



## **Business Plan for Loukoumades Food Truck**

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## Abstract

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<b>Report/thesis title</b> Developing a successful business plan: Loukoumades (Greek dessert) food-truck	
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<p>This paper is a product-oriented thesis for the International Sales and Marketing Bachelors Degree Programme. The goal is to create a successful business plan for a food-truck / trailer that sells greek desserts and sweets. The truck's area of operation is the so called capital city district of Finland.</p> <p>This paper will use the terms "food-truck" and "trailer" interchangeably as it is not decided yet which the business will operate out of and both are very similar.</p> <p>The report will start with a theoretical section, where previous research and literature concerning successful business planning will be analyzed. Key aspects of a successful business plan will be defined in the theoretical section.</p> <p>The theoretical part aims to answer the questions such as: What is a business plan? What purpose does it have? What should it include to be beneficial to the entrepreneur?</p> <p>The literature and theoretical section will then be used to assist in creating a personalised business plan that is specifically catered to the needs the Greek sweets food-truck. The business plan will act as a framework for creating the final product aka. the food-truck.</p> <p>The amount of research found on the topic online is immense, and there is no shortage of literature based on business plans. The vast amount of literature available means that results had to be narrowed down quite a bit, to find theories that are relevant the food-truck, as most of the literature available online is focused on large corporations and businesses rather than small start-ups and such.</p> <p>As a result of limited time, some aspects of the business plan are still vague or missing completely, but this report acts as a good foundation for future planning and ultimately will benefit the final release of the product aka. food-truck and is overall beneficial for the entrepreneur.</p> <p>Due to restrictions such as current employment, obligation to serve in the military and changes in family dynamics, the entrepreneur will most probably not be able to follow through with this business plan in the recent future. But the plan is under serious thought and the entrepreneur will most likely be able to follow through with it around 2023-2024</p>	
<b>Keywords</b> Business plan, Greek dessert, Food-truck, Trailer, Small business	

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## 1 Introduction

This paper is a product-oriented thesis for the Haaga-Helia University of Applied Sciences Programme in International Sales and Marketing. The objective of this thesis is to find out what is a successful business plan like, and to create one for a food truck that sells Greek sweets. Mainly Loukoumades, but also other smaller items like peanut-bars and frozen yoghurt. The food truck is planned to start operations around 2023-2024 in the capital city district of Finland depending on the personal life-situation of the entrepreneur.

This is by no means a new business idea as I have started thinking about it since 2018 during a business plan competition in Haaga-helia, where students presented their ideas for small businesses. I remember seeing a business plan for a food truck that would sell Eritrean dishes. This inspired me to think of a similar concept, since I have seen food trucks elsewhere in the world as a very prevalent part of the street image, and usually they tend to be rather popular.

Visiting Egypt almost yearly and seeing the food-truck / stand culture there has given me many ideas for what could be sold from such a small establishment. When walking on the streets in Egypt is almost impossible without seeing a stand of truck selling snacks, beverages or food. Most commonly breakfast, fast food or sweets.

While visiting a higher-class Greek- restaurant during my last visit, I ordered Loukoumades as a dessert and was impressed by it. Not just the taste of the dessert, but also the potential of such a food item, if sold on the streets. Loukoumades is basically a plain donut, which is accompanied with a wide range of toppings of the customers choosing. Everything from chocolate to berries. The dish can be made very aesthetic easily with the toppings, which is important in todays time and age, where posting pictures of dishes is very common.

Most importantly, Loukoumades requires very little to prepare, and most of the production-cost comes in fact from the toppings that are used as the donut itself is no more than fried dough.

Living in Finland, I feel that the street food scene, although growing is still very limited in terms of options and variety. Therefore, I believe that any new products or concept are more than welcome in Finland. Large American chains have also proven this to an extent, as whenever a large chain like Burger King, Taco bell or most recently KFC enter our market, their popularity booms. Finns seem very ready to try new foods and concepts and I believe Loukoumades do have a place in Finnish hearts.

To keep the thesis clear it will be divided into two main sections, the theoretical section (Headings 2-3) and the business plan section (Heading 4-5).

References and citations for this thesis are created with the Harvard citation template on <https://www.citethisforme.com/>.



(Samara, 2022) Greek Loukoumades (Zalabia or Lokma in arabic)

## **2 Business plan**

A person looking to start their own business, should not just start implementing thoughts and see what happens. This is very risky and can lead to un-wanted results very easily.

Just like anything else in life, a planned business is a half-done business. an entrepreneur looking to start a business should create a business plan for his idea. This then works as a framework, or a roadmap used by a company to conduct its business. It can be anything from scrambled sentences and bullet points to extensive research including a calculated feasibility study. Depending totally on the entrepreneur's and the business's needs.

### **2.1 What is a business plan?**

A business plan is a written document that describes the business overall. It includes market analysis, marketing- and sales strategies and a financial framework that contains calculated predicted income and losses.

This document is used as a roadmap for the entrepreneur that gives directions moving forward and helps prevent any possible adversities that may arise on the way. Having an in-depth business plan including as many aspects of the business as possible plays as an investment towards the company's future as it helps predict and deal with issues concerning the business. (Business Plan - Entrepreneur Small Business Encyclopedia, n.d.)

### **2.2 Why is it important to have a business plan?**

The importance of a company's business plan starts with helping the entrepreneur to identify upcoming possible challenges or issues that the business might face. Having goals to aim for is important, but even more crucial is to plan how does the business achieve its goals in the first place. And this is where a business plan comes in very handy.

Creating milestones in the business plan for operations will help keep track of progress.

Having a business plan means the entrepreneur will be able to compare figures in his business plan with reality. It helps the entrepreneur keep track of the businesses progress and therefore gives the entrepreneur more confidence in implementing changes straight away whenever progress milestones are not achieved as assumed.

A successful business plan will also make seeking professional help or advice more approachable. Simply explaining someone your situation usually isn't enough information for the professional to give feasible advice. But when the entrepreneur can present a business plan with detailed information and explain how realities of the business didn't meet expectations set by the written business plan. The professional will be much more capable in giving constructive advice.

Lastly, having a proper written business plan makes reaching out to investors much easier, as the entrepreneur will have a clear structured picture to present to investors. When seeking investments for a business venture, the business plan might be the most important document that you can present to your investors. This provides confidence that investors need when deciding whether to invest in a business or not. (Lattanzio, 2021)

### **2.3 What is the main purpose of the business plan?**

The main purpose of a business plan is to serve the personalised need of a business operation. Not every business plan template is necessarily applicable to the company in question. As one might assume, a small starting company requires a very different kind of business plan than that of a large corporation would need when expanding its operations. Every section of a business plan must be constructed to serve the purposes of the company in question.

There are also several different purposes that a new business plan might be constructed for.

A business plan can be developed to act as a:

*Internal communication and tracking tool* - is what business plans are most of the time used for. Especially when it comes to smaller companies and start-ups.

Like already mentioned in the previous section that discusses the importance of a business plan. A business plan is often used to track progress of the business operations. The plan provides figures and statistics that can be compared to realities of the business and changes to the business can be made accordingly when needed. As an internal communication tool, a business plan has an important role especially whenever there are multiple people responsible for the business. The plan helps the responsible individuals to direct their attention to aspects of the business that do not match the expectations of the business plan.

It also keeps up an organised form of milestones that all responsible individuals can keep track of. (Lattanzio, 2021)

*Tool for proving credibility to investors or buyers* - Most of the time when new entrepreneurs look to enter a market, they lack funds to actualise their business ideas. Therefore, a business plan is often used as a tool to provide credibility to one's business and attract investors or buyers. Entrepreneurs that have a strong and up-to date business plan to present to their buyers/investors have a significant advantage in attracting serious buyers/investors over their less well-prepared counterparts. A business plan creates value for a business through proof of success and credibility. (Younts, n.d.)

### 3 Characteristics of a successful business plan

The following section will provide insights on what information should be available in a business's business plan to make it successful in serving its purpose.

A successful business plan includes many key components of the company, which when brought together in its entirety contributes to help the entrepreneur in reaching milestones and goals. Depending on the characteristics of the business, some parts of a business plan may have more emphasis than others.

In the context of my business, focusing on attracting investors is not necessary as I can finance the whole initial investment for the business on my own. since the required initial investment is rather low. Most of the initial costs in my case comes from purchasing the truck/trailer that products are sold out of. Equipment require very little investment in comparison and raw ingredients for my business are very affordable.

The most crucial parts of a business plan will be listed in sub-sections below.

#### 3.1 Executive summary

Writing an executive summary's purpose is to catch the readers interest and encourages to read more. However, it should be written as the last thing whenever building a business plan so that the writer has already built the rest of the plan and can summarise it here. Therefore, it is often seen as a tool of sorts when pitching your idea. (Nicastro and Murphy, 2022)

Although because I am planning to use my business plan more as a roadmap and guidebook, I guess I won't really be needing it, since I don't need to convince myself about my own idea. Nevertheless, I will still be creating one for the sake of clarity of the business plan.

It gives a thorough but short positive overview from the business idea. It provides information of the entrepreneur, the market and the business idea, such as where the idea stemmed from, what is the market like that you are entering and what is the aim of this business plan.

It can also inform the reader if the entrepreneur is looking for something specific with this business plan. Like even straight up stating that the company is looking for a certain amount of investment or loan and state reasons for it, such as expansion or renovations. In some cases, the business plan even suggests terms for a loan.

The executive summary shouldn't be too long, and often half a page is more than enough to give the right message and intrigue the reader enough to continue reading. (Business Plan - Entrepreneur Small Business Encyclopedia, n.d.) (Lattanzio, 2021)

### **3.2 Company overview**

To start the business plan with the entrepreneur will want to give a description of the company. This should include information such as the company's registered name, its address and names of all key people involved in the company. If it has any of those yet. Often business plans are created before the business is brought into fruition. In any case, the overview should define the company's business model, structure, location, growth-potential and shortly explain about the operations of the business, what problems is it trying to solve and how. (Lattanzio, 2021)

My business plan will focus more on describing the business model since I don't have a company registered yet for this purpose neither do I have anyone else involved in the business other than myself. The overview is a good opportunity for me to explain a little about myself and my vision.

### **3.3 Market validation**

This section of the business plan consists of information about the market and competitors. Therefore, can be considered as a form of feasibility study, which attempts to justify entering the market. For a business to successfully reach its target audience, it must know who it is and how to approach them.

Defining the business's target audience is important to understand how they want to receive your products and what are the best channels to reach them. This background information on the target audience gives a company an advantage when offering products and services to them and helps understand the customer. (Contributor, 2021)

The market should be analysed in terms of demographics, trends and potential for sales. This section should also describe how the products or services will stand out from competitors in the market and how will you work to succeed in it.

The market analysis doesn't necessarily have to be very in-depth or long, but it must include all the things mentioned above.

An in-depth market analysis also helps a business entering a new market to evaluate their pricing by comparing existing competitors and deciding what kind of a pricing-policy suits your business. Analysing a company's existing competitors will

also aid in developing your own marketing strategies to combat theirs as effectively as possible. (Business Plan - Entrepreneur Small Business Encyclopedia, n.d.)

### **3.4 Products**

The product section should be started by describing your products and services, as well as what problem is your product solving and how does it do it.

After that, the plan should identify and describe the existing competition that might be there to solve the same problems as your establishment does and what advantage does your product have over theirs. This section is also where patents for products are stated if there are such, as they give a significant advantage over straight competition and is something that investors also love to see.

Having an overview of the next steps that the company needs to accomplish in order to get its product ready to go out into the market and into the hands of customers. If the company has already reached some milestones or goals that should also be presented here. (Parsons, 2022)

### **3.5 Business operations**

Here the entrepreneur presents everything that is required to start operations if the company hasn't yet.

This section is also where the daily operations are structured and defined clearly. What needs to be done daily, monthly and yearly in order to keep the business up and running with sales coming in. This must include information about the establishments supply chain, employees, location, inventory and suppliers. All of which should be described as in-depth as needed in the context of your business venture. This is also where the entrepreneur should specify at what stage is he in his business. Is it already open for business, or is it still under development and if yes, at what stage? (Gordon, 2022)

### **3.6 Marketing and sales**

The marketing section is of course where the business's marketing practises are outlined. Here the entrepreneur can present a thorough plan on marketing, promotional and sales tactics that he intends to use to get visibility and products out to the target audience and what kind of a pricing plan does he intend to use, and why? (Parsons, 2022)

In order to be able to successfully market yourself in the presence of competitors, The entrepreneur should understand and present why would customers rather buy his product over the competition. What advantages does his product have over the others?

This section should also state which channels are used to reach the target customers. (Indeed Editorial Team, 2021)

It is also worthwhile to mention that a great marketing method for start-ups and other small companies is in fact word of mouth, as an impressed customer commonly shares his opinion with his peers which spreads a positive image from the company. This might also be worth considering in the operations section of the plan, as some actions taken during daily operations can highly increase customer satisfaction, such as positive energy and exceptional customer service from employees. (McKeever, 2011, p144)

### **3.7 Competitor analysis**

Whenever consumers think about visiting your business and buying your product, they of course consider if your establishment can solve their needs or not. Not only that, but they also compare your products quality, aesthetics and pricing to those of your competitors.

If you don't have any straight competition, meaning that nobody in the area of your operation sells the exact same product. This is called "first mover advantage" which is incredibly helpful for fresh companies and start-ups, as they basically instantly become the leaders in their field of business. This means they have great growth-potential if the business venture succeeds.

In order to understand your target audience better, you should be able to compare your business to others in a same way as your customers do, so that you can influence their purchase decision more. This can be hard as you are of course biased as the owner of your own products, but the less biased you try to make your comparisons the better results you will get.

Identifying three possible competitors or other ways the target audience can solve their problem and making notes of each will help you to see if any have strengths or weaknesses that could be avoided and solved in your own product.

After this, it will be easier for you as an entrepreneur to explain how does your product match against the competitors' weaknesses and strengths and even helps you develop your product further if needed. It can be used to show how is your product superior to the competitors. And if it is inferior, it can be used to justify the

product by a lower pricing than that of competitors for example. (McKeever, 2011, p142)

### **3.8 Financial analysis**

The financial section of a business plan is basically an overview of all the relevant financial aspects of the business, such as profit and loss statements, sales forecast, balance sheet, personnel info and most importantly, in the case of a start-up or a newcomer to the market it is crucial for the business plan to include a break-even point analysis. Some businesses require different info on their analysis than others. For example, there is no point for an opening start-up to present a balance sheet in their plan as they don't yet have the data needed for such.

This all helps the entrepreneur to get some realistic expectations of success and will result in surprises concerning financials occur less often if the entrepreneur has done an analysis in-depth enough. (Betenson, n.d.)

In the case of building a financial analysis for Loukoumades food truck, I think the most important aspects to focus on are the profit and loss statement, simply to visualize properly how much will the concept require initial investments (often called as capital spending plan), when does it reach a break-even point and how much will it start making money after reaching break-even. A simple sales forecast can be included in the profit and loss statement.

And since I am the sole responsible of the company and the only employee at least in the beginning, a personnel information sheet is irrelevant in my case.

Another important thing that start-ups should consider start practicing in their early stages, is writing cash-flow predictions, as many start ups fail due to running out of cash during the beginning of their operations. (McKeever, 2011, p125)

## 4 Reflections on the business plan theory

There was a lot to digest when going through online literature on the business planning process, since there is an incredible amount of already material available, that can be quite overwhelming. Sources for the topic are basically endless. For a company to get the most out of its own business planning, it is important to think what kind of aspects are crucial to be included in a business plan for their specific type of venture. Larger corporations can have very different needs compared to start-up's and such when it comes to what they should include in the business plan. Corporations for example don't usually need funding when expanding their business to lets a new market. When on the other hand, start ups will want to "prove" the worth and value in their business plan to attract investors and make them feel more secure about investments.

The most important thing for entrepreneurs to keep in mind when building their plan is their target group and what problem is their business solving and a financial analysis. These things are what form the framework for any business plan no matter the size the company is or what industry operates in.

Therefore, the approach that I had when researching online literature about business planning, is how can any of this be applied to my business, the Loukoumades food truck and why would that be relevant. Trying to keep that in mind, it was still rather difficult to narrow down the available literature that would specifically be beneficial for such a small-scale business, as a food truck. Most literature that I found was focused on corporations and larger entities. And the majority content in such research is just simply irrelevant to my business.

I ended up having to gather information from various sources, to form my own framework for a successful business plan. I wanted to find something to guide me through my own business planning process with relevance.

All sections of a business plan that have been mentioned in previous chapters are crucial for a successful plan, but it was clear that most sources had an emphasis on the importance of an effective overview, financial analysis, and an executive summary.

The overview section is obvious but is actually extra important. Because of it, someone that is only briefly reading the paper can get a clear and good idea of the company and what it does, without having to read the entire paper. I tried to construct my own company overview be short and clear, it is no longer than a few sentences, but it gives a clear image of what the company does.

The importance of a catchy, short, and clear executive summary was emphasised in most literature that I went through. It seems like this is something that is universally agreed no matter the content of the rest of the paper it is agreed that an executive summary gives a clear overview of the whole paper without having to go through all of it. It should explain what is to be expected when reading the document and what is it aiming to achieve as its goal.

It became quite clear that this can often be the exit-moment for some investors if not done properly. While a good executive summary will make the reader want to read more and hopefully even the whole thing. The executive summary in my own business plan is something that will need be updated along the road and is still a little lacking at this point of time.

The third section of a business plan that I think was generally said to be required by all literature, is the financial analysis part. The entrepreneur needs it's to evaluate spending and profits, but investors also basically require it from a business plan and will not bother to read a plan without financials.

Although I personally did not build a financial analysis and forecast with the thought of trying to attract investors, I still tried to build it as accurately as possible excluding unpredictable expenditures like electricity and diesel. These will require more work in the future.

At this point, the financial analysis acts as a rough assumption of what to expect the starting of operations to cost eventually, and what to expect from profits in the first operating period.

The above three sections of a business plan are the ones emphasised on the most. Others like market validation are also important in their own way, but not necessarily crucial for a business plan to succeed like the first three.

Validating your business into a market can help in building confidence of entrepreneurs towards their idea. Like in my case, building my market validation section revealed to me that I don't have a single straight competitor for Loukoumades donuts, since not a single company offers the same product. Turns out not even any of the several Greek restaurants of Finland offer these delicacies.

This of course gave me great confidence that Loukoumades has a bigger chance to succeed than something that has several straight competitors.

The section of services and products is pretty much necessary for any business plan to have included, which is kind of obvious in that a plan has to clearly show what is a business offering or selling, be it a product or service.

I'm lucky to have a product that is totally new to the market with zero straight competition. but at the same time, Loukoumades is so similar to other more familiar desserts available here in Finland like conventional donuts or even pancakes to some extent, that people won't feel alienated.

Because of its properties as an internal tool for communication, the business operations section is extremely important. When it comes to start-ups and businesses with only few employees, it is vital to have the company's day-to-day operations clearly defined. It often helps with managing time within the business and helps to avoid anything unexpected within an operational day. This part for me will act as a sort of a calendar and timetable, as well as a reminder from things that should be taken care of during each business day.

So far, this section is still rather vague in my plan, as the business is still under development, as it is quite impossible to create a detailed business operations plan for a day-to-day basis without having everything else in the business set-up and ready to start daily operations. Now at this point it is just a vague plan of what is needed to start operations and some plans of how to do so.

The main reason for marketing being emphasised as an important part of any business plan is simply because if people don't know about a product, they can't and won't purchase it. Therefore, it is immensely important to know how to reach your target audience and when to do it in order to keep them buying your product or service. In the case of my Loukoumades food-truck, relying on traditional marketing methods is less important due to the nature of the business. Loukoumades will be moving to wherever it can reach the most of its target group, so the marketing also must be flexible.

Social media marketing will prove to be a helpful tool in reaching to my audience to let them know of my location. Whenever leaving a location that Loukoumades will visit again soon, we will also leave flyers and stickers with QR-codes to the website, where customers can see timetables for our truck's future movements and locations.

Loukoumades will also have a large focus on co-existing with events. Meaning that Loukoumades will strive to be present in most large-scale concerts and such that are organized in the capital city district. For the simple reason that people attending events are usually more open to spend more money on food while enjoying their time in other ways also. Events also attract drunk people, who very often crave for food

and sweets, as well as are also prone to spend more money due to their intoxicated status.

## 5 Business plan for Loukoumades food-truck

The idea for the Loukoumades food truck initially came from my personal motivation to create a business of my own, so that I could be self-employed and provide myself a stable income without having to work somewhere I don't really want to. I felt like I wanted to be more independent and not work towards building someone else's future, but rather towards my own.

Since I started my studies in Haaga-Helia I have been wanting to develop my own business idea and I have been thinking and brainstorming trying to create something for several times. I have had ideas ranging from mobile applications to car washes and even a half-done business plan for a vertical greenhouse. Eventually this year though, after tasting these delicious desserts in Egypt, I came up with the idea of selling Greek donuts on the streets of Finland. That's when I started developing this idea further in my brain, but due to time restrictions, overwhelming workloads and even 2 surgeries. I haven't been able to concentrate on the fruition of my idea as well as I have liked to. And now I am facing obligations to serve in the military starting this summer, which is why the company won't start operations before 2023-2024 when I, the entrepreneur has got my life in a place where I can 100% concentrate my energy and thoughts to the success of this business.

### 5.1 Executive summary

Loukoumades food truck is a business that provides authentic delicious Greek sweets to its customers that operates in the capital city district of Finland. Loukoumades is predicted to start operations in 2023-2024. Loukoumades provides locals as well as visitors with authentic real Greek donuts to beat that good old craving for sweets.

The goal of this business plan is act as a roadmap and a guidebook for the entrepreneur of Loukoumades to help run the business successfully with certain expectations in mind.

The target group that Loukoumades strives to reach are locals of the capital city district and tourists. Mainly people who stroll around the streets and spend free time outdoors in populations centres like shopping malls, Parks, Beaches etc. Depending on the season some places are more viable than others. Trying to sell donuts at a beach during winter wont exactly produce results as one might suspect, so during wintertime the truck will mainly be based around shopping malls, while during the summer it focuses on selling in parks and beaches where people tend to spend more time in that season.

## 5.2 Company overview

Loukoumades is a one-man food-truck that sells Greek donuts with toppings of the customer's choice (Honey, Chocolate, Sugar, and cinnamon), starting operations in 2023-2024. Loukoumades provides locals as well as visitors with an authentic and delicious Greek street-food experience by serving special donuts that are called Loukoumades, just like the name of the company. The business is run and funded by the sugar loving Taher Yosef and will operate in the capital city district of Finland (Helsinki, Espoo, Vantaa)

## 5.3 Market validation

Have you ever had a meal, and straight after finishing your meal and although you are not hungry anymore, but you started craving for sweets? Don't worry, it happens to me daily, and we are not alone. It is a worldwide phenomenon. But even if this doesn't particularly happen to you, you most probably still get cravings for sweets every now and then, am I right?

That's the problem Loukoumades is here to solve. Its here to get rid of your cravings for delicious mouth numbing sweets! It is also an interesting and a different alternative for dull conventional ring-shaped donuts.

Although Finland has a rather flourishing bakery scene, it is still very much focused on western products and products originated from elsewhere in the world are less often seen, which is why Loukoumades will find its own place in Finnish sweet-tooth's hearts.

Finland has historically been lacking in regards of street food. Probably due to the simplicity of Finnish cuisine, but slowly more and more such establishments are being opened, and street food is becoming more prevalent even here due to the large number of immigrant residing in the country nowadays and the general encouragement for small businesses and start-ups.

The generic Loukoumades customer is a 15–60-year-old person who enjoys sweets. He or she spends time at shopping centres, parks, events, and beaches regularly and is also most likely employed or on social benefits, receiving 500e-4000e per month.

The primary target audience mainly resides in Helsinki and Espoo but also includes all visitors and tourists that appreciate sweets.

The Loukoumades truck will change its location depending on season, weather conditions and available permits. Loukoumades will be more active during the summer season since Finnish people tend to be much more active outdoors and looser with their spending habits due to the good weather. It will focus on locations like beaches and parks during spring and summer season, and more on locations such as shopping centres or train stations when the weather is worse in autumn and spring. Also, because of Helsinki receives twice as more visitors during the summer months and December, the truck will focus on Helsinki the most during those periods. Tourists and visitors are a very good target since they are more often more open to spend money during their travels, than what people are when they are in their home city.

<p>Visual Paradigm Online Free Edition</p> <p>Key Partners </p> <ul style="list-style-type: none"> <li>-Raw material suppliers: Heinon tukku</li> <li>- Trailer supplier: WestMac</li> <li>- Social media platforms</li> <li>- Trailer mechanic</li> </ul>	<p>Key Activities </p> <ul style="list-style-type: none"> <li>-Serving customers dessert</li> <li>- Bulk catering orders</li> <li>- Marketing</li> </ul> <p>Key Resources </p> <ul style="list-style-type: none"> <li>-Trailer (Food-truck)</li> <li>-Employee</li> </ul>	<p>Value Propositions </p> <ul style="list-style-type: none"> <li>-Taste</li> <li>- Affordability</li> <li>- Exclusivity</li> <li>- Speed of production and service</li> <li>- Accessibility</li> <li>- Availability at events</li> </ul>	<p>Customer Relationships </p> <ul style="list-style-type: none"> <li>- Customer service</li> <li>- Social media</li> <li>- Staff training on customer relations</li> </ul> <p>Channels </p> <ul style="list-style-type: none"> <li>- Word of Mouth</li> <li>- Social Media</li> <li>- Print media + QR codes to website / FB-page</li> </ul>	<p>Customer Segments </p> <ul style="list-style-type: none"> <li>- People employed in the area</li> <li>- Students</li> <li>- Tourists</li> <li>- Sweet-tooth's</li> <li>- Events (concerts etc)</li> </ul> <p>Looking for a quick and easy dessert on-the-go</p>
<p>Cost Structure </p> <ul style="list-style-type: none"> <li>- Legalities such as licenses</li> <li>- Salary of employee</li> <li>- Maintenance costs for trailer</li> <li>- Raw ingredient and energy costs</li> </ul>		<p>Revenue Streams </p> <ul style="list-style-type: none"> <li>- Regular B2C sales and Catering orders</li> <li>- Profit percentage of each sale</li> </ul>		

Visual Paradigm Online Free Edition

To back up my market validation, a simple survey was conducted to see how familiar residents of the capital district are with Loukoumades, and would they make a purchase if they had the chance. The survey was shared mainly through my personal social media platforms and email.

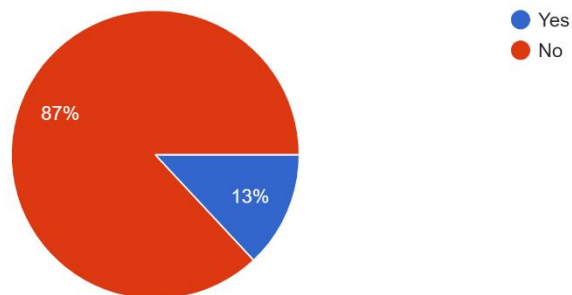
Due to time restrictions the survey was shared for only 2 days and managed to reach only ~100 people. The results still gave a simple and clear picture of what people think of Loukoumades as a product.

Although most respondents (87%) were not previously familiar with Loukoumades. ~61% replied they would purchase the product if given the chance, and ~34% replied "Maybe". Leaving only ~5% of respondents that replied no and were not interested in the product. My guess is that these respondents either simply don't like donuts in general or they are more conscious about their health than others.

This gives a good idea of how Finnish consumers are ready to try such a product although they are not familiar with it.

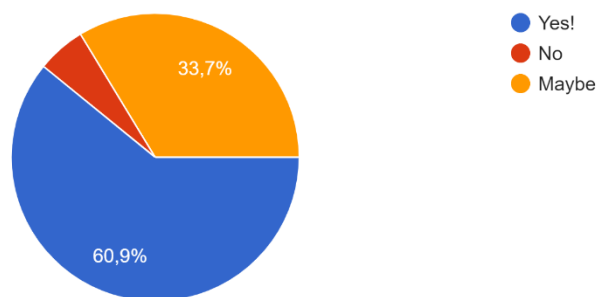
Do you know what Loukoumades is?

92 vastausta



If a food-truck selling Loukoumades would appear in the capital city district of Finland, would you be interested in buying their products? Prices vary...m 3 to 5 euros, depending on the size of the dish.

92 vastausta



(The survey had a second section that is not visible here, showed and explained the product for people who replied "No" to the first question.)

## 5.4 Products

Loukoumades has only on main products which is called loukoumades, same as the company's name. Loukoumades is a Greek so-called donut, but they are also served all over the middle east and has different names depending on the region. It differs from normal

western donuts due to its different shape, as it is a ball rather than a ring. The ingredients are also a little different. Loukoumades are fried balls of dough, that are then served in various ways. A customer can choose to have their loukoumades soaked in



(Run, donut walk. Loukoumades Greek Street is the dessert delight fit for the gods. 2022)

honey, sugar syrup, topped with chocolate sauce, cream with fruits and berries, or even just served with sugar and cinnamon

The ingredients of loukoumades are very simple and affordable. Producing them only requires water, milk, yeast, flour, sugar, salt, olive oil and vegetable oil for deep-frying plus the available toppings.

The dough is made with a mixer and balls are formed by simply taking a bit of the dough with a wet spoon. Then the dough balls are dropped into the frying oil for a few minutes until cooked. Toppings are added as soon as the balls are lifted from the oil, so that they stick to the dough as well as possible.

## 5.5 Business operations

In this section I will be listing all the required assets and equipment required to run the business as well as explain what an operational day looks like and what does it consist of.

The equipment required for Loukoumades to begin its operations include:

- A Car with a trailer hitch – I own 2 cars the other has a hitch so that will be used to pull the trailer.

Item	Quantity	Unit price	Total price
Niewiadow food-trailer P 3,6 x L 2,03 x K 2,3	1	8,990 €	8,990 €
Kenwood Chef XL Mixer KVL4100W	1	299 €	299 €

Royal Catering Deep-frier 2 x 10L	2	239 €	478 €
Logik Freezer-Fridge LUC50W20E	1	199 €	199 €
Portable hand basin 20L	1	181 €	181 €
iZettle credit card reader	1	40 €	40 €
10x 100pcs Disposable Boat Shaped Paper Serving Tray	10	13,40€	134 €
1000 disposable forks	1000	0.01 €	10 €
Kitchen utensils	1	50 €	50 €
<b>TOTAL</b>			<b>10,381 €</b>

Item	Quantity	Unit price	Total price
Myllärin wheat flour 20 kg sack	2	17,90€	35,80€
Suomen Sokeri sugar 25 kg sack	1	22,5€	22,50€
Valio full-fat milk 1L	10	1,25€	12,50€
Meira sea salt 800g	2	0,70€	1,40€
MS 500g Dry-yeast	1	4,65€	4,65€
Mildola 10L vegetable oil	3	8,40€	25,20€
Sam honey 1,5kg	1	9,05€	9,05€
SM Cinnamon 470g	1	15,00€	15,00€
walnuts 800g	1	16,90€	16,90€
Fazer household chocolate 200g	22	0,56€	12,25€
Valio whip cream 1,75L	5	3,00€	15,00€
<b>TOTAL</b>			<b>173,25€</b>

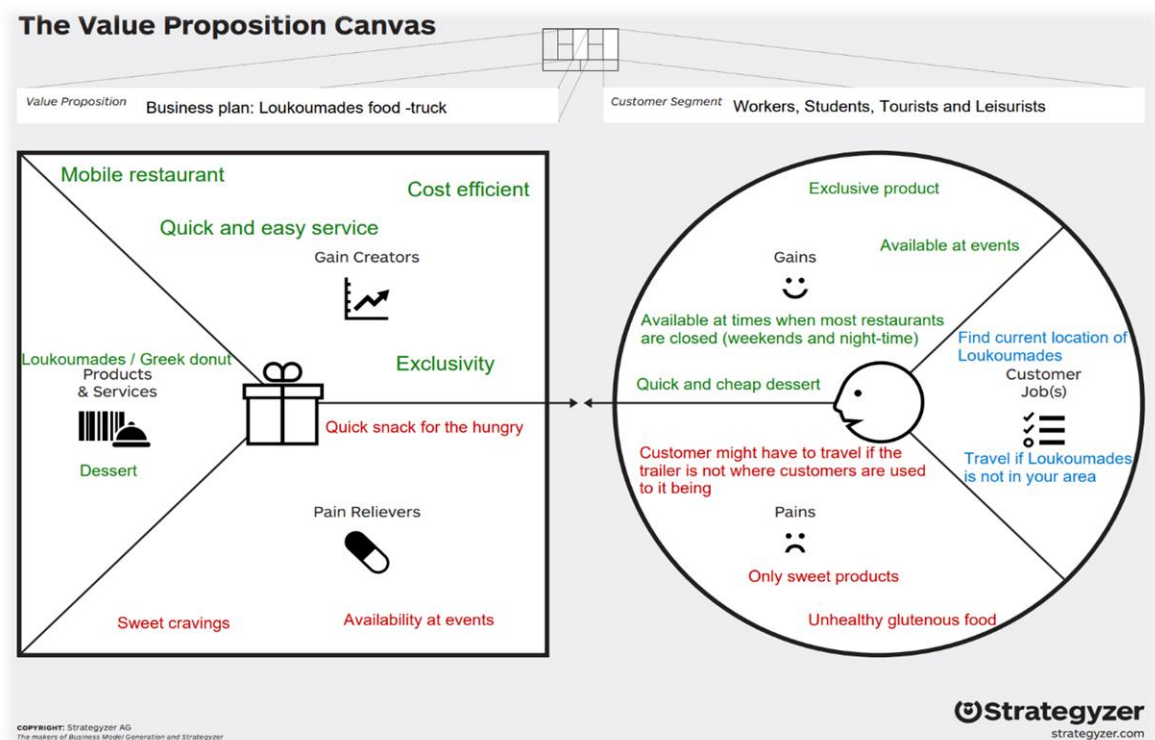
The **raw ingredients listed above should be enough to sustain sales for 1-4 weeks**, but other can and will also last longer such as some of the ingredients for toppings. Most items are bought in bulk to cut costs. Prices were checked from the Heimon Tukku wholesalers' website with prices for 21.05.22.

Licenses for producing and selling loukoumades will be acquired from Evira, the Finnish Food-safety authorities ([www.ruokavirasto.fi](http://www.ruokavirasto.fi)). The main supplier for raw ingredients will be Heimon Tukku wholesales ([www.tukkukauppa.heinontukku.fi](http://www.tukkukauppa.heinontukku.fi)). The trailer will be purchased from WestMac ([www.westmac.fi](http://www.westmac.fi)). And other equipment from various other sources.

A business day of Loukoumades typically starts by making sure all equipment are working in the trailer, and checking that ingredients are all in stock and nothing required to make sales is missing. After this, the preparation of the first batches of dough starts after which the trailer is taken to its destination of the day and opens shop.

The main locations for Loukoumades to set up shop in are Sinebrychoff park, Kaisaniemi park, Helsinki marketplace area, Hietaniemi beach, Matinkylä beach, Oittaa beach and finally shopping center areas like the malls of Kauniainen, Espoontori, Aino and many others.

At this point I am still in the planning stage, and business operations are yet to start. The entrepreneur aka. Taher Yosef has some other inevitable duties this year, which is why opening the business and starting operations is delayed until at least 2023-2024.



## 5.6 Marketing

Marketing for Loukoumades will be simple but effective and as cost effective as possible. Therefore, marketing is mainly done through social media channels such as Facebook, Instagram, TikTok and Snapchat. These will be used to try to create hype around the new dessert and promote the dishes aesthetics especially through Instagram. My wife is skilled with a camera and takes food-pictures as a hobby, so her contribution for social media marketing and making the dishes look aesthetically amazing in photos will be greatly helpful and highly appreciated. Due to the moving nature of the business, the social media channels are also an important tool to keep existing and new customers aware of our changing location.

I will also be creating a launch campaign where I use pamphlets equipped with QR-codes to spread all around Helsinki and Espoo. The QR-code opens the Loukoumades website where the customer can find the current location of the trailer and the menu, accompanied with some amazing aesthetic photographs of our products. Loukoumades will be moving to wherever it can reach the most of its target group, so the marketing also must be flexible.

Social media marketing will prove to be a helpful tool in reaching to my audience to let them know of my location. Whenever leaving a location that Loukoumades will visit again soon, we will also be leaving flyers and stickers with QR-codes to the website, where customers can see timetables for our truck's future movements and locations.

The menu itself is very simple and straight forward, since Loukoumades only has one main product with varying toppings.



**LOUKOUMADES**  
Greek Donuts

ALL MEALS INCLUDE A TOPPING  
OF YOUR CHOICE

4 PIECES - 3€  
6 PIECES - 4€  
8 PIECES - 5€

**Toppings**  
Powdered sugar  
Sugar syrup  
Honey and walnuts  
Chocolate sauce





## 5.7 Competitor analysis

There is not a single business in the whole Finland that offers the same product as Loukoumades. Not even Greek restaurants like Thalassa, Crecian, Antika or Cavo Greco offer Loukoumades as a dessert option, which honestly is quite baffling since Loukoumades is one of the most popular Greek desserts but nevertheless good for my business, since I don't have straight competitors in that sense. That is why Loukoumades's main competitors will be other establishments that offer desserts and other food-trucks, rather than a competitor with the same product.

This makes one think, what might the reason behind Loukoumades not being offered previously in any establishments here in Finland. I concluded that Finland simply doesn't have as many immigrants from Greece while places like Australia, Egypt and the UK are more common destinations for Greek migrants. This could explain the general un-availability of Greek cuisine in Finland.

Therefore, I believe that Loukoumades can fill a gap in the market that has been left empty.

Because of the relatively quiet street food scene that is still slowly making its entrance to the Finnish market, there aren't many food trucks to consider as competitors. Helsinki has only 5 main food-trucks that can be found listed on Yelp (Yelp.com) which are:

- Food truck by Richard McCormick
- Tacobot
- Street Gastro
- Maulito
- Mustikkamaito-pyörä

None of these offer any desserts unless blueberry-milk can be considered as one. Therefore, these food trucks aren't exactly harmful competitors, since a lot of times people want to have dessert after a savoury meal. It could be a good thing to co-exist with such a food-truck.

This only really leaves 2 major competitors for Loukoumades that should be taken more seriously, which are the several Ice-cream kiosk's that be found throughout Helsinki, Espoo, and Vantaa and the recently opened American Donut's Company that I heard of, but still has a very low online presence, which is why it was not listed in Yelp.com.

American Donut's Company has seen massive success which shows that Helsinki residents at least are interested in desserts sold on the streets although their products are rather expensive, ranging from 5€ to 10€ a piece. Their products focus more on aesthetics than they do on taste and price, which is why Loukoumades has a clear advantage in a cost-efficiency.

Pingviini is the most common kiosk found in the capital city district, but others that are less common, such as SIA and Nokkalan majakka should also be considered. Ice-cream kiosks tend to be very expensive, so combatting them with cheaper prices is a good move to ensure more people would choose Loukoumades over Ice-cream. This shouldn't be a problem to implement, since the amount of ingredients and effort required to prepare Loukoumades are very low.

## 5.8 Financial analysis

The financial section of this business plan includes a capital spending summary, raw ingredient table and a profit and loss forecast for an operating period.

My financial projections will assume that an operating period is 30 days and Loukou-mades's will be sold 7800 pieces in batches of 4, 6 and 8 pieces during that period. 4-piece dishes will be sold 2400 pieces, 6-piece dishes 1800 pieces and 8-piece dishes 3600 pieces.

Table 1 shows the capital spending summary that is required to start the business operations of Loukoumades. Table 2 shows all the ingredients needed to produce our products for 30 days and finally the 3'rd table shows financial forecasts for a single operating season.

Average sales revenue per day	175 €
Average sales revenue per month	5,250 €
Average cost for sales per month	230 €
Average cost per sale %	0.04%

With an average of **5,250€** in sales and **~230€** cost of sales per month, the business would reach break-even point in just a mere 2-3 months, which sounds almost too good to be true. This is because the cost of sales doesn't include energy costs or any unexpected expenses yet. With energy costs and possible unexpected expenses also calculated and included later, the break-even point is probably more realistically somewhere around 5-12 months of after starting operations. This would of course only possible if I am ready to run the business on my own without an employee in the beginning as I have not included any salary expenses in my calculations. This shouldn't be a problem though, as I was not planning to employ anyone in the first year or so.

**All tables mentioned above can also be found in the appendix section at the end of the report.**

## **6 Discussion, Reflections and Evaluation**

The following chapters will discuss and evaluate the entire thesis. It will first describe how realistic and feasible the whole business idea is after taking everything from the business plan in consideration.

Finally, it will include my personal evaluation of this thesis process as a whole and states some suggestions for further development of the business plan.

### **6.1 Feasibility of Loukoumades's business plan**

Considering how small-scale the business is and how little is required to start it and sustain it. I do believe that for an initial version, this business plan is quite realistic and usable to begin building the foundations of the company, although there is a lot of work to do before the business could begin with its operations.

I feel confident that this business plan will help me in beginning the company building process and eventually start serving customers by acting as a roadmap.

It is important not to forget, that a business plan should always be updated continuously with any changes and developments that might happen on the road. Therefore, I plan to revise and update my business plan after I have started operations but before the first operating period ends. I like to think anyway, that a job well planned is a job half done already.

### **6.2 Evaluation and thoughts on the thesis process**

I must be honest, along the journey of writing this thesis there have been amazing educational moments for me, but it has also had its disappointing un-pleasant times. Because of the vast amount of literature available online concerning my topic, it was hard to pin-point which are the most relevant for my case. There were so much content available online, that was focused on large corporations and firms but very little for small companies that are just starting. I tackled the challenge of getting overwhelmed by the number of available sources, by trying to pick the most relevant things from each source that I found relevant enough, rather than mainly focusing on only one or two sources.

One of the biggest un-pleasant things while writing this thesis for me was the time constraints that I faced. I had allocated a seriously short time for myself to complete this thesis, as I couldn't focus on it earlier this semester due to other overwhelming schoolwork, work-life and health issues that constantly re-occur and require operations. This is something that should seriously be considered in the future when completing similar work that requires much thought, time, and effort. I was forced to

leave some parts of my business plan more vague and un-complete than I would have wanted to. These parts must be re-visited and dealt with properly before I can confidently let the business start its operations.

Some examples of things that I feel have been left too vague is at least the marketing plan, which I believe needs to be more specific and in-depth. And I feel I must have a working website and at least a Facebook page before operations can start.

Generally, I am still happy of my work and confident it can act as a roadmap for my business as I planned it to although it will need some work along the way, which shouldn't be a problem.

### **6.3 Suggestions for the future**

To avoid any unexpected surprises from operational costs that are not included in the current financial analysis, I would suggest estimating the energy consumption needed to sustain operations. Both electricity and diesel should be considered, as they both now have very high prices compared to recent years.

If the business concept proves successful, I would also like to see an expanded market analysis for other major cities like Turku or Tampere. This could result in successful expansion of the Loukoumades business model to even more markets, of course increasing sales, and overall profits.

While selling our product out of a food truck, I can gain useful info through customer opinions and product popularity to validate the possibility of maybe even starting to sell our products in the retail market, through Supermarkets either as freshly baked in the store's in-house bakery that we have here in Finland, or simply as frozen products that are baked in our own premises.

## 7 Conclusions

The goals of this thesis were to research online literature on what makes a business plan succeed and create a framework for a successful business plan. After, which I built a business plan for my own concept of Loukoumades food-truck using this framework as a foundation. Loukoumades being a dessert food-truck that will start operating in the capital city district of Finland around 2023-2024.

Now that the business plan is completed, all there is left to do is to start building the business using the business plan as a framework and roadmap. The business plan should and will be updated along the way whenever I see fit.

I see completing this business plan as a huge leap forward towards some day serving customers delicious mouth-watering Greek Loukoumades from my food-truck. I just need to get everything else in my life organised and then I can commit to Loukoumades 100%. I can't wait to put my business plan to fruition.

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## 9 Appendices

### Appendix 1. graphs and tables

#### 9.1 Table 1: Capital spending summary

Product	Quantity	Unit price	Total price
Niewiadow food-trailer P 3,6 x L 2,03 x K 2,3	1	8,990 €	8,990 €
Kenwood Chef XL Mixer KVL4100W	1	299 €	299 €
Royal Catering Deep-frier 2 x 10L	2	239 €	478 €
Logik Freezer-Fridge LUC50W20E	1	199 €	199 €
Portable hand basin 20L	1	181 €	181 €
iZettle credit card reader	1	40 €	40 €
10x 100pcs Disposable Boat Shaped Paper Serving Tray	10	13,40€	134 €
1000 disposable forks	1000	0.01 €	10 €
Kitchen utensils	1	50 €	50 €
<b>TOTAL</b>			<b>10,381 €</b>

#### 9.2 Raw ingredients for one operating month

Item	Quantity	Unit price	Total price
Myllärin wheat flour 20 kg sack	2	17,90€	35,80€
Suomen Sokeri sugar 25 kg sack	1	22,5€	22,50€
Valio full-fat milk 1L	10	1,25€	12,50€
Meira sea salt 800g	2	0,70€	1,40€
MS 500g Dry-yeast	1	4,65€	4,65€
Mildola 10L vegetable oil	3	8,40€	25,20€
Sam honey 1,5kg	1	9,05€	9,05€
SM Cinnamon 470g	1	15,00€	15,00€
walnuts 800g	1	16,90€	16,90€
Fazer household chocolate 200g	22	0,56€	12,25€
Valio whip cream 1,75L	5	3,00€	15,00€
<b>TOTAL</b>			<b>173,25€</b>

### 9.3 Profit and loss forecast for the first operating season (30 business days)

Profit and loss forecast for the first operating season (30 business days)					
Product	Price (€)	Dishes sold (pcs)	Sales revenue (€)	Cost per sale (%)	Total cost of sales (€)
Loukoumades 4 pieces	3	600pcs	1,800 €	0,04%	72 €
Loukoumades 6 pieces	4	300pcs	1,200 €	0.05%	58,2€
Loukoumades 8 pieces	5	450pcs	2,250 €	0.04%	98 €
<b>TOTAL</b>		<b>1350pcs</b>	<b>5,250 €</b>	<b>0.04%</b>	<b>228.20 €</b>