

# **Mišmaš: A Business Plan for a Coffee Shop and Roastery**

Tereza Krčková

---

Bachelor's Thesis  
2021



**Tomas Bata University in Zlín**  
Faculty of Humanities

---

Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

Akademický rok: 2020/2021

## **ZADÁNÍ BAKALÁŘSKÉ PRÁCE** (projektu, uměleckého díla, uměleckého výkonu)

Jméno a příjmení:	<b>Tereza Krčková</b>
Osobní číslo:	<b>H18908</b>
Studijní program:	<b>B7310 Filologie</b>
Studijní obor:	<b>Anglický jazyk pro manažerskou praxi</b>
Forma studia:	<b>Prezenční</b>
Téma práce:	<b>Mišmaš: Podnikatelský plán pro kavárnu a pražírnu</b>

### Zásady pro vypracování

Shromáždění odborných materiálů  
Analýza trhu a zákazníků  
Zhodnocení konkurence  
Vytvoření podnikatelského plánu  
Shmutí navrženého plánu


Forma zpracování bakalářské práce: **Tištěná/elektronická**  
Jazyk zpracování: **Angličtina**


**Seznam doporučené literatury:**


Abrams, Rhonda. 2019. *Successful Business Plan: Secrets & Strategies*. 7th ed. Palo Alto, CA: PlanningShop.  
Armstrong, Gary, Philip Kotler, and Marc Oliver Opresnik. 2017. *Marketing: An Introduction*. 13th ed. Boston: Pearson.  
McKeever, Mike. 2019. *How to Write a Business Plan*. 14th ed. Berkeley, CA: Nolo.  
Svobodová, Ivana, and Michal Andera. 2017. *Od nápadu k podnikatelskému plánu: jak hledat a rozvíjet podnikatelské příležitosti*. Prague: Grada.  
Vochazka, Marek, and Petr Mulač. 2012. *Podniková ekonomika*. Prague: Grada.

Vedoucí bakalářské práce: **Ing. Šárka Papadaki, Ph.D.**  
Ústav podnikové ekonomiky

Datum zadání bakalářské práce: **9. listopadu 2020**  
Termín odevzdání bakalářské práce: **10. května 2021**

  
**Mgr. Libor Marek, Ph.D.**  
děkan



  
**doc. Mgr. Roman Trušník, Ph.D.**  
ředitel ústavu

Ve Zlíně dne 5. března 2021

## PROHLÁŠENÍ AUTORA BAKALÁŘSKÉ PRÁCE

Beru na vědomí, že

- odevzdáním bakalářské práce souhlasím se zveřejněním své práce podle zákona č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, bez ohledu na výsledek obhajoby <sup>1)</sup>;
- beru na vědomí, že bakalářská práce bude uložena v elektronické podobě v univerzitním informačním systému dostupná k nahlédnutí;
- na moji bakalářskou práci se plně vztahuje zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, zejm. § 35 odst. 3 <sup>2)</sup>;
- podle § 60 <sup>3)</sup> odst. 1 autorského zákona má UTB ve Zlíně právo na uzavření licenční smlouvy o užití školního díla v rozsahu § 12 odst. 4 autorského zákona;
- podle § 60 <sup>3)</sup> odst. 2 a 3 mohu užít své dílo – bakalářskou práci - nebo poskytnout licenci k jejímu využití jen s předchozím písemným souhlasem Univerzity Tomáše Bati ve Zlíně, která je oprávněna v takovém případě ode mne požadovat přiměřený příspěvek na úhradu nákladů, které byly Univerzitou Tomáše Bati ve Zlíně na vytvoření díla vynaloženy (až do jejich skutečné výše);
- pokud bylo k vypracování bakalářské práce využito softwaru poskytnutého Univerzitou Tomáše Bati ve Zlíně nebo jinými subjekty pouze ke studijním a výzkumným účelům (tj. k nekomerčnímu využití), nelze výsledky bakalářské práce využít ke komerčním účelům.

Prohlašuji, že

- elektronická a tištěná verze bakalářské práce jsou totožné;
- na bakalářské práci jsem pracoval samostatně a použitou literaturu jsem citoval. V případě publikace výsledků budu uveden jako spoluautor.

Ve Zlíně 6.5.2021

.....

<sup>1)</sup> zákon č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, § 47b Zveřejňování závěrečných prací:

(1) Vysoká škola nevydělečně zveřejňuje disertační, diplomové, bakalářské a rigorózní práce, u kterých proběhla obhajoba, včetně posudků oponentů a výsledku obhajoby prostřednictvím databáze kvalifikačních prací, kterou spravuje. Způsob zveřejnění stanoví vnitřní předpis vysoké školy.

(2) Disertační, diplomové, bakalářské a rigorózní práce odevzdané uchazečem k obhajobě musí být též nejméně pět pracovních dnů před konáním obhajoby zveřejněny k nahlížení veřejnosti v místě určeném vnitřním předpisem vysoké školy nebo není-li tak určeno, v místě pracoviště vysoké školy, kde se má konat obhajoba práce. Každý si může ze zveřejněné práce pořizovat na své náklady výpisy, opisy nebo rozmnoženiny.

(3) Platí, že odevzdáním práce autor souhlasí se zveřejněním své práce podle tohoto zákona, bez ohledu na výsledek obhajoby.

2) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 35 odst. 3:

(3) Do práva autorského také nezasahuje škola nebo školské či vzdělávací zařízení, užije-li nikoli za účelem přímého nebo nepřímého hospodářského nebo obchodního prospěchu k výuce nebo k vlastní potřebě dílo vytvořené žákem nebo studentem ke splnění školních nebo studijních povinností vyplývajících z jeho právního vztahu ke škole nebo školskému či vzdělávacímu zařízení (školní dílo).

3) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 60 Školní dílo:

(1) Škola nebo školské či vzdělávací zařízení mají za obvyklých podmínek právo na uzavření licenční smlouvy o užití školního díla (§ 35 odst.

3). Odpírá-li autor takového díla udělit svolení bez vážného důvodu, mohou se tyto osoby domáhat nahrazení chybějícího projevu jeho vůle u soudu. Ustanovení § 35 odst. 3 zůstává nedotčeno.

(2) Není-li sjednáno jinak, může autor školního díla své dílo užit či poskytnout jinému licenci, není-li to v rozporu s oprávněnými zájmy školy nebo školského či vzdělávacího zařízení.

(3) Škola nebo školské či vzdělávací zařízení jsou oprávněny požadovat, aby jim autor školního díla z výdělku jím dosaženého v souvislosti s užitím díla či poskytnutím licence podle odstavce 2 přiměřeně přispěl na úhradu nákladů, které na vytvoření díla vynaložily, a to podle okolností až do jejich skutečné výše; přitom se přihlédne k výši výdělku dosaženého školou nebo školským či vzdělávacím zařízením z užití školního díla podle odstavce 1.

## **ABSTRAKT**

Bakalářská práce analyzuje trh a zabývá se podnikatelským plánem nové kavárny a pražírny s názvem Mišmaš, podnikem v malém městě na Jižní Moravě. Tato práce se skládá ze dvou částí, a to teoretické a praktické. Teoretická část vysvětluje pojem podnikání, podnik a pojmy s nimi spojené. Bakalářská práce se také zabývá pojmem podnikatelský plán. Na konci teoretické části je sepsán postup, jak podnikatelský plán vytvořit. Praktická část je vypracování podnikatelského plánu jako takového. Tento podnikatelský plán se skládá z analýz jako jsou SWOT a PEST. Jeho součástí jsou nicméně ale i různé plány, jako je plán marketingový či finanční. Přínosem bakalářské práce je zjištění, zda je podnikatelský plán realizovatelný či nikoli.

Klíčová slova: podnikatelský plán, podnikatel, podnikání, trh, kavárna, pražírna

## **ABSTRACT**

The bachelor thesis analyses the market and is concerned with the business plan for the coffee shop and roastery. The name of the coffee shop and roastery is Mišmaš, a business located in a small town in the South Moravian Region. The thesis consists of two parts. The theoretical part explains the term entrepreneurship, business and terms that are connected to the business area. Bachelor thesis also deals with a term business plan. The principle of writing a business plan is explained at the end of the theoretical part. The practical part is the creation of the business plan itself using the valid procedure. The business plan contains, for example, SWOT and PEST analysis. Nevertheless, it also includes various plans such as a marketing or financial plan. The result is a piece of information about whether the business plan is workable or not.

Keywords: business plan, entrepreneur, entrepreneurship, market, coffee shop, roastery

## **ACKNOWLEDGEMENTS**

I wish to express my sincere thanks to my supervisor Ing. Bc. Šárka Papadaki, PhD, for her assistance with my research, helpful advice and guidance. I also want to thank my parents and friends for their support and patience.

I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

# CONTENTS

<b>INTRODUCTION</b> .....	<b>10</b>
<b>I THEORY</b> .....	<b>11</b>
<b>1 ENTREPRENEURSHIP AND AN ENTREPRENEUR</b> .....	<b>12</b>
1.1 BUSINESS .....	13
1.2 BUSINESS LEGISLATION .....	14
1.2.1 Natural Person .....	14
1.2.2 Juristic Person .....	14
1.2.2.1 General Partnership	15
1.2.2.2 Limited Partnership	15
1.2.2.3 Limited Liability Partnership	15
1.2.2.4 Not-for-Profit Organization	16
<b>2 BUSINESS PLAN</b> .....	<b>17</b>
2.1 DEFINITION .....	17
2.2 DIVISION OF BUSINESS PLANS.....	18
2.3 PRINCIPLES OF WRITING .....	18
<b>3 HOW TO WRITE A BUSINESS PLAN</b> .....	<b>19</b>
3.1 TITLE PAGE .....	19
3.2 EXECUTIVE SUMMARY.....	19
3.3 COMPANY DESCRIPTION .....	20
3.4 MARKET ANALYSIS .....	20
3.4.1 Questionnaire .....	21
3.4.2 Description of the Target Customer .....	22
3.4.3 PEST Analysis.....	22
3.5 COMPETITION.....	23
3.5.1 SWOT Matrix.....	23
3.6 RISKS .....	23
3.7 MARKETING PLAN AND SALES STRATEGY .....	24
3.8 MANAGEMENT .....	25
3.9 THE FINANCIALS .....	26
3.9.1 Income Statement .....	26
3.9.2 Cash Flow Projections .....	26
3.9.3 Balance Sheet .....	27
3.10 APPENDIX .....	27
<b>4 SUMMARY OF THE THEORETICAL PART</b> .....	<b>28</b>
<b>II ANALYSIS</b> .....	<b>29</b>
<b>5 TITLE PAGE</b> .....	<b>30</b>
<b>6 EXECUTIVE SUMMARY</b> .....	<b>31</b>
<b>7 MAIN CHARACTERISTICS</b> .....	<b>32</b>



7.1	THE COMPANY'S MISSION .....	32
7.2	SERVICES .....	32
7.3	LEGAL STATUS AND OWNERSHIP .....	32
7.4	PEST ANALYSIS.....	33
7.4.1	Political Aspect.....	33
7.4.2	Economic Aspect.....	34
7.4.3	Social Aspect.....	34
7.4.4	Technological Aspect .....	35
7.5	OPENING HOURS .....	35
7.6	PLACE.....	36
7.7	MACHINERY AND EQUIPMENT.....	36
7.8	DESCRIPTION OF THE PRODUCTS .....	37
<b>8</b>	<b>TARGET MARKET .....</b>	<b>39</b>
8.1	TARGET CUSTOMERS.....	39
<b>9</b>	<b>QUESTIONNAIRE RESULTS.....</b>	<b>40</b>
<b>10</b>	<b>COMPETITORS .....</b>	<b>42</b>
10.1	DESCRIPTION OF COMPETITORS.....	42
10.1.1	Hustopečská Mandlárna.....	42
10.1.2	Lazy Fox – Kinokavárna a catering.....	42
10.1.3	Cukrárna Romance .....	43
10.2	THE ANALYSIS OF COMPETITORS .....	43
<b>11</b>	<b>MARKETING PLAN.....</b>	<b>46</b>
11.1	MARKETING MIX.....	46
11.1.1	Product.....	46
11.1.2	Price.....	46
11.1.3	Place.....	46
11.1.4	Promotion.....	46
	Mad Monday           46	
	Mišmaš Coffee on Instagram and Facebook       47	
	Brochures in the Tourist Information Centre Hustopeče 47	
	Word-of-Mouth Marketing           47	
	Board           47	
11.1.5	People.....	47
11.1.6	Processes .....	48
11.1.7	Physical Evidence.....	48
11.2	MARKETING PLAN COSTS .....	48
11.3	SWOT ANALYSIS.....	49
<b>12</b>	<b>MANAGEMENT PLAN .....</b>	<b>50</b>
12.1	THE ENTREPRENEUR.....	50
12.2	MANAGER OF THE COFFEE SHOP.....	50
12.3	BARISTA – PART-TIME JOB .....	50
12.4	SALARY .....	51
<b>13</b>	<b>FINANCIAL PLAN.....</b>	<b>52</b>

13.1 INITIAL COSTS.....	52
13.2 DEPRECIATION OF FIXED ASSETS .....	53
13.3 OPERATING EXPENSES OF THE FIRST YEAR .....	53
13.4 INITIAL BALANCE SHEET .....	54
13.5 REVENUES.....	55
13.6 PROFIT AND LOSS STATEMENT FOR THE FIRST YEAR .....	57
<b>14 RISKS .....</b>	<b>58</b>
<b>CONCLUSION.....</b>	<b>59</b>
<b>BIBLIOGRAPHY .....</b>	<b>60</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>63</b>
<b>LIST OF FIGURES.....</b>	<b>64</b>
<b>LIST OF TABLES .....</b>	<b>65</b>

## INTRODUCTION

Since 2018, high-quality coffee is still a trend for most people. In 2019, the NCA National Coffee Trends report showed that over 60% of UK customers drank gourmet coffee in the last 24 hours. (Perfect Daily Grind 2020) This trend is expanding worldwide. In the Czech Republic, people are interested in the origin of the product they buy, including the coffee. High-quality coffee is becoming more and more popular every year. (Irozhlas 2021)

This trend led to the idea of realizing a new coffee shop and roastery in small-town Hustopeče. The purpose of establishing the coffee shop is to provide professional services in the coffee industry and a comfortable environment for high school students, tourists and people living and working in the nearby area.

The main aim of this bachelor is to reveal whether the coffee shop and roastery Mišmaš could be established or not. The target market is the town Hustopeče and the nearby surrounding villages. The town Hustopeče is a prominent tourism destination in the South Moravian Region. For example, this town is known for many cultural events, such as the festival Burčákové slavnosti. People can visit many wine cellars, vineyards and go on a guided walking tour through the orchards of almond trees there. Many coffee shops are established in the town, but unfortunately, no coffee beans roastery.

This bachelor thesis is a written business plan for a coffee shop named Mišmaš. The meaning of the Czech word mišmaš is the combination of everything. The purpose of this appellation is a combination of different styles used in this business. The difference from other coffee shops would be visible in the design of the coffee shop. The coffee shop and roastery offers a wide variety of high-quality coffee beans freshly roasted for a customer. People can buy a cup of coffee, a pack of roasted coffee beans or ground coffee in an ecological package. The coffee shop also offers cow milk alternatives such as almond and oat milk for its customers. The main aim of writing a business plan is to have a successful business. It helps guide the process of planning a business. By writing a business plan, an entrepreneur selects long-term needs and strategies to satisfy their requirements. (Abrams 2019, 4)

## **I. THEORY**

## 1 ENTREPRENEURSHIP AND AN ENTREPRENEUR

According to the Czech Commercial Code, entrepreneurship is an activity performed by an entrepreneur independently. This activity must be done continuously, responsibly, and it must be led by the entrepreneur's proper name. The main aim of entrepreneurship is to raise a profit. The profit is used for later investing, achieving finances and technical development. (Vochozka and Mulač 2012, 34) Entrepreneurship is the fulfilment of our and other people's needs. The main goal is the maximization of the value of the particular business. (Martinovičová, Konečný and Vavřina 2019, 12)

Frederick and Kuratko claim that entrepreneurship is a process of vision, change and creation. Energy and passion are essential for this process. An entrepreneur can be called an innovator or a developer. The entrepreneur generates and realizes new ideas and results. They also seek business opportunities and take advantages of them. The person transforms the opportunities into workable plans. As an entrepreneur, it is necessary to make crucial decisions and overcome stereotypes. (Frederick and Kuratko 2010, 23) An entrepreneur is a person who can control an extensive information database. The person knows how to make decisions with respect. (Schmitt and Husson 2017, 24-25)

The main goal of entrepreneurship is to earn more money and become one's own boss. There is no proper appearance of an entrepreneur defined. Everyone can become an entrepreneur. However, there are accepted specific common characteristics that successful entrepreneurs have. (Frederick and Kuratko 2010, 38-39) Entrepreneurs are optimists who work very hard and are committed to their work. Their steps are goal-oriented. They persistently solve problems, and they take personal responsibility. They are also characterised as realists with high integrity. (Frederick and Kuratko 2010, 40) On the other hand, entrepreneurship has a dark side. Entrepreneurs can adapt flawed strategy, or they can fail in delivering it. It can result in criminal behaviour or business failure. Insomnia, stress or headaches could be categorised into the dark side of entrepreneurship too. (Frederick and Kuratko 2010, 45-47)

An entrepreneur could be a natural person or a legal person. The natural person is a human being. The legal person could be made up of various forms such as a general partnership, limited partnership, limited liability company, public limited company, cooperative, associations, foundations and non-profit organisation. (Vochozka and Mulač 2012, 34)

According to Svobodová and Andera (2017, 37), there are features that every entrepreneur or entrepreneurial team should have:

- Knowledge
- Experience
- Skills and abilities
- Contacts

(Svobodová and Andera 2017, 37)

The term that is connected with entrepreneurship is a business opportunity. It is an improvement of existing products or services that creates an advantage over the rivals. Sources of business opportunities could be unsatisfied wants and needs. (Svobodová and Andera 2017, 39)

## 1.1 Business

A business is described as an institution created by entrepreneurship. In the Czech Republic, a business is a subject that performs an economic activity, and the form of the business is not important. The business comprises three components: tangible components of business, employees and employers, and its intangible components. The tangible components of business include movable and immovable property. The intangible components of the business are, for example, composed of brand name, know-how, patents and on and on. (Vochozka and Mulač 2012, 35)

Businesses are established to satisfy the buyer's needs by producing goods and services. Moreover, companies should fulfil the needs of employees and people related to business. The main reason for establishing the business is to generate a profit. (Martinovičová, Konečný, and Vavřina 2019, 12)

The business has its characteristic functions, such as producing a specific product or service to satisfy customer's needs. Technology is necessary for production; therefore, the company has a scientific and technical function. The social function can be represented by employee satisfaction. The company should provide good working conditions for employees. These requirements are connected with corporate responsibility; it means generating a profit and achieving new expectations (for example, environmental standards, keeping and treating skilled employees with respect etc.). Other functions that could be mentioned are, for instance, political, educational and cultural. (Vochozka and Mulač 2012, 35-36)

Due to the competition, companies on the market are created, and other companies cease to exist. The business meets specific stages of existence. The business cycle has these stages: establishing the business, expansion, stabilization, crisis, dissolution and termination of the company. (Martinovičová, Konečný and Vavřina 2019, 19)

## **1.2 Business Legislation**

It is necessary to think about the legal status of a start-up. A natural person or juristic person could realize a business. (Vochozka and Mulač 2012, 34) The natural person could also be called a sole trader, and the act is known as a sole proprietorship. The juristic persons are known as legal entities or corporate bodies.

### **1.2.1 Natural Person**

A natural person means when one person owns all property and has no partners. The person's liability is absolute. In other words, the natural person is responsible for all liabilities. For example, a liability for the debts, obligations or judgements against the company. (Abrams, 2019, 74-75)

Establishing a sole proprietorship is not complicated and requires low expenses. The sole trader can start the business activity right after the registration. He is free to make any decisions about the business. There is no first investment necessary. The sole trader operates with working capital as they need. It is obligatory to report income and expenses from the business. After taxation, all the profit belongs to the entrepreneur. Being a sole trader is risky because of their liability. As the sole trader does all the administrative work, it requires the person to be educated and experienced. (Vochozka and Mulač 2012, 38-39)

### **1.2.2 Juristic Person**

According to Vochozka and Mulač (2012, 40), a juristic person is any entity that has rights and obligations and is not a natural person. The most common form of a juristic person is a corporation. In the Czech Republic, section 513/1991 of the Commercial code solves the establishment, activity and decline of a corporation. After the enrolment to the business register, the juristic person is established. (Vochozka and Mulač 2012, 40)

According to Abrams (2019, 74-75), there are these types of legal forms of business organizations in the United States: general partnership, limited partnership, limited liability partnership, and non-for-profit organization. In the Czech Republic, there are these types of corporations: veřejná obchodní společnost, komanditní společnost, společnost s ručením omezeným, akciová společnost, evropská společnost and evropské hospodářské zájmové

sdužení. (Martinovičová, Konečný and Vavřina 2019, 22) General partnership is the most similar to the Czech veřejná obchodní společnost. Limited partnership is the most similar to komanditní společnost. Further, limited liability partnership is the most similar to společnost s ručením omezeným.

### ***1.2.2.1 General Partnership***

A general partnership is created when more people are involved in the business than just one owner. Partners should be active in their participation in business. More people can bring more ideas and can dedicate more time to accomplish specific tasks. The negative aspect could be when one of the partners causes a debt. Partners are responsible for any obligations and have unlimited personal liability. (Abrams 2019, 74-75)

All partners have the right to manage the company. The amount of registered capital is not determined. The profit is divided equally among all the partners. Additionally, the company must be recorded in the Business Register. (Martinovičová, Konečný and Vavřina 2019, 22-23)

### ***1.2.2.2 Limited Partnership***

For establishing a limited partnership, two persons are necessary at minimum. There are the owner (or owners) and other partners required. There are two types of partners distinguished: general and limited. Being a general partner means that the person manages a business and is responsible for any commitments and debts. A limited partner is not involved in managing the company and is not responsible for any debts and obligations. It protects the person from losing their assets. If a limited partner is involved in managing the business, they can lose their liability protection. (Abrams, 2019, 74-75)

The limited partnership is established after the enrolment to the business register. Limited partner provides some amount of money up to which they are responsible. The registered capital for the limited partner is 1 CZK at minimum. The profit is distributed among the partners according to the regulations of memorandum or in halves. (Martinovičová, Konečný and Vavřina 2019, 22-23) If there is any problem in agreeing on the profit distribution, the profit is divided among the partners according to their shares. (Vochozka and Mulač 2012, 44-45)

### ***1.2.2.3 Limited Liability Partnership***

Limited liability partnership is famous for protection of incorporating combined with most of the sole proprietorship's simplicity. (Abrams 2019, 74-75) Nowadays, there is no



maximum number of members set. However, the minimum number of members is determined to one person. The registered capital is determined to 1 CZK at minimum. Executive directors can only manage the business. According to the memorandum or according to the share, the profit is divided between the directors and members. Their liability is joint and inseparable up to the total amount of the unpaid deposit. (Martinovičová, Konečný and Vavřina 2019, 22-23)

Limited liability partnership is the most common in the Czech Republic. In the company, members invest money or assets (for example, a car, a land or a building). These assets have to be appraised. (Vochozka and Mulač 2012, 43-44)

#### ***1.2.2.4 Not-for-Profit Organization***

Non-for-profit organizations are not operated for the financial benefit. It can be established in the form of an organization, agency, institution, charity, or company. These organizations generally raise money through grants and contributions. (Abrams 2019, 74-75)

## 2 BUSINESS PLAN

Before writing a business plan, one must know what the business plan is and how it is structured. There are plenty of definitions from different sources. Selected definitions from the literature are written right below.

### 2.1 Definition

A business plan is, according to McKeever (2019, 3), “a written document that describes and analyses your business and gives detailed projections about its future.” The entrepreneur needs to define specific goals he/she wants to achieve by establishing a business. In the business plan, there are frameworks for achieving selected goals described. The business plan can be created for a start-up company. As we can see in the theoretical part of this bachelor thesis, the business plan can be written to predict the development of the starting business. Alternatively, it can be created for already existing business due to launch of a new product or project. (Abrams 2019, 5)

There are two more reasons for writing a business plan. As claimed by Shelton (2017, 24), acquiring a business or franchising an existing business and providing potential buyers with information about the business (the management can make buyers interested in the future as the company sees it) triggers people to write a business plan too. A business plan evaluates many features of a business, for example, mission, market, team, competition, financials, goals and many others. According to Svobodová and Andera (2017, 70), the business plan is written for entrepreneurs, investors, banks and grant providers.

A business plan is not just a physical document. It is a process that leads to analysing if the set ideas and goals are achievable and financially attractive. While searching for those ideas and goals, it is necessary to think about the set of messages that should characterize our business idea. Afterwards, an entrepreneur discusses it with employees, investors, funders and others. (Shelton 2017, 23) The business plan helps an entrepreneur to calculate the return on investments. (Svobodová and Andera 2017, 69)

The business plan does not ensure the success of the business idea. It is mainly looking forward, and the owner or management makes assumptions. The business changes through time, which means that our goals change too, and the business plan is never finished. Due to competitors, market conditions, and other changes, the business plan needs to be updated. (Shelton 2017, 13-17)

## 2.2 Division of Business Plans

Červený defines two types of division of business plans. Business plans can be distinguished according to the product/service life cycle. The life cycle of a product has these stages: introduction, growth, maturity and decline. (Červený 2014, 5-7)

Or, business plans can be distinguished according to their purpose:

- A business plan is formed for an existing company or starting organization/entrepreneur. The main purpose is to plan the future of a particular business. Analysis and plans for the realization of a particular company are used.
- A business plan is formed to find a partner for entrepreneurship. An example of this situation can be a fusion of two businesses to achieve partnership.
- The third purpose of constructing a business plan is to create a business plan for a specific bank or investor. The main goal is to achieve finance resources or a loan. (Červený 2014, 8-9)

## 2.3 Principles of Writing

- Intelligibility

The business plan will be read by investors, banks and other people that means it needs to be intelligible for them to identify what the business plan is about and what the idea is.

- Truthfulness

The data, information and strategies used in the business plan should be accurate. Readers of this document want to see the real figures to decide if it is beneficial to invest in this project or not.

- Reality

As was written earlier, the business plan writer should use actual figures. Lying is irresponsible. The reality might be different and unfavourable in case the writer is lying.

- Clarity

This document should be organized and understandable. The writer can use graphs, tables, charts or pictures to clarify the document.

- Accepting the risk

The entrepreneur must be aware of risks that might be connected with starting the business.

- Written sources

The sources are essential for a reader to verify the information written in the document. (Svobodová and Andera 2017, 72-73)

### **3 HOW TO WRITE A BUSINESS PLAN**

When it is necessary to write a business plan, one must know how it is structured. There is not just one right way of writing a business plan. Abrams offered this outline of a business plan and an entrepreneur can use it as a guide.

1. Title Page
2. Executive Summary
3. Company Description
4. Industry Analysis and Trends
5. The Target Market
6. The Competition
7. Strategic Position and Risk Assessment
8. Marketing Plan and Sales Strategy
9. Operations
10. Technology Plan
11. Management and Organization
12. Social Responsibility and Sustainability
13. Development, Milestones and Exit Plan
14. The Financials
15. Appendix

(Abrams 2019, 407-409)

#### **3.1 Title Page**

The title page is an individual page where the title of a business plan, the entrepreneur's name, and personal information, are provided. (McKeever 2019, 212) It contains information about the company, such as the company name, address, phone number and website. There is a place for a logo if the company has one. The company can write their confidentiality statement there. (Pinson 2008, 18)

#### **3.2 Executive Summary**

Before starting the business, an entrepreneur has some innovation or revolutionary product/service that he/she wants to sell. Despite its originality, the executive summary is necessary to create the business plan. The executive summary helps the reader decide if he/she wants to read more about the entrepreneur's business plan. While reading the

executive summary, the reader realizes if he/she wants to continue reading the rest of the business plan. It is better to write this summary at the end of writing the business plan because the summary should reflect the entrepreneur's complex thoughts and plans. It should inform people of its implementation and sense, and investors of its chance to make a profit. (Abrams, 2019, 54-57)

### **3.3 Company Description**

It is necessary to inform the reader about the basic facts of a particular company. The company description tells the reader about the specific service that a company will provide. It depicts basic information of the business, for example, the business category that the entrepreneur has chosen. It is crucial to determine the business category because each category requests different skills to run the business effectively. A problem statement could be another example of a basic fact of a business. It can be explained by the question: What problem does the business solve? (McKeever, 2019, 31-39)

There is much more information written in the company description. As stated by Abrams, what the company does, its products or services, legal status, ownership, management, and location are described in this chapter. This information should tell the reader how the company is growing and how it differs from others. It also shows the company's financial data, how the company is managed. The most challenging item to clarify in this part of the business plan is developing a mission statement that should be connected in detail with the company's goals and objectives. (Abrams 2019, 68-86)

### **3.4 Market Analysis**

When speaking about the market analysis, one must consider two things: market and customer. It is necessary to define the target market and determine its size. Then it is essential to specify the ideal customer. (Shelton 2017, 90)

A target market is a group of people (also businesses or organizations) who share some aspects and are likely to purchase the products. Choosing the target market means describing potential users of the product or service. The target market has to meet these criteria:

- Definable – it answers the question: What do the potential users have in common?
- Meaningful
- Sizable – the market has to be large enough
- Reachable – to the potential clients

(Abrams 2019, 106-107)

As soon as the market is defined, it is time to determine its size and evaluate the competitors. There are segmentation bases according to which the market is defined in terms of demographic, geographic and psychographic description. (Abrams 2019, 107-111)

- Demographic segmentation – The target market is defined by the most basic and observable criteria such as age, gender, income, education.
- Geographic segmentation – It characterizes the market according to neighbourhood, city, state, region, nation, climate, etc. When selling things online, the company can view the whole world as the target market. However, some limitations are hard to avoid, such as language, licencing, legal issues and others.
- Niche market – This is a small segment of people who share the same interests, habits or similar characteristics. Here the small businesses can take advantage and become a market leader.
- Psychographic segmentation – It is the process of segmenting the market according to the attitudes, tastes, values, business styles, lifestyle, and the desire of a customer. (Pinson 2008, 47-48) (Abrams 2019, 107-111)

The company should know the customer's interests. It is necessary to observe the customers and discover what other product or services they buy. After defining the target market, the company must specify the size of the market and evaluate trends that may affect the market soon. The target market has to have ideal size. If it is too small, it will not get enough customers. If it is too big, the company needs to deal with too many competitors and market campaigns. (Abrams 2019, 115-116)

### **3.4.1 Questionnaire**

For market research, it is common to use questionnaires. It prevents the company from making wrong decisions. The questionnaire can be created online or on paper. It should be administered by the characteristic sample of the target market. (Pinson 2008, 49)

The questionnaire is handy in the term of collecting data. Quantitative research is used when the creator wants to profile a sample in terms of numbers or manage large sums of opinions, attitudes, behaviours, etc. Before creating the questionnaire, it is important to be clear about the goals and objectives of the research. Subsequently, the writer must consider the type of questions. There are, for example, open and closed questions or Likert scale questions. Closed questions should provide a number of options from which the respondent selects. Open questions are easier to design because the respondent can write their own ideas or solutions. The questionnaire should be as short as possible, should not lead or have

implicit assumptions or be too general. One question should not be composed of two questions. It is better to use yes/no answers only exceptionally. Double negatives in one question can be confusing for a respondent. (Rowley 2014, 308-315)

### **3.4.2 Description of the Target Customer**

Every customer is different but creating an imaginary target customer can help the entrepreneur. While completing this task, the writer must be specific and personal. It is easier to think about a friend as the customer. This description should contain age, education, occupation, income, hobbies, family status and other information. (McKeever 2019, 184)

### **3.4.3 PEST Analysis**

PEST analysis contains four categories of external environmental factors: political, economic, social, and technological. These factors can affect each other. (Ho 2014, 6478-6479) The PEST analysis is a valuable tool that can be used for market understanding, business and marketing planning, and business and product development. It can tell the writer if the market is growing or declining. (Koumparoulis 2013, 31-32)

- Political factors

Political factors contain mainly governmental interventions. There are governmental tax policies, government stability, environmental regulations and many more included. (Ho 2014, 6479-6480)

- Economic factors

Economic factors include macroeconomic conditions of the external environment and contain seasonal circumstances. These are represented by, for example, interest rates, exchange rates, GDP, inflation and others. (Ho 2014, 6479-6480)

- Social factors

Social factors are composed of social, cultural and demographic factors. Social factors could be, for example, demographic trends, gender roles, living standards and more. (Ho 2014, 6479-6480)

- Technological factors

This category contains technology-related activities, technological changes, and technological infrastructures of the external environment. Technological trends and innovations, technology legislation, etc. are good examples of technological factors. (Ho 2014, 6479-6481)

### 3.5 Competition

As was mentioned by Shelton, it is a good idea to visit competitors as a potential customer to find out new information about their business. The explorer can collect some data: how many customers were there, how many customers were buying products or just observing. When searching for views on managing the business, the visit of the same types of companies in another town or country can help. (Shelton 2017, 92)

Evaluating the competitor can help the entrepreneur find the strengths of his business. It can help him/her differentiate the company from the competition. Commonly, a customer compares one business with other businesses. The entrepreneur must think for a moment like a customer and try to compare his/her business as the customer does. The customer perceives factors such as product or service features, costs, quality, durability, design features, the relationship with the customer, and the company's perception. It is useful to write down and evaluate the strengths and weaknesses of the competitor. (McKeever 2019, 181-182) (Abrams 2020, 124-129)

#### 3.5.1 SWOT Matrix

For evaluating the competitors, an entrepreneur might use a SWOT matrix. SWOT stands for strengths, weaknesses, opportunities, and threats. (Shelton 2017, 95) Strengths and weaknesses are internal factors. Strengths are positive factors or capabilities that a company needs for reaching its goals. Weaknesses are limiting conditions that are viewed as obstructions in the way to achieve the company's goals. Opportunities and threats are external factors. A company can take advantage of opportunities. Opportunities are also called favourable factors. Threats can be challenging for the company's performance. (Armstrong, Kotler and Opresnik 2017, 84-85)

### 3.6 Risks

There is no risk-free business. High risks and low risks can be differentiated, but the kind of risk matters as well. There are several types of risks that a company can face. For example, market risks are connected with the market itself. There is a possibility that the market is not ready or just simply does not respond to the product. If a new competitor enters the market, this situation is called competitive risk. Nevertheless, it is not just about the new competition. The present competitors can respond to the coming situation on the market. Technological risks are closely related to product risks. Capitalization risks are related to creating a budget. The entrepreneur might overestimate income or undervalue costs, and this mistake might



cause bankruptcy. (Abrams 2019, 154-155) The owner's risk expertise is connected with the experience of the entrepreneur. He/she may be a beginner in the industry, which might be a disadvantage for the person. The business has its cycles of growth and decline based on aspects such as trends, technology etc. Trends might change very quickly because they are influenced by the demand. It is crucial to forecast the cycles and trends of the business. (McKeever 2019, 193)

### **3.7 Marketing Plan and Sales Strategy**

Reaching customers is one of the most important steps in starting a business. In the marketing strategy, an entrepreneur specifies these points: how a company makes a customer informed about the service, the message spread about the service and company, marketing methods, and current sales. The marketing plan should be cost-effective and realistic. (Abrams 2019, 164-165)

The four Ps of marketing mix influence a customer to buy products. The four Ps in the marketing mix:

- Product – offered products or services
- Price – the amount of money that is necessary to be paid by a consumer to get the product or service
- Place – activities the company does that make the product available for a customer
- Promotion – activities the company does that communicate with a customer and persuade him/her to buy the product or service

(Armstrong, Kotler and Opresnik 2017, 79-83)

- Speaking about service, 4Ps are widened to 7Ps. Three more Ps: People, Processes and Physical evidence are added

(Chaffey and Ellis-Chadwick 2016, 250)

The marketing plan is successful when it meets specific criteria: a result-oriented plan and specific, measurable, and realistic goals. After all, the formation of sales, advertising and public relations work together to achieve these goals. The goals are created to make a stronger brand, increase product/service sales, and many more. (Pinson 2008, 44-45)

After that, it is necessary to think about the channels of communication. The marketing strategy needs to be carefully elaborated because a promotion costs money. It means that the marketing program should be affordable. The program must be created to reach the target customer. It is advantageous to use more than one method, and it should be repeated to reach the target customer. Many methods can be used. An example of online marketing could be

a social media site that can bring a good result and is less expensive. Social media is a creative way of how to communicate with a customer. It is necessary to select the right site and provide relevant and attractive content. (Abrams 2019,169-170) Social media could be beneficial in many ways, such as customer service, market research, competitor analysis, PR and more. (Shelton 2017, 105)

There are many other methods used in online marketing. For example, web ads are banners placed on the web page to inform the customer about some product or service and influence him/her to buy it. There are different examples of online marketing, such as online auctions, sponsorships, blogs and others. (Armstrong, Kotler and Opresnik 2017, 462-464)

Alternative methods could be printed media, online advertising, company website, direct mail, public relations, sampling, brochures, broadcast media, networking and many others. Special offers and premiums can lead to an increase in sales revenues. Special offers are products or services sold to attract customers; however, selling them creates little or no profit for the entrepreneur. Premiums can be some extras given as a gift. (Abrams 2019, 169-173)

### **3.8 Management**

People are a crucial factor for a company. The success of the business is based on the quality of people. A business demands a skilled and experienced team of employees. The management plan consists of two main sectors: people who run the business, and the management structure and style. (Abrams 2019, 236-237) For start-ups, the founder is an essential individual and usually does most of the work. Sometimes they perform more activities in the company. It is better to start as a smaller company with several employees and grow. (Pinson 2008, 39-40)

In the management plan, key employees are identified. Qualifications for particular job positions are written there. After describing key employees, the founder presents the type of compensation. The most typical compensation is salary. There can be bonuses for employees for their performance offered. There are many other types of compensation, for example, benefits, vacation time, equity or commissions. (Abrams 2019, 236-242) There is also how an entrepreneur will organize a business or how an entrepreneur will perform activities such as accounting and bookkeeping written in the management plan. (Shelton 2017, 131)

There are five vital features of management styles: clear policies, communication, employee recognition, employee's ability to affect change and fairness. Communication is

essential in the workplace. Every employee wants to feel important and, of course, a part of the team. (Abrams 2019, 251)

### **3.9 The Financials**

Financials play a crucial role for an entrepreneur in controlling and managing the business. It is beneficial to check the financial statements because it can tell the entrepreneur a lot about the company's situation. For the first time, professional accountants are a better choice. They can establish the initial documents and help the entrepreneur with financial understanding. (Abrams 2019, 290-297)

Financial documents reveal the past, present and planned finances. (Pinson 2008, 77) According to Abrams (2019, 297), in the financial structure, there are important documents such as:

- Income Statement
- Cash Flow Projections
- Balance Sheet

#### **3.9.1 Income Statement**

The income statement, also called the Profit and Loss statement, shows how profitable the company is. (Abrams 2019, 310) In the first place, it shows revenues. In other words, it starts with the money that a company earns. Secondly, there are direct costs, which are mainly variable costs, such as employee benefits and manufacturing costs. Further, there are all other costs, usually fixed costs such as rent, insurance and marketing. The result of the income statement is a net profit. (Shelton 2017, 141-144)

#### **3.9.2 Cash Flow Projections**

Cash flow shows the real picture of how the money goes in and out of business. Cash flow can depict the entrepreneur what to expect in the future. (Abrams 2019,311) It has three classifications:

- Cash flow from operations – this section needs to be in positive numbers because it shows the cash-generating power of the business
- Cash flow from investments – this section benefits from the transactions made, for example, the purchase of a building
- Cash flow from financing – this part contains loans and their payments

(Shelton 2017, 148-150)

Cash flow ends with the tabulation of the cash a company started with, the total amount of cash generated over some period of time, expenditures, and the amount of cash at the end. The ending amount of cash should equal the company's bank account. (Shelton 2017, 148-150)

### **3.9.3 Balance Sheet**

The balance sheet is essential for the entrepreneur and investors to see the company's existing property and equipment. The balance sheet demonstrates the company's assets, liabilities and equity of the business at a particular time. (Shelton 2017, 151) The balance sheet has two sides. The company's assets are on one side of the balance sheet. These assets are current (such as cash, inventory) and fixed (such as land, equipment, facilities). On the opposite side of the balance sheet, there are liabilities. Liabilities are current (for example, short-term notes payable, income taxes due) and long-term (for example, long-term loans). After fulfilling the balance sheet, the total amount of assets and the total amount of liabilities balance, are equal. The final result is the net worth of the company. (Abrams 2019,315-316)

$$\textit{Total Assets} = \textit{Total Liabilities} + \textit{Equities}$$

### **3.10 Appendix**

Appendix enriches the business plan with information, such as more significant or specific details about the technology, market research, location and many others. (Abrams 2019, 334) It helps the reader to see the bigger picture. Many materials can be included in the appendix. (Shelton 2017, 167-168) For example, it contains key contracts, photos, a list of locations, resumes of key managers, market research results, etc. (Abrams 2019, 334-335)

#### **4 SUMMARY OF THE THEORETICAL PART**

The theoretical part deals with entrepreneurship. It explained what it means to be an entrepreneur. Some features of how an entrepreneur behaves and crucial factors every entrepreneur should have are written here. Subsequently, this chapter describes a business. It includes characteristic functions that companies have. Afterwards, the author writes about the legal statuses of the business. The following chapter defines a business plan. The reader can learn why the business plan is written and for whom it is written. The chapter, later on, characterizes a division and principles of writing a business plan. The final chapter deals with writing the business plan. There is the structure of the business plan outlined. The crucial parts of the business plan are mentioned and, after that, shortly described.

## **II. ANALYSIS**

## 5 TITLE PAGE

A business plan for a coffee shop and roastery Mišmaš



*Figure 1: Logo (own creation)*

Legal form:	Sole proprietorship
Residence of the company:	Dukelské náměstí 37/11 Hustopeče
Created by:	Tereza Krčková
Contact on founder:	Email: terez.krckova@gmail.com Telephone: 766 322 144
Instagram:	Mišmašcoffee
Purpose of the company:	The main aim of establishing a new coffee shop and roastery in Hustopeče is to fulfil the market with freshly roasted coffee of high quality.
Company's description:	A coffee shop that offers wide range of high-quality coffee beans.
Financing:	Initial deposit: 200,000 CZK Bank loan: 500,000 CZK

## 6 EXECUTIVE SUMMARY

The coffee shop and roastery Mišmaš is established for customers who prefer quality coffee. The company wants to deliver high-quality coffee beans and coffee products to customers. The coffee shop desires to create a comfortable environment and serve a wide variety of coffee products to its clients. The coffee shop has the competitive advantage of being the only coffee roastery in Hustopeče.

Mišmaš produces freshly roasted coffee beans. The customer can taste the coffee in the coffee shop where the person can sit and meet with friends, relax or something else. The coffee shop also offers to buy a pack of freshly roasted coffee beans for their home usage. The beans are sold as unbroken coffee beans (for the customer's coffee machines) or ground coffee (for French presses, etc.). The package is ecological and can be composted. For people who seek milk alternatives, the coffee shop produces almond and oat milk as an alternative for cow milk.

The coffee shop has an elaborated marketing plan. They offer premiums such as a cookie on Mondays for free. They want to create Instagram and Facebook accounts for being in touch with the customers. The company is convinced that sharing information online will help them with their promotion. As the last example of the company's marketing strategies, the company has its brochures available in the tourist information centre and coffee shop.

The owner is Tereza Krčková, who manages the business as the sole trader. She provided the initial deposit of 200,000 CZK, and she intends to take the bank loan for 500,000 CZK. The initial costs needed for establishing the business are 620,040 CZK. According to the questionnaire, the actual profit scenario for the first year of operating was calculated.

The owner's work is to operate with the coffee bean roaster, accounting and bookkeeping activities, the overall coffee shop managing such as the products supply, social media promotion, creating the best working environment for employees, and many other actions. The owner seeks an experienced manager of the coffee shop. This person will take care of customers and, on some occasions, help the owner with managing the business and social media. One more key person for starting the business is the part-time worker. This person will work only in the summer season. It is a benefit if he/she knows how to work with people and in the coffee shop.



## **7 MAIN CHARACTERISTICS**

The coffee shop and roastery Mišmaš is a sole proprietorship established in the small town Hustopeče. It provides professional service in the coffee industry. The business is located in Dukelské náměstí 37/11 Hustopeče, where customers can enjoy a comfortable environment and buy freshly roasted coffee beans, a cup of their favourite coffee, a glass of homemade lemonade or a piece of cake.

### **7.1 The Company's Mission**

The company's mission is to deliver freshly roasted coffee beans to people. This company wants to allow customers to buy freshly roasted coffee for their home usage, taste coffee in the coffee shop, and serve refreshments and snacks. Mišmaš is formed by a team of knowledgeable baristas and experienced waitresses that wants to deliver high-quality coffee. This coffee shop also wants to offer a relaxed and friendly atmosphere for its customers as a standard. Another company's vital goal is to build long-term relationships with customers and become known in the nearby area.

### **7.2 Services**

This coffee shop and roastery offers a wide variety of high-quality coffee beans. Beans are freshly roasted and ground for the customer to enjoy a cup of coffee. People can sit in the coffee shop and drink coffee or other beverages in a comfortable environment. Mišmaš also provides the takeaway service. People can buy a bag of coffee beans or ground coffee for the coffee machines, French presses or other devices that process coffee they have at home. Now speaking about the location, there is a grammar school and a high school situated in the town. Students may search for a place where they can wait for their lessons or buses, and where they can meet their friends or family members. Many people work in the town, and they can have resembling needs like the students. In the summer, the town is usually full of tourists, mainly from the Czech Republic, and the company is ready to satisfy their needs. In the future, Mišmaš coffee shop wants to expand online. The idea is to create an e-shop for people who want to order coffee beans or ground coffee to enjoy it at home.

### **7.3 Legal Status and Ownership**

The coffee shop is established as a sole proprietorship. The one and only owner is Tereza Krčková, the sole proprietor of this company. The owner has chosen this type of legal status because she wants to operate the business herself. Another purpose of selecting this legal

status is the size of the company. She prefers a small family-owned coffee shop. The owner has made an initial deposit of 200,000 CZK, and the intended bank loan is calculated for 500,000 CZK.

## 7.4 PEST Analysis

This analysis studies political, economic, social and technological factors. These external factors can influence the company in terms of profitability, growth etc. Every aspect of the analysis is described here.

### 7.4.1 Political Aspect

- Trade Licencing Act

According to Act No. 455/1991 Coll. about trade licencing, a trade licence is necessary for performing activities in restaurant services. To achieve this licence, a person must:

- reach the age of 18
- have the total legal capacity
- have an absence of a criminal record
- have no tax arrears
- be qualified

If the person lacks the professional qualification, it is possible to run the business with the help of a responsible person who is qualified or has experience in this specific area. Unqualified notifiable trade requires a fee of 1,000 CZK.

- Civil Code

Part 5 in the New Civil Code defines entrepreneurship.

- Income Tax Act

The natural person is bound to pay a 15% income tax rate. Furthermore, an employer must pay 25% social taxes and 9% health taxes for oneself and all employees.

- Hygiene

Restaurant services must meet hygienic requirements. Decree No. 137/2004 about hygienic requirements for food services and the principles of personal and operational hygiene in epidemiologically serious activities is a document that defines hygienic requirements. Moreover, there are other crucial laws, such as Act No. 258/2000 on the protection of public

health and Regulation (EC) No 852/2004 of the European Parliament and the Council on the hygiene of foodstuffs.

- Final Approval of the Spaces

Business premises need to be finally approved by hygienists, firefighters, and conservationist of the building if it is necessary. The premises need to be approved by the municipality of the particular city. In this case, the premises were already approved before because there were coffee shops established in the past. In this case, it is necessary to report the business on the municipality of a particular city.

#### **7.4.2 Economic Aspect**

Economic features that can affect a business are GDP, unemployment rate, inflation, interest rate and investing. In the Czech Republic, GDP recently fell by 5.6%. The decrease was caused by the situation of Covid-19 which in the Czech Republic started in March 2020 and continues in the year 2021. It was calculated as the deepest decrease in the economy in the history of the Czech Republic. In the first third of the year 2021, government regulations still restrict the business environment. It was a rapid change from the year 2017, which had the highest GDP rate since 2007 (4.6%). (Kurzy.cz 2021) The rapid change was caused by the slump of foreign demand and because the government spending has grown. (Svaz průmyslu a dopravy České republiky 2021) In May 2020, the unemployment rate started to rise. In January 2021, the unemployment rate climbed to 4.3%. (Kurzy.cz 2021) The average annual inflation rate in the Czech Republic reached 3.2% at the end of the year 2020. In January 2021, this number dropped to 3.0%. Since 2018 there was an increase of 1.1%. (Český statistický úřad 2021) The pandemic creates a difficult situation in establishing a start-up. From the writer's point of view, the best time for establishing this business is after the end of the pandemic when the economic situation will be favourable for coffee shops.

#### **7.4.3 Social Aspect**

People drink around three to four cups a day in the Czech Republic. The type of coffee they choose differs depending on the sex. Men mainly select Turkish coffee or espresso. Women mostly pick coffee with milk, such as cappuccino or latte macchiato. Czech people search for high-quality coffee. (Novinky.cz 2019) Specialty coffee is getting more and more popular among Czech people. The country of origin of coffee products is important for customers. Due to Covid-19 restrictions, coffee shops have been closed. This situation led

to an increase in demand for high-quality coffee beans. The sale of coffee beans increased by 20-30% in e-shops and coffee shops. (Irozhlas 2021)

#### 7.4.4 Technological Aspect

The most crucial technological devices in the coffee industry are a coffee bean roaster and a coffee machine. Coffee roasting is a process in which the chemical structure of coffee beans changes. Each roastery has its method of roasting which is based on technology and their own experience. For the first time, it is necessary to try some techniques and invent one's style of roasting. Important factors that influence the transformation of the coffee beans are temperature, speed, and air that comes to the drum of the coffee bean roaster. Tasting is a crucial step in the whole process.

The next step in the coffee-making process is the grinding of coffee beans. Coffee grinding influences the final taste of the coffee. The coffee must not be ground neither too finely nor too coarsely. For typical espresso, 7 grams of ground coffee is used. The coffee machine is the last essential device in the process of making a coffee drink.

### 7.5 Opening Hours

According to the questionnaire, people living in the target market visit coffee shops on workdays and weekends. It shows an everyday demand. When thinking about the opening hours, based on the questionnaire results, people from the target market seem to be visiting coffee shops in the afternoon. The results have shown the highest demand from 12:30 to 17:00. The information gathered from the questionnaire and the opening hours collected from the competition helped create opening hours for the coffee shop Mišmaš.

*Table 1: Opening hours (own creation)*

	<b>From</b>	<b>To</b>
<b>Monday to Friday</b>	12:00	18:00
<b>Saturday and Sunday</b>	12:00	18:00

Opening hours are not fixed. The company is willing to adapt them according to the actual demand. There may be more customers in the summer season due to the summer holidays.

The opening hours for staff differ. It is requisite for the employee to come for the shift 30 minutes before its beginning in order to prepare everything needed in the coffee shop. It is necessary to turn on the coffee machine, set up tables etc. It is crucial to clean the

workspace at the end of the shift. It means that the closing hour for the employee is around 18:30.

## 7.6 Place

The location is desirable and promising. Hustopeče is a small town known for its wine cellars, wine yards and almond tree orchard. The town is a prominent tourism destination in the South Moravian Region. There are a bus station and a train station just a few metres away from the town square. The tourist information centre is located just across the street. On the square, there are a unique church and a Neo-Renaissance town hall. These sights are also popular among tourists.

The entrepreneur decided to rent spaces in a building in the main square of the town Hustopeče. Some time ago, there were a tea room and a coffee shop established. It means that the space has been partially reconstructed. However, it is necessary to repaint the room. The bar is modernized, and the bathrooms are also in good condition. The entrepreneur needs to buy new machinery and equipment. There is the possibility to buy some of the previous equipment such as chairs and tables.

The size of the space is 110 m<sup>2</sup>. There is an area for the coffee shop, which comprises two connected rooms containing the bar. There is also one operating room that is suitable for the roastery. It is intended to place the coffee bean roaster into this room.

The plan is that the room with the bar will be equipped with four tables and each of them will have three chairs. There will also be one small table with comfortable armchairs. The connected room will offer four seating areas composed of four tables, and each of them will have four sitting places. The total capacity is 30 people.

## 7.7 Machinery and Equipment

For establishing a coffee shop and roastery, it is essential to buy machinery and equipment. The table below includes all machinery and equipment necessary for company Mišmaš. There are store and price for every single item described. The total price shows the amount of money that the entrepreneur needs for establishing the coffee shop and roastery.

*Table 2: Machinery and equipment (own creation)*

Items	Store	Price (CZK)
<b>Coffee bean roaster</b>	Exapro	277,000
<b>Showcase refrigerator</b>	Alza.cz	19,920
<b>Mini fridge</b>	Alza.cz	2,300

<b>Coffee machine</b>	Sbazar.cz	50,000
<b>Coffee grinder</b>	Sbazar.cz	19,000
<b>Blender</b>	Alza.cz	2,100
<b>Digital scale</b>	Alza.cz	350
<b>Ice machine</b>	Mall.cz	4,000
<b>Tables + chairs</b>	Ikea	50,000
<b>Wi-Fi router</b>	Alza.cz	1,500
<b>Kitchen equipment</b>	Ikea	10,000
<b>Marketing (board)</b>	ALLboards	1,250
<b>TOTAL</b>		<b>437,420</b>

## 7.8 Description of the Products

In the coffee shop, coffee beans are freshly roasted. Customers can buy a package of coffee beans or ground coffee for home usage, or they can buy a cup of coffee and enjoy it in the shop. The customer can choose the type of coffee beans he/she would like to taste. Additionally, the customer can select the type of milk when choosing coffee with milk. The supply includes snacks such as cakes, cookies etc. The coffee shop offers non-alcoholic and alcoholic beverages. There is a list of products a customer can buy in the coffee shop. The full menu is available in Appendix P III.

### Coffee

The green coffee beans are supplied by internet wholesale APe Pražirna a balirna. In the beginning, this company was a small roastery. Recently, it has expanded and started to sell green unroasted coffee beans. A customer can pick a type of coffee beans and a type of coffee drink he/she wants to taste. The staff is willing to help the customer select the suitable type of coffee for the particular customer according to their preferences. Customer can buy a pack of roasted coffee beans or a bag of ground coffee for their home usage. Beans are ordered online, and they are transported by a transportation company.

### Package

Packaging is provided by the company DOYPACKY. This company produces doypacks that are suitable for food packaging. The doypack has a zip opening, so it keeps the food inside fresh. The doypack selected by the owner is called BIOOver Premium. This whole pack is compostable, and for that reason, it is safe for the environment. It can be composted even in the home composter. Doypacks are ordered via e-shop, and they are transported by a transportation company.

**Milk**

The owner knows that there may be lactose intolerant customers, vegans or customers who just like a different type of milk. There is the opportunity to choose between various kinds of milk. The coffee shop offers almond milk and oat milk as an alternative for cow milk. These cow milk alternatives are produced by the owner or an employee of the coffee shop. Makro.cz supplies almonds and oats.

**Snacks**

The coffee shop sells sweet snacks as a complement to coffee. These cakes are baked by the young and talented lady, known on Instagram as @ivku.chyni. She bakes cheesecakes, mascarpone cakes, macaroons and other sweets. Two cakes are supplied twice a week, on Monday and Friday. Cakes are transported by the baker. Cookies are baked by the owner. These cookies are on the menu, and on Mondays, they are used as a part of the marketing plan (more written in chapter 11.1). Cookies are baked on Monday and Thursday by the owner.

**Wine**

The coffee shop selected Vinný Sklep U Otáhalů as the local wine supplier. It is a small family-owned winery that produces outstanding wine. This winery is located in Hustopeče and is well-known on the target market.

**Soft drinks**

Homemade lemonades are made from frozen fruits, herbs and Monin syrups. The coffee shop offers a wide variety of teas. All these products are supplied by Makro.cz via their online e-shop which provides transport. Water is available for free for every customer of the coffee shop. The entrepreneur is convinced that high-quality coffee shops should provide this kind of service.

## 8 TARGET MARKET

The coffee shop and roastery Mišmaš is situated in the small town Hustopeče. Based on the geographic segmentation the target market is the town Hustopeče and villages that are close to this town. Villages that belong to the target market are at maximum 12 kilometres distant from the town Hustopeče. Villages that are part of the target market: Kurdějov, Horní Bojanovice, Němčičky, Boleradice, Diváky, Nikolčice, Šitbořice, Křepice, Velké Němčice, Uherčice, Starovice, Popice, Pouzdřany, Strachotín, Šakvice, Starovičky, Zaječí, Velké Pavlovice.

Hustopeče had 5,975 inhabitants for the year 2019. These mentioned villages had 20,592 in total for the year 2019. After subtracting children from 0-14 years, the total numbers are 5,043 inhabitants for the town Hustopeče and 17,296 inhabitants for the neighbouring villages. (Český statistický úřad 2021)

There already are coffee shops in the target market established. These coffee shops are described and analysed in the next chapter. In Hustopeče, people can find three coffee shops, and in the mentioned villages, customers can visit three coffee shops and one roastery. All these coffee shops offer mainly one type of coffee to their customers. There is the possibility to buy ground coffee in some of the coffee shops. The mentioned roastery has a coffee shop on wheels opened just in the summer season. Out of season, it provides only e-shop services.

### 8.1 Target Customers

This company wants to offer high-quality coffee to people who prefer quality to quantity. Mašmaš wants to sell coffee to people who live in Hustopeče and the nearby area for their home usage. It also wants them to come and taste the coffee in its building where the coffee is roasted. They can sit in the coffee shop, and the coffee shop's trained personnel is ready to serve them. The personnel can help customers choose the type of coffee according to their preferences.

The target customers are:

- People living in the town Hustopeče
- People living in the near area of the town Hustopeče (these villages were mentioned in chapter 8)
- Students of high schools located in the town Hustopeče
- People who work in the town Hustopeče (companies, municipality) and mentioned villages
- Tourists



## 9 QUESTIONNAIRE RESULTS

The questionnaire was created via software Google Forms. This software was chosen because it is available and easy to use. The full results can be found in Appendix P II.

The questionnaire was completed by 108 people from the target market, 40 of which live in the town Hustopeče, and 68 people live in the surrounding villages. The questionnaire was composed of 10 questions. The questions were based on quantitative research that is suitable for this study because it processes large quantities of answers and gives a satisfactory comparison of the results. Closed questions are used. Two questions offer an answer “other”, which allows the respondent to add his/her ideas. Only one question allows more than one answer. Two from the initial 108 responses were removed because of incompleteness. As a result, there are 106 adequate responses in total. From the total of 106 respondents, 40 people live in the town Hustopeče, and 66 people live in the surrounding villages.

The questionnaire was available from 16th February to 4th March 2021. It was placed on the writer’s social media Instagram and Facebook. She also sent the questionnaire to an employee of the tourist information centre Hustopeče, who helped her find more respondents from the town. Answers were individually evaluated, and from these answers, results were deduced.

The first question focused on the fact whether respondents visit coffee shops or not. Almost half of them (51 people) answered this question by admitting that they visit coffee shops only a few times a year. There were 25 people answering this question: several times a month. Seventeen people reacted to this question by answering that they visit coffee shops in the target market one time a week at a maximum, and 13 respondents have chosen the answer: several times a week.

The questionnaire continued with the question about the day and time of visiting the coffee shop. In total, 42 people admitted that they visit coffee shops on weekdays, 24 people on weekends and 40 people have chosen the option: on weekdays and weekends. Now, referring to the time, only nine respondents come to the coffee shops before noon, 28 respondents visit coffee shops from 12:30 to 15:00, the majority of respondents (59) visit coffee shops from 15:30 to 17:00 and ten people like the opportunity to go to the coffee shop from 17:30 to 20:00.

The questionnaire shows that 69 respondents **would like to have the chance to choose the type of coffee beans** which they like. Moreover, 81 respondents from the total **are interested in buying high-quality coffee beans** or ground coffee for their home usage. As

an advantage for this coffee shop, almost 52% of people from the total **do not have their favourite coffee shop** in the target market.

People from the target market choose the coffee shop according to its visual aspect, quality of its coffee, location and service. Price and wide offer were chosen by less than 25% of people. They often visit coffee shops with the aim to chat with their friends.

The last aspect researched was the price. Just seven respondents spend less than 60 CZK per visit to the coffee shop. The majority of respondents **spend from 70 to 150 CZK**, 26 people pay in the coffee shop from 160 to 250 CZK. Only three respondents spend more than 260 CZK per one visit.

## 10 COMPETITORS

As was written earlier, there is no coffee roastery established in Hustopeče. However, people can visit three coffee shops in the town. The coffee shops could be classified as direct competitors. These competitors were observed, and their products were tested. Firstly, there is the description of the competitors. After that, there is an analysis of the competitors depicted.

### 10.1 Description of Competitors

This is a list of competitors of the company Mišmaš. In this chapter, every competitor is shortly characterized. Their location and opening hours are shared, and after that, there is a short description. In the end, their strengths and weaknesses are summarized.

#### 10.1.1 Hustopečská Mandlárna

Location:	Na úvoze 633/2, 693 01 Hustopeče
Opening hours:	Monday to Friday (8:00-17:00) Saturday (9:00-18:00) Sunday (9:00-17:00)
Description:	Mandlárna is famous for its almond liqueurs, almond coffee and tea and many more products made from almonds. It is connected with the unique almond orchard situated in the town Hustopeče. The interior has a nice design, and their marketing strategies are successful. Their social media marketing is the best of all the other coffee shops.
Strengths:	Original taste of coffee, one coffee shop in Hustopeče and second coffee shop in Brno, strong marketing and social media connection, homemade cakes, nice design, people can buy ground almond coffee
Weaknesses:	One type of coffee – with the almond flavour, location – it may be challenging to find it

#### 10.1.2 Lazy Fox – Kinokavárna a catering

Location:	Dukelské náměstí. 42/15, 693 01 Hustopeče
Opening hours:	Monday to Sunday (9:30-18:00)

Description:	Lazy Fox is a coffee shop located in the building of a cinema. They offer vegetarian and vegan food and cakes to the customers. Their coffee supplier is the company Manuel Caffé.
Strengths:	Catering, handmade cakes, vegetarian and vegan food, location, cinema, nice design, Czech coffee
Weaknesses:	One type of coffee, no ground coffee to buy

### 10.1.3 Cukrárna Romance

Location:	Kosmákova 47/4, 693 01 Hustopeče
Opening hours:	Monday to Saturday (10:00-18:00) Sunday (13:00-18:00)
Description:	Cukrárna Romance is a coffee shop and sweet shop situated in the town square. The interior design is old fashioned. In the summer, there is outside seating with a quiet environment and nice view on the town square.
Strengths:	Location, ice-cream, a fourteen-year-old coffee shop which is well known among inhabitants of the town, more types of coffee
Weaknesses:	Old-fashioned interior design, no ground coffee to buy

## 10.2 The Analysis of Competitors

This analysis of competitors shows a comparison of the mentioned coffee shops. The three coffee shops are located in the town Hustopeče. All these mentioned competitors were analysed based on the criteria of location, price, range of products, availability, design and communication. The location is analysed according to the place where the coffee shop is established. It solves the question if it is visible and noticeable by customers and tourists. Price evaluates if the product is achievable and optimal for people in the target market. The range of products is mainly focused on the range of coffee beans selection and supply. That means how many types of coffee beans they offer and the possibility of buying roasted coffee beans or ground coffee. Availability mainly evaluates their opening hours. Design judges its style, environment and organization of the interior. The term communication means how effectively the company shares information with its customers and how effectively it uses its websites and social media.

Based on these criteria, every coffee shop was evaluated on a scale from 10 to 0 points. The best result is evaluated by 10 points. The worst performance is evaluated by 0 points. The criteria have the same importance. From the writer's point of view, all of these criteria are crucial, complement each other and create a successful coffee shop.

All of the three coffee shops could be mentioned as strong competitors. Location of **Hustopečská Mandlárna** is not favourable enough. It is distant from the square, and it can cause problems for tourist to find it. For that reason, Mandlárna gained only 6 points for location. In all of these mentioned coffee shops, the price is equal. The writer thinks that coffee drinks are valued well, and the prices are optimal. This is why the writer gave all of them 10 points for the criterion price. Based on the fact that all of these coffee shops offer one type of coffee beans to their customers, the range of products was evaluated as an average (5 points). Mandlárna's opening hours are suitable for people. Opening hours do not change, only the opening hours on Sunday are reduced a bit. Its design is creative, and because of recent renovations, the interior is modern, pleasing and simple. Mandlárna has very powerful social media and marketing communication. They share their new information online on social media such as Instagram and Facebook. Their websites are well-made, and additionally, they provide online shopping. From the point of view of the writer, their work is brilliant in this sphere, and this is why their performance in communication was evaluated by 10 points. Moreover, it is composed of two shops. One shop is located in the town Hustopeče and the second one is located in Brno. It is well-known among the inhabitants and tourists.

**Lazy Fox** kinokavárna has a great location. It is located in the building of a cinema. As a benefit, this building is a part of the tourist information centre thereby tourists can find this coffee shop easily. They offer homemade cakes and refreshments. Its opening hours do not change, and people can visit this coffee shop every day. Result of the recent reconstruction of the cinema, the coffee shop is completely new and modernized. It is nice and clean, but from the point of view of the writer, it is too minimalistic. For that reason, the writer gave them 8 points for the design. In summer, they offer seating in front of the building, which offers an attractive environment. The writer evaluated their communication performance by 6 points. They try to communicate with people online, but they are not as successful and experienced as Mandlárna.

**Cukrárna Romance** is well-located. It is situated in the town's square, and people can find it easily. They offer outside seating in the summer, which provides a beautiful seating area overlooking the square. Their opening hours correspond with the demand. The design

of the coffee shop is old-fashioned. The writer does not appreciate their style, and in this case, she evaluated their design by 5 points. Despite this fact, the coffee shop is well known among the inhabitants because of its fourteen years-long tradition. The communication with the customers is poor. They provide a website only. They do not inform and connect with the customers online on social media. The information shared on their websites is insufficient. Compared with Mandlárna, their communication is unsatisfactory. Therefore, their performance received only two points in communication.

*Table 3: The analysis of competitors (own creation)*

<b>Coffee shop</b>	<b>Location</b>	<b>Price</b>	<b>Range of products</b>	<b>Availability</b>	<b>Design</b>	<b>Communication</b>
<b>Hustopečská Mandlárna</b>	6	10	5	10	10	10
<b>Lazy Fox - Kinokavárna</b>	10	10	5	10	8	6
<b>Cukrárna Romance</b>	10	10	5	10	5	2

Hustopečská Mandlárna reached the highest score. From the writer's perspective, this is the biggest competitor for the coffee shop Mišmaš. Their communication with customers is strong and successful, and they try to reach new customers online. Furthermore, they expand to other cities. The coffee shop offers a pleasant and comfortable environment and affordable pricing. These aspects are beneficial and significant for a coffee shop.

*Table 4: The score of competitors (own creation)*

<b>Coffee shop</b>	<b>Total score (points)</b>
<b>Hustopečská Mandlárna</b>	51
<b>Lazy fox - kinokavárna</b>	49
<b>Cukrárna Romance</b>	42

## **11 MARKETING PLAN**

Mišmaš coffee's mission is to deliver high-quality coffee to people who prefer quality to quantity. The customer can choose the type of coffee beans which he/she wants to taste. There is trained staff ready to help customers select the right type of coffee beans for them. There are specific marketing methods Mišmaš chose to attract the target customers. These methods are specified in chapter Promotion.

### **11.1 Marketing Mix**

An important part of the marketing plan is marketing mix analysis, which helps the entrepreneur determine what influences the customer to buy the product. There are 7Ps of the Mišmaš service described.

#### **11.1.1 Product**

This company is mainly specialized in coffee. The products sold in the coffee shop are closely described in chapter 7.8 Description of the Products.

#### **11.1.2 Price**

Price is an essential element of the marketing mix. Prices for the coffee shop Mišmaš were calculated according to the approximate costs. Prices for coffee products such as espresso, cappuccino etc., were inspired by the competition. The prices of competition are well-established because they make the product accessible. Prices are closely described in Appendix P III.

#### **11.1.3 Place**

The coffee shop is established in the centre of town Hustopeče. The place is composed of two zones. The first zone is called the Chat zone, and the second one is called the Comfort zone. The chat zone is the room where the bar area is located. The comfort zone is the room with four sitting areas. More information is written in chapter 7.6 Place.

#### **11.1.4 Promotion**

Promotion is one of the most crucial factors of a business. Because the coffee shop is a start-up, it is necessary to attract new customers. Mišmaš chooses these types of promotion:

##### ***Mad Monday***

Everybody hates Monday; it is the first day of the week. People have to wake up for work, and the weekend is far away again. This company wants to make returning to reality easier

for its customers. The marketing strategy used in Mad Monday is the premium method. Who buys a cup of coffee on Monday gets a chocolate chip cookie for free!

There is one only limitation, and that means quantity. There will be 50 chocolate chip cookies ready for the first Monday. The quantity will differ after measuring the turnout.

### ***Mišmaš Coffee on Instagram and Facebook***

The connection with customers is vital for this company. It wants to communicate and share new information with its customers. Social media can draw the work in the coffee shop closer to customers who can contact this company online and ask for details.

Mišmaš chose Instagram and Facebook for their popularity because it is closer to the younger generation. Due to hashtags and location used on Instagram and Facebook, people can find this coffee shop online. This coffee shop wants to share their everyday adventures on their profile. The posts will contain, for example, new products, types of coffee or flavours. This work will be done by the owner and by the manager of the coffee shop.

### ***Brochures in the Tourist Information Centre Hustopeče***

There is a tourist information centre in the town Hustopeče established for tourist to help them with orientation. Tourists can get brochures, maps or cinema programmes there for free. The idea is to create a brochure, especially for this tourist information centre. There would be the main information about the coffee shop written such as name, logo, location, opening hours, and the description of this company. There would be a little map including exciting places and this cosy coffee shop.

### ***Word-of-Mouth Marketing***

The coffee shop believes that due to professional services and attitude the word-of-mouth marketing will be spread among the customers.

### ***Board***

The company is ready to invest in a board placed in front of the coffee shop. There will be special offers of the day written.

### **11.1.5 People**

In the service, there are three people involved. There is the owner, the manager of the coffee shop, and in the summer season, there is the barista. All these people could get in touch with customers.



### 11.1.6 Processes

Every service has its own characteristic type of process. Mišmaš coffee plans to introduce the following steps. The customer is significant for this company, and it wants them to know that. Every customer must be treated with respect. It is crucial to make small talk with the customer to make him feel important and more relaxed. After that, it is necessary to help the customer choose the right type of coffee beans and coffee for him/her. It is crucial to pay attention to every customer whole visit.

### 11.1.7 Physical Evidence

The company chooses professional services and attitude. The company believes that word-of-mouth marketing will help them become trustworthy and credible.

## 11.2 Marketing Plan Costs

The table below shows sums of money used for the marketing plan. It was calculated that ingredients for Mad Monday would cost 150 CZK every Monday. The work price must be added, which is 100 CZK every Monday. The total costs for Mad Monday are 250 CZK every week.

The company plans a promotion on social media such as Instagram and Facebook. It will use 250 CZK every month for online promotion on social media. The print of 240 brochures will cost about 1,440 CZK. It has been agreed that 20 brochures per month could be an average quantity. It is cheaper to print 240 brochures at one time because of the larger quantity.

*Table 5: Marketing plan costs per month (own creation)*

<b>Item</b>	<b>Costs per month (CZK)</b>
<b>Cookies</b>	1,250
<b>Social media</b>	250
<b>Brochures</b>	120
<b>TOTAL</b>	<b>1,620</b>

*Table 6: Marketing plan costs - board (own creation)*

<b>Item</b>	<b>Price (CZK)</b>
<b>Board</b>	1,000
<b>Highlighters</b>	250
<b>TOTAL</b>	<b>1,250</b>

### 11.3 SWOT Analysis

This table shows the strengths, weaknesses, opportunities and threats for the coffee shop and roastery. The main target is to maximize strengths and take advantage of the most opportunities. The company also wants to avoid threats and minimize all weaknesses.

*Table 7: SWOT Analysis (own creation)*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Location</li> <li>• Coffee selection</li> <li>• First roastery in the town</li> <li>• Pleasant environment</li> <li>• High-quality coffee</li> </ul>	<ul style="list-style-type: none"> <li>• New coffee shop on the market</li> <li>• Start-up</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• First roastery in the town</li> <li>• Marketing strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Weak economy</li> <li>• New competitors</li> <li>• Competitive competitors</li> <li>• Just a few customers</li> </ul>

Location and a wide selection of coffee are the main strengths of the coffee shop Mišmaš. The coffee shop is established in the square of the town Hustopeče. Moreover, there is no coffee beans roastery established in the town. There is only one roastery that can be found in the target market. The uniqueness, the staff attitude, and pleasant environment are believed to be a huge benefit. The entrepreneur believes that high-quality coffee is a product that customers seek and it is exclusive to them. On the other hand, there are disadvantages for this company such as the fact that it is new on the market. Another disadvantage is the owner's zero experience in managing a business.

The coffee shop wants to take advantage of every opportunity. As was mentioned before, this coffee shop is the first coffee roastery in the town. Another opportunity can be the company's marketing plan which is strong and planned. As a long-term goal, the company wants to establish a relationship with its customers through social media.

There is the possibility of new competitors, which could be threatening for the company. As a direct result of the Covid-19 crisis or any other misfortune, there is the possibility of a weak economy. The weakening of the economy might cause an increase in prices or bankruptcy.

## **12 MANAGEMENT PLAN**

People are an essential part of the business. The team of the coffee shop and roastery Mišmaš is composed of three key employees. There is a description of these employees below.

### **12.1 The Entrepreneur**

As was written in the theoretical part, the entrepreneur often does most of the work. Because this project is significant for the entrepreneur, she would like to know that customers are treated professionally. She has worked in the coffee industry before. She knows what to expect and how to deal with customers. First, she needs to take courses and seminars about roasting the coffee beans, tasting coffee and latte art course. She wants to deliver the quality of the coffee to the customers. That means she will operate with the roaster and take care of the coffee shop.

Because she studied business administration, she would like to do accounting and bookkeeping activities. Nevertheless, before that, her friend Ing. Renata Vozdecká is willing to help her with everything. Mrs Vozdecká studied economics and management. She has worked as an accountant before.

The entrepreneur is looking forward to managing the social media of the coffee shop. However, she is open to the idea of the manager helping her with these activities. The entrepreneur selects a top-down management style and is ready to communicate with her employees. She is open to new people, and she would like to share her knowledge with them.

### **12.2 Manager of the Coffee Shop**

In case the entrepreneur is not available, there needs to be the manager of the coffee shop. This person will help the entrepreneur with basic needs such as managing goods, scheduling, etc. This person should be qualified in the coffee industry and experienced as a coffee shop manager. The main scope of work is working with customers to help them with a selection of coffee beans, making coffee and offering other products.

### **12.3 Barista – Part-Time Job**

The third key employee of the company Mišmaš is a barista. Barista is a part-time employee working only in the summer season (July and August). It will be an advantage if he/she has experience in the coffee industry. Otherwise, the entrepreneur is willing to initiate him/her.

## 12.4 Salary

The table below shows the salaries of the key employees. The entrepreneur and the manager are full-time workers. The entrepreneur's salary will be 25,000 CZK per month. The manager's initial salary will be 22,000 CZK per month. Barista is the only one part time worker who is employed on "Dohoda o provedení práce". As was written before, the barista will work only in the summer season to help full-time workers. The average wage for him was calculated as 5,500 CZK per month. For the part-time workers, an hourly rate was set for 110 CZK per hour. From the entrepreneur's point of view, 110 CZK per hour is an adequate evaluation. This hourly rate is an optimal evaluation in this target market. Tips will be split between the coffee shop and the worker who works the particular day. Tips are evaluating the performance of the staff but also the coffee shop. The coffee shop will use the tips money for renovations, team buildings and employee benefits.

*Table 8: Salaries (own creation)*

<b>CZK</b>						
<b>Job position</b>	Gross salary per month	Social insurance 25%	Health insurance 9%	Super gross salary	Tax 15%	Annual expense
<b>The entrepreneur</b>	25,000	6,250	2,250	33,500	5,025	402,000
<b>The manager</b>	22,000	5,500	1,980	29,480	4,422	353,760
<b>Part time job</b>	5,500	0	0	5,500	0	11,000
<b>Total</b>	52,500	11,750	4,230	68,480	9,447	766,760

### 13 FINANCIAL PLAN

A financial plan is necessary for the realization of the business plan. It shows total incomes and expenses. Firstly, there are initial costs that are necessary for establishing the company displayed. Subsequently, the depreciation of fixed assets is calculated. Next, there are operating expenses that need to be paid every month. Afterwards, the initial balance sheet is presented. In the balance sheet, there are assets and liabilities of the company Mišmaš indicated. Subsequently, the revenues are deducted according to the questionnaire results. At the end of this chapter, the profit and loss statement is exposed.

#### 13.1 Initial Costs

This table shows the initial costs of the coffee shop and roastery. There are amendments such as paint, equipment and decorations included. The most expensive item is the coffee bean roaster. The total amount of money necessary for the start-up coffee shop and roastery is 620,040 CZK.

*Table 9: Initial costs (own creation)*

Item	CZK
<b>Costs for establishing the company</b>	<b>6,000</b>
Trade licence	1,000
Reconstruction	5,000
<b>Long term assets acquisition</b>	<b>537,420</b>
Machinery and equipment	437,420
Financial reserve	100,000
<b>Operating expenses of the first month</b>	<b>76,620</b>
Merchandise and packaging	50,000
Water end energy	10,000
Rent	15,000
Promotion	1,620
<b>TOTAL</b>	<b>620,040</b>

The trade licence for the entrepreneur costs 1,000 CZK. Before opening the coffee shop, it is necessary to obtain this licence. Due to a recent renovation, the reconstruction requires only repainting of the interior spaces. The paint and work were set for 5,000 CZK. To repaint the premises, set the furniture and prepare the whole interior will take around one month. Of

course, the rent must be paid. The rent for mentioned premises was calculated for 15,000 CZK by real estate. For the first month, there was the price for promotion added. The machinery and equipment are closely described in *Table 2: Machinery and equipment (own creation)*. The financial reserve was set at 100,000 CZK. The coffee shop has to invent their own style of roasting coffee beans and their taste of coffee. The process may require more kilograms of green coffee beans. Therefore, the first merchandise and packaging were calculated for 50,000 CZK.

### 13.2 Depreciation of Fixed Assets

Because of investing in the coffee bean roaster, the depreciation needs to be calculated. A coffee bean roaster is a machine; therefore, the depreciation period is five years. The owner chose linear depreciation. In the first year of depreciation, the annual depreciation rate is 11. In the following years of depreciation, the annual depreciation rate is 22.25 according to § 31 in the Income Tax Act.

*Table 10: Depreciation of fixed assets (own creation)*

CZK			
Item	Initial price	In the first year of depreciation	In the next year of depreciation
Coffee bean roaster	277,000	30,470	61,632.5

### 13.3 Operating Expenses of the First Year

Operating expenses represent the total costs of the business. Operating expenses are composed of personal expenses such as salaries, wages and employee insurance. There are product costs such as merchandise, water and energy involved. Merchandise includes all goods necessary for operating the company and packaging crucial for the coffee beans distribution. The depreciation of fixed assets is included in operating expenses. Operating expenses include also rent, promotion, insurance of the business, other payments (such as cleaning products, Wi-Fi, etc.) and loan interest payments.

Table 11: Operating expenses of the first year (own creation)

Item	Costs per month (CZK)	Costs per year (CZK)
Salaries	62,980	755,760
Part time job wage	5,500	11,000
Merchandise and packaging	30,000	360,000
Depreciation	-	30,470
Rent	15,000	180,000
Water and energy	10,000	120,000
Promotion	1,620	19,440
Insurance	2,000	24,000
Other payments	2,000	24,000
Loan interest	2,458	27,032
<b>TOTAL</b>	<b>131,558</b>	<b>1,551,702</b>

### 13.4 Initial Balance Sheet

The initial cost calculation shows that the entrepreneur needs 620,040 CZK at minimum for starting the business. The table below shows the initial balance sheet of the coffee shop and roastery. There are its assets, equity, and liabilities presented.

Table 12: Initial balance sheet (own creation)

Assets (CZK)		Liabilities (CZK)	
<b>Long term assets</b>	<b>437,420</b>	<b>Entrepreneur's equity</b>	<b>200,000</b>
Machinery and equipment	437,420	Registered capital	200,000
<b>Current assets</b>	<b>262,580</b>	<b>Liabilities</b>	<b>500,000</b>
Inventory	50,000	Bank loan	500,000
Bank account	202,580		
Cash	10,000		
<b>TOTAL</b>	<b>700,000</b>	<b>TOTAL</b>	<b>700,000</b>

#### Assets

The assets of the company are composed of long-term assets and current assets. The long-term assets of the company are composed of machinery and equipment. Coffee bean roaster,

coffee machine, coffee grinder, other appliances, tables and chairs and other furniture are included in the machinery and equipment. Current assets include inventory, bank account and cash. The inventory was calculated for 50,000 CZK.

### **Liabilities and Equity**

The other side of the balance sheet consists of liabilities and equity. Entrepreneur's equity includes an initial deposit of 200,000 CZK. The intended bank loan is calculated for 500,000 CZK. The entrepreneur decided to borrow money from a bank. Moneta money bank offers loan for sole traders with an interest of 5.9%. The repaying term will be five years. The repayment was calculated for 9,942 CZK per month.

## **13.5 Revenues**

The writer decided to create a questionnaire and three scenarios – pessimistic, realistic and optimistic. It will help her and the reader understand how hardly predictable the question of revenues is. The chapter includes the calculation of possible revenues according to the questionnaire. Almost half of the respondents stated that they visit coffee shops just several times a year. Some respondents, precisely 25 from the total of 106 respondents, affirmed that they visit a coffee shop several times a month. Thirty respondents visit coffee shops once a week, and almost half of these respondents visit coffee shops several times a week.

Because most respondents explained that they go to coffee shops to chat with friends, the writer assumes that customers will visit the coffee shop in small groups, not only individually. The pessimistic number of customers per day was set for 20 customers. According to the questionnaire, average spending per person was calculated. Most respondents (70 respondents from 106 of the total number) spend 70-150 CZK in the coffee shop per one visit. The average price is 110 ( $110 \times 70 = 7,700$ ). More than 20% of respondents (26) spend 160-250 CZK in the coffee shop per one visit. The average price is 205 ( $205 \times 26 = 5,330$ ). Seven respondents do not spend in the coffee shop more than 60 CZK ( $7 \times 60 = 420$ ). Only three respondents spend 260 CZK or more ( $3 \times 260 = 780$ ). The total number ( $14,230/106$ ) is around 134 CZK. The average spending was determined for 130 CZK per person. The company believes that the number of customers per day will increase every month due to exceptional services, marketing strategies and excellent location. More than half of the respondents declared that they do not have their favourite coffee shop in the target market. Mišmaš will strive for being the right place for them to visit.



### Pessimistic Scenario

In the pessimistic guess, the number of customers was predicted for 20 customers per day.

*Table 13: Revenues - pessimistic scenario (own creation)*

	<b>Pessimistic scenario</b>
<b>Customers per day</b>	20
<b>Average spending per person</b>	130 CZK
<b>Revenues per day</b>	2,600 CZK
<b>Revenues per month</b>	78,000 CZK
<b>Revenues per year</b>	936,000 CZK

### Realistic Scenario

According to the pessimistic guess, the entrepreneur believes that the number of customers per day will increase by 50% in the realistic scenario. It means that instead of 20 customers per day, there will be 30 customers per day.

*Table 14: Revenues - realistic scenario (own creation)*

	<b>Realistic scenario</b>
<b>Customers per day</b>	30
<b>Average spending per person</b>	130 CZK
<b>Revenues per day</b>	3,900 CZK
<b>Revenues per month</b>	117,000 CZK
<b>Revenues per year</b>	1,404,000 CZK

### Optimistic Scenario

In the optimistic scenario, the realistic view of the number of customers per day will increase by ten customers per day. It gives 40 customers per day, each spending an average price of 130 CZK.

*Table 15: Revenues - optimistic scenario (own creation)*

	<b>Optimistic scenario</b>
<b>Customers per day</b>	40
<b>Average spending per person</b>	130 CZK
<b>Revenues per day</b>	5,200 CZK
<b>Revenues per month</b>	156,000 CZK
<b>Revenues per year</b>	1,872,000 CZK

### 13.6 Profit and Loss Statement for the First Year

The profit and loss statement shows whether the company is making a profit or loss. This table shows the profit and loss statement of the company Mišmaš for the first year operating. There are three scenarios taken into consideration – pessimistic, realistic and optimistic. The tax is 19%.

*Table 16: Profit and loss statement (own creation)*

<b>CZK</b>			
<b>Item</b>	<b>Pessimistic</b>	<b>Realistic</b>	<b>Optimistic</b>
<b>TOTAL Revenues</b>	<b>936,000</b>	<b>1,404,000</b>	<b>1,872,000</b>
Rent	180,000	180,000	180,000
Promotion	19,440	19,440	19,440
Salaries	755,760	755,760	755,760
Part time job wage	11,000	11,000	11,000
Loan interest	27,032	27,032	27,032
Depreciation	30,470	30,470	30,470
Insurance of property	24,000	24,000	24,000
Other payments	24,000	24,000	24,000
Water and energy	120,000	120,000	120,000
Merchandise and packaging	360,000	360,000	360,000
<b>TOTAL Expenses</b>	<b>1,551,702</b>	<b>1,551,702</b>	<b>1,551,702</b>
<b>Profit/Loss before tax</b>	<b>-615,702</b>	<b>-147,702</b>	<b>320,298</b>
<b>Profit/Loss after taxes</b>	<b>-732,685</b>	<b>-175,765</b>	<b>259,441</b>

As a result of the profit and loss statement, it is evident that the coffee shop is dependent on the number of customers per day. Because it is only a plan, the numbers are predicted. It is possible that in the first year, the company will generate zero profit. However, it is likely that the business can be profitable in future years. The number of customers is changeable every day. The owner will make every effort to attract the clientele and remain in the market.

## **14 RISKS**

### **Market Risk**

It is possible that the market will not respond to the coffee shop establishment or its products. Planned marketing strategy and planned market entry can be a solution. The coffee shop must be alert and respond to the customers' behaviour from the target market. The right marketing strategy can prepare customers for the coffee shop entry. It is vital to arrange the right time for the coffee shop entry.

### **Competitive Risks**

The competitive risk is very probable. There are strong competitors in the target market, and there may be new competitors established over time. The coffee shop needs to be familiar with this risk. The solution might be writing possible scenarios of how existing competitors might respond to establishment of this coffee shop. Furthermore, the coffee shop should be aware of the possibility of new competitors. In that case, the coffee shop should strengthen its competitive advantages.

### **External Factors**

There is the possibility that external factors such as Covid-19 in the present might transform the whole perception of coffee shops. Entrepreneurs do not know how the market will look after the Covid-19 crisis. They must be ready for innovations and revolutions in all sectors. There may be different factors such as market development, legislation and others.

### **Capitalization Risk**

The risk of overestimating incomes belongs to probable risks. It is connected with low ability to repay the debt. This may cause the bankruptcy of the company. The plan of how to overcome such risks is to create a budget realistically and make a plan.

### **Damage of Property**

There may be possible scenarios of a fire, natural disasters or other accidents. The best solution for this risk is an insurance.

### **Owner's Ability**

It is the entrepreneur's first business. The lack of experience could be a risk. The solution might be writing the business plan to consider probable scenarios and be prepared to face favourable and unfavourable conditions.

## CONCLUSION

This bachelor thesis is a written business plan for the coffee shop and roastery Mišmaš. The bachelor thesis consists of two parts: the theoretical and practical part. The theoretical part deals with concepts such as entrepreneurship, business, and business legislation. There is information about what a business plan is. The last chapter defines how to write a business plan and the essential parts of the business plan.

The practical part is a business plan itself. Based on the information in the theoretical part, the analysis of whether the company is feasible or not, is done. The practical part contains research in the form of a questionnaire that helped the writer see the demand. The writer aimed to create a realistic scenario which is built on calculations. The business plan contains the PEST analysis, analysis of competitors, SWOT analysis, management and marketing plan, and financial plan.

The market of the town Hustopeče and its nearby area is a suitable place for establishing a coffee shop and roastery. There is no roastery established in the town, this can be a competitive advantage for the company. According to the questionnaire, the market would like to have a chance to buy freshly roasted coffee beans or select the type of coffee beans in the coffee shop. As can be assumed, there are some risks that an entrepreneur can face; however, the plan is workable.

From the financial point of the view, it is possible that the company will not make a profit in the first year. Furthermore, if the pessimistic scenario happens, the company will not be able to pay all the costs, and it may cause bankruptcy. However, if the optimistic scenario happens in the near future, it can make the company successful. The company intends to invest in marketing and maximize its strengths. If the company takes advantage of its strengths and minimizes most of the risks, it can be profitable.

## BIBLIOGRAPHY

### BOOKS

- Abrams, Rhonda. 2019. *Successful Business Plan: Secrets & Strategies*. 7th ed. Palo Alto, CA: PlanningShop.
- Armstrong, Gary, Philip Kotler, and Marc Oliver Opresnik. 2017. *Marketing: An Introduction*. 13th ed. Boston: Pearson.
- Červený, Radim. 2014. "Business plány a jejich role v podnikání." In *Business plán: krok za krokem*, 3-9 Prague: C.H. Beck.
- Frederick, Howard H., and Donald F. Kuratko. 2010. "Entrepreneurship: Evolution and Revolution." And "The Entrepreneurial Mindset." In *Entrepreneurship: Theory, Process, Practice*, 2nd Asia-Pacific ed., edited by Craig McKenzie, 2-63. South Melbourne: Cengage Learning Australia.
- Chaffey, Dave, and Fiona Ellis-Chadwick. 2016. "The Impact of Digital Media and Technology on the Marketing Mix." In *Digital Marketing: Strategy, Implementation and Practice*, 6th ed, edited by Tom Hill and Eileen Srebernik, 250-252. Harlow: Pearson Education Limited.
- Martinovičová, Dana, Miloš Konečný, and Jan Vavřina. 2019. *Úvod do podnikové ekonomiky 2., aktualizované vydání*. 2nd ed. Prague: Grada.
- McKeever, Mike. 2019. *How to Write a Business Plan*. 14th ed. Berkeley, CA: Nolo.
- Pinson, Linda. 2008. *Anatomy of a Business Plan: The Step-by-Step Guide to Building a Business and Securing Your Company's Future*. 7th ed. California: Out of Your Mind . . . and Into the Marketplace.
- Shelton, Hal. 2017. *The Secrets to Writing a Successful Business Plan: A Pro Shares a Step-by-Step Guide to Creating a Plan that Gets Results*. Updated and expanded. Rockville: Summit Valley Press.
- Svobodová, Ivana, and Michal Andera. 2017. *Od nápadu k podnikatelskému plánu: jak hledat a rozvíjet podnikatelské příležitosti*. Prague: Grada.
- Vochozka, Marek, and Petr Mulač. 2012. *Podniková ekonomika*. Prague: Grada.
- Zákon č. 89/2012 Sb., Občanský zákoník
- Zákon č. 445/1991 Sb., o Živnostenském podnikání

## ONLINE SOURCES

- Cukrarna Romance. 2021. "O nás." Accessed February 17, 2021. <http://kavarna-romance.cz/#about>
- Český statistický úřad. 2021. "Míra inflace v ČR v lednu 2021." Last modified March 11. <https://www.czso.cz/csu/xe/mira-inflace-v-cr-v-lednu-2021>
- Ho, Joseph Kim-Keung. 2014. "Formulation of a Systemic PEST Analysis for Strategic Analysis." *European Academic Research*, Vol. 2, Issue 5: 6478-6492. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.433.5631&rep=rep1&type=pdf>
- Hustopečská Mandlárna. 2019. "Úvod." Accessed February 17, 2021. <https://www.mandlarna.cz/>
- IRozhlas. 2021. "Výběrovou kávu si u nás můžete dát skoro všude. Češi ji milují, říká šéf kávové asociace Hurtík." Last modified February 22. [https://www.irozhlas.cz/zivotni-styl/vareni-jidlo/vyberova-kava-ondrej-hurtik-kavova-asociace\\_2102221233\\_ada](https://www.irozhlas.cz/zivotni-styl/vareni-jidlo/vyberova-kava-ondrej-hurtik-kavova-asociace_2102221233_ada)
- Koumparoulis, Dimitrios Nikolaou. 2013. "PEST Analysis: The case of E-shop." *International Journal of Economy, Management and Social Sciences*, 31-36. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.684.6630&rep=rep1&type=pdf>
- Kurzycz. 2021. "HDP 2021, vývoj hdp v ČR." Last modified March 13. <https://www.kurzy.cz/makroekonomika/hdp/>
- Kurzycz. 2021. "Nezaměstnanost v ČR, vývoj, rok 2021." Last modified March 13. <https://www.kurzy.cz/makroekonomika/nezamestnanost/>
- Lazy Fox - Kinokavárna a catering. 2018. "Informace." Facebook. <https://www.facebook.com/LinaLiskacat/>
- Novinky. 2019. "Češi ročně vypijí kávu za 6,5 miliardy korun. Muži pijí „turka“, ženy preferují kávu s mlékem." Last modified February 27. <https://www.novinky.cz/vase-zpravy/clanek/cesi-rocne-vypiji-kavu-za-65-miliardy-korun-muzi-piji-turka-zeny-preferuji-kavu-s-mlekem-40272639>
- Perfect Daily Grind. 2020. "How to Meet The Needs of Today's Coffee Shop Customer." Last modified June 22. <https://perfectdailygrind.com/2020/06/how-to-meet-the-needs-of-todays-coffee-shop-customer/>
- Rowley, Jenny. 2014. "Designing and using research questionnaires." *Management Research Review*, Vol. 37, No. 3 (March): 308-330. <https://doi.org/10.1108/MRR-02-2013-0027>

- Schmitt, Christophe and Julien Husson. 2017. "Entrepreneurial situations, definition and interests for entrepreneurial research." *International Journal of Entrepreneurship and Small Business*, Vol. 30, No.1: 22-37. <https://doi.org/10.1504/IJESB.2017.081037>
- Svaz průmyslu a dopravy České republiky. 2021. "HDP ČR klesl dle předběžného odhadu ČSU o 5,6 %." Last modified February 2. <https://www.spcr.cz/muze-vas-zajimat/ekonomika-v-cislech/14302-hdp-cr-klesl-dle-predbezneho-odhadu-csu-o-5-6>

## **LIST OF ABBREVIATIONS**

- CZK Czech crown  
EBT Earnings before taxes  
EAT Earnings after taxes  
GDP Gross domestic product



**LIST OF FIGURES**

*Figure 1: Logo (own creation)* ..... 30

**LIST OF TABLES**

<i>Table 1: Opening hours (own creation)</i> .....	35
<i>Table 2: Machinery and equipment (own creation)</i> .....	36
<i>Table 3: The analysis of competitors (own creation)</i> .....	45
<i>Table 4: The score of competitors (own creation)</i> .....	45
<i>Table 5: Marketing plan costs per month (own creation)</i> .....	48
<i>Table 6: Marketing plan costs - board (own creation)</i> .....	48
<i>Table 7: SWOT Analysis (own creation)</i> .....	49
<i>Table 8: Salaries (own creation)</i> .....	51
<i>Table 9: Initial costs (own creation)</i> .....	52
<i>Table 10: Depreciation of fixed assets (own creation)</i> .....	53
<i>Table 11: Operating expenses of the first year (own creation)</i> .....	54
<i>Table 12: Initial balance sheet (own creation)</i> .....	54
<i>Table 13: Revenues - pessimistic scenario (own creation)</i> .....	56
<i>Table 14: Revenues - realistic scenario (own creation)</i> .....	56
<i>Table 15: Revenues - optimistic scenario (own creation)</i> .....	56
<i>Table 16: Profit and loss statement (own creation)</i> .....	57

## APPENDICES

P I	Questionnaire
P II	Results of the questionnaire
P III	Menu

## APPENDIX P I: QUESTIONNAIRE

Vážení obyvatelé města Hustopeče a jeho blízkého okolí (Kurdějov, Horní Bojanovice, Němčičky, Boleradice, Diváky, Nikolčice, Šitbořice, Křepice, Velké Němčice, Uherčice, Starovice, Popice, Pouzdřany, Strachotín, Šakvice, Starovičky, Zaječí, Velké Pavlovice), obracím se na Vás s prosbou o vyplnění tohoto online dotazníku, kterým bych ráda zjistila, jestli obyvatelé města Hustopeče či jeho blízkého okolí stojí o realizaci nové kavárny s pražírnou. Tento dotazník se skládá pouze z deseti otázek a zabere Vám nejdéle 5 minut Vašeho času. Pokud se rozhodnete dotazník vyplnit, chtěla bych Vás poprosit, abyste na otázky odpovídali jako za normální situace, kdy není provoz kaváren omezen.

Moc Vám děkuji za Váš čas, energii a upřímnost.

Tereza Krčková, studentka Univerzity Tomáše Bati ve Zlíně

1. Jak často navštěvujete kavárny ve Vašem okolí?

- Denně
- Několikrát do týdne
- Maximálně jednou týdně
- Několikrát do měsíce
- Párkrát do roka

2. Podle čeho si vybíráte kavárnu?

- Vzhled/interiér
- Obsluha
- Kvalita kávy
- Lokalita
- Cena
- Široká nabídka
- Jiné.....

3. K jakému účelu, kromě kvalitní kávy, vyhledáváte prostředí kaváren?

- K relaxaci
- Ke studiu
- K pobavení s přáteli
- K pracovním schůzkám
- Jiné.....

4. Kdy kavárnu nejčastěji navštěvujete?

- Ve všední dny
- O víkendech
- Ve všední dny i o víkendech

5. Kdy během dne kavárnu nejčastěji navštěvujete?

- Brzy ráno (cca 6:00-10:00)
- Před obědem (cca 10:30-12:00)
- Po obědě (cca 12:30-15:00)
- V odpoledních hodinách (cca 15:30-17:00)
- Ve večerních hodinách (cca 17:30-20:00)

5. Ocenili byste kavárnu s výběrem například ze dvou či více druhů kávy?

- Určitě bych chtěl/chtěla mít možnost volby kávy dle chuti
- Ne, jeden druh kávy mi určitě stačí
- Je mi to jedno

6. Měl/Měla byste zájem o prodej kvalitních kávových zrn či mleté kávy do domácích kávovarů, moka konviček a jiných přístrojů, které zpracovávají kávu v pohodlí domova?

- Ano
- Ne

7. Kolik Korun v průměru utratíte za jednu osobu za jednu návštěvu v kavárně?

- do 60ti Kč
- 70-150 Kč
- 160-250 Kč
- 260 Kč a více

9. Máte v Hustopečích či blízkém okolí svoji oblíbenou kavárnu?

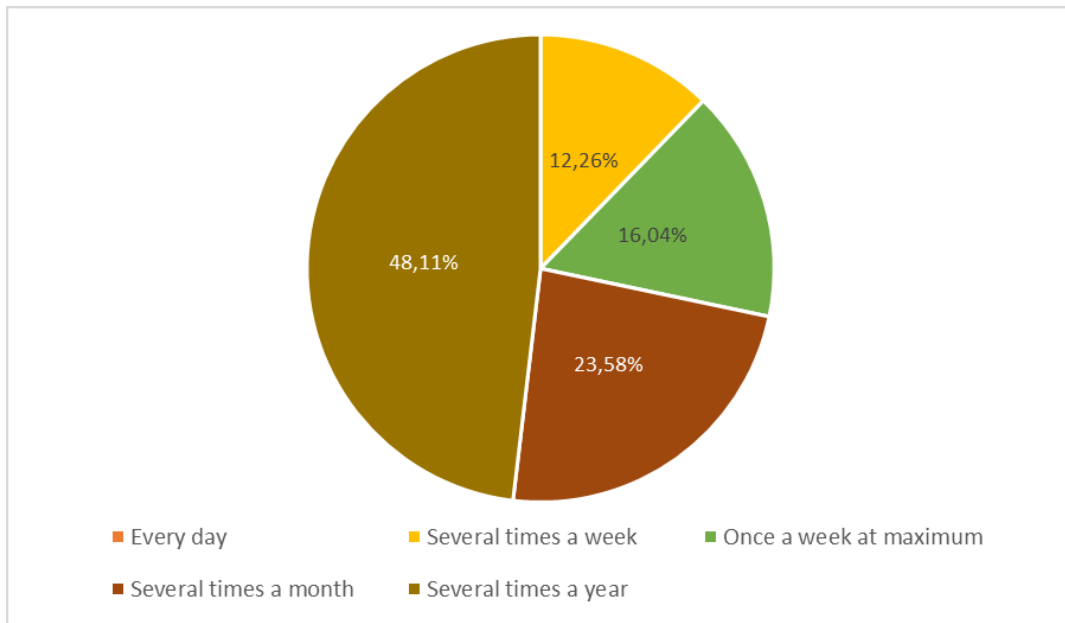
- Ano, navštěvuji pouze tu
- Ano, ale navštěvuji i jiné podniky
- Ne

10. Bydlíte:

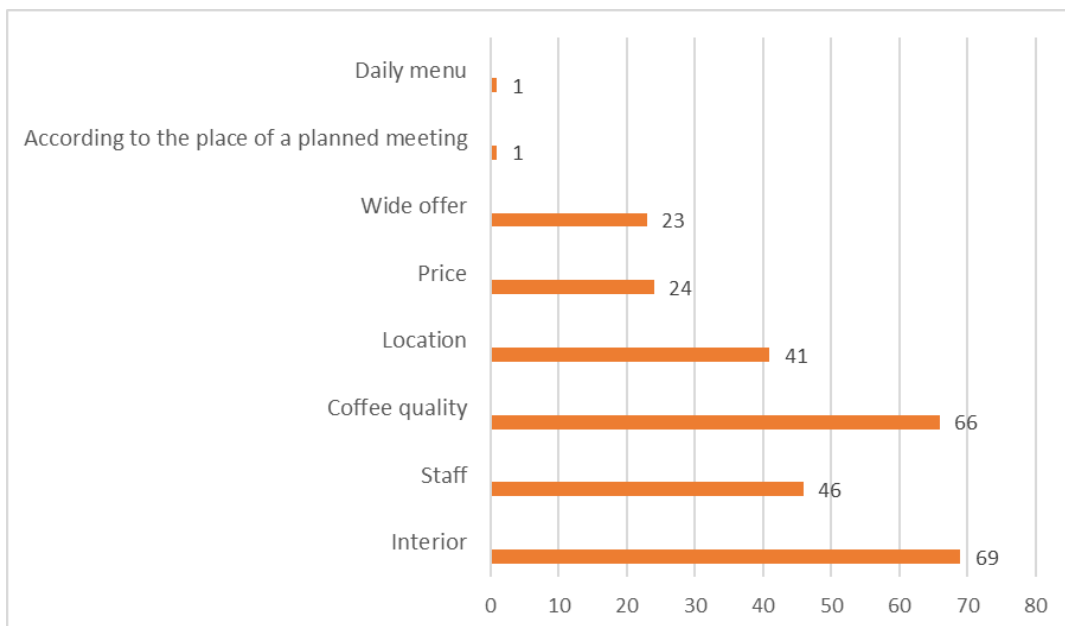
- o V Hustopečích
- o V okolí města Hustopeče

## APPENDIX P II: RESULTS OF THE QUESTIONNAIRE

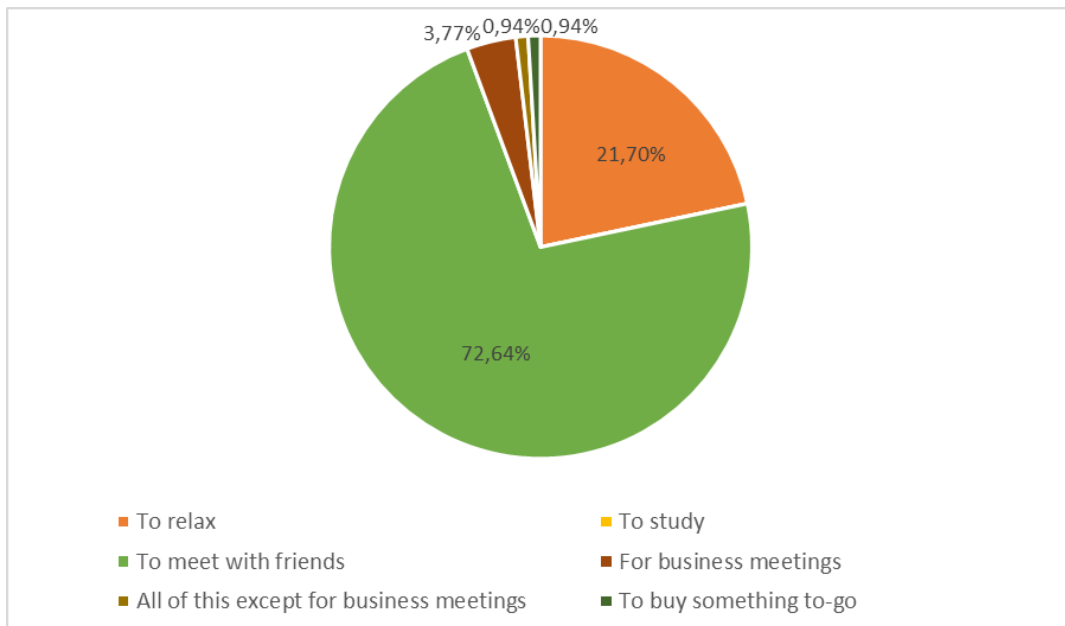
1. How often do you visit a coffee shop in your area?



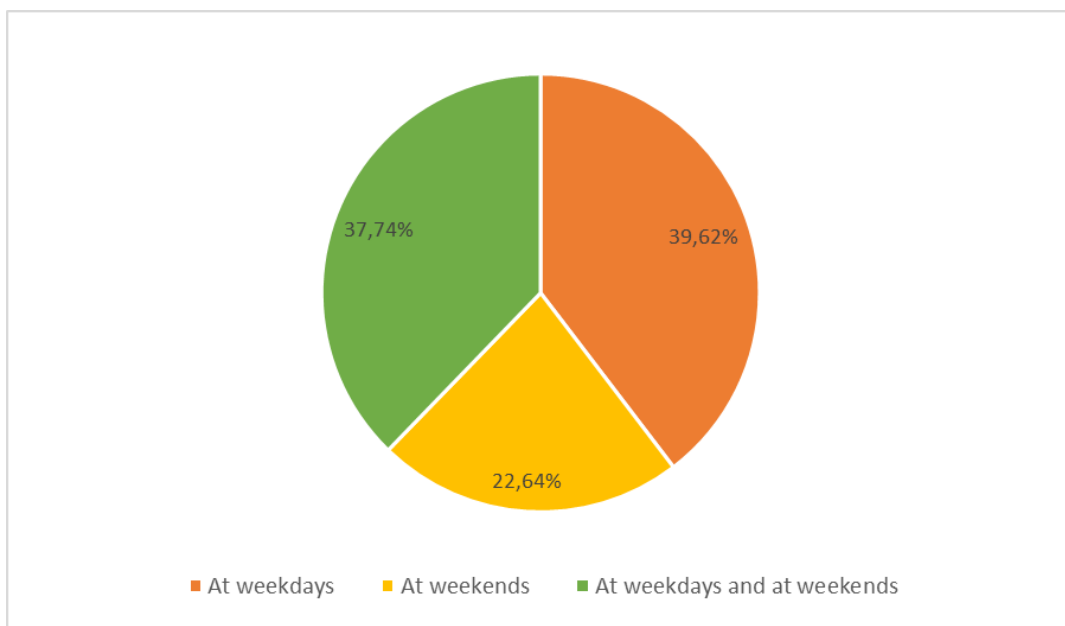
2. Which factor is the most relevant when choosing a coffee shop to visit?



3. For what purpose, except for high-quality coffee, do you visit coffee shops?

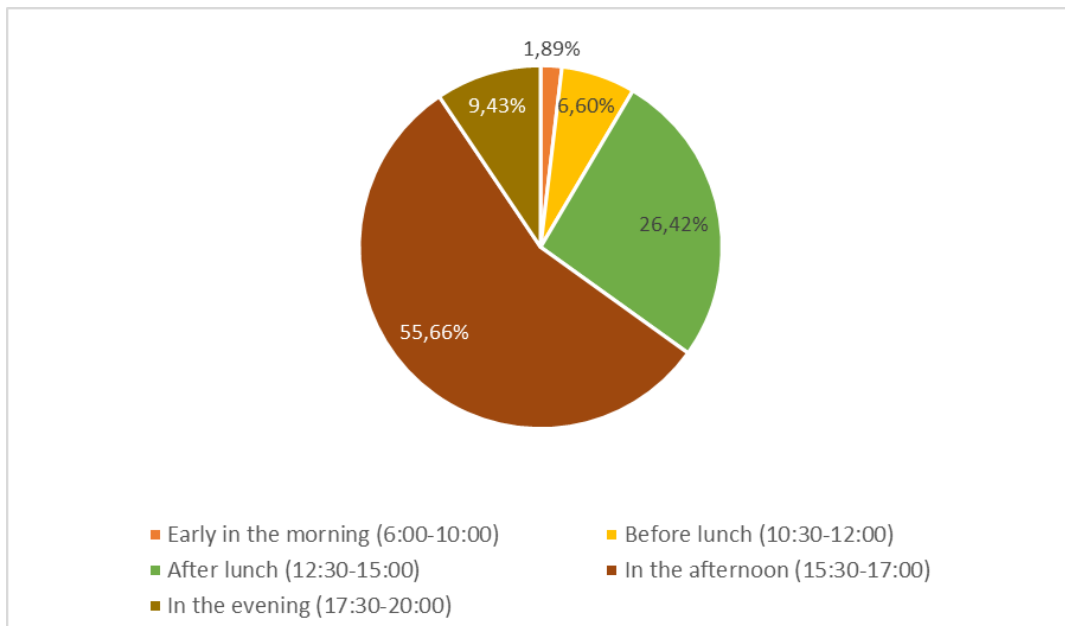


4. When do you usually visit a coffee shop?

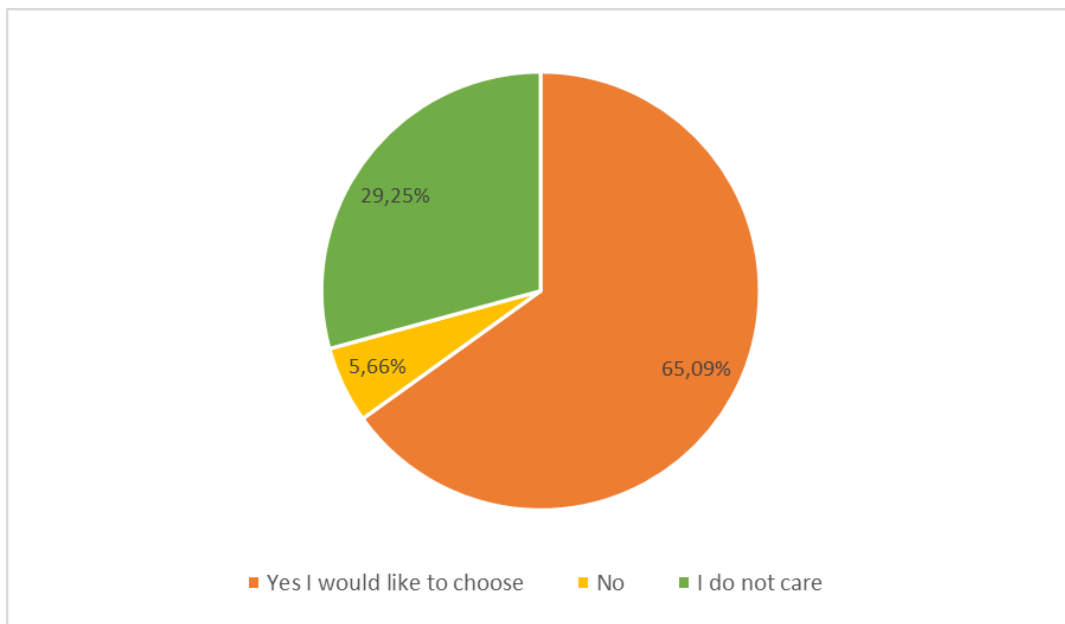




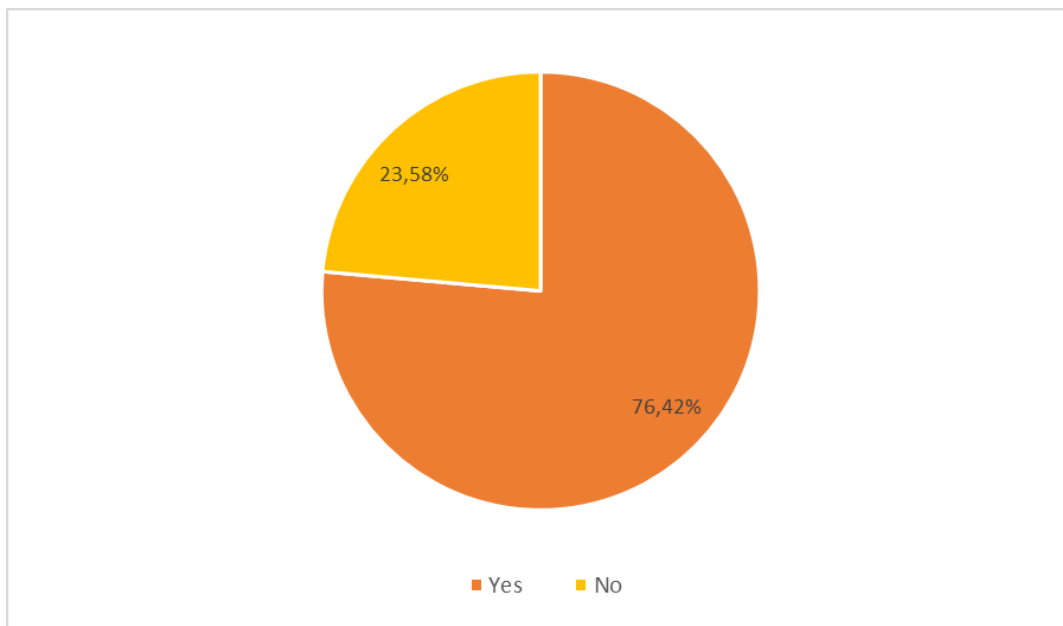
5. What time of the day do you usually visit a coffee shop?



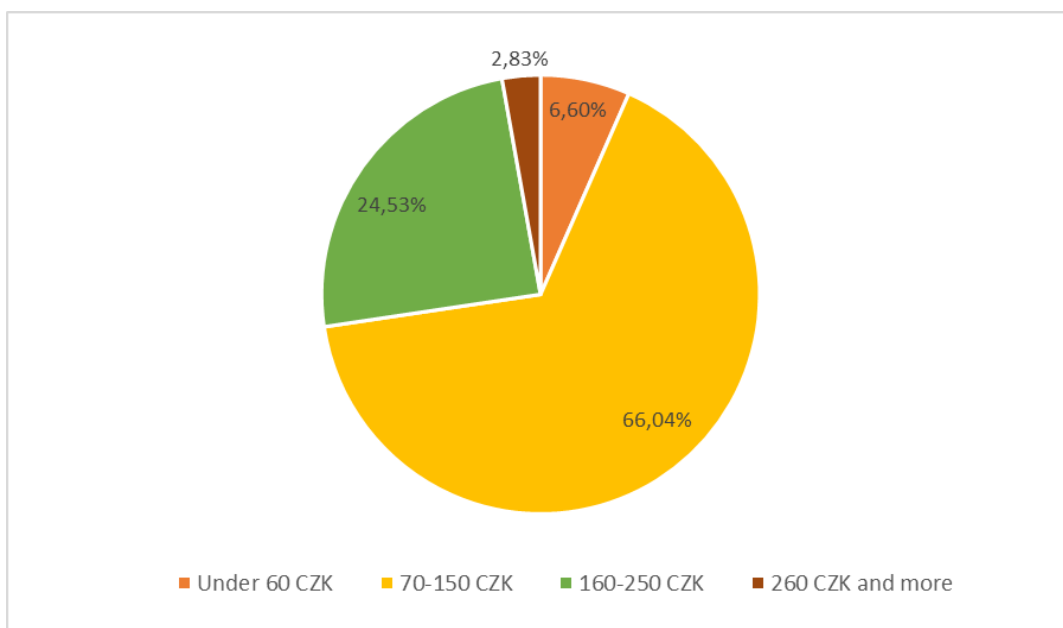
6. Would you like to choose from two or more types of coffee beans in the coffee shop?



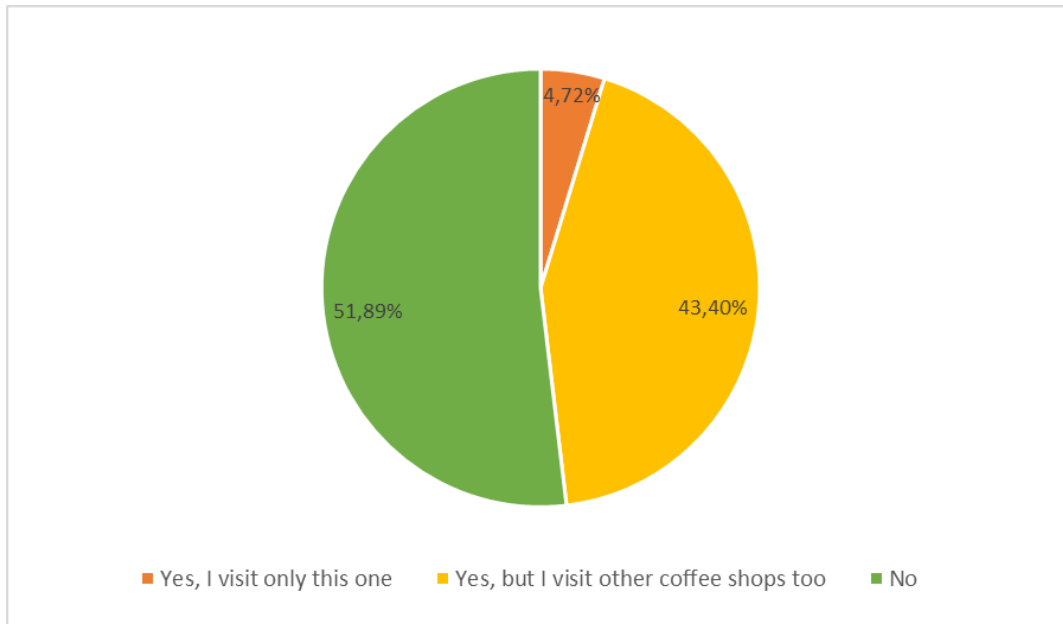
7. Are you interested in buying high-quality coffee beans or ground coffee for your home usage (for your French press, coffee machine, etc.)?



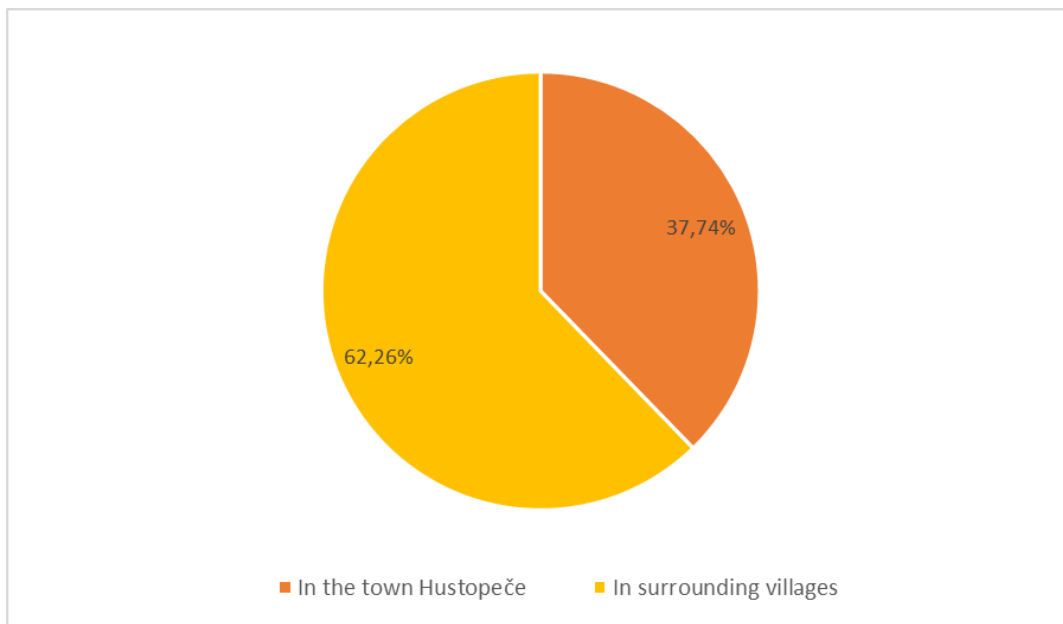
8. How much money do you spend per one visit to the coffee shop on average?



9. Do you have your favourite coffee shop in Hustopeče or in surrounding villages?



10. Where do you live?



**APPENDIX P III: MENU**

<b>Coffee</b>	<b>Price (CZK)</b>
Espresso	40
Espresso lungo	40
Ristretto	40
Espresso macchiato	45
Cappuccino	50
Flat white	60
Latte macchiato	60
Almond or oat milk instead cow milk	+10
<b>A pack of roasted coffee beans/ground coffee – 100g</b>	
Brazil	63
Colombia	74
Ethiopia	90
Guatemala	78
Kenya	98
Mexico	84
<b>Snacks</b>	
Cheesecake	45
Cake	63
Cookie	19
<b>Cold drinks</b>	
Water	For free
Homemade lemonade (0,5l)	55
<b>Hot drinks</b>	
Tea + lemon and honey	35
<b>Alcoholic drinks</b>	
Wine (0,1)	45