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“O Baeta”: a new customer experience regarding edible magic

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Master in Hospitality and Tourism Management

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Management, ISCTE- IUL

30th April 2023



BUSINESS
SCHOOL

Department of Marketing, Strategy and Operations

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Resumo

O objetivo do projeto é a criação de um plano de negócio para um restaurante de brunch com foco na magia comestível. Enquanto plano de negócio, é esperado que se prove a viabilidade financeira do negócio e justificar que seriam um bom investimento. A lacuna que “O Baeta” viria preencher seria a falta de opções inovadoras de brunch e alternativas de entretenimento relacionadas com comida.

A análise do mercado foi baseada no contexto atual da indústria na restauração que indica que a mesma é uma indústria em crescimento que representa 8.1% das despesas anuais dos portugueses e 34.34% do volume de negócios do turismo. Os dados recolhidos foram utilizados para realizar uma análise PESTEL e uma análise das Cinco Forças de Porter’s e para identificar os fatores críticos de sucesso. A análise interna consiste na estrutura de 7’s de Mckinsey. A análise externa e interna, tal como a análise competitiva, foram a base para definir a segmentação, o mercado-alvo, o posicionamento e o modelo de negócio Canva, que permitiram definir a visão estratégica e os consequentes planos de implementação.

Os dados primários recolhidos foram dois debates em grupo e o propósito dos mesmos era compreender as expectativas do mercado-alvo e ajustar o plano de marketing para corresponder às mesmas.

Diversos rácios foram estudados baseados no balanço e cash-flow previstos. Os resultados demonstraram cash-flows positivos, com um volume de negócios previsto para o ano um de 174,863.90€ atingindo 326,910.01€ no ano cinco. O ponto morto anual é atingindo no dia 234 (agosto) e o empréstimo bancário pago na totalidade no fim do ano quatro. O lucro líquido previsto é de 24.27% anual, estando 7.17% acima da média de lucro líquido na indústria da restauração do ano de 2021.

Palavras-chave

Gestão de restauração, Inovação, Magia, Empreendedorismo, Experiência do cliente, Lealdade do cliente

Classificação JEL

L83- Restaurantes, Recreação e Turismo, L26-Empreendedorismo

Abstract

The objective of the following project is to create a business plan for a brunch restaurant focused on edible magic. As a business plan, it is expected to prove the financial viability of the business and justify if the investment would be wise and would be successful. The gap “O Baeta” is filling is the lack of innovative brunch alternatives and entertainment options regarding food.

The analysis of the market context was based on the restaurant industry actual context that indicates it is a growing industry representing 8.1% of Portuguese annual expenses and 34.34% of the tourism industry GVA. The data gathered was used to perform a PESTEL and a Porter’s Five Forces analysis and to identify the critical success factors. The internal analysis consists in the 7’s of Mckinsey framework. The external and internal analysis, as well as the competitive analysis, was the foundation to define the segmentation, targeting and positioning of the restaurant, and the Canva business model, that define the strategic vision and the consequent implementation plans.

The primary data chosen to support the project was two focus groups and their main purpose was to understand the target segment expectations and adjust the marketing plan to meet them.

Several ratios were studied based on the forecasted balance sheet and cash-flow statements. The results showed positive cash-flows, with a predicted turnover on year one of 174,863.90€ reaching 326,910.01€ on year five. The yearly break-even is reached in day 234 (august) and the bank loan will be fully paid at the end of year four. The projected GOP is 24.27% yearly that is 7.17% above 2021 average GOP in the restaurant industry.

Keywords

Restaurant Management, Innovativeness, Magic, Entrepreneurship, Customer Experience, Customer Loyalty

JEL Classification

L83- Restaurants, Recreation and Tourism, L26-Entrepreneurship

Executive Summary

“O Baeta” is a restaurant with an innovative brunch offer. The menu is full of magic tricks performed in front of the customer when delivering the dish, using molecular gastronomy to create edible magic.

“O Baeta” vision is to be an international reference of innovative restaurants, recognized by its concept, while its mission is to offer a completely unique and memorable experience composed of the food itself, the ambiance, and the entertainment creating the “wow” factor.

It will be located in Parque das Nações and will open in early 2024. The founder and owner will be Joana Costa, currently the General Manager Assistant at Myriad by SANA Hotels where she gained experience in opening new spaces such as Babylon (a unique terrace and bar). As founder and owner, she will also be the restaurant manager during the first year of operations.

The restaurant sector is a growing industry now overcoming the rupture of 2020 the covid pandemic. In Portugal, restaurants represent 8.1% of the annual expenses, which demonstrates that dining out is very relevant for society. Brunch is not a Portuguese concept, but it was very well accepted by them which stimulated the increase of brunch restaurants offer. Nevertheless, most of them have similar menus and ambiance, which caused a drop in sales as an isolated business since going to one or another was indifferent. “O Baeta” is going to penetrate the market easily because it will offer something different by being an entertainment option combined with a mysterious environment and a magical meal.

The sales forecast estimates a turnover of 1,184,400€ considering 50,200 *couverts* with an average ticket of 23€ for the first year, reaching 1,743,383.25€ of turnover with 58,112 *couverts* and an average ticket of 30€ in the fifth year. The staff costs represent 37% of the yearly value added (turnover without the VAT), the food cost represents 22% and the fixed costs 13%. At the end of the first year, the net income will be 174,863€ reaching 326,910€ at the end of year five.

To be able to launch the restaurant, it will be necessary an investment of 400,000€ gathered through a bank loan with an interest rate of 1.5% that will be paid once in full at the end of four years.

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1. Introduction

A business plan's objective is to help a company prosper. The three main goals of a business plan are securing finance, conducting internal planning, and lowering risk. It is a tool for assessing the current and potential state of an organization and its environment, setting short and long-term goals based on this assessment, and developing the appropriate action plans to achieve these goals (Botha & Robertson, 2014; Hofer, 2016).

The present business plan regards a restaurant, which its main idea is edible magic, a brunch space with an *à la carte* menu of savoury and sweet dishes that have magic tricks happening in front of the customer. This idea came from the founder's passion for food and her background in restaurant management, and it was stimulated by her interest in molecular gastronomy and delivering something unexpected.

When referring to "Magic", it is a new concept of customer experience, playing with their diners' expectations, creating an emotional engagement and a deepening sensory dining experience. What is pretended is to produce a cognitive conflict between what the customers experience and what they know is possible to achieve (Spence et al., 2020).

The value proposition offered by "O Baeta" is an innovative product and service, with an enhanced performance comparing to the market, the design will also be differentiating, and will create status to the user. Since the service is the main part of the innovativeness of the experience, it is critical to deliver a complete experience that encompass the ambience such as the music, smell, *décor*, entertainment, between others, to attract customers but also to deliver a memorable experience that will retain them.

At the moment, there are no record of anything similar in Portugal. There are some dishes in Michelin star restaurants that have this magic effect, however, not only those are restaurants more inaccessible to most people, but are isolated dishes, they are not thematic as "O Baeta" is proposed to be (Spence et al., 2020). Considering the brunch concept on the other hand, is an ongoing trend that is getting more popular every day, there are a lot of different brunch spots in Lisbon yet most of them offer basically the same. This means that "O Baeta" will fill in the gap of innovative dishes in the brunch segment what indicates that will capture sales volume not yet explored.

In order to prove that is an interesting concept that would attract both foodies and non-foodies, it was developed two online focus groups one for each type of customers, where it was explored their intent to experiment, to spread word-of-mouth and customer loyalty.

The vision is to become a globally renowned innovator in the restaurant industry, distinguished by the quality of the food we serve and the superior service we provide to our guests and our mission is to provide customers an entirely unique and unforgettable experience that includes the food itself, the ambience as well as entertainment.

The founder's name is Joana Costa, she is 22 years old, has a Bachelor in Restaurant Management and is a student in master's degree in hospitality and Tourism Management and is currently the General Manager Assistant at Myriad by SANA Hotels.

The critical role of a founder is determining organizational outcomes such as product quality, in this specific case, food and service quality. Restaurant founders with previous kitchen experience have advantages against other founders. Experienced founders utilize the resources and insights gathered, and conjure up ideas of accountability, as well as build the necessary connections and abilities to more efficiently nurture their business ideas and inspire the right organizational strategies (Roberts et al., 2013). The founder is usually seen as a role model, and it is their responsibility to provide learning, motivation, and inspiration and to help individuals define their self-concept by learning new tasks and skills (Bosma et al., 2011). It is relevant that the owner and founder of a company acts as an internal auditor, to keep track of its day-to-day operation and constantly make improvements.

It is imperative that the investor (in this case, it is the founder) to be motivated to monitor assets actively and control their explosive expansion. Their main responsibility is safeguard and increase shareholder value (Butler & Wong, 2011).

The project starts by revising the literature regarding entrepreneurship, business plans, restaurant management, innovation in restaurants, customer experience and innovation, service quality and customer satisfaction and loyalty. Then, an external evaluation is performed through analysing the industry, customer behaviour, market share and critical success factors, and developing a PESTEL analysis and a Porter's Five Forces analysis and identifying the competitors. After, we it is executed an internal analysis based on the Seven S's of Mckinsey. Followed by our SWOT analysis that will allow us to identify our competitive advantage. Our strategic plan will be presented which includes the vision, mission, core values, segmentation, target and positioning and the business model canvas. Then, it is developed our primary data and explained its methodology and results. From the theory to practice, the implementation plans are presented and detailed, such as marketing, operational, organizational, and financial, and additionally its chronogram. It is also be identified the predicted implementation challenges. In the final section the business plan is summarized.

2. Literature review

2.1 Entrepreneurship

Entrepreneurship is a skill that implies identifying why, when, and how opportunities for the creation of good and services in the future arise in an economy, as well as knowing how to exploit those opportunities to their full extent and understand the consequences for the future market (Dino, 2015). Entrepreneurs are capable of disturbing or destroying any existing economic structures and generate new ones by putting untried approaches into practice and that's why innovation is considered central to entrepreneurship (Lee et al., 2016). Entrepreneurship can also address social needs meaning that the goal is catalysing social change and not have direct financial benefits (Lee et al., 2019). According to Ramos-Rodríguez et al. (2012), young woman with a middle or upper household income are more likely to become entrepreneurs in the hotel and restaurant sector. Also, individuals who perceive good business opportunities in their close environment and who do not fear failure are more likely to start a business in this subsector (Ramos-Rodríguez et al., 2012).

Restaurant entrepreneurs can be classified as one of three types: the first, “opportunistic” entrepreneur, is based on proactivity, innovativeness, willingness to take risks, orientation for the future, and aggressiveness in the pursuit of business growth; the second, “creative craftsmen”, it is the exact opposite, shows averse to any kind of innovation and risks; and the third, “humanistic” entrepreneur that focus on people, especially in the employees (Jogaratnam et al., 1999).

Entrepreneurial passion is the concept that reflects the entrepreneur's personal values into the company and consequently its management. This profound emotional commitment it is recognized as an important factor of success during the life cycle of the company (Han & Han, 2020).

Every company has an entrepreneurial strategic posture, and it is defined by the procedures, operational thinking, and decision-making styles that restaurateurs use to manage the business. To enhance the probability of success, restaurants should attempt to adopt the strategic postures associated with high performance such as futurity, proactiveness and innovativeness (Jogaratnam et al., 1999).

2.2 Business plan as the foundation of a business

The goal of a business plan is to make a company survive or succeed. The survival or success derives from the three primary purposes of a business plan which are obtaining funding, internal planning and reducing risk (Botha & Robertson, 2014).

Business plans clarify the ideas of the authors about the company they intend to launch and give prospective investors the details they need to make an informed decision about whether to invest money in the project (Hofer, 2016). A business plan is a tool for evaluating the present and future conditions of a company and its environment, outlining short and long-term goals based on this evaluation, and creating the necessary action plans to reach these goals (Tipu, 2019).

Business plans are commonly used to gain legitimacy from external actors, demonstrating that the company is structured, well planned, and established (Karlsson & Honig, 2009). In the studies conducted by Castrogiovanni (1996) it is clear that business planning has a positive linkage with business performance.

Planning is an exercise that allows entrepreneurs gaining a better understanding of the whole endeavor of launching a new business and its outcomes, keeping the expectations controlled in order not to be overly optimistic, which usually helps achieving success (Welter et al., 2021). The business plan will considerably adjust the direction of supplies based on the season and changes in demand, lessen the negative impact, forecast changes in the needs and preferences of visitors, forecast the dynamics of customer demand, and lessen the shortage of directions (Nesterchuk, et al., 2022).

A business plan has three main parts, an executive summary highlighting the key elements of the strategy developed in the business plan. The body of the plan, which details the venture's goals and objectives, products or services, customers and competitors, marketing and sales strategies, operating plans, management and key advisors, financial plans and returns, investment needs, and key risks and contingency plans for the venture's first five years of operations. And lastly, a section on planned growth that lists the project's most probable expansion options for years six through ten (Hofer, 2016).

Summarizing the topics that must be approached in a business plan are the target market, the benefits of the product, the current and potential problems, the effectiveness of the management team and the investment return. Schilit (1987) also suggest keeping the business plan restricted to the relevant content that should be exposed in a simple way, should be

organized with a chain of thoughts, with an orientation to the future and shouldn't be too optimistic (Schilit, 1987).

The purpose of the previous topics is to allow the stakeholders to visualize the strategy, career opportunities and competency development, benefits from the purchase of goods/services, promotions and bonuses, public benefits, results and effects, sources of investment, risk assessment, social responsibility, profitability of the project, payback period of the investment, novelty level, competitive advantages and break-even model (Krupina, 2019).

Taking a more detailed look to each section, regarding the market the goal is finding and taking advantage of a sizable market. To demonstrate the benefits of the product, it is necessary to do a brief description of the product or idea, how it works, why it is better than its rivals and an independent appraisal. The method chosen needs to set things in a sensible and workmanlike manner, explain how the market is perceived over the course of two to five years because is crucial to show the long-term perspective to the investor. In the financial analysis is expected to be approached the turnover and net profit forecast for the first year, how much of the loan will be paid off in one year, when is expected to pay off the loan entirely and what its hoped for the second year (Blackwell, 2011).

A Canva Model is a strategic management tool used as a complement for the business plan. Its purpose is to show how the company intends to earn money by defining nine basic building blocks that cover the customers, offer, infrastructure and financial viability. This model is vastly used also due to its ability to overview the topics intuitively since it is a visualization tool. Which segment to target, what are they needs and issues that need to be fulfilled and how so, how to deliver them, how is the relationship established with them, what are the revenue streams resultant, what resources are needed, what are the main activities, who are the partners and lastly, how is the cost structure, are the main questions that need to be answered (Osterwalder & Pigneur, 2010).

2.3 Restaurant Management

According to Lee et al. (2016), the owner's entrepreneurial self-efficacy is the key factor in distinguishing high performing restaurants, which means that the entrepreneur's individual belief in their ability to effectively accomplish the tasks of entrepreneurship is an indicator of success.

“The task of food service management is intensely interpersonally in nature and high in dynamic complexity, it requires learning at a level where the learner can connect the learned material with external, situational applications” (Young et al., 1998, p.397-398).

The duties and responsibilities of a Food & Beverage manager have four dimensions including profit, people, product and general. To manage these dimensions, it is necessary to make decisions during the realization of the set of tasks, so each task involves one or more decision (Davis et al., 2018).

To manage the profit the tasks are ensure that F&B operations meet budgeted targets, maximize average spends, construct the budget, ensure that billing and revenues are maintained, manage wage costs, safeguard profit, work directly with the Head Chef, Bistro Manager and Bar Manager to achieve F&B cost of sales and explore all sales opportunities (Cornell, 2019; Davis et al., 2018; Dipietro et al., 2007).

To manage the people, the manager needs to lead by example, develop close working relationships with both employees and customers, ensure good channels of communication between teams and departments, provide support, promote employees’ involvement in the culture of the company, monitor the development and maintenance of employees’, be present in the final stages of hiring decisions, ensure that all employees’ receive basic training, combine calendars and schedules between departments and manage their own time strategically to be present whenever needed (Cornell, 2019; Davis et al., 2018; Dipietro et al., 2007).

To manage the product, the most important aspects are being present during service to assure quality, promote feedback and handle with any guest comment and opinion, ensure that the employees is appropriately presented, choose the music, lighting, and temperature to maintain the correct environment, evaluate the performance and product, make sure that the guest expectations are met and ensure the health and safety protocols (Cornell, 2019; Davis et al., 2018; Dipietro et al., 2007).

To manage the general dimension, the tasks include accepting responsibility, recognizing mistakes, being aware of all safety procedures and being ethical in all decisions made (Cornell, 2019; Davis et al., 2018; Dipietro et al., 2007).

Enz (2004) developed and studied to identify the main challenges for restaurant managers and the results showed that 44% of the issues in the restaurant industry were related to human resources (including the skills, benefits, recruitment, motivation, retention, training and others), 28% government regulations (such as insurance, taxation, paperwork and legal aspects), 7% marketing (advertising, sales management and customer related concepts), 7% accounting

(costs, wastes, cash-flow management) and 6% food issues (safety, costs, allergies and nutrition).

Sharma et al. (2021) study argues that it is essential to identify, evaluate, and then rank the critical factors of success to be dealt with on a priority basis, those being the food quality, the delivery support system, cleanliness and ambient, food price and brand image.

“Successful restaurant managers’ are persons who thrive in multiple stimuli setting, and who are not intimidated or overwhelmed by it” (Ferguson & Berger, 1984, p.38).

2.4 Innovation in restaurants

Innovation is a key component of entrepreneurship (Hallak et al., 2018), as it implies creating and applying something novel for the purpose of producing benefits, and characterizes receptiveness to new ideas (Kim et al., 2021). In an organisational context, innovation is the planned introduction of ideas, new to the relevant unit of adoption, intended to significantly benefit the individual, the group, the organisation, or wider society (Lee et al., 2019).

According to Kim et al. (2021), the more the innovative the brand is, more likely is for customer to remember the brand’s name. From a customer’s perspective, brand innovativeness can positively influence consumer’s appraisal of quality of the product/service offered. Innovativeness allows businesses to capture a segment of consumers’ awareness at the early phase of a purchasing process and can cause positive feelings toward the brand that can outcome in a repeated consumption (Kim et al., 2021).

The focus of innovation in the hospitality sector has expanded beyond just products and started to involve service, marketing, business strategy, and delivery speed (Chattopadhyay & Shah, 2014).

There are different forms to innovate a business through marketing, product, process, or management strategies. The most used approach to innovate is through marketing, which refers to introducing changes in the design, placement, pricing, promotion, or sales method to increase the sales of goods and services. The internet plays a significant role in the development of most marketing innovations.

Product innovations are the second most widely used innovation type, not only through the creation of new menu items, but innovative drink-serving concepts and modifications to the dining experience for example changes of furniture, lighting, and layout.

Process innovation can be for instance introduction of new equipment to increase the effectiveness of cooking processes and the quality of product or adopting innovations through information technology (IT) to help point-of-sale processes run more smoothly.

Management innovation are changes made to the procedures with the goal of increasing total effectiveness such as new recruitment methods because employees should be hired for attitude and trained for ability (Lee et al., 2019; Li et al., 2021; Najib et al., 2020).

Since innovation is a strategic decision that involves determining whether the risks associated with it are acceptable for an organization, risk concerns have a significant impact on innovation and change. Innovations are preferred by risk-seeking managers over low-risk corporate change or no change at all by risk-averse managers (Alshwayat et al., 2023)

However, a continuous innovation procedure helps restaurants heighten barriers to imitation, maintaining their portfolio ahead of the competition which establishes a long-term competitive advantage (Lee et al., 2016).

Nevertheless, in the restaurant industry, there are some main barriers regarding the implementation of innovation, that can be categorized as internal or external. The internal barriers include those pertaining to employee's acceptance, time, and expenses. On the other hand, the external barriers consist of the creation of consumer awareness, market resistance to new innovations, and the lack of certainty regarding the viability of implemented innovations. The development and application of innovations in the restaurant industry are mainly constrained by resource limitations, including a lack of capital and human resource knowledge. The difficulty of continually generating new ideas and the expense of implementing innovation are obstacles commonly found (Alshwayat et al., 2023; Lee et al., 2019)

The relationship between consumers' perceptions of innovativeness and their satisfaction can be used to measure the innovation effectiveness and it is critical in the hospitality industry. A good role model in this aspect is Starbucks, known as the most innovative brand in foodservice industry (Kim et al., 2021). Also, food uniqueness can stimulate more favourable experiences in hospitality settings (Wen et al., 2021).

In the upscale dining market, innovativeness has a substantial association with relationship quality. Restaurants must be seen as innovative in the marketplace in order for innovation to enable high-quality customer relationships. In other words, the company itself needs to project an innovative picture. Customers' confidence in upscale restaurants will grow as they start to see it as innovative. That is, customers are more likely to trust a restaurant to meet their dining needs if they think the establishment is dedicated to use innovation in problem-solving, developing new products, and other areas. This trust leads to greater levels of commitment to

the restaurant. Perhaps more than the innovation itself, the image of innovation promotes the growth of high-quality service relationships, suggesting that the marketing plans should concentrate on presenting an image of innovation (Jin et al., 2016).

Innovativeness results in gains in quality and efficiency, and it may also help businesses reach their profit targets. By increasing productivity and getting more sales out of each employee, it may also result in a more cost-effective operation (Chattopadhyay & Shah, 2014).

“Brand innovativeness (via differentiation) has an impact on loyalty, food quality and service quality partially mediate this impact” (Kim et al., 2021, p.17).

2.5 Customer Experience and Innovation

According to Brakus et al. (2009), customer experience is a concept that represents the internal consumer responses, being sensations, feelings, and cognitions as well as behavioural responses, that are constituted by brand-related stimuli that appear in any environment in which the brand is marketed or sold. As time goes by, long-lasting brand experiences kept in the customer’s memory affect consumer satisfaction and loyalty (Brakus et al., 2009).

In more recent definitions, customer experience is the impression that is associated with the inner discovery while experiencing innovative services, in this case, in restaurants (Singh et al., 2020). Also, customer experience can be defined as a getting away from confinement or regaining liberty, which goes along with the experience of relaxing, engaging in a non-routine activity, and feeling restored (Wen et al., 2021). Both approaches are based on customer experience being the seek for something innovative and out of their routine.

According to Walter et al. (2010), the drivers of customer experience in the restaurant industry are the social interaction, either with employees or with other customers, the core service, the food quality, expectations exceeded, the physical context, and the hedonic stimuli.

Since the restaurant sector is part of the hospitality industry, the validated scale developed by Khan & Rahman (2017) to measure luxury hotels brand experience can be also applied to restaurants. The scale consists in five dimensions, those being hotel location, hotel stay and ambience, hotel employee’s competence, hotel website and social media experience and guest-to-guest experience. The hotel location dimension is analysed by how customer senses are captivated by the location. The hotel stays and ambience is the degree to which a guest feels that their time spent at a particular hotel has been enjoyable and has left an impact on their senses. The hotel employee’s competence is measure by how a guest perceive the efficiency, friendliness, and professionalism of the employees as stimulating to their senses. The hotel

website and social media experience is defined by how the website conveys accurate information and how emotionally engaging its social media accounts are. Finally, the guest-to-guest experience is regarding how a guest is impacted by the existence of other guests.

“Customer experience and particularly customer experience innovations have become the main competitive variables in increasingly businesses” (Singh et al., 2020, p.243). From a customer perspective, customer experience innovation directly affects the relevance of the company (Singh et al., 2020).

Customer experience management consists in five steps, the first one is analysing the experiential world of the customers, the second building the experiential platform, next designing the brand experience, after it is necessary to structure the customer experience and finally engaging in continuous innovation (Lemon & Verhoef, 2016).

The customer perception of the experience is essential for the restaurant industry. Once the manager knows exactly what consumers want, they can work towards that goal, changing and adapting the operating style in the business (Sharma et al., 2021).

2.6 Service Quality, Customer Satisfaction and Loyalty

There are different approaches to defining service quality, some authors consider it a component of satisfaction and others an antecedent or a determinant of it (Weiss et al., 2004). Service quality is the result of multiple encounters each one with a level of customer satisfaction that express a specific evaluation of a service episode or transaction meaning that over time results in the perception of service quality (Andaleeb & Conway, 2006).

Customer Satisfaction is the feeling of pleasure that results from matching or exceeding the expectations of the consumer (Jin et al., 2016). The interest in achieving customer satisfaction is due its impact in business performance and profitability (Tuncer et al., 2021). Consumer-business exchanges are less probable to prosper if customer satisfaction is not achieved and successful if business relationships is the leading principle (Jin et al., 2016). There's a clear difference between both constructs since customer satisfaction refers to post-purchase experience (Tuncer et al., 2021).

There are several scales to evaluate service quality of businesses, the most known and used is the SERVQUAL model developed by Parasuraman et al. (1985), that can be applied to any sector, including the restaurant industry.

The SERVQUAL instrument measures the discrepancy between what customers believe should be offered and what they believe has been delivered (Stevens et al., 1995). This model

appraises service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1985).

Within the restaurant sector, the tangible nature is regarding the environment comfort, the taste and quantity of the dishes and the employees grooming. The reliability includes the timely perform commitment, the employee's enthusiasm, and the appropriate and correct service. The responsiveness is related to informing service time, the speed of the service, the service initiative and enthusiastic to the frequently answered questions. The assurance is interconnected to the employee's politeness, restaurant sanitation, restaurant safety and satisfactory solve. Lastly, the empathy consists of having enough category of dishes, solving customer's problems timely, understanding the customer, and having a reasonable business time (Shi & Wang, 2011).

From the SERVQUAL model emerged a new scale, the DINESERV model by Stevens et al. (1995), which has the same five dimensions as SERVQUAL (Adeinat, 2019) but is composed with forty statements adapted to the restaurant industry to be rated from one (strongly disagree) to seven (strongly agree).

“Service quality leads to customer loyalty and attraction of new customers, positive word-of-mouth, employee satisfaction and commitment, enhanced corporate image, reduced costs, and increased business performance” (Akbaba, 2006, p.171).

Pizam & Ellis (1999) affirm that it costs about five times more in time, money, and resources to appeal a new customer that it does to retain an existing one. This generates the challenge of preserving high levels of service, awareness of customer expectations and improvement in services and product.

Consumer loyalty illustrates consumers' commitment to patronizing a favourite product/service henceforward, as well as being voluntarily a brand advocate. The benefits expected are a decrease of marketing costs, improvement of brand image, and forming a distinguished identity among competitors (Kim et al., 2021).

Attitude and behaviour are the two variables used to measure customer loyalty. The customer's attitudinal component includes concepts like willingness to recommend the business to others and intention to make additional purchases. On the other hand, the behavioural aspect is represented through actual repeat purchases, good word-of-mouth recommendations, and ongoing preference for the same company (Agu, 2022).

“The shortest route to assessing loyalty as a meaningful consumer response in restaurant choice is to focus on those inferences to be drawn from assessments of the factors consumers rate as important in such choice” (Clark & Wood, 1999, p.139).

The four sequential steps to achieve customer loyalty are cognition, affection, conative and action. Cognition loyalty is based on brand attribute components, while affective loyalty emphasizes a positive attitude toward a brand, conative loyalty refers to strong intentions for future transactions, and action loyalty is a commitment to a particular good or service regardless of rivals' marketing campaigns (Jin et al., 2012).

3. External Analysis

3.1 Restaurant Industry

The restaurant industry is divided in seven types of establishments, general restaurants, traditional type restaurants with table service, traditional restaurants with balcony seats, restaurants without table service, restaurants with self-service, beverage establishments and other catering services. The number of establishments in this sector was increasing until the 2019 pandemic, when it started to decrease. In 2021, the beverage establishments represented 28.77% of the enterprises in the industry, followed by 24.16% of general restaurants (food trucks for example), traditional type restaurants with 14.21%, and 2.39% were restaurants with only counter-seats (Instituto Nacional de Estatística, 2021a).

The restaurant sector is the economic activity that most contribute to the Gross Value Added (GVA) generated by the tourism industry, representing 34.34% of it, 6.48% more than the hotels and similar sector (27.86%) (Instituto Nacional de Estatística, 2022a).

Some of the variables that must be considered are the number of enterprises, persons employed, turnover and gross value added that according to Gabinete de Estratégia e Estudos (2022), all of them were continuously increasing since 2007 until 2019. Gabinete de Estratégia e Estudos (2022) also affirms that from the 73,973 enterprises in the restaurant sector, 19,863 of them are in Lisbon (26.9%), from the 262,340 employees, 101,900 are in Lisbon (38.8%), from the 7,123M€ turnover in Portugal, 2,882M€ is in Lisbon (40.5%) and from the 2,400M€ gross value added (GVA) in Portugal, 927M€ is in Lisbon (38.6%). With this information is possible to assume that Lisbon represents the main district in Portugal regarding the restaurant sector what can mean a more competitive market due to higher levels of offer (more companies), with a larger pool of candidates and a higher turnover rate (Gabinete de Estratégia e Estudos, 2022).

The Consumer Price Index (CPI) assesses, based on a representative basket of goods and services, the overall change in consumer prices over time. The homologous variation of Consumer Price Index for restaurants was +13% from February 2022 (-0.2%) to February 2023 (+12.8%). The numbers show the impact of the Ukraine/Russia war, since it directly impacts food cost and consequently sales price (Banco de Portugal, 2022).

In 2021, the turnover per person employed was 34.4%, the value added 35.7% and the apparent labour productivity 11%, lower percentages than in 2019 nevertheless higher than 2020. On the other hand, the investment rate is 18.4% and the debt-to-equity ratio 4%, higher

levels than in 2019, but decreasing for more similar percentages. This data shows the industry recovery after the pandemic (Gabinete de Estratégia e Estudos, 2022).

Financially, the ratios demonstrate that the industry is becoming more profitable, for instance from 2020 to 2021, the return on equity increased 44.3%, the profitability of sales increased 8.4% and the asset turnover increased 0.1 times. Nevertheless, the financial leverage decreased from 5.7 to 5.1 times, becoming more apparent the need of financial support from banks or investors (Gabinete de Estratégia e Estudos, 2022).

In 2019, pre-pandemic, the turnover index presented in appendix A (comparison with the year 2015 considered by the European union as the neutral year with a score of one hundred) was the highest since 2005, with 127.7, followed by 2018 with 125.4. These numbers demonstrate that the industry was becoming more profitable every year after the 2009-2013 economic crisis, surpassing the turnover from 2010 (119.80) the highest before the crisis (Instituto Nacional de Estatística, 2022b). After the pandemic, the index decreased to 74.4, recovering 12.6 points in 2021.

The Gross Operating Profit represents the percentage of net profit of the year. In the appendix B, it is showed that since the economic crisis of 2009-2013 until 2017 the GOP was increasing, reaching 17.16%, 1.74% above 2008, before the crisis (Instituto Nacional de Estatística, 2018). There is not data after the pandemic regarding the GOP in the restaurant industry.

3.1.1 Consumer behaviour in the restaurant industry in Portugal

According to the Household Expenditure Survey conducted in 2015-2016 in Portugal, Portuguese spent in average 1,643€ by year in restaurants or similar, representing 8.1% of their annual expenses. Specifically in Lisbon, Portuguese spent in average 1,834€ by year, representing 7.9% of their annual expenses (Instituto Nacional de Estatística, 2017).

The following data is the most recent data regarding household expenses since this report is updated every ten years, meaning the next report will be available in 2027. Other sources where explored, unfortunately no relevant more recent data was found. Nevertheless, it is important to state this data in order to understand consumer behaviour.

Comparing the expenses in the restaurant sector with the type of household, it is possible to affirm that the segment of single adults (not elderly) spends 1,816€ per year (12.7% of their annual expenses) in restaurants. The bigger the household gets, the bigger the amount spent in restaurants, but the % of annual expenses decreases. The kind of household that spends the most

is the household with 2 or more adults with 2 or more dependents that spend around 2,444€ in average by year, representing 8.5% of the annual expenses (Instituto Nacional de Estatística, 2017).

The annual income as a strong impact on the amount spent in average by year in restaurants. It is logical, the more they earn, the more they spend. Nowadays, considering that the legal minimum salary is set at 9,870€/year, Portuguese spend at least 787€ in average by year in restaurants. It is relevant to mention that people that earn more than 40,740€/year, are considered by the Portuguese government “Upper class”, this means that the target market of the restaurant spends around 3,844€ in average by year in restaurants (Instituto Nacional de Estatística, 2017).

Taking into consideration the target market will be younger generations, is also relevant to mention that people less than 29 years old spend in average 2,104€ by year in restaurants and people from 30 to 44 years old spend in average 2,116€ by year. People with 45 to 64 years spend in average 1,852€ by year (Instituto Nacional de Estatística, 2017).

3.2 PESTEL Analysis

3.2.1 Political and Legal Environment

Due to the political stability in the country with no relevant elections expected in the next two years as well as the government stability program 2022-2026 in course, it is possible to make more accurate predictions and decisions, knowing that the law, and consequently, the market, isn't going to drastically change until the new elections in 2025 (República Portuguesa, 2022).

The lack of a second airport and the TAP privatization may condition the tourist flows, and subsequently decrease the affluence of possible international customers (Expresso, 2023).

The Ukraine/Russia war has a big impact, especially in the restaurant industry, due to the large amount of food products produced in the area such as oil and cereals that increase the prices of the products increasing the food cost, has even a stronger impact in the brunch concept that uses cereals in most dishes (Banco de Portugal, 2023).

The national assembly, the supreme court and the federal president are the only entities that have power over the legislation, meaning that directly influence the legal component specified next (Diário da República Eletrónico, 2023).

3.2.2 Economic and Social

The purchasing power is higher in the location proposal (205.62€ per capita) than the national average (100€ per capita), meaning that in that area more people can afford eating out (Instituto Nacional de Estatística, 2021a).

The living quality as well as the economic well-being reached in 2019 (pre-pandemic) the highest index of the last 20 years, which mean that people have more financial freedom to enjoy life as they see fit, in this case, people who enjoy travelling will do it more often and “foodies” will spend more on restaurants (Instituto Nacional de Estatística, 2020).

In the service industry, the average cost of an employee for a company has increased 5.3%. This represents an issue, because it is more expensive to have more employees in the business, putting more pressure in the employees, usually meaning more overtime, and affecting their work-life balance and well-being (Instituto Nacional de Estatística, 2022c).

The mortgages are increasing in general, being the location proposal one of the most expensive locations in Portugal and in Lisbon, which constitutes a risk for the cost structure (Instituto Nacional de Estatística, 2022d).

The Portuguese economy continues to increase slowly. The evolution will continue to depend on the government support, the favourable conditions to the international commerce and the national demand.

3.2.3 Social-Cultural

In Portugal there is not an endogenous populational growth, however, there is a high quality of life index, attracting more foreigners with higher purchasing power. There are a continuous growth of the elderly age range and a decrease on the younger generations, which is a concern since the target market has in general less than 40 years old (Instituto Nacional de Estatística, 2022e).

The work-life balance has been gaining more importance for society in general, choosing jobs and careers that are more stable in terms of schedule, which can be positive in the perspective of the customer, having more time to spend outside work and look for some type of entertainment, but on the other hand, will be harder to find people interested in work in hospitality and restaurants due to working in shifts, on weekends and holidays, between others (Instituto Nacional de Estatística, 2020). The lack of restaurant sector professionals is a huge risk to the growth of the sector and the service quality.

The unemployment index had been decreasing drastically since 2012 until the pandemic, reaching now the same index as pre-pandemic. Even if considered the seasonality of the industry, there are still a high number of people unemployed that could rectify the lack of human resources in the restaurant sector (Instituto Nacional de Estatística, 2022f).

With the quarantines imposed by the pandemic, people started valuing more being outside and having new experiences, and the number of trips from and to abroad is increasing every day, although it hasn't yet reached the 2019 numbers in quantity, in 2022 the revenue and profits itself were higher than it was in 2019, meaning that even with the increased prices, tourists kept spending their money in the hospitality and restaurant sectors (Instituto Nacional de Estatística, 2022g; Instituto Nacional de Estatística, 2022h).

The veganism lifestyle is growing every day as well as sustainability awareness and importance, a lot of consumers, especially in younger generations give preference to business environmentally friendly (Associação Vegetariana Portuguesa, 2021).

3.2.4 Technological and Environmental

Portugal is the country from the European union that has a higher index of population participating in social media. 80% of the people with internet connection are signed in social media which shows its importance to the society and proves the behavioural segmentation performed is indeed realistic (Instituto Nacional de Estatística, 2015; Instituto Nacional de Estatística, 2019).

More than 60% of the companies with more than ten people have websites where they provide the menus and prices, and around 29% of those companies use a customer relationship management software to manage their client's information. 38% of the companies with more than ten people use social media as a strategy to connect with clients, business partners and suppliers. These high indexes show that being present online and have the more information as possible available is an advantage in today's market (Instituto Nacional de Estatística, 2020).

With the social distance and limitations brought by the pandemic, 20% of the companies try to adapt their business to sell online. Taking into consideration that it is not possible for the restaurant sector, the delivery market thrived, and has now a big importance. With the concept proposed it doesn't apply because the magic effect cannot be performed, so it will be a limitation (Instituto Nacional de Estatística, 2021b).

3.2.5 Environmental

The environment related taxes are increasing and gaining more relevance by the year, being the most relevant the taxes regarding oil and energy products. High inflation index, associated with the energetic costs, represent a high risk for the cost structure (Instituto Nacional de Estatística, 2022i).

The climate change and specifically the drought is affecting the agriculture, decreasing the quantity and quality of the plantations, or even destroying them completely. This negative impact in agriculture leads the producers to increase the price, which directly affects the restaurant sector due to the increase of food cost (Instituto Nacional de Estatística, 2022j; Instituto Nacional de Estatística, 2021c).

3.2.6 Legal

The regulation intensifies for those intending to open a business. Every entrepreneur needs to gather various licences such as use authorization, work permit, fire safety, noise, accessibility, public space use, between others. It is a complex process that can be a limitation regarding the waiting period for all licences (Direção Geral de Atividades Económicas, 2020).

There are a set of obligations as a company to their employees, regarding safety and security, formation, information, social security, and insurance. For the clients, we must assure the information is available regarding the schedule and opening hours, animals' access, non-smoking permission, accessibility for the disabled, complaints book, price list, alcoholic beverages restrictions, minimum consumption restrictions, allergenic and food restrictions, video-surveillance, between others (Associação da Hotelaria, Restauração e Similares de Portugal, 2005; Associação da Hotelaria, Restauração e Similares de Portugal, 2013; Associação da Hotelaria, Restauração e Similares de Portugal, 2014; Direção Geral de Atividades Económicas, 2020).

Considering the sector, the main influencer is the Hazard Analysis and Critical Control Point (HACCP) legislation and its demandingness. All seven points of HACCP must be followed by detail, since there are audits and if the total score is lower than legal, can cause legal repercussions such as fines or in the worst case even closing the restaurant (Autoridade de Segurança Alimentar e Económica, 2007).

The employment contracts defined for the restaurant sector limit certain aspects as salaries, working hours, food allowance, between others, that must be respected and in accordance with

the conditions the business offer (Associação da Hotelaria, Restauração e Similares de Portugal, 2022).

3.3 Porter's Five Forces Analysis

Porter's Five Competitive Forces outline the essential characteristics of an industry and business competition along with competitive strategy by shaping them. It revolves around three fundamental categories: competition and strategy for clarifying core concepts, location-based competitiveness, and competitive solutions to societal problems and hurdles (Hole et al., 2019; Isabelle et al., 2020).

We can obtain a complete picture of what's affecting profitability in business by looking at all five competitive forces. Early detection of game-changing patterns allows to quickly take advantage of them and identify methods to get around financial restrictions or even reorient the playing field in the business favour (Porter, 2008).

The five competitive forces show whether a sector is truly appealing, and they aid investors in foreseeing favourable or unfavourable changes in industry structure before they become apparent. The five factors enable investors to profit from undue pessimism or optimism and separate short-term blips from structural changes. Compared to the financial projections and trend extrapolation that rule today's investment analysis, this greater understanding of competition is a more effective mean of achieving real investment success (Porter, 2008).

We chose to present the Porter's five forces analysis since it can be used to determine who has the advantage in a given business situation. This is helpful in determining both the strength of an organization's existing competitive position and the strength of a position it may seek to occupy in the future.

3.3.1 The bargaining power of suppliers

The supplier power is an estimation of how easily it would be for suppliers to increase prices. Suppliers are still in charge of setting their own conditions, rates, and availability schedules. Strong vendors can raise the cost of basic materials without altering the volume of their own sales (Porter, 2008).

The businesses that supply restaurants with raw materials are among the vendors in this sector. The ability of a supplier to influence the purchasing choices of its buyer companies

depends on the number of suppliers in the industry. Suppliers have less clout in areas with a large concentration of producers of comparable raw materials than they do in areas with fewer producers. When it comes to a restaurant's suppliers' bargaining strength, the size of the establishment is also a deciding factor. Due to the restricted volume of orders that small restaurants can produce, suppliers have a stronger negotiating position with small restaurants than with large restaurants that place bulk orders. The suppliers must adjust the price of raw materials in accordance with these companies' demands to keep their business relationships with them (Chong et al., 2001).

3.3.2 The bargaining power of customers

The bargaining power of customers is the capability to negotiate favourably with other market players and use their clout primarily to demand price drops. When there are fewer customers, buyers have more power. However, when there are several sellers, consumers can easily exchange. In contrast, when customers make small purchases of goods and the seller's offering differs significantly from that of its rivals, their purchasing power is low (Porter, 2008).

The restaurant industry is impacted by consumers' choice and switching behaviours because they have the power to affect a company's pricing choices. Customers can influence a restaurant in several ways, including price changes, changes in the menu items provided, changes in the quality of the items offered, and more. However, the restaurants are unable to give overpriced items because doing so will reduce their clientele. The prices need to be adjusted according to the target market and the affordability of that section of the market. Customers in the restaurant business have a moderate amount of bargaining power (Adhikari & Rao, 2013).

3.3.3 Threat of substitution

The threat of substitution is when prices increase, and customers can select different products because they are easily replaced, even products from a different sector that serve the same purpose could be substitutes. A product with more substitutes is in a more competitive market, which reduces the likelihood of earnings (Porter, 2008).

The variety of businesses in the restaurant industry makes it simpler for customers to choose when hopping from one restaurant to another. Another element that makes it simpler for a customer to switch their loyalty from one brand to another is the cheap switching cost.

Customers who value quality and an outstanding dining experience can pay a premium at restaurants, while those seeking more affordable options choose a cost-effective outlet. This business is highly susceptible to substitute products due to how simple it is for diners to switch from one restaurant to another if their dining experience falls short of their standards (Chong et al., 2001). However, the concept offered is to the date unique, meaning the threat of substitution is lower than the average of the industry.

3.3.4 Threat of new entrants

A market will draw new players when it is lucrative. Profitability can be seriously harmed if existing businesses don't have strong barriers and systems against new entrants, such as patents or technology (Porter, 2008).

A new restaurant can be built with a moderate initial investment, making it a simple business to break into. Economies of scale, which can be established once the production and other operations reach efficiency, are another element that influences the ease of entry for new restaurants. The fixed cost and operating cost must also be considered by the new entrants for them to be able to create cost advantage. Making large purchases at reduced prices is one potential method the new players in this sector can gain a cost advantage. Even though new competitors initially experience low profitability, the high fixed costs are still a worry for them as they manage their operations. Considering these factors, it can be said that the restaurant business faces a moderate threat from new competitors. (Lee-Ross & Lashley, 2008).

3.3.5 Competitive rivalry

The competitive rivalry is an in-depth review of the quantity and strength of competitors. For example, comparable products are available in one market, rival companies follow comparable business models, similar features and benefits are offered by the products, industrial development is slow, and low entry barriers exist (Porter, 2008).

The competitive rivalry in the restaurant business would be fiercer the more competitors there were. These market participants work to retain a larger market share than their competitors while continuing to make a profit and assisting the company's expansion. As a result, there is a lot of competition in the restaurant business, which makes it challenging for smaller restaurants to keep high profitability. Due to the prevalence of quick food franchises and numerous small-scale establishments, the restaurant industry is highly competitive. Due to their larger marketing and product development budgets, fast food giants can retain an advantage over their more

modest competitors. Additionally, there is little customer loyalty, so patrons change restaurants based on demand and taste (Chong et al., 2001).

3.4 Market share

Unlike other segments in hospitality such as hotels where there are companies with a higher market share, in the restaurants sector the market share is much lower, especially if it is only regarding brunch restaurant. By existing a lot of companies in this business, the market share of each is lower, becoming easier for a new business to enter the market but having a lower sales forecast potential.

3.5 Critical Success factors

Ritchie et al. (2013) listed the critical success factors for small businesses which were the planning and strategy, the interest and background in the new business market sector, the psychological fit with the business venture, the branding of the business, the professional advice, the finance and cash flow, the niche market and opportunism, the conscientious approach to the business venture, the multiple revenue streams, the customer service and quality, the interpersonal skills, the networking skills and promoting business by word of mouth, and the background and training in general business theory and management.

“The most important success factor for restaurants is starting with a clear concept. The concept should be distinct enough to stand out in the market and should be supported with good quality food and value created for customers.” (Ma & Hsiao, 2020, p.138).

In the restaurant industry, specifically, there are five critical success factors, food quality, food delivery systems, cleanliness and ambience, food price and brand image. The foundation of the restaurant business is food quality, upon which everything else is predicated. Systems to support food delivery are crucial for restaurants to fulfil online orders and take physical orders from the dining hall. In addition to quick delivery on the table, it is now crucial to satisfy rising demand for internet services. Having an experience is the main goal of dining out and it begins from food quality, ingredients, delivery services and cleanliness. Food price is the amount of money that customers have to spend in order to purchase food from a restaurant, the high cost of food draws attention from customers. Finally, brand image is the unique combination of a product's attributes and values within its trademark, style, packaging, marketing, pricing,

fundamental ingredients, nutritional qualities, and user participation (Ma & Hsiao, 2020; Sharma et al., 2021).

Considering the “O Baeta” concept, the most critical factor would be customer service and quality, since assuring service and food quality is assuring customer satisfaction which means we are exceeding customer’s expectations creating customer loyalty and consequently worth-of-mouth. Another factor with much importance is the niche market and opportunism, since it is a destination restaurant, meaning the business depend on tourism, but it is necessary to explore other segments to capitalize the business. The brand image of the business is also critical, taking into the consideration the concept (and being a destination restaurant), it is necessary to have a strong and accurate communication plan.

3.6 Competitors

A restaurant manager is better able to comprehend the changing market environment by understanding its competitors, which allows them to adapt their market strategies and increase profitability. Competitor identification is crucial to competitive intelligence since it enables a better understanding of market structure and more accurate strategic decisions (Gao et al., 2018).

The competitors were chosen based on their value proposition, as well as their segmentation, target, and positioning, in comparison to “O Baeta”. The restaurants chosen as the direct competition are Zenith Brunch & Cocktails (Avenida da Liberdade), Seventh Brunch Coffee (Chiado), Augusto Lisboa (Graça), Fauna & Flora (Madragoa), Amélia (Nicolau and Basílio) (Campo de Ourique), 2D Lisboa Brunch & Bar (Saldanha) and Cotidiano (Chiado).

Zenith Brunch & Cocktails is a brunch place near Avenida da Liberdade, recognized in online platforms and magazines as one of the best brunches in Lisbon. Although the area of influence is different, the value proposition is similar regarding the offer of innovative dishes and in this case at lower prices. It is an example to follow concerning the promotion and visibility they have and consequently a higher volume of customers.

Seventh Brunch Coffee is more focused in millennials, their offer is very standard but recognized as high quality. Was chosen to be a competitor because it is the number 1 on TripAdvisor which is very relevant for possible customers that are searching for a space to eat. Can be a role model regarding the service quality.

Augusto Lisboa is slightly associated to females since it is a pink brunch space and it is a destination restaurant because it is “instagrammable”, and that is why should be a competitor.

The product itself does not stand out but the decoration is a factor of differentiation. Could be used as an example to bet on the niche markets.

Fauna & Flora is a trendy restaurant and a growing brand given that sustainability and veganism is gaining more importance every day, especially in the younger generations. It is a competitor because it shows the importance of betting in vegan options and lifestyle.

Amélia (Nicolau and Basílio) are three different places that even though they have different names, are all from the same brand with similar concepts, are gaining more visibility because of their ability to create a story that creates engagement with the customers. It is a clear example of the importance of creating an emotional connection with the general public.

2D Lisboa Brunch & Bar is probably the most different, similarly to Augusto Lisboa is also a destination restaurant, its whole decoration is in 2D, making the customers feel inside a drawing which is providing the restaurant a lot of social media visibility. Their food and service aren't good (according to the online reviews), and it is only known for the place itself. In this case it is our competitor because it is our goal to have a space than besides the experience and food, it is a tourist spot not to miss.

Cotidiano has a very innovative offer regarding their product and the prices follow the quality of the product, being the competitor with the highest price range. This competitor will be the main one considering the "foodies" segment, for those who really value good food even with higher prices. Initially, "O Baeta" should not have a price range higher than Cotidiano.

The indirect competitors identified are the coffee shops nearby, Choupana, A Padaria Portuguesa and Jeronymo. They were chosen given their proximity to the location proposal.

The coffee shops nearby and A Padaria Portuguesa are considered competitors due to its location only, the lower prices and quicker service is not a concern because it is the opposite of what our targeted segment is looking for.

Choupana and Jeronymo, on the other hand, are competitors not only for the location, but also for the product that is more similar to brunch. However, it still is not a similar experience.

The complete analysis of the direct competitors is in appendix C and D and of the indirect competitors is in appendix E and F.

4. Internal Analysis

4.1 McKinsey 7s model

The framework was developed to find a solution to the issue of how to coordinate incentives, actions, and resource allocation across huge enterprises. This model aids managers in setting up their company for successful plan implementation. According to the 7-S model, businesses succeed when they successfully balance the four “soft S's” of skills, employees, style, and shared values with the three “hard S's” of strategy, structure, and processes (Kaplan, 2005).

We chose to use this framework because it is helpful to align departments and processes during an opening since it examines how the various components of the organization interact with one another and the potential consequences of future changes in the company. Overall, it helps developing a workforce that is ideal and effective, identifying areas where a company succeeds and where it needs more improvement.

Strategy

“O Baeta” strategy consists in positioning the restaurant as an iconic and unique restaurant that delivers a memorable experience and amazing food and service quality, while offering an exceptional customer experience that creates word-of-mouth, the final goal.

Structure

It is a small business with one restaurant manager, one head waiter and one head chef. The goal is to have a close-knit team, with easy access to senior management.

Systems

“O Baeta” is an innovative product and service, the systems on the other hand are quite usual, for example the e-menu, QR-codes for reviews. It is a concept that relies in human skills.

Style

Senior employees lead by example and seek feedback from all employees in order to improve operations and resolve conflict. Managers will involve their employees in the decision-making process, making them feel heard.

Employees

With 17 employees, the focus is to create employee satisfaction and loyalty. It will be an inclusive workplace. Since initially there it will not be growth opportunities within the company, employee satisfaction will be achieved through benefits, salaries, work conditions, and rewards. Training will also be crucial.

Skills

There will be cross training between departments, training on customer experience, service quality and customer satisfaction. The capability to read customer's feelings is an essential skill.

Shared values

“O Baeta” mission is to create wow's in our customers, since the product, to the service and the kindness of employees. The goal is to turn the restaurant in an icon of the city, an experience not to be missed. The values will be inclusivity, teamwork, customer care, integrity, and authenticity.

5. Competitive Analysis

5.1 SWOT Analysis

A SWOT analysis is an analytic tool that examines an organization's resources and environment through its strengths, weaknesses, opportunities, and threats. strengths and weaknesses are the internal variables, that can be controlled, threats and opportunities, on the other hand, are the outside elements, that are uncontrollable. The organization can recognize its key skills for decision-making, planning, and developing strategies by recognizing the components in these four sectors (Phadermrod et al., 2019). The internal analysis contributed to the determination of the strenghts and weaknesses while the external analysis was the foundation to the definition of threats and opportunities.

Table 1 - SWOT Analysis

SWOT Analysis	
Strengths	Weaknesses
Innovative menu and service with high quality	Fixed menu (each six months)
No competitors nearby	Expensive location, not in the city centre
Brand image and positioning	High human resources cost
Great touristic location	Not having take away or delivery options
Professional and dedicated customer service	
Highly rated online	
Worth of mouth	
Interior design	
Sustainability	
Opportunities	Threats
Events for corporate local firms	Limited by energy costs
Location expanding in enterprises and houses	Show economic recovery
Expansion for other locations	Government regulations and lack of support
Simpler menus to attract local customers	Increasing competition
Partnerships with suppliers to lower cost	Home delivery options
Social media campaigns	
Train less qualified employees	
Personalise guest experience	

Source: Own elaboration

Summarizing, “O Baeta” stands out for offering an innovative service and product that it is a form of entertainment, that no other competitor is offering, as well as having a good location and ambience that generates word-of-mouth and good reviews, nevertheless, it does not offer take away or delivery options and is it is a location further to the city centre unlike the competitors. It can easily become a trend since it will be new and *instagrammable*, it can be

added a corporate offer or even an executive menu and new partnerships with catering firms offering the concept and service to private events might arise. The threats are mainly economical with the increased energy costs and the consequent food cost increase, the recruitment difficulty that the industry is facing also represents an obstacle to the business success.

5.2 Competitive Advantages

A continuous innovation procedure helps restaurants heighten barriers to imitation, maintaining their portfolio ahead of the competition which establishes a long-term competitive advantage (Lee et al., 2016).

Nowadays there is a “growing interest in theatrical dining and the merging of different forms of entertainment” (Spence et al., 2020, p.12).

Our competitive advantage consists in delivering an experience no other competitor offers, involving magic and entertainment in the centre of the innovativeness, as well as a high level of customer service and food quality. Offering a different concept within similar price range, is also a competitive advantage.

6. Strategic Plan

6.1 Vision, mission, and core values

Our vision is to be an international reference of innovative restaurants, recognized by its concept, delivering quality food and excellence service to its customers that will feel engaged and will desire to celebrate their moments with us.

Our mission is to offer a complete unique and memorable experience composed by the food itself, the ambience, such as the music, the smell, the *décor*, as well as the entertainment provided during the meal that will create the “wow” factor in the customer.

Our core values are social and ethical responsibility, trust, respect, value-centricity, loyalty to our customers as well as our employees, integrity, teamwork, passion, and accountability.

6.2 Segmentation

Market segmentation is the process of identifying and establishing different customer categories that may demand distinct goods and/or strategies for marketing. Market segmentation is the process of dividing diverse markets into more homogeneous groups that share comparable needs, traits, and reactions to marketing initiatives (Musa et al., 2020).

Table 2: Segmentation criteria and sub-criteria

Segmentation Criteria	Sub-criteria
Geographical	Residence
	Work
Demographic	Age
Psychographic	Value experiences
	Foodies
	Like to try new things
Behavioural	Follow trends
	Active social media
	Social
Searched advantages	Food and service quality
	Ambience

Source: Own elaboration

This segmentation is measurable, accessible, substantial, and actionable.

6.3 Target

Targeting is the process of choosing one or more market segments to participate. The goal of this target determination is to fulfil the varied requirements and desires of the customer. The demand for a product rises when customers are happy, and as demand rises, so do the company's earnings. The target market, which is a narrow market niche for marketing operations, is the product of targeting (Musa et al., 2020).

Although geographically it is possible to segment the market, either in residence or work location, the goal is to create a destination restaurant which means both national and international markets are desired.

Regarding demographic segmentation, not considering the niches markets, the business will be focus on people between 20 and 40 years, both male and female, with no income segmentation, since customers can go there both on regular basis and on especial occasions.

In terms of psychographics, some common characteristics can be being a “foodie”, experience lover and open minded.

Lastly, it is possible to predict some behaviours of the segment chosen, such as the importance given to social media and valuing special occasions and/or friends gatherings.

Summarizing the target clients will be locals and tourists, either national or international, from 20 to 40 years old, that like try new experiences and take pleasure in eating, give importance to social media, and like to keep up with the trends.

6.4 Positioning

Positioning is designing a product's and company's image with the goal of leaving a lasting impression on the target market and earning the business a greater position to that of its rivals. This is linked to the company and should be noticeable as soon as one enters the restaurant. Effective word-of-mouth marketing and other forms of advertising can draw in new customers, which is another benefit of quality restaurant branding. Product placement is a management tactic that makes use of data to shape perceptions of a product in line with target market preferences (Musa et al., 2020).

To define “O Baeta” positioning, we need to answer three main questions. What is our target segment need and expectation and do we provide them? What is our competitors positioning? Which are the differentiations between our product/service and our competitors? (Lindon et al., 2011).

The needs and expectations of our target segment are the desire to experience something different, with food and service quality while having entertainment and keeping up with the trends. The innovative menu itself delivers the mains needs, adding the ambience delivers the complete experience they are expecting.

Our competitors positioning consists mainly in food quality and healthy options except for 2D Lisboa Brunch & Bar that has a more similar positioning to “O Baeta” that focus on a different experience “Sick of reality? come visit!”. The full description of each competitor positioning is in appendix C and E.

The main differentiation between “O Baeta” and its competitors offer is the menu itself with the magic tricks and the type of service arising, the “wow” factor resulting is where the innovation lies. We can also consider the ambience a differentiation factor, since the décor is very distinctive from others brunch that look very similar to each other being mostly minimalistic with plants.

Our slogan is “Always seems to surprise me”.

6.5 Business Model Canvas

A business model canvas is based on nine interconnected building elements, according to Osterwalder & Pigneur's conceptual tool, in which the value proposition at its core connects the company's infrastructure such as downstream activities with the client such as distribution and after sales relationships (Lund & Nielsen, 2014).

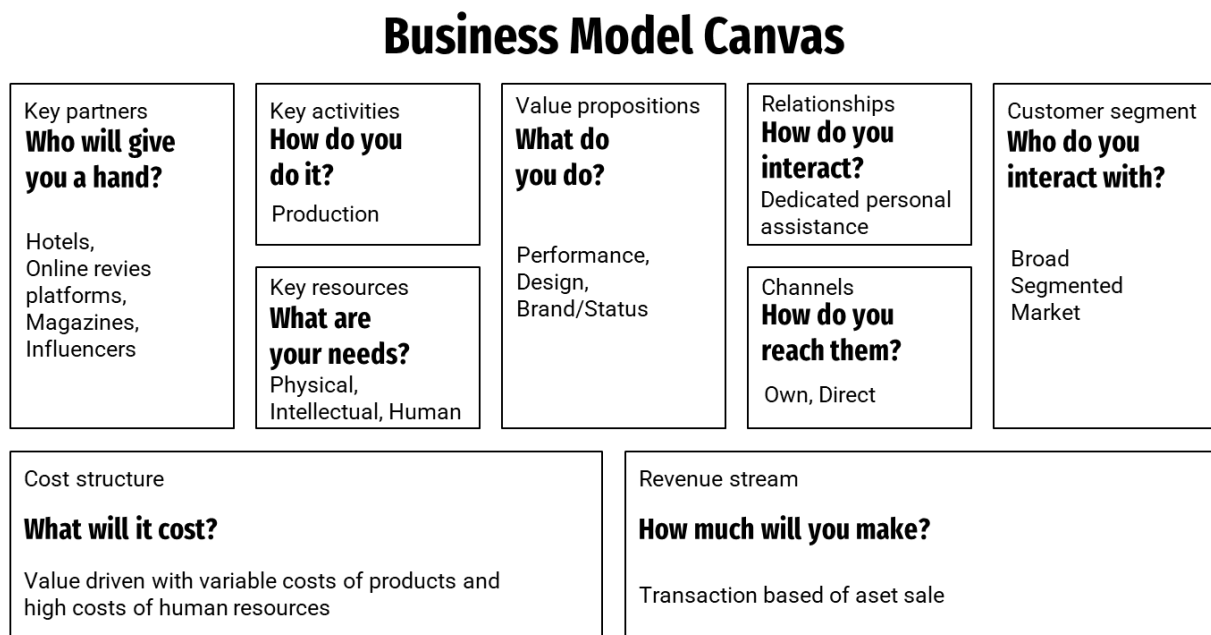
This framework places the idea of value propositions at the very centre of the business model analysis, has been found to offer entrepreneurs an increased understanding of the company's value creation and its delivery. The business model canvas's goal is what potentially makes it useful as a communication tool for entrepreneurs (Sort & Nielsen, 2018).

The purpose of using the business model canvas is to help the user comprehend the distinctiveness of the organization. Moreover, since the structure is well-known, odds are good that prospective investors are also familiar with it (Sort & Nielsen, 2018).

The building blocks are constituted by the customer segment, that in our case is broad but segmented since it is a restaurant that offers an experience and only customer who really take pleasure in eating will be interested, it is not for a customer that just want a quick simple meal. The customer relationship, due to the focus on the service offered needs to be as personalized as possible, leading to a dedicated personal assistance type of relationship. The channels, taking into consideration that the goal is to personalize and create connections with the customer, will

be owned direct channels, such as social media. Considering that the business is a restaurant, the revenue streams are transaction based of asset sales and the key activity is production. Being a complex business, the key resources, are both physical, intellectual but most importantly, human, since it is the foundation of the service provided. The key partners can include hotels, online review platforms, magazines, and influencers. The cost structure is value-driven, with variable costs regarding product and high costs regarding human resources. Lastly, the value proposition consists in the performance, by delivering an innovative service, is the design either in interior design or brand image that is also innovative and distinguished and have a brand/status component by being “instagrammable” and providing the sense of being trendy.

Figure 1: "O Baeta" Business Model Canva



Source: Own elaboration

7. Methodology

7.1 Qualitative Research - Focus group

In order to build an offer that more closely matches consumers' expectations, we hope to shape and improve their understanding of the concept through focus groups.

Focus groups is defined as a qualitative research method that gathers information from group discussion on a subject chosen by the researcher. Three key components make up this definition. First, it explains unequivocally that focus groups are a type of research methodology used to gather data. It then identifies the interaction in a group discussion as the information's source. Finally, it recognizes the researcher's active engagement in establishing the group discussion for the aim of gathering data (Morgan, 1996).

There have been three main applications for focus groups. First, they have been incorporated into multi-method study designs as an addition to existing methodologies. Second, they have been employed as a primary research methodology in and of themselves, most frequently in the context of phenomenological studies on individuals' perceptions and understandings. In order to empower people and advance social and political change, thirdly they have also been employed as a type of participatory action research (Wilkinson S. , 1998).

A situation that arises during group interaction where participants are inspired by one another's thoughts and experiences. With the creation of the interactive group context, the group effect can expose knowledge and understandings that are not otherwise accessible (Lindlof & Taylor, 2010).

Focus groups are especially helpful in enabling researchers to observe people who may be very different from themselves, as they commonly work with respondents across disparities in age, culture, ethnicity, and other factors (Wilkinson S. , 1998).

Taking into consideration that the goal is to understand expectations and perspectives, we opted for a type of method that give freedom to the individuals to express themselves without them feeling that they are restrained by a question. The fact that focus group stimulate thoughts in other members of the group is exactly what is needed.

7.2 Data collection

The approach was to develop two focus groups and compare the results between them to understand how the different kinds of customers, those who are more familiar with the industry and those who only know the basics, perceive the concept and their intent to experiment. The participants were divided according to their passion for food, the first group was composed by

people that are not passionate by food and they do not have much knowledge about it, the second group on the other hand, are foodies, who take pleasure from the moment of eating and have knowledge of the industry.

The first focus group elapsed on February 1st at 7.30pm and the second on February 2nd at 7.30p.m. Both studies were via platform zoom (online) what allowed the audio to be recorded (with consent of the participants). The first focus group lasted two hours, and the second lasted one hour and a half as predicted. Alongside the audio record, the moderator also took notes. The moderator was the student.

Combine twelve different agendas and life's is challenging, so to facilitate the participants, it was decided to perform the focus group online. What also made possible to reach a considerably wider geographic area (residential), increasing the variety of the sample without adding to trip or time expenses, making this method both time and money efficient (Hennessey, et al., 2022). According to the Hennessey, et al. (2022) study, focus groups performed online can produce data with a similar level of detail as those held in person. Since most of the participants are strangers to each other, developing the focus group online encourage more interaction due to the perceived anonymity and physical distance between participants allowing people to freely voice their opinions (Jones et al., 2022).

Smaller groups enable moderators to better control the lively conversations that often accompany high levels of involvement and emotional topics (Morgan, 1996).

For efficient communication and to fully comprehend the experiences and beliefs of study participants, it is crucial to have some acquaintance with the language they frequently use (Wilkinson S. , 1998) so it was decided to do the focus group in Portuguese and translated to English afterwards.

Due to the level of comfort among the members, it is plausible that friendship groups may foster a more honest and open debate than focus groups. Additionally, since the host participant shapes the setting of a friendship group, observable data may supplement the knowledge gained through formal conversation. In contrast, traditional focus groups may produce a wider diversity of viewpoints due to the lack of personal links among the members, better meeting the goals of an exploratory study (Jones et al., 2018). In order to have a balance and don't have the cons, the groups will be constituted by three pairs of friends that are strangers to each other.

In the beginning of the session was presented the concept and explained the focus group purpose, following by the main questions and discussion, and lastly the session was closed. The full scripts used to moderate the focus group one and two are in appendix G and H.

7.3 Sample

The participants are anonymous due to the data protection applicable laws. The participants identified themselves as male, female or non-binary previously to the study.

The non-foodies group was composed by six participants:

- Participant A, 21, female, nutritionist
- Participant B, 26, male, city ledger
- Participant C, 28, male, arts professor
- Participant D, 20, female, nurse
- Participant E, 17, male, arts student
- Participant F, 21, female, designer

The foodies group was composed by six participants:

- Participant G, 26, female, head waiter
- Participant H, 23, male, baker
- Participant I, 21, female, pastry cook
- Participant J, 25, female, reservations and groups supervisor
- Participant K, 30, female, housekeeping manager
- Participant L, 36, female, spa manager

7.4 Data Analysis

Content analysis is an approach for analysing data from qualitative research. Applications of content analysis demonstrate three distinct approaches: conventional, directed, or summative. All three methods follow the naturalistic paradigm because they attempt to deduce meaning from the written data's material. Coding conventions, the origins of codes, and reliability threats are where the methods diverge most (Hsieh & Shannon, 2005).

Coding categories originate straight from the text data in traditional content analysis. When using a directed method, initial codes for the analysis are guided by a theory or pertinent research findings. In a summative content analysis, terms or other parts of content are counted and compared, and then the context is interpreted (Hsieh & Shannon, 2005). Using a separate coding sheet, this technique enabled the analysis to be quantitatively coded by marking the criteria as either being present or being absent (Shin & Parker, 2017).

We chose to apply a summative approach, to compare the content from the non-foodies group and the foodies group. In order to reduce human error, we used MAXQDA to make the codification prior to the manual analysis.

MAXQDA it is a software to analyse unstructured qualitative data or mixed methods, through content analysis (MAXQDA, 2023). In the software it was possible to create fifteen codes and after codification, it was compared each code between the two groups manually, understanding where the differences were, and if it was possible to please both segments.

7.5 Insights and conclusions

The MAXQDA software allowed to identify the following codes: concept, efficiency, food, menu (design, names, and magic tricks), offer quantity, ambience, colours, price, location, name, logotype, competition, communication, and loyalty.

The first impression of the **concept** was very positive, recognized as an innovative idea, stimulating curiosity and interest in knowing more details about it in both groups.

“It is very out of the box, but I can see it happen” – Participant L

“It is a concept that creates curiosity to everyone, from little to older, that is going to be asking themselves “what is coming out of here” and “now what is going to happen” and you want to try it once, and twice until you see every trick” – Participant L

The most said words regarding the concept are in appendix I.

However, four participants (three of them from the non-foodies group) point out one concern that was the importance of the **efficiency** of the concept. Mainly because the non-foodies group participants do not have the same level of knowledge regarding food and do not think is possible to perform this magic tricks.

“I think it is a nice idea, but it would have to be well done, when people search for this type of experience, they expect their expectations to be exceeded” – Participant D

“If you fail the magic trick, you fail the whole concept” – Participant E

One aspect was brought up by participant C:

“I think combining brunch with an entertainment concept is going to be difficult. People are not going to eat at that brunch in a regular workday, they will go in a leisure occasion, so

unless it is opened during the weekend, when people have time to leisure, it is going to be hard to match both ideas.”

One of the elements of ambience is the **names of the dishes**, where it is possible to have a preview of the magic trick. All participants were very surprised and intrigued by this idea, they affirmed that stimulates curiosity and created engagement.

“I like the idea of the name vaguely explaining the magic, and alongside the idea of the restaurant, is very interesting. And might create the desire to come back to see another magic”
– Participant C

“I completely loved the names, I think it achieves very well the goal of creating curiosity.”
– Participant A

“Just the name and I already feel the need to try it.” – Participant B

After showing some **magic tricks**, it became clear that the ones that were more interesting for both groups were the ones with more visual impact, even if they are technically less complex.

“A big magic happening, I liked that one of the fire, the bag transforming into a bowl with something” – Participant C

“That one of the burning fire with an inside desert or whatever it is very interesting. It is very nice that wow factor from the sudden fire.” – Participant L

The **quantity of the offer** being enough depends on the kind of person the customers are. In the case of the non-foodies, they agreed it was not enough variety because they are very picky. On the other hand, the foodies, agreed it was more than enough, good for those that are indecisive, or that do not like big menus because they get tired of reading.

“I feel I cannot be picky, if I do not like one ingredient in every dish, I am going to ask to remove it, and that might ruin the magic trick.” – Participant C

“I have a very childish taste, I would need more offer” – Participant D

“I do not like big menus, if it is too big it is boring.” – Participant J

“I will end up not seeing them all of they are too much, I think you have the right amount.”
– Participant G

“It is good for the indecisive type, less options to choose from.” – Participant H

The proposed concept involves not only the food itself and the service, but the whole ambience, including the décor, the music, and others. So, it is critical that all aspects are coherent. The general aspects of the **ambience** were in common between both groups. Mama Shelter was given as an example of the kind of ambience it should be.

“Black walls, wood floor, purple details in the napkins, it is the kind of decoration I relate with magic.” – Participant E

“I feel this concept needs a bold intense decoration. For example, Mama Shelter, everything is happening, but everything is connected.” – Participant J

“The goal should be creating an ambience that makes you feel you are inside a show, and the dish is the main character.” – Participant K

Both groups were in accordance with one of the most discussed topics, the **colours** that matched the concept, not only for the decoration, but also for the brand logo and communication. The colour purple was the most referred by participants, followed by golden and red. Dark colours and styles were also appealing.

“Purple makes me think of magic, purple and golden.” – Participant E

“I did not think of purple straight away, but now when participant E mentioned it, I feel it fits perfectly. I think intense colours are the best match. For instance, beige or neutral colours miss the concept. Golden for instance, it is a good bet, because fits with both aspects, it matches any restaurant as well as magic.” – Participant C

“It is hard to give the idea of magic and surprise to a light environment.” – Participant C

When asked how much the participants would be **willing to pay** per person, it was noticed the difference between the foodies and non-foodies. While the non-foodies were only willing to pay between 15€-25€, reaching 30€ if they really felt it was worth it. The foodies were willing to pay around 40€ per person reaching 60€ per person if included some type of entertainment.

“I would pay between 30€ to 40€ because I value the idea as innovative and the service it is excellent. Nevertheless, if I went once and felt it was not worth that value, I was not going to come back.” – Participant B

“I would at ease pay around 60€ for an experience like this, but I recognize it is because I am a foodie, I pay to have experiences with food.” – Participant J

“I would pay 60€ but if included some type of show.” – Participant K

The participants of both groups agreed that **name** is not relevant, as a customer we associate the name to the concept, not the other way around.

“I do not think the name is relevant, for instance someone says to me Amélia and I am not thinking it is a brunch.” – Participant H

“There are so many you do not associate with food, Nicolau, Sem Maneiras, that is it, it is not relevant.” – Participant K

The **logo** it is much more important because it is used in promotion and communication of the brand and must reflect the concept the best way possible. Besides the colours discussed previously, the hands with the stars were validated by all participants.

“I think magic is all about hands, cooking as well. The little stars also immediately remind me of magic.” – Participant A

“The fact that with the hands and stars you can refer both to magic and cooking is amazing.” – Participant C

The **communication** methods to reach the targeted segment is, without doubts, social media, mainly Instagram. It was actively suggested by participants in both groups.

“Without a doubt, social media. It is all you need.” Participant J

Concerning the **location** suggested, all participants recognized Parque das Nações as a good location, taking into consideration its concept and the accessibility of the area.

“I would not choose the city centre, is already full of brunches.” – Participant H

“I rather go to a restaurant that I like in an easily accessible zone than in a very busy area with entertainment and more touristic with difficult access. Something planned, that I saw publicity of, and I am interested in trying, I would go wherever.” – Participant C

“I think being a different concept justifies the dislocation.” – Participant A

All participants recognized as a **competitive advantage** the innovation, the service, and the menu (as an experience).

“For example, between going to a restaurant lunch or dinner and order something regular or go to this restaurant and my food change colours or something different (for the same price). I am going to choose this one.” – Participant C and A

“If it does not exist easy access to another similar experience, it will have more importance because that happens only there” – Participant C

“The way of serving, the experience, the innovation, all of it.” – Participant J

In terms of **loyalty**, being an innovative idea, it creates word-of-mouth (that can be positive or negative). The menu changing every six months to maintain innovativeness as very well received by the participants, all affirmed they would come back to see the new menu.

“You end up sharing your experience to everyone you know because it is a completely different experience” – Participant G

“For instance, I went with my brother, let me bring my girlfriend here. One person showed you and you want to show it to others as well.” – Participant C

“I would want to know every magic trick, I would come back until the surprise factor was gone. If you renovate your menu, it is a great way to improve loyalty.” – Participant J

Summarizing, the concept pleased both groups and stimulated interest and curiosity, the non-foodies more because of the entertainment factor and the foodies more because of the food quality and service. The efficiency was a topic brought by the non-foodies that saw the experience as something not achievable since they do not have knowledge of the industry. The name of the dishes is a great communication and promotion strategy and both groups were excited about it. Regarding the offer being broad enough, there were two opposite opinions, the non-foodies felt it was not enough options and the foodies felt it was a well fitted menu and more options would be too much. The ambience was suggested by the participants and both groups agreed with the other participants on the colours and décor that was very distinct from what was suggested by the moderator. The willingness to pay was divergent between the two groups, while the non-foodies were only willing to pay between 15€ to 25€ per person, the foodies suggested a minimum price of 40€ per person with entertainment included. Concerning the location, after the moderator presented the suggestion of Parque das Nações, all agreed it was a good fit for the concept. While the name was considered not relevant, the logo needs to reflect the concept clearly and intuitively and the suggestions given by the participants were in line with what was presented. The communication tool recognized immediately by the participants as the most important tool to promote the restaurant is the social media. The idea of changing the menu every semester or by season was identified as a good strategy to promote loyalty. Lastly, the competitive advantage strongly recognized by all participants was the innovative service and product that confirmed the competitive advantage identified previously.

8. Implementation Plans

The goal behind implementation plans is to coordinate the efforts to accomplish the objectives, allow the company's leader to choose the strategies for accomplishing the objectives, determine the enterprise's performance metrics and required resources, formalize the roles and duties of company personnel, prepare the business for modifications to the external surroundings of the market, allow the potential ongoing observation of the outcomes of entrepreneurial action, create a framework and plan out future actions that all parties involved must carry out within a certain time limit in order to advance growth (Nesterchuk, et al., 2022).

To allow the theory to become practical, the implementation plans must approach marketing, operations, organizational structure, and financial aspects.

8.1 Marketing Plan

Providing a compelling and competitive restaurant quality product is the key challenge facing restaurant managers. The marketing literature has consistently emphasized the significance of a strategic marketing orientation as a managerial tool for companies looking to gain a competitive advantage in this fiercely competitive market (Kukanja et al., 2017).

8.1.1 Product

The most crucial aspect of quality that influences guests' decision-making and impression of quality is food (Kukanja et al., 2017).

The product offered by “O Baeta” is edible magic. A menu full of tricks and surprises, visually and flavoury wise. It is not only a product (the food itself), but also a service, similarly, to going to a magic show or a theatre. When “O Baeta” starts to be a trendy spot, the product offered will also be the brand and the status that brings to the customer.

The menu is composed by fourteen dishes divided into three groups, sweet, salty and bowls. There are six salty options, six sweet options and two bowl options.

The sweet dishes are “drunken” pear waffles with chevre cheese, pancakes with pitaya sauce and lemon curd, banana bread with banana flambé and acai (vegan), lemon meringue pie, cinnamon roll (vegan) and mini “pasteis de nata, areia de Cascais, brisa de lis and ovos moles”. The salty dishes are dried ham, tomato and mozzarella toast, benedict eggs, scrambled eggs with bacon, pumpkin pancakes with avocado and cucumber salad (vegan), smoked salmon

bagel and tzatziki and mushroom and feta cheese and legumes pie (vegan). The bowls are a mango smoothie bowl (vegan) and yogurt with granola and fresh fruits. Besides food, it is also going to be available a beverage menu with options of coffee, tea, natural juices, milkshakes, and cocktails. The full menu is the appendix J.

The idea behind every dish is not only present the magic trick but also have balanced flavours and textures. The menu was thought so there are not flavours repeated to decrease the chances of a customer not liking most dishes because it has one ingredient they do not like. The main part of each dish is what customers are expecting when they visit a brunch but with a twist to ensure they do not feel disappointed, for instance, if we do not have eggs benedict in a brunch customers will notice it.

The portion size will be the average for a brunch restaurant, for instance, the eggs benedict will have around five hundred kilocalories, the recommended amount for a breakfast. The goal is to deliver a healthy, balanced meal, that will not cause the customer to feel bundling, instead they will feel is just the right amount. On other topic, the impression of food safety is crucial, the waiters need to use gloves to perform the magic tricks and the HACCP norms must be followed. Regarding the food appearance, it will have a modern aesthetic, minimalistic, but with bold cutlery and dishes to make the magic trick stand out.

On Monday's and Sunday's, it will be available a late brunch (from 5p.m to 7p.m) with a magic show set menu, where there are three fixed dishes and a magic show happening. This offer will maximize the revenue during the usually weaker days.

Our product brings to the market not only a new brunch with different and variated dishes, but mainly a new entertainment option, an experience involving food. It is important to enhance that the menu will change every six months.

8.1.2 Placement

Location-based direct distribution is the most prominent channel of distribution in the restaurant business (Kukanja et al., 2017).

The restaurant will be a single space with a direct distribution which means the product/service is delivered only at the location that will be Parque das Nações, Lisboa. The location suggested is accessible either by own means such car, or by public transportation like subway, train, or taxi. There are parking options, most of them are paid but not very expensive. Regarding the clean environment, is an area with large green areas and very clean is general.

The primary data gathered confirmed that is a good location and the participants referred the accessibility and parking as a strong advantage.

Furthermore, since it is a destination restaurant and the target market usually does not go to any specific location, because they search online previously, and dislocate on purpose to the location, the distance to the city centre is considered irrelevant.

8.1.3 Price

Perceived quality and price levels are solely the product of a personal psychological process. The perception of a "fair price" has a big effect on how satisfied and impressed guests are with the quality (Kukanja et al., 2017; Raab et al., 2009). The primary component of operational costs for a restaurant business is food cost. For instance, when a restaurant uses ingredients with higher quality (more expensive), the food cost ratio rises and must be adjusted the sale price.

After developing the menu and the respective thrifty recipes, we made various tests in order to explore the food cost and the net margin of each dish. Taking into consideration the competitors price range (4€-25€), in order to have a similar price offer, we tested a price range between 8€-18€ (regarding food). The most expensive item on the menu with a price of 18€ is the eggs benedict, the mushroom tartlet, and the salmon bagel. The cheapest item is “a taste of Portugal” with a cost of 8€. The market entrance pricing strategy will be penetration since it starts with a price similar to the competitors to enable attracting the interest of consumers in the target market, swiftly expand the number of clients and develop worth-of-mouth.

Customers typically respond unfavourably to price adjustments at restaurants, sudden price hikes are more likely to cause dissatisfaction than predicted price changes (Mun & Jang, 2018). Considering the primary data gathered, the price can be higher. So, when the menu changes six months later, the prices go up around 5% and at the end of the first year, with a new menu, more 5%. Therefore, prices must be revised every six months, considering the inflation and the variable prices according to the season and the climate. A non-price competition pricing strategy will be adopted after establishing word-of-mouth and having visibility as an unique experience.

The main customers have a high purchase power (tourists or middle-upper class residents) so the price range proposal is realistic. In order not to feel cheap and low quality, the food shouldn't be lower than 7€ a dish. On the other hand, if the prices are over 20€ a dish might

create the feeling that the value for money is insufficient. The average ticket goal by person is 23€, including drinks.

Regarding the clarity of prices, the menu will have all the prices presented with VAT included in order to be clearer and the expected price level be more realistic. The restaurant manager will train every employee to bill correctly and minimize mistakes in billing.

Also, regarding the magic show set menu, the price will be fixed at 40€ a person with beverages included.

8.1.4 Promotion

Signs, menus, special offers, direct sales, advertisements, invitations, and special events are just a few examples of the numerous promotional activities that fall under this dimension. The only marketing communication method that offers immediate feedback is direct sales, which also significantly relies on the professionalism of the employees. The quality of promotional activities is also perceived through the quality of technical aspects, such as menu design and discounts, in addition to the functional part of quality (recommendations) (Kukanja et al., 2017).

Regarding the promotion before opening, it is critical that we gain visibility, and an effective strategy is through a pre-opening with influencers to get exposure with lower costs. Some personalities that are a good fit are Cláudia Vieira, Angie Costa, Rui Unas, Bárbara Branco, José Condessa, Diogo Piçarra, Carolina Loureiro, César Mourão, representing the television segment and Sofia Ferreirinho, André Chaíça, Paulo Sousa, “Rita & Ruca”, between others, as digital influencers.

Specially in destination restaurants, promotion is crucial, as well as online reputation, positioning, and exposure. The type of promotion is adapted to the target customers.

Regarding advertisement, as Dixit, Badgaiyan & Khare explain in their 2019 study, understanding which values and beliefs are most endorsed by our target market should be the first step when thinking of the communication of the brand. We should expose those same values and beliefs in our social media. To persuade the target audience, we are going to use a strategy that value experiences above tangible products, similarly to this younger generation.

We believe the best schedule to reach the target audience is during regular meal hours (12 a.m. to 2 p.m.) and/or at night (after 7 p.m.), since the targeted segment are workers, it is necessary to reach them when they are not working.

The communication channels more effective to the target audience are without doubt the social media, mainly Instagram but also Facebook. The social media content should be modern and appealing as demonstrated in appendix K. The goal is to be very active, post at least once a day, showing dishes, the ambience, reviews, between others. These channels were identified by the participants of the focus group as the only channel needed to reach them.

As a form of promotion, there will also be available merchandizing with the restaurant's logo (appendix L) such as a keychain, cups, or a glass of wine. The examples are in appendix M.

In order to stimulate word-of-mouth and customer loyalty in the first six months, we can make a campaign where we offer a drink if the customer brings a different person when he returns.

Taking into consideration the growth of competition in the restaurant industry and in this case the brunch offers as well, it is becoming vastly important for restaurant managers to improve the online ratings and being featured in the online reviews pages such as TripAdvisor, The Fork, Zomato and Google (Dixit, Badgaiyan, & Khare, 2019). The best way to do both at the same time is to give attention to customer's opinions and feelings on the spot. In case of a satisfied customer, we will have a physical QR Code that the waiter delivers with the bill at the end of the meal, explaining how easy and quick it is to post a review converting more positive feelings in good reviews. Reward-for-reviews policies might be adopted as a backup plan if the ratings are low.

Managerial response is crucial in the online review's websites, either to show that we care for the customers opinion, either to talk with a dissatisfied customer trying to redeem the aspects the customer disliked in order to stop the negative word-of-mouth that it is generating (Dixit, Badgaiyan, & Khare, 2019).

The communication plan is in appendix N. The total communication expenses will be 10,000€ on the first year, reducing to 5,500€ in the following years.

8.1.5 People

The most important factor in assuring restaurant quality and loyalty from customers is the quality of the employees since the social factors of the employees, such as warmth, a sense of belonging, familiarity, respect, trust, and support have a significant effect on service quality (Kukanja et al., 2017).

The service is extremely important in this restaurant, and with the service being delivered by the employees, people turn into the most critical factor to success.

To be able to deliver quality service, employees who interact with customers should receive training on how to personalize rather than standardize service delivery and apply innovative solutions to resolve customer concerns. For instance, frontline employees' members need to be taught how to search for ways to be innovative throughout the service delivery process, including service recovery. A particular emphasis on employee empowerment should be placed in the design of internal marketing policies to facilitate these processes (Jin et al., 2016). If the customer is clearly dissatisfied, it is the employee's task to collect the direct feedback, fixing the problem in the moment by solving the issue immediately or offering something as a compensation (with the approval of the supervisor).

As it follows, there is not a script in which the waiters need to memorize or impersonate while engaging with the customers. The idea is to have a natural conversation creating genuine empathy with the guest. However, there will be a standardized script regarding the magic tricks to ensure service cohesivity, the script for eggs benedict is in appendix O. There will also be standards and procedures regarding operations that do not have relation with customers, such cleaning processes, opening and closing the restaurant, mise-en-place, between others.

The person in charge of training will be the restaurant manager both regarding service and product. However, some partnership can be established with CFPSA (a professional school in Pontinha) that offers free online and in person courses with various topics, such as marketing, kitchen and pastry, sales, complaints management, emotional intelligence, between others.

Every employee will have a training book, with goals and skills to develop weekly according to their functions and they will be mentored by a senior employee to achieve them. Every month will be made a recap where the restaurant manager analyse the weeks prior and give suggestions for improvement while making an evaluation. This model will ensure continuous feedback and growth to the employees and to the business. An example of a training book of a waiter is in appendix P.

The way waiters present themselves is also a part of the service, so the uniforms must not only represent a luxury service but also the concept we offer. Purple is a colour highly associated with magic, so our choice was to have a bold but sophisticated purple uniform. So, the suggested uniform is black pants, black formal shirt, a purple and gold vest (appendix Q) and magician gloves to perform the magic tricks.

8.1.6 Process

Most of the time, the service employee various actions are used to judge this dimension's quality. Guests should be welcomed, orders should be accepted, guests should be present, and so on. The excellence of the service experience should be viewed as a multidimensional construct (Kukanja et al., 2017).

The opening hours of the restaurant will be from 9a.m. to 4.30p.m. with exception of Monday's and Sunday's where it will be from 9a.m. to 7p.m. Although it might seem that a brunch and an entertainment option are not compatible, the focus will be on tourists during the week and locals during the weekend, so the schedule fits the segments.

The goal is for the restaurant to work mainly with reservations, nevertheless, customers without one will be informed the least waiting time for a table and offered a comfortable zone to wait.

The service quality foundation will be the standards Leading Quality Assurance (LQA) applied to fine dining restaurants. Some of the standards are answering the telephone within 3 rings, obtain and use guest's name in the conversation, offering help sitting down, taking the order within 10 minutes of seating the guest, suggesting starters and side orders, between others. The complete list of standards is in appendix R.

In the restaurant industry, the process is interrelated with people. For instance, while the hiring process, managers should look for social skills and personality traits of people pleasing, empathy and good listener, because those traits will reflect on prompt responsiveness of employees to customer questions and employee helpfulness in serving guests' needs.

8.1.7 Physical evidence

Its representation of the tangible environment serves as a crucial foundation for assessing the quality of services (Kukanja et al., 2017).

Ambience conditions inside the restaurant can have a significant influence on customers' ultimate satisfaction. The environment encompasses a wide range of the earth's fundamental characteristics, including form, temperature, colour, light, commotion, music, and aroma (Farooq et al., 2020).

There are many requirements for a restaurant, such as suitable lighting and colours, clean water, and an appropriate temperature that constitutes a suitable setting (Farooq et al., 2020).

The use of appropriate colours in a restaurant's interiors can make the space functional and appealing to customers, which can affect the number of people who enter the establishment. While deep warm and casual light shades seem to promote leisure and repose, bright colours typically amaze and arouse emotions. Hot colours like purple draw attention to people and leave a warm, comfortable impression. (Farooq et al., 2020; Ozkul et al., 2020; Tantanatewin & Inkarojrit, 2018). According to the focus group, purple and gold are a match to the concept and also draw attention, stimulating senses.

The light can distinguish the place to have a unique experience. To generate its own ambience, the restaurant needs to individually light each table. Light can create a cool, peaceful environment so that people can appreciate the services and experience. When the lights are dim, customers speak more politely and delicately. (Farooq et al., 2020). There will be focus of light in each table to enhance the magic tricks, but the rest of the space will have dim light, so it creates a more mystery ambience.

A mood board was created as inspiration to the restaurant décor in appendix S.

The furniture, floor and cutlery materials chosen are acrylic glass and wood. Acrylic glass with gold details to deliver the sense of luxury. Mirrors are also a good fit to create ambience and are related with magicians. The chairs can be of velvet to have a soft touch and fit with the *decór*. Lastly, the wood floor is also highly associated with magic and magicians.

The music in the background is also relevant and a part of the ambience we want to offer. A series of cheerful instrumentals is a good fit with low volume not to be an immediate highlight but also for the customer not to feel the sense of void.

Regarding the scent, choosing sweet or fruity fragrances could provoke cloying and decrease the appetitive. The best option would be fragrant scents such as lavender or roses.

8.2 Operational plan

The day-to-day in a restaurant must include tasks such as setting tables, clean and sanitize surfaces, clean the bathroom, fold napkins, restock tabletop necessities, restock beverages, clean glassware, between much others, to operationalize the restaurant and allow the employees to more efficient, the detailed opening and closing checklist for each position is in appendix T (Lightspeed, 2021). To all tasks performed will exist a standard written procedure delivered to each member of staff when incorporation in the company.

Regarding reservations, it will be possible to make them either through our website, phone number, or through online platforms such as the fork and they will be inserted in the operating system to gather all information in only one software in order to minimize losing information.

To ensure revenue maximization we will adopt the increasingly used strategy of creating mandatory slots to reserve the brunch. The opening hours of the restaurant will be from 9a.m to 4.30p.m and the slots will be from 9a.m to 10.30a.m, 10.30a.m to 12a.m, 12a.m to 1.30p.m, 1.30p.m to 3p.m, and lastly from 3.p.m to 4.30p.m. Regarding the magic set menu, it will have only one slot, from 5p.m. to 7p.m.

“O Baeta” is not about the meal itself, it is about the experience, the ambience, the decoration, the service, and the food, and since the concept of home delivery does not match with the concept that we are offering there is not going to be an option of home delivery or take away.

8.3 Organizational structure

The tasks, activities, and responsibilities are delegated to the various organizational groups in accordance with the job descriptions. The various duties will be delegated to one or more organizational units depending on their volume and complexity. (Schwetje & Vaseghi, 2007)

Regarding human resources, based on the day-to-day operation, the competitor's organization and the number of coverts served, it is clear that, per shift, it will be needed at least 6 waiters (one of them focused on hosting and one of them as a head waiter), 3 barmen and 1 cashier (with bar training to help when needed), 5 cooks (1 chef) and 1 cleaning worker.

There's only one shift per day except on Monday's and Sunday's that have two shifts, but considering the days off it is needed at least 1,4x the number of employees to cover all week (no closing days). Besides the restaurant manager, the employees will be composed by six waiters (one host and one head waiter), three barmen (one of them will cover cashiers work in their days off), one cashier, five cooks (one chef and one of them will cover cleaning worker day off) and one cleaning worker. The organizational structure scheme is in appendix U. In case of need, it will be possible to contract staff by the hour minimizing the fixed costs.

Employee happiness is said to be significantly influenced by salary costs, which typically represent the second highest share of operational costs for a restaurant business. According to social exchange theory, when an employer offers a positive work environment, employees are happier with their organization and employment. As a form of gratitude to their employers, contented workers often put forth extra effort for the business, which raises the level of service

quality. This research concurred that there is a correlation between employees and customer satisfaction that is favourable, which may result in higher operational performance (Mun & Jang, 2018).

In comparison with the minimum legal wage in Portugal, the minimum salary offered (cleaning worker) is 21.6% above. The estimated monthly cost of human resources is 28,041€. Our average monthly salary is 1123€ per month, comparing with the average wage in the sector, our average salary is 6.9% higher (Instituto Nacional de Estatística, 2023). The salary by category is available in appendix V.

8.4 Financial plan and analysis

The financial evaluation of "O Baeta" and assessment of the viability and profitability of the company are both aided by the following chapter. A summary of each financial statement is provided and appendix W to CC contains the complete calculations and additional information. All calculations and projections are done over a five-year timeframe.

8.4.1 Capital Resources

The company's single owner will provide the initial investment for this project through a bank loan in the amount of 400,000 euros with an interest rate of 1.5 percent over 60 months. This loan has only one principal repayment at the conclusion of the loan term. We selected this loan type because it enables the company to gain from a higher cash flow each month and each year. "O Baeta" is relying on the reality that its business will be fully profitable and able to pay back the borrowed money over time.

8.4.2 Projected sales forecasts

The main profit source is a direct asset sale to the customer, in this case, a covert which represents a place setting at a table in a restaurant namely a person paying for a meal.

In the first year, while it can be somewhat unpredictable, the goal is to deliver 125 daily coverts during low season (from October until March) and 150 daily coverts during high season (from April until September). Considering an average ticket of 23€ per person in the first 6 months of the first year, followed by an increase of 1€ in the next semester, the monthly revenue will differ between 61,000€ (February that is in the low season and is a smaller month) to 85,000€ net (July and August that is in the high season and are bigger months).

Considering the restaurant has 50 seats and mandatory rotation with five available slots, meaning the maximum number of daily covers will be 250, we are considering for the low season that we will serve 50% of the seats available daily.

At the end of the first year, we predict 50200 covers, with 1,184,400€ gross revenue meaning a total of 911,988€ net revenue. In 2025, 52710 covers and 1,014,667€ net revenue. In 2026, 55345 covers and 1,278,481€ net revenue. In 2027, 58112 covers and 1,342,405€ net revenue, as well as in 2028 and 2029. Therefore, the revenue is expected to increase around 11% from year one to year two due to the increased visibility, 26% from year two to three, 5% from year three to four, stabilizing after year four.

The full review of the sales forecast from year 1 to 5 is in appendix W.

8.4.3 Expenses

In the restaurant sector, there are both variable and fixed expenses. Although there are other expenses that can have a small variation with time, the changes are not significant, thus the variable expense considered is the food cost. The predicted food cost (taking into consideration nowadays prices) will be on average 17% of the gross revenue representing 22% of the net revenue. Nevertheless, it is important to have into consideration that food products prices are constantly changing and it is possible to decrease with time if better connections with suppliers are established, allowing lower prices.

On the other hand, costs associated with selling goods, such as rent, staff, utilities, insurance, fees, advertising, premises, accounting services, among others, are fixed expenses. Staff is the main fixed expense with a bigger impact on cost structure, representing 37% of the net revenue. The total of other costs represents 13% of the net revenue, which includes 5.5% for marketing and 1.8% for gas.

There is a negative correlation between fixed costs and sales as fixed costs per unit fall as sales rise. An exceptional sales effort or ineffective cost control are to blame for an out-of-the-ordinary increase in fixed costs relative to revenues (Mun & Jang, 2018).

After year one, it is expected that the cost grows similarly to the revenue, since delivering more covers implies acquiring more products and having more staff, as well as increasing the average ticket is related to more entertainment available (increasing costs). The ideal is that revenue increases more than costs, however if it grows in within the same percentages is also acceptable.

Considering that food cost is one of the main expenses and variable expenses will be constantly adjusted mainly because of the inflation, climate, and season, the cost structure is highly volatile, even though fixed costs are more constant over the year. The simplified cost structure is in appendix X.

8.4.4 Projected Profit and Loss account

The analysis the forecast of the income statement and profit and loss account in appendix Y represent all financial results incurred from 2024 to 2028. It is clear that the company generates a positive net income at the conclusion of the first year of operations while increasing growth rates throughout the entire period. It is clear from operation income positive increase that all operating costs are covered by sales. As a result, "O Baeta" obtains a stable economic performance in its early years, generating money quickly.

8.4.5 Projected cash-flow statement

Understanding whether "O Baeta" will be able to produce positive cash flows during the project analysis time span is simplified by the cash flows table in appendix Z. Analysis shows that the net cash flow is positive after the first year of operations and that in 2028 is predicted to be 1,027,536.08 €. To the value presented it is necessary to deduct taxes.

8.4.6 Simplified projected balance sheet

We can infer from the balance sheet in appendix AA that the total assets for each year of operation equal the total equity plus the liabilities. Due to the outcomes of equity held in the bank account assets and cash, it is also feasible to see positive and consistent growth over time.

8.4.7 Break-even analysis

According to the break-even analysis in appendix BB, costs will be covered once sales hit 584607,69€. At day 234 of each year (August), "O Baeta" will commence producing profits.

The debt to the credit institution will be fully paid at the end of 2027 (600,000€).

8.4.8 Net working capital, working capital requirement and net treasury

The financial balance is largely attained because the NWC generously covers the WCR each year, according to appendices CC to EE. This can be explained, in part, by the absence of payment periods regarding receivables and because supplier's payments are within 30 days of delivery.

The "O Baeta" Treasury increases positively year after year and have sufficient resources to meet all its requirements. It is demonstrated a solid financial condition because it can cover new costs without turning to outside financing methods like borrowing. As a result, the company has short-term liquidity that can be deployed.

8.4.9 Business ratios

The operating profit margin ratio reveals the profit made by a company after manufacturing costs have been deducted. Additionally, it evaluates how successfully a company manages the expenditures and expenses related to running its activities. The operational profit margin rises from 2024 to 2027 before settling at 18.75%, where it is always positive. The pricing strategy and operational effectiveness are therefore satisfactory.

Investors can measure the proportion of investment in assets covered by equity by using the financial autonomy ratio. This is a crucial metric since it demonstrates a company's independence from creditors and its financial stability. Financial autonomy will reach 155.05% in 2028 as a result of sustained growth and the repayment of all obligations.

The return on equity for a business is measured by financial profitability. It enables us to determine whether the company's managers can achieve profitability using their own resources. While the net result would rise, the financial profitability will decline from 92.10% in 2024 to 20.52% in 2028. The huge decline in financial profitability, which benefits from the leverage effect offered by debt, is partly explained by the usage of debt.

Return on investment assesses the financial effects of decisions and investments, by comparing net gains to net costs. Investment aids in providing a sense of how much money a business spends on capital items like real estate, manufacturing facilities, and equipment that is needed for operations. Between 2024 and 2028, the ratio rises by 17%, from 25% to 42%. This indicates that the investment is yielding a high return.

The net income generated by total assets is measured by the ratio return on total assets. The goal is to assess how effectively a business can manage its resources to generate profits. The

ROA fluctuates, rising the first three years and falling the next two, reaching 19% in 2028. However, it continues to be profitable. Because it is weighted, the cash inflation rate is larger than the ROA every year. Nevertheless, while the money flow is positive and the corporation ensures its capacity to fund new projects, it does not suggest that something is amiss.

The return on equity shows how much profit is generated from the capital that shareholders have invested. Assessing how a company will create value from its own resources enables investors to gauge its profitability. The initial equity is 15,000 euros, and if the results are favourable each year, the latter is put aside as liabilities. In 2024 the ROE is 92% decreasing to 21% in 2028. Furthermore, there is no dividend payment, thus the reserve amplifies and raises equity. Given that the equity is fairly high, it is not necessarily a bad sign. Because of this, we may say that the company is less successful at earning cash on its own, yet businesses with a ROE of 20% or greater are regarded as wise investments. The company's life expectancy and danger of bankruptcy decrease as the latter increases. All financial ratios tables are in appendix FF.

8.4.10 Risk evaluation

The first risk regarding this business object, is the revenue not achieving the values proposed, either because the average ticket is lower, or the occupation is lower than expected. The solution might be investment in communication or reducing food or utilities costs to ensure maximization of revenue and a smaller impact on the operational result. The second risk, considering the success of the concept, is imitation by competitors, even though it is a concept difficult to imitate with low resources, it is still a possibility and would eliminate our main competitive advantage, so it is crucial to have a marketing manager creative and attentive to the market to adjust and improve our concept in case of imitation. The third risk is not being able to find qualified staff to the restaurant, since the industry is getting though a shortage of human resources those who have higher salaries will stand out, although the salary proposed is above the industry, it is important to offer consistent training and career progression as well as any other benefits such as health insurance, or even fixed schedules. The fourth risk is the inflation, that is now high and can still increase, especially due to the Ukraine/Russia war that impacts a lot of food products such cereals and oil that are crucial for a brunch concept, the increase of the inflation will decrease the food profit margin. Lastly, it is important to refer that the risks identified have solutions and can be overtaken.

8.5 Implementation chronogram

The following implementation schedule was created to project how long the restaurant would require constructing and implementing. With the latter, it is possible to assess each critical task's duration and status as well as a summary of all critical activities and information about who is the person in charge of each critical activity. This analysis allowed us to estimate that the implementation process will last 27 weeks since acquiring the property, with the project's start date of 8 August 2023 and finish date of 20 February 2024. Regarding the person in charge of each task, RM stands for Restaurant Manager, MKT stand for Marketing Manager, C stands for Chef. The detailed implementation schedule is in appendix GG. "O Baeta" will welcome customers as soon as the planning and execution processes are complete.

O BAETA - MAGIC BRUNCH RESTAURANT PROJECT				
Complex Opening Date				
20-Feb-24				
Task	Person in charge	Start no later then week	Duration in weeks	
F&B OVERVIEW				
Establish Restaurant Unique selling points	RM/MKT	-26	4	
Select uniforms	RM	-18	12	
Menu Review	RM	-13	3	
Food Tasting & Presentation	C/RM	-13	3	
Select all items such (chinaware, glassware, napkins)	RM	-21	4	
Review Operating Supplies and Equipment (OSE)	RM	-12	2	
Work Health & Safety	RM/C	-5	1	
Prepare selection of beverages	RM	-12	4	
Develop Standard Operating Procedures (SOP)	RM/C	-8	4	
Set up reservations systems	RM	-8	4	
F&B TRAINING				
Full service training with selling points, opening and closing the restaurant	ALL	-12	8	
MC – Material Control Training	RM	-2	2	
Organise Entertainment program	RM	-6	6	
Organise Contract entertainment	RM	-6	2	
Investigate possibilities of sponsorship	MKT	-5	4	
Prepare budget	RM	-9	3	
ENGINEERING				
FF&E selection, orders and delivery timeline	RM	-27	9	
MARKETING				
Name/Logo assessment with trademark registration	MKT	-27	5	
Menu Design (Food & Drinks)	MKT	-27	8	
Restaurant, Food and Chef Photography	MKT	-2	2	
Communication to target market, influencers and magazines	MKT	-2	2	
Positioning Statement	MKT	-12	8	
Define ambience (decoration and animation)	MKT	-12	8	
PR				
Exclusive interview with Time Out	MKT	-1	1	
Prepare PR Plan as pre and post opening	MKT	-12	4	
DIGITAL				

Social media communication & advertising plan	MKT	-5	5
Opening related social media accounts and places	MKT	-4	4
IT			
Menu creation on Micros Server	RM	-9	4
Phone number / Extension	RM	-6	2
Create and update platforms (The fork, Tripadvisor)	RM	-4	2
MUSIC			
Contact Professional Music companies	RM	-12	4
Restaurant own playlist development per day and periods	RM	-12	8
PRE OPENING	RM	-1	1

8.6 Implementation challenges

Restaurants encounter numerous difficulties every day, particularly when launching a new venture. The challenges that arise increase as demand rises and the likelihood of scaling up grows. Some of the main challenges and possible solutions are the following:

- Stock wastage and demand forecasting, since it is hard to predict the affluence in the first weeks and months, it is crucial to buy food products with large expiration dates and buy lower amounts and more regularly;
- Supplier management, it is difficult to keep track of reputable vendors, competitive prices, and timely deliveries because restaurants work with a variety of vendors. One solution might be creating the sense of partnership by having a close relation with the main suppliers;
- Finding and retaining qualified staff, will be the main challenge, because it impacts most other challenges directly. The industry is going through a difficult situation regarding human resources as discussed previously so it is essential to identify and retain staff;
- Efficiency, identified by the primary data as fundamental to the concept success, will be challenging due to the dependency of qualified staff identified above to ensure service quality. Although even with less qualified staff it all resumes to providing intensive training prior to the incorporation in the team.
- HACCP, due to the importance of hazard control and its demandingness, assuring that all staff complies with the safety regulations and procedures by providing training and constant internal audits;

9. Conclusion and Future research

“Always seem to surprise me” is the sentence we want to define “O Baeta”. It offers a new customer experience regarding edible magic, an entertainment option with the food involvement that will capture the interest not only of foodies but also anyone who enjoys trying new things. It is a concept that can please any age, since teenagers that want to be in trend to the elderly who want to go with their grandkids. The restaurant industry was increasing every year pre pandemic (until 2019) and it is since 2021 recovering its turnover. Most restaurants in the sector are traditional ones and the percentage of innovative concepts it is small, especially regarding brunch. In the following years, it is expected that the industry keeps its importance in the national GVA.

The competitive advantage consists in the service innovation. Most brunches, as it is possible to identify in the competitor’s evaluation performed, have a standard offer with a standard service very similar between them, except for the 2D Brunch that has indeed an innovative offer. The threats and opportunities were identified and will be taken into consideration in the development of the business. As the financial projections are presented, “O Baeta” have a solid structure with a GVA potential within the average of the industry.

After the pandemic, mainly in the younger generation, people started to value more experiences and even with the economic situation the population keeps dinning out frequently what is interesting for a revenue point of view. However, the instability can have a negative impact in the cost structure. Nevertheless, it is predicted that the instability will decrease promoting better context to invest. In the current situation, the restaurant will reach the break even in 234 days. Considering the financial plan presented, it would be possible to open a second restaurant in six years without obtaining funding form credit institutions.

This study has a limitation concerning the primary data since it represents two types of groups in the population, but the scope is not broad. Nonetheless, prior to opening it can be developed a survey to study its potential in a wider target.

Regarding the future research, will be developed a video in Virtual Reality (VR) of the space and experience to add to the website and allow tourists to be involved with the concept and create curiosity to experiment. At the end of the first year of operation, will be studied, through a text mining tool, the reviews of “O Baeta” and its competitors to evaluate the food and service quality and improve the points identified as worst and maintain or develop the topics identified as best.

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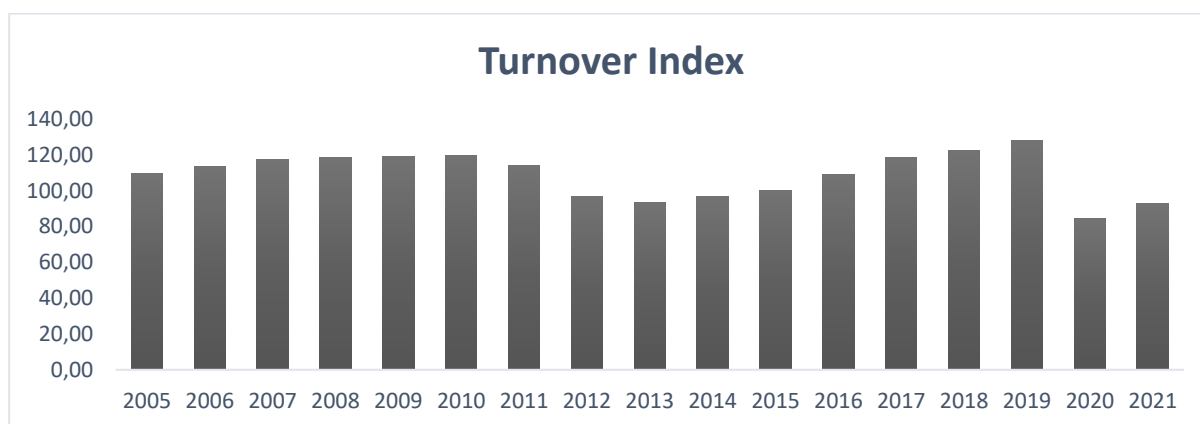
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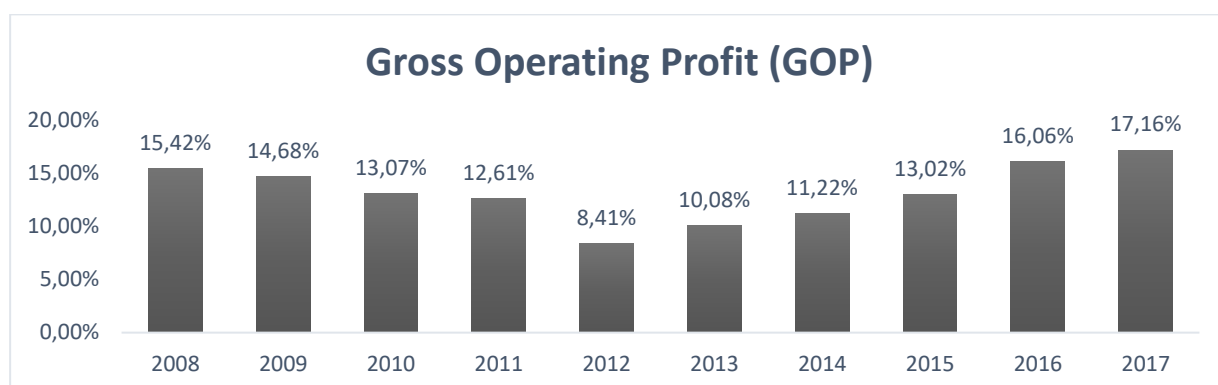
11. Appendices

Appendix A - Turnover index in the restaurant industry



Source: Instituto Nacional de Estadística, 2022

Appendix B - Average gross operating profit in the restaurant industry



Source: Instituto Nacional de Estadística, 2018

Appendix C - Segmentation, Target and Positioning of Direct Competitors

Competitors	Segmentation	Target	Positioning
Zenith Brunch & Cocktails	No age or gender differentiation, foodies and tourists, friends gathering	Undifferentiated, Standardization	The god of the brunch
Seventh Brunch Coffee	30-40 years, no gender differentiation, foodies	Undifferentiated, Standardization	With love, we make delicious food for every taste!
Augusto Lisboa	Female, <35 years, instagrammers, destination restaurant	Concentrated, Standardization	Better food, better mood
Fauna & Flora	<30 years, no gender differentiation, value sustainability	Concentrated, Standardization	All day Honest Food
Amélia (Nicolau e Basílio)	No age or gender differentiation, foodies	Undifferentiated, Standardization	Se até Nicolau se apaixonou, é impossível não se deixar levar também.
2D Lisboa Brunch & Bar	<35 years, instagrammers, destination restaurant, no gender differentiation	Concentrated, Standardization	Sick of reality? come visit!
Cotidiano	25-40 years, no gender differentiation, foodies	Undifferentiated, Standardization	"O dia-a-dia é o oposto do banal"

Appendix D - Marketing Mix of Direct Competitors

Competitors	Product	Price	Placement	Promotion
Zenith Brunch & Cocktails	Healthy and vegan options; International food; Very inovative dishes	5-12€	Exclusive	Google and Tripadvisor account, Basic website, active Instagram and Facebook, no iniciative to promote loyalty, no offline publicity
Seventh Brunch Coffee	Standard and portuguese food; Vegan options	5-18€	Exclusive	Google and Tripadvisor account, active Instagram, Facebook and Tik Tok, articles in NiT, delivery a paper dollar at the end of the service as a discount in the next visit, no offline publicity
Augusto Lisboa	Portuguese, vegan and healthy options; Some inovative dishes	5-20€	Exclusive	Google and Tripadvisor account, active Instagram and Facebook, Restaurant guru and Foursquare account, no iniciative to promote loyalty, no offline publicity
Fauna & Flora	Inovative and healthy options; Vegan options stand out	5-20€	Exclusive	Google, Tripadvisor and Zomato account, active Instagram and Facebook, articles in NiT, Público and Timeout, gift vouchers, no offline publicity
Amélia (Nicolau e Basílio)	Standard and healthy options; Vegan options stand out; Some inovative dishes	10-15€	Exclusive	Google, Tripadvisor and Zomato account, active Instagram and Facebook, articles in NiT and Observador, no iniciative to promote loyalty, no offline publicity
2D Lisboa Brunch & Bar	Standard options; not their strong; one vegan option	4€-15€	Exclusive	Google account, active instagram, tik tok and linkedin, articles in sapo website and mentions in blogs, thematic events and happy hours to stimulate return, no offline publicity
Cotidiano	Healthy and vegan options; International food; Inovative dishes	2€-25€	Exclusive	Google, Tripadvisor and Zomato account, active Instagram and Facebook, restaurant guru and mentions in blogs, articles in NiT, no iniciative to promote loyalty, no offline publicity

Appendix E - Segmentation, Target and Positioning of Indirect Competitors

Competitors	Segmentation	Target	Positioning
Coffee shops nearby	No age/gender differentiation, opportunity clients or local workers/residents	Undifferentiated, Standardization	Practical, quick
Choupana	<40, opportunity clients or local workers/residents, no gender differentiation	Undifferentiated, Standardization	Different, Chocolat, french
A Padaria Portuguesa	Opportunity clients or local workers/residents, no age/gender differentiation	Undifferentiated, Standardization	Traditional, simple
Jeronymo	Opportunity clients or local workers/residents, no age/gender differentiation	Undifferentiated, Standardization	Fancier, status

Appendix F - Marketing Mix of Indirect Competitors

Competitors	Product	Price	Placement	Promotion
Coffee shops nearby	Traditional pastries, regular coffee	5€-10€	Exclusive	None
Choupana	Croassaints and chocolat fountains besides that regular offer	5€-20€	Exclusive	Tripadvisor and Zomato account, basic website, active instagram and Facebook (for all spaces), no initiative to promote loyalty, no offline publicity
A Padaria Portuguesa	Traditional pastries, regular coffee and bread	5€-10€	Exclusive	Tripadvisor account, basic website, active instagram and facebook (for all spaces), articles in NiT, mentions in blogs, no initiative to promote loyalty, no offline publicity
Jeronymo	"Upscale" products but with little to none innovation	5€-20€	Exclusive	Tripadvisor and Zomato account, basic website, active instagram and facebook (for all spaces), points system to offer products

Appendix G - Script to moderate focus group one

The introduction to both focus group was the following:

“Hello everyone, thank you again for accepting helping me with my project, for those who do not know me, my name is Joana Costa, I am a student in a Master of Hospitality and Tourism Management and the theme of my business plan is a brunch restaurant. To proceed with my study, I need to ask you some questions and you need to give me your honest feedback, even if it is negative. The goal is that you interact with each other, and it is not turn into a formal interview. Before starting the questions, I need to briefly present the concept. The restaurant will be a thematic brunch of magic, in which each dish will have a magic trick created through molecular gastronomy done while the service. The goal is to create the surprise factor, even customers knowing it is about magic, do not know what is going to happen, since food changing colours, something on fire or appearing without being seen. Taking into consideration this edible magic concept, what are your first impressions?”

The sessions were ended with the following statement:

“I have finished all the questions I had planned, does anyone would like to add something? Some comment or suggestion?”. “Thank you very much again for your time. Your comments and insights were very helpful.”

Question	Objective	Maximum Time	Question time	Acumulated time	Category
What are your first impressions/thoughts after explaining briefly the concept?	Understand their main expectations	2m per person	12m	12m	General
After detailing the concept, what are you disappointed about?	Understand how to met their expectations	1m per person	6m	18m	General
After seeing the video, what are your feelings? Did it surprise you?	Understand the wow factor	1m per person	6m	24m	Product
How many different dishes you think would be acceptable? (explore inovation)	Understand the kind of offer is expected	1m per person	6m	30m	Product
What do you imagine when you think of the decoration of the restaurant?	Understand what would be more appeling	2m per person	12m	42m	Product
What would you be willing to pay for one person?	Understand the price range and if its profitable	1m per person	6m	48m	Price
Where do you think the restaurant is going to be?	Understand if the location is well thought	1m per person	6m	54m	Placement
Is the name/logo/brand image a match with the concept? Suggestions?	Understand if the communicatition is effective	2m per person	12m	66m	Promotion
Comparing with other brunches, what do you think we would be better and worst? What would make you chose between this one or other?	Understand what would be our competitive advantage	3m per person	18m	84m	Competitive Advantages
What would make you come back? How many times would you come back? Would you talk about it with your friends and family?	Understand if loyalty is predictable and how could we improve it, especially word-of-mouth	1m per person	6m	90m	Competitive Advantages

Appendix H - Script to moderate focus group two

Question	Objective	Maximum Time	Question time	Acumulated time	Category
What are your first impressions/thoughts after explaining briefly the concept?	Understand their main expectations	2m per person	12m	12m	General
After detailing the concept, what are you disappointed about?	Understand how to met their expectations	1m per person	6m	18m	General
After seeing the video, what are your feelings? Did it surprise you?	Understand the wow factor	1m per person	6m	24m	Product
How many different dishes you think would be acceptable? (explore inovation)	Understand the kind of offer is expected	1m per person	6m	30m	Product
What do you imagine when you think of the decoration of the restaurant?	Understand what would be more appealing	2m per person	12m	42m	Product
What would you be willing to pay for one person?	Understand the price range and if its profitable	1m per person	6m	48m	Price
Where do you think the restaurant is going to be?	Understand if the location is well thought	1m per person	6m	54m	Placement
Is the name/logo/brand image a match with the concept? Suggestions?	Understand if the communicatition is effective	2m per person	12m	66m	Promotion
Comparing with other brunches, what do you think we would be better and worst? What would make you chose between this one or other?	Understand what would be our competitive advantage	3m per person	18m	84m	Competitive Advantages
What would make you come back? How many times would you come back? Would you talk about it with your friends and family?	Understand if loyalty is predictable and how could we improve it, especially word-of-mouth	1m per person	6m	90m	Competitive Advantages
What channels of communication do you think it is more efficient?	Understand the communication channels	1m per person	6m	96m	Communication

Appendix I - Most said words regarding the concept



Appendix J - "O Baeta" menu



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+351 215 555 555

SWEET

SHAKE IT OFF	15
"Drunken" pear waffles with chevre cheese	
AM I COLOR-BLIND	15
Pancakes with pitaya sauce and lemon curd	
RAISE A GLASS	15
Banana bread with banana flambé and acai	
VOLCANO STYLE	14
Lemon meringue pie	
FLYING BETWEEN CLOUDS	12
Cinnamon roll	
A TASTE OF PORTUGAL	8
"Pastel de nata, areia de cascais, brisa de lis, ovos moles"	

SALTY

NOW YOU SEE ME	16
Dried ham, tomato and mozzarella toast	
UNFINISHED BUSINESS	18
Benedict eggs	
THIS BACON IS ON FIRE	15
Scrambled eggs with bacon	
I ORDERED VEGAN	16
Pumpkin pancakes with avocado and cucumber salad	
I'M NOT GONNA EAT SOAP	18
Smoked salmon bagel and tzatziki	
THE FLOOR IS LAVA	18
Mushroom, feta cheese and legumes pie	

BOWLS

MAGICIAN'S TRICK	9
Mango smoothie bowl	
GETTING IN SHAPE	12
Yogurt with granola and fresh fruits	

BRUNCH MENU

2X MAGIC	35
One sweet dish, one salty dish and two beverages	
FAMILY MOMENT	75
Two sweet dishes, two salty dishes and four beverages	

DRINKS

TROPICAL SMOTHIE	5
DETOX SMOTHIE	5
NATURAL JUICES	4
EXOTIC MILKSHAKE	5
LEMONADE	2
AMERICANO	2
CAPPUCINO	4
SEX ON THE BEACH	8
MIMOSA	7
MARGARITA	8
PINACOLADA	7
APEROL SPRITZ	8

ALWAYS SEEM TO SURPRISE YOU

Appendix K - Social media content example



Appendix L - Logotype



Appendix M - Merchandizing examples



Appendix N - Communication plan

Task	Cost	Deadline	Frequency
Logotype	- €	2 months prior to opening	First year
Photography and Videography	2 000,00 €	1 month prior to opening	Yearly
Uniforms design	1 500,00 €	2 months prior to opening	First year
Social media ads	2 500,00 €	After opening	Yearly
Magazines, awards and press	2 000,00 €	1 week prior to opening and after opening	First year
Website	1 000,00 €	1 week prior to opening and after opening	First year
Google ads	1 000,00 €	After opening	Yearly
Influencers partnerships	- €	1 week prior to opening and after opening	Yearly

Appendix O - Script for eggs benedict

1. *Goes to the table with the dish in one hand and a tiny bowl with one egg on the other*
2. Hello! So here it is your eggs benedict, hope it is how you like them. Silly of me, how can I serve eggs benedict without hollandaise sauce.
3. *Cracks the egg into the dish and the sauce comes from inside*
4. Now it is ready. Enjoy!

Appendix P - Training book of a waiter

Week one:

- Learn what is each dish, its ingredients and the magic trick;
- Learn the applied HACCP procedures;
- Learn where the mise-en-place is and how to prepare it;
- Learn how to work with the operative system (reservations and billing);

Week two:

- Know each dish in detail;
- Learn the beverage menu and pairing suggestions;
- Learn tables numbers and sections of the colleagues;
- Know how to work with the operative system;

Week three:

- Learn how to present the dishes according to the standards (in Portuguese and English);
- Know the full beverage list and beverage pairing suggestions;
- Learn back-office storage and front-office settings;
- Learn service recovery strategies;

Week four:

- Know the storage, mise-en-place, and procedures;
- Know guest interactions (from welcoming the guest to billing);
- Know guest recovery strategies allowed;
- Audit: full-service concept.

Appendix Q - Purple and Gold vest



Appendix R - Leading Quality Assurance standards

Welcoming and seating the guest

1. Was the telephone answered within 3 rings or 10 seconds?
2. Was the caller / guest greeted appropriately?
3. Did the employee obtain the guest's name and use the caller's name at least once during the conversation?
4. If the call was to make a reservation, did the employee obtain the number of people dining, the dining time and the telephone/room number?
5. Did the employee repeat and confirm the details?
6. Did the employee thank the guest at the end of the conversation?
7. Was the guest greeted or paid attention to within 30 seconds of entering the restaurant?
8. If the guest(s) had to wait, did the clerk recognize this and apologize for the delay?
9. Were the guests seated at a fully set table within a minute of their arrival?
10. Did the employee offer help with sitting down, removed excess place settings and presented the menu/wine list to the guest(s)?
11. If the restaurant lighting was dimmed, was there an alternative light source for the guests to read the menu?
12. In the case of alfresco dining, was a pashmina scarf/ blanket/ direct heating offered if it was cool?
13. If a guest ate his food alone, was he/she offered a newspaper/reading material?
14. Did the employee name any specialties of the day or the unavailable dishes?

Restaurant service

1. Was an aperitif offered within 2 minutes of taking a seat?
2. Did the service employee propose mineral water?
3. Was the order for food and beverages been taken within 10 minutes of seating the guests?
4. Was the service employee able to answer questions about the menu and its components (allergens, dish combinations, etc)?
5. Did the employee accommodate any reasonable off-the-menu requests?

6. Did the employee obtain a full and complete order?
7. Did the waiter automatically suggest a starter and side orders (if applicable) for each guest?
8. If applicable, were bread/rolls served and the bread basket topped-up?
9. Did the employee/sommelier have good product knowledge with regard to the wines/beverages and did he/she recommend a suitable wine to accompany the meal?
10. Were the correct drinks order served within 5 minutes being ordered?
11. Were drinks served and cleared using a tray?
12. Was the starter served within 15 minutes of the order or previous course?
13. If there was to be a delay due to preparation times were the guests the advised of the delay?
14. Was the main course served within 20 minutes of starter/previous course being removed or within 30 minutes if no starter was ordered, unless the employee informed the guests of any delays?
15. Did the waiters serve all plated items with as little disruption to the guest as possible?
16. Did the waiter serve exactly what was ordered, and was it correct and complete?
17. Were all appropriate condiments/ sauces offered?
18. Did the waiter offer an additional bottle of wine/water upon completion of the first?
19. Did the waiter clear the dishes within 3 minutes of guests finishing their meal?
20. Did the waiter remove the side plates, knives, butter and cruets on completion of the main course in the case of a formal restaurant?
21. Did the waiter automatically offer desserts both verbally and/or by presenting the menu?
22. Was the dessert served within 10 minutes of ordering and if not, were the guests informed of an expected delay?
23. Did the employee offer coffee/tea and ask about the special wishes of the guests?
24. Was the coffee/tea served within 5 minutes of ordering?
25. Were milk/cream and a sugar selection (white, brown sugar and sweetener) offered with coffee/tea?
26. Did the service employee voluntarily offer to refill coffee/tea?
27. Did the service employee offer a dessert/digestif?

28. Did an employee inquire whether the service was satisfactory?

29. Did the invoice have clear, correctly identified individual items that was presented promptly and the payment accepted promptly?

Employee standards

1. All employees well-groomed wearing clean, well-fitted uniforms and wearing name badges?

2. Was the employee's speech clear and use of English/local language adequate in order to be fully understood by the guests?

3. Did the employees engage in a well-paced, friendly and interested conversation with the guests?

4. Did the employee use the guest's name discreetly without overusing it?

5. Did the employee display appropriate body language a high level of confidence when carrying out his/her duties?

6. Was the employee able to confidently answer questions about hotel facilities?

7. Did the employee make efforts to find out information requested by guests?

8. Was service anticipatory/intuitive and where required adapted/adjusted to meet the guest's needs?

9. Did the employee make every effort to meet the guest's requests or offer suitable alternatives?

10. Did the employee engage the guest as individuals and personalize interactions with guests?

11. Were efforts made to ensure service was organized and professional without being intrusive?

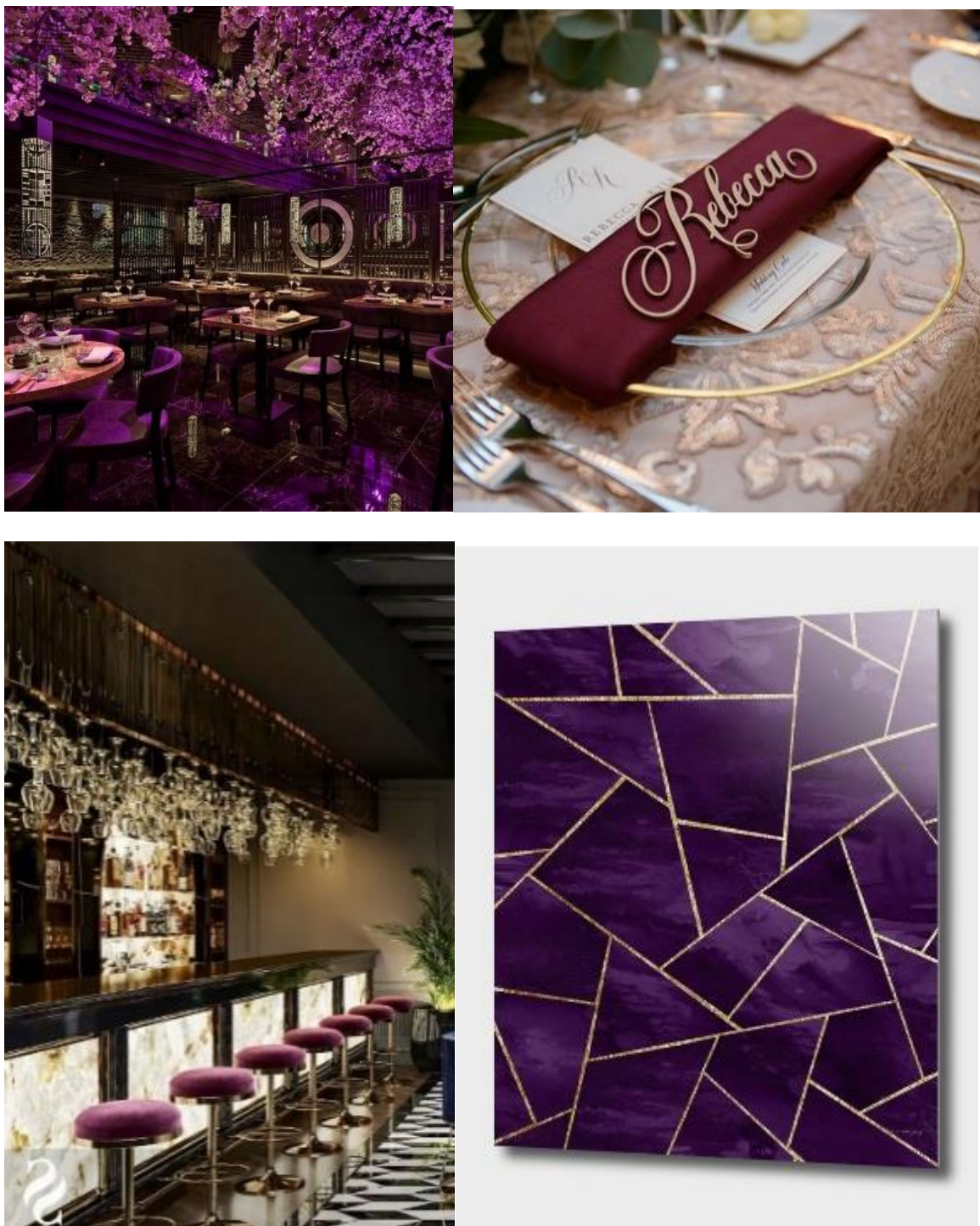
12. Did the employee actively listen to the guests without interrupting and give their undivided attention?

13. Did employees maintain alert postures and carry themselves appropriately while interacting with each other in the presence of guests?

14. Did employees display self-control and empathy in challenging interactions and offer suitable alternatives towards a resolution?

(GoAudits, 2023)

Appendix S - Restaurant decoration mood board



Appendix T - Day to day checklists

Front of house and bar opening checklist

- Set tables with place settings
- Put out fresh flowers, newspapers, etc.
- Clean and sanitize the windows, tables and all surfaces
- Assure that trash bins are empty
- Clean the bathroom thoroughly
- Fold napkins and place table settings
- Restock tabletop necessities (sugar packets, jam and butter, ketchup, etc.)
- Set up mis en place at bar
- Restock liquor at bar
- Stock bar with clean glassware

Back of house opening checklist

- Wipe food preparation surfaces
- Chop ingredients for kitchen stations
- Put tools at each station
- Restock incoming inventory
- Put food in proper places
- Take stock of incoming items
- Put tools in their proper places
- Put incoming inventory in its proper place

Restaurant manager opening checklist

- Staff meeting
- Set an agenda for the staff meeting
- Establish goals for the day
- Explain daily specials to staff
- Review menu items
- Staff tasting of new menu items
- Pay bills
- Answer payroll questions
- Set daily sales goals

- Answer emails, respond to reviews and social media posts
- Organize any incoming inventory deliveries
- Coordinate any maintenance appointments to fix the premise or equipment

Front of house and bar closing checklist

- Wipe down and sanitize all surfaces
- Tuck chairs back into place
- Sweep entryway
- Wipe down and sanitize menus
- Take inventory
- Restock liquor
- Set security system
- Lock doors
- Close all windows
- Put tools and equipment back in their designated spot
- Count cash in the register
- Make sure cash matches what's registered in your point-of-sale system

Back of house closing checklist

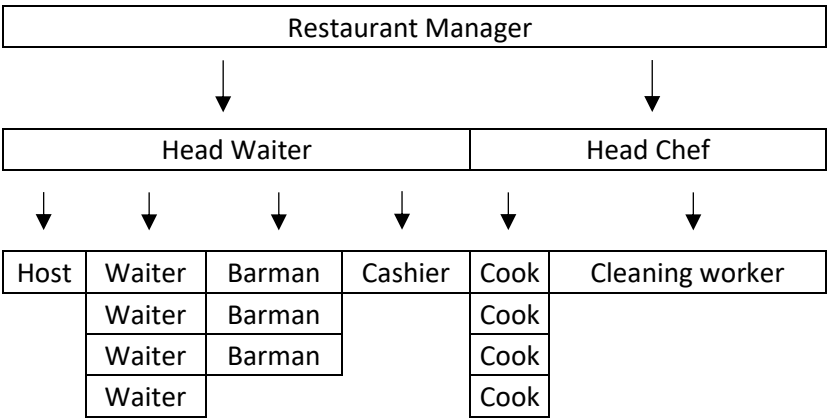
- Wipe down and sanitize all surfaces
- Wash dishes
- Throw out trash
- Disinfect food preparation surfaces
- Put food back in proper storage places
- Check that tools and appliances are working properly
- Check for bugs and rodents
- Make sure fridge and freezer doors are closed
- Take stock of inventory
- Donate ingredients that can no longer be used to homeless shelter or soup kitchen
- Place tools in proper places at each station in the kitchen
- Check that ovens, stoves, fryers and other kitchen appliances are turned off
- Make sure back door is closed

Restaurant manager closing checklist

- Check staff schedule for next day
- Check clock-in and clock-out times
- Take notes on staff performance
- Put things back where you found them
- Tidy up office
- Make sure bills are paid (rent, utilities, etc)
- Make sure payroll is paid
- Keep track of overtime scheduling
- Assure that cash registers are balanced
- Lock POS systems
- Log off computers
- Activate alarm system
- Lock doors

(Lightspeed, 2021)

Appendix U - Organizational structure scheme



Appendix V - Salaries by category

Position	Salary
Restaurant Manager	1 800,00 €
Head-Chef	1 600,00 €
Head waiter	1 150,00 €
2nd cook	1 100,00 €
1st waiter	1 050,00 €
Barmen	1 000,00 €
Hostess	1 000,00 €
Dishwasher	900,00 €
Cashier	900,00 €

Appendix W - Revenue forecasts

50 Days per month	Jan 31	Feb 28	Mar 31	Apr 30	May 31	Jun 30
FOOD REVENUE						
N° Coverts per day	125	125	125	150	150	150
Average ticket per person	18,00 €	18,00 €	18,00 €	18,00 €	18,00 €	19,00 €
Food gross revenue	69 750,00 €	63 000,00 €	69 750,00 €	81 000,00 €	83 700,00 €	85 500,00 €
BEVERAGE REVENUE						
N° Beverages per day	125	125	125	150	150	150
Average ticket per person	5,00 €	5,00 €	5,00 €	5,00 €	5,00 €	5,00 €
Beverage gross revenue	19 375,00 €	17 500,00 €	19 375,00 €	22 500,00 €	23 250,00 €	22 500,00 €
Monthly coverts	3875	3500	3875	4500	4650	4500
Gross Revenue	89 125,00 €	80 500,00 €	89 125,00 €	103 500,00 €	106 950,00 €	108 000,00 €
Net Revenue	68 626,25 €	61 985,00 €	68 626,25 €	79 695,00 €	82 351,50 €	83 160,00 €
2025						
Monthly coverts	4069	3675	4069	4725	4883	4725
Gross Revenue	101 718,75 €	91 875,00 €	101 718,75 €	118 125,00 €	122 062,50 €	118 125,00 €
Net Revenue	78 323,44 €	70 743,75 €	78 323,44 €	90 956,25 €	93 988,13 €	90 956,25 €
2026						
Monthly coverts	4272	3859	4272	4961	5127	4961
Gross Revenue	128 165,63 €	115 762,50 €	128 165,63 €	148 837,50 €	153 798,75 €	148 837,50 €
Net Revenue	98 687,53 €	89 137,13 €	98 687,53 €	114 604,88 €	118 425,04 €	114 604,88 €
2027						
Monthly coverts	4486	4052	4486	5209	5383	5209
Gross Revenue	134 573,91 €	121 550,63 €	134 573,91 €	156 279,38 €	161 488,69 €	156 279,38 €
Net Revenue	103 621,91 €	93 593,98 €	103 621,91 €	120 335,12 €	124 346,29 €	120 335,12 €
2028						
Monthly coverts	4486	4052	4486	5209	5383	5209
Gross Revenue	134 573,91 €	121 550,63 €	134 573,91 €	156 279,38 €	161 488,69 €	156 279,38 €
Net Revenue	103 621,91 €	93 593,98 €	103 621,91 €	120 335,12 €	124 346,29 €	120 335,12 €

Jul 31	Aug 31	Sep 30	Oct 31	Nov 30	Dec 31	Total 365
150 19,00 € 88 350,00 €	150 19,00 € 88 350,00 €	150 19,00 € 85 500,00 €	125 19,00 € 73 625,00 €	125 19,00 € 71 250,00 €	125 19,00 € 73 625,00 €	1 650 18,58 € 933 400,00 €
150 5,00 € 23 250,00 €	150 5,00 € 23 250,00 €	150 5,00 € 22 500,00 €	125 5,00 € 19 375,00 €	125 5,00 € 18 750,00 €	125 5,00 € 19 375,00 €	1 650 5,00 € 251 000,00 €
4650 111 600,00 € 85 932,00 €	4650 111 600,00 € 85 932,00 €	4500 108 000,00 € 83 160,00 €	3875 93 000,00 € 71 610,00 €	3750 90 000,00 € 69 300,00 €	3875 93 000,00 € 71 610,00 €	50200 1 184 400,00 € 911 988,00 €
4883 122 062,50 € 93 988,13 €	4883 122 062,50 € 93 988,13 €	4725 118 125,00 € 90 956,25 €	4069 101 718,75 € 78 323,44 €	3938 98 437,50 € 75 796,88 €	4069 101 718,75 € 78 323,44 €	52710 1 317 750,00 € 1 014 667,50 €
5127 153 798,75 € 118 425,04 €	5127 153 798,75 € 118 425,04 €	4961 148 837,50 € 114 604,88 €	4272 128 165,63 € 98 687,53 €	4134 124 031,25 € 95 504,06 €	4272 128 165,63 € 98 687,53 €	55345,5 1 660 365,00 € 1 278 481,05 €
5383 161 488,69 € 124 346,29 €	5383 161 488,69 € 124 346,29 €	5209 156 279,38 € 120 335,12 €	4486 134 573,91 € 103 621,91 €	4341 130 232,81 € 100 279,27 €	4486 134 573,91 € 103 621,91 €	58112,775 1 743 383,25 € 1 342 405,10 €
5383 161 488,69 € 124 346,29 €	5383 161 488,69 € 124 346,29 €	5209 156 279,38 € 120 335,12 €	4486 134 573,91 € 103 621,91 €	4341 130 232,81 € 100 279,27 €	4486 134 573,91 € 103 621,91 €	58112,775 1 743 383,25 € 1 342 405,10 €

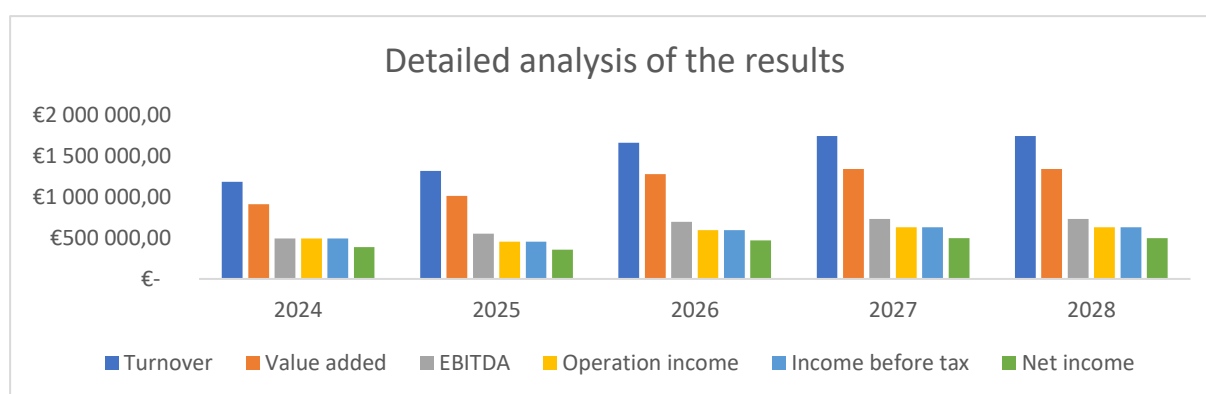
Appendix X - Cost structure

<i>O Baeta</i>													
	January	February	March	April	May	June	July	August	September	October	November	Dezember	Total
Direct Cost 2024:	15 190	13 720	15 190	17 640	18 228	18 495	19 112	19 112	18 495	15 926	15 413	15 926	202 446
Food	13 253	11 970	13 253	15 390	15 903	16 245	16 787	16 787	16 245	13 989	13 538	13 989	177 346
Beverage	1 938	1 750	1 938	2 250	2 325	2 250	2 325	2 325	2 250	1 938	1 875	1 938	25 100
Staff Costs 2024	28 041	28 041	28 041	28 041	28 041	28 041	28 041	28 041	28 041	28 041	28 041	28 041	336 495
Other Costs	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	119 600
Outsourcing	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
Electricity	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
Water	350	350	350	350	350	350	350	350	350	350	350	350	4 200
Gas	1 400	1 400	1 400	1 400	1 400	1 400	1 400	1 400	1 400	1 400	1 400	1 400	16 800
Office materials	50	50	50	50	50	50	50	50	50	50	50	50	600
Insurance	800	800	800	800	800	800	800	800	800	800	800	800	800
Comunication	830	830	830	830	830	830	830	830	830	830	830	830	600
Music	50	50	50	50	50	50	50	50	50	50	50	50	600
Maintenance	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
Cleaning materials	100	100	100	100	100	100	100	100	100	100	100	100	1 200
Marketing	4 200	4 200	4 200	4 200	4 200	4 200	4 200	4 200	4 200	4 200	4 200	4 200	50 400
Accounting fees	400	400	400	400	400	400	400	400	400	400	400	400	4 800
Entretainment	800	800	800	800	800	800	800	800	800	800	800	800	9 600
Various	500	500	500	500	500	500	500	500	500	500	500	500	6 000

Appendix Y - Forecast Income statement and profit and loss account

Income Statement	2024	2025	2026	2027	2028
Sale of goods and service	911 988,00 €	1 014 667,50 €	1 278 481,05 €	1 342 405,10 €	1 342 405,10 €
Costs of goods and service	- 690 641,30 €	- 588 507,15 €	- 741 519,01 €	- 778 594,96 €	- 778 594,96 €
Gross result	221 346,70 €	426 160,35 €	536 962,04 €	563 810,14 €	563 810,14 €
Other revenues	- €	- €	- €	- €	- €
Distribution costs	- €	- €	- €	- €	- €
Administrative costs	- €	- €	- €	- €	- €
Other costs and operational losses	- €	- €	- €	- €	- €
EBITDA	221 346,70 €	426 160,35 €	536 962,04 €	563 810,14 €	563 810,14 €
Costs of financing	- €	100 000,00 €	100 000,00 €	100 000,00 €	100 000,00 €
Revenue from other investments	- €	- €	- €	- €	- €
Operation result	221 346,70 €	326 160,35 €	436 962,04 €	463 810,14 €	463 810,14 €
Corporate tax	46 482,81 €	68 493,67 €	91 762,03 €	97 400,13 €	97 400,13 €
Income prior tax	174 863,90 €	257 666,68 €	345 200,01 €	366 410,01 €	366 410,01 €
Extraordinary results	- €	- €	- €	- €	- €
Corporate tax of extraordinary results	- €	- €	- €	- €	- €
Net income	174 863,90 €	257 666,68 €	345 200,01 €	366 410,01 €	366 410,01 €

Profit and Loss account	2024	2025	2026	2027	2028
Turnover	1 184 400,00 €	1 317 750,00 €	1 660 365,00 €	1 743 383,25 €	1 743 383,25 €
Value added	911 988,00 €	1 014 667,50 €	1 278 481,05 €	1 342 405,10 €	1 342 405,10 €
EBITDA	493 758,70 €	553 455,00 €	697 353,30 €	732 220,97 €	732 220,97 €
Operation income	493 758,70 €	453 455,00 €	597 353,30 €	632 220,97 €	632 220,97 €
Income before tax	493 758,70 €	453 455,00 €	597 353,30 €	632 220,97 €	632 220,97 €
Net income	390 069,38 €	358 229,45 €	471 909,11 €	499 454,56 €	499 454,56 €



Appendix Z - Projected cash-flow statement

Cash-flow statement	2024	2025	2026	2027	2028
Sale of goods	1 184 400,00 €	1 317 750,00 €	1 660 365,00 €	1 743 383,25 €	1 743 383,25 €
Suppliers payments	- 201 348,00 €	- 224 017,50 €	- 282 262,05 €	- 296 375,15 €	- 296 375,15 €
Employee wages	- 336 495,00 €	- 375 426,98 €	- 473 037,99 €	- 496 689,89 €	- 496 689,89 €
Other expenses	- 118 558,44 €	- 131 906,78 €	- 166 202,54 €	- 174 512,66 €	- 174 512,66 €
Corporate tax	- 272 412,00 €	- 303 082,50 €	- 381 883,95 €	- 400 978,15 €	- 400 978,15 €
Operational activities cash flow	255 586,56 €	283 316,25 €	356 978,48 €	374 827,40 €	374 827,40 €
Tangible fixed assets	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €
Investment activities cash flow	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €	- 6 600,00 €
Bank loan	15 000,00 €	- 150 000,00 €	- 150 000,00 €	- 150 000,00 €	- 150 000,00 €
Financing activities cash flow	15 000,00 €	- 150 000,00 €	- 150 000,00 €	- 150 000,00 €	- 150 000,00 €
Cash at beginning of period	- €	263 986,56 €	390 702,81 €	591 081,29 €	809 308,68 €
Cash flow variation	263 986,56 €	126 716,25 €	200 378,48 €	218 227,40 €	218 227,40 €
Cash at end of period	263 986,56 €	390 702,81 €	591 081,29 €	809 308,68 €	1 027 536,08 €

Appendix AA - Simplified projected balance sheet

Simplified projected balance sheet	2024	2025	2026	2027	2028
Property	190 000,00 €	190 000,00 €	190 000,00 €	190 000,00 €	190 000,00 €
Equipments	175 000,00 €	175 000,00 €	200 000,00 €	200 000,00 €	200 000,00 €
Tools	20 000,00 €	20 000,00 €	30 000,00 €	30 000,00 €	30 000,00 €
Net assets	385 000,00 €	385 000,00 €	420 000,00 €	420 000,00 €	420 000,00 €
Inventory	60 191,21 €	66 968,06 €	84 379,75 €	88 598,74 €	88 598,74 €
Bank account	143 685,44 €	269 889,95 €	521 504,72 €	929 176,03 €	1 361 995,06 €
Cash	5 000,00 €	5 001,00 €	5 002,00 €	5 003,00 €	5 004,00 €
Current assets	208 876,64 €	341 859,01 €	610 886,47 €	1 022 777,76 €	1 455 597,79 €
Total assets	593 876,64 €	726 859,01 €	1 030 886,47 €	1 442 777,76 €	1 875 597,79 €

	2024	2025	2026	2027	2028
Long-term loans	400 000,00 €	300 000,00 €	200 000,00 €	100 000,00 €	-
Short-term loans	- €	- €	- €	- €	-
Payable accounts	4 012,75 €	4 464,54 €	5 625,32 €	5 906,58 €	5 906,58 €
Total liabilities	404 012,75 €	304 464,54 €	205 625,32 €	105 906,58 €	5 906,58 €
Common stock	15 000,00 €	15 000,00 €	15 000,00 €	15 000,00 €	15 000,00 €
Retained earnings	- €	74 863,90 €	232 530,57 €	477 730,58 €	744 140,60 €
Net operational result	174 863,90 €	332 530,57 €	577 730,58 €	844 140,60 €	1 110 550,61 €
Total equity	189 863,90 €	422 394,47 €	825 261,16 €	1 336 871,18 €	1 869 691,21 €
Total liabilities and equity	593 876,64 €	726 859,01 €	1 030 886,47 €	1 442 777,77 €	1 875 597,79 €

Appendix BB - Breakeven analysis

Break-even analysis	2024	2025	2026	2027	2028
Total turnover	911 988,00 €	1 014 667,50 €	1 278 481,05 €	1 342 405,10 €	1 342 405,10 €
Total variable costs	200 637,36 €	223 226,85 €	281 265,83 €	295 329,12 €	295 329,12 €
Total fixed expenses	455 994,00 €	507 333,75 €	639 240,53 €	671 202,55 €	671 202,55 €
Margin on costs	255 356,64 €	284 106,90 €	357 974,69 €	375 873,43 €	375 873,43 €
Margin on costs (%)	28%	28%	28%	28%	28%
Break-even point in value	584 607,69 €	650 427,88 €	819 539,13 €	860 516,09 €	860 516,09 €
Break-even point in days	234	234	234	234	234
Month the break-even is reached	August	August	August	August	August

Appendix CC - Net working capital (NWC)

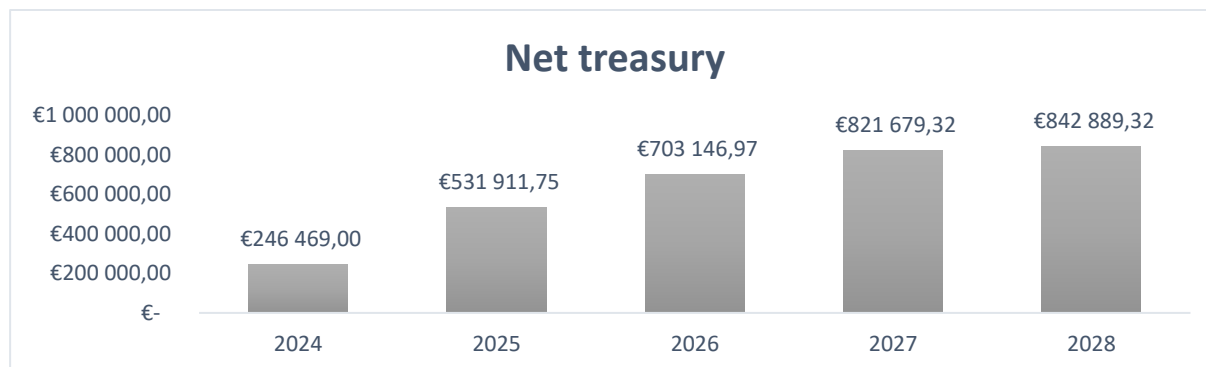
Net working capital (NWC)	2024	2025	2026	2027	2028
Capital	5 000,00 €	5 000,00 €	5 000,00 €	5 000,00 €	5 000,00 €
Reserves and retained earnings	- €	166 016,13 €	184 685,72 €	232 704,01 €	244 339,21 €
Result of the accounting year	166 016,13 €	184 685,72 €	232 704,01 €	244 339,21 €	244 339,21 €
Equity	171 016,13 €	355 701,85 €	422 389,73 €	482 043,21 €	493 678,41 €
Bank loan	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €
Stable financial debts	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €
Stable resources	181 016,13 €	365 701,85 €	432 389,73 €	492 043,21 €	503 678,41 €
NWC	181 016,13 €	365 701,85 €	432 389,73 €	492 043,21 €	503 678,41 €

Appendix DD - Working Capital requirement (WCR)

Working capital requirement (WCR)	2024	2025	2026	2027	2028
Stocks	10 122,30 €	65 887,50 €	83 018,25 €	87 169,16 €	87 169,16 €
Receivables	- €	- €	- €	- €	- €
Operating assets	10 122,30 €	65 887,50 €	83 018,25 €	87 169,16 €	87 169,16 €
Corporate tax	46 482,81 €	49 093,67 €	61 858,03 €	64 950,93 €	64 950,93 €
Operating liabilities	56 605,11 €	114 981,17 €	144 876,28 €	152 120,09 €	152 120,09 €
WCR	- 56 605,11 €	- 114 981,17 €	- 144 876,28 €	- 152 120,09 €	- 152 120,09 €

Appendix EE - NWC, WCR and Net treasury

	2024	2025	2026	2027	2028
NWC	181 016,13 €	365 701,85 €	432 389,73 €	492 043,21 €	503 678,41 €
WCR	- 56 605,11 €	- 114 981,17 €	- 144 876,28 €	- 152 120,09 €	- 152 120,09 €
Net treasury	237 621,24 €	480 683,02 €	577 266,00 €	644 163,30 €	655 798,51 €



Appendix FF - Financial ratios

	2024	2025	2026	2027	2028
Operating income	174 863,90 €	218 166,68 €	305 700,01 €	326 910,01 €	326 910,01 €
Total turnover	1 184 400,00 €	1 317 750,00 €	1 660 365,00 €	1 743 383,25 €	1 743 383,25 €
Operating profit margin	14,76%	16,56%	18,41%	18,75%	18,75%

	2024	2025	2026	2027	2028
Total equity	189 863,90 €	382 894,47 €	706 761,16 €	1 139 371,18 €	1 593 191,21 €
Total liabilities	263 986,56 €	390 702,81 €	591 081,29 €	809 308,68 €	1 027 536,08 €
Financial autonomy	71,92%	98,00%	119,57%	140,78%	155,05%

	2024	2025	2026	2027	2028
Financial profitability					
Result of the accounting year	174 863,90 €	218 166,68 €	305 700,01 €	326 910,01 €	326 910,01 €
Total equity	189 863,90 €	382 894,47 €	706 761,16 €	1 139 371,18 €	1 593 191,21 €
Financial profitability	92,10%	56,98%	43,25%	28,69%	20,52%

	2024	2025	2026	2027	2028
Return on investment (ROI)	25%	37%	41%	42%	42%

	2024	2025	2026	2027	2028
Return on assets (ROA)	29%	32%	32%	25%	19%

	2024	2025	2026	2027	2028
Return on equity (ROE)	92%	57%	43%	29%	21%

Appendix GG - Implementation schedule

Complex Opening Date 20-Feb-24		Person in charge	Start no later than week	Duration in weeks
Task				
FOOD AND BEVERAGE				
F&B				
Simultaneously during renovation update the concept statement and finalize with all the details		RM	-7	6
Prepare List of Key Food & Beverage positions w/ recruitment dates		RM	-7	4
F&B OVERVIEW				
Establish Restaurant Unique selling points		RM/MKT	-26	4
Select uniforms		RM	-26	4
Order uniforms		RM	-18	12
Develop Restaurant service concept		RM	-24	12
Menu 1st Draft		C	-24	0
Menu Review		RM	-24	0
Menu 2nd Draft		C	-24	12
Menu Review		RM	-13	3
Food Tasting & Presentation		RM/C	-13	3
Final Tasting & Presentation		ALL	-10	1
Select chinaware in line with service concept		RM	-21	4
Select Accessories Instagram-friendly		RM/MKT	-21	4
Select silverware - using existing ones		RM	-21	4
Select glassware		RM	-21	4
Select linen (Napkin)		RM	-21	4
Order chinaware		RM	-17	4
Order silverware		RM	-17	4
Order glassware		RM	-17	4
Order linen (Napkin)		RM	-17	4
Focus Group Dinner		ALL	-5	1
Review Operating Supplies and Equipment (OSE) in order to utilize existing ones where possible		RM	-0	0
N/A			-0	0
Table top presentation		RM	-0	0
Hygiene Day		C	-2	1
Develop organizational chart		RM	-0	0
Final manning to be given to HR with brief qualifications		RM/C	-0	0
Start Interviews		RM/C	-0	0
Orientation		RM	-4	1
Work Health & Safety			-5	1
N/A			-4	2
Finalize entire training plan		RM/C	-8	4
Training Period for Service			-8	4
Training Period for Culinary			-8	4
Develop venue opening and closing check lists		RM/C	-8	4
Develop service sequence (unique experience)		RM	-8	4
Prepare agreement with Flower designer on standard flower arrangements		RM	-8	4
Set up of menu items in Point of Sale (micros or other)		RM	-8	4
Prepare selection of Coffees & Teas		RM	-12	4
Prepare Selection of Wines & Beverages		RM	-12	4
Prepare Selection of Cocktails		RM	-12	4
Beverage pairing focus group		ALL	-12	4
Develop SOPs		RM/C	-8	4
Organise Dry Run with Staff Before opening		ALL	-2	2
Prepare Order general guest supplies from stores			-5	2
Set Cleaning times with Housekeeping - specific to do list to be prepared for ongoing referral			-5	2
Obtain all keys from security and establish key control procedure			-3	1
Organise Restaurant flow / routing		RM/C	-4	2
Implement Notice board & location			-4	3

Service station / hostess desk / set up standards		-5	3
Set up beverage dispense areas		-6	4
Develop side work duties assignments		-3	3
Finalize product knowledge for each food and beverage items	ALL	-12	4
Set up reservations systems and procedures	RM	-8	4
F&B TRAINING			
Concept orientation & training	RM	-8	4
Develop opening training plan / schedule	RM	-12	8
FULL service concept with Unique Selling Points and special gimmicks	ALL	-12	8
Prepare / implement simulation	RM/C	-8	4
Micros Training	RM	-3	2
LQA Standards Trainings	RM	-3	3
Beverage Training	RM	-3	2
Barista Training	RM	-4	3
Check Opening & Closing Training	RM	-2	2
MC – Material Control Training	RM	-2	2
Organise Entertainment program	RM	-6	6
Organise Contract entertainment	RM	-6	2
Investigate possibilities of sponsorship	RM	-5	4
Prepare budget	RM	-9	3
ENGINEERING			
Renovation handover schedule: updates or changes	RM	-27	9
FF&E selection, orders and delivery timeline	RM	-27	9
FLS systems in place & commissioned	RM	-27	9
Installation of FF&E - update	RM	-11	9
Set up of OS&E - update	RM	-11	9
Snagging and defecting process - update	RM	-6	6
MARKETING			
BRANDING			
NAME / LOGO ASSESSMENT	RM/MKT	-27	5
TRADEMARK REGISTRATION OF SELECTED NAME / LOGO	RM/MKT	-27	3
Logo Design	MKT	-27	3
MARKETING			
Collateral Design (matchbox, business card, etc)	MKT	-27	8
Design of the invitation	MKT	-27	8
Signage Design & Production	MKT	-27	8
Menu Design (Food & Drinks)	MKT	-27	8
Menu Cover Design	MKT	-27	8
Menu Print	MKT	-8	6
Gifts to be produced for give aways (CD)	MKT	-19	1
Restaurant Photography	MKT	-2	2
Food & Chef Photography	MKT	-4	2
Restaurant Videography	MKT	-4	3
Food & Chef Videography	MKT	-4	2
Selective Brand Partnerships: TBC	MKT	-3	3
Communication to target market	MKT	-2	2
Communication to magazines and influencers	MKT	-2	2
Communication to Corporate Accounts	MKT	-2	2
Communication to A+ Brands in Avenue	MKT	-2	2
Full presentation of the marketing plan	MKT	--8	4
Create Features, Benefits & Advantages List (site inspection route & story telling)	MKT	-3	3
Arrange visit for sales staff, ad agency and PR agency to get a feel for the finished product	MKT	-1	1
Share marketing plan with colleagues during Sofiacontece	MKT	-1	1
Positioning Statement	MKT	-12	8
Key Selling Points	MKT	-12	8
Food tasting coordinate with F&B	MKT	-4	2
Apply to restaurant awards	MKT	-4	2
Locate an inclusion in relevant magazines (Time Out)	MKT	-3	3
Other relevant communication TBC	MKT	-3	3
Obtain samples of competitors advertising / promotions	MKT	-12	7

Brand standards manual	RM/MKT	-2	2
Animation program	RM/MKT	-12	8
Decoration (flowers...)	RM/MKT	-6	3
PR			
<i>Teaser: Get photo of GM & Chef</i>	MKT	-2	2
Prepare press kit	MKT	-3	3
Press release of the Chef	MKT	-3	3
Finalize International Press Release	MKT	-2	2
Exclusive interview with Time Out	MKT	-1	1
TV feature in Relevant TV program TBC	MKT	-1	1
Pre-opening dinner event	MKT	-1	1
Share the press release to all Accor agencies	MKT	-3	3
Finalize Local Press Release	MKT	-2	2
Prepare PR Plan as pre and post opening	MKT	-12	4
Invite key company people before the launch	MKT	-2	2
Invite journalists; gourmet, lifestyle, columnists	MKT	-3	3
Invite bloggers; gourmet, lifestyle	MKT	-3	3
Media Monitoring company	MKT	-4	4
Opening Party/Event with	MKT	-1	1
PR & Marketing Plan to be shared with Excom and Dept Heads	MKT	-5	5
Digital PR event with influencers to reach wider audience	MKT	-1	1
DIGITAL			
Digital Campaign Plan (PPC, Display, Placement marketing) Creation	MKT	-8	4
Digital ad banner design to be ready	MKT	-8	4
Ad banners to be produced for screens in hotel	MKT	-8	3
Signature banner to be produced	MKT	-8	3
Social media communication & advertising plan to be finalized	MKT	-5	5
Opening related social media accounts and places	MKT	-4	4
Page creation in brand.com	MKT	-8	4
Register domains related to the restaurants	MKT	-20	4
E-mail blast announcing restaurant opening date	MKT	-3	3
Opening offer to be published	MKT	-2	2
TBC	MKT	-2	2
TBC	MKT	-2	2
Develop how to collect data of guests	MKT	-4	4
IT			
Find Micros devices that remained from Arola time, check them and make them working perfect	RM	-7	5
Recipe input to MC	RM	-6	5
Menu creation on Micros Server	RM	-9	4
Find kitchen order printers that remained from Adlib time, check them and make them working perfect	RM	-7	5
Check data lines for Micros and order printers and make them working perfect	RM	-6	2
Place Micros and order printers	RM	-8	2
Order printer menu item forwarding adjustment after menu items input	RM	-6	4
Micros full test (room charge, cash, cc, condiments, kitchen message etc...)	RM	-8	4
Supplying mobile CC POS devices	RM	-8	4
Manual operation (contingency plan) guide preparation	RM	-4	2
Re-arrange BOH office technically	RM	-6	3
Arrange a desk phone on to the welcome desk	RM	-6	2
Phone number / Extension	RM	-6	2
Common e-mail account will be created and e-mails that come to this account will be redirected to related individual accounts	RM	-5	3
Restaurant name will be changed on the The Fork	RM	-4	2
Phone numbers and other necessary information will be changed on The Fork	RM	-4	2
Change restaurant name on Tripadvisor/	RM	-4	3
MUSIC			
<i>Contact Professional Music companies to explore</i>	RM	-6	3
Restaurant own playlist development per day and periods	RM	-12	8
Music culture and updates program review	RM	-12	8
Shortlist and interview DJs	RM	-12	8
Completion of initial music program & approval of entire	RM	-12	8

music culture, playlists and DJ selection	RM		
PRE OPENING	RM	-3	2