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Business plan of a café & grocery store eco-system

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Nazir Asafov

Abstract

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OOO “Astra”

Abstract

This thesis work represents a business plan of a new project that is going to be implemented in the near future.

A café connected with a grocery store, located on the Kima Prospect in Saint-Petersburg, Russia creates an ecosystem, which grants the clients with an opportunity to save their time and enjoy a cup of coffee, in the morning or during the lunch break, near the popular areas of a visit as universities, art exhibition, high school and numerous offices

The business plan is a part of the project of cooperation of the author- Nazir Asafov with OOO “Astra”, chain of grocery stores, located on Vasilyevsky island, Saint-Petersburg, Russia.

The business plan involves a use of research methods, theoretical framework for a clear understanding of the analysed topic through the awareness of the terms and concepts of product and service, marketing, business analysis, unit sales, revenues and etc.

The purpose of the author’s work is to conduct a business plan with the main focus on aspects of financial expenditures, marketing plan, business concept, vision and competitors’ analysis.

Keywords

Astra, business plan, Vasilyevsky island, Vasilyevsky district, thesis work, grocery store, ecosystem, project, author, Kima Prospect

Contents

1 Introduction

The author has completed a business plan as a thesis work since it represents the author's enthusiasm to the descripted project, puts an attention to real cases, problems and solutions that a business organization faces during the process of a launching a new project in the Tourism and Hospitality Management field.

From the author's perspective, the topic is significant due to the reason that a practical approach is used to implement knowledge and expertise from three years of studying diverse areas regarding to Tourism and Hospitality Management. Furthermore, the thesis work is distinctive compared to the theoretical subjects or affairs in a matter of being more stimulating and practical since the project will be applied and tested in the near future. Consequently, the enterprise will be planned in a terms of the potential, vision and concept taking into consideration sufficient aspects that could benefit or disadvantage a realistic business project.

The thesis work would be captivating to diverse groups of human-beings, except the mentioned author and entrepreneurs that plan to apply the activity. A numerous amount of people that strive to be financially independent, seek for experience and examples in writing a business plan, acquire a passion for business activities would be interested in the project. Moreover, category of individuals that are involved in various enterprises, changes, fresh models in the market of Tourism and Hospitality Management would keep an eye on the work.

1.1 Objectives

One of the most critical factors for the author of the thesis are objectives and targets that the student has chosen before any written performance.

Objectives of the thesis work comprise:

- To manufacture a model of a profitable café that would suit regarding the aspects as a connection to particular place in the city, target audience and preferences of the entrepreneurs who plan to establish the project.
- Not only to maintain target market from grocery store but to earn a new wave of clients due to attention to a new café that would make clients enter a grocery store, as well.

- Apply in practice the idea of saving time of clients that use both café and grocery store. In the modern reality, human beings became busier that caused a trend of saving time for activities that do not need a large amount of attention. Consequently, various businesses projects prosper because they save our time and let humans be concentrated on activities that are found to be more life changing. A clear example would be a variety of companies that deliver cooked food boxes with diversities as a mass-gaining programme, a weight-loss one or maintaining one with exact number of calories, however united with the same idea of human being not to spend any time to prepare meals during the day.

1.2 The concept

The concept of the café is incorporation of a café and a grocery store. The places do not compete but benefit each other due to the reason as pursuit of diverse goals. The target market of existing market would appeal to a brand-new café to try some new service and product from the same trusted brand or organization. Whereas a new wave of customers from café would enter the grocery store because of its accessibility, connection in the building and advanced concept that saves the time.

On practice, it would be a daily situation when the customer would enter the building, choose a meal (for instance, sandwich or soup), beverages, gets a card with printed barcode that should be paid later. The order starts being cooked, prepared and packed, while at the same time, the client enters the grocery store and starts purchasing all needed products. Later, on payment desk, the customer gets all products scanned and transfers a barcode to a cashier. Last but not least, the client gets a receipt, provides it, gets a fine packaged and fresh-cooked order, as well as a saved time.

1.3 Research Questions

There are three research questions in the thesis work to be answered:

- How to attract customers for a new café concept?

The question includes description of the reasons, intentions for customers to visit the café, taking into consideration the specify of the project, a need to promote a new concept that is not typical for a Russian food industry.

- How to interconnect the café with the grocery store?

The second question strives to find a solution of interconnection of the cafe and the grocery store of the Astra, the way to combine two assets, avoid the independent use of one of the enterprises, make it beneficial for customers to visit both businesses.

- How to build customer loyalty?

The last question claims the issue of loyalty of the clients. A vital solution to the matter is deciding on strategies to create an emotional relationship with the buyer that creates willingness to repeatedly return to a company.

1.4 Presentation of the company

“Astra” that takes part in the project is a grocery store located in Saint Petersburg, Russia. The location of the market is the Vasilyevsky Island, one of three best districts besides city centre and Petrogradka side in the city.

Previously the organization changed the name of “Arkuda”, which was a chain of grocery stores located in Saint-Petersburg, Russia, mostly on Vasilyevsky district. The purpose to create a chain was to unite small, local markets to form a large structure, which would enable the chain to get discounts from grand products providers. Another reason for building the chain was to make a competition to X5 Retail Group- the gigantic chain of grocery stores around the Russian Federation. Later, the idea was abandoned, and the earlier label was returned since a large amount of the new participants-local markets, did not maintain the same quality of service and products, as a headquarter, and could make a negative influence on the main store in the future.

The uniqueness of the markets is differentiation from the huge chains that are famous for low prices, however poor quality of vegetables, fruits and meat products. The management of the chain found a model of selling more expensive but much higher quality products to their customers. Nevertheless, prices are accepted and known to be in the equator between large and cheap brands, and premium grocery stores.

Furthermore, «Astra» is well-known for the provided services and excellent customer service to the clients. Each customer is treated individually, especially if a selection is made in the areas of meat products, fruits or vegetables, cooked products or alcohol.

Another difference of the market are loyal clients that enter the market for years since it was found in 1999. A large amount of them is familiar with the owners, as well as with the working staff. The consequence of this approach towards customers is loyalty and a pleasant atmosphere in the store. (Asafov 2021.)

1.5 Delimitations

There are a couple of delimitations regarding my thesis work. First is set by the entrepreneurs of “Astra” organization. The delimitation involves cost-efficiency of the project, foundation on the target market and implementation of the negotiated and concept of the café.

Another limitation concerns the financial aspect- pricing, regarding to the competitive Russian café industry. Consequently, an intermediate value on the products, engaging presence and admirable quality will be applied in the business. Moreover, some parts of the thesis require distinct, local sources of information based on Russian market, tastes and nutritive preferences.

2 Theoretical Framework

One of the most critical parts of the granted thesis is the theoretical framework. It is the structure that holds or supports a theory by introducing and describing it in relation to the research problem. It demonstrates an understanding of theories and concepts pertinent to the research topic. Theoretical framework also provides information on the broader areas of knowledge under consideration, the explicit statement of theoretical assumptions allows the reader to critically evaluate it.

It connects the researcher to existing knowledge by guiding the researcher with relevant theory, as well as by providing the basis for hypotheses and research method selection. (Grant & Osanloo 2014, 12). The theoretical framework regarding the author's thesis work discusses the following terminology as:

- product and service
- business plan
- marketing plan
- business analysis.

2.1 Product and service

The product is defined as the object of the process of exchange, a matter that is provided for potential clients by the producers or suppliers and considered to be of fair or leading value. Obviously, that "subject" is a money or equivalent to it, which is publicly accepted to store a value, freely exchanged and welcomed. Beyond the conception of money, people must address to barter or counter trade when two sides form an agreement between themselves as how many pounds of particular product equal a ton of another.

For instance, how many pounds of fish are worth a yard of clothes or how many barrels of oil are worth a ton of rice. This means that an exchange happens when there is a demand for the object in question and desires to swap other assets or objects that are visioned as possessing value. An opportunity for producers to generate supplies of the product in question and for developing markets where supply and demand face each other to jointly delight exchange relationship. (Baker & Hart 2007, 40-42.)

Regardless of the degree of contact between manufacturer and consumer, a producer's activities have value only to the degree that consumers are willing to trade. As a result,

supply has always been subordinating to demand, even if it appears to be the other way around during times of scarcity. Thus, the ‘rediscovery' of marketing in the second half of the twentieth century reflects the prospects for surpluses in most markets for goods and services in more advantaged industrialized economies where growth in population has re-adjusted and technological advancements result in ongoing economic gains.

Because of the potential for abundant supply – which will almost certainly lead to a decrease in the presumed value of the total supply and the valuelessness of what cannot be consumed – producers have become much less certain about the volume of sales for their products. Determining and evaluating demand for specific products has become a key concern, and it is with the nature of the demand that entrepreneurs should begin the investigation into the question "What is a product?”. (Baker & Hart 2007, 42-44.)

Whereas services, that in contrast to goods can be touched or handled, are non-physical, intangible components of the economy. Business services are activities that benefit businesses without supplying physical goods. These services are used by businesses for marketing, production, safety, cost savings, and convenience.

The first point to make is that at least three schools of thought exist regarding the presence of a separate sub-field of service marketing (as it does with most other sub-fields of marketing – industrial, non-profit, and etc). The first school of thought contends that products and services are two distinct sides of the same coin, and that marketing theories and methods apply equally to both. The second school of thought disagrees, claiming that there are substantial variations between products and services that necessitate a completely different marketing strategy. The third school of thought contends that the fundamental rules apply to both, but that the distinct nature of services necessitates a seven-element marketing mix, with process, physical evidence, and people joining McCarthy's familiar four Ps of Product, Price, Place, and Promotion. The majority of the debates about the distinctiveness of services revolve around the fact that services have certain characteristics that set them apart from traditional 'products.' This is true for intangible nature and separateness, not so for heterogeneity, perishability, and fluctuating demand. (Baker & Hart 2007, 55.)

According to Marketing theory, "intangibility is probably the most significant component in discerning services from goods." While objective criteria can be used to identify the nature and outcomes of physical products, this is possible only to a limited degree in the case of services. (Baker & Hart 2007, 56.)

Shostack on the “Figure 1” represents the framework among the product and services entities, which illustrates the diversity of business activities in the terms of products and services. Intangibility is one of the core factors that differentiates products from services. Even

though, objective criteria can be used to describe physical object, services can only be partly involved in the process. For that reason, some parts of the service are made to be tangible in order to create the loyalty in the clients, even though the affect is still limited regarding services. Since it is acknowledged that customers are implicated with a combination of tangible and intangible products and services, Shostack illustrates it in the concept with examples of dominant entities of the products and services as “salt” and “teaching”. (Baker & Hart 2007, 56.)

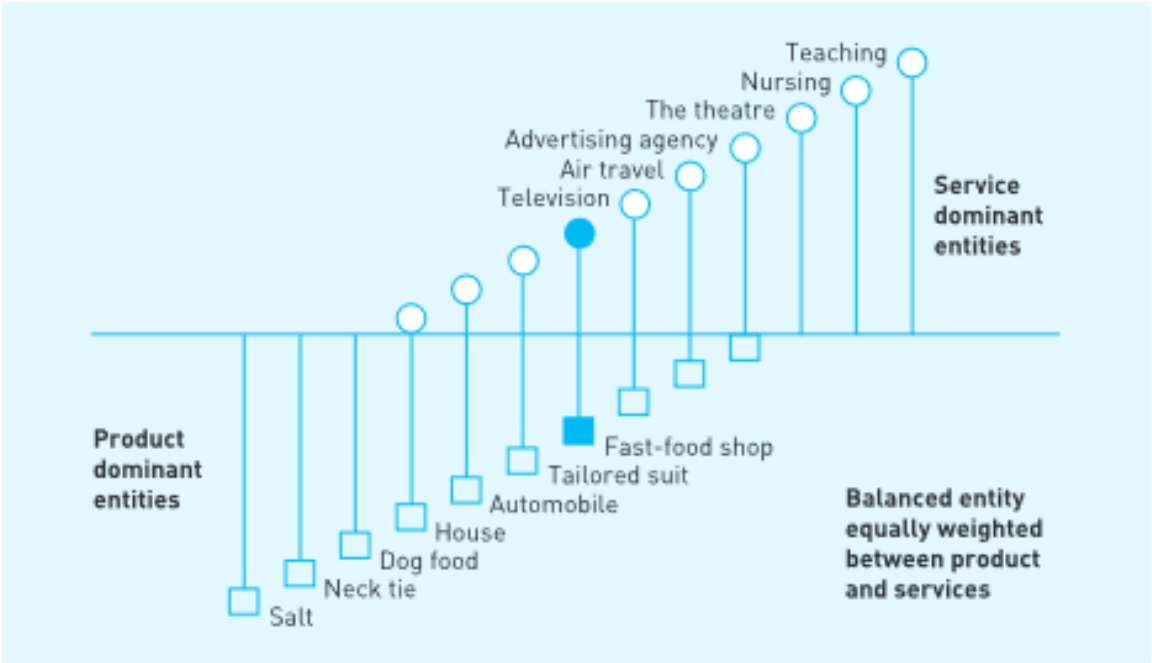

Figure 1. Scale of elemental dominance (Baker M. & Hart S. 2007)

2.2 Marketing

The term of marketing contains many definitions, nevertheless each of them involves deficiencies, a generally accepted explanation has not been accomplished. Philip Kotler states that marketing is a social and managerial measure by which individuals and groups obtain the needs through generation and share of the products and value with others. The meaning of the term is formed on an essential aspect of marketing as value. Value is a point of affair regarding of gained and paid, affected by marketing activities. For instance, companies offer a product with larger quantity, for instance- 15 percent extra free, to create increased value

for the clients. The key point of the method that it does costs an insufficient number of investments for the business but significantly boosts the value for the customers. The drawback of Kotler's definition is that it attempts to incorporate all trading processes without a contrast among customer and seller. The mentioned fact broadens the understanding with a consequence of not being effective to describe what is considered as marketing and what is not. (Blythe 2013, 4-5.)

Another aspect of Kotler's definition of marketing is the adoption of terms "want" and "need". For individuals that are not involved in marketing, a need is related to survival, although a want is a momentary wish. For marketers these terms incompetent since a large number of products are essential for one group of people, whereas prestigious for another and threatening to others. In that manner, an example would be diabetics who have a need for insulin, while at the same time insulin injection is dangerous for non-diabetics. Or seafood could be essential for life on an empty island, however it would be luxury in a restaurant. This issue is not particularly linked with an illustrated, but such definitions need to be addressed if the terminology of Kotler is to be understood and applied. (Blythe 2013, 4-5.)

Another understanding by The Chartered Institute of Marketing (CIM) about marketing is the management process which identifies, anticipates, and supplies customer requirements efficiently and profitably. The approach of The Chartered Institute of Marketing to the term is to put a customer in the centre of the business strategy focus only on the buyers that produce a profit. A product development requires a numerous market research activity that stimulate following needs of the customers through identifying clients' desires and supplying necessary products or services. One of the implemented beliefs in the term is that marketing is a management process and requires investments, planning, analysis, evaluation and supervision. (Blythe 2013, 4-5.)

Even this definition has several weaknesses. First, there is a section of non-profit organizations, as charities, as mental health campaigns, that involve a direct marketing but do not suit the CIM's paradigm of profit-oriented organizations. Secondly, other stakeholders as employees and shareholders are left behind, marketers have an input in the cooperation and exploring the needs of the customers. Moreover, people who have purchased a product and people whose needs were met are consistently diverse. An example would be situations, when the present is being purchased for someone else or when parents have a financial ability in comparison with the children, to acquire a product or service, however the consumer whose demands were satisfied is the child. (Blythe 2013, 5.)

American Marketing Association suggest that marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to

create exchange and satisfy individual and organisational objectives. The definitions imply the idea that marketing is the managerial process with an aim to appease the personal needs. Moreover, the framework contains an idea of trade network that is formed on meeting targets of organization, not depending on the term of profitability. (Blythe 2013, 5.)

The definition is not an exception and endures due to the narrow focus, excluding the fact that marketers observe the competitors. None of the definitions addresses the point, however many organizations offer an excellent product or service with proper price, nevertheless their business opponents provide a product or service with superior price or quality. What is more, the less favourable product or service in all manners can be successful if offered at a more convenient location or time. An example would be a traveller that arrives late at night and would not be able to estimate different accommodation offers and benefits, related to the options, consequently the most available and smoothly accessed option would be chosen. (Blythe 2013, 6.)

Finally, a definition that contains the mentioned idea:

"Marketing is the process of achieving corporate goals through meeting and exceeding customer needs better than the competition."

Jobber expresses that all company's intentions and actions should be focused on the customer needs, rather than on the other stakeholders. Notwithstanding the case, compared to previous meanings and approaches, the definition is found as a leading one because customers are crucial and most vital part of the business. (Blythe 2013, 6.)

As Peter Drucker stated in 1999:

"Because the purpose of business is to create and keep customers, the business enterprise has two-and only, two-basic functions: marketing and innovation. The basic function of marketing is to attract and retain customers at a profit".

As a result, marketing strategy is a significant part of any business plan, which releases the company's plan to target the ideal customer in a smart way, to reduce the costs of marketing and increase the chances of converting leads into sales, attract and keep customers, to conquer strategy to follow clients' needs, offer a product or service that is more competitive between other options due to diverse factors as brand of the organization, new technology or offer, advanced price, convenient logistics or modern trends. (Blythe 2013, 6.)

2.3 Business Analysis

At its most basic, business analysis is a preliminary assessment of market demand and expenditures based on data that should now be more considerable than managerial hunches. Earlier assessments may have relied on assumptions about market rates of growth or the stage of the product line on its PLC, but now is the time to try to nail down specifics like production costs, unit pricing, indirect expenses, and the effect of the new product on the sales of product offerings, and to evaluate these in light of likely revenues. It's not effortless to precisely define these specifics.

First, the costs are hard to estimate because the project team is still working with a concept rather than a physical product. Second, depending on the organisation's strategy or the arbitrary preferences of its financial advisers, these figures could be constructed in a variety of ways. The business analysis for a new product relies heavily on market research from previous phases in the development plan. Similarly, changes to the business analysis will be made as a result of subsequent activities, which will also be based on market research.

The performance of market research data, as in all cases where it is used, will influence the decisions made. Market analysis data is commonly used as primary inputs in business analysis for existing offerings. The techniques' outcomes are frequently numerical, lending great 'factual' weight to their meaning.

According to Howell (2006), writing in PRTM's Insight magazine:

“conventional financial methods...such as return on investment and net present value need to be supplemented with other indicators of value such as market opportunity (size, growth, penetration potential, novelty); internal fit (portfolio balance, strategic fit, risk, resource requirements); technology (complexity, newness, leverage of existing capabilities); market milestone expectation (number of customers, number of product launches, favorable press stories).”

The clarification of financial analysis for new product decision making is done in three stages. First, there are fundamental financial concepts that underpin any income forecast. Second, a number of significant tools are investigated for analyzing the potential economic performance of a new product, which may not exist in a produced, tangible form at the time of the financial assessment. Third, the specialized research-based methods, that have been developed to assist decision makers, are introduced to determine whether or not to proceed with the development of a particular new product.

Basic financial concepts for financial viability for a new product include: (Baker & Hart 2007, 296)

- unit sales (expected)
- revenues (net sales value)
- production costs (fixed and variable)
- direct marketing costs
- incremental profit (expected)

2.3.1 Unit Sales and Revenues (Net Sales Value)

Throughout the product development cycle, the team has a focus on 'how many' of the products are likely to sell. As it has been seen previously, a few steps add value to a firm's understanding of the possible sales volume. At the heart of this estimation is the concept of market size, which appears in almost every phase of product procedure, from strategic planning to test marketing. Some of the methods are used to determine revenue potential. (Investopedia 2021.)

Net Sales Value (NSV) is defined broadly as total sales after standard trade price cuts have been applied. Clearly, estimating NSV is critical, though its arithmetic is not without complications. Aside from predicting unit sales, the complexities of evaluating Net Sales Volume include (a) taking into account the customer mix for the new product, as well as the extent to which discounts are variable, and (b) allowing for target-based discounts, which are given to the distribution platform regarding the achievement of originally set sales targets.

It should be acknowledged that diverse distributors may have negotiated different, or even conflicting, terms. Since sales promotion (including introductory discounts) is a key component of a new product release, financial modifications are considerable. Where discounts have been negotiated with distributors based on targets, NSV is fairly easy to determine, because discounts rise with volume sold and this type.

2.3.2 Production costs (fixed and variable costs)

Each company typically assigns manufacturing costs in a particular way, and they are categorized into two kinds of costs: fixed and variable.

Fixed costs are those imposed regardless of sales volume obtained, until, of course, new plant or equipment is required to increase production and sales even further. Because of the special acquisitions required for production, fixed costs can be very large for new products. Fixed costs are therefore usually higher for capital equipment such as manufacturing plant, robots, or machine tooling that may be required to produce a new product.

Fixed costs should not, however, be confused with sunk development costs, which have already been accumulated in the progress and cannot be recovered even if the decision to suspend the advancement is made after the stage of business analysis.

For illustration, if one of the companies serving the professional presentation markets with goods such as slide carousels or overhead projectors wish to add data projectors to their portfolio of presentation appliances, all of the design and framework development work, early market research reports or user feedback research, as well as institutional costs of predicting financing equipment needed, would fall into the category of sunk costs: they do not have capital assets and have no salvage value.

The issue with sunk costs is that they do reflect an asset, which leaders are sometimes hesitant to write off when there are doubts about the development's success. There could be a temptation to 'throw good money after bad,' which must be avoided.

Variable costs are those that vary with the quantity of production, such as raw materials, direct labor, warehouse, storage, and distribution. Regardless of whether volume of sales increases or decreases, variable costs per unit remain constant. (Lumen Learning.)

2.3.3 Direct Marketing costs and Incremental Profit

Certainly, direct marketing costs will be high for a new product release in relation to new product sales. Identifying a few, above and below-the-line advertising, sales promotional material, and other sales-related extraordinary items (such as a sales conference or meeting) are included. If the product's estimated life is five years, it is prudent to consider all costs over a five-year period, due mainly to cost variability that are normal with a new product launch.

Once all of the previous information has been gathered, an estimate of the investment return can be made. Figure 2 includes a simplified set of data input variables, whereas in most cases, financial directors may insist on including overhead and other expense items such as cannibalization losses.

The income and expenses should be schemed over a number of years – five are shown in the table. As an example, the incremental profit contributed by this new product in the second year is £250,000, £600,000 in the third year, and so on. Although this is a simplistic version of the analysis, it illustrates several factors that are common in financial issues in new product development.

Firstly, variable costs are presented as the half of net sales value, demonstrate a constant proportion of sales and vary with the increases in sales volume. Secondly, marketing costs are at their highest during the launch and post-launch stages. Finally, the losses in the early stages of a new product's life will be aggravated by a corporation tax.

TABLE 11.1 Basic financial summary for new product X (£000)

	Year 1	Year 2	Year 3	Year 4	Year 5
Net sales value	1,000	1,500	2,000	3,000	4,000
Fixed costs	1,000	200	50		
Variable costs	500	750	1,000	1,500	2,000
Marketing costs	200	300	350	300	300
Incremental profit	(700)	250	600	1,200	1,700
Cumulative profit contribution	(700)	(450)	150	1,350	3,050

(Brackets indicate losses.)

Figure 2. Basis financial summary for new product (Baker M. & Hart S. 2007)

To begin, consider the relationship between net sales value and variable costs. Variable costs are shown here as half net sales value for clarity, but the essential consideration is that variable costs show a constant proportion of sales, precisely because they differ with rises in volume sales. The high fixed costs in the first few years of the product's life are another point to consider.

Fixed costs are 'written down' year after year and become less significant in the product's profit profile over time. In other words, a 'disproportionately' high standard of fixed costs is bound to have an impact on the first few years of a product's cashflow.

That is the reason why, in order to be a useful decision aid, a competent financial analysis must go beyond the launch and immediate post-launch timeframe.

Third, marketing costs also pursue a generalized structure, focusing on some of the premises of the product life cycle. Marketing costs are largest as a percentage of net sales value during the launch and post-launch stages.

Nevertheless, if such a cost can be borne, the long-term payoffs in market awareness of the new model, which translate into sales, will have a better chance of being realized, as illustrated in the example above. Eventually, losses in the early stages of the life of a new product line will be exacerbated by corporation tax (Baker & Hart 2007g, 313).

2.4 Strategy of a Business Plan

The ultimate goal of creating a business strategy is to establish a profitable enterprise. In the end, writing a business plan that can raise the capital you need is pointless if your venture is doomed to fail from the start. As strategy is developed, it is vital keep in mind your company's long-term needs and establish ideas that will improve both your company's overall performance and your personal satisfaction. (Swanson 2017, 5-6.)

The elements listed below, which are explored in depth in this chapter, are the most important for business success and should lead your planning process:

- business concept
- understanding the market
- responding to trends
- clear strategic position or consistent business focus
- capable management
- ability to attract, motivate and retain employees
- financial control
- anticipating change and adaptability
- company’s value and integrity

2.4.1 Business Concept

The fulfillment of requirements is the foundation of all business. Individuals can design a fantastic new machine, but if it does not address a genuine and pressing need or desire, people will not make a purchase, and the business will fail. Even Thomas Edison recognized this fact, "I don't want to invent anything that won't sell." (Abrams 2014, 4.)

It is vital considering that successful businesses incorporate at least one of the following elements: (Figure 3)

- something new- manufacturing a new product, service or technology, bringing an unexpected differentiation to the market
- something better- focusing on the existing product or service, however advancing some of its elements, for instance price or technology
- an underserved or new market- niche market that strives for new organizations in order to fulfill the needed demands
- new delivery or distribution- an ability to offer a product or service with a cheaper logistics or extended delivery area
- increased integration- combination of the processes as a manufacturing and selling or providing upselling in the same geographic area.

The launching company should encompass at least one of these factors, preferably more than one. Ideally, entrepreneur can introduce a new or improved product or service to a well-defined but underserved market, perhaps through a more efficient distribution channel. Examine how the business concept addresses the elements listed above. At least one aspect of the concept should be strong. If not, individuals should consider how the business will be competitive. (Abrams 2014, 4.)

Figure 3. Successful Business Elements (Abrams R. 2014)

2.4.2 Understanding the Market

It is not enough to have a brilliant idea or a new discovery as the foundation of the business; professionals must also have a large, visible, and interactive market. If market is too limited, visitors can't reach it effectively. Regardless of how attractive the business concept is, it will fail. Consider the ATM, which can be found on nearly every street corner. It was invented more than ten years before it became popular, but the company that first marketed the ATM was unsuccessful because humans were not yet willing to trust machines with their money. (Abrams 2014, 5.)

First, determine whether market demand is sufficient to sustain the company. For example, if a flower shop is opened in a neighbourhood where none exist currently, what are the indications that the residents of the neighbourhood are interested in purchasing flowers? Are flowers currently bought from a local supermarket? Is there a correlation between national statistics on flower purchaser demographic trends and area demographics? Perhaps the team should conduct a survey of the residents of the neighbourhood, inquiring about their flower-buying habits and preferences. Next, if a new product or service is developed, what indications does the owner have that the market will accept the company? One of the most demanding and unpredictable aspects to assess is market readiness. That is why, before introducing a product, companies invest extensively in market analysis. It is a common situation for the brand-new organization, as the one in this thesis work, not to have the funds to undertake extensive market research, however, even a minor amount of analysis, with the help of qualitative and quantitative methods can help to gauge the receptivity of a particular market to the business idea. (Abrams 2014, 5-7.)

Organizations do not operate in a vacuum; in general, the company is affected by the same conditions that affect the whole industry. If consumer spending falls across the country, there's a decent possibility of the similar effect on the organization of the control. To make an example, if a small café contains losses in particular period- a restaurant in city centre is also affected with profit recession. It is critical to examine the major trends that will influence industry in the future as well as its current state. Is the industry incorporating as large corporations merge to form corporate giants? What is the status of cost pressures, users demand, part and supply availability, and global competition? (Abrams 2014, 5-7.)

2.4.3 Clear Strategic Position, Business Focus, Capable Management

The innovation of an evident positioning strategy that distinguishes the company from the competitors in the market and then remaining focused on that position—is a critical component for effective business. Often, businesses struggle because leadership loses track of the enterprise's central character. Defining a clear strategic position allows to capture a specific market niche and differentiate from the competitors. Various organizations may sell the same product, but everyone could have a very deeper interpretations of what its business is all about. (Abrams 2014, 7-8.)

The growth of a company aesthetic or corporate culture is a second aspect of positioning the company and maintaining focus. By developing a consistent style that pervades every business' performance, from the design of the stationery to personnel policies, a company instils trust in the clients and staff. A Statement of Mission can be defined as part of the business scheme system to help specify the emphasis and identity of the company. This Mission Statement should direct the company's short- and long-term activities, position the sales promotion, and impact company's internal rules. Competent management, probably more than any other component, comes out as the most aspects that affect corporate achievements. People in key positions are critical in determining the company's health and profitability. (Abrams 2014, 7-8.)

Furthermore, because effective management is critical to business success, many investors and venture capital organizations place the highest values on this element when analysing business proposals and settling on loans or investments. Professionals pay particular attention to the management part of a company strategy. The company strategy should instil trust in the management team's skills, and the management team should be selected carefully. A successful manager that represents the centre of company’s capable managerial power includes several factors as long-term working experience or solid management background; realism in understanding the need for careful planning, hard work demands and desires of the clients; flexibility to variable changes and ability to show leadership, work well with different characters of human-beings. (Abrams 2014, 7-8.)

2.4.4 Financial Control and Ability to Motivate Employees

A business is only as effective as its employees. The capacity to locate, attract, and retain exceptional people and managers is critical to a company's long-term success and competitiveness. Staff morale also has a large influence on a company's performance, quality of

products and services, and capacity to deliver excellent customer service. Employees who are dissatisfied with their jobs are less likely to perform well. Satisfied workers are significantly more likely to want to see their firm flourish have a significant impact on a company's bottom line. As part of the entire business planning process, it is critical for a firm to analyse its management style and regulations. Key stages in the process include developing management policies that treat employees fairly, establish opportunity for progress, guarantee adequate job security, and provide compensation and benefits. (Abrams 2014, 9-10.)

Any business should be reassured about the information needed to comprehend the financial picture on an ongoing basis as the construct company plan. What does it take to be opened every month? What is the actual source of profit? How much expansion is required to sustain growth? What are the company's hidden marketing costs? What are the consequences of organization's credit policies? (Abrams 2014, 9-10.)

Financial control includes creating methods to keep updated as the business grows. It is simpler to develop effective financial practices from the start since it is preferable to begin than to wait until the face of a financial catastrophe. An executive of the business should receive through financial accounts from the management team at least once a month to examine financial data for any departures from your strategy or signs of anticipated cash flow issues. (Abrams 2014, 9-10.)

2.4.5 Anticipating Change and Adaptability

Change is unavoidable, and the rate of change is rapidly increasing. In today's environment, the business must anticipate and respond to change swiftly, as well as teach its people to be adaptive. Companies that are fast to analyse and adjust to changing situations are more willing to succeed. Future of businesses can be affected by technological, sociological and competitive factors or the ones beyond the listed factors, as Covid-19 pandemic that largely affects the working hours and presence of the Tourism and Hospitality sector. Therefore, an organization should be prepared to consider how to deal with these external developments while establishing the business plan. A company’s team should expect significant internal changes as well, such as expansion, the entrance or departure of important individuals, and the introduction of new goods or services. (Abrams 2014, 9-10.)

2.5 A company’s Value and Integrity

A company is not able to stay in business unless it is making a profit. However, studies of company performance over time have shown that organizations that emphasize goals in addition to producing money do better and last longer than enterprises that are just driven by profit. It is vital to resemble the principles in the company in a business plan. These values can be focused externally (at attaining some corporate, social, or environmental purpose) or inwardly (at establishing a specific sort of workplace or product or service quality), or both. (Abrams 2014, 11-12.)

Communicating the organization's values to personnel, distributors, and even consumers may help to reinforce their dedication to your company. Values-driven organizations tend to recruit and keep talented personnel, and they can typically withstand short-term financial failures better since employees and management share a dedication to objectives in addition to cash incentives. (Abrams 2014, 11-12.)

3 Research Methods

After taking part in courses and studying the lecture materials, I gained an extremely crucial amount of knowledge that was significant for understanding the whole subject that would benefit a critical part of my thesis work. Part of the thesis involves application of one or two research methods- qualitative and quantitative ones.

Qualitative research involves collecting and analysing non-numerical data (e.g., text, video, or audio) that helps to understand concepts, opinions, or experiences shared by other people.

While quantitative research method emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. (Scribbr 2020.)

One should clearly differentiate methods as they obtain differences between them. Researchers that prefer to use qualitative methods use diverse sources of information to understand the topic of their studies. These sources usually include in-depth interviews, focus groups and standardized interviews.

Moreover, quantitative research is about numbers and statistics, while qualitative research associated with words and meanings. Quantitative methods include systematic collection and analyse of the data, while qualitative methods consist of exploration of ideas and experiences in depth. Another vital point to be aware of the diversity of the methods of qualitative research that was an important part of a lecture material and the author's own research. (Key Differences 2018.)

Personal interview is one of the most common qualitative research methods. The great advantage of this method is an ability to gain a precise data from respondent due to ability of the researcher to ask a variety of meaningful questions. The interview takes place around 1,5 to 2 hours where researcher can get not only verbal answers but also ones from body language. (Seidman 2006, 15-22.)

A focus group is also one of the commonly used qualitative research methods. The main goal of the method is to get answers to the "why" "what" and "how" questions from a limited number of respondents (up to ten) within your target market. (Wikipedia 2021.)

The case study method is one of the methods that has been evolved in past recent years, which closely relates to fields of social studies and education. I believe, the method is one

of the common for a use, however a deep understanding of the research data is required (The University of Melbourne 2011).

Record keeping is the method, which aims a «library concept». Relevant data, reference material is stored as books and can be used in the process of research (Peng).

Ethnographic research is a method that expects the researchers to adapt to the target participant's environments which appears to be as from an organization to a city or as from any remote location. Overall, it is difficult in practice and a time-consuming method, which depends on the qualifications and ability of the researcher to evaluate and structure the data (Emerald Publishing 2021).

Moreover, there is a variety of quantitative research methods, where most vital are:

- Survey research

The method is used to ask questions to a group of respondents, using various types such as online polls, online surveys, paper questionnaires. Each organization, not regarding on size or mission intends to understand what their customers think about their products and services, how well are new features faring in the market and other such details (Ruel et al. 2016, 2-13).

- Correlational research

This method is conducted to establish a relationship between two entities and how one impacts the other and what are the changes that are eventually observed. The research method is made to give value to naturally occurring relationships, and a minimum of two diverse groups are required to complete this quantitative research method successfully (Voxco).

- Probability sampling

Probability sampling contains four types that are simple random sampling, stratified random sampling, cluster sampling and systematic sampling. Probability sampling is used to divide individuals from population in order to make samples. (Ruel et al. 2016, 123–148.)

After familiarizing myself with qualitative and quantitative research methods, I have completed a choice of applying qualitative research methodology to my thesis project. Personal interview is a method that was found as the most effective for author's thesis case.

3.1 Personal Interviews

An author has completed three personal interviews with the executives and managers of the Astra organization as a part of the implementation of qualitative methods in the thesis work. Vagif Asafov was initiative and suggested personal interview as one of the research methods to use in the author's thesis work. Personal interviews were conducted face-to-face on the 15th, 18th of September in the head office of the organization and 26th of September through « Microsoft Teams».

The topic of the personal interviews was the development of the new café and its cooperation with the grocery store. The interview of the respondents included the same nine questions while data collection required approximately thirty minutes when the interview was conducted. The analyse with results will be provided in the same subsection.

The questions included in the personal interview were the following:

- How the company can market the new ecosystem of a café and grocery store between existing customers?
- How the company can market the new ecosystem of a café and grocery store between new clients?
- What is the budget to implement a project?
- What equipment and constructions should the company involve in the project?
- What is the café's financial strategy in terms of pricing?
- What is the company's HR strategy?
- Which tools "Astra" is going to use for job employing?
- What are the respondent's suggestions about a menu of the café?
- What is the uniqueness that will differentiate "Astra" between the other competitors around Vasilyevsky Island?

3.2 Results of the research method

Ruslan Asafov approved a vital difference of marketing new and existing customers. Existing customers will be attracted to a new part of the “Astra” brand, café, for the reason of trust between loyal customers and the company, which was proved on practice on the launch of branded products. Moreover, another marketing tool with benefits for the clients is a discount program that is planned to be implemented between the café and grocery store. The program’s aim is to support and interact both sectors with each other, create a connection that would appeal the clients to enter both of the areas, involve loyal clients of the grocery store to the café and create an interest of new clients to visit the grocery store.

During the meeting session in Astra, it was stated that the budget of the project is expected to be cost-efficient and should not exceed an amount of eighty thousand euro.

Most of the equipment and constructions, as countertop and kitchen (stove, sink) were implemented and built by the current owners and previous leaseholders. Nonetheless, renovation and design of the café area, as well as an equipment related to production of coffee and food service machinery needs to be purchased and taken into consideration in a financial part of a business plan.

Lyubov Stadnik mentioned that it is vital for the new project to maintain the same financial strategy in terms of pricing, as in the grocery store. In other words, the quality of the produced products should be pleasant while the prices permitted to be medium, not excessive.

Another vital point during the personal interview was a human resource strategy of the company. While Russian market has a drawback of low incomes and overwork, the company’s position is to follow an idea of emphasis towards staff’s well-being. Therefore, a suggested solution to the issue was to imply part-time workers, however maintaining same wages to permanent employees.

Astra as an organization finds job employing vital since hired individuals represent the organization and significantly influence the future of the company. A crucial method to complete a correct team selection includes personal interview and brief physiologic tests that illustrate the character of the candidate. The questions include the examples of possible situations on the job place and the choices of the actions that would be implemented in particular periods.

The suggestions about the menu included a framework of differentiation towards other places in terms of excellent coffee quality, while competitors manufacture coffee through

cheaper tools. Moreover, critical point is to implement the view of luxury leaders in the market that sell modern to-go options that would appeal to diverse type of customers. A key point to achieve the result is to base not only on the taste but also on the look and shape of the product due to current food trends and development of social media.

Nevertheless, one of the discussed differentiations that would make the organization exclusive in comparison to other coffee shop, not only on targeted area, but also on the Vasilyevsky Island, is a relation to coffee roasting and consuming traditions of Turkey, which is a developing trend recent year in Russian Federation.

4 Financial Plan

On executives meeting on the 15th of August, an annual budget for the project was determined to be cost-efficient with a limit under seventy thousand euros. The factors that have limited expenses for the project of “Astra” are:

- ownership of the building, both for the café and the grocery store. In other words, a lack of necessity to pay the rent for the territory of the cafe
- built facilities for the café, as a countertop and kitchen (stove, sink). The equipment was previously installed by ex-renters
- storage room from a grocery store that contains enough place for the raw ingredients from the café
- office area for both a grocery store and a café (personal computers, fax/printer, phone, furniture, file cabinets)

Expenditures for the café include: (Bplans.)

- food service equipment (microwave, toasters, blender, kitchen utensils)- 600 euro
- multifunctional coffee machine- 1800 euro
- specific coffee machine for Turkish coffee- 277 euro
- coffee grinder- 30 euro
- raw ingredients related to coffee (coffee beans, diverse kinds of milk, cream, packets of sugar, low-calorie substitutes, syrups, spices, branded cups with caps, straws)- 10417 euro
- raw ingredients related to food options (vegetables, fruits, meat, sauces, spices, nuts, beverages, oil, sweets, grains and etc)- 15626 euro
- take-away packaging (containers, food appliances, crafted/branded bags)- 5063 euro
- annual wages for two baristas-9528 euro (share shifts), one chef- 5552-euro, part-time chef- 2028 euro (weekends only), part-time cleaner (works few hours a day)- 3132 euro
- electricity, water- 1447 euro

- renovation and design of the café area- 2356 euro
- branded uniform for the employees- 181 euro
- documents and license registrations- 604 euro
- marketing costs- 5787 euro

Listed figures are identified as operating costs that are separated into several groups- fixed, variable and start-up costs. All figures are converted to euros, according to current exchange rate. Prices and salaries are listed according to Russian market and can differ from tariffs in Finland. (Bplans 2021.)

Variable costs on the (Figure 4) are introduced as expenses that change in proportion to how much a café sells. Costs can increase or decrease depending on a company's production or sales volume (Corporate Finance Institute.).

1	Variable costs	Price, in euros
2	raw ingredients related to food options	15626
3	raw ingredients related to coffee	10417
4	marleting costs	5787
5	packaging, take-away boxes	5063
6	**Total**	**36893**

Figure 4. Variable Costs

Whereas fixed costs (Figure 5) are business expenses that are not dependent on the level of goods or services produced, in other words-indirect (Investopedia 2021).

Start-up costs (Figure 6) include all costs that occur once in the opening process of the café, occur before the launch of the project plan, before the first month of operations, as the purchase required equipment (Bplans 2021).

After concluding all expenditures, an author conducts total costs of the business (Figure 7) that illustrate a realistic launch and a one-year maintenance of the café project, including

marketing campaign and possible additional costs complies 67 316 euro. (MegaResearch 2021.)

Fixed costs	Price, in euros
wages	20240
possible additional costs	2888
electricity, water	1447
Total	**24575**

Figure 5. Fixed Costs

Start-up costs	Price, in euros
renovation and design of the café area	2356
food service equipment	1600
multifunctional coffee machine	1295
documents and license registrations	604
specific coffee machine for Turkish coffee	277
branded uniform for the employees	181
Total	**6313**

Figure 6. Start-up costs

Costs of the business	Price, in euros
variable costs	36893
fixed costs	24575
start-up costs	6313
Total	**67781**

Figure 7. Costs of the business

5 Vision of the cafe

A business plan is the first step towards making the cafe-ownership dream a reality, so visioning big is essential for the future cafe or coffee shop. (CFI.)

The vision of the Astra café is an ecosystem created due to cooperation of a grocery store and the café. The ecosystem is expected to be a place that fulfils all nutritive needs of the clients both as a selection of packaged, branded, raw and fresh cooked products.

The environment of the place is planned to be mentally warm and cozy for the visitors due to several factors:

- It develops trust between the customer and the organization brand
- Attracts the clients to come back
- Presents as a place to stop by and relax from megalopolis's busy atmosphere
- Targets families to visit the building.

A crucial question to answer is how to create the illustrated atmosphere in the new business?

Firstly, it is an essential element of communication between the working staff and the customers. That is one of the most critical aspects listed. A management team should make a selection of the employees that are eager to maintain a deeper communication with the customers. The aim of the approach is to differ from the other companies in the Russian market and create a habit in the visitors to obtain a caring service, which would create a flow of loyal customers.

Secondly, a quality of the product should determine the care that the working team applies during the process of manufacturing the products. The future café is not a project that was planned with minimum investments to produce maximum profit that sells an average-cheap or moderate taste of coffee, duplicate upselling. On opposite, the concept is to create a quality standard, trust and belief in uniqueness of the place, relation to a client as a family member. (Tom Wright, 2021.)

6 Target Market

Target market is a term that illustrates a desired group of customers for a business that has more potential to purchase the products or service of an organization. Consequently, the new project is not an exception and aims for particular target market. During the research, demographic, geographic, psychographics and behavioral factors were analyzed as the hypothetical elements to determine company's perspectives (Inc. 2021).

A statement to focus on demographic aspect of target market was decided on a meeting related to the future of the project. The reason for targeting only a particular area of the city is the fact that the developing project of a café suits diverse ages, nationalities, genders of the clients, unites different groups of clients in a motive to fulfill physical and mental needs of the human beings (Wikibooks 2020).

The demographic ambitions of the organization lead to Vasilyevsky Island, particular the area of prospect «Kima» for the purpose of absence of a delightful coffee shop that would demonstrate at least a middle level of service and coffee roast. In this manner, a future project could dominate the area of the prospect and start making a competition towards well-known cafés around Vasilyevsky Island. (Formplus 2020.)

The interest and capability of the Astra's executives about the «Kima» prospect is formed on several aspects of the location: (Yandex 2021.)

- Proximity to the office buildings, the employees of which are coffee admirers in the morning and during lunch breaks
- Proximity to university of Arts and Herzen university (Zoon.)
- Proximity to the high school that appeals for a visit to young people and professors, same as for mentioned universities
- Proximity to a famous art exhibition center «Loft Project Etagi», regular exhibitions attract a new flow of clients on weekends when prospects of education are closed
- Mentioned attractiveness of locals to visit a café on the way to the grocery store.

Listed factors clarify the need for an establishment of a café to fulfill the need of a local citizens to enjoy a fresh cup of a coffee or have a quick lunch break, neglecting the consequence of traveling beyond the prospect to maintain the desired quality of the products and services provided in the other parts of the Saint-Petersburg.

7 Competitors' Analysis

The main two competitors near the target are two large coffee shop chains- «One Price Coffee" and «Coffee Bon». One Price Coffee is well-known chain in the market famous for its standards, cheap pricing policy. The first coffee shop opened in 2018. The founders of the chain are a professional retail management team with experience in opening and organizing over 7000 stores. Two hundred and thirty coffee counters around the Russian Federation were opened through the franchise system. The company is represented in the variations of standard café, «café window" and "café island» (One Price Coffee 2021).

Coffee Bon is a chain of expresso bars, particularly in Saint Petersburg. The organization keeps a focus on the fact that each of the produced ingredients has gone through several quality checks before it ends up in the favorite beverage; each barista undergoes intensive coffee training before preparing drinks. Publicly, the coffee shops are associated with higher-level products, as well as more expensive pricing policy (Coffee Bon 2021).

Competing with that kind of chains is challenging and motivating, nonetheless the locations of the businesses are beyond Kima prospect and do not affect the operation in the area due to the fact, that the coffee shops are located in thirty minutes of walking distance from the main zones as universities, exhibition, offices and school.

The coffee itself is a product that should be consumed in warm temperatures, with a recommendation of immediate use after producing process, unless it is an ice coffee, or a cold beverage based on coffee. For the reason of a close location and comfort for the clients, the author's project has perspectives in the target area and outscores the competitors.

Nowadays launch of a café requires more changes and diversities that the comfortable location for target group. Consequently, another advantage of the project is the differentiation in the menu. While both chains possess almost the same menu, an Astra's team plans to implement positions that will embrace the ordinary mindset of a food in coffee counter from cheesecakes and croissants to new positions, related to Turkish culture. Turkish coffee, prepared in a cezve using finely ground coffee beans without filtering; baklava, lokum would make the organization unique, as a center of a Turkish style coffee break, along the traditional coffee and products that are usually sold in any coffee counter.

Listed advances, as a comfortable location and a specialty in the menu are successful business elements that motivate flows of customers to visit a particular place, despite the existence of large and proven competitors.

8 Marketing

8.1 Cooperation with the grocery store

The project of the café is conducted to succeed due to its own uniqueness, as well as to a cooperation with the grocery store in particular manners:

First, queues and the requested preparation of the food options confiscate the time that the majority of the persons seek to save. To reduce the waiting time, the clients can select an option to pay in the cash desk of the market, get a bar code and at the same time purchase the needed products for the home use. After completing a payment through available solutions as cash, credit cards, Apple or Google pay, the client shows an electronic or printed receipt to the employee of the coffee counter and picks cooked products.

The applied system represents a comfort of the services provided by Astra, esteem to the time of the clients and unites the co-existing businesses under the same brand.

Secondly, management team of the company with a cooperation of the author plans to produce a bonus program that enables the exchange of two waves of the customers, previously formed with an interest to one place- the café or the grocery store.

Bonus program enables the evolvement and creation of the loyal customers. Mentioned e-commerce marketing strategy aims to attract new clients, retain existing customers or activate passive buyers. Making sure that the benefits match what business consumers genuinely desire in a rewards program is a key part of developing a successful customer loyalty program. This demands the businesses to make a reasonable attempt to understand the most loyal clients and what would persuade them to return.

The bonus program in Astra has a successful background because of its daily practical use. The reward framework should not be marketed in the grocery store since the clients are familiar with the system and are used to get a bottle of wine on the purchases over five thousand rubles.

Regarding the example of successful bonus program, the accounting sector in the market have analyzed the influence of the change and declared a valuable increase in the sales. (Asafov 2021.)

An outlined bonus program is determined by the amount of spent budget and divided into two parts- for visitors of the grocery store and for visitors of the café.

A part of the program for visitors of the grocery store includes rewards:

- Seven hundred fifty rubles (nine euro) equals a free syrup or free alternative milk, instead of a common one in the recipe
- One thousand two hundred fifty rubles (fifteen euro) equals a free americano
- One thousand seven hundred fifty (twenty-one euro) equals a free cappuccino
- Two thousand five hundred (thirty euros) equals a free food option.

While a part of the program for visitors of the cafe includes rewards:

- Seven hundred fifty rubles (nine euro) equals a two percent discount in a receipt for the next purchase
- One thousand two hundred fifty rubles (fifteen euro) equals a three percent discount in a receipt for the next purchase
- One thousand seven hundred fifty (twenty-one euro) equals a four percent discount in a receipt for the next purchase
- Two thousand five hundred (thirty euros) equals a five percent discount in a receipt for the next purchase.

Russian customer as an abstract commerce personality is involved in diverse bonus systems, loyal cards, eagers to save finances and enjoys getting any kind of product service free. Accordingly, a bonus program between the grocery store and the café is an exceptionable tool for the launch of the new project.

The bonus program will be tested on the first month of the café launch and the results will be analyzed by an accounting team of Astra.

8.2 4Ps of Marketing

The four Ps of marketing are the critical parts involved in the promotion of a product or service. They are the product, the price, the place, and the promotion of a good or service. The four Ps, furthermore, known as the marketing mix, are constrained by various factors in the overall business environment, and they interact strongly with one another.

The term "product" relates to the direct item that Astra strives to sell. The product must provide a standard minimum of performance; otherwise, even the greatest performance use of other components of the marketing mix will be in useless.

Price refers to the monetary value assigned to a product. It is determined by the manufacturing cost, the section targeted, the market's resources to pay, supply and demand, and a variety of other internal and external factors, as the market diversities or organization's policy and intentions.

The prospect of Kima, for instance, is referred as the place. The pleasant goal distribution or 'place' strategy in any industry is to capture the consumer's attention and make it easy for the client to make a purchase.

Whereas all actions performed to validate the product or services to a target audience and trade are referred to as promotion, planned marketing activities, as a bonus program. (MindTools 2021.)

Figure 8. Target Market

9 Conclusions and Further Research

The author has completed the thesis work, regarding launch of a new project-café on the prospect of Kima with a cooperation of the Astra grocery, focusing on the aspects of financial and marketing strategy, business concept, vision and analysis of the competitors. Supplementing the thesis with a quantitative research method, definition of a company's vision and target market.

The author in a cooperation with the representatives of Astra came to conclusion of a bright future of a development of the project. The research questions were answered and got represented in the thesis work.

A new café concept can be attracted due to existing underserved groups of customers on the Kima Prospect. Moreover, locals would be pleased to gain new emotions and partly belong to the new taste of a coffee, in a Turkish atmosphere of a polite, cozy, family relation to the clients.

Even if a client is not an admirer of a Turkish coffee and delights, the barista of the organization could recommend a large variety of traditional coffee options covered with diverse or traditional for coffee counters types of desserts. The cafe would suit as for the clients that plan to enjoy the cup of a coffee but also for customers that save the time and finances. Organization's business concept enables clients to visit both grocery store and café with a time-saving system that abandons the issue of waiting time to manufacture a fresh cooked offer.

A café and the grocery store entirely interact with each other, not only in relation to a time-saving framework but due to a bonus program that benefits customers from both sides of the building, either with a discount in the receipt or with free products. Described methodology has a delightful potential to largely increase sales of the Astra's ecosystem, captivate a loyal flow of buyers, expand beyond the formed target group.

Further research of the project could be determined as a broadened chain or a distribution of the ecosystem in order to influence both of food industries, as supermarkets and restaurants ones.

The aim for further research and development would be maintaining the descripted model, creating significant advantages for the customers that would be driven to be part of the system for loyal clients due to the fact benefits that the business can offer.

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