Declaration

I declare that this enterprise project has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated.

Number of words: 12,783

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Signed:

Date: April 2016
An evaluation of the feasibility of setting up Replenish Café- a cyclist themed café for cyclists and others near Caerphilly, South Wales.

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Submitted for:
BA (Hons) Events Management

Supervisor:
Karen Davies

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Cardiff Metropolitan University

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Abstract

The aim of the project was to critically evaluate the feasibility of a cycling themed café for cyclists and others near Caerphilly, South Wales with the aim of promoting sustainability, healthy living and a sense of community for cyclists as well as general public. In order to achieve this aim, the project set a number of objectives which would help in evaluating of the feasibility of the business idea.

During the process of the project it was concluded that the growth in popularity of cycling coupled with the growth in café culture (particular centred around a desire for good quality coffee) provides an opportunity for a strategically placed cyclist focused café to establish itself. Replenish Café was developed as a concept to meet this opportunity and a business plan using predicted sales figure showed that this business idea could in theory be successful.

Primary market research undertaken for the project was carried out through semi-structured interviews and questionnaires by cyclists (N=82) who would be the main target market for the business, this helped to determine key business strategies and provided a solid foundation for the creation of the business plan.

The project provided clear opportunity for analysis of the business idea and also gave opportunity for reflection on academic theory about entrepreneurship and small business start-up. One of the most important outcomes of the project was the realisation of the complex nature of entrepreneurship and the need for small business start-ups to be able to respond to many different agendas in order to develop as successful businesses.
Acknowledgements

I would like to thank my family for always being there for me especially throughout this final year and reminding me that I can do it. Especially my parents, without whom I feel I would not have been able to complete this project.

To my best friend, I would like to thank you for putting up with all my stress and still managing to make me laugh and have fun.

I would especially like to thank my supervisor Karen Davies for all her help during this process and ensuring me that I was on the right track. Also, I would like to acknowledge Phil Jones for the time and effort he put into helping me get the finances right for this project.

Lastly, I would like to thank all those who took part in the primary research stage making the information in this project all the more valuable.
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Chapter 1:

Introduction
1. Introduction

1.1 Project Title

“An evaluation of the feasibility of setting up Replenish Café- a cyclist themed café for cyclists and others near Caerphilly, South Wales.”

1.2 The Business Idea

The business idea for this project is a cyclist café which will be based in Trethomas, near Caerphilly, with links to the local bike shop and close to a major cycle route. The café will offer ethically sourced cycling specific food and drink to promote sustainability, healthy living and a sense of community for cyclists as well as the general public. In addition to the hospitality function of the business, the venue will host small events aimed at cyclists and local people to promote the sustainability agenda. The concept for the café has emerged from Katie’s experience of working in the hospitality industry, combined with her studies on the event management programme at Gloucestershire University and Cardiff Metropolitan University. These experiences, in conjunction with market research and awareness of the increasing popularity of cycling in many forms in the Caerphilly area, have resulted in the concept for the business.

The Caerphilly area has been chosen for the business as it is very popular with cyclists. There is research to suggest that cyclists are motivated by presence of infrastructure (i.e. Bil, et al., 2012) of which Caerphilly has ample. The area boasts both man made and natural resources, for example the iconic Caerphilly mountain and National Cycle Route 4 which runs through the Caerphilly area. It appears that there are definitely resources to support a market for Replenish Café. In addition, a quick
investigation of the Caerphilly area shows that there is currently no direct hospitality provision for this potential market.

Replenish Café will promote healthy, sustainable living alongside a core theme of cycling and adventure activity, which presents the overall theme for the business. It is clear that healthy living and sustainability are important issues in the Caerphilly area with initiatives such as “Creating an Active Caerphilly County Borough” and “Health Challenge Caerphilly County Borough” (Caerphilly.gov.uk, 2014 & 2016) being introduced in recent years in order to improve the standard of living in this region. It appears that the ethos behind Replenish Café has clear links to the aims of the Caerphilly Council with specific regards to sustainability, proving Caerphilly as an ideal location for the business idea.

1.3 Reason for Choosing Topic Area

The reason for choosing the business idea was heavily influenced by the researcher’s background in the hospitality industry. Studying event management has enabled Katie (the researcher) to develop a specific set of transferable skills which will benefit the business. The idea of Replenish Café hopes to incorporate Katie’s event management knowledge, understanding of the market place and passion for quality service, in order to create a unique customer experience. The author recognises the important role cafés can play in bringing people together, and how cyclists, who enjoy being part of a community, can benefit from this. This information has helped the researcher to develop the idea and provide a foundation for the business.
1.4 Project Aim and Objectives:

Aim:
To critically evaluate the feasibility of a cycling themed café for cyclists and others near Caerphilly, South Wales with the aim of promoting sustainability, healthy living and a sense of community for cyclists as well as general public.

Objectives:
1. To conduct a literature review demonstrating academic research into café and cyclist culture, business start-ups and entrepreneurship.
2. To undertake appropriate primary and secondary market research to test the feasibility of the proposed business and establish customer preferences.
3. To create a business plan identifying the financial and other resources needed in order to set up the business, including an outline for future development of the business.
4. To analyse and evaluate the process and present conclusions on the idea and its development in the future.
Chapter 2:

Literature Review
2. Literature Review

Introduction:

This literature review has been conducted in order to test the feasibility of the proposed business idea through the examination of academic secondary research. The topics that are covered include:

2.1 Business Start-Ups
2.2 Entrepreneurship
2.3 Café and Coffee Shop Culture
2.4 Cyclist Culture
2.4.1 The Development of Cycling
2.4.2 Motivations and Behaviours
2.4.3 Wales, Caerphilly and Cycling

The information gathered in the literature review will provide the academic underpinning for the discussion of the feasibility of the business idea, and therefore provide a solid foundation for primary research.

2.1 Business Start-Ups

When starting up a business, it is important to research and consider academic literature in order to understand how to be successful in today’s business environment. According to Mintzberg (1976), the ability to apply strategic planning separates the successful from the unsuccessful business or organization. A definition of strategy can be found in the literature, for example,
“A firm’s strategy is defined as its theory about how to gain competitive advantage.”

(Barney & Hesterley, 2012, p22).

Indeed, Reid & Smith (2000) reiterate this by suggesting that having a formal strategy, i.e. a written business plan, can often set the successful organizations apart and give them that competitive edge. Honig & Karlson (2004) state that a written business plan explains every aspect of a proposed business venture. There have been many academic opinions on what should be included in a business plan. It appears that the main sections to be included are an executive summary, industry and competitor analysis, company and product/service description, marketing plan, the management team, risks to survival and financial terms (Barringer, 2009; Timsons et al, 2004; Fraser, 2009). Alongside the formal business plan, there are other attributes that contribute to a business’ success that need to be considered. For example, Johnson & Scholes (1993) state that self-rated attributes (a.k.a. informal strategy) such as faith, managers, quality, range, and innovativeness can have just as much as an impact on a business as the written business plans. It can clearly be seen that both formal and informal strategies are key for any business start up wishing to succeed.

Another aspect to be considered is how business start-ups are financed. Cassar (2004) suggested that this is one of the most fundamental questions of enterprise research, as financial capital is a necessary resource required for an enterprise to operate. It is generally believed that start-ups depend on initial insider finance (Berger & Udell, 1998; Huyghebaert, 2001). Indeed,

“….Personal savings remain the most important source of start-up funding...”

(Cassar, 2004, p266).
Therefore, it can be said that in general, business start-ups depend on insider financing, significantly personal savings, in order to operate. The literature, i.e. Cassar (2004), says that venture capital becomes the more significant source of financing in the early growth phase rather than the start-up phase of the business. It could be said then that investments in a new business should not be seen as start-up funding and should be looked into after the business has been set up and started to develop.

A factor that should be considered more often in business start-ups is corporate social responsibility (CSR). Carroll (1999) explains CSR as being based on three dimensions; economic, social and environmental. It can be described as:

“It is possible to talk of three different types of responsibility. The first is the responsibility that a firm has to its shareholders; the second involves the responsibilities it has to its customers, employees, suppliers, distributors, and the like; and the third, which is of particular concern in this paper, is the responsibility that a firm has to society in general. Business practices that incorporate social, economic and environmental concerns into decision making and meet or exceed legal and ethical standards.” (Henderson & Mellwraith, 2013, p4).

According to Retolaza, et. al (2009), incorporating CSR into the business plan might help more start-ups survive. Sustainable living plays an important part in society with many local authorities emphasising the importance of considering economic, social and environmental impacts (Verplanken & Wood, 2006). The literature states the importance for business start-ups to consider all three dimensions, explained by Carroll (1999), if the firm wants to achieve sustainability. Considering one of these dimensions alone would not ensure survival for the long-term. Therefore, when looking into the feasibility of a business start-up it can be considered as vital to incorporate CSR.
2.2 Entrepreneurship

According to Harding et al. (2005) an entrepreneur can be defined as somebody actively involved in starting a business or the owner/manager of a business less than thirty-six months old. Indeed, Drucker (2015) states that an entrepreneur is often referred to as someone who starts up his/her own business. Yet the literature (i.e. Drucker, 2015) suggests that not all new businesses are entrepreneurial in nature, therefore these definitions of an entrepreneur could be considered out of date. According to Lazear (2005) an entrepreneur is considered to be a jack-of-all-trades who may not necessarily exceed in any one skill but is competent in many. The literature goes on to state that,

“An entrepreneur must possess the ability to combine talents and manage those of others.” (Lazear, 2005, p676).

Alongside the traits already discussed, there is literature to support that any activity that occurs beyond the traditional academic roles, is innovative, carries an element of risk and leads to financial rewards for the individual, can be considered as entrepreneurial (Abreua & Grinevichb, 2013). It seems then that an entrepreneur cannot simply be defined as the owner of a business but as an individual with specific skills that have been discussed in the literature (Abreua & Grinevichb, 2013; Lazear, 2005, p676). These skills enable entrepreneurs to contribute significantly towards growth and development and they are therefore seen as an important part of the economy (Mas-Tur, et al., 2015).
2.3 Café and Coffee Shop Culture

In order to understand the marketplace, it is necessary to discuss café culture and how it came to be. According to the literature (i.e. Steiner, 1997), coffee bars are not new to Britain with the first being founded in 1650, yet café/coffee shop culture appears to have only developed after the 1950s. There are a variety of reasons as to why this café culture has developed which have been identified in academic literature. Steiner (1997) examined why consumers go to a café to buy coffee and found that a major reason is due to a want for better coffee than what is usually available:

“…People are refusing to drink the awful instant coffee available in their offices.”

(Steiner, 1997).

Therefore, it could be said that the café and coffee shop franchise has influenced the consumer to believe they need a certain quality in terms of coffee and the experience that comes with it. Indeed, a Mintel report on coffee consumption in the UK suggests there has been a move away from instant coffee that, according to the report, became prominent when the first UK Starbucks was introduced in 1998 (Mintel 1, 2013). Interestingly, Boe (2000) suggests that coffee is often drunk out of habit, resulting in a reliable and regular customer base for café/coffee shop businesses and the culture they represent.

Recent years have seen a significant boom in the coffee shop market. Indeed, Limini Coffee 2 (2016) suggest that visiting a coffee shop is becoming part of the UK culture, with over 20,000 coffee shops in the UK who currently make a turnover over of approximately £8 billion. Statistics also show that around one in five people visit a coffee shop on a daily basis, with the average spend being £4 per person (Limini...
Coffee 2, 2016). It is interesting to note that, according to Loureiro & Lotade (2005), customers are willing to pay more for their coffee if it is branded as fair trade. The literature says that customers generally believe coffee prices to be high, but that becomes less of an issue if the product is fair trade. According to Loureiro & Lotade (2005), this could be due to an increasing awareness and concern for welfare of workers in developing countries.

The café is seen as a great place to socialise with those who share that common love for coffee, especially from a tourist’s point of view. Indeed, literature states that,

“Many travellers seek out the café as a social place to relax and socialize whilst drinking coffee.” (Jolliffe, 2010, p3).

Although the love and want for good quality coffee may be a major part of how café culture came to be, other aspects need to be considered. For example, the social aspect and environment that Jolliffe (2010) discusses. Indeed, Boniface (2003) states that for those who do not drink coffee, it is considered hard not to be embraced by the café culture. It may be interesting to note that in Ireland, cafés are now seen to be part of their culture which could be due to people wanting an alternative to going to the pub (Humphreys, 1998). Through examining the literature at hand, it could be deduced that café culture is a result of a combination of the consumer’s want to drink good quality coffee and to socialise as part of community in a relaxing atmosphere.
2.4 Cyclist Culture

2.4.1 The Development of Cycling

Cycling has developed over the years from being seen as a leisure activity, to being a popular sustainable choice for transportation, especially for those living in urban areas. Indeed, Litman (2003) states that cycling and walking are the most popular forms of human powered mobility, whilst Chapman (2007) promotes these as leading forms of low carbon travel.

“Cycling as a means of transportation has increased in many European and North American metropolitan areas. From what was seen by many as a recreational or physical activity, cycling has also become a mode of transportation to commute in urban areas.” (Damant-Sirois, et al., 2014, p1154).

This increase in cycling has been aided by the government, especially in the UK, where cycling is now promoted as part of government policy and regarded as an appropriate response to issues such as: congestion, pollution, quality-of-life, health and disease (Department for Transport, 2004). Solutions such as public bicycle sharing schemes have been developed for major cities in order to encourage sustainability, especially with short urban journeys (Weston & Mota, 2012). As a result of such solutions, cycling doubled in central London between 2000 and 2005 (Transport for London, 2005). The literature notes that this increase could largely be due to the introduction of the congestion charge for central London. According to Mintel 2 (2013) the number of cyclists in the UK rose to 41% of the population in 2012, which the report suggests to have been largely affected by the Olympics. There are other reasons to consider when discussing this increase in cycling, for example,
“Every-day cyclists have various reasons to cycle, especially within cities, such as fitness, saving time and costs, avoiding parking problems, having fun, protecting the environment, etc.” (Meschik, 2012, p43).

Another reason for this increase in cycling as a method of transportation could be the development of cycling to work schemes. These schemes have developed from the introduction of the Finance Act 1999, which allows employers to provide bicycles and related equipment to their employees as a tax-free benefit (Gov.uk, 2011). According to Gov.uk (2011) the government initiated cycling to work schemes to promote healthy living and exercise as well as to help reduce pollution. According to ONS (2014) the number of working people cycling to work in England and Wales amounted to 741,000 in 2011, which was a rise of 90,000 since 2001, therefore showing a clear increase in cycling to work.

The emergence of cycling as a popular mode of transportation has led to the development of a niche market known as cycle tourism, with links to the current issues surrounding sustainability and quality of living for example (Cox, 2012). According to Zeitlhofer (2001) cyclists generally have quite high levels of education and it can be argued that that these sustainability issues are of importance to them. The potential of cycle tourism in economic terms, and in meeting sustainability and regional development agendas, has been widely recognised in both academic and political circles (Meschik, 2012; Cox, 2012).
2.4.2 Motivations and Behaviours

It could be said that cycling is becoming more and more prominent in UK society, and therefore it is necessary to understand what motivates cyclists and any specific wants or needs they have in order to effectively market to this community. In a study into cyclist motivations Horton, et al. (2012) found that, “Pleasure appears to be one of the principal motivations for cycling...” (Horton et al., 2012, p4).

It is interesting to note what factors can have an effect on cyclist’s motivations and behaviours. For example, weather conditions (Bergstrom & Magnusson, 2003), presence of infrastructure (Larsen & El-Geneidy 2011) and cycling dedication (Birk & Geller 2006) can all effect an individual’s motivation to cycle. According to Bil, et al. (2012), presence of infrastructure (i.e. cycle routes) is a major motivator especially for cycle tourists. A report from Mintel 3 (2014) suggests that people in the UK are less likely to cycle because they have reservations regarding the safety of cycling on the roads. Therefore, it can be clearly seen that presence of infrastructure, either good or bad, can have an effect on a cyclist’s motivations. It could be suggested that local governments should take this into account and improve what infrastructure is in place in order to help the growth of cycling in the UK.

A study by Gatersleben and Haddad (2010) showed that cyclists believed other people who cycled to be like themselves; with similar motives, wants and desires, and that is how communities are formed. Bartle, et al. (2012) suggested that cyclists enjoy being part of a like-minded community, as they find it helps encourage them to get into their own cycling. This community aspect links closely with that of the café and coffee
shop culture, providing a connection between the cyclist and the café. Indeed, an article from Bike Hub (2015) stated that,

“The “cafe stop” is a tradition in cycling. Cyclists love tea and coffee, and eat lots (they need the fuel for riding back home) (Bike Hub, 2015).”

It is important to note that cyclists need good foods to keep them going on their rides and therefore will stop at places that offer that. For example, (Dowdell, 2014) advised that cafés should provide good breakfast foods such as: porridge, fruit, cereal and whole meal bread.

2.4.3 Wales, Caerphilly and Cycling

When looking to start a business, it is necessary to undertake research into the demographics and statistics of the proposed location, in this case Caerphilly in South Wales. According to the graph below, the population of Caerphilly in South Wales. According to statistics from Gov.Wales (2015) an average of 6% of the Welsh population said that they cycle at least twice a week. Considering this percentage and considering the population of Caerphilly to be 83,600 (National Assembly for Wales, 2010)

<table>
<thead>
<tr>
<th>Letter refers to sources and notes</th>
<th>Caerphilly</th>
<th>South Wales East</th>
<th>Wales</th>
<th>Units</th>
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<tr>
<td>Population, mid 2007:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a Total population</td>
<td>83.6</td>
<td>616.1</td>
<td>2,980.0</td>
<td>Number (thousands)</td>
</tr>
<tr>
<td>a Change in population, 2001-2007</td>
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<td>1.3</td>
<td>2.6</td>
<td>Per cent</td>
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<td>1,662</td>
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<td>b Population density</td>
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<td>144</td>
<td>Number per sq km</td>
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<tr>
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<tr>
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<td>60.2</td>
<td>60.3</td>
<td>Per cent</td>
</tr>
<tr>
<td>c Retirement age</td>
<td>18.2</td>
<td>20.1</td>
<td>21.0</td>
<td>Per cent</td>
</tr>
</tbody>
</table>

Source: National Assembly for Wales (2010)

According to statistics from Gov.Wales (2015) an average of 6% of the Welsh population said that they cycle at least twice a week. Considering this percentage and considering the population of Caerphilly to be 83,600 (National Assembly for Wales,
2010), results in approximately 5,016 people who cycle regularly in the Caerphilly area. This presents a large market for the proposed cyclist café to establish itself. Statistics from Gov.Wales (2015) also suggest that the majority of cyclists in Wales are of the age 16 or over. It is interesting to note that Caerphilly County Borough are looking to become a healthier community with programmes such as “Creating an Active Caerphilly County Borough: 2011-2014” and “Health Challenge Caerphilly: 2008-present” (Caerphilly.gov.uk, 2014 & 2016). This would suggest that a cyclist café promoting healthy living, such as Replenish Café, would be welcomed in this area.

In an article from the BBC on cycling in Wales in general, the author noted a significant rise in the amount of riders on the road, which seems to have started in 2008 when Nicole Cooke won an Olympic gold medal for Britain (BBC, 2015). Regarding the statistics and information at hand, it can be said that cycling in Wales has grown in recent years especially with the introduction of the Velothon Wales in 2015. According to Andy Taylor (the event organiser):

“Velothon Wales is the most popular Velothon we have ever run anywhere in the world in terms of the number of registered riders in year one.” (Taylor, 2015).

It seems that major events such as the Olympics and the Velothon have had a significant impact on cycling in Wales in the past few years which again, confirms a definite market for Replenish Café.
Chapter 3:

Business Plan
3. Business Plan

3.1 Executive Summary

Replenish Café is a cyclist’s café which will be based in the Caerphilly area and set to open in June 2016. It is a sole trader business and will be run by the proprietor Katie Dainty. The concept for the café has emerged from Katie’s experience of working in the hospitality industry, combined with her studies on the event management programme at Gloucestershire University and Cardiff Metropolitan University. These experiences, in conjunction with market research and awareness of the increasing popularity of cycling in many forms in the Caerphilly area, have resulted in the concept for the business.

There is a great deal of data that shows the growth of the cycling industry in recent years. Of particular interest in the context of the café is the growth in popularity of road cycling and mountain biking. The Machen area has become a hot bed for mountain biking with many informal trails recognised by national mountain bike magazines supplementing the formal provision of mountain bike resources in destinations such as Cwm Carn and Bike Park Wales (just outside Merthyr). Mountain bikers travel from large distances to visit the areas and take advantage of the natural and man made resources that the area provides. Road biking has become the focus of significant attention since the Tour of Britain passed through the area and subsequently the annual Velothon event was instigated to benefit from the increased demand for cycling events in the region. Many cyclists use the Caerphilly area for training purposes with the iconic Caerphilly mountain climb and its prominence with elite cyclists being a significant draw in attracting visitors to the area.
There is currently no direct hospitality provision for this growing market in the Caerphilly area and the market research conducted has shown that this type of business would be welcomed in the area. Of course, the key feature of this type of provision is the location of the business in relation to the area and the customers. The village of Trethomas is half way between Caerphilly and Machen on the main route used by road cyclists in order to approach Caerphilly mountain and also on the main road used by Mountain bikers as they travel to or from the area. It also benefits from the only specialist local bike shop in the area, which is itself a draw to both road and mountain bikers. A marketing partnership with this bike shop will be a significant feature of the on-going future success of the project. The proposed premises for the launch of the business is on the main road that serves as an artery between Caerphilly and Newport and provides a principle route for visitors to the cycling areas in the region (whether they are travelling from South East Wales or further afield in England). With the adjoining areas of Bedwas, Machen and Caerphilly there is also a significant local catchment area for the café that can be developed to provide further business.

Replenish café will promote healthy, and sustainable living alongside a core theme of cycling and adventure activity. This presents a clear overall theme for the café which will incorporate motivational images of cyclists from the various disciplines, video streamed from the internet of cyclists competing and participating in the sport and literature that cyclists will enjoy reading and discussing as they prepare for their planned activity, recharge their batteries mid-trip or replenish their resources and tell their stories at the end of the journey. The nearby village car park will provide a great starting point for those who want to use the café as a base for their adventures.
The café will launch with a very simple menu, providing cyclist specific food in line with the requirements specified from the market research collected. Food and drink will be ethically sourced in order to fit with the overall ethos of the business. As the business grows the menu will adapt to the needs of the customers with new offerings being made in response to on-going market research and customer surveys. The development of the business will include hosting events that will promote cycling and healthy living to visitors and to the local community. Examples of events are included in the business plan.

The smoothies that are popular with cyclists also have the advantage of being marketable to young people who will also appreciate the contemporary sport theme of the cafe. Replenish will utilise this complimentary market to provide a source of income throughout the year for the business from local young people.
### 3.2 Business Information

**Table 1: Business Information**

<table>
<thead>
<tr>
<th>Business Name:</th>
<th>Replenish Café</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Status:</td>
<td>Sole Trader</td>
</tr>
<tr>
<td><strong>Business Address:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3 Central Buildings</td>
</tr>
<tr>
<td></td>
<td>Trehomas</td>
</tr>
<tr>
<td></td>
<td>Caerphilly</td>
</tr>
<tr>
<td></td>
<td>CF83 8BU</td>
</tr>
<tr>
<td><strong>Contact Person for the Business:</strong></td>
<td>Katie Dainty</td>
</tr>
<tr>
<td><strong>Contact Number for this Person:</strong></td>
<td>07593019185</td>
</tr>
<tr>
<td><strong>Email Address:</strong></td>
<td><a href="mailto:k.dainty@outlook.cardiffmet.ac.uk">k.dainty@outlook.cardiffmet.ac.uk</a></td>
</tr>
<tr>
<td><strong>Website:</strong></td>
<td><a href="http://www.replenishcafe.co.uk">www.replenishcafe.co.uk</a></td>
</tr>
</tbody>
</table>

* See *Appendix 1 Company and Domain Name Confirmation*
3.2.1 Professional advisors

Bankers

Santander will be the banker for Replenish Café. The owner has banked with Santander for three years and they have proved to be reliable and helpful. Santander have a ‘Start-up Business Account’ which entitles the customer to 12-18 months of free banking with 0.25% interest on credit balances and access to Santander online business support. Santander also offers a business loan, which allows a business to borrow up to £25,000 which will be repayable in 1-5 years depending on the business needs (Santander, 2016).

Accountants

Accounting for the business will be provided by ABLE consulting services Ltd. This service will cost Replenish Café £350 per year with the first payment being at the start of year 2.

Registered Office:

2 Fernycourt, Penylan
Cardiff, Wales, UK, CF23 9BU
Tel: 07968 15352 Email: ablecons@gmail.com
3.2.2 Business objectives

SMART objectives have been taken into consideration when developing the business objectives for Replenish Café for three years of trading. This means that the following objectives are specific, measurable, achievable, realistic and time constrained.

Table 2: Business Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Timescale</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. To organise an open day for Replenish Café</td>
<td>July 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>2. To successfully open the cyclist café</td>
<td>June 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>3. To create Facebook &amp; Twitter pages and Instagram account</td>
<td>March 2016</td>
<td>Complete</td>
</tr>
<tr>
<td>4. To attend training course with Limini Coffee</td>
<td>April 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>5. Advertise in Local Newspaper: Caerphilly Observer</td>
<td>May 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>6. Employ part-time customer service assistant</td>
<td>July 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>7. To obtain a regular customer base</td>
<td>March 2017</td>
<td>Incomplete</td>
</tr>
<tr>
<td>8. To develop successful loyalty scheme with local bike shop</td>
<td>June 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>9. To promote healthy eating and living</td>
<td>On-going</td>
<td>Incomplete</td>
</tr>
<tr>
<td>10. To become a hub for local cycling clubs</td>
<td>August 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>Year 2</td>
<td>Task Description</td>
<td>Due Date</td>
</tr>
<tr>
<td>--------</td>
<td>------------------</td>
<td>----------</td>
</tr>
<tr>
<td>1.</td>
<td>Maintain customers from first year</td>
<td>July 2017</td>
</tr>
<tr>
<td>2.</td>
<td>Set up a customer feedback system to review menu items</td>
<td>July 2017</td>
</tr>
<tr>
<td>3.</td>
<td>Research into partnering with bike shop</td>
<td>August 2017</td>
</tr>
<tr>
<td>4.</td>
<td>Employ assistant manager</td>
<td>June 2017</td>
</tr>
<tr>
<td>5.</td>
<td>Maintain promotion on social media sites</td>
<td>On-going</td>
</tr>
<tr>
<td>6.</td>
<td>Make a profit (see financial forecasts)</td>
<td>July 2017</td>
</tr>
<tr>
<td>7.</td>
<td>Increase promotional activities and include event launches</td>
<td>July 2017</td>
</tr>
<tr>
<td>8.</td>
<td>Host charity events for Cancer Research Wales</td>
<td>July 2017- March 2018</td>
</tr>
<tr>
<td>9.</td>
<td>Review advertising activities and change/update if necessary</td>
<td>August 2017</td>
</tr>
<tr>
<td>10.</td>
<td>Review customer feedback and update menu if necessary</td>
<td>October 2017</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3</th>
<th>Task Description</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Research into developing pop up Replenish to take to cycling events around the country</td>
<td>June 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td>2.</td>
<td>Make a profit (see financial forecasts)</td>
<td>July 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td>3.</td>
<td>Employ full-time customer service assistant</td>
<td>July 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td></td>
<td>Further develop links with local sports organisations</td>
<td>August 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>4</td>
<td>To develop a strong relationship with Cancer Research Wales and other charitable organisations</td>
<td>October 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td>5</td>
<td>Review customer feedback and update menu if necessary</td>
<td>October 2018</td>
<td>Incomplete</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3.2.3 Key personnel

Manager/Owner: Katie Dainty

### 3.2.4 Business Name and Logo

**Name:**

The word ‘replenish’ means to renew or to supply with fresh fuel (Dictionary.com, 2016). The proprietor wants the customers to feel renewed, refreshed and have the opportunity to re-fuel as it were, when they stop at Replenish Café. The business name -Replenish Café- is available to be used for trading (See Appendix 1 Company and Domain Name Confirmation).
Logo:

The logo for Replenish Café was created using FreeLogoServices.co.uk and incorporates the bike in the image as it a cyclist café. The green colour of the cog was used to represent the healthy living and environmentally friendly side of the café. The font was chosen as it looks friendly and welcoming which is an important aspect for Replenish Café.

Often, businesses choose to have a tagline to accompany their company name and logo and to explain their business venture. However, the name and logo for Replenish Café speaks for itself as discussed above, therefore a tagline was not developed for the business.

3.2.5 Mission Statement

To be the best cyclist café in the Caerphilly area, providing a friendly and welcoming environment for cyclists and members of community. To promote healthy and sustainable living through products sold and events held at the café.
3.3 Market Research

3.3.1 Methodology

The following sections of the business plan are all based upon primary and secondary market research undertaken by Katie Dainty. According to Rajasekar et al. (2013) research involves study, analysis, observation, comparison and reasoning. In order to carry out research effectively, it is necessary to apply certain methods in order to collect the data. For the creation of the business plan both primary and secondary research has been undertaken and the methods for these will now be discussed.

**Primary Research**

The two main methods for collecting data for primary research are known as qualitative and quantitative methods. The quantitative method focuses on the collection of numerical data, finding patterns in the data, which can be quantified with numbers, or in a graph for example. The researcher used online questionnaires in order to collect quantitative data for the project. The qualitative method focuses on individual opinions and reasons in order to collect data for research. The researcher carried out semi-structured interviews, meetings and visited local cafés in order to gain qualitative data for the project. A combination of both qualitative and quantitative methods has been used for this project. According to Ostlund, et al. (2010), a mixed method approach is more valuable as the strengths from both quantitative and qualitative methods can be utilised to benefit the research results.
Secondary Research

Secondary market research is important for start up business to carry out in order to determine demographics and trends within the marketplace (Wenzel, 2012). Secondary research for this project included academic literature, MINTEL reports, ONS and National Assembly of Wales documents, websites and Internet resources of various related organisations (cafes, restaurants, suppliers, Cycling attractions etc.).

3.3.2 Market Trends

Through the market research undertaken, certain trends were found within the marketplace for Replenish Café which are listed below:

- A rise in cycling in the UK in recent years
- A desire for good quality coffee
- Sustainable living being actively promoted by local authorities
- The “café stop” becoming a tradition for cyclists
3.4 Business Particulars

3.4.1 Location and Premises

3 Central Buildings, Tretthomas is the proposed premises for Replenish Café (See Appendix 2 Property Details). The property is situated on the main road through the village and just a few doors down from Castle Bikes (the local bike shop). The property has a yard area, which will be used to create a safe space for customers to store their bikes when they stop at the café. 3 Central Buildings is located in Caerphilly County Borough, just two miles from the centre of Caerphilly, which as seen in the graph below, is considered by respondents as a good location for the café.

Q12 Do you think Caerphilly is a good location for the cyclists’ café?

- 94% Yes
- 6% No

*Yes  No*
3.4.2 Opening Hours

Replenish Café has decided to base their opening hours on the results from the questionnaire. Respondents were asked what times they would expect the café to be open and graphs were made to show results for emerging themes, suggested opening times and suggested closing times, as seen below.

**Q14 What Times Would You Expect the Café to be Open: Emerging Themes**

- Should Reflect Local events (e.g. ride outs)
- Weekends should be open longer than weekdays
- Summer hours should be longer than winter

**Q14 What Times Would You Expect the Café to be Open: Suggested Opening Times**

- Later than 9am
- 8am-9am
- 7am-8am
- Earlier than 7am
The above results suggest that the opening hours should be linked to seasonality, local rides and that they should be longer on weekends. Local cycling club rides take place on Tuesday and Thursday between 6pm and 8pm and Sunday from 8am. The opening times for Replenish Café (as seen in the table below) reflect the emergent themes as well as taking into account the most popular suggested opening and closing times.
Table 3: Opening times for Replenish Café

<table>
<thead>
<tr>
<th>Summer Opening Times</th>
<th>Winter Opening Times</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monday, Wednesday &amp; Friday:</strong></td>
<td><strong>Monday, Wednesday &amp; Friday:</strong></td>
</tr>
<tr>
<td>9am- 5:30pm</td>
<td>10am-4pm</td>
</tr>
<tr>
<td><strong>Tuesday &amp; Thursday:</strong></td>
<td><strong>Tuesday &amp; Thursday:</strong></td>
</tr>
<tr>
<td>9am- 8pm</td>
<td>11am-8pm</td>
</tr>
<tr>
<td><strong>Saturday &amp; Sunday:</strong></td>
<td><strong>Saturday &amp; Sunday:</strong></td>
</tr>
<tr>
<td>8am- 6pm</td>
<td>8am-5:30pm</td>
</tr>
</tbody>
</table>

3.4.3 Human Resource Strategy

Initially, the café will be run solely by the manager, Katie Dainty (See Appendix 3, Manager’s CV). Below are diagrams to show the organisational structure for Replenish Café over three years of trading. Advice from a primary research interview with a current café manager was to employ “full-timers as well as part-timers” which Replenish Café have taken into account after the first year of trading as the business will then have enough finances to hire full-time personnel. (See Appendix 14, Interview with Pumpkin Café Manager Transcript).
First Year of Trading:

In the first year of business the café will aim to recruit 1 part-time customer service assistant to help with the daily running of the café on weekends which are the predicted busiest times for the café. The business aims to recruit this staff member in August 2016, which will be 2 months after the business has started trading. The customer service assistant will be paid £5.30 per hour-minimum wage for 18-20 year olds-or £6.70 per hour-minimum wage for 21 years and over (Gov.Uk 2, 2016).

Second Year of Trading:

In the second year of trading the business aims to recruit an assistant manager alongside the part-time customer service assistant (depending on the success of the business). The assistant manager will help relieve the manager from some of their duties, freeing up the manager’s time to work at the café and develop the events side of the business. The assistant manager will be paid £15,000 per annum.
Third Year of Trading:

In the third year of trading, Replenish Café aims to recruit 1 full-time customer service assistant to join the assistant manager and part-time assistant already employed. Employing the full-time customer service assistant will again help to free up the manager’s time in order to focus on the future of the business, for example, looking into developing a pop up Replenish Café. The wage for this position will again be either £5.70 or £6.70 per hour dependant on age.

3.4.3.1 Recruitment

The business wants to recruit local people into Replenish Café in order to promote a sense of community, improve local economy and reduce travel costs and impacts. The café will advertise job vacancies with InUkLocal Caerphilly, which is a free service and will only advertise locally in Caerphilly (See Appendix 4 Example Job Advert). Any successful applicants will be requested to attend an interview with the manager who will then decide if they are the right individuals for the role.
3.4.3.2 Training

Staff will be trained to a high standard using a combination of online and practical training programs. Canity Customer Service Training will be used for online customer service training. It is easy to use and allows the manager to measure the progress of staff in real-time and will only cost the business £9 per month (Canity.com, 2016) The practical training will be conducted by the manager who has previous experience of training in customer service and will train staff to the desired standard. In addition, before the start of the first year, Katie Dainty will attend a training course with Lmini Coffee to expand upon her knowledge and experience in this area.

3.5 Products and Services

3.5.1 Food & Drink

The food and drink sold at the café is heavily influenced by the responses from the primary research undertaken for the project. A simple menu has been developed including food and drink, which is based on the results of the questionnaire data below. (See Appendix 6 Replenish Café Menu)
As can be seen from the graph, most people have stated that they want snack food and light options rather than meals at the café which corresponds with the information form the interview with the bike shop proprietor who, when asked what food should be on the menu suggested, “Good snack food.....For cyclists, no one is going to sit down necessarily for a massive meal but high energy snacks I would probably say are pretty good.” (See Appendix 7 Interview with Bike Shop Proprietor Transcript).

**Snack Food**

Good Quality Coffee

Also many respondents specified that they would like the café to sell “good quality coffee” which will be one of the unique selling points of Replenish Café.

**Smoothies**

A number of the respondents specified that they would like to have smoothies at the café. Replenish Café has developed their own smoothie range which can be seen in
Appendix 6 Replenish Café Menu. The smoothies will provide a healthy alternative to a cake and hot drink and also will attract the young people in the area.

If sales are doing well, the business will look to develop their menu to include a wider range of food and drink options for the customer. For example, the business would like to include freshly made burritos in keeping with the healthy living and contemporary theme.

3.5.2 Décor

Replenish Café has looked into other cyclist cafes to get ideas for the décor of the premises (See Appendix 5 Décor Inspiration). Also, the competitor analysis (see section 3.8 of this report) allowed the researcher to get ideas for décor and layout. Below is a diagram to show all the elements that will be considered in the design and décor for Replenish Café.

See Appendix 15 List of Shop Fit, Décor, Fixtures and Fittings
3.5.3 Fair-trade

The tea, coffee and bananas used and sold at Replenish Café will be fair trade to promote ethically sourced produce. Also research in the literature review has shown that people will pay more for products labelled as fair-trade as there is increasing concern for workers in developing countries (Loureiro & Lotade, 2005).

3.5.4 Loyalty Scheme

Replenish Café will have a loyalty scheme for customers that will be negotiated to allow them discounts at the local bike shop (Castle Bikes). If the customer purchase 6 coffees using their Replenish Café loyalty card (on the next page) they will be entitled to either a free coffee or the price of a coffee discounted off their next purchase at Castle Bikes (purchases over the value of £20). In addition, customers who use Castle Bikes will be able to collect a stamp on the Replenish Café card for every £5 they spend in the bike shop. The results from the primary research questionnaire below show that having a loyalty scheme connected with the bike shop would be attractive to potential customers with 30% or respondents rating 10, meaning they definitely would want the loyalty scheme at the café.
Q15 On a scale of 1-10 please rate how much you like the idea of a loyalty scheme connected with the local bike shop

Example Loyalty Card:
3.5.5 Events

Club Meetings

Replenish Café will act as an event venue/base as well as a café. The majority of respondents in the primary research stated that they belonged to a cycling club or group:

![Pie chart showing 77% Yes and 23% No for Q5 Are You Part of a Cycling Club or Group?]

Replenish Café will be a hub for local cycling clubs who can use it to host their weekly meetings etc.

Local Community and Cycling Awareness days

The primary research results below show a particular interest in local community and cycling awareness days hosted by the café. Therefore, Replenish Café will host community days, for example, family fun days with the chance for children and adults to learn about healthy living and exercise. Also, cycle races for different levels (amateur, intermediate and expert) will be hosted by Replenish Café using the premises as a start and finish point.
Charity and Fundraising Events

Charity and fundraising events were also a popular choice by respondents as seen in the graph below. Replenish Café will work with Cancer Research Wales, as this will coincide with what potential customers want as well as the personal relationship the researcher has with this charity. Events ranging from coffee mornings and afternoon teas, to family fun days will be hosted in order to raise funds for Cancer Research Wales.

![Graph showing event preferences]

Q16 What type of events do you think would be good to hold at the cafe?

Other Events

Alongside the three types of events considered above, Replenish Café will seek to host a variety of different events depending on how the business is doing. The respondents of the primary research questionnaire were asked to state any other events that they would like to see at the Café and the results for this can be found in Appendix 20 Other Recommended Events. Replenish Café will use these ideas when looking into developing the events side of the business into the future.
3.5.6 Amenities

The café will offer free Wi-Fi for their customers. As can be seen in the graph below, the majority of those who filled out a questionnaire would consider themselves to be active on social media. Therefore, offering free Wi-Fi would be attractive for potential customers.

![Pie chart showing 91% Yes, 9% No for Q8: Would you Consider Yourself to be Active on Social Media?]

Having free Wi-Fi available will also help to promote Replenish Café on a wider basis as customers can tag themselves at the café letting their friends, family and followers know where they are. Replenish Café will also have a subscription to the popular cycling magazine- Cycling World so that the customers will have something to read if they stop at the café.

There will also be a 10% discount available for members of the Caerphilly Cycling Club who have showed large interest in the business idea with the majority of the questionnaire respondents belonging to the club as can be seen in the graph below.
3.6 Marketing and Promotion

3.6.1 Target Market

The advice given in a primary research interview with a hospitality industry expert, was to establish the target market for Replenish Café before deciding upon the advertising strategies (See Appendix 16: Hospitality Industry Expert Meeting Notes). The main target market for Replenish Café is cyclists. This is a very broad market with different types of cyclists attracted to the area because of the resources that are in place. Specifically, the business will target road and mountain bikers for whom the Trethomas area is an important starting point form where they can access the many informal and formal resources available for these sports in the area. However, there will also be thought given to the market presented by BMX and urban bike riders due to the proximity to the cycling track resources provided at Van Road just outside
Caerphilly for this version of the sport. It is important to note, however that the café will not only target cyclists. The theme of the café will be popular with local people who look for a healthy alternative in order to improve their lifestyles and also with young people who seek a more active and adventurous lifestyle. The café will actively promote these agendas via its theme and the events that are run from it.

A secondary important market for the business will be the selling of Smoothies to local young people who will be attracted by the contemporary sports theme of the café and provide a constant stream of revenue throughout the year.
3.6.2 Customer Descriptions

**Cyclist:**
- Average age 16 and over
- Enjoy being part of a community
- Pleasure is main motivator
- Influenced by infrastructure
- Majority male
- Average weekly earnings: £534
- 62% overweight or obese
- 51% female
- 49% male

**Member of Local Community:**
- Average age 16-64
- Average weekly earnings: £534
- 51% female
- 49% male
- 62% overweight or obese
3.6.3 Advertising Strategies

Wind, et al. (2002) advocated the use of social media and online marketing strategies in order for businesses to succeed. Replenish Café has developed a strong online marketing campaign in order to develop a community of customers which will be the focus for promotion of the business. The benefits to this marketing campaign are that the online platforms are free to use, reach a large target market and make it easier to target specific groups of people with marketing. The primary research results (As seen below) showed that out of Facebook, Twitter and Instagram, 87% said that they used Facebook the most. Therefore, Replenish Café will ensure that their Facebook page is readily accessible, up to date and easy to navigate for potential customers.

![Pie chart showing social media usage]

**Q9 Which Social Media Platform do You Most use: Facebook, Twitter and Instagram?**

- Facebook: 87%
- Twitter: 9%
- Instagram: 4%
To implement the online marketing strategy, Replenish Café have chosen the following media and platforms:

Facebook | STRAVA | Twitter | Instagram | YouTube | Replenish Café Website

See *Appendix 8 Online Marketing Campaign* for details on how the business will utilise each of the above platforms in order to promote to and connect with potential customers.

Alongside the online marketing campaign, Replenish Café have developed a local media campaign which will advertise the business to those in the Caerphilly area. As advised in an interview with the Castle Bikes manager (See *Appendix 9 Castle Bikes Manager Meeting Notes*) the business will advertise in the local newspaper- The Caerphilly Observer and create flyers/leaflets to deliver to local people (*Appendix 10 Replenish Café Flyer*).

### 3.7 Environmental and Legal Obligations

#### 3.7.1 Environmental Sustainability

Environmental sustainability is of great importance to Replenish Café. The business wishes to reduce the amount of unnecessary waste from the café by providing re-usable flasks to the customers. These re usable flasks for Smoothies and hot drinks will be introduced as sales pick up in the café. Also any bags and cups used for customers taking any food or drink items away will be made of paper to help reduce the amount of plastic waste. Examples of these proposed items can be seen in the table below. The final products will have the Replenish Café logo clearly visible.
Table 4: Re-usable/Recyclable products

<table>
<thead>
<tr>
<th>Re-usable smoothie flask</th>
<th>Re-usable hot drink flask</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Re-usable smoothie flask" /></td>
<td><img src="image2.png" alt="Re-usable hot drink flask" /></td>
</tr>
<tr>
<td>Recyclable take away bags</td>
<td>Recyclable take away cups</td>
</tr>
<tr>
<td><img src="image3.png" alt="Recyclable take away bags" /></td>
<td><img src="image4.png" alt="Recyclable take away cups" /></td>
</tr>
</tbody>
</table>
Replenish Café will have an efficient waste disposal system ensuring that all recyclable items and food waste are kept separate to general waste. The following image is an example of government approved recycling and waste bins. The café will ensure that each bin is labelled obviously and correctly so that all different types of waste are kept separate.


Replenish Café also aims to promote cycling as a form of sustainable living and helping to protect the environment, which will be promoted through the brand image, décor of the café but mainly through events held at the café.
3.7.2 Legal Obligations

This section will cover the outstanding legal requirements that Replenish Café should adhere to so as to remain in accordance with the law. These acts and their implications can be found on the legislation.gov.uk website.

Health and Safety at Work Act 1974

This act protects not only workers but also members of public and volunteers. Replenish Café will abide by the requirements of this act and ensure that risk assessments are carried out in order to minimise any risks in this area. (See Appendix 11 Exemplar Health and Safety Risk Assessment).

The Fire Precautions (Workplace) Regulations 1997

Replenish Café will abide by this act and ensure that the right amount of fire extinguishers and other fire safety equipment (such as fire blankets) are installed in the café before opening it up to public. The owner will also arrange a fire inspection before the café is open and ensure that all fire equipment is checked on a regular basis.

The Food Safety and Hygiene (England) (Amendment) Regulations 2014

This act covers all the safety precautions in regards to sale of food and drink in the UK. Replenish Café will abide to this act by ensuring all food and drink sold be prepared to the correct standard according to the law.
Sales of Goods (Amendment) Act 1994

This act applies to any contract regarding sales of goods. Replenish Café will make sure they consider the requirements of this act in their sale of products/services.

Employment Rights Act 1996

Replenish Café will ensure that all those employed by the business are treated fairly with the right wages and guaranteed payments in accordance with this act.

Environmental protection Act 1990

Protecting the environment is of great importance to Replenish Café and the business will ensure that the requirements of this act are met regarding pollution and litter for example.

Occupiers Liability Act 1957

Replenish Café will abide by this act of parliament that concerns the liability of the occupiers and those individuals who are lawfully on their land.

Employer’s Liability Act 1969

This act will ensure that Replenish Café has insurance against employees if they wish to take legal action against the business due to injury at work for example.
Equal Opportunities Act 2010

Replenish Café will meet the terms of this act by not discriminating against any potential employees or customers in terms of:

• Age
• Gender
• Disability
• Religious beliefs or
• Race

Small Business, Enterprise and Employment (SBEE) Act 2015

This act was introduced in 2014 and applies to Replenish Café as it regards small businesses/enterprises. The act opens up opportunities for small businesses to:

• Compete
• Get finance to create jobs
• Grow
• Innovate
• Export
3.7.3 Relevant Insurance

The café will obtain relevant insurances – please see Appendix 18: Business Insurance for details.

3.8 Competitor Analysis

Direct competitors:

After conducting research into competition for Replenish Café, it has been established that the business has no direct competitors. Examples of direct competition would be cycle cafés such as Café Velo in Llantwit Major and Roll for the Soul Café in Bristol. These cafés are both over 30 miles away from the proposed location for Replenish Café and therefore are not considered as direct competition.

Indirect competitors:

Indirect competitors have been identified as local café and coffee shops in the Caerphilly area, within a 5-mile radius of the proposed location for Replenish Café. The analysis of this competition is based on the researcher’s own experience of visiting the local cafés. The researcher created scorecards in order to rate the following aspects of the cafés:

- Customer Service
- Décor/Layout
- Variety of Food/drink
- Value for Money
- Atmosphere/Ambience
- Location

(See Appendix 12 Competition Scorecards)
Based on the results of the scorecards, the café that would present the highest competition to the business would be Grazing Ground who scored four or above in each category. Some of the extra features that were noted during the competitor analysis included:

- Offering free WiFi
- Supporting charity
- Owning a card machine
- Selling locally sourced produce
3.9 S.W.O.T & P.E.S.T.E.L Analysis for Replenish Café

3.9.1 S.W.O.T Analysis

A S.W.O.T analysis has been created for Replenish Café in order to identify the strengths, weaknesses, opportunities and threats regarding the business idea, which will help strategically plan for the future of the business.

Table 5: S.W.O.T Analysis

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unique business idea in the area</td>
<td>• Develop well known brand</td>
</tr>
<tr>
<td>• Cycling is popular in the area</td>
<td>• Lifestyle changes</td>
</tr>
<tr>
<td>• Primary research shows a want for the café</td>
<td>• Expanding and possibly opening other branches</td>
</tr>
<tr>
<td>• Close to cycle path</td>
<td></td>
</tr>
<tr>
<td>• Close to mountain which is popular</td>
<td></td>
</tr>
<tr>
<td>with mountain bikers</td>
<td></td>
</tr>
<tr>
<td>• Parking area in close proximity to</td>
<td></td>
</tr>
<tr>
<td>proposed location</td>
<td></td>
</tr>
<tr>
<td>• Secure space available for cyclists to keep their</td>
<td></td>
</tr>
<tr>
<td>bikes</td>
<td></td>
</tr>
</tbody>
</table>
### WEAKNESSES
- Owner is a first-time entrepreneur
- New business idea may not be received well by locals.
- No pre-existing customer base
- Not an established/well known brand

### THREATS
- Existing local cafes could be a threat to the amount of local customers available to Replenish Café
- New cafés/coffee shops opening
- Stock prices could rise
3.9.2 P.E.S.T.E.L. Analysis

A P.E.S.T.E.L Analysis has been created in order to analyse the market in which Replenish Café is entering and highlight any specific trends or issues that the business should be aware of. This analysis can help to develop the marketing strategies of the business.

Table 6: P.E.S.T.E.L Analysis

<table>
<thead>
<tr>
<th>POLITICAL</th>
<th>ENVIRONMENTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Government initiated cycle schemes</td>
<td>• Rising awareness for sustainable living</td>
</tr>
<tr>
<td>• Healthy Living initiatives</td>
<td>• Environmental regulations e.g. refuse collection</td>
</tr>
<tr>
<td>• Availability of small business funding- subject to change</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SOCIAL</th>
<th>TECHNOLOGICAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Health Challenge Caerphilly</td>
<td>• Development of new apps</td>
</tr>
<tr>
<td>• Awareness of ethical issues e.g. Fair trade</td>
<td>• Website maintenance</td>
</tr>
<tr>
<td>• Problem with obesity in Caerphilly</td>
<td>• Online competition e.g. social media sites, competitors using the internet to advertise</td>
</tr>
<tr>
<td>ECONOMIC</td>
<td>LEGAL</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>• Changes in local economy i.e.</td>
<td>• Current health and safety policy</td>
</tr>
<tr>
<td>unemployment rates</td>
<td>• New laws/legislation</td>
</tr>
<tr>
<td>• Inflation</td>
<td>• Changes to national minimum wage</td>
</tr>
<tr>
<td>• Bank charges could rise or</td>
<td></td>
</tr>
<tr>
<td>decline</td>
<td></td>
</tr>
</tbody>
</table>
3.10 Finance

3.10.1 Financial Projections for 3 years

The following table highlights the financial projections for the business. The full financial forecasts can be found in the following section.

Table 7: Financial Projections

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Sales</td>
<td>51,742</td>
<td>73,439</td>
<td>103,095</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>15,679</td>
<td>21,950</td>
<td>25,086</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>36,064</td>
<td>51,489</td>
<td>78,009</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>70%</td>
<td>70%</td>
<td>76%</td>
</tr>
<tr>
<td>Total Overheads</td>
<td>26,046</td>
<td>36,701</td>
<td>48,203</td>
</tr>
<tr>
<td>Net Profit</td>
<td>10,018</td>
<td>14,788</td>
<td>29,806</td>
</tr>
<tr>
<td>Net Profit Margin</td>
<td>19.36%</td>
<td>20.14%</td>
<td>28.91%</td>
</tr>
</tbody>
</table>

3.10.2 Financial Forecast for Replenish Café Over 3 years

The following pages will provide the Excel Spreadsheets showing the cash flow, balance sheets and profit and loss accounts for the 3 financial years.
## Cash Flow Projection Year 1

<table>
<thead>
<tr>
<th>Month</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Food &amp; Drink</td>
<td>3,863</td>
<td>4,586</td>
<td>4,935</td>
<td>5,309</td>
<td>5,658</td>
<td>4,935</td>
<td>4,237</td>
<td>3,888</td>
<td>3,514</td>
<td>3,190</td>
<td>3,190</td>
<td>4,237</td>
<td>51,542</td>
</tr>
<tr>
<td>Sales Events</td>
<td>0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>Loans</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,000</td>
</tr>
<tr>
<td>Owner's Investment</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,000</td>
</tr>
<tr>
<td>Total Income</td>
<td>33,863</td>
<td>4,788</td>
<td>4,935</td>
<td>5,309</td>
<td>5,658</td>
<td>4,935</td>
<td>4,237</td>
<td>3,888</td>
<td>3,514</td>
<td>3,190</td>
<td>3,190</td>
<td>4,237</td>
<td>81,742</td>
</tr>
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</table>

### Less Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure</td>
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<td>0</td>
<td>0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11,560</td>
</tr>
<tr>
<td>Shop Fitting and Décor</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,400</td>
</tr>
<tr>
<td>Direct costs of Sales</td>
<td>1,102</td>
<td>1,383</td>
<td>1,474</td>
<td>1,663</td>
<td>1,755</td>
<td>1,474</td>
<td>1,291</td>
<td>1,200</td>
<td>1,011</td>
<td>1,018</td>
<td>1,018</td>
<td>1,291</td>
<td>15,679</td>
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<td>Wages &amp; Salaries</td>
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<td>0</td>
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<td></td>
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<td></td>
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</tr>
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<td>250</td>
<td>250</td>
<td>250</td>
<td>250</td>
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<td>250</td>
<td>250</td>
<td>250</td>
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<td>Light, Heat, Power &amp; Water</td>
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<td>150</td>
<td>150</td>
<td>150</td>
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<td>150</td>
<td>150</td>
<td>150</td>
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<td>150</td>
<td>150</td>
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<td>32</td>
<td>32</td>
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<td>32</td>
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<td>Advertising</td>
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<td>15</td>
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<td>15</td>
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<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>2,165</td>
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<tr>
<td>Printing, Stationery &amp; Postage</td>
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<td>0</td>
<td>0</td>
<td>100</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>400</td>
</tr>
<tr>
<td>Insurance</td>
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<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>1,200</td>
</tr>
<tr>
<td>Bank Charges</td>
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<td>25</td>
<td>27</td>
<td>28</td>
<td>25</td>
<td>21</td>
<td>19</td>
<td>18</td>
<td>16</td>
<td>16</td>
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<td>358</td>
</tr>
<tr>
<td>Loan repayments</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>322</td>
<td>3,864</td>
</tr>
<tr>
<td>Professional Fees</td>
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<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
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<td>30</td>
<td>30</td>
<td>360</td>
</tr>
<tr>
<td>Miscellaneous</td>
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<td>410</td>
<td>410</td>
<td>410</td>
<td>410</td>
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<td>410</td>
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<td>4,920</td>
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<tr>
<td>Drawings</td>
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<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>6,000</td>
</tr>
</tbody>
</table>

### Net Cash Flow

<table>
<thead>
<tr>
<th>Month</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Flow</td>
<td>13,788</td>
<td>1,571</td>
<td>(2,773)</td>
<td>1,310</td>
<td>1,666</td>
<td>1,627</td>
<td>(1,485)</td>
<td>860</td>
<td>677</td>
<td>248</td>
<td>348</td>
<td>1,115</td>
<td>18,952</td>
</tr>
<tr>
<td>Opening Bank Balance</td>
<td>0</td>
<td>13,788</td>
<td>15,359</td>
<td>12,587</td>
<td>13,896</td>
<td>15,562</td>
<td>17,190</td>
<td>15,705</td>
<td>16,565</td>
<td>17,242</td>
<td>17,489</td>
<td>17,837</td>
<td>0</td>
</tr>
<tr>
<td>Closing Balance</td>
<td>13,788</td>
<td>15,359</td>
<td>12,587</td>
<td>13,896</td>
<td>15,562</td>
<td>17,190</td>
<td>15,705</td>
<td>16,565</td>
<td>17,242</td>
<td>17,489</td>
<td>17,837</td>
<td>18,952</td>
<td>18,952</td>
</tr>
</tbody>
</table>
# Balance Sheet for Replenish Café - Year 1

<table>
<thead>
<tr>
<th>Non-Current Assets</th>
<th>Historic Cost £</th>
<th>Accumulated Depreciation £</th>
<th>Net Book Value £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold property</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>11,560</td>
<td>2,312</td>
<td>9,248</td>
</tr>
<tr>
<td></td>
<td>13,560</td>
<td>2,312</td>
<td>11,248</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock</td>
<td>1,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on hand and at bank</td>
<td>18,952</td>
<td></td>
<td>20,352</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>31,601</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Liabilities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Current Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Loan</td>
<td>12,583</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Liabilities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12,583</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital &amp; Reserves</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner's Investment</td>
<td>15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Profit for Year</td>
<td>10,018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Drawings</td>
<td>(6,000)</td>
<td></td>
<td>4,018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Liabilities and Equity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19,018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Liabilities and Equity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31,601</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Replenish Café

### Cash Flow Projection Year 2

<table>
<thead>
<tr>
<th></th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Food and Drink</strong></td>
<td>5,409</td>
<td>6,420</td>
<td>6,909</td>
<td>7,432</td>
<td>7,921</td>
<td>6,909</td>
<td>5,932</td>
<td>5,443</td>
<td>4,920</td>
<td>4,466</td>
<td>4,466</td>
<td>5,932</td>
<td>72,159</td>
</tr>
<tr>
<td><strong>Sales Events</strong></td>
<td>280</td>
<td>400</td>
<td>320</td>
<td>280</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,280</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>5,689</td>
<td>6,820</td>
<td>7,229</td>
<td>7,752</td>
<td>8,201</td>
<td>7,209</td>
<td>6,252</td>
<td>5,763</td>
<td>5,420</td>
<td>4,926</td>
<td>4,926</td>
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#### Less Expenses

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<th>May</th>
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#### Net Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Net Cash Flow</strong></td>
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<td>2,274</td>
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<td>1,996</td>
<td>1,502</td>
<td>(1,815)</td>
<td>427</td>
<td>(390)</td>
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<td>(290)</td>
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<td>20,632</td>
<td>22,906</td>
<td>20,408</td>
<td>21,985</td>
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<td>24,095</td>
<td>24,267</td>
<td>23,877</td>
<td>23,587</td>
<td>18,952</td>
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<tr>
<td><strong>Closing Balance</strong></td>
<td>20,632</td>
<td>22,906</td>
<td>20,408</td>
<td>21,985</td>
<td>23,981</td>
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<td>23,587</td>
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Opening Bank Balance: 18,952

Closing Bank Balance: 24,372
## Balance Sheet for Replenish Café - Year 2

<table>
<thead>
<tr>
<th>Non-Current Assets</th>
<th>Historic Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
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<tbody>
<tr>
<td>Leasehold property</td>
<td>£2,000</td>
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<td>£2,000</td>
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<tr>
<td>Equipment</td>
<td>£11,560</td>
<td>£4,624</td>
<td>£6,936</td>
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<tr>
<td></td>
<td>£13,560</td>
<td>£4,624</td>
<td>£8,936</td>
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### Current Assets

| Stock                    | £1,400        |
| Cash on hand and at bank | £24,372       | £25,772                   |

### Total Assets

|                          | £34,709       |

### Current Liabilities

|                          | £0            |

### Non-Current Assets

| Bank Loan                | £9,903        |

### Total Liabilities

|                          | £9,903        |

### Capital & Reserves

| Owner's Investment       | £15,000       |
| Profit & Loss Account    | £4,018        |
| Profit for Year          | £14,788       |
| Less Drawings            | (£9,000)      | £9,806                   |

### Total Liabilities and Equity

|                          | £34,709       |
Replenish Café

Cash Flow Projection Year 3

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<tr>
<th>Month</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
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<tbody>
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Less Expenses

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<th>January</th>
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<th>March</th>
<th>April</th>
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Net Cash Flow

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<th>August</th>
<th>September</th>
<th>October</th>
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<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>Total</th>
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### Balance Sheet for Replenish Café - Year 3

<table>
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<tbody>
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<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Leasehold property</td>
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<tr>
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<td>4,624</td>
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<td><strong>6,624</strong></td>
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<table>
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<tbody>
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**Total Assets**  
49,542

**Current Liabilities**  
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**Non-Current Liabilities**  
Bank Loan  
6,931

**Total Liabilities**  
6,931

**Shareholders’ funds**  
Share Capital  
15,000
Profit & Loss Account  
9,806
Profit for Year  
29,806
Less Drawings  
(12,000)

**Total Liabilities and Equity**  
49,542
**Forecast Profit & Loss Account – Years 1 – 3**

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<th></th>
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<th>Year 2</th>
<th>Year 3</th>
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<td>(21,950)</td>
<td>(25,086)</td>
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</tr>
<tr>
<td>Printing, Stationery &amp; Postage</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,200</td>
<td>1,200</td>
<td>1,200</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>358</td>
<td>361</td>
<td>505</td>
</tr>
<tr>
<td>Loan interest</td>
<td>1,447</td>
<td>1,184</td>
<td>892</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>360</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,920</td>
<td>4,920</td>
<td>4,920</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,312</td>
<td>2,312</td>
<td>2,312</td>
</tr>
<tr>
<td><strong>Total Overheads</strong></td>
<td>(26,046)</td>
<td>(36,701)</td>
<td>(48,203)</td>
</tr>
<tr>
<td><strong>Net Profit / Loss</strong></td>
<td>10,018</td>
<td>14,788</td>
<td>29,806</td>
</tr>
</tbody>
</table>
### Katie Dainty

**Replenish Café**

<table>
<thead>
<tr>
<th>Format - Sole Trader</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>£51,742</td>
<td>£73,439</td>
<td>£103,095</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>£36,064</td>
<td>£51,489</td>
<td>£78,009</td>
</tr>
<tr>
<td><strong>Overheads</strong></td>
<td>£26,046</td>
<td>£36,701</td>
<td>£48,203</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>£10,018</td>
<td>£14,788</td>
<td>£29,806</td>
</tr>
<tr>
<td><strong>Start-up Capital</strong></td>
<td>£15,000</td>
<td>-</td>
<td>£42,611</td>
</tr>
<tr>
<td><strong>Loans</strong></td>
<td>£12,583</td>
<td>£9,903</td>
<td>£6,931</td>
</tr>
<tr>
<td><strong>O/Draft</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital end of year - from bal sheet</strong></td>
<td>£19,018</td>
<td>£24,806</td>
<td>£42,611</td>
</tr>
</tbody>
</table>

**Gross Profit Margin**

- \((GP/Sales)\) 70% 70% 76%

**Breakeven Sales**

- \((Overheads/GPM)\) £37,369 £52,347 £63,704

**Gross Margin**

- \((GP/Sales)\) 70% 70% 76%

**Net Margin**

- \((NP/Sales)\) 19.36% 20.14% 28.91%

**Return on Capital**

- \((NP/Cap end of yr)\) 52.68% 59.62% 69.95%

**Gearing**

- \((Loans/ (start-up cap + Loans))\) 39.82% 28.53% 13.99%

**Sales Growth %**

- \[((sales yr 2- sales yr 1)/ sales yr 1)\] 41.93% 40.38%
3.10.3 Sales Assumptions

**Food & Drink**

Anticipated Sales Year 1: £51,542

Anticipated Sales Year 2: £72,159

Anticipated Sales Year 3: £101,023

The anticipated sales for food and drink were worked out based on the following:

**Cost of Stock:**

The cost to buy the stock for the café was researched and stock rotation taken into consideration in order to determine the sales for food and drink (See *Appendix 13 Stock Breakdown*).

**Pricing:**

The prices for the menu items were estimated based on the research of average prices from cafés and coffee shops in the area. The researcher was also provided with the costs and sales list for Hub Café- an enterprise that was looking to set up in the same area as Replenish Café (See *Appendix 19 Hub Café Costs & Sales*). This information helped in understanding the costs involved in making the food and drinks as well as helping develop a price list for Replenish Café. Finally, information from Limini Coffee 2 (2016) who suggested that the average spend per customer at a café is £4 helped confirm the pricing policy.
Events

Anticipated Sales Year 1: £200
Anticipated Sales Year 2: £1,280
Anticipated Sales Year 3: £2,072

The anticipated sales for events held at Replenish Café were based on the fact that the events side of the business would be gradually developing, with one event in the first year (launch event) and five in the third year (See section 3.5.5 of this report for the types of events that will be held at the café). The sales from the events increase year on year based on the fact that Replenish Café will be building a reputation and will be more widely known each year.
3.10.4 Sensitivity Analysis

The figures for this business plan are based upon 100% of predicted sales. The sensitivity analysis below shows how the business would fair if the percentage of sales were increased or decreased from the predicted level. If sales drop by 35% (65% of original target) the business will be in a critical position.

**Table 8: Sensitivity Analysis**

<table>
<thead>
<tr>
<th>Sales</th>
<th>Profit Year 1</th>
<th>Profit Year 2</th>
<th>Profit Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>120%</td>
<td>£17,139</td>
<td>£24,758</td>
<td>£44,892</td>
</tr>
<tr>
<td>115%</td>
<td>£15,359</td>
<td>£22,265</td>
<td>£41,120</td>
</tr>
<tr>
<td>110%</td>
<td>£13,578</td>
<td>£19,773</td>
<td>£37,349</td>
</tr>
<tr>
<td>105%</td>
<td>£11,798</td>
<td>£17,280</td>
<td>£33,577</td>
</tr>
<tr>
<td>100%</td>
<td>£10,018</td>
<td>£14,788</td>
<td>£29,806</td>
</tr>
<tr>
<td>95%</td>
<td>£8,237</td>
<td>£12,296</td>
<td>£26,034</td>
</tr>
<tr>
<td>90%</td>
<td>£6,457</td>
<td>£9,803</td>
<td>£22,262</td>
</tr>
<tr>
<td>85%</td>
<td>£4,677</td>
<td>£7,311</td>
<td>£18,491</td>
</tr>
<tr>
<td>80%</td>
<td>£2,897</td>
<td>£4,818</td>
<td>£14,719</td>
</tr>
<tr>
<td>75%</td>
<td>£1,116</td>
<td>£2,326</td>
<td>£10,948</td>
</tr>
<tr>
<td>70%</td>
<td>-£664</td>
<td>-£166</td>
<td>£7,176</td>
</tr>
<tr>
<td>65%</td>
<td>-£2,444</td>
<td>-£2,659</td>
<td>£3,405</td>
</tr>
</tbody>
</table>
3.10.5 Contingency Plan

If sales start to drop by less than 30% of expected target:

If sales from Replenish café start to drop, the café will look into the following strategies:

- Open earlier
- Develop a menu with a wider range of options
- Serving alcohol (popular with some bike cafés in London)
- Selling home made cakes

If sales start to drop by 30% or more of expected target:

If sales at Replenish Café are less than 70% of the predicted level, then the business will look into closing the premises and starting a pop-up café which will be taken to major cycle events around Wales e.g. the Velothon, Dragon Ride, Triathlon Events etc. Less stock will be needed for this and fixed costs would be lower which would reduce the costs for the business considerably.
3.10.6 Funding Structure

Personal Investment

Replenish Café will rely on £15,000 of personal investment in order to cover start-up costs including registering the business, advertising, equipment, assets and shop fit costs. (See *Appendix 17 for List of Equipment/Assets*)

Bank Loan

Replenish Café will borrow £15,000 in the form of a loan from Santander. The loan will be repaid over 5 years with an interest rate of 10.4% in agreement with the terms set by Santander for start up business funding (Santander, 2016).

Funding Options

Funding options for Replenish Café have been researched and three options have been found that the business could apply for if in financial need.

Kickstarter

Kickstarter is an online website that helps to fund creative business ideas and get them the resources they need to get started. It is easy to use and has a proven track record for success with 10.3 million people having funded a project on Kickstarter since it was founded in 2009 (Kickstarter, 2016). This would be a very useful site for Replenish Café to use as, not only will it help the business financially, but it will also help in building a community with those who have passion or an interest in the business idea.
Caerphilly Council ‘Budding Business’ Funding

The ‘budding business’ funding is a grant scheme for rural micro enterprises with less than ten employees located in Caerphilly County Borough. The scheme can fund up to £30,000 on capital and revenue projects if the project fits within the rules. The grant is only given if the entrepreneur is seen to be investing his or her own money into the business as well (Caerphilly Council, 2016).

Business Finance for Welsh SMEs

This funding is available for small to medium enterprises in Wales and can help with short-term and long-term growth funding needs. The scheme has over £50,000 investment available to one of these enterprises if they have a successful business plan for 3 years which proves high growth potential for the business (Finance wales, 2016).
3.11 Future Developments

In order to ensure that Replenish Café is constantly developing and improving as a business, future developments have been considered.

**Pop-up café**

In the third year of trading, Replenish Café will be looking into the possibility of developing a pop-up café to accompany the established business in Trethomas. This pop-up café will be able to travel to major cycle events and races in Wales, for example, the Velothon. This development will promote the café on a wider basis as well as providing another revenue stream for the business.

**Partnership with Castle Bikes**

Castle Bikes is the local bike shop for the Caerphilly area. The owner of Castle Bikes has expressed interest of expanding the bike shop to include a café like the one proposed in this project (See Appendix 9 Castle Bikes Manager Meeting Notes). In the second year of trading, Replenish Café will look into partnering with Castle Bikes. The current situation of the business will be assessed and a decision will be made as to whether a joint venture with Castle Bikes would benefit the business.

**Use of Locally Sourced Produce**

From the competitor analysis it was found that a common feature for local cafes and coffee shops was the selling of locally sourced produce. If the business has been doing well after the three years of trading, using locally sourced produce will be an avenue to pursue. Examples of local wholesalers that Replenish Café could use are ‘Countisbury Fruit Supply’ and ‘Chef’s Choice’. The business could purchase fresh fruit for making Smoothies from these suppliers and also purchase the necessary milk and dairy products.
Home made Cakes

The business will start out selling cakes supplied by Cup & Cake Bakery. However, in the future, Replenish Café would like to start baking their own cakes to sell which could potentially attract more customers and add another unique selling point to the business.
Chapter 4:

Discussion & Analysis
4. Discussion and Analysis

This section of the report will discuss and analyse the research and information provided in the previous chapters. The main sections that will be covered include, development of business idea, primary and secondary market research, business plan and finances.

4.1 Development of Business Idea

Project Title: “An evaluation of the feasibility of setting up Replenish Café- a cycling themed café for cyclists and others near Caerphilly, South Wales”

The researcher has had the desire to set up a café for a number of years, yet the idea of a cyclist’s café only began to develop in September 2015. What triggered the idea initially was a property went up for sale next to the local bike shop which the researcher thought would be a perfect location for a café with links to the bike shop next door. After discussing the idea with her dad (a keen cyclist) and interviews with the local bike shop proprietor and manager, the idea for Replenish Café started to come to life. Research into Caerphilly showed that there was no current hospitality provision for cyclists in the area, yet cycling appears to be quite a popular sport in Caerphilly. Therefore, there appeared to be a definite gap in the market for a cyclist’s café. Unfortunately, the property next door to the bike shop was leased before the market research could be properly conducted. However, a property just down the road became available and this was viewed and used as the premises for the business idea.
4.2 Primary Market Research

Both qualitative and quantitative methods were employed in order to collect the primary research for this project. The combination of methods was used to improve the validity of the research results rather than solely using one of the methods (Ostlund, et al., 2010) The qualitative research was carried out in the form of semi-structured interviews. Initially the researcher wanted to conduct an interview with a cyclist café in Bristol – Roll for the Soul Café. However, this interview failed to take place which may have affected the quality of this primary research for the project. Despite this, the researcher conducted 4 interviews with a current bike shop proprietor, bike shop manager, hospitality industry expert and a current café manager. The information gathered from these interviews helped to develop the menu, advertising strategies, opening times and provided suggestions for potential funding for the business.

The quantitative research was carried out in the form of questionnaires. Initially the researcher created paper questionnaires with the aim to distribute them to members of the public in Caerphilly town centre, however, little to no response was received from these. Therefore, online questionnaires were developed with Qualtrix (online questionnaire software) which yielded 82 responses. The online questionnaire method was definitively more successful than the paper based approach as a large amount of data was collected and the questionnaires were easily created and distributed using Qualtrix. Also, the software enabled the researcher to target cyclist group specifically which improved the quality of the data collected. However, there is potential for more
primary market research into the general public and their thoughts on the business idea. Below is a table that highlights the main results from the questionnaires.

**Table 9: Questionnaire Results Highlights**

<table>
<thead>
<tr>
<th>Questionnaire Results Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 94% Think Caerphilly is a good location for the Replenish Café</td>
</tr>
<tr>
<td>2. 91% Consider themselves to be active on social media</td>
</tr>
<tr>
<td>3. 42% Cycle for commuting purposes</td>
</tr>
<tr>
<td>4. 40% Cycle for leisure</td>
</tr>
<tr>
<td>5. 77% Are part of a cycling club or group</td>
</tr>
</tbody>
</table>

**4.3 Secondary Market research**

Secondary market research was necessary in order to better understand the market place for Replenish Café. Many of the statistics found were drawn from research undertaken in the literature review from sources such as Mintel, Office for National Statistics and Government documents. The main information drawn from the secondary market research has been collated and gathered into the table below, highlighting the major finds which helped determined the market trends, target market and type of customer for Replenish Café.

**Table 10: Secondary Market Research Highlights**

<table>
<thead>
<tr>
<th>Secondary Market Research Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rise in Cycling in the UK</td>
</tr>
<tr>
<td>2. A desire for good quality coffee</td>
</tr>
<tr>
<td>3. Cyclists enjoy being part of a community</td>
</tr>
<tr>
<td>4. Majority of cyclists in the UK are male</td>
</tr>
</tbody>
</table>
5. Average spend at a café is £4 per person

6. Health Challenge Caerphilly

In order to determine the type of customer for the secondary target market (member of local community) the researcher had to rely on secondary market research. There were many reports and documents available on Caerphilly statistics which were very beneficial to this study. However, as mentioned earlier, there is potential for further primary research in regards to the local community, which could improve the validity of the research in this area.

**4.4 Business Plan**

**4.4.1 Structure and Layout**

As discussed in the literature review, there are many academic opinions on what to include in a business plan and how it should be structured (i.e. Barringer, 2009; Timsons, et al., 2004; Fraser, 2009). The project ensured that the main sections that arose from the academic literature were included, these being:

- Executive Summary
- Competitor Analysis
- Company/Product Service Description
- Marketing Plan
- Management Team
- Risks to Survival
- Financial Terms
Alongside the advice from the literature, the author used a template provided by the University in order to base the structure of this project upon. Initially the business plan was created on the basis of the template and academic literature, however after many meetings with a personal tutor, the structure was changed. For example, the methodology section was brought forward in the plan in order to introduce the primary research so that the results could be used throughout the document to support the decisions made rather than presenting the results in one section.

4.4.2 Opening Hours

The Opening Hours for Replenish Café have been determined based on the results of the questionnaires. It is interesting to note that in an interview with a current café manager, the suggested opening time was different to the times suggested in the questionnaires: “I’d say about half 7 would be good because obviously you will still have the people going to work .... breakfast and coffees when they’re waking up.” (See Appendix 14 Interview with Pumpkin Café Manager Transcript). Although this opinion is valued and has been taken into consideration, Replenish Café have decided to base the opening times on the questionnaire results, as these are the opinions of potential customers the business would be getting on a daily basis.
4.4.3 S.W.O.T and P.E.S.T.E.L Analysis

According to Cadle, et al. (2010) Organisations should consider the changes that can occur in the business environment and constantly evaluate their business strategies in order to avoid failure. Cadle et al (2010) advocates the use of a P.E.S.T.E.L analysis when analysing the business environment whilst advocating the S.W.O.T analysis for defining a firm’s strategy. A combination of both of these strategic analysis tools were used in the creation of the business plan in order to better understand the business environment for Replenish Café and to determine key business strategies. For example, the future developments in section 3.11 of this report.

4.4.4 Competitor Analysis

The competitor analysis was carried out by the researcher using scorecards which can be found in Appendix 12 Competition Scorecards. In order to complete these scorecards, the researcher visited 4 cafés within the Caerphilly area where Replenish Café wishes to establish itself. The scorecards were an effective way of analysing the competition as the researcher had the opportunity to get a feel for the market and specific trends in cafés and coffee shops in the area. For example, features such as, offering free WiFi, supporting a specific charity and offering locally sourced produce were popular. Also, visiting the cafés with this method helped the researcher to decide on décor and layout for Replenish Café.
4.4.5 Marketing Strategies

The marketing strategies for Replenish Café are based upon having a widespread online presence and building a community. The primary research results showed that the target market consider themselves to be active users of social media sites, with Facebook being the most used social media platform. Replenish Café developed the marketing strategies based on the results of the primary research. A Facebook page, Twitter page, STRAVA account, YouTube account and Instagram account were created for the business to connect with potential customers (See Appendix 8 Online Marketing Campaign). There is literature which suggests that failure to understand that online marketing strategies are beneficial to a business in the short term and long term will jeopardise the future of an enterprise (Wind, et al., 2002) Therefore, Replenish Café has capitalised on social media platforms in order to market the business, investing in an online presence that will keep the business relevant and connected with the customer.

Alongside the online marketing campaign, Replenish Café developed a local media campaign which will help the business to reach an even wider potential customer base. This campaign included flyers and advertising in the local newspaper- The Caerphilly Observer. As the focus of the marketing and promotion lies with their online marketing strategies, it could be that in future, the local media campaign could be developed. For example, the inclusion of a local radio campaign could improve the reach of the business. This was not included in the business plan for this project as it would incur more costs and the business would like to keep these to a minimum.
4.5 Finances

Developing the financial spreadsheets for the business was considerably the most time consuming part of the project. Also, as the researcher was not very competent in financial matters and using Microsoft Excel, this section of the business plan took time to successfully complete. A template for the spreadsheets with all the correct formulas was provided by the University. This was very beneficial to the researcher as it helped reduce the amount of time spent working on formulas which could then be used to research figures to input into the spreadsheets. The finances were based on research into prices for stock (See Appendix 13 Stock Breakdown), shop fit (See Appendix 15 List of Shop Fit, Décor) and equipment and assets (See Appendix 17 List of Equipment/Assets). In addition, the literature review suggested that personal savings and investment are the most important form of start-up funding (Berger & Udell, 1998; Huyghebaert, 2001; Cassar, 2004) and this principle was used for the business plan. A meeting was organised with Phil Jones (accounts lecturer at Cardiff Metropolitan University) in order to finalise the figures and ensure that they were reasonable and properly constructed. From the meeting it was discovered that Replenish Café did not need to register for VAT as the business was not making a turnover of over £83,000 (Gov.UK 4, 2016) therefore, the spreadsheets were adjusted accordingly.

4.5.1 Sensitivity Analysis

A sensitivity analysis was created for Replenish Café in order to see how the business would fair if the anticipated sales were not reached. The analysis found that if the sales were to drop to 70% the business would start making a loss in the first two
years. However, this loss becomes critical if the sales reach 65% or lower of the anticipated target. This would not be a viable situation for the business and it would have to consider closing and implementing the contingency plan as discussed in section 3.10.2 of this report. The sensitivity analysis allows the business to plan and budget effectively in the event that the sales drop below a critical point. This sensitivity analysis has shown that the business is currently in a relatively strong position, as the sales would have to drop by 35% before the situation becomes critical, therefore there is a slight cushion for the business.

Overall, the discussion of the market research in light of the literature review and the development of the business plan, has indicated that the business idea would be feasible given the predicted level of sales and the marketing approaches suggested in the project. Of course, the business would need to be flexible to respond to changes in the market and differences between the predicted figures and actual results of trading as the business progresses.
Chapter 5:

Conclusion
5. Conclusion

The aim of this project was to critically evaluate the feasibility of a cycling themed café for cyclists and others near Caerphilly, South Wales with the aim of promoting sustainability, healthy living and a sense of community for cyclists as well as general public.

The aim was achieved by completing the project objectives as outlined in the introduction. The first objective was to conduct a review of literature relevant to the project. This literature review found that the key areas of theory pertaining to the business idea were, a rise in the popularity of cycling in the UK, sustainable living being actively promoted through local authorities, a growing desire for good quality coffee, the café perceived as a great place to socialise, the importance of community and the “café-stop” being a tradition for cyclists.

The second objective was to undertake appropriate primary and secondary market research to test the feasibility of the proposed business and establish customer preferences. The secondary market research was drawn from the findings in the literature review as well as company websites, Caerphilly council documents and Welsh government statistics in order to determine the target market and market trends. The primary research was conducted through questionnaires and semi-structured interviews. The semi-structured interviews helped to determine key aspects of the business, specifically in regards to the advertising strategies, menu, opening times and potential funding for the business. The questionnaires aided in determining
the target market and their opinions on the business idea. The results were used to inform the development of the business plan.

The third objective was to create a business plan that used the results of primary and secondary research in order to establish the business idea, the financial targets and resources needed and to discover the sensitivity of the business idea in the market place. This process proved that the business idea is feasible with the predicted level of sales and that at this level of sales the business would make a profit each year. Sensitivity analysis within the business plan showed that the business is in a relatively strong position, allowing for a drop of 35% in sales before making a significant loss. Future developments were considered with four options developed, these being a pop-up café, a partnership with Castle Bikes, the use of locally sourced produce and the selling of home made cakes.

The final objective for the project was to analyse and evaluate the process and present conclusions on the idea and its development in the future. The analysis of the business idea was carried out through a S.W.O.T and P.E.S.T.E.L analysis which identified the main strengths, weaknesses, opportunities and threats for the business alongside identifying key trends in the market pertaining to political, environmental, social, technological, economic and legal issues. These analyses were based upon primary and secondary research into the market place and competition for Replenish Café. In order to evaluate the entire process, a discussion and analysis chapter was conducted. This chapter reviewed the key business decisions found in the business plan with regards to the theory in the literature review to appreciate how theory from academic literature compares with practice.
Overall, the project was a success. The feasibility of the business idea was evaluated and it was discovered that given the sales levels indicated, the business idea would work. The next step in the process would be to establish a final location and premises for the business because the real estate market is constantly changing with new opportunities emerging all the time.

If the resources (time and money) had been available, it would have been useful to gather more data to increase confidence in the predicted sales levels indicated in the business plan. Future research could develop the market research data for the general public usage of the cafe so as to be able to include more focus on this potential market for the business.

Alongside the evaluation of the feasibility of the business idea, the project has allowed the investigation of entrepreneurship and business start-up theory which has provided a strong foundation on which to either progress this business idea or another one in the future. Perhaps the most important lesson learned from the project process has been that the entrepreneurial process is complex and has many different aspects. Entrepreneurs need to have a broad grasp of the different areas of theory available and be able to make practical decisions quickly based on this. This is a challenging but also exciting perspective on the business start-up process.
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Appendices
Appendix 1: Company and Domain Name Confirmation

Company Name Confirmation:

Source: [http://www.duport.co.uk/company-formation/register.php?name_search=true](http://www.duport.co.uk/company-formation/register.php?name_search=true)

Domain Name Confirmation:

Source: [https://uk.godaddy.com/domains/searchresults.aspx?checkAvail=1&domainToCheck=repleni
sh+cafe](https://uk.godaddy.com/domains/searchresults.aspx?checkAvail=1&domainToCheck=repleni
sh+cafe)
Appendix 2: Property Details

TO LET
3 CENTRAL BUILDINGS
TRETHOMAS
CAERPHILLY
CF83 8BU

- Ground Floor retail unit of 877 sq ft (81.48 sq m)
- With storage area, teapoint and w.c
- Prominent location on Newport Road
- Available Immediately

RENT - £6,500 PER ANNUM EXCLUSIVE

BRINSONS COMMERCIAL
Call 02920 867711 or email Caerphilly@brinsons.co.uk to view this property
LOCATION
The property is situated on Newport Road, which is the main thoroughfare through the village of Trefthomas featuring a range of retail operators.

Trefthomas lies approximately 2 miles to the east of Caerphilly with Newport around 9 miles to the east.

DESCRIPTION
The property comprises a two storey mid terrace building with a retail area, storero, seapoint and wc to the ground floor.

Internally the retail area comprises carpeted floors, painted walls and a suspended ceiling with strip lighting. Externally, there is an enclosed yard to the rear with a single garage and a block built storage shed. There is a lane at the rear of the property which a Tenant may find useful for unloading.

ACCOMMODATION
From measurements taken on site we have calculated the following approximate floor areas:

- Ground floor retail area - 352 sq ft (54.10 sq m)
- Storage - 225 sq ft (27.50 sq m)
- Total - 877 sq ft (81.48 sq m)

SERVICES
We understand that all mains services are connected to the property.

TERMS
The property is available to let by way of a new lease on terms to be agreed.

RENT
£6,500 per annum exclusive

VAT
All figures quoted are exclusive of Value Added Tax (VAT). Any interested party should satisfy themselves as to the incidence of VAT in respect of any transaction.

IMPORTANT NOTICE
All measurements are approximate and for illustrative purposes only. Photographs reproduced for general information and must not be inferred that any item shown is included for sale with the property. All particulars are subject to errors and omissions. Furthermore, whilst the particulars are believed to be correct, we should not be held liable for any misrepresentation that may occur in the property or in its description. All interested parties should note these particulars strictly for information purposes and not to form any part of a contract.

BRINSONS CHARTERED SURVEYORS & ESTATE AGENTS
Eastgate Market Street
Caerphilly CF83 1NX
Tel: 02920 867711
Fax: 02920 864028

ITEMS PROVIDED

- RICS
- Surveyors
- Estate Agents

- Residential
- Agricultural
- Commercial
Appendix 3: Manager’s CV

Katie Dainty

Contact Details
Address: 4 Cwm Fedw, Machen, Caerphilly, CF83 8QD
Mobile: 07593 019185
Email: katie.dainty@virgin.net

Personal Statement
I am currently a final year student at Cardiff Metropolitan University studying towards a degree in Events Management. Through my experience in studying, volunteering and part time employment, I have gained a variety of skills transferable to the events sector.

Skills and achievements
Organisation:
I organised an event for Cancer Research UK with a team of three other students, which took place in May 2015. As well as helping with the general planning and running of the event, I was in charge of marketing and promotion. As a group and as individuals we had to be very organised in order to ensure every task was completed on schedule.

Dedication & Persistence:
I achieved grade 5 piano in the spring of 2011 and am currently teaching myself guitar. Through music I have learned the importance of dedication and persistence in order to achieve my goals.

Numeracy:
I achieved grade B in GCSE Mathematics. I worked hard at maths because I recognised the importance of it for my future in the work place

Responsibility:
Alongside the responsibilities I have had whilst working for Pumpkin Café and the Double Gloucester, I have had other opportunities that have taught me the importance of being responsible. For example, in the summer of 2012, I was hired to accompany a group of 3 families on their holiday to cook meals and look after their children whilst they went on walking expeditions in the Scottish mountains. My childcare experience has taught me the importance of responsibility and also attention to detail.

Language:
I achieved grade A in GCSE Spanish.

Education and qualifications
2015-2016:
Cardiff Metropolitan University
Events Management, BA (Hons)

2013-2015:
University of Gloucestershire
Events Management BA (Hons)

2011- June 2013:
St. David's Catholic Sixth Form College
Welsh Baccalaureate (complete), AS history (D), BTEC Diploma in Performing Arts (D*D* equal to 2 A*s at A level)

2006-2011:
Wyclif Independent Christian School (W.I.C.S)
9 GCSEs at grades A-B including Maths, English and Spanish

**Relevant Experience**

**February 2015- August 2015:**

**Customer Service Assistant**

I worked as a customer service assistant at Pumpkin Café located in Gloucester train station. As part of my job I worked on the tills greeting and serving customers, making teas and coffees and ensuring the café was clean and tidy at all times. I really enjoyed working as part of the team and believe we all worked together well to make the job run smoothly. I was also responsible for my till and often the safe check; therefore I am confident with handling money. Through working here I have had ample opportunity to improve my customer service skills which I believe now to be of a high standard.

**April 2014- December 2014:**

**Bar/Kitchen Staff**

I was employed as a member of staff at the Double Gloucester on a part-time basis. I worked behind the bar and also in the kitchen when it was busy. I was often responsible for opening and closing the pub by myself, which is a great responsibility. For example, I was entrusted with a key to lock up and with the closing down tasks such as recording alcohol waste for the day. I very much enjoyed the customer service aspect of this job and worked really well in the team at Double Gloucester.

**February 2014:**

**Hospitality Event Staff**

I was employed by the Blue arrow events company to work at the Cheltenham Race Course for Gold Cup Week. I worked as a badge checker/steward and was stationed at the entrance to the Panoramic Restaurant. My duties included: meeting and greeting the customers, checking their badges and acting as an information point.

**Volunteering**

**Gloucester Rugby Club:** I have volunteered here on match days and helped out with duties such as, distributing fliers, selling Gloucester Rugby merchandise, helping out at the Junior Supporters Club stand, directing fans and acting as an information point.

**Stop the Heart Break Event:** This was a University based and run event, which took place in April 2014. I volunteered here by helping to advertise the event and sell merchandise in order to raise the sufficient amount of funds. I was placed in the Elevation Night Club in Gloucester to sell wristbands and other merchandise to those who come in. I also helped fundraise at Cheltenham Town Football Club. I have had to deal with many kinds of people in these placements and I have learnt a great deal about communication, reliability and working in a team.

**References upon request**
Appendix 4: Example Job Advert

Part Time Jobs in Caerphilly

Job Vacancy: Customer Service Assistant

Job details:
Job title: Customer Service Assistant
Start Date: July 2017
Salary: £6.70 per hour
Workplace in: Caerphilly
Post Code: not provided

Job Description:
Replenish Cafe is looking to recruit a part time customer service assistant to assist with the daily running of the cafe on weekends with the potential to work extra hours if needed. The main duties and responsibilities for this role are:

1. Serving Customers
2. Making and serving hot and cold drinks and food items
3. Ensuring that cafe area is clean at all times
4. Responsible for any transactions made whilst on duty
5. Assisting with events held at the cafe

Skills Required:
Replenish Cafe will provide extensive training to the successful applicant yet it is preferable that the candidate has the following skills:

1. Ability to work autonomously and as part of a team
2. Previous experience in a customer facing role
3. Passionate about healthy living and the environment
4. Educated to at least GCSE level.

About the Company:
Replenish Cafe is a new business to the Caerphilly area, the cafe aims to target cyclists and provide drinks and food to aid them on their cycle trips. The cafe also welcomes members of the local community. Replenish Cafe is passionate about promoting healthy living and sustainability which the business aims to do through the products sold and events held at the premises.

Contact details:
InUkLocal Reference-ID: Will be assigned when published
Contact Name: Katie Dainty
Telephone: 07593019185
Contact by eMail: Link will be added when published, if provided.

Web Site: www.replenishcafe.co.uk
Appendix 5: Décor Inspiration
Replenish Café ahs taken décor inspiration from the following cyclist cafés in the UK:

Name: Look Mum No Hands! (London)  
Website: [http://www.lookmumnohands.com](http://www.lookmumnohands.com)

Name: Roll for the Soul (Bristol)  
Website: [http://www.rollforthesoul.org](http://www.rollforthesoul.org)

Name: Velo Café (Brighton)  
Website: [http://www.velo-cafe.co.uk](http://www.velo-cafe.co.uk)
Appendix 6: Replenish Café Menu

**Menu**

<table>
<thead>
<tr>
<th>Hot Drinks:</th>
<th>Smoothies:</th>
<th>Food:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>With yoghurt: £2.70</td>
<td>Breakfast</td>
</tr>
<tr>
<td>Tea</td>
<td>Orange, Mango &amp; Yoghurt</td>
<td>Muesli: £2.00</td>
</tr>
<tr>
<td>English Breakfast Tea: £1.40</td>
<td>Blueberry, Banana &amp; Yoghurt</td>
<td>Porridge: £1.80</td>
</tr>
<tr>
<td>Green tea/fruit tea: £1.50</td>
<td>Strawberry, Banana &amp; Yoghurt</td>
<td>Yoghurt with fruit: £2.10</td>
</tr>
<tr>
<td></td>
<td>Fruit-filled: £3.00</td>
<td>Extras: fresh fruit, honey:</td>
</tr>
<tr>
<td></td>
<td>Kiwi, apple &amp; cucumber</td>
<td>50p</td>
</tr>
<tr>
<td>Coffee</td>
<td>Blueberry, strawberry &amp; raspberry</td>
<td>See fridges for sandwiches, paninis etc.</td>
</tr>
<tr>
<td>Americano: £1.80</td>
<td>Grape, kiwi &amp; strawberry</td>
<td>Soup*</td>
</tr>
<tr>
<td>Latte: £2.10</td>
<td>Peach, mango &amp; banana</td>
<td>Tomato and Basil: £3.00</td>
</tr>
<tr>
<td>Cappuccino: £2.10</td>
<td></td>
<td>Cream of Chicken: £3.00</td>
</tr>
<tr>
<td>Espresso: £1.80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Macchiato: £1.80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iced coffee: £2.10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hot Chocolate: £2.20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*The soups are a winter option so will be available from September onwards and the options are subject to change.*
Appendix 7: Interview with Bike Shop Proprietor Transcript

Interviewer: “Do you cycle a lot? Would you consider yourself as a cyclist?”

BSP: “Yeah…quite a bit ….so probably three or four times a week or something”

Interviewer: “Yeah ok so around the Caerphilly area, what would you consider to be attractive for cyclists? Like is there any specific routes or anything?

BSP: “Yeah it is… so you’ve got quite a lot of good, relatively quiet roads and rolling roads as well. So you’ve got a mix of mountains, flats, it is a nice mix basically it’s not just all uphill or all completely flat it’s quite a good mix for riding.”

Interviewer: “Yeah and do you think Caerphilly Castle and stuff like that, do you think that its attractive to cyclists …like for places to visit?”

BSP: “Yeah I think it definitely is… it’s a good sort of place to visit.. its quite busy in the centre of Caerphilly so its generally…you will go through it obviously to get to the mountain but the centre of Caerphilly you are generally going to try and skirt round it or stick to quieter roads…urm but obviously you have to go through it to get to other places.”

Interviewer: “Yeah ok so is this the only cycling specific shop in this area do you think? Or is there…."

BSP: “Yeah so I think the next closest we’ve got is North Cardiff ….and then yeah in Newport….Around Caerphilly, in Caerphilly it is the only one for quite a wide area around Caerphilly.”

Interviewer: “Yeah ok so when opening a café like the one I am looking into opening, what do you think cyclists would want …specifically to do with menu maybe?”

BSP: “So…..Coffee…yeah coffee is a definite…urm coffee, cakes, that’s probably your standard. Things like flapjacks…. Good snack food but then also obviously I dunno maybe a bit of warm food as well? So in the winter some warm snacky type food. For cyclists, no one is going to sit down necessarily for a massive meal but high energy snacks I would probably say they are pretty good.”

Interviewer: “Yeah, ok so is there specific things they would want for breakfast?”

BSP: “Urm..I dunno I think its going to be your midday meals that are going to be key …urm yeah so you get lots of people in for coffees, cake, a bit of food… I’m not sure about breakfasts?”

Interviewer: “So you think the main thing to focus on would be lunch meals?”

BSP: “Yeah I think so. I think pretty much regardless.. because people are going to ride at different times throughout the day. But I think if a group or individual stop there regardless of what time it is they are going to all want pretty much a similar thing which will e sort of like your lunch menu sort of things …”
Interviewer: “Ok and at the café, do you think they would want places to store their bikes and kit?”

BSP: “Yes … yeah that’s a definite I think you’ve got if you make it really easy to .. yeah an area to store bikes where its obviously open that they can store bikes there. I think a lot of cafes especially cyclists will want to stop in, want to go there, cyclists don’t want to feel like they are intruding. And also you don’t want cafes to then get annoyed or frustrated with cyclist so if you’ve got a very nice area where you can store bikes any wet kit they can just chuck in a corner or hang up…it makes it very attractive for cyclists, partly because they don’t feel like they’re getting in the way. So yeah a nice bit of storage and probably not carpet either.”

Interviewer: “ You know some places, so me cafes they have cycling literature, like they have maps there… do you think that is important for cyclists?”

BSP: “Yeah I think so… I think it is sort of its not needed, you don’t have to do that, but I think that every little touch that makes it more accessible or makes it more friendly for cyclists is a good thing. So having different routes there then you may end up having, if you have a really good selection, especially say- some that people can buy or just some people can flick through I think you’ll get more people going there to on the start of the ride have a sit down, have a coffee, flick through the routes, and then go for the ride. So you could even find that is a good way of attracting people into the cafe whether they buy anything initially it gets people in and people talk about it definitely.”

Interviewer: “Yeah ok and another big thing is WIFI, having internet access. Do you think that is quite important to cyclists? Because there is a lot of those online communities…”

BSP: “Yeah like STRAVA and things… I think yeah. I think for cyclists yes and no. I don’t know whether it makes that much difference …but I think pretty much everywhere now you kind of have to…its almost a must I think to offer free WIFI.”

Interviewer: “Yeah and also from the café do you think cyclists would like to have like organised trips? Like based and staring from the café? Like organised to the surrounding areas, having trips like that?”

BSP: “Yeah I think it definitely couldn’t hurt. I mean every…you need people who are going to take the rides. So whether that’s someone when you go through the café or through another link maybe a local club or something like that. A good strong link with a local club will be huge if you can get that so like the Caerphilly CC, that’s just started up quite recently, a road club urm getting strong links with them if they start, whether its through discounts, membership whatever, getting a strong link with them would mean they either maybe start rides from the café or at least ride past there and stop off at the café. Urm so knowing that they’re getting 10% off coffee and cakes or something is the incentive to get them in and they’ll start talking about it and yeah word of mouth spreads then. But yeah if you can get people to take rides from the shop I think it can only help.”

Interviewer: “Ok, so do you think as the café, do you it should stock things like spare parts and cyclist gear and things like that?”

BSP: “I wouldn’t I don’t think. There is so many, so many different parts that’s the issue…”
Interviewer: “So there isn’t like just one part that you could stock?”

BSP: “No, I mean as a pretty well stocked shop we still don’t have everything. There is still a lot of things that we don’t have that we will order in specifically for people. Whether, whether you can do a little…. No I think its too much to be honest. I think it would be…”

Interviewer: “Yeah as well as having all the café side as well”

BSP: “I think stick to that, stick to that one side of it and make it as best as it can be and as good as it can be. I think if you try and cross them over you will dilute the café side a bit too much…yeah it could get a bit too confusing.”

Interviewer: “If this was a real business, if I actually carried this idea out, would you as a shop be interested in like partnering? say if they bought a coffee in the café they could get a discount here, or the other way around.”

BSP: “Yeah I think we would definitely be open to it. Yeah definitely.”

Interviewer: “Yeah because then they could get the spare parts they need, if they did have a problem I could just recommend you like have a business card or something?”

BSP: “Yeah and in the same way we could do it the opposite way and I think it would help. I think obviously the closer you are to us… then it obviously would depend where would be an ideal place for the shop…but if it was very close, then you’ve obviously got lots of cyclists coming here [the bike shop] mid ride who may then are going to go to a café and go stop somewhere else. You’ve also got a ride that’s stopping off at the café mid ride, if someone has got a little bit of a mechanical issue or something they need sorting out or if they need a spare tube or something like that, things that would probably be a bit too complicated for you to stock, you can just send them over and they can get it from here. So yeah having a cycling café, if it is close to a shop its so so much better, definitely.”

Interviewer: “Yeah, you know the next door when that was free? I was looking into that and ah that would have been so good. I was so excited about it as it is right next door to you etc…and then they built that other place…”

BSP: “That would have been perfect. There are a few cropping up around the country now whether they’re café is in a partnership with the shop or the shop is kind of expanded and bought the café next door….they can almost go hand in hand there a café and a bike shop… yeah definitely.”

Interviewer: “So that kind of leads to the next question of where do you think would be the best place to have the café? Do you think like in the town or village, or in the centre, or on a route…like what do you think?”

BSP: “I think its awkward definitely…. I think you want to get like I say, if you can get it next to a bike shop for cyclists then that’s brilliant, that’s the perfect location for a café next to a bike shop. So for cyclists that’s got that covered 100%. The balance then is obviously how much its just for cyclists? How much have you then got of general people and general public as well? So if its purely focused at cyclist and could get all its money from cyclists,
then it probably doesn’t really matter where it is as long as its next to a bike shop. But, depending on where the shop is, if that’s not close to getting other customers in, that could then be detrimental.”

Interviewer: “yeah ok so around here, where would you recommend is a good place?”

BSP: “I think that definitely this is probably a little bias because our shop is here….but very close to us would be good and we’d likely get more customers coming ot the shop from the café and 100% you could so many of our customers going ot the café …urm it is going to be cheaper round here than it is in the centre of town so you won’t spend as much on business rates urm so its easier to make money but obviously there is less people.. so its getting that balance. If it is 100% for or really heavily for cyclists, getting it next to a shop is ideal.”

Interviewer: “yeah ok great I think that is pretty much all the questions I had. I’ve got some questionnaires and I was wondering if it would be ok if I came in one day and just gave some to cuystomes to fill out?”

BSP: “Well yeah if you leave a load with us, we can hand some to our sort of like, well a good load of our regulars if they’re quite quick to fill in they could do them while they are here urm like 5 minutea fill them in, we’ll collect them all and give them back to you.”

Interviewer: “Yeah ok yeah I think that’s everything that I had to ask, thank you very much.”
Appendix 8: Online Marketing Campaign

Facebook:

A Facebook page has been created for the business that will be a primary social media tool for advertising. This form of social media advertising is free to use for the business. The page has a ‘Preferred Page Audience’ option where specific interests can be inserted to help Facebook target the correct audience. The interests that have been selected for Replenish café’s Facebook page are:

- Mountain biking
- Coffeehouses
- Mountain bikes
- Cross-country cycling
- Downhill mountain biking
- Free-ride
- Cycle sport
- Mountain bike trials
- Cycling
- Road bicycle racing
- Tea
- Coffee
- Smoothie

The Facebook page will be used to advertise the business by providing regular updates of upcoming activities. The site will also have the Replenish menu available so that potential customers can browse the food and drink on offer whilst they decide whether to visit the café or not. The Facebook page will be regularly updated by Katie Dainty.

Facebook link: https://www.facebook.com/Replenish-Cafe-175121756203775/
STRAVA is a specialised training and social media resource for cyclists. It records the routes ridden by cyclists and, using a feature called segments, allows cyclists to compete against each other and measure their performances over time. Replenish Café will offer prizes and discounts to customers who complete local segments in record times. STRAVA will be free for the business to use. There will also be a STRAVA Replenish cycling club (as shown below)—utilising the virtual cycling club feature of cycling to encourage cyclists to join and create a community related to the café which again will be an avenue for promotions and discounts and events in the area.

STRAVA link: [https://www.strava.com/onboarding](https://www.strava.com/onboarding)
A Twitter account has also been developed for Replenish Café which will be a tool for advertising the business and will be regularly updated by Katie Dainty. In order to establish the market for Replenish, local business, cycling clubs and nutritionists have been followed on the account. The business will also use a hashtag before key words and phrases in their tweets in order to reach a wider audience with the social media tool. Using a hashtag on a public account allows anyone searching that hashtag to find the tweet and the related account. This social media tool is free for the business to use.

Twitter link: https://twitter.com/ReplenishCafe
An Instagram account has been set up for Replenish Café which the business will use to post photos of the start up phase, events held at the café and specific foods and drink that will promote Replenish Café and entice potential customers to pay the café a visit. Again, this service is free to use for the business and the account will be regularly updated by Katie Dainty.

Example Instagram post:

Instagram link: https://www.instagram.com/replenishcafe/
The business has its own YouTube channel with subscriptions to cycling channels such as Bike Park Wales and Cycling Radar. The channel will act as a space for customers to post footage of their cycling excursions with the aim of creating a community centred on a love for cycling and the outdoors. There is space on the channel for a description of the café and where it is located which will help to promote the café as a great place to stop at for cyclists. The site does not incur any set up or running costs for the business.

YouTube link: https://www.youtube.com/channel/UC6Egilrmp3mNY7dsc2WVTew
Replenish Café Website:

Replenish Café has set up an initial website with a temporary host (as seen above). The official website will be completed and launched before the business starts trading. Website hosting will cost the business £100 per year. The website will provide information about the business to potential customers with links to the other social media sites for the business. It will also have a space available for video streaming of GoPro cycling footage for example.

Website Link: http://aktiv8consulting.com/Replenish/
Appendix 9: Castle Bikes Manager Meeting Notes

(The manager is also member of the enterprise sector at Cardiff Metropolitan University)

In regards to Business Funding:
• Consider crowd funding- Kickstarter
• Caerphilly council Funding for small and budding businesses

In regards to Marketing Campaigns:
• Social media should be the main campaign for the business
• Target Cycling Facebook groups
• Become part of the cycling community
• Don’t aggressively market
• Advertise in Caerphilly Observer or the local view newspapers
• Make leaflets to post through the doors locally

Target Market:
• Could target the school kids who come into Trethomas on their breaks and at lunch
• Cyclists would make up the majority of the target market on weekends but in weekdays you should consider to market towards the local community.

Bristol Bike Project:
• Use this as an example to base the project on
• Roll for the Soul Café is a successful cyclist community café in Bristol- can learn from these

Questionnaires:
• Target cycling clubs specifically with questionnaires
• Local clubs e.g. Cardiff A. Jax, Cardiff jiff and CwmCarn Paragon

Open Day:
• The café should have an open day to get the local community involved and promote the business
• Link with local personal trainer and nutritionists to provide advice and talks at the event
• Promote the event through social media sites

Premises:
• Need a secure place for cyclists to store their bikes
• Maybe find a bigger premises- could sub lease part of the premises to the local bike shop (Castle Bikes) whose current lease is up in February 2017. A joint café and bike shop would be an ideal development for both Castle Bikes and the café.
• Would be easier to have a property that is already fitted out for a café- less start-up costs involved

Menu:
• Make the menu seasonal so that it sells into the winter months as these months are usually quiet with cyclists- need something to entice them to visit the café in Winter
Appendix 10: Replenish Flyer

Replenish Café is a cyclist café set to open in June 2016. We are passionate about cycling, great coffee, healthy living and celebrating community. If you want to find out more, come along to our open day on July 15th for talks on healthy living, product tasting and much more!

Check out our social media pages for dates and times plus more information on the business:
Appendix 11: Exemplar Health & Safety Risk Assessment Form

This is a health and safety risk assessment for a café from [http://www.hse.gov.uk/risk/casestudies/pdf/foodprep.pdf](http://www.hse.gov.uk/risk/casestudies/pdf/foodprep.pdf)
<table>
<thead>
<tr>
<th>What are the hazards?</th>
<th>Who might be harmed and how?</th>
<th>What are you already doing?</th>
<th>What further action is necessary?</th>
<th>Action by whom?</th>
<th>Action by when?</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gas appliances</strong></td>
<td>Staff, customers could suffer serious/fatal injuries as a result of explosion/ release of gas.</td>
<td>■ Daily check of gas appliance controls. Inspection, service and test carried out by Gas Safe registered engineer every 12 months. Staff know where the main isolation tap is and how to turn supply off in an emergency.</td>
<td>Contact Gas Safe registered engineer to fit suitable flame failure device on oven.</td>
<td>Manager</td>
<td>27/8/07</td>
<td>12/8/07</td>
</tr>
<tr>
<td><strong>Electrical</strong></td>
<td>Staff could suffer serious/fatal injuries as a result of electric shock.</td>
<td>■ Manager visually inspect the system once a year, and is competent to do so. System inspected and tested by an electrician every five years. Staff trained to check equipment before use and to report any defective plugs, disused sockets or damaged cable and equipment. Staff know where fuse box is and how to safely switch off electricity in an emergency. Plugs, sockets etc suitable for kitchen environment. Access to fuse box kept clear. Residual current devices (RCDs) installed on supplies to hand-held and portable appliances.</td>
<td>Manager to inspect plugs, cables etc regularly. Get electrician to inspect electrical equipment and advise on how often those should be inspected and tested.</td>
<td>Manager</td>
<td>27/8/07</td>
<td>25/8/07</td>
</tr>
<tr>
<td><strong>Fire</strong></td>
<td>Staff, customers could suffer serious/fatal injuries from burns/smoke inhalation.</td>
<td>Fire risk assessment done as at <a href="http://www.communities.gov.uk/fire">www.communities.gov.uk/fire</a> and necessary action taken.</td>
<td>None</td>
<td>Manager</td>
<td>27/8/07</td>
<td>1/8/07</td>
</tr>
<tr>
<td><strong>Machinery</strong></td>
<td>Staff risk serious injury from contact with dangerous/moving parts or machinery.</td>
<td>■ Staff trained in cleaning, assembly and operating procedures. All dangerous parts to machinery suitably guarded. Daily checks of machinery guards before use. Staff trained to spot and report any defective machinery. Safety critical repairs carried out by competent person. Operating instructions easy to locate.</td>
<td>Remind staff to always isolate (switch off from power supply) machinery before carrying out maintenance or cleaning work.</td>
<td>Manager</td>
<td>27/8/07</td>
<td>1/8/07</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are the hazards?</th>
<th>Who might be harmed and how?</th>
<th>What are you already doing?</th>
<th>What further action is necessary?</th>
<th>Action by whom?</th>
<th>Action by when?</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Falls from height</strong></td>
<td>Staff risk serious injury (eg fracture) from a fall from any height.</td>
<td>Suitable stepladder provided for changing light bulbs and for retrieving items from racking or shelves. Staff trained in safe use of stepladder.</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pressure systems</strong></td>
<td>Steam pipes, pressure tyres etc</td>
<td>Thorough examination carried out by qualified engineer.</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Workplace temperature</strong></td>
<td>Kitchen staff may suffer ill health when they overheat in hot working conditions.</td>
<td>Fans and extractors provided to control air temperature. Staff encouraged to take rest breaks in cooler conditions when required.</td>
<td>Encourage staff to take regular drinks of water.</td>
<td>Manager</td>
<td>27/8/07</td>
<td>1/8/07</td>
</tr>
<tr>
<td><strong>Dining area</strong></td>
<td>Food service staff, customers</td>
<td>Risks from slips/trips and manual handling covered in previous sections.</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 12: Competition Scorecards

**Business Name:** Glanmor’s  
**Location:** Castle Court Shopping Centre, Caerphilly, Wales

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Décor / layout</td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Variety of food / drink</td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Value for money</td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Atmosphere / ambience</td>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Location</td>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Extra Features:**  
Card machine with contactless payment, Waitress service, Support charity

---

**Business Name:** Grazing Ground  
**Location:** 47 Cardiff Rd, Caerphilly CF83 1FP
Customer service 1 2 3 4 5
Décor / layout 1 2 3 4 5
Variety of food / drink 1 2 3 4 5
Value for money 1 2 3 4 5
Atmosphere / ambience 1 2 3 4 5
Location 1 2 3 4 5

Extra Features:
Free WiFi available, Card Machine, Support charity, Free library, Used ground coffee available for customers to take for fertilizer, locally sourced welsh produce, Community noticeboard.

Business Name: The Deli Coffee Shop
Location: Clive Street, CF831GE Caerphilly

Customer service 1 2 3 4 5
Décor / layout 1 2 3 4 5
Variety of food / drink 1 2 3 4 5
Value for money 1 2 3 4 5
Atmosphere / ambience 1 2 3 4 5
Location 1 2 3 4 5

Extra Features:
Card machine, locally sourced produce, home made cakes
**Business Name:** Charlie’s  
**Location:** Newport Rd, Caerphilly CF83 8BY

Customer service  
1 2 3 4 5

Décor / layout  
1 2 3 4 5

Variety of food / drink  
1 2 3 4 5

Value for money  
1 2 3 4 5

Atmosphere / ambience  
1 2 3 4 5

Location  
1 2 3 4 5

**Extra Features:**  
Traditional fried breakfast café, no card machine, popular local café
## Appendix 13: Stock Breakdown

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Product</th>
<th>Frequency</th>
<th>Price</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clipper</td>
<td>Fair trade tea bags</td>
<td>Monthly</td>
<td>£10.44</td>
<td><a href="http://groceries.asda.com">http://groceries.asda.com</a></td>
</tr>
<tr>
<td>Kirkland</td>
<td>Fair trade coffee beans</td>
<td>Monthly</td>
<td>£59.94</td>
<td><a href="http://www.costco.co.uk">http://www.costco.co.uk</a></td>
</tr>
<tr>
<td>ASDA</td>
<td>Fresh fruit</td>
<td>Daily</td>
<td>£50</td>
<td><a href="http://groceries.asda.com">http://groceries.asda.com</a></td>
</tr>
<tr>
<td>The King’s Kitchen</td>
<td>Sandwiches</td>
<td>Daily</td>
<td>£44</td>
<td><a href="http://www.sandwichkinguk.com/the-kings-kitchen/">http://www.sandwichkinguk.com/the-kings-kitchen/</a></td>
</tr>
<tr>
<td>The King’s Kitchen</td>
<td>Paninis</td>
<td>Daily</td>
<td>£33.60</td>
<td><a href="http://www.sandwichkinguk.com/the-kings-kitchen/">http://www.sandwichkinguk.com/the-kings-kitchen/</a></td>
</tr>
<tr>
<td>ASDA</td>
<td>Milk &amp; Yoghurt</td>
<td>Daily</td>
<td>31.70</td>
<td><a href="http://groceries.asda.com">http://groceries.asda.com</a></td>
</tr>
<tr>
<td>ASDA</td>
<td>Cereals</td>
<td>Monthly</td>
<td>£13.41</td>
<td><a href="http://groceries.asda.com">http://groceries.asda.com</a></td>
</tr>
<tr>
<td>Cup&amp;Cake Bakery</td>
<td>Cakes</td>
<td>Daily</td>
<td>£33.60</td>
<td><a href="http://www.cupandcakebakery.co.uk">http://www.cupandcakebakery.co.uk</a></td>
</tr>
<tr>
<td>Eat Natural</td>
<td>Snack Bars</td>
<td>Monthly</td>
<td>£51.96</td>
<td><a href="http://www.costco.co.uk">http://www.costco.co.uk</a></td>
</tr>
</tbody>
</table>
Silver spoon /Billington’s Sugars & sweetners Monthly £6.01 http://groceries.asda.com

Buxton Bottled water Monthly £33.42 http://groceries.asda.com

Average cost of stock per month: £1,139.68

Price Explanations:

1. Tea bags price based on pack of 100 tea bags costing £3.48- bought 3 packs for one month- expecting to sell 300 cups of tea in a month

2. Coffee beans cost £9.99 for 907 gram bag which serves approx. 88 cups of coffee. 6 bags would allow serving around 500 cups of coffee a month.

3. Fresh fruit prices for making smoothies and for selling separately are based on the following prices from ASDA:

- 6 Kiwis: 75p
- 10 Fair trade bananas: £2.40
- Pack of Grapes: £3.00
- Pack of Blueberries: £3
- Pack of Strawberries: £2.50
- 10 Apples: £3
- 10 Oranges: £3.50
- 3 Mangos: £4

4. Sandwiches cost an average of £1.10 each. 10 different types of sandwich will be bought each day with 4 lots of each sandwich being stocked in the fridges.

5. Paninis cost an average of £1.40 each. 6 different types of Panini will be bought each day with 4 lots of each Panini being stocked in the fridges.

6. Semi skimmed and skimmed milk is 89 pence per 4 pint carton. The price is based on 20 cartons of semi skimmed and 10 of skimmed daily for £26.70. Fat free yoghurt is £1 per 500 grams, the café will use 5 of this pots per day for breakfast and smoothies costing £5.
7. The cereals include porridge and muesli. Porridge oats cost 75 pence for 1kg, which serves 20 people. 3 packets would work out as 60 portions of porridge to be sold each month costing £2.25. Muesli costs £1.79 for 750 grams, which serves 17 people. 4 packets would work out at around 68 portions of muesli to sell each month, costing the business £7.16. An extra £4 has been added to the cost for cereals to account for honey as a topping.

8. The price for cakes is based on the following wholesale prices for Cup & Cake Bakery:

![Cup & Cake Bakery Logo]

*Wholesale Prices 2015*

**Cupcakes**
- All flavours £1.10 per unit

**Whoopie Pies x10**
- Choc Choc Whoopie £1.00 per unit
- Choc Chip Whoopie £1.00 per unit
- Red Velvet Whoopie £1.00 per unit

**Brownies x 12**
- Belgian Chocolate Brownie £8.80
- White Choc Chunk Brownie £9.40
- Halen Mon Salted Caramel £9.40
- Oreo Stuffed Brownie £9.40
- Dark Choc Chunk Brownie £9.40
- Walnut Brownie £9.40
- Caramel Shortbread £8.80
- Snickerdoodle £9.40
- Fridge Bars £10.00

*Note:* Prices for flapjacks would be equal to Belgian Chocolate Brownie Price for cookies would be 60 pence each

9. Eat Natural snack bars are £12.99 for a box of 20 from Costco. The price accounts for 4 boxes of 20 per month for £51.96.

10. 2 kg of white sugar cost £1.08 and 3 of these would be bought per month, Demerara sugar costs £1.19 per 500g and 1 of these would be bought per month, Sweetner costs £1.58.
11. Buxton bottled water cost £1.99 for a pack of 8 500ml bottles and £2.50 for 6 750ml bottles. The price for water per month is based on 8 packs of the small bottles and 7 packs of the large which would equal 106 bottles per month.
Appendix 14: Interview with Pumpkin Café Manager Transcript

Interviewer: “Ok so what are the busiest times at your cafe?”

Manager: “Half 6 and half 7 in the morning.”

Interviewer: “Half 6 and half 7. Is there any other times or is just the mornings?”

Manager: “No, that’s the main in the morning, in the afternoons it is um half 12 half 4 and half 5.”

Interviewer: “Ok.”

Manager: “Yeah, that’s the rushes.”

Interviewer: “Ok, so its usually people on their way to work then?”

Manager: “To and from work.”

Interviewer: “Ok and they usually come in and just grab a coffee or like they sit down?”

Manager: “In the afternoon they get food, as obviously they have just finished work and they are travelling home and hungry so they buy food and then coffees obviously are more in the morning as they are waking up.”

Interviewer: “Yeah caffeine! Ok so when are your opening and closing times throughout the week?”

Manager: “5:45 Monday to Friday, 6:30 Saturday and Sunday is 9 o'clock open.”

Interviewer: “So would you recommend that is like a good time opening at 5:45, would you think that’s a good time for cafes in general or do you think its just because this is at a train station?”

Manager: “I think mainly because it’s a train station, but average, on a normal café, “I’d say about half7 would be good because obviously you’ve still got the people going to work …breakfast and coffees when they’re waking up. So I think about half 7 would be a good time for a general café, but obviously for us we’ve got people going to London who start work at 8 o'clock and need to leave at like 6.”

Interviewer: “Yeah ok so what would you say is your most popular product that you sell?”

Manager: “Coffee!”

Interviewer: “Coffee. Which type of coffee do you think is the most popular?”

Manager: “Latte. I’d say latte is the general best seller.”

Interviewer: “yeah medium latte that’s what I get all the time.”
Manager: “I think it’s just easy and people know what it is.”

Interviewer: “So coffee is definitely the main thing people want?”

Manager: “Yeah, we’re not really café we’re a coffee shop, well may as well be!”

Interviewer: “Yeah may as well have Pumpkin Coffee and start a new brand! Ok, so do you get many cyclists in the café?

Manager: “We get a few travelling on the trains in the morning and they come in. It’s usually when they live far away from work…”

Interviewer: “So you get a lot of cyclists in the morning?”

Manager: “Yeah if they have to travel far to work. They get the train and they ride to where their work is.”

Interviewer: “So what do you think they usually purchase when you see cyclists in the café what do they usually get?


Interviewer: “Ok so a lot of water…healthy food…”

Manager: “Yeah if you try and upsell a muffin to a cyclist in the morning…that’s not going to work.”

Interviewer: “Ok so how do you employ the staff here? Is it like part-time, full-time, temporary contracts?”

Manager: “Mostly part-time. We don’t do temporary always permanent.”

Interviewer: “Part-time ok is that like the best? For me starting up a business do you think that would be the way to go? Or do you think it would be better to …”

Manager: “I think you need at least one or two full timers otherwise it won’t work. You need full timers as well as part timers. The trouble with part timers is they’ve got, the reason they’re working part time is because they’ve got other things going on in their lives and that stops them from covering sickness or anything like that so you do need at least a couple of full timers.”

Interviewer: “And so what is the wage here? Like what do you pay your staff?”

Manager: “£6.14 an hour the minimum wage and no more”

Interviewer: “No more ok but you do promotions for being team leader so do promotions are definitely…do you think they are good incentives?”

Manager: “Yeah. I think personally, everyone who is hired by the company should work their way up. You need to start at the bottom.”
Interviewer: “Ok so you can’t just come in and be a team leader or supervisor…?"

Manager: “You can I mean people employ assistant managers from outside but I think it’s better if they have worked their way up for the sake of knowing every possible thing about the job.”

Interviewer: “Ok so my last question, what equipment would you recommend that would be essential to my café ?”

Manager: “Coffee machine is majorly important. If you are going to run a café you want obviously to make food so you need a cooker but then that depends on what type of café as this is more of a shop café so we make paninis and things but we make food for people to go with. Whereas if you’re setting up a proper little café you want more people to sit in rather than take away so you want to do more food, More varied food.

Interviewer: “Yeah I am trying to think about that because I interviewed someone from a bike shop and they were saying that cyclists don’t like to…they like to just grab something to eat and then go, they don’t want to have to sit and eat a meal. So I was initially thinking that I’ll have full English on the menu and all those kind of things but they didn’t want any of that, they just want a bottle of water or a coffee or something.”

Manager: “So you don’t want like a cooker that you get at home, that won’t be any good but one like ours, which is just an oven so you can do flapjacks, cakes, obviously low fat cakes. Then obviously sandwiches, paninis toasties, things that they can eat and go.”

Interviewer: “I think sandwiches would probably be a good one for cyclists wouldn’t it?”

Manager: “Yeah and toasties, especially in the winter. Soup is a good one as well because its quick to eat….and porridge.”

Interviewer: “Yeah yeah porridge someone said that actually that porridge is good for cyclists.”

Manager: “Yeah you would have that in the mornings and obviously depending on which version you get it can be really healthy so they [cyclists] would like that.”

Interviewer: “Ok great I think that’s it then.”
# Appendix 15: List of Shop fit, Décor, Fixtures and Fittings

<table>
<thead>
<tr>
<th>Item</th>
<th>Supplier</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large wall chalk board</td>
<td>Shop Fitting Warehouse</td>
<td>£25</td>
</tr>
<tr>
<td>Wooden Countertops</td>
<td>B&amp;Q</td>
<td>£87</td>
</tr>
<tr>
<td>Bike Decorations</td>
<td>Worldmarket.com</td>
<td>£40</td>
</tr>
<tr>
<td>Bike clock:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coat Hangers:</td>
<td>Cyclemiles.co.uk</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Store</td>
<td>Price</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------</td>
<td>-------</td>
</tr>
<tr>
<td>Bike Cushions:</td>
<td>Ebay.co.uk</td>
<td></td>
</tr>
<tr>
<td>Paint</td>
<td>B&amp;Q</td>
<td>£70</td>
</tr>
<tr>
<td>Bike Posters</td>
<td>Allposters.co.uk</td>
<td>£24</td>
</tr>
<tr>
<td>Item Description</td>
<td>Supplier</td>
<td>Price</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Wall Map (with company logo and location maker)</td>
<td>MapMarketing.com</td>
<td>£215</td>
</tr>
<tr>
<td>Bike rack x2</td>
<td>The Noticeboard Shop</td>
<td>£495.72</td>
</tr>
</tbody>
</table>
Appendix 16: Hospitality Industry Expert Meeting Notes

29th February
In this meeting various aspects of the business plan were discussed and advice form the industry expert was given. Notes have been made from the meeting on all advice relevant to the business.

1. In regards to proposed property:
   • Trethomas not a good location considering community that live there
   • The property in Trethomas is not fitted out to be a café therefore will incur more set up costs
   • Would Hapus (property in Machen) be a better option for the business? (Apparently water not included in the rent for this property)

2. In regards to set up costs:
   • Research what insurance is needed for the café
   • Consider signage in advertising launch NB/ Facebook has a function where you pay £50 and it can target cycling clubs/groups with advertising.
   • Establish who the suppliers are.

3. In regards to advertising:
   • Have a website that is easily accessible and attractive for customers
   • Set up a blog – maybe a family member could writer it for the company to show its progress and update people on latest news
   • Look into advertising with local radio BBC Wales
   • Ensure that the business has a strong brand image – something that is simple and recognisable and reflects business objectives.

4. General business advice:
   • Establish who the customers are then use advertising appropriately e.g. cyclists are active on social media so can advertise there but local community might be better to advertise through radio, newspaper etc.
   • Could target hikers/walkers as well as cyclists
   • Establish product before thinking of price
   • Most businesses don’t make money in first year – aim to break even then start making a profit in year 2 and 3.

5. In regards to original smoothies:
   • Have a look at what other smoothie/juice bars are selling
   • Have unique smoothie names- maybe after places around the area? Or have scheme where regular customers can name a smoothie after themselves

6. In regards to opening times:
   • Consider looking at opening only on weekends
   • Have a seasonal café e.g. open from March-Sept (This is based on the amount of custom that Hapus got as an ice cream parlour)
   • Winter months would get less business- should the café close over winter?
   • Recommended opening hours: 10am- 6pm (April-June) 10am-8pm (June-Aug because of longer days)
## Appendix 17: List of Equipment/Assets

<table>
<thead>
<tr>
<th>Equipment/Asset</th>
<th>Supplier</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 mugs and saucers</td>
<td>Amazon</td>
<td>£17.99</td>
</tr>
<tr>
<td>12 glass coffee mugs</td>
<td>Fridge Land Online</td>
<td>£19.00</td>
</tr>
<tr>
<td>24 Smoothie Glasses</td>
<td>Fridge Land Online</td>
<td>£46.56</td>
</tr>
<tr>
<td>Coffee Machine</td>
<td>Limini Coffee</td>
<td>£2,750</td>
</tr>
<tr>
<td>Panini Grill</td>
<td>Costco</td>
<td>£144.99</td>
</tr>
<tr>
<td>Product</td>
<td>Platform</td>
<td>Price</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Coffee Grinder</td>
<td>Amazon</td>
<td>£179.99</td>
</tr>
<tr>
<td>Microwave</td>
<td>Amazon</td>
<td>£50</td>
</tr>
<tr>
<td>Commercial Blender</td>
<td>Amazon</td>
<td>£99.99</td>
</tr>
<tr>
<td>Breakfast Bowls 2x set of 8</td>
<td>Amazon</td>
<td>£25</td>
</tr>
<tr>
<td>Item</td>
<td>Supplier</td>
<td>Price</td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Dishwasher</td>
<td>Kingfisher <a href="http://industrial-warewashers.com">http://industrial-warewashers.com</a></td>
<td>Can lease for £50 a month or pay up front: £666.00</td>
</tr>
<tr>
<td>Commercial storage fridge</td>
<td>Fridge Land Online</td>
<td>£386.99</td>
</tr>
<tr>
<td>Commercial freezer</td>
<td></td>
<td>£471.59</td>
</tr>
<tr>
<td>Item</td>
<td>Supplier</td>
<td>Price</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Display fridge x2</td>
<td>Fridge Land Online</td>
<td>£746.38</td>
</tr>
<tr>
<td>Patisserie Counter</td>
<td><a href="http://www.fridgeland.co.uk">http://www.fridgeland.co.uk</a></td>
<td>£1,669</td>
</tr>
<tr>
<td>Till</td>
<td>Epos Now</td>
<td>£1078.99</td>
</tr>
<tr>
<td>Item</td>
<td>Supplier</td>
<td>Price</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>24x menu holders</td>
<td>Shop fitting Warehouse</td>
<td>£20.16</td>
</tr>
<tr>
<td>Biodegradable hot drink cups 12 pks of 50</td>
<td>Fridge Land Online</td>
<td>£56.64/ month</td>
</tr>
<tr>
<td>Café Chairs</td>
<td><a href="http://www.officefurnitureonline.co.uk">http://www.officefurnitureonline.co.uk</a></td>
<td>£172 for pack of 4</td>
</tr>
<tr>
<td>Sofa</td>
<td>Ikea</td>
<td>£599 x 2</td>
</tr>
<tr>
<td>Item Description</td>
<td>Supplier</td>
<td>Price</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Comfy Chairs</td>
<td>Ebay</td>
<td>£211.60</td>
</tr>
<tr>
<td>Bar Stools</td>
<td><a href="http://www.officefurniteonline.co.uk">http://www.officefurniteonline.co.uk</a></td>
<td>£240 for pack of 4</td>
</tr>
<tr>
<td>Square tables x2</td>
<td>Ikea</td>
<td>£200</td>
</tr>
<tr>
<td>Round tables x 3</td>
<td>Ikea</td>
<td>£180</td>
</tr>
<tr>
<td>Item</td>
<td>Source</td>
<td>Cost</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Coffee tables x 3</td>
<td>Ikea</td>
<td>£105</td>
</tr>
<tr>
<td>Recyclable Paper take-away Bags (12 packs of 25)</td>
<td>Amazon</td>
<td>£46.68 per month</td>
</tr>
<tr>
<td>Wall Brackets x2</td>
<td>Amazon</td>
<td>£15.96</td>
</tr>
<tr>
<td>Item</td>
<td>Brand</td>
<td>Price</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>TV Screens x2</td>
<td>Amazon</td>
<td>£249.98</td>
</tr>
<tr>
<td>Apple TV x2</td>
<td>Apple</td>
<td>£258</td>
</tr>
</tbody>
</table>
Appendix 18: Business Insurance

Employer’s Liability Insurance

Replenish Café will ensure that they have secured this insurance before the business employs extra staff members. Failure to obtain the employer’s liability insurance could result in a fine of up to £2,500 per day (Gov.UK 1, 2016).

Replenish Café has a quote for business insurance (£50 per month) which covers the above insurance alongside the following areas:

- Public Liability
- Stock
- Contents
- Money in Safe
- Glass
- Goods in Transit
- Frozen Food

This quote was provided by Simply Business (2016): http://quote.simplybusiness.co.uk
<table>
<thead>
<tr>
<th>Item</th>
<th>Cost (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Syrups</td>
<td>0.20</td>
</tr>
<tr>
<td>English Breakfast Tea</td>
<td>1.60</td>
</tr>
<tr>
<td>English Brindal Tea</td>
<td>0.90</td>
</tr>
<tr>
<td>Hot Chocolate Large</td>
<td>3.00</td>
</tr>
<tr>
<td>Hot Chocolate (med)</td>
<td>2.50</td>
</tr>
<tr>
<td>Latte (large)</td>
<td>3.50</td>
</tr>
<tr>
<td>Latte (red)</td>
<td>3.00</td>
</tr>
<tr>
<td>Americano Med</td>
<td>2.50</td>
</tr>
<tr>
<td>Americano Red</td>
<td>2.50</td>
</tr>
<tr>
<td>Cappuccino (large)</td>
<td>3.00</td>
</tr>
<tr>
<td>Cappuccino (Rede)</td>
<td>3.00</td>
</tr>
<tr>
<td>White Coffee, Filter Large</td>
<td>3.00</td>
</tr>
<tr>
<td>Expresso</td>
<td>1.50</td>
</tr>
<tr>
<td>Juicy Garden</td>
<td>1.50</td>
</tr>
<tr>
<td>Yogurt Fruit</td>
<td>1.00</td>
</tr>
<tr>
<td>Poled Dessert</td>
<td>2.50</td>
</tr>
<tr>
<td>Soup &amp; Sandwich Meal Deal</td>
<td>3.00</td>
</tr>
<tr>
<td>Soup &amp; Roll</td>
<td>1.50</td>
</tr>
<tr>
<td>Panini 3</td>
<td>2.50</td>
</tr>
<tr>
<td>Panini 2</td>
<td>2.50</td>
</tr>
<tr>
<td>Panini 1</td>
<td>2.50</td>
</tr>
<tr>
<td>Sandwich 4</td>
<td>2.50</td>
</tr>
<tr>
<td>Sandwich 3</td>
<td>2.50</td>
</tr>
<tr>
<td>Sandwich 2</td>
<td>2.50</td>
</tr>
<tr>
<td>Sandwich 1</td>
<td>2.50</td>
</tr>
<tr>
<td>Pastries, Cakes &amp; Fritelles</td>
<td>3.00</td>
</tr>
</tbody>
</table>
**Appendix 20: Other recommended Events**

<table>
<thead>
<tr>
<th>Q17 Further Recommendations for Events held at the Café</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talks from famous cyclists, live Tour De France TV (and other races), live DH world cup races. Maintenance lessons (taught by the local shop), talks from other relevant professional such as physio, coaches etc</td>
</tr>
<tr>
<td>Multi activity meetings, with Ramblers, Road Cyclists, Mountain bikers, Horse societies, local land owners, etc. so everyone can be kept informed on different cross over subjects. Also Poetry Evenings.</td>
</tr>
<tr>
<td>Workshops on bicycle maintenance especially for beginners</td>
</tr>
<tr>
<td>Link the cafe to Caerphilly Cycling Club in some way. Offer member discounts for example.</td>
</tr>
<tr>
<td>Club meetings and club promotion events</td>
</tr>
<tr>
<td>Family fun days / Caerphilly Mountain Challenge (details yet to be finalised)</td>
</tr>
<tr>
<td>Caerphilly certainly would benefit from some kind of hub to meet up have a drink a bite to eat and socialise for cyclists</td>
</tr>
<tr>
<td>Safe security for bikes . And be located to cover mtb and road users</td>
</tr>
<tr>
<td>possibly provide space for Bike maintenance awareness, Cycle safety awareness, first aid awareness (I run these if interested), cycling guest speakers</td>
</tr>
<tr>
<td>Bike maintenance workshops / Be available for Caerphilly cycling club to hold meeting / Women only cycling events</td>
</tr>
<tr>
<td>Will clubs be able hold their AGM's there?</td>
</tr>
<tr>
<td>set up a team that is linked to the cafe make it we coming for all types of cyclists so the Sunday riders, youngsters, ladies, men's and have like a leisure ride through to a race group</td>
</tr>
<tr>
<td>I off road and on road/ cycle path. If the cafe is in Caerphilly it is where we start a ride from, so we are usually heading for a cafe somewhere else. To be worth it for us you need parking to allow us to meet there first and the head back to to collect a car.</td>
</tr>
<tr>
<td>big screen tv showing the grand tours live etc.</td>
</tr>
<tr>
<td>Female rides! Coaching sessions</td>
</tr>
<tr>
<td>Local sportive</td>
</tr>
<tr>
<td>Fun race</td>
</tr>
<tr>
<td>Kids club</td>
</tr>
<tr>
<td>Could host an annual MTB enduro</td>
</tr>
<tr>
<td>Being from Caerphilly I am more likely to use a cafe half way on my route, I have never stopped at a cafe in Caerphilly on a bike ride with the club but almost every long ride I've been on we have had a cafe stop. As a social hub for the cycling club it might work. People might want to have an alcoholic drink at events, or bring your own to social gatherings. Safe storage for bikes, some cyclists have expensive road and mountain bikes and to enable people to relax they need to be safe. Caerphilly has an awesome elevation profile for a short bike race/criterium. Some local events would attract people in from surrounding clubs, cycling is growing. Running clubs, Tri clubs might also be worth linking in with.</td>
</tr>
<tr>
<td>How about guest speakers about all things cycling outdoors</td>
</tr>
</tbody>
</table>
Ethical Approval
DEVOLVED ETHICS APPROVAL APPLICATION SUMMARY

Student Name: Katy Dainty
Student Number: 542094482
Module Name: MGMT ENTERPRISE
Module Number: HLT
Programme Name: BA EVENTS MNGT
Supervisor Name: Karen Davies

| To be completed by student and | Student Signature; | Supervisor Signature; |
| supervisor before submission to Ethics | Yes | N/A | Yes | N/A |
| Approval Panel | | | | |
| Application for ethics approval | 1 | - | [ ] | - |
| Participant information sheet | [ ] | [ ] | [ ] | [ ] |
| Participant consent form | [ ] | [ ] | [ ] | [ ] |
| Pilot interview/s | [ ] | [ ] | [ ] | [ ] |
| Pilot questionnaire/s | [ ] | [ ] | [ ] | [ ] |
| Letter/s to participating organisation/s | [ ] | [ ] | [ ] | [ ] |

First Submission [X]
Resubmission [ ]

Date: 8th Dec 2015

For use by the devolved ethics approval panel:

Panel Members
Module leader: Tim Savage
Supervisor: Karen Davies
CSM Ethics Committee Representative:

Date: 8/12/15
Date of Reassessment:

Outcome:
Project Approved [ ]
Project Approved in Principle [ ]
Application not ready/ incomplete [ ] (Decision deferred)

Reference number: 201500286

Comments for projects not fully approved:
Interviews & questionnaire - how long, methods of analysis, C1/C2, route to cover all points.
Questionnaire moved Q14, add location of cafe. move Q17.
Interior - add more questions related to cafe, spreading, price.
Must discuss questionnaire with supervisor.

The original to be retained by the module leader and a copy given to the student.
CARDIFF METROPOLITAN UNIVERSITY
APPLICATION FOR ETHICS APPROVAL

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document Ethics application guidance notes will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

PLEASE NOTE:
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

PART ONE

Name of applicant: Katie Dainty
Supervisor (if student project): Karen Davies
School / Unit: Cardiff Metropolitan
Student number (if applicable): St20094452
Programme enrolled on (if applicable): BA Hons Events Management
Project Title: Evaluating the feasibility of setting up a cyclist themed café in the Caerphilly area
Expected start date of data collection: 14/12/2015
Approximate duration of data collection: 2 months
Funding Body (if applicable): N/A
Other researcher(s) working on the project: N/A
Will the study involve NHS patients or staff? No
Will the study involve taking samples of human origin from participants? No

Does your project fall entirely within one of the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper based, involving only documents in the public domain</td>
<td>No</td>
</tr>
<tr>
<td>Laboratory based, not involving human participants or human tissue samples</td>
<td>No</td>
</tr>
<tr>
<td>Practice based not involving human</td>
<td>No</td>
</tr>
</tbody>
</table>
participants (eg curatorial, practice audit) |  
Compulsory projects in professional practice (eg Initial Teacher Education) | No  
A project for which external approval has been obtained (e.g., NHS) | No  

If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required. If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project:
The project will discuss and evaluate the feasibility of setting up a cyclist themed café close to a major cycle route in South Wales. It will review the literature regarding café and cyclist culture, business start-ups and entrepreneurship and conduct primary market research to assess the feasibility for the proposed business in its location.

DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disseminate any material produced as a result of this project without the prior approval of my supervisor.

Signature of the applicant: Date:

FOR STUDENT PROJECTS ONLY
Name of supervisor: Date:

Signature of supervisor:

Research Ethics Committee use only

Decision reached: Project approved 
Project approved in principle
Decision deferred
Project not approved
Project rejected

Project reference number: Click here to enter text  
Name: Click here to enter text Date: Click here to enter a date.
PART TWO

A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project? No

A2 If yes, please state the name and code of the approved protocol to be used

N/A

A3 Describe the research design to be used in your project

The project will use questionnaires and interviews as primary data collection tools in order to undertake a market survey. The market survey will provide data to evaluate the feasibility for a café in the proposed area.

**Semi structured interviews:**

As the proposed business is a cycling themed café, the sample of approximately 4 interviewees will include local bike shop proprietors and other café proprietors. The local bike shop proprietors are the owners of a local bike shop, known by myself and will therefore be contacted face to face. Café proprietors will be interviewed in order to obtain advice on how to set up the café. They will be contacted initially by email. The café owners will be geographically distant from the proposed site of the business so that there is no conflict of interest. The interviews will be analysed using thematic analysis. The interviews will last approximately 20 minutes.

**Questionnaires**

The general public in this survey will be a random sample of local people, both members of the general public and cyclists selected in the vicinity of the proposed business. Paper questionnaires will be distributed in the local bike shop and an online version to cycling communitiesforums. Approximately 100 questionnaires are anticipated. The data will be analysed using statistical analysis. The questionnaires should take approximately 10 minutes to complete.

None of the businesses or participants in this study will be identifiable.

A4 Will the project involve deceptive or covert research? Yes

A5 If yes, give a rationale for the use of deceptive or covert research

The researcher will pretend that they are actually setting up the business in order to gain more realistic responses from suppliers etc.

A6 Will the project have security sensitive implications? No

A7 If yes, please explain what they are and the measures that are proposed to address them

N/A

B PREVIOUS EXPERIENCE

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
### B1 What previous experience of research involving human participants relevant to this project do you have?

I have had experience in carrying out questionnaires in projects at school, college and my first two years of University.

### B2 Student project only

What previous experience of research involving human participants relevant to this project does your supervisor have?

Experience supervising undergraduate and postgraduate research projects and completing primary research for MSc and PhD projects.

### C POTENTIAL RISKS

#### C1 What potential risks do you foresee?

**Risks to Researcher:** There may be potential risk to the researcher regarding times and places where the interviews take place. **Risks to Project:** There are no risks to the project in carrying out this study. **Risks to Participants:** There are no risks to any of the participants when carrying out this study as they can withdraw whenever they wish. **Risk to University:** There is no risk to the University in carrying out this study.

#### C2 How will you deal with the potential risks?

The research will be conducted in public spaces and at appropriate times, which are predetermined with participants.

When submitting your application you **MUST** attach a copy of the following:

- All information sheets
- Consent/assent form(s)

An exemplar information sheet and participant consent form are available from the Research section of the Cardiff Met website.
Pilot Questionnaire

This project is looking into the feasibility of setting up a cyclist themed café in the Caerphilly area. You have been asked to fill out this questionnaire, as you are a member of the general public or a cyclist.

Please confirm you are over the age of 18 by ticking this box □

1. How Often Do You Cycle?
   □ □ □ □ □
   Every day   Every week   Every month   On occasion   Never
   *if never please go on to question 8*

2. What is your reason for cycling? (You may tick more than one)
   □ □ □ □ □
   Commuting   Fitness   Recreation   Professional

3. What is the average length of time you cycle for?
   □ □ □ □ □
   30 mins - 1 hr   1 – 2 hrs   2 – 4 hrs   Longer

4. What times of day do you Cycle?
   □ □ □
   6am-12pm   12-4pm   4-10pm

5. Where do you cycle? (Please tick all that apply)
   □ □
   Off road/mountain   On road
   *Cycle routes*

6. Are you part of a cycling club or group? YES/NO
   *If yes please state the name of club/group here:*

7. Do you like to visit a café when you go out cycling? Yes/No

8. Would you consider yourself to be active on social media? YES / NO
9. Please indicate on the scale how often you use the following social media platforms (1 being you hardly use it and 5 being you use it all the time):

Facebook 1 2 3 4 5
Twitter 1 2 3 4 5
Instagram 1 2 3 4 5

10. How often do you frequent a coffee shop?

☐ Every Day
☐ 2 or 3 times a week
☐ 2 or 3 times a month
☐ Less often

11. With reference to the proposed business, do you like the initial idea for the project? (Please circle your answer)

Love it  Sounds good  Not sure  Don’t like it  Hate it

12. Do you think Caerphilly is a good location for the cyclists’ café? YES / NO

13. What products would you like to see on the menu at the cyclists’ café?

14. What times would you expect the café to be open?

Opening: …………………………Closing: …………………………

15. The café will have a loyalty scheme linked to discounts from a local bike shop (e.g. discounted bike repairs, spare parts etc.)? Please indicate on the scale (1 being not bothered and 5 being you would definitely want this at the café)

1 2 3 4 5

16. Which of the following events do you think would be good to hold at the café?

Guided tours of Caerphilly and surrounding areas ☐
Local community events cycling awareness days ☐
Charity/ fundraising events ☐

Other (please describe) ………………………………………………………………………………………………………………………

…. 
1. What would you consider to be attractive for cyclists in the Caerphilly region?
   - Specific routes
   - Infrastructure
   - Places to visit
   - Cycling specific shops and services

2. What do you think cyclists would want in a cycling specific cafe?
   - Specific menu
   - Storage of cycling kit
   - Cycling literature and maps
   - Internet access
   - Access to organised trips from cafe to surrounding areas

3. Do you think that a cafe of this sort should stock cycling gear and spares?
   - Any appropriate parts to be stocked
   - Cycling specific nutrition products
   - Would you be interested in partnering

4. Where do you think might be a good place to set up the cafe?
   - Town/village
   - Centre
   - On the route

6. Are you happy for me to come and give questionnaires to customers? If so what times are best?
Participant Consent Form

Cardiff Metropolitan University Ethics Reference Number:

Participant Name:

Project: Replenish: Cyclist Café

Name of Researcher: Katie Dainty

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understood the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason.

3. I agree to take part in the above study.

4. I agree to the interview consultation being audio recorded.

5. I agree to the use of anonymous quotes in publications.

6. I agree to my quote being attributed to me.

Signature of participant

Date

Name of person taking consent

Date

Signature of person taking consent
Participant Information Sheet

Project Summary
The research project is looking into the feasibility of setting up a cyclist themed café in the Caerphilly area. Your participation will enable the collection of data, which will form part of a study being undertaken at Cardiff Metropolitan University.

Why Have You Been Asked to Participate?
You have been asked to participate because you fit the role of café owner, bike shop owner or industry expert. Your participation is on a voluntary basis and you may withdraw at any time you want.

Project Risks
The research involves the participant taking part in a semi-structured interview from which data will be collected and recorded for later analysis. We are not seeking to collect any sensitive data on you. We do not think that there are any significant risks associated with this study. However, if you feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time—we will completely respect your decision.

How We Protect Your Privacy
All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from this interview. Your personal details (e.g. signature on consent form) will be kept in secure locations by the research team. When we have finished the study and analysed all the information, all the documentation used to gather the data will be destroyed. The recordings of the interviews will also be held in a secure and confidential environment during the study and destroyed when it is complete.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project, then please contact:
Email: k.dainty@outlook.cardiffmet.ac.uk