the list which the author has identified in a separate category. They offer different services, both educational and entertaining. Nevertheless, it is a very specific area which has little common with the author's concept. The last category includes coworkings, coffee houses, leisure clubs and places without a specific theme. These places have mixed services. They can offer games, coffee menus, working spaces, lectures, and language clubs all in one place.

Bars and clubs (89 places)	Entertainment (47 places)	Animals (9 places)	Other (41 places)
<ul style="list-style-type: none"> <li>•Hookah bars (80)</li> <li>•Karaoke clubs (7)</li> <li>•Bars/pubs (1)</li> <li>•Night clubs (1)</li> </ul>	<ul style="list-style-type: none"> <li>•Venues for events (15)</li> <li>•Cinemas (6)</li> <li>•Quests (6)</li> <li>•Board and intellectual games (5)</li> <li>•Virtual Reality Clubs (4)</li> <li>•Gaming consoles (4)</li> <li>•Internet cafes (3)</li> <li>•Entertainment centers (2)</li> <li>•Cybersport (2)</li> </ul>	<ul style="list-style-type: none"> <li>•Cats (5)</li> <li>•Animal lovers clubs (2)</li> <li>•Owls (1)</li> <li>•Insects/beetles (1)</li> </ul>	<ul style="list-style-type: none"> <li>•Coworkings (18)</li> <li>•No specific theme (13)</li> <li>•Coffee Houses (8)</li> <li>•Leisure clubs (2)</li> </ul>

Figure 15. Categories of anti-café represented in Moscow.

Although there was not found direct competitors with the same topic (eating disorders), the last group has the educational focus and a similar set of services, especially in leisure clubs. This subcategory consists only of two organisations. The first one is called White Crane House. It is specialised in tea and introduces customers to tea traditions conducting informative tea drinking. The second place is called Ziferblat. It is the first anti-café which was opened in Moscow in 2011. It has branches in different cities, including Kyiv and London. Ziferblat provides a customer with a comfortable place where he/she can work, rest, read a book or attend the workshops, language clubs and lectures. This place is an example of the successful anti-café which found their target customers and continue to develop. The same goes for White Crane House, which café have high ratings, many followers in social media and long history. Thus, these places can be seen as role models for the au-

thor because their concepts are similar to the idea of educational themed anti-café. Nevertheless, they cannot be called direct competitors for the author's idea because they aim at different customers.

### **Customer**

Speaking about customers, the author has already mentioned that her café is aimed at creating a safe and supportive place for people with eating disorders. Usually, the adolescents are diagnosed with it, so they are presumably the target customers of the café. The next group which can be interested in the concept are those who already in recovery but are afraid of visiting places where food is offered. To get confirmation or refutation of the assumptions, the author used a Concept Test. Although according to Barringer & Ireland (2016), the concept test is used to assess the product or idea, the author decided to include there the questions which could also help to build the customer profile for the idea. Thus, the author was faced with several tasks before conducting a concept test namely choosing a method for the research, deciding on the data collection methods, designing a concept statement and questions for the survey, and choosing the place where the test will be conducted and to whom it would be sent.

The purpose of the concept test was getting feedback about the idea and understanding what type of customers will visit such a place. The best research method for the first purpose is a qualitative method where the author can offer open-ended questions to prospective customers asking about their opinion on the idea and what improvements could be done. The second purpose in its turn assumes some specifications and numbers. For instance, the age, the sex, the stage of the disorder. It requires more closed-ended questions and many respondents so the patterns could be defined more accurately. Thus, the author came up with the mixed methods approach planning to offer closed-ended and open-ended options together.

As a data collection method, the author chose an internet survey as the best way to get enough responses which are required for the customer analysis. The author was worried that it would be hard to find respondents who will be ready to spend time on the survey. To increase her chances, she decided not to overload the statement and the questionnaire with information so that the respondents will not be bored. According to the statistics, "users spend an average of 5.59 seconds looking at a website's written content" (SWEOR 2020). Moreover, "if given 15 minutes to consume content, two-thirds of people would rather read something beautifully designed than something plain" (SWEOR 2020). Based on the concerns, the statistics above and the template offered by Barringer & Ireland (2016, 102) the author highlighted three areas which were used in the statement:

who is the main customer, what the customer gets and how she/he pays. The author designed it as an infographic using themed icons to help the respondent visualise the concept (Appendix 3. Concept Statement).

The choice of the questions and their types was also aimed at facilitating the perception of information. It means that all questions except one had answer options, so there was no need to write detailed answers because it could be off-putting. However, almost every question had an “other” option if somebody wants to answer independently. First three questions were more related to customer profiling. They asked the sex, the age of the customer and at what stage in their relationship with eating disorders she or he now. The patterns in these questions are important to be determined for the future customisation of the services in the café. For instance, creating support groups for a specific age range, hiring a staff psychologist with experience working with teenagers or organising the lectures for those who in relapse. The other four questions were aimed at assessing the idea and the described services themselves. The author offered the options for the respondents, asking them what they liked or not in the idea. These helped determine the shortcomings of the concept. Thus, the author designed a questionnaire which included seven questions. Most of them had answer options so that the respondents could choose one or multiple answers. However, for those who were ready to answer in detail, the option “other” was available in almost every question.

After the concept statement and the questions were ready, the author had to find a place where to send them. As the idea is specialised on the particular area (eating disorders), the author turned to the most popular social media in Russia VKontakte and searched there for the biggest publics on eating disorders. The author found two groups which supported people with eating disorders and sent there a request to post the questionnaire on their page. The groups responded positively (Appendix 4. The publication of the survey). Therefore, the author created a Google Form putting there the concept statement and asking to assess it by answering the questions (Appendix 5. Survey). The form was opened four days from the 9<sup>th</sup> to 12<sup>th</sup> of November. The goal was to get at least 100 responses, so the results were representative. As a result, the author got 134 responses which are analysed below.

The profiling questions showed that the vast majority of potential customers in a total of 95.5% are women. This result confirms the stigma that eating disorders are female issues. However, it does not mean that there are no men with eating disorders. Unfortunately, “the stereotype that EDs are illnesses that only affect females has led to feelings of shame

and isolation among those men affected and, subsequently, delay men’s help-seeking and treatment” (Sangha, Oliffe, Kelly & McCuaig 2019).

58.2 % of the prospective visitors are in 15-19 age group. 24.6% are representing people of 20-24 years old. The third place with 10.4% is taken by teenagers who are less than 15 years old. 4.5% refer to the age range of 25-29. Groups 30-34 and over 40 had almost equal shares of 1.5 % and 0.7%. (Figure 16.) These results confirmed the trend that the majority of people with eating disorders are adolescents.

Regarding the stages at which the respondents are. 39.6% responded that they are in the relapse. Those who are in recovery or remission have similar shares of 18.7% and 17.2%. 13.4% of the respondents have just discovered that they have an eating disorder. Remaining 11.1 % chose other option. (Figure 17.) The respondents who chose the option “other” were divided into four groups. The biggest group wrote that they have an eating disorder without any stages. The other group explained that the stages replace each other too fast. One woman answered that she is the mother of a girl with an eating disorder. The other person wrote that she or he has no plans to recover.

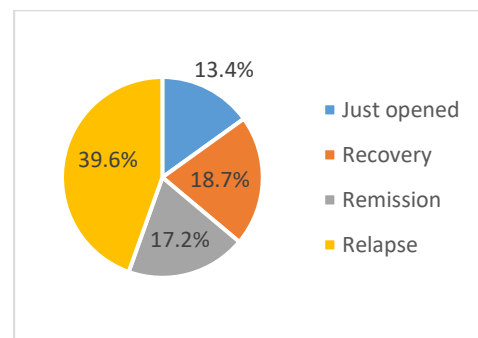
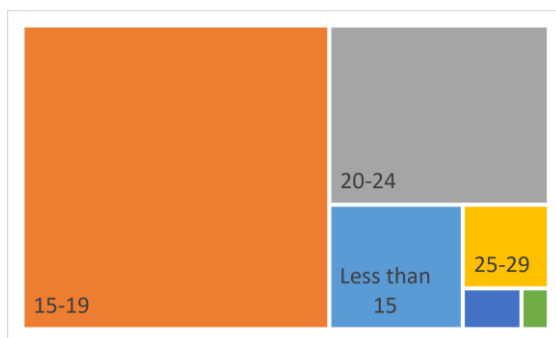


Figure 16. Age of prospective customers.

Figure 17. Stages of the respondents.

The respondents welcomed the idea with enthusiasm. To the question “How likely would you visit such a place?” on a scale of one to five, 38.6% replied 5, 38.6% replied 4, 12.1% replied 3, 6.8% replied 2 and 3.8% replied 1 (Figure 18).

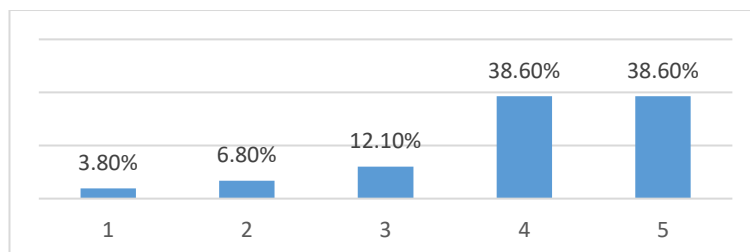


Figure 18. How likely would the respondents visit such a place (1 – very unlikely; 5 – very likely).

These results were accompanied by many supportive comments like the following one: *“the idea is very good. I think it would really help me and many other girls on the way to recovery.”* Those who were not inspired by the concept also shared their thoughts: *“The idea itself - a café for people with eating disorders - is strange. Well, supposedly, I will either come to you and eat everything in 5 minutes (exaggerated), or I will starve (but then it makes sense to go to a café at all). And usually, people go to such places with friends. And those who have eating disorders get sick one by one. It is strange to go to an anti-café to talk about your problems (even with a psychologist, but you still have to find someone normal). In general, I do not see the logic in this café format. There are many disadvantages that will take a long time to paint”.* The moment with food got comments from other respondents too. Six people asked to remove references to food. One person offered to add to the services the help of a nutritionist. Others asked to think of dietary menu or special menu for different kinds of eating disorders. That is how looked like one of the comments: *“it is necessary to think about the menu because eating in a place where people will talk about eating disorders is a considerable risk. Nevertheless, good luck if you suddenly decide to implement the idea.”*

The question “What did you like the most about the idea?” determined that the idea of the staff psychologist is appreciated a lot (76.1% of all respondents). It is understandable because psychologist services are quite expensive, and not everyone can afford something like that. However, such a result is the right motivation for the author to think this idea through to offer good and affordable specialist. Nevertheless, some of the respondents doubted the need for a psychologist. One of them explained it in the following way: *“on the one hand, he can help me, but I can close in myself, deciding that this is not his business. Bottom line: aggravation.”*

Another service that was appreciated is the support groups (67.2% of all respondents). They can be organised based on the age groups, stages, or types of eating disorders. Lectures, seminars (54.5% of all respondents) and the library (49.3% of all respondents) showed high results too. (Figure 19.) The respondents also offered own ideas in the detailed answers like art or dance therapy, thematical groups on social media, lectures on other disorders, books exchange, remote webinars, and boards where customers can share their thoughts.

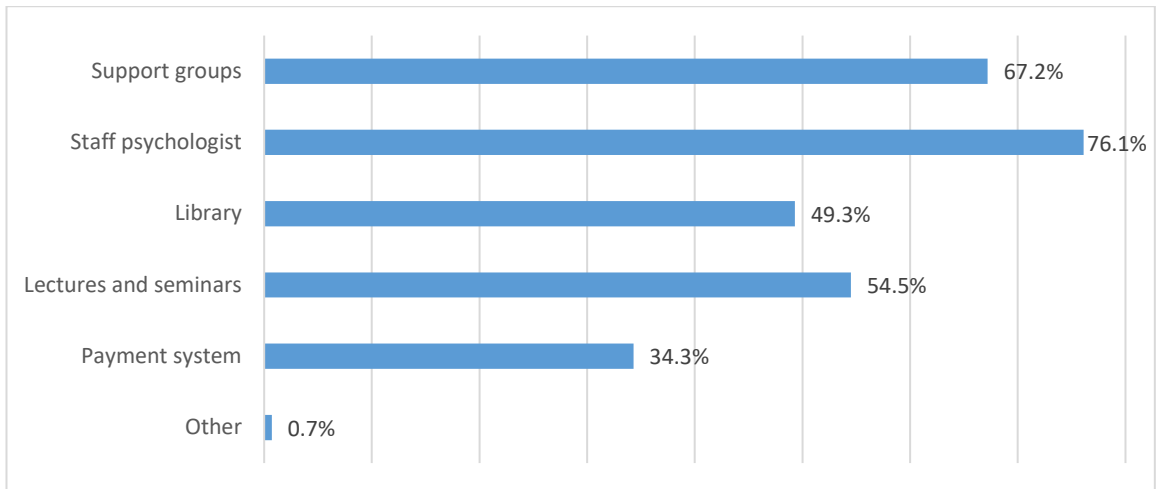


Figure 19. What the respondents liked about the idea.

One of the arguable moments was the payment system. 34.3% of the respondent liked the idea to pay for the time; however, 16.4 % marked that they do not like it. One answer contained the following comment *“in my opinion, it would be better if people paid specifically for what they did in this café, what services they used”*, the other respondent wondered how the psychologist and the support group would be paid. 26.9 % of the respondents also did not like that there is a need to go somewhere and somewhere public. Someone admitted that he/she is afraid of people and support groups, that others will not understand. Other respondents did not like an accent on eating disorders and an abundance of content on this topic. 9.7% are worried about the need to pay and that the price will be unaffordable for the adolescents. (Figure 20.)

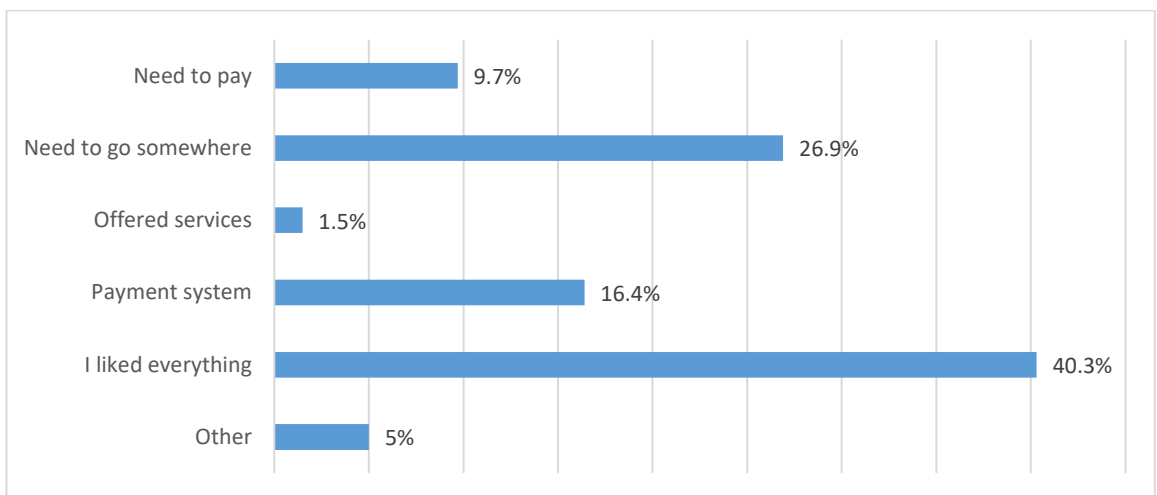


Figure 20. What the respondents did not like about the idea.

Based on the results, the author concluded that a majority of the respondents were interested in the concept and expressed a desire to visit such a place. She built the following profile of a prospective customer of the author’s educational anti-café (Figure 21). The

main visitors would be girls from 15 to 19 years old. They are in search of support and information. Nevertheless, they also ready to share their thoughts and stories. They will be happy to visit lectures, speak with psychologist and participate in art or dance therapies. Many of them are in relapse, so it means that for some reason, the disorder prevails. In this case, they perhaps will appreciate an emphasis on maintenance therapy techniques.



Figure 21. Target customer profile.

Nevertheless, some respondents expressed doubts and fears about the idea, and this is normal. For them, there will be proposed social media pages with information, lectures, and articles which they could watch and read without the need to go out and communicate with people. The author agrees with the concerns about the menu and food. This topic should be explored in more detail. It may be useful to consult a specialist to understand how to implement this process as smooth as possible. The author does not want to refuse the menu of snacks and drinks in the café as it can be a part of a recovery process. However, it is necessary to find the right technique to offer it in a way that will not put a customer in a spotlight. One of the options is order food through messengers or simple applications, so nobody sees what was ordered and offer food and drinks in a sealed container so that it is impossible to determine how much food there or what kind of drink. Nevertheless, this is a thing that should be considered in the next stages of the entrepreneurial process. Also, the payment system should be given some attention. The initial plan was to establish a single price for all services, namely, to pay only for the time spent in a café. However, perhaps there will be a need to consider options for splitting payments by services. It depends on the results of financial calculations during the planning stage.

To sum up, the concept test became a good tool for assessing the demand in the author's idea and determining the target customer and shortcomings which should be considered in more details. Moreover, the results can become a base for the future planning stages if the idea, in the end, assesses as viable.

### **5.3 Organisational feasibility**

When the industry and market analysis were carried out, the author proceeded to an internal assessment of the idea, namely to the organisational and financial aspects. According to the theoretical part, the organisational feasibility analysis is divided into evaluating the management prowess, and assessment of the resource sufficiency.

#### **Management Prowess**

To be more accurate in the analysis, the author turned to special assessment tools which Barringer & Ireland (2014, 74) offered for conducting a feasibility analysis. Management Prowess Assessment tool includes seven criteria.

The first one is a passion for the business idea. The theme of the concept is very close to the author. She came up with such an idea based on her experience and willingness to help. Evaluating the situation in Russia and conducting the concept test, the author faced a high demand from people which became an additional motivation for opening the educational café. At this moment, the author can say with confidence that there is a passion for the business idea. The second criterion is relevant industry experience. The author had an experience of planning the anti-café in Helsinki seven years ago. There was a good business plan created, and the premise was found. However, the process had to be suspended due to financial issues as the author planned to invest her own funds. Thus, the experience can be evaluated as moderate. That also applies to the third criterion, namely, prior entrepreneurial experience. The author had an experience of partnership with an entrepreneur in opening a noodle café in Moscow. She watched the process from start to the implementation stage but was not involved directly. However, this experience allowed the author to make acquaintances in the restaurant industry that have survived to this day. It means that the fourth criterion (depth of professional and social networks) can be evaluated as strong increasing the potential of the management prowess. University degree and expertise in cash flow management also increase this potential. The author is planning to graduate the university this year. She has three years of professional studies in the restaurant management field. However, although she had studied on cashflow management too, it is difficult to regard it as the expertise. The final criterion is creativity among management team members. At this moment, there is only one team member, and this is the author. She assesses herself as a creative person who opened to the innovations and trends. She is always looking for new ideas and try to improve the old ones. The author is planning to look for team members who have similar views.

To sum up, the potential of the author's management prowess can be considered as moderate. She has experience in entrepreneurship; however, it is regarded as passive. She can improve her skills taking the governmental courses on entrepreneurship, for instance. Nevertheless, the greatest experience comes with practice. The most significant advantage is that the author kept the network. It can help during the launching process. Undoubtedly the author will be looking for new team members with expertise in advertising and accounting.

### **Resources sufficiency**

To assess the sufficiency of the resources the author used as a template the list of essential non-financial resources by Barringer & Ireland (2016, 114) which was mentioned in the theoretical part.

The first thing in the list is the availability of rental space. The café is planning to be a multiple room space similar to an apartment. There is no need in a professional kitchen as there will be only snacks and food which does not require special storage conditions. It should preferably be near the metro station, easy to find and not far from the city centre, so the customers worried less about the need to go somewhere and make many transfers. The space area should be at least 100-150 m<sup>2</sup> to accommodate the area for guests, bathrooms and utility rooms. Leader of online real estate in Russia Cian.ru offers by such request enough offers. The main problem is the location. All the affordable places are quite far from the centre. However, it is possible to find a premise near the metro station, which is an advantage.

The next thing that should be taken into account is personnel. For a start, the author will need a good social media manager for the development of social pages, which will begin their work before the opening of the café itself to gather a customer base. The accountant is also needed to help with payments and taxes. Finally, the staff psychologist must be hired before the café opens. There is no shortage of personnel in the above-described specialities; therefore, there should be no difficulties in finding them.

The critical question that needs to be considered is intellectual property rules. The author is planning to create a small library with books and articles on the topics of eating disorders and psychology. Would it be acceptable or not? To understand all the subtleties, the legal consultation will be taken. Self-study of the issue should also be conducted; however, it can lead to the omission of important points.

Another thing that assesses resources sufficiency is the availability of support of local governments and state government. As was mentioned above, the Moscow government provides support to entrepreneurs. They can apply for a subsidy depending on a type of business and return up to million roubles (11 000 euros) spent on launch (Moscow Small Business 2020). The author's café can apply for a subsidy as a social project, for instance.

Thus, it can be concluded that the essential resources for the café launching are available in the right quantity and variety. However, the legal consultation about the intellectual property on books and articles which the author is going to use in her café should be conducted.

#### **5.4 Financial feasibility**

Financial feasibility is another crucial factor which has to be evaluated. According to the theoretical part, the statement of total start-up cash needed and assessment of the financial performance of the competitors is enough for the feasibility analysis stage. Due to the time constraints, the author postponed profitability calculations such as balance sheets, financial and income statements to the business plan stage.

##### **Total start-up cash needed**

After analysing the industry, surveying potential visitors, and identifying resources, the author determined the following cost categories for the initial launch of the educational anti-café. All the prices are average for the market in Moscow. They are in roubles and converted into euros at the average November 2020 exchange rate.

Registration of the business, including licenses, permits is the first step in a launching process. Its average cost for anti-café is 10 000 roubles (110 euros). Right after the registration, the author is planning to develop the social pages to build a customer base. It will include advertising, promotions, and work of social media manager. For the quality monthly promotion, the author will need to pay about 30 000 roubles (327 euros). The next thing to do is renting the place. The average price of the premise 100-150 m<sup>2</sup> not far from the metro station is 250 000 roubles per month (2730 euros). The first payment usually includes prepayment for one month. After the place is rented, redecorating and buying furniture is needed. Cosy interior, correct zoning and creatively designed areas will cost approximately 200 000 roubles (2186 euros). Equipment for the library (books, projector), kitchen (microwave, coffee machine, dishes, tea coffee and simple snacks), events (computer, microphone, speakers) will cost additional 150 000 roubles (1640 euros). Hiring the accountant, the psychologist and taking legal advice on intellectual property is going to

cost for the first month 65 000 roubles (710 euros). Finally, 100 000 roubles (1093 euros) will be reserved for the taxes, utility, and extra expenses. Thus, the overall start-up cash needed for the launching of the anti-café is 805 000 roubles which are about 8 796 euros. (Table 2.)

Table 2. Total start-up cash needed

<b>Costs</b>	<b>RUB</b>	<b>EUR</b>
Registration costs (licenses and permits)	10 000	110
Social Media Manager (advertising and promotion)	30 000	327
Rental costs	250 000	2730
Redecorating/furniture	200 000	2186
Equipment for the library, kitchen and events	150 000	1640
Wages	65 000	710
Taxes, utilities and extra	100 000	1093
<b>Total capital requirements</b>	<b>805 000</b>	<b>8796</b>

The author is planning to cover part of the investments with private funding. It will be 200 000 (2186 euros). The remaining amount of 605 000 roubles (6596 euros) will be borrowed from the bank using the offer of the Moscow government on concessional lending at a rate of 8% per annum. After the business is launched, the author is planning to apply for a subsidy to compensate for the launching costs.

### **Competitors financial performance**

As the author postponed the profitability calculations of her business, she turned to the competitor performances on the market. As was discussed above, there was not found any direct competitors with the exact concept, set of services and target customers. Nevertheless, there were two places which were similar to the author's idea. Looking for the financial reports on the Internet, the author found balance sheets and profitability statistics of the White Crane House the anti-café which is specialised on tea traditions. Their annual sales grew steadily from 2013 until 2019; however, their net profit has been quite volatile since 2017 (Figure 22). Perhaps it was influenced by other activities of the house like wholesale tea supply. According to the data for the end of 2019, their net profit was 334 000 roubles (3641 euros). The indicators can be regarded as positive despite the decrease in sales and net profit in 2019. However, the numbers refer to the whole activities

of the organisation which are not only anti-café but also selling tea and utensils both wholesale and retail.

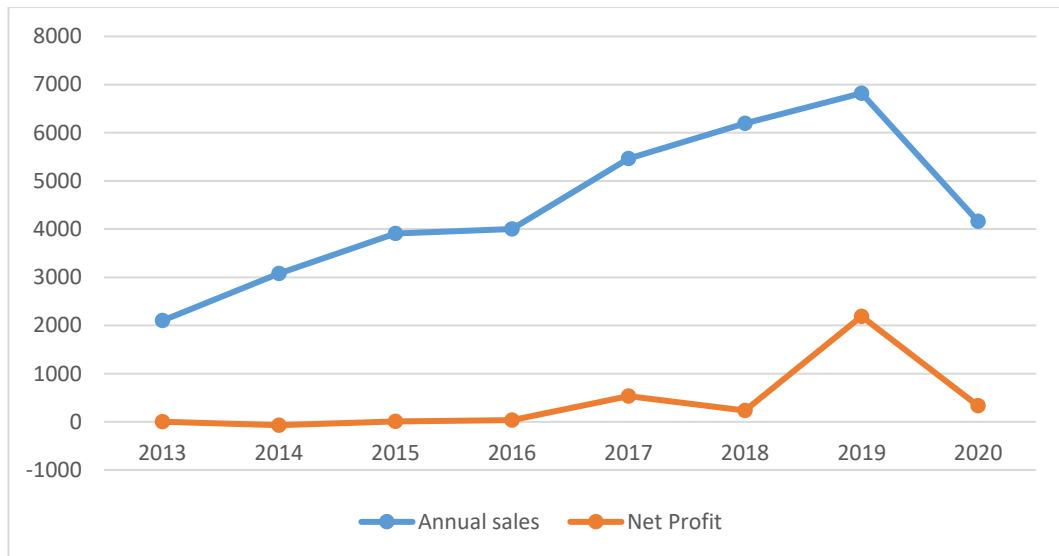


Figure 22. The financial indicators of White Crane House in thousands of roubles.

Unfortunately, the other place Ziferblat did not have the financial reports in open sources. However, there was found information on key financial indicators for 2019. The amount of income for 2019 was 6 299 000 roubles (68 677 euros), but despite this the net profit was negative – minus 1 012 000 roubles (11 033 euros). It is alarming. If the profit for 2019 was negative, the numbers for 2020 could be much worse. The biggest problem for the anti-café this year that most of them get the main part of the income from events like lectures, language clubs or master classes. If to look at the Ziferblat webpage, each branch has the list of events which organised almost every day. However, this year the events in Moscow were banned from March to May and will be banned from November to January 2021.

To observe the situation closely, the author decided to visit the anti-café Ziferblat and try to ask the administrator how many people were visiting the place before the pandemic, how well the concept worked and were the lectures and language clubs popular among the customers. The place is an apartment in a residential building on the central street of Moscow in two minutes from the metro station. The apartment is divided into small rooms located on two floors. Many rooms can be closed, so meetings and classes can be held in them while the rest of the space will be free for visitors. At the entrance, there is a bar counter where the assistant registers guests and can prepare coffee using a professional coffee machine. After the registration, communication with employees reduced to a minimum. The customer, him/herself, chooses a place to sit makes tea, takes sweets and do whatever he/she wants (even play the piano). (Appendix 6. Ziferblat Photo report.)

When the author came to the café, there were about 15 other clients. Most of them worked with their laptops. Some had working meetings. The café offers an abonnement for those who work here every day. It costs 6000 roubles (65 euros) a month. A one-time visit costs 3 roubles (3 cents) a minute or 180 roubles (1.96 euros) an hour. The assistant shared that the average number of customers a day is usually about 30-40 people if there are no events. The average time the customer spends here is 2-3 hours. The author spent there 2.5 hours, and when she left at 4 pm, she became the 16<sup>th</sup> client for the day (the receipt usually shows this information). So, the numbers look like the truth. Additional attendance is brought by language clubs, lectures and other events. The administration is always in search of exciting lectures and masterclasses. For instance, the Monday suppers were very popular among the clients before the public events were banned. Unfortunately, due to the restrictions, the attendance has dropped significantly this year, and this is expectable. The café assistant shared that the events were always a great support for the anti-café. However, Ziferblat does not give up positions and moved some lectures and seminars to online platforms to keep up the interest of the customers while the offline events are unavailable. Moreover, four months ago, Ziferblat launched an app to simplify the registration process and reward loyal customers with discounts and achievements.

To sum up, on the example of two cafés it can be concluded that the financial indicators before pandemic were at a satisfactory level. The interest of the customers in such type of places exist. However, the pandemic became a great test for the business. The most popular services as events, lectures and language clubs, had to be abandoned. In the case of White Crane House and Ziferblat, the situation is risky, but they have a margin of safety as they are quite big companies in their niche which have been on the market for many years. At the same time, the smaller anti-cafés or anti-café beginners which do not have yet any secondary ways of generating income has to be careful and think through their financial strategies.

## **5.5 Overall assessment**

When all the analyses have been done, the author concluded that the idea of educational anti-café for people with eating disorders is promising. The prospective customers showed interest, involvement in the idea and readiness to buy the services. The study of the problematic situation in Russia on the topic of eating disorders allowed to assume that the concept is reasonable and valuable for the market. The industry analyses showed that the local government is opened to aspiring entrepreneurs and ready to support them. The location of the planning café (Moscow) in its turn is one of the most progressive regions with

access to the wide choice of suppliers, rental places and working force. However, Moscow also is a place of dozens of restaurants and cafés for every taste, which increase the level of competition. Nevertheless, the specific concept of the author’s educational café allows occupying the less competitive niche.

There are substantial advantages to the idea, but there are also some alarming moments. It is necessary to wait with the opening of the café. The situations with COVID affected the industry and put anti-café at risk. However, it is a good time for developing social pages and gathering the customer base on the Internet. After the situation stabilises, the author would prefer to carry out an additional financial analysis because, at the moment, she suspects that the idea is more like a social project than the profitable opportunity. Such conclusions were made after the analysis of the White Crane House, and Ziferblat were made. She noticed that these places provide services not only as anti-café, but they also have additional sources of income that allow them to stay afloat. Although the social projects can also be invested or subsidised, it is essential to develop ideas which will create a safety margin to provide quality services (psychologist, lectures, master-classes) without the need to overcharge the customers who are in their majority are teenagers.

To sum up, the theoretical part defined a good opportunity in several ways. According to Barringer & Ireland, it should be attractive, timeliness, durable and valuable. Vogel (2017) defined it as a potentially value-adding offering into the marketplace. According to the conclusions made during the feasibility analysis, the author’s idea is considered as attractive. It partially solves the problem of a lack of knowledge on the topic of eating disorders. The prospective customers confirm this by their reaction to the idea. However, the time for opening the anti-café is unsuitable as the pandemic put at risk the restaurant industry while anti-café business is unstable due to restrictions. Additionally, the topic of eating disorders is arguable, mostly when it refers to cafés and restaurants. Nevertheless, the appearance in the industry of the place where the eating disorders will be discussed, and people faced with them will get support and understanding, in the author’s opinion is a value-adding event. (Table 3.) Thus, the author’s idea can become an opportunity. But for this to happen, the author must wait for the stabilisation of the situation with the COVID and think over profit adding services so the price would be affordable for the target customers.

Table 3. Assessment of the opportunity.

Attractive	Yes (customers demand, government support, narrow niche)
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Timeliness	No (COVID situation put at risk the restaurant industry)
Durable	No (anti-café business depends on many factors; the topic of eating disorders is arguable especially in the restaurant industry)
Valuable	Yes (solves a problem, value-adding, new customer segment)

## 6 Conclusion

When the author started her thesis, she had a vague idea of what the process would look like. The first step was to suggest a topic. Thinking about it, the author relied on the recommendations provided by the university, which helped her to go in the right direction. The author was hooked on the fact that the topic should be interesting for the person who writes about it. For the author, this was the topic of eating disorders. Nevertheless, it had to relate to the restaurant industry, so the idea of the café immediately came to mind.

Initially, the author planned to go right to the business plan because she did not think that the other types of analyses exist. However, going through the literature for the theoretical framework, she discovered that business ideas could be assessed in many ways. One of them is the feasibility analysis. Such narrowing was beneficial for the author. One of the reasons is that she had time constraints, which the author has defined for herself. Her goal was to complete the thesis by November 26, 2020, while she started in early October 2020. For such a tight deadline, severe self-discipline is needed, and, in the author's opinion, she coped with this, devoting all her time to the thesis during these 1.5 months. The meetings with the supervisor helped a lot to deal with such restrictions. The progress was discussed there, and the following steps were talked over.

Writing the theoretical part helped immensely to define the shape of the future feasibility analysis and to outline certain milestones that should not be missed. In the beginning, the author discussed three outlines of the feasibility plan. One (Thompson 2005) seemed to her very extensive, the other (Vogel 2017), on the contrary, not voluminous enough. The outline by Barringer & Ireland (2016), in the author's opinion, was the most suitable and combined all the essentials. However, on the empirical stage, it was revealed that the sequence in which Barringer & Ireland (2016) propose the analysis seems a bit confusing and illogical to the author. Mostly it concerned the unclear distinction between industry and market analyses. Therefore, she did additional research and found a way which divided the industry analysis into subgroups like segment and niche (Tyson & Nelson 2019). This knowledge allowed the author to understand the process and build a slightly changed plan for her analysis.

As for the selected tools, the concept test seemed to the author the most informative one. She agrees with Barringer & Ireland (2016) that communication with prospective customers is the most effective way to analyse the product or service. Nevertheless, it was a challenging experience. Due to the time constraints, the thoughtful plan was needed to manage all the steps from designing the concept statement to analysing the collected

data. At this stage, another difficulty arose. The idea and analysis were based on Russian realities, figures, data, and respondents, so it was necessary to devote additional time to translating surveys and results in order to use them in the thesis. However, despite the complexity and incomprehensibility of the whole situation, the author was able to organise the survey and get even more than the minimum planned responses. The Five Forces industry analysis was also useful for the author. She appreciates such kind of tools as they allow structure the information, put it in the compact form and not afraid to miss important aspects. Mentioning the steps of the competitive analysis in the theoretical part helped to come up with the idea of the categorisation of the Moscow anti-café, which allowed to identify the closest competitors. The customer profiling, in its turn, was used as a summary and visualisation of the survey results. However, if the author had to do the study again, she would do several profiles instead of one. Also, she would do the financial analysis calculating the planning profitability to bring clarity and confidence in the overall assessment of the concept. Unfortunately, the author had to abandon it in order to save time. To sum up, the author is satisfied with the chosen approach and tools despite the customer profiles and financial analysis. In her opinion, the feasibility analysis turned out to be extensive and comprehensive.

For herself, the author noted that she originally planned this thesis as an idea for other entrepreneurs and as an acquaintance with the topic of eating disorders for industry representatives. However, the author was so disappointed by the situation in Russia, motivated by the feedback from the respondents and inspired by the example of the anti-café Ziferblat that the intention to create such a café by herself increased a lot.

Therefore, based on this conclusion and the feasibility analysis made, the author decided to go further in her entrepreneurial process. She mentioned three kinds of processes in the theoretical part and agreed that the multistage approach by Barringer & Ireland (2016) is the closest to her. Her opinion stays the same, and she is planning to use it as a template for her further steps. However, before going to the business model stage (next after feasibility analysis in Barringer & Ireland's (2016) process), she is planning to create a page in social media, prepare a content plan and begin to develop it gaining the followers. In parallel with this, the author plans to conduct a more in-depth financial analysis with an extended list of total start-up cash needed and the calculation of profitability. She is also planning to take online courses offered by the Moscow government for aspiring entrepreneurs and look for information about intellectual property. Finally, if the situation with the COVID stabilises by that time, the business plan will be prepared to apply for preferential loans and subsidies.

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## Appendices

### Appendix 1. Feasibility analysis. Executive summary

#### Concept:

Educational anti-café located in Moscow for those who anyhow are or have been affected by eating disorders. Anti-café is a concept where customers pay for the time they spend in a place, while all services are included in the price.

#### Problem:

There is a lack of official statistics, reliable documents, and medical guidelines on eating disorders in Russia. The problem began to be paid attention only recently. At the same time, the popularity of the search request “eating disorders” in Russia increased by 163% for two years. People need to be provided with reliable information and support to minimise myths, stereotypes, and romanticization around this topic.

#### Solution:

Creating a safe and supportive place which provides scientifically validated information and accelerates the process of raising awareness on the topic by offering psychologist services, support groups, lectures and masterclasses on the topics of eating disorders and related issues.

#### The target customers:

Teen girls who are in search of support and information and ready to share their thoughts and stories. They will be happy to visit lectures, speak with psychologist and participate in art or dance therapies. Many of them are in relapse, so it means that for some reason, the eating disorder prevails. In this case, they perhaps will appreciate an emphasis on maintenance therapy techniques.

#### Product Feasibility: Moderate-Strong

- 76% of the prospective customers showed interest in and demand for the idea.
- The Russian restaurant industry is young and growing.
- High competition among cafés is levelled by the chosen niche type – anti-café.
- There are no direct competitors in the chosen niche because of the uniqueness of the theme.
- Pandemic restrictions negatively affected the economy.
- The prospective customers expressed concerns about food which is planning to be offered in the café for people with eating disorders.

#### Organisational Feasibility: Strong

<p><b>Management Prowess of the Author</b></p> <ul style="list-style-type: none"> <li>• Strong networks in the Russian restaurant industry.</li> <li>• Three years of professional studies in the restaurant management field.</li> <li>• Some experience in entrepreneurship.</li> <li>• Lack of expertise in cash flow management and marketing but strong desire to learn more.</li> </ul>	<p><b>Resources Sufficiency</b></p> <ul style="list-style-type: none"> <li>• Access to a big choice of affordable rental space, suppliers.</li> <li>• Providing support of small businesses from the Moscow government.</li> <li>• Wide range of specialists to hire.</li> <li>• Need for legal advice on intellectual property</li> </ul>
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**Financial Feasibility:** Moderate Low (additional analysis is recommended)

- Relatively low start-up costs.
- Concessional lending at a rate 8% per annum.
- Opportunity to apply for governmental subsidies.
- Satisfactory financial indicators of the closest competitors.
- Highly impacted by the pandemic restrictions (inability to conduct events, clubs, classes).
- Lack of the calculation of the profitability
- Concerns of the customers about payment system (pay for the time)
- Need to think of the ways of gaining additional profit.

**Overall feasibility:** Moderate

The idea has strong growth drivers such as potential confirmed by the survey, lack of competitors and valuable social focus. However, it's a monoprodukt which has some arguable moments (payment system, food & beverage issues, pandemic restrictions).

## Appendix 2. The Federal State Statistics Service and The Ministry of Health of the Russian Federation website search results













No results:

The screenshot shows a Google search interface. The search bar contains the query: `site:https://www.rosstat.gov.ru/ "расстройства пищевого поведения"`. Below the search bar, there are navigation links for All, Images, Videos, News, Maps, and More. The search results section shows a message: "Your search - **site:https://www.rosstat.gov.ru/ булимия** - did not match any documents." Below this message, there are suggestions: "Suggestions:" followed by a list of tips: "Make sure that all words are spelled correctly.", "Try different keywords.", "Try more general keywords.", and "Try fewer keywords."

Results where anorexia is represented as a symptom:

The screenshot shows a Google search interface. The search bar contains the query: `site:https://minzdrav.gov.ru/ анорексия`. Below the search bar, there are navigation links for All, Images, Videos, News, Maps, and More. The search results section shows "9 results (0.73 seconds)". A message box states: "It looks like there aren't many great matches for your search". Below this message, there are tips and suggestions. The search results list includes: "Крымская геморрагическая лихорадка - Министерство ..." with a snippet: "острое начало заболевания с высокой лихорадки (>38,5°C); общеинфекционные проявления (интенсивные головные боли, тошнота, рвота, анорексия, ...". Another result is "2020-35-12\_ФГБУ\_НМИЦ\_ФПИ.pdf - Министерство ..." with a snippet: "Нарушения со стороны обмена веществ и питания: анорексия. Инфекционные и паразитарные заболевания: грибковые инфекции ...". The third result is "Актуальные вопросы преподавания паллиативной помощи»." with a snippet: "Легочная недостаточность; Нейропсихиатрические симптомы; Анорексия, кахексия, слабость; Жажда, сухость во рту; Дерматологические симптомы ...".

## Appendix 3. Concept Statement

Original version in Russian	Translated version
<div data-bbox="507 327 671 450" style="text-align: center;">  </div> <div data-bbox="368 454 815 591" style="text-align: center;"> <p><b>ОБРАЗОВАТЕЛЬНОЕ АНТИКАФЕ</b>            Уголок безопасности и поддержки за пределами дома для тех, кого как-либо затронула тема расстройств пищевого поведения</p> </div> <div data-bbox="331 674 475 808" style="text-align: center;">  </div> <div data-bbox="507 674 847 808"> <p>КОМФОРТНОЕ ПРОСТРАНСТВО С БИБЛИОТЕКОЙ, ПРОЕКТОРОМ, МЕСТАМИ ДЛЯ ОТДЫХА И КУХНЕЙ, ГДЕ МОЖНО СДЕЛАТЬ СЕБЕ ЧАЙ, КОФЕ И УГОСТИТЬСЯ ЗАКУСКАМИ.</p> </div> <div data-bbox="331 846 485 981" style="text-align: center;">  </div> <div data-bbox="507 846 847 981"> <p>ГРУППЫ ПОДДЕРЖКИ, ГДЕ МОЖНО РАССКАЗАТЬ СВОЮ ИСТОРИЮ, ПОПРОСИТЬ СОВЕТА ИЛИ ПОСЛУШАТЬ РАССКАЗЫ ДРУГИХ.</p> </div> <div data-bbox="331 1019 485 1108" style="text-align: center;">  </div> <div data-bbox="507 1019 847 1108"> <p>ШТАТНЫЙ ПСИХОЛОГ, КОТОРОМУ МОЖНО ЗАДАТЬ БЕСПОКОЯЩИЕ ВАС ВОПРОСЫ.</p> </div> <div data-bbox="331 1137 464 1272" style="text-align: center;">  </div> <div data-bbox="507 1137 847 1272"> <p>КНИГИ, СТАТЬИ, БУКЛЕТЫ И ФИЛЬМЫ НА ТЕМУ ПСИХОЛОГИИ И ПИЩЕВЫХ РАССТРОЙСТВ, СОБРАННЫЕ В ОДНОМ МЕСТЕ.</p> </div> <div data-bbox="331 1301 464 1435" style="text-align: center;">  </div> <div data-bbox="507 1301 847 1435"> <p>СЕМИНАРЫ, ЛЕКЦИИ, ВЕБИНАРЫ И МАСТЕР КЛАССЫ ОТ СПЕЦИАЛИСТОВ РАЗНЫХ ОБЛАСТЕЙ.</p> </div> <div data-bbox="368 1503 815 1615" style="text-align: center;"> <p><b>ЧТО КАСАЕТСЯ ОПЛАТЫ</b>            Оплачивается только лишь время, проведенное вами в антикафе. Все вышеописанное включено в стоимость.</p> </div>	<div data-bbox="1098 327 1262 450" style="text-align: center;">  </div> <div data-bbox="970 454 1417 568" style="text-align: center;"> <p><b>EDUCATIONAL ANTICAFE</b>            A safe and supportive corner outside home for those who were anyhow affected by eating disorders</p> </div> <div data-bbox="922 674 1066 808" style="text-align: center;">  </div> <div data-bbox="1098 674 1437 786"> <p><b>A COMFORTABLE SPACE WITH A LIBRARY, PROJECTOR, REST SPACE AND A KITCHEN TO MAKE YOURSELF TEA, COFFEE AND SNACKS.</b></p> </div> <div data-bbox="922 846 1075 981" style="text-align: center;">  </div> <div data-bbox="1098 846 1437 943"> <p><b>SUPPORT GROUPS WHERE YOU CAN TELL YOUR STORY, ASK FOR ADVICE, OR LISTEN TO THE STORIES OF OTHERS.</b></p> </div> <div data-bbox="922 1019 1075 1108" style="text-align: center;">  </div> <div data-bbox="1098 1019 1437 1093"> <p><b>STAFF PSYCHOLOGIST WHO CAN BE ASKED QUESTIONS THAT CONCERN YOU.</b></p> </div> <div data-bbox="922 1137 1054 1272" style="text-align: center;">  </div> <div data-bbox="1098 1137 1437 1256"> <p><b>BOOKS, ARTICLES, BOOKLETS AND FILMS ON THE TOPIC OF PSYCHOLOGY AND EATING DISORDERS, COLLECTED IN ONE PLACE.</b></p> </div> <div data-bbox="922 1301 1054 1435" style="text-align: center;">  </div> <div data-bbox="1098 1301 1437 1413"> <p><b>SEMINARS, LECTURES, WEBINARS AND MASTER CLASSES FROM SPECIALISTS IN VARIOUS FIELDS.</b></p> </div> <div data-bbox="954 1503 1417 1592" style="text-align: center;"> <p><b>ABOUT PAYMENT</b>            Only the time spent in the anticafe is paid. All of the above is included in the price.</p> </div>

## Appendix 4. Publication of the survey

A group in VKontakte called “Mother, I have an eating disorder” with 8 849 followers

The translation of the post:

Hello!

My name is Adelina. I'm writing a thesis where I evaluate the idea of creating an educational café for those who have ever dealt with the topic of eating disorders. For a full assessment, I created a small survey to find out the opinion of others. Since the café is thematic, I decided to contact thematic groups for help. The survey is anonymous, I would be grateful if you take five minutes to answer it.

The screenshot shows a VKontakte post from the group "Мам, у меня РПП | Анорексия, булимия" (Mom, I have an eating disorder | Anorexia, bulimia). The post is from Adelina, posted three minutes ago. The text of the post is in Russian and asks for help in creating an educational café. Below the text is an illustration of a woman sitting on a bench in winter, wrapped in a blanket, with a cat on her lap. The illustration includes a sign that says "下雪, 更冷" (It's snowing, it's colder). Below the illustration is a link to a Google Docs survey: "Оценка идеи образовательного антикафе docs.google.com". The right sidebar shows the group's statistics: 8,849 members, 2 items for sale, 1 link, and 1 video. The video thumbnail shows a woman drinking water.

## Appendix 5. Survey

**Оценка идеи образовательного антикафе**

Здравствуйте, спасибо за участие в этом опросе! Ниже вы увидите краткое описание идеи образовательного антикафе. Пожалуйста, прочтите его и ответьте на вопросы после. Опрос занимает не более 5 минут, а ваши ответы полностью анонимны. Я очень ценю ваш вклад!

**\* Обязательно**

Translation: Evaluation of the idea of the educational anti-café

Hello, thank you for participating in this survey! Below you will see a brief description of the idea of the educational anti-café. Please read it and answer the questions after. The survey takes no more than five minutes, and your answers are completely anonymous. I really appreciate your input!

<p>Ваш пол? *</p> <p><input type="radio"/> Женский</p> <p><input type="radio"/> Мужской</p> <p><input type="radio"/> Другое: _____</p> <p>Ваш возраст? *</p> <p><input type="radio"/> Меньше 15</p> <p><input type="radio"/> 15-19</p> <p><input type="radio"/> 20-24</p> <p><input type="radio"/> 25-29</p> <p><input type="radio"/> 30-34</p> <p><input type="radio"/> 35-40</p> <p><input type="radio"/> Больше 40</p>	<p>Your sex?</p> <ul style="list-style-type: none"><li>- Female</li><li>- Male</li><li>- Other</li></ul> <p>Your age?</p> <ul style="list-style-type: none"><li>- Less than 15</li><li>- 15-19</li><li>- 20-24</li><li>- 25-29</li><li>- 30-34</li><li>- 35-40</li><li>- Over 40</li></ul>
<p>На каком вы сейчас этапе? *</p> <p><input type="radio"/> Я только открыл(а) для себя тему расстройств пищевого поведения</p> <p><input type="radio"/> Я восстанавливаюсь</p> <p><input type="radio"/> У меня ремиссия</p> <p><input type="radio"/> У меня рецидив</p> <p><input type="radio"/> Другое: _____</p>	<p>At what stage are you now?</p> <ul style="list-style-type: none"><li>- I've just opened for myself a topic of eating disorders</li><li>- I'm in recovery</li><li>- I'm in remission</li><li>- I'm in relapse</li><li>- Other</li></ul>

<div data-bbox="331 181 983 383"> <p>Насколько вероятно, что вы посетите такое место?</p> <p>1 2 3 4 5</p> <p>маловероятно <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> с большой вероятностью</p> </div> <div data-bbox="331 398 983 748"> <p>Что вам больше всего понравилось в идее? (можно выбрать несколько вариантов) *</p> <p><input type="checkbox"/> Группы поддержки</p> <p><input type="checkbox"/> Штатный психолог</p> <p><input type="checkbox"/> Библиотека</p> <p><input type="checkbox"/> Лекции и семинары</p> <p><input type="checkbox"/> Система оплаты (платить за время)</p> <p><input type="checkbox"/> Другое: _____</p> </div>	<p>How likely would you visit such a place?</p> <p>very unlikely 1-2-3-4-5 very likely</p> <p>What did you like the most about the idea? (multiple options available)</p> <ul style="list-style-type: none"> <li>- Support groups</li> <li>- Staff psychologist</li> <li>- Library</li> <li>- Lectures and seminars</li> <li>- Payment system (pay for the time)</li> <li>- Other</li> </ul>
<div data-bbox="344 875 963 1167"> <p>Что вам не понравилось в идее? (можно выбрать несколько вариантов) *</p> <p><input type="checkbox"/> Необходимость платить</p> <p><input type="checkbox"/> Необходимость куда-то ехать</p> <p><input type="checkbox"/> Предложенные услуги</p> <p><input type="checkbox"/> Система оплаты (платить за время)</p> <p><input type="checkbox"/> Все понравилось</p> <p><input type="checkbox"/> Другое: _____</p> </div> <div data-bbox="344 1182 963 1312"> <p>Что бы вы исправили, добавили или убрали в вышеописанной идее?</p> <p>Мой ответ _____</p> </div> <div data-bbox="344 1328 459 1357"> <p><b>Отправить</b></p> </div> <div data-bbox="344 1373 932 1435"> <p>Никогда не используйте формы Google для передачи паролей.</p> <p>Компания Google не имеет никакого отношения к этому контенту. <a href="#">Сообщение о нарушении</a> - <a href="#">Условия использования</a> - <a href="#">Политика конфиденциальности</a></p> </div> <div data-bbox="576 1451 724 1480"> <p>Google Формы</p> </div>	<p>What didn't you like about the idea? (multiple options available)</p> <ul style="list-style-type: none"> <li>- Need to pay</li> <li>- Need to go somewhere</li> <li>- Offered services</li> <li>- Payment system</li> <li>- I liked everything</li> <li>- Other</li> </ul> <p>What would you fix, add or remove in the above idea?</p>

Appendix 6. Ziferblat photo report.

