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Business Plan and Analysis for uplifting Small Business (SB)

Prexa Dedhia

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School of Professional Studies

Business Plan and Analysis for uplifting Small Business (SB)

Prexa Dedhia, Sivarubiny Shanmuganathan, William Livis

MSDA 3999: Capstone Practicum

Advisor: Richard Aroian

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Acknowledgments

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Executive Summary

A business plan plays a vital responsibility in the Company's well-being due to the high impact on profitability, stability, and situation in the market. A robust and detailed plan provides a clear road map for the future, forces us to deliberate through the validity of a business idea, and can better understand the business's financial data and the competition (Ashe-Edmunds, 2016). This project develops a business plan for Ruby Enterprise LLC for launching their first product Amma Genie, which supports small businesses and links consumers to purchase products from their local stores. As businesses move towards data and AI, the Company's product will dramatically alter the way businesses operate by showing immense changes in customer service, employee-facing services, sales, and more.

This white paper details how the Company will achieve its logistics, marketing, branding, networking, business recovery plan through skilled labor and employing emerging automation, data analysis, and AI solutions to improve operations and customer experiences. We observed through our initial interaction with the client; they want us to develop a business plan and research expanding the technology and marketplace to achieve their business goals (Fontinelle, 2016).

The objective of the business plan:

Briefly explain the scope and value of our product to investors, lenders, employees, suppliers, and customers.

Identify our potential consumers and sell products and service packages priced appropriately for each segment of our market.

Through this capstone project, we were allowed to identify problem statements, research, and provide a solution to achieve it over the upcoming years. Determining research questions during the process of business planning helps in achieving the goal. The research question presents

research and aims to answer a research problem (Ritchie & J, 2003). The capstone team used the interview method to collect data and understand company goals by acknowledging the Company's confidentiality on sharing few numeric data. We were able to expand our knowledge on acquiring the Company's mission over each classification.

For Business:

- Determine whether the business is viable,
- Evaluate Company's strengths and weaknesses
- Design and plan profitable operations through financial planning.
- Identify target consumers based on the locality.
- Manage employees, ensure to follow the safety protocols.
- Identify the seasonal impact on the products and logistics.
- Plan logistics to handle unexpected surges and weather conditions.

For consumers:

- Assure product quality with a variety of brands and products.
- Improve customer satisfaction.
- Plan for new product and service development.
- Understand the accessibility and availability of the goods sold from the local stores.

For Clients:

- Increase networking with client partners.
- Draw a marketing plan identifying the target audiences through social media.
- Study on client's necessity and provide an analytical solution.
- Handle workforce through centralized management for client partners.
- Research automation and provide solutions to reduce labor costs.

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1 Introduction

Amma Genie is the DBA name of Ruby Enterprise LLC based in New Jersey, United States of America. The Company was established in 2020 during the COVID pandemic to help customers feel safe in their homes and respect social distancing guidelines rather than visiting the local stores to purchase their products. The Company is considerate of shopping and offers help to people who cannot access necessary protective goods in high demand. Ultimately it also supports small businesses to continue their business with no significant impact on their net income and retain their customers.

1.1 Background Information

The Company's ownership relies equally on two stakeholders where; the first stakeholders have experience in the food industry, customer services and runs a restaurant business that would require services like marketing, logistics, business planning and development, market research, and analytics. The owners decided to avail these services through a separate business Amma Genie and extend these services to other small businesses struggling due to the pandemic. The second stakeholder provides insights about the market, delivers needs through a technology-based data-driven approach, and acts as an investor.

Company Logos:



Figure 4.4.3.1-1 Primary Logo



Figure 4.4.3.1-2 Secondary Logo

Vision: Identify customer needs based on the locality and help them get their products from their local small businesses.

Mission: We offer services to small businesses to bridge the gap between local stores and consumers. We deliver high-quality products to customers in the locality. We orchestrate customer success and provide a seamless customer experience that results in long-term and profitable customer relationships.

To create a compelling mission and to formulate them, we raised the following questions (Appendix A) to the stakeholder on different statements:

Statement of purpose:

1. What was the need to start this business? What is the most critical thing to focus on during business plan preparation?
2. Why did you choose to have such a structure for the business plan?
3. What could the business owner achieve through this project, and what challenges may we face during the implementation?
4. What are the strength and weaknesses that can support as a roadway for this business?
5. What is the financial source and planning; how is it planned to make the business profitable?

Business Statement:

6. How are the purpose and objective differentiated between our business with the other similar businesses?
7. How and why customers need to purchase products from the business portal?
8. How will the products be handled between clients and customers?
9. How does the technology benefit our business model?

10. How much potential will this business create among the community?

Client Statement:

11. Who are clients for this business, and how are we planning to benefit them?

12. Why is the business developed to expand the support to other small businesses?

13. Who are our target customers?

14. Why do we need to consider customer's financial strengths and weaknesses?

Value: Quality, Time Management, Trust, Customer Satisfaction, Innovation, Responsibility, Integrity, Interaction

1.2 Statement of the Problem

A business plan needs a problem statement because every great Company starts by solving a significant problem. The more accurately we articulate the problem, the more valuable the solution will be. A good problem statement focuses entirely on the problem to build a robust case for that problem.

For Amma Genie, the initial requirement of the Company was to create a business plan and attract some investors to support and clients to operate their business through our portal. So first, the stakeholder needs support to create a business plan to attract investors and analyze their clients and customers to decide on the products to sell and incorporate methodologies to run the business successfully.

Next, the significant problem statement of the Company is to find ways on how the products will reach consumers. Although the local businesses usually have normal operations by people visiting their stores, this has drastically reduced due to the pandemic, 43% of businesses had temporarily closed, and nearly all these closures were due to COVID-19. Respondents that had temporarily closed pointed mainly to reductions in demand and employee health concerns as

the reasons for the closure, with disruptions in the supply chain being minor of a factor. Hence, through our delivery service, we reduce the potential contacts with people. In addition, we maintain the product demand from the local stores by connecting both client and customer through our self-owned delivery service, considering the fast and quick response to the orders placed.

Hence, we will assist stakeholders through this business plan by providing solutions through our research and analysis and formulate a more adaptable and successful plan.

1.3 Purpose of the Project

This project aims to create a business plan for Amma Genie and make our portal a one-point contact with the local stores. First, we create a business plan which addresses the mission statements identified through the client interview in the executive summary of this project. Then, on the typical components of the business plan, we will outline the following:

- Design the marketing plan
- Branding Strategy
- Competitor & Market Analysis
- Customer Decision-making process
- Sales Plan
- Operational Plan
- Management and Organizational Plan
- Financial Plan

We will share our results through the Data Acquisition Process and Data Analysis and share a brief overview of the recommendations for a business.

1.4 Significance of the Capstone

The capstone project team went above and beyond in terms of determination and efforts to develop a project for the business that faces real-life situations after exploring new avenues for research and gained knowledge through it. While discussing with stakeholders, we added additional recommendations and business insights and exhibited our leadership skills, critical thinking, business communication research and analysis, and other qualities. With the project advisor or stakeholder to help us, the main tasks, experiments, and research are performed independently by the capstone project team. It provided complete freedom to make our own decisions and do things at our pace. This capstone project provided many opportunities for us to grow productive

2 Literature Review or Trends in the Industry:

During the primary phases of our project, we focused on the entrepreneurial side of starting a business. The importance of this cannot be understated; understanding the industry trends and how other people have started a business will prepare us for the process. We will cover research and trends we deemed necessary in other sections in chapter two.

2.1 Initial Planning Process:

The initial process in starting a business, whether a food stand or an application like the one we are designing the business plan, must follow. The steps needed vary between authors; however, for this paper, we highlighted three of them that vary in approach, but each covers essential topics.

2.1.1 Stevenson and Gumpert model:

- Identify opportunity
- Identify how to capitalize on an opportunity
- Identify required resources
- Determine how to control resources
- Determine organizational structure

2.1.2 Ardichvili et al

- Define Business concept
- Define Business Model
- Define Business Plan

2.1.3 Haber and Reichel

- Idea formation

- Feasibility Study of the Concepts
- Establishment Phase
- Operation Stage

These three different models are tools to build initial plans off. The difference in approach covers a vast number of essential topics to the success of a business. The first model, the Stevenson and Gumpert Model, focuses on the idea that something is missing from society and building upon that desire. Stevenson and Gumpert Model play an essential role in the business going into a market that needs the service it provides (Stevenson & E.Gumpert, 1985) (Appendix B). The next plan discussed was Ardichvili et al., compared to the previous plan, this one is broader than the previous one. This one is to design the elementary components based upon an idea; this idea will construct a basic business model with theoretical steps (Ardichvilia, 2000). The final business plan, Haber and Reichel, is the most in-depth and realistic model on which to base the approach off. The main variance between this model and others is the second aspect of the model. The second aspect of the model is determining the feasibility of the idea; a necessary test and focused heavily on during research because if we overlook it, it will cause a lot more issues during the later steps and end up failing in the later stages (Operation Stage, structure stage). (Haber & Reichel, 2005)

2.2 Benefits and Cost of Business plan

When writing and designing a business plan, we bias everything on research and theoretical information. However, there are benefits to writing a business plan, and there are also downsides. Further in this paper, we have analyzed and shared explanations on both sides, detailing why it is beneficial or non-beneficial.

Benefits:

Planning of activities will result in the savings of time when the business starts its development

Planning allows faster decision making when the business takes off

These two benefits are essential to the development stage of a business. Once the business starts its production and becomes active, having a plan to handle it becomes very useful. Besides:

It will help stabilize the business during their more critical time.

It will improve the adaptability of the business.

It improves decision-making when it is necessary to improvise.

When deciding on a business, the main thing to keep in mind is the goal. Our business goal focuses on selling more products, expanding to a different area, reducing workforce cost, or anything else related to the Company's success. Creating a business plan allows us to adjust tactics if something is not working because we already have goals laid out.

Business planning contributes to the economical use of the Company's resources.

Business planning contributes to the acquisition of resources through financing.

When doing anything in a business, it is always wise to use all available resources to ensure success. These benefits further support those claims; having a plan in place makes the whole Company have a similar mindset and can target similar goals during the design and action phase of launching a company.

Cost:

When doing anything for a business, it is vital to look at both sides of the spectrum, we just discussed the benefits, but it is just as important to discuss the downsides of doing a plan.

- Time devoted to the business plan could switch into other activities with a more direct effect on the origin of the business.

Looking at the downsides and potential adverse effects of creating a business plan, the most obvious one to look at first is the time factor. The time it takes to design and write a business plan takes time to work directly on and improve the business.

- The business plan makes it difficult for companies to adapt to new conditions.

Spending a significant amount of time about how to look/run a business is possible to become set in stone. Having a one thought mindset while creating a business can damage success; not adapting to different changes will cause businesses to fail.

- The writing of the business plan costs company resources to complete.

Resources are harder to come by during a business, and devoting a good portion of them to a business plan is not always the wisest choice. Resources taken away from other development projects could further enhance other aspects that might not base on a theory.

Deciding to do a business plan is on a case-by-case basis and is up to the stakeholder. In our opinion, based upon our research, it is the most beneficial thing for the Company to do. The market this application is looking to get into is highly competitive, and having as much information as possible will allow for the appropriate decision-making (Cerqueira, 2018).

2.3 Trends in the Industry

The current norm in society is no longer going out with friends or family when hungry. Instead, the standard people use today is food delivery applications; Grub Hub and Door Dash have slowly taken over the past years. With more companies signing up every day, this is becoming one of the best industries to move into the market. Various parameters were evaluated in the current industry (Appendix C) to understand the trends.

The current trend has also had a negative impact on health, and it shows that most of the food people are ordering is deemed unhealthy. This scenario is heavily different than what was the norm five years. A study shows the difference between people cooking at home versus people eating food. "All respondents were asked: "During the past seven days, how many meals did you get that were cooked away-from-home in places such as restaurants, fast food or takeaway places, food stands, or from vending machines?" (Stephens, Miller, & Militello, 2020). This picture was one of the questions used in the study; the importance of this shows how profitable this market truly is. The main issue for people is selectivity. Depending upon where we reside, the amount of healthy food is often left off the potential list. We hope our application will change this trend, focusing more on local restaurants and staying away from bigger fast-food brands. The question at hand is why these specific approaches will help with the current negative trend. Author Janna Stephens explains, "Over the past 30 years, fast-food share sizes have increased, calories have boosted, and sodium levels have added, intensifying the potential problem these applications might pose to the ongoing obesity epidemic" (Keeble, et al., 2020). This one of the main issues is hurting the current society, with obesity going up, and these delivery apps are giving younger kids a better chance of giving access to these foods.

The current state of this industry is always looking for the best deals and offers the cheapest food; our application will alter the trend and allow for a new healthier option that will also support the local businessse

3 Methods

There are various research methodologies and data collection methods used in research. However, before defining research and data collection methods, the research method should be chosen. Two categories of research approaches are inductive reasoning and deductive reasoning. **Deductive research** moves from universal ideas to specific situations, while the inductive research approach moves from ideas to broader theories. We applied the deductive approach in this business plan. Thus, our research on business plan moves from general ideas to specific situations (Creswell, 2014).

The next step after defining a research methodology is to decide the methodology to achieve it. The methodology must best suit the project and meet the goals of the research. Two commonly used principal research methodologies are qualitative and quantitative research methods. We chose to perform **Qualitative research methodology** by raising questions as "how," "why," and "what." Apart from that, we focused on understanding business through non-numerical data such as interviews, group discussions, and observations (Quinlan, 2011).

The final step is to select the data collection methods and the procedure of its evaluation. There are two categories of data sources: **primary and secondary resources**. Primary data is collected by the project team, while secondary data is extracted from other research data collected for different purposes. Here, the primary data is collected from interviews with the stakeholders to understand business planning for the Amma genie more precisely. The secondary data of the thesis are from online websites; datasets shared on public portals, journals, and articles (Lombard, 2010).

3.1 Data Acquisition Process

The figure below presents the data acquisition process for the primary and secondary sources of the project. This process includes four phases: desk research, design of interview questions, interviews' conduction, and data analysis & results.

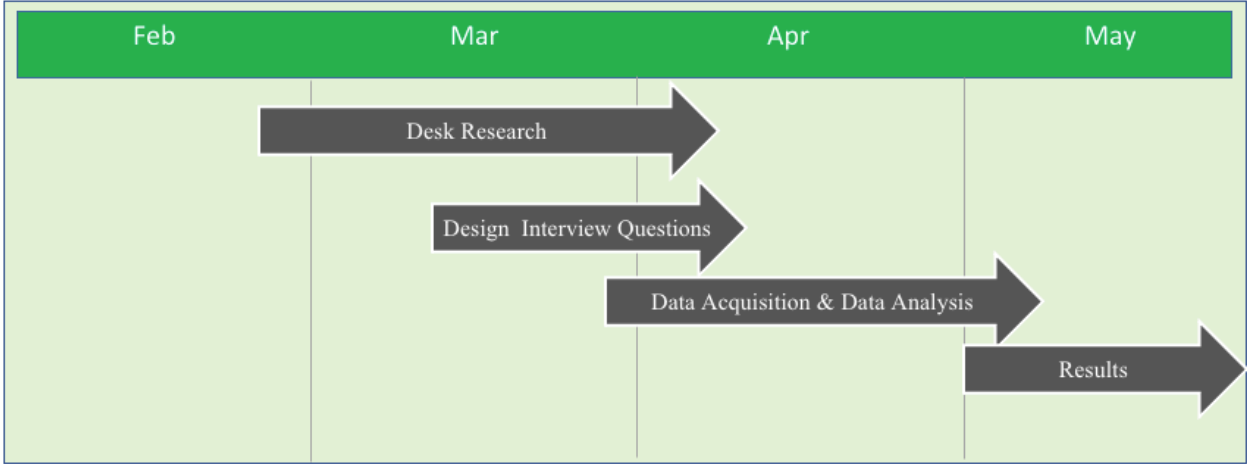


Figure 4.4.3.1-1 Data Acquisition Process

The desk research has started with an analysis of the Company's product Amma Genie. The main objective is to identify the uniqueness of the business, business planning practices and create some references for other businesses based on the comparison between our Company's business planning performance and standard practices. Two types of desk study are: internal and external. All information, such as the business plan's structure for the capstone period (February-May 2021), desk research, design interview questions, were planned and gathered working with the Company's stakeholders through internal desk research. External desk study includes data collected from the public domains related to business overview, goals & objectives to perform data analysis & results, and mission and vision. The desk study aims to identify the elements of a business plan and standard practices of the business planning process. To understand these and analyze the practical business plan components, the capstone team designed interview questions. We defined the Company's mission, vision, and objectives related to the business plan's Business Plan and Analysis for uplifting Small Business (SB)

performance through the interview questions process. In addition, it helped to evaluate the credibility and validity of data from the desk study, such as who are their targeted audience, which is the peak season for business, and help get insight into the business. The interviews were managed face-to-face and over the zoom meeting during Mar-Apr 2021 (Beuving, 2015).

3.2 Data Analysis Method

During the data acquisition and analysis phase capstone team additionally collected data via:

- Content Analysis

Content analysis is a method of analyzing the content of documents to understand the business trends, facts, and findings. In addition, it helps us understand existing methodologies and their implementation in our business.

- Brainstorming

Brainstorming is a significant element of successful idea generation in the business. There is nothing like good out-of-date brainstorming to create new ideas, classify a problem's root causes, and develop elucidations to complex business problems.

- SWOT analysis

This technique assists in finding bands of both strength and weakness. It also allows for the proper distribution of resources and helps a business develop a full awareness of all the factors involved in crafting a business decision (Ferrel, 2012).

- Marketing Research

Marketing Research assisted with business planning. It provided insight into customer thinking, buying patterns, and location. In addition, market research also assisted in monitoring market trends and kept an eye on what the competition is doing. Subsequently, marketing tools such as Porter's five forces analysis, 4Pcs, and study the competitor analysis in

this research. These analyses provide a basic understanding of the customers and move towards the general direction.

- Customer Analysis

A customer analysis is a thoughtful section of a company's business plan or marketing plan. It identifies target customers, ascertains the needs of these customers, and then specifies how the product satisfies these needs. To understand the customer segmentation, their income & expense trend, market strength, and demand, we collected data through social explorer <https://www.socialexplorer.com/>.

- Scope Analysis

The project scope is the step-by-step guide to regulate who, what, why, when, and where. It will be able to explain to the stakeholders what they want to have done. In addition, it will list who will be doing which job. We created a google document form containing various questions regarding the client's store and requirements. https://docs.google.com/forms/d/1usTuNQDNT5TCgsohvxx5nmzJyh9FO0CEXL1A_o5UOnc/e dit.

This form will gather information on what services will be provided by the Company to small businesses.

3.3 Ethical Concerns

We are developing a business plan for the Company that plans to apply and workforce labor. Therefore, we must consider that there are very acute ethical problems associated with violation of privacy, ethics of behavior on the employees, and observance of safety protocol in the modern information society. Amma Genie is a service provider that must follow specific rules and

standards to provide these services. Each country has several laws, standards, and agreements concerning its employee. (The 5 Biggest Ethical Issues Facing Businesses, n.d.)

3.3.1 Confidentiality and data security

Users will have to enter their data (name, contact number, address, bank card number) to use the application loaded in the play store or app store. Employees can access this data to carry out the daily activities of the portal. However, at a similar time, it needs to be ensured that fraudsters do not gain access to such critical information and data leakage does not occur. It is especially dangerous if fraudsters gain access to bank data and can steal users' funds. Therefore, we need to closely monitor who has access to confidential information and constantly monitor who and what files are accessing.

3.3.2 Health and Safety

There has been plenty of research on combating ethical business health problems related to workplace health & safety. The Company needs to develop some accurate advice on how to promote safety and health in the workplace (International Labour Organization, 2019):

- Regularly inspect workplace for any potential hazards
- Train employees, so they are educated on safety protocols
- Promote healthy living
- Inform employees that support is available
- Recognize and incentive hard work
- Create prospects for employees to develop
- Hold recurring meetings with employees to recognize their needs

3.3.3 Advertising

One of the main ways to earn money from the development of the portal will be advertisements of the various client for their products used in the application—misleading advertising. Also known as "false advertising," it simply relays something to customers that are not the entire truth. Therefore, the Company desires to ensure that employees are familiar with the advertising guidelines and refuse those clients who offer inappropriate advertisements (Chron Contributor, 2021).

3.3.4 Technology\Privacy

Employers can monitor their employees' activity on their computers and other company-provided electronic devices with technological security capabilities. Therefore, employees should evaluate the privacy policy to see how they are being monitored and consider if it can indicate a record of their job performance (AMA, 2019)

4 Results and Recommendations

The business idea of the project is to create an application that can deliver the products sold from the local store in that area. Currently, the Company is focusing on the Indian community. To ease this process and have a single console as a point of contact, the Company is developing an application, "Amma Genie," which shows the list of products sold by the local stores to the customers who intend to purchase from their home avoiding travel and need to spend time on shopping.

4.1 Brainstorming Analysis

The relevance of this project is because the stakeholder did not get time to research how the project can be taken to success and need assistance to build a business plan. Therefore, the capstone team initially worked with the application team to add insights to the application using the brainstorming method. During the meeting, we were able to share the following insights:

4.1.1 Logistics plan:

The product catalog in the app gets modified based on the locality the delivery service is limited. The problem identified here is to design the services and their price. On analyzing the design of similar products, we were able to add up some suggestions. Considering the delivery charges in Grubhub, Doordash, Postmates, and Uber Eats, less than \$6 is the best price. Once customers login to their account, they will have to update their address that picks the product catalog available to that location. Since this is a local delivery model, the delivery charges between \$0-\$6 are better.

	GubHub	DoorDash	Postmates	UberEats
Best For	Deals	Reputation	Variety	Cost
Delivery fee (Additional fee apply)	Typically less than \$7	\$0 - \$8	\$1 - \$10	Typically less than \$6

Table 4.1.1 Logistic Plan

4.1.2 Product Plan

Initially, the products are divided into five categories: Food, Groceries, Meat, Bakery, Indian Specials and added to the application. Customers will have the option to choose from this catalog; however, the scope to capture high-demand products can be unknown. The Company already had a voice search functionality through which they could connect with the customer support team. The ask on products can be immediately requested from the local store and delivered to them with the help of the customer support team. However, there are limitations in capturing the data; the capstone team requested the application team to add a functionality that could capture users' search. This search will be revised every week or two and added to the catalog based on the product demand.

Our team additionally shared few more insights on the top products in demand among the Indians in the USA. This way, if the products are not available in the local shop's Amma Genie will recommend selling the product by the local shops that have requested analytical research tie-up with our business. Therefore, few top products are listed below:

Products	Varieties to consider
Jewelry	Imitation Jewelry, Artificial Jewelry
Precious metals, Gems, and Coins	semi-precious gravels, Gems like rubber products, leather products coin bag, cow lappa purse of leather coins.
Rice	Basmati Rice- Dawat super, Traditional rice, and Roya chef secret

	non-basmati rice - Sona Masoori, Indian short-grain, long-grain rice
Spices	Assorted spices, white pepper, coriander seeds, fennel seeds, coriander powder, processes spices, mustard seeds, powders of different spices: Fenugreek leaves, MDH Kasuri methi, MDH masala.

Table 4.1.2 Product list

4.2 Competitive and marketplace analysis

The competitor & market analysis starts with Porter's five forces analysis. Porter's model is a tool that allows analyzing the competitive intensity within a particular market or industry. This analysis consists of three forces from "horizontal competition" (the threat of new entrants, the threat of established rivals, and the threat of substitute products/ services) and two forces from "vertical competition" (bargaining power of buyers and bargaining power of suppliers). Horizontal competition means that these three forces operate in the same manner within the market and steep competition within the supply chain (Appendix D) (Dobbs, 2014).

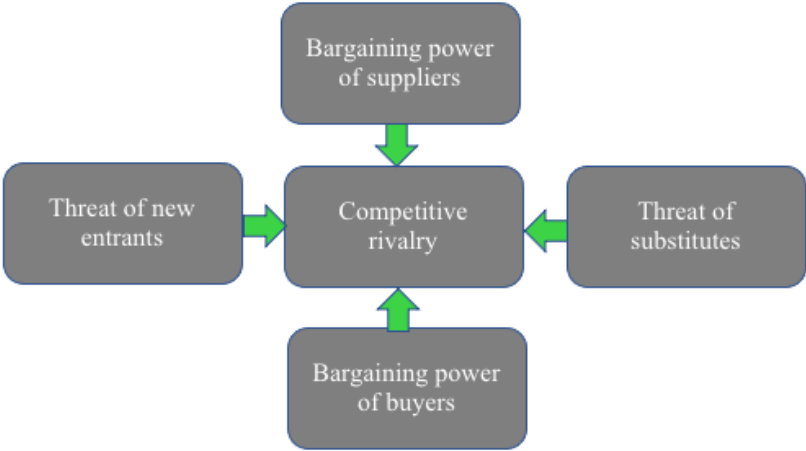


Figure 4.4.3.1-1 Porter's five force

Amma Genie is starting from scratch, and with strict finances, it is difficult to start a business in big cities, but eventually would like to expand. Therefore, the pros of DoorDash are picked

through a case study (Appendix G) and implied that Amma Genie has local vendors who are not based in cities, and the target audience is based locally. Hence, it will help Amma Genie gain popularity, generate more revenue over time, and further invest in growing business. In addition, GoPuff provides similar services as Amma Genie does not have Business in New Jersey, which means there is no competition for Amma Genie for the time being. Because of this, the business can focus on selection, quality, price, and speed.

When DoorDash first launched its food delivery business in 2013, it was already facing competition from recognized companies like Grubhub, Seamless, and Postmates. After years of tactic, however, DoorDash grew market share, revenue, and the top slot in what became known as the food delivery wars. Because Amma Genie is not the only delivering service in the market, we studied DoorDash to understand how it tackled working in big cities and existing competitors. The key strategies used by DoorDash to gain customers and valuation are:

4.2.1 Focus on the suburbs

Delivering in cities poses a unique set of challenges. Aside from circulation and parking issues, customers expect low prices, and drivers expect higher wages which need to consider on the team and financial planning. When DoorDash bid to gain customers in New York, the Company ran into a saturated marketplace. After three years, the Company had not gained much traction. So instead of beating Uber Eats or Seamless at their own game, DoorDash decided to focus on the tri-state area suburbs: Long Island, New Jersey, Westchester, and Connecticut. The pivot was a success, and DoorDash's New York operations finally became profitable. With those gains, the team reinvested back into the city.

4.2.2 Selection and quality over price and speed:

The following strategy involved focusing on the aspects of food delivery that Uber Eats and Seamless were ignoring. “In food delivery, you can compete on four things – price, speed, selection, and quality.” So, while Uber focused on speed and Seamless focused on price, it seemed there was a space for DoorDash to focus on selection and quality. Besides, customers did not seem to care too much about quick delivery.

Analysis showed there was a limited marginal benefit to customer conversion or retention rates under 42-minute ETAs. If deliveries were sub 42min, customers did not care how long they took. As a result, Uber focused on achieving sub 30min delivery times to their detriment. In terms of selection, DoorDash focused on partnering with restaurants customers wanted, including large chains like McDonald’s, Starbucks, and Subway. In addition, customers appreciated DoorDash’s focus on quality, ensure that order delivery is without any mistakes or mishaps.

Considering, Amma Genie is one of the very few businesses providing this service in the market, and because of this, we can have a strong position in the market. In the scope to expand or the lack of delivery services, where comes Doordash, who consistently delivers killer integrated marketing campaigns and acquisition efforts that are the result of solid cross-functional collaboration. Product, engineering, and brand are tightly linked, helping to deliver the very best results. The capstone team recommended this strategy for the business (Porter, 2013).

4.3 Competitor Analysis

According to the business plans stated above, the goal of a company is to find a need and create a business around said need. Our business has selected two competitors with the same general business plan or is targeting the same market.

SWOT Analysis is an analytical tool used to identify and categorize external (threats and opportunities) and internal (weaknesses and strengths) factors. Companies have direct control over the internal environment, presented as a 5M methodology (men, machines, methods, measures, and means) and three key concepts: technology, quality & management, and performance. On the other point, external factors are beyond the control of the business. For example, political/legal factors, technological factors, economic factors, social/demographical factors, and competition level at the market act as influencers (Jain, Trehan, & Trehan, 2010).

The SWOT analysis allows the Company to monitor its performance and creating a competitive advantage. Within the competitor analysis framework, SWOT analysis for one of the competitors allows forecasting competitors' strategy. This tool benefits to achieving a stable and robust position on the market, constant growth, and rising profit through understanding weaknesses & threats of the competitor and the Company's strengths & opportunities (Ferrel & Hartline, 2012). In the below figure, we have the elements of the SWOT analysis and its explanations:

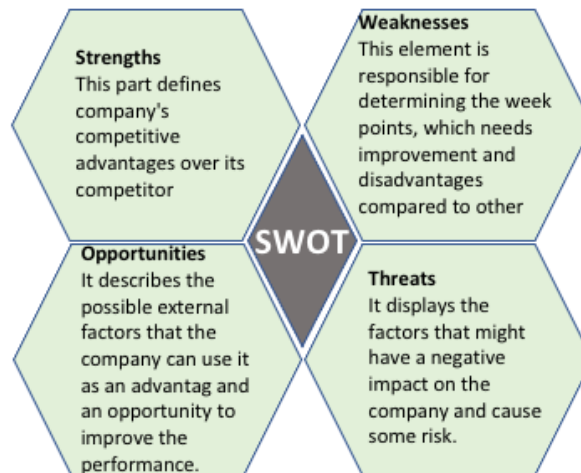


Figure 4.4.3.1-ISWOT Analysis

The first of the businesses is Grubhub/Doordash. The reason they are a direct competitor to us is that they have a similar design to us. They take local products from restaurants and deliver them to consumers in the area. The second of the two is GoPuff; they focus more on material objects. These material objects are the second part of our plan, and they are taking non-food goods and delivering them to people in the area. In addition, we compared the competitors' pros and cons (Appendix G) on how to plan business models and how to do the sales strategies, which helped us understand how to build the business from scratch.

Comparing with the competitors, the strength of the Amma genie is the innovation and targeting market on communities. However, this also has a weakness in covering fewer customers where the target area could have more than 25% of other community members. Robust technology builds trust with the customers. The App development needs to have frequent upgrades identifying the bugs and immediate changes when hindrance is experienced.

Since the company determines to own the delivery service, its advantage is to have complete control over the service, which would be a cost-effective plan. Other similar businesses run the distributed delivery system where any person could join the system and start working. Though this approach needs good planning on the delivery service, it also involves a marketing strategy. Since Amma genie multi-connected business delivery, the distributed network could cause frustration to drivers, and a different marketing strategy is needed.

The scope of Opportunities is identified by expanding this business to all US locations. The company can approach the local people and encourage them to start business and obtain support through Amma genie to connect with their local people. This methodology can counterweigh on the marketing strategy through drivers by other competitors.

4.4 Marketing Plan

A business plan cannot occur without a marketing strategy. Creating a precise forecast is vital for a company to understand consumers' behavior and tendencies and ensure that it has a right and good image. Marketing is the action or business of promoting and selling products or services, including market research and advertising. Efficient marketing develops sound business strategies, allows for successful innovation, increases the effectiveness of promotional strategies, and strengthens the brand image. The primary purpose of the marketing is to attract new customers and maintain the relationship with existing ones. The interaction process between customers and marketers presents the dialogue between them and assumes the exchange of values. The marketing plan is one of the central and highly significant parts of the business planning process. Marketing brings success in the long term, particularly continuous growth in earnings and value per share. The marketing plan has an input in defining efficiency in customer satisfaction terms and helps identify core products/services that meet the needs of the business's target segments. Therefore, marketing plan theory will present its elements and introduce them to the stakeholder (Farall, 2008).

4.4.1 4P's Marketing Mix

The marketing mix is an abstract framework that defines four milestones in configuring the offerings to meet consumers' needs: Product, Place, Price, and Promotion. This concept is robust because it makes the marketing process more straightforward and allows for precise control. Thus, a marketing mix is a set of techniques used to market a brand and raise the competitiveness (Armstrong, 2014).



Figure 4.4.3.1-1 4 P's Process

This part aims to ensure that there is the right product in the right market and search for possibilities & opportunities to extend the product's life cycle.

The second part of the marketing mix is the price that reflects how much the product or service costs. Price is an essential component of the marketing plan. It identifies the Company's profit and significantly influences the whole marketing strategy, sales, and demand.

The place is the third component of the marketing mix, and it presents the location of the sales point and its accessibility. The definition process of the place demands a deep analysis of a target market to identify the best distribution channels and efficient positioning.

The last element of 4P's is promotion. It presents the strategies of product promotion to consumers (e.g., advertising). It is an essential part of the marketing plan as it can raise sales and brand recognition.

To design the marketing plan for Amma Genie, we tried to answer few questions to strategize and track product marketing plans.

4.4.2 Branding Strategy

Branding strategy is a long-term plan of brand development. The brand is an intangible asset that creates an image of the business. Logo, name, slogan, and other visuals are presenting

the brand of the business. Effective branding strategy improves all business areas of the business, raises competitiveness, and positively affects consumers' experience and emotions (qlutch, n.d.).

Creating a unique product individuality and branding strategy is essential in formulating the success of the Company. An attractive product and branding strategy helps customers is on making their purchase decision. Hence the product is named "Amma"- mother and "genie," a spirit named from the famous tale Allaudin and his magic lamp. The Company says, "A genie from your mother to deliver what you wish for."

Amma Genie being new in the market it must be introduced to the client partners and consumers. It must be known to the local partners and residents. It will have sales representatives who will pitch the business plan to the local client partners. Other than that, a digital marketing team will create to advertise on Instagram, Facebook, and Billboards. They will be posting offers, deals, and new products, which will attract customers. There will be sales promotions like offering free samples on a specific purchase, Coupons, Point of purchase displays. The publicity will involve product launches, social media, events that will include the local community and the online community.

4.4.3 Ansoff's Growth strategy matrix

The Ansoff Matrix is used to analyze and plan their strategies for growth. The matrix shows four strategies to help the Company grow and analyze the risk associated with each strategy. The strategies are Market Penetration. Product Development, Market Development, and Diversification.

4.4.3.1 Consumer Analysis

The market is segmented based on consumers. The data of consumers are grouped by geographic location, income, gender, and family size. While launching our application in the beginning stages, we decided to scale it back and focus on the Indian population in New Jersey as

our target group. While looking over the different target areas to focus on, we focused on various factors that would influence the area where we would first launch the application.

Different factors went into making our decision about which of the counties in New Jersey we would choose. The first criteria we choose decided to look at was the income of the population. This was important because while looking at the other food delivery applications, we noticed a peak of consumers in higher-income locations. In addition, major cities were often the most popular areas. This factor would help us make the most successful launch; however, this is also restricted towards communities and non-competing and more significant markets as we studied through competitor analysis.

The second criteria we decided to look at was the different locations of where the most Asian Indian populations were located. After collecting our data through Social Explorer, it showed us that out of the eight largest counties in New Jersey, Middlesex had the most significant number of Asian Indian populations in the area. The figure below shows that the county and its population.

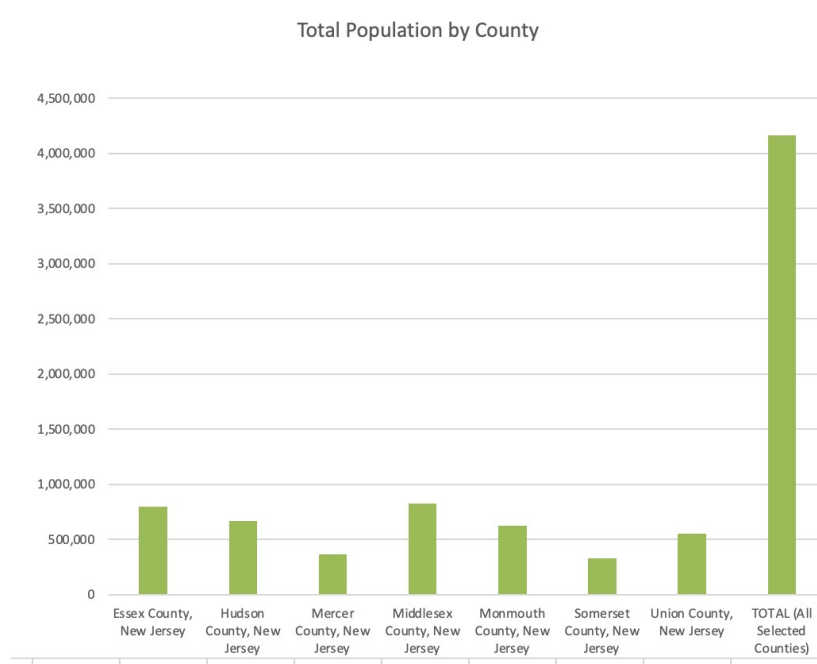


Figure 4.4.3.1-1 Total population by county in NJ

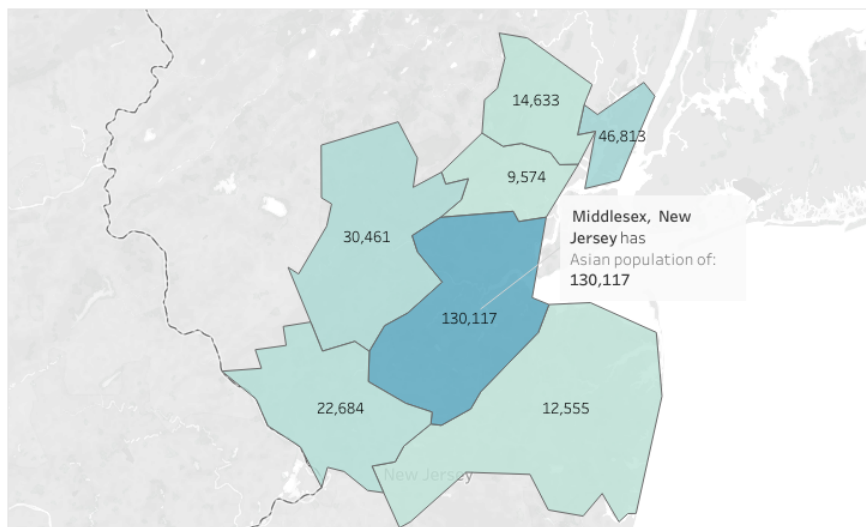


Figure 4.4.3.1-2 Indians population by County in NJ

The following focus groups we are focusing on are the other areas with the highest proportion of Asian Indian populations. Areas such as California and Arizona are the following areas where we will launch our application next. These two locations have some of the most significant percentages of the population of Asian Indian population and meet the other criteria that they are also high-income locations.

Asian Indian Population



Figure 4.4.3.1-3 Asian Indian Population in the USA

American Indian Population

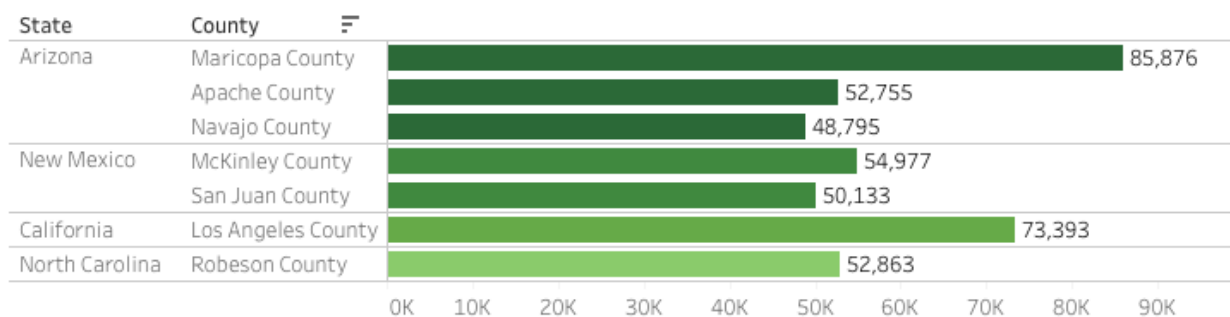


Figure 4.4.3.1-4 American Indian Population in the USA

Once we focus on this different area, the goal is to slowly expand across the country and base our selection criteria on the different places we did in the launching phase.

4.4.3.2 Client Analysis

Our survey data states that 40% of Business' do not use delivery services and are looking for logistics help. However, 20% of them are open to the idea of using delivery services. Marketing, branding, network, logistics. logistics are the most in-demand services followed by marketing and man support. Shahnawaz Meat Palace is one of the pricey places for meat one of the survey clients. In this case Amma Genie will try and get hold of other meat providers who are cost effective compared to Shahnawaz Meat Palace as that will be more affordable to our clients. This will be our marketing strategy to exhibit to our customers.

Does your store Deliver?
10 responses

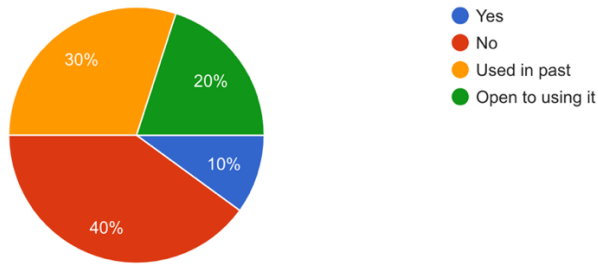


Figure 4.4.3.2-1 Survey Results

Support needed?
10 responses

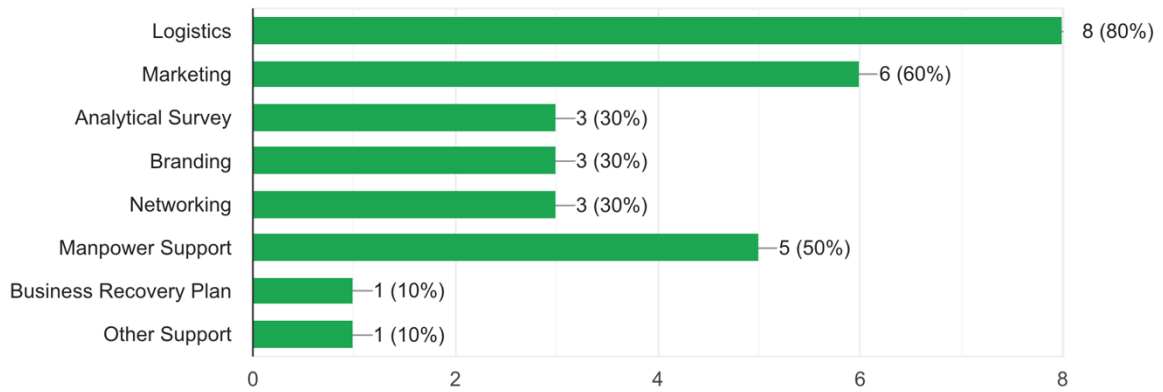


Figure 4.4.3.2-2 Survey Support responses

Target Customer/Race
10 responses

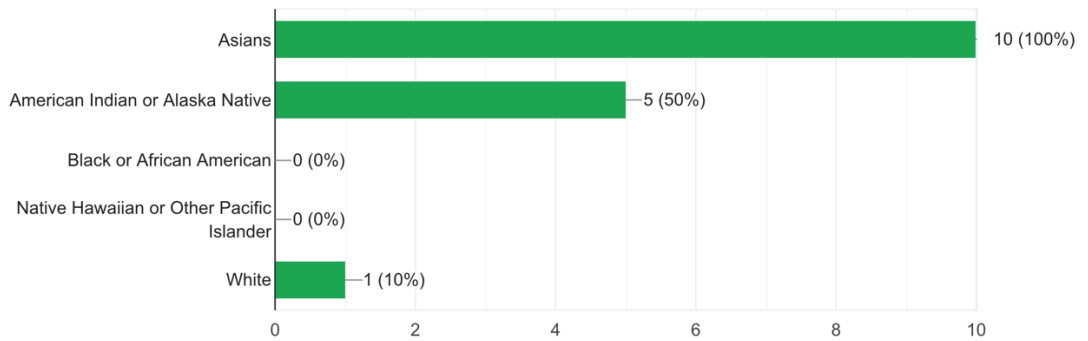


Figure 4.4.3.2-3 Target customers

4.5 Organizational Plan

Amma Genie is registered as a limited liability company (LLC), there are several choices to make regarding the details of its organizational structure. These include choices concerning the number of owners, how the business will be managed, and taxation. An LLC is a type of business unit that is organized according to state law. It consists of "members," the business owners, and "managers," who conduct the day-to-day business operations. Members are like shareholders in a corporation, and managers are like corporate officers. Generally, an LLC is formed by filing a document with the state agency that regulates corporations and other business entities.

4.5.1 Membership Structure

Multimember LLC is an LLC that has two or more members. The members can either share equally in the business's profit or loss or have unequal shares, as determined by the LLC operating agreement.

4.5.2 Taxation

Ruby Enterprise LLC has multi-member LLCs as partnerships for taxation. To choose taxation as a corporation, the LLC must file certain documents with the IRS. In determining the tax structure for LLC, it would be wise to seek the advice of a tax professional to avoid unexpected tax consequences. For example, IRS considers some or all of the profits allocated to a member-manager to earn income, subject to self-employment tax. The biggest strengths of multi-member LLCs are that they are perfect for family-owned businesses and could list individuals in the family as LLC members. Some supplementary income tax scenarios are as follows:

- Individuals in the Company pay self-employment taxes on the profits using the Schedule SE "Self-Employment Tax" form.

- Non-managing members are only subject to income tax and notated on the member's Schedule K-1.
- For single-member LLCs, owners are potentially subject to more tax liability than multi-member LLCs
- If a multi-member LLC does not pay taxes, Form 1065 "US Return of Partnership Income" must be filed to the IRS. This document allows the IRS to check to make sure that every owner is reporting their income correctly.

4.5.3 Staffing structure

Amma Genie has the potential and desires to revolutionize the food/product delivery market. Such companies like GrubHub, Doordash, and many others have opened the door to this market, but Amma Genie will be the one who opens the total amount. The first part of the organizational plan focuses on the different team members and the varying degrees of success. The different team members that we will focus on are the management team, development team, logistic team, customer service\marketing team, and the advertising team. Each of these different team members is a vital component of the organizational plan. The management team is here to help organize the Company and outline the specific goals that the primary stakeholders set. They will help keep the Company on target and focused, so they do not lose sight of the short-term and long-term goals. They are critical to the Company's success and make the communication between the other departments run smoothly.

The development team is the next aspect of the Company that is pivotal to the Company's success. The goal of this group is to maintain access to the application and make sure it is running smoothly. Logistic and customer service teams often go together in terms of application. They are focused on getting the products to the customers, logistics work more on the front head of that part of the

business, delivery drivers and updating inventory will fall into that category. The customer service team will help keep the relationship running smoothly and address any issues with the whole process. The last marketing department that will contribute to the rise of the Company is the advertising department. They are the ones who will broadcast our message to the public, informing them about the products and services we offer.

The importance of outlining the desires and needs of the different parts of the Company will help keep the Company's structure intact. Each member will do their part and ensure the primary process as defined in Appendix C will help the Company complete each order as smoothly as possible. Additionally there are also insights added on the employment ratio of each county where the business is focused to expand(Appendix F).

4.6 Financial Plan

A financial plan is a tool that allows evaluating the current financial situation of a Business and predicting future financial performance. One of the financial planning objectives is to determine capital requirements and capital structure to understand the business's financial state. Apart from that, the financial planning process frames financial policies to control the cash flow; and ensures that the Company is utilizing its financial resources most efficiently.

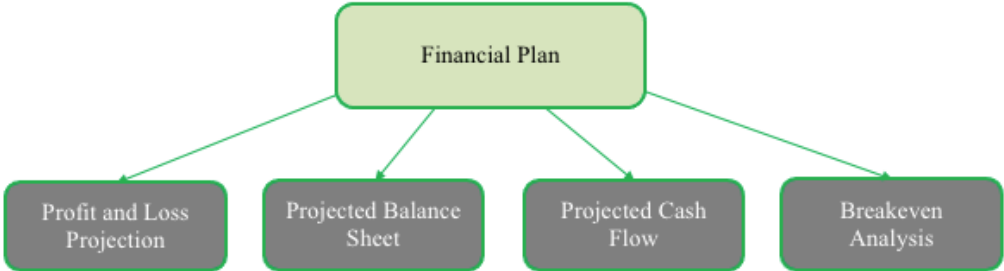


Figure 4.4.3.2-1 Financial Plan

4.6.1 Profit and Loss projection

Profit and loss projection gives the plan of the Business' revenues and expenses over the accounting period. Profit and loss projection has the same template as the profit and loss statement; however, it reflects Financial Plan Profit and Loss Projection Projected Balance Sheet Projected Cash Flow Breakeven analysis 30 the data about the outlook. The management of the profit and loss statement differs for most companies. However, the basic structure includes four measures: gross profit, operating profit (EBIT), profit before taxes (EBT), and net income. Net sale is a final number of sales that the Company had performed after dedicating allowances (e.g., damaged goods), returns, and discounts.

Net Sales -
<u>Cost of goods sold</u>
Gross Profit -
<u>Operation expenses</u>
Operating profit -
<u>Interest Expense</u>
Profit before taxes -
<u>Taxes</u>
Net Income

Figure 4.4.3.2-1 Profit Loss calculation

Profit and loss projection allows predicting the Business' financial health in the future and its potential. In addition, it shows the Company's weaknesses, which helps consider or reconsider the business plan to strengthen its profile.

4.6.2 Projected balance sheet

Projected balance sheet displays liabilities, owner's equity, and assets which business plans to have next financial year. A balance sheet allows evaluating the number of short-term funds to understand if a company can pay long-term obligations. It also helps to see if a firm is in a dangerous situation by analyzing the borrowing and type of assets.

<u>Assets</u>	<u>Liabilities</u>
Cash	Interest payable
Accounts receivable	Accounts payable
Inventories	Current part of long – term debt
Prepaid expenses	Total current liabilities
Other	Long – term debt
Total current assets	Total long - term liabilities
Gross fixed assets	Total liabilities
Net fixed assets (less accumulated depreciation)	<u>Owner's equity</u>
Total long-term assets	Retained earnings
Total assets	Common stock
	Preferred stock
	Total owners's equity
	Total Liabilities and Equity

Figure 4.4.3.2-1 Projected balance sheet

The primary regulation of a balance sheet is that assets should be equal to the sum of liabilities and owner's equity.

- **Assets**

The assets account consists of current assets and long-term assets and present net value held by the Company. The primary asset of the Company will be the vehicle used for logistics. Listed below are the assets of the Company in the order of liquidity.

Gross Fixed Assets – Depreciation = Net Fixed Assets

4.6.3 Breakeven analysis

Breakeven analysis is the last component of the financial plan, which identifies the margin of safety for the Company based on the total revenue and total costs

$$\text{Break Even point (In units)} = \frac{\text{Fixed costs}}{\text{Sales price per unit} - \text{Variable costs per unit}}$$

Equation 4-1 Break even analysis equation

Through US SBA.gov (<https://www.sba.gov/breakevenpointcalculator/calculate/>) site for small business administration, calculate a rough estimation on the breakeven analysis for the business

Calculate your total variable costs per unit

Variable costs are costs that change with sales or volume. They are based on the production of one unit.

* indicates required field

Do you know your variable cost per unit?*

 Yes

 No, input values individually

[< Back to unit sales](#)

[Restart Analysis](#)

Number of units	200	edit
Selling price per unit	\$15	edit
Total fixed cost	\$5,950	edit

4.6.4 Projected cash flow

Cash flow is a net amount of money and its equivalents in and out of a Business. Cash flow influences the business' ability to settle debts as positive cash flow increases the liquid assets while negative cash flow decreases them.

- **Liability accounts**

Liability accounts, as assets, consist of short-term and long-term liabilities. This account displays information about how much business owes a creditor. Current liabilities include accounts payable, interest payable, and the current part of long-term debt. Interest payable presents the amount of interest on a company's debt and capital leases that an organization be indebted to the bank or lenders. The projected amount of interest payable predicts if the firm will be in danger

because of the debt obligations or not. The second part of current liabilities, accounts payable, shows the purchases made by companies on credit. The last element of current liabilities is the current long-term debt represented by the principal portion of long-term debt's installment payments. It is worth mentioning that the current part of long-term debt is only due over 12 months.

Long-term debt is the long-term viability of the business, and it occurs when some financing of long-term assets (e.g., land) is needed.

Total liabilities present the sum of the Business' financial obligations, and its projection helps to understand the opportunities of the financial profitability in the next financial period.

5 Summary Conclusion

In Chapter 1, we understood and thoroughly analyzed the problem that the client approached us with. We studied the background of the project, its purpose, and its significance.

In Chapter 2, we explored the general business planning trends and analyzed the literature on this topic. Then, we examined the various structures of business plans. Our business plan was developed according to Haber and Reichel, structure, as it is the most in-depth and realistic model on which to base the approach off. Also, in this chapter, we described the leading indicators of the project's effectiveness, which were used in the fourth chapter of the work.

In Chapter 3, we identified the methods of collecting and analyzing data. We used Deductive research methodology as our research on business plan moves from general ideas to specific solutions. Data acquisition and analysis were made using Desk Research, Content Analysis, SWOT analysis, 4P Marketing Mix, Porter's Analysis. We focused on ethical concerns like Security, Technology. Safety was also taken into consideration.

In Chapter 4, a business plan is presented that can help deliver the products sold from the local store in the area. First, we described the Logistical and Product plan, which is one of the essential factors. Then, an approximate Delivery fee was proposed based on the market comparison. Because Amma Genie will have competition, competitor market research was done. We should first focus on the local market to generate more capital and then expand to big cities to tackle additional expenses. To monitor Amma Genie's performance and create a competitive advantage, we decided to use SWOT analysis. Amma Genie must have a strong marketing plan as it is one of

the most critical factors for the business to grow. Using the 4 P's Marketing Mix helps us with the product, price, place, and promotion. This covers the major marketing areas and will help offer the best price and promotions, one of the most selling factors. To help support local businesses and plan growth strategies, we did some consumer analysis based on Race, which tells us the number of Asian populations in specific states. For Amma Genie to have a proper Organizational plan, we explained how the membership structure, staffing structure, and taxation should be. This will help the company to run smoothly. The financial plan occupies an essential part of the second chapter. We formulated the estimated income and expenses of the business and the leading economic indicators that indicate the attractiveness of the project for investment.

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7 Appendix

Appendix A. The script material of the performed interview

1. *What was the need to start this business? What is the most critical thing to focus on during business plan preparation?*

Due to covid, many businesses had to start losing their sales. Being a restaurant owner, I required to retain my customers as well as run the business. Delivery service became a demand, and we started our delivery service through Grubhub and door dash. However, we had to pay an extra commission of 20-35% to these third-party vendors, not making a profit. Later, knowing that other small businesses also need some technical support and service needs and retain customers, I planned to start this business for the restaurant and extend it to other companies. To have more clients for the Company, I want to cover the business plan majorly over the customer segmentation and analyze on support needed for the small business to run the business.

2. *Why did you choose to have such a structure for the business plan?*

A business plan needs to be a formal document outlining the business's goals, direction, team, and future planning. It can be geared toward investors to raise capital or used as an internal document to align teams and provide direction.

3. *What could the business owner achieve through this project, and what challenges may we face during the implementation?*

Business owners will get the following benefits:

- Centralized delivery services with reduced cost
- Business Intelligence
- More number of customers reach

- Data on products on demand
- AI built Infrastructure support

Challenges: The challenge will be on planning the delivery service. Our service needs to cover the location of radius around 15 miles between different clients and customers. Data gathering need to be legit and need to follow a range of policy challenges to address regarding Big Data, including access and dissemination; digital asset management, archiving and preservation; privacy; and security

4. *What are the strength and weaknesses that can support as a roadway for this business?*

Strength: We will save time and have added time for other tasks.

Weakness: Convenience comes at a cost, and need to go to a physical store or branch.

5. *What is the financial source and planning; how is it planned to make the business profitable?*

Onetime cost: App development, Delivery cars

Monthly expense:

Employee wages: 30-35%

Delivery charges: 20%

App maintenance: 10%

Other miscellaneous charges: 10%

Marketing: 10-15%

Profit:10%

6. *How are the purpose and objective differentiated between our business with the other similar companies?*

Locality-based service, Centralized approach, contact less-shopping from known shops and goods, and Customer-centric product availability

7. *How and why customers need to purchase products from the business portal?*

It helps small businesses retain their business and provide products to customers they need with good quality through the portal.

8. *How will the products be handled between clients and customers?*

The app development team is creating an app that has two sections: customer login and driver login.

The customer makes an order through the app, and the support team places the order with the respective stores. Finally, once the order is ready, the support team updates the driver's login section in the app and initiates the delivery.

9. *How does the technology benefit our business model?*

AI enables retail systems to work together to optimize customer experiences, forecasting, inventory management, and more. That same data, when analyzed in the cloud, can provide additional business insights. Data analysis performs a vital role internally within a company by providing insight into decision-based improvement inefficiency. The idea is to streamline the business operations, so process flow is time-efficient. Some examples include operational costs, product development, and workforce planning.

10. *How much potential will this business create among the community?*

Rather than going after common wallets, consider going behind their hearts. Business evolution can come from adding value to every rapport with prospective customers and existing customers. We can add value by providing intelligence and experience by being an advisor, obsessing over handling customers right, both afore and behind the sale, and having a reputation for excellent execution and white-glove service.

Client Statement:

11. Who are clients for this business, and how are we planning to benefit them?

The local small business is the client for the Company. We provide the necessary support listed in the supports list and when needed for the stores based on payment plans. However, during the beginning phase, the sales are obtained through delivery, providing free consultation, and extends until the brand is recognized among the locality and providing a positive sale trend.

12. Why is the business developed to expand the support to other small businesses?

The service pattern followed for the restaurant business want to extend to other companies who face similar issues and provide solutions that could help them survive during the covid.

13. Who are our target customers?

Currently, we target the Indian community in Middlesex County, understanding the maximum number of the Indian population. In the prospect, this will be extended to other states, and we provide those insights with other business that joined Amma genie through a payment plan

14. Why do we need to consider customer's financial strengths and weaknesses?

Deciding the price and quality of the product depends on the customer's expense trend. The trend determines the price value for each product which fulfills customer satisfaction.

Appendix B Business Planning Tools

EXHIBIT 2
The Entrepreneurial Culture vs. the Administrative Culture

	← ENTREPRENEURIAL FOCUS		ADMINISTRATIVE FOCUS →	
	Characteristics	Pressures	Characteristics	Pressures
A . Strategic Orientation	Driven by perception of opportunity	Diminishing opportunities Rapidly changing technology, consumer economics, social values, and political rules	Driven by controlled resources	Social contracts Performance measurement systems Planning systems and cycles
B . Commitment to Seize Opportunities	Revolutionary, with short duration	Action orientation Narrow decision windows Acceptance of reasonable risks Few decision constituencies	Evolutionary, with long duration	Acknowledgment of multiple constituencies Negotiations about strategic course Risk reduction Coordination with existing resource base
C . Commitment of Resources	Many stages, with minimal exposure at each stage	Lack of predictable resource needs Lack of control over the environment Social demands for appropriate use of resources Foreign competition Demands for more efficient resource use	A single stage, with complete commitment out of decision	Need to reduce risk Incentive compensation Turnover in managers Capital budgeting systems Formal planning systems
D . Control of Resources	Episodic use or rent of required resources	Increased resource specialization Long resource life compared with need Risk of obsolescence Risk inherent in the identified opportunity Inflexibility of permanent commitment to resources	Ownership or employment of required resources	Power, status, and financial rewards Coordination of activity Efficiency measures Inertia and cost of change Industry structures
E . Management Structure	Flat, with multiple informal networks	Coordination of key noncontrolled resources Challenge to hierarchy Employees' desire for independence	Hierarchy	Need for clearly defined authority and responsibility Organizational culture Reward systems Management theory

Appendix C Industrial Trends

Evaluation parameter	Industry Situation
Resource-Based View	<ul style="list-style-type: none"> • Organizational resources are any tangible or intangible asset or capability that companies own, control, or have access to on a semipermanent basis • Repeatable patterns of actions in the use of assets to create, produce, and offer products to a market • Digital platform resources are widely available to all constitutive agents
Innovativeness of competition	<ul style="list-style-type: none"> • Competition in the product market affects firms' incentives to innovate. • The product market payoffs crucially drive competition impacts innovation. • Market concentration may improve or harm welfare and innovation outcomes. • Competition may increase consumer welfare while decrease total welfare.
Uncertainty Adaptability	<ul style="list-style-type: none"> • Functioning under a lockdown situation • Place energy on the things that can be in control • Identify the negatives of the current situation, find a sense of satisfaction in regaining control of how it perceives the situation.
Management of competitive advantages	<ul style="list-style-type: none"> • A well-managed supply chain can drive competitive advantage • Five areas to drive competitive advantage: Marketing, Finance, Human Resource, Legal and Customer Service
Adversity	<ul style="list-style-type: none"> • Physical debilitation, financial pressures, broken emotions, weakness in leadership create adversity • Solid passion, enduring grit, harsh self-reflection, and an unbending optimism to navigate building companies' choppy waters help overcome the adversity.
Product/ Service differentiation of competitive advantage	<ul style="list-style-type: none"> • Reduced price competition. • Differentiation strategy allows a company to compete in the market with something other than lower prices. • Unique products • Better Profit margins • Consumer brand loyalty
Corporate Environmental Ethics Management	<ul style="list-style-type: none"> • Maintain to provide moral grounds for social policies. • Protecting the Earth's environment and remedying environmental degradation

Appendix D Case study on Competitor Analysis using Porter’s Five Force Analysis



Appendix E Organizational Structure, Roles and Responsibilities and Functions

Team	Task	Functions
Management Team	<ul style="list-style-type: none"> • Responsible for managing the Company's core business operations, which requires planning of various development processes, Group principles, and Group practices • Monitoring the development of financial matters and Group business plans. 	<p>Planning: When thinking of planning in a management role, think about it as choosing appropriate goals and actions to pursue and then determining what strategies to use, what actions to take, and deciding what resources are needed to achieve the goals.</p> <p>Organizing: This process of establishing worker relationships allows workers to work together to achieve their organizational goals.</p> <p>Leading: This function involves articulating a vision, energizing employees, inspiring and motivating people using vision, influence, persuasion, and practical communication skills.</p> <p>Staffing: Recruiting and selecting employees for positions within the Company (within teams and departments).</p> <p>Controlling: Evaluate how well management is achieving goals, improving performance, taking action. Put processes in place to help establish standards, measure, compare and make decisions.</p>

Development Team	<ul style="list-style-type: none"> • Schedule, chair, and document relevant meetings. • Analyze project and team performance to understand better where process improvements can be made. • Ensure the development team have the resources they need to deliver the work 	<p>Initiate the project. Provide the project/product vision and strategy. Sign off critical milestones. Turn the project or product vision into a visual thing. Work with the Product Manager to create a user experience that meets the requirements. Support the development team through the build process. Understand feature requirements defined by the Product Manager and Business Analyst. Ensure features built by developers meet the criteria defined in the requirements. Engage with development teams to agree and understand QA processes.</p>
Logistic Team	<ul style="list-style-type: none"> • Logistics team leaders support customer service and delivery activities by coordinating and directing teams tasked with shipping, receiving, and storing goods. They focus on order fulfillment and supply chain coordination, as well as personnel management 	<p>Product Delivery: The goals of this aspect of marketing logistics include filling the order, on-time delivery, precise invoicing, and zero damage. Place: The function of place in marketing logistics allows the organization to simplify the transactions between a logistics provider and the customer.</p>
Customer Service Team	<ul style="list-style-type: none"> • Maintaining a positive, empathetic, and professional attitude toward customers always. • Responding promptly to customer inquiries. • Communicating with customers through various channels. • Acknowledging and resolving customer complaints. 	<p>Price: Marketing logistics must recognize price drivers. The profile of the customer, the product, and the type of order are factors that drive the price</p>
Marketing Team	<ul style="list-style-type: none"> • Defining and managing the brand. • Conducting campaign management for marketing initiatives. • Producing marketing and promotional materials. • Creating content providing search engine optimization for the app. • Monitoring and managing social media. 	<p>Promotion: Help ensure that all the entities work together and produce the marketing materials needed to sell the product.</p>

Appendix F Employment Ratio by county

	Arizona			California			Illinois	New Jersey	New Mexico		New York	North Carolina	Washingt..
	Apache	Maricopa	Navajo	Alameda	Los Angeles	Santa Clara	Cook	Middlesex	Mckinley	San Juan	Queens	Robeson	King
Employment Potential	0.2%	15.0%	0.4%	5.8%	34.4%	6.6%	17.8%	2.9%	0.2%	0.4%	8.0%	0.4%	7.9%
Employment, Retail Trade	0.1%	18.0%	0.3%	5.3%	33.8%	5.9%	16.5%	2.8%	0.2%	0.4%	7.4%	0.4%	8.9%
Employment, Wholesale Trade	0.0%	13.3%	0.1%	5.6%	39.6%	4.9%	17.1%	3.9%	0.1%	0.3%	6.5%	0.1%	8.4%
Food and Beverage Store Sales	0.1%	13.8%	0.3%	6.1%	33.9%	6.8%	18.0%	3.2%	0.2%	0.4%	6.4%	0.3%	10.5%
Food Services	0.0%	13.7%	0.2%	5.6%	34.5%	7.9%	20.2%	2.1%	0.2%	0.3%	5.1%	0.2%	10.1%
Restaurant Index	3.3%	8.8%	5.7%	8.7%	9.2%	9.5%	9.5%	6.8%	8.3%	8.7%	5.7%	5.9%	9.8%
Retail Trade (Est)	0.1%	13.2%	0.4%	5.2%	35.5%	5.7%	17.8%	3.2%	0.3%	0.5%	9.6%	0.5%	8.0%
Total Retail Sales (including Food Services)	0.0%	14.0%	0.2%	5.4%	26.2%	12.9%	15.4%	2.8%	0.2%	0.3%	3.9%	0.2%	18.4%

Appendix G Competitor Analysis

	Uber Eats	GrubHub	Doordash	Go Puff
Pros	<p>The app is reliable and responsive unless app users have “No Service.”</p> <p>Built-in navigation</p> <p>Built-in chat with the customer, with Voice-to-text from customer</p> <p>Tap common phrases, “okay, got it!”, “I have arrived!”.</p> <p>Pickup is code-based driver confirmations, with many franchised restaurants sealing their food.</p> <p>Relinquished food checking saves time.</p> <p>Has surge pricing, which is paid 1.6x at times.</p> <p>Outstanding Trip Details and income information</p> <p>Never have to pay. Not given a card and need just to pick it up.</p> <p>Thump up/down ratings from drivers, so restaurants and customers have a pulse on how they are treating</p> <p>Restaurants see profile photo to recognize customer</p>	<p>Customers can discover and order from restaurants from the comfort of their own homes.</p> <p>Grubhub offers restaurants a point of sales system that can integrate with the delivery experience</p> <p>Grubhub’s platform will expose restaurants to an entirely new customer base that they may not have found before.</p> <p>Grubhub opens up marketing opportunities to restaurants, like emailing customers with targeted offers and coupons.</p>	<p>Know the entire route before accepting, including the name of the restaurant,</p> <p>Pinpoint of the drop-off, with route mileage, determines the minimum driver's pay.</p> <p>Heat maps for central areas, so drivers have an idea where to wait</p> <p>DoorDash takes the initiative and adds restaurant menus themselves.</p> <p>Excellent percentage rating system so customers can see how many orders delivered on time, acceptance rate, 0–5 rating system from customers, completion rate</p> <p>In-app customer support</p> <p>Schedule dedicated hours a week in advance in 30-minute blocks of time make it, so there are not too many drivers expecting work</p> <p>Restaurants know where customer and drivers are on GPS</p> <p>Restaurants set the pickup times</p>	<p>The demand for 24/7 deliveries of convenience store essentials has driven the success of go Puff across the United States</p> <p>Go Puff is helping to connect with consumers seeking the necessities (like laundry detergent and deodorant) or the unnecessary wants (like ice cream and beer) that few competitors can provide.</p> <p>GoDrive app is where go Puff drivers receive information about their incoming orders during their shifts.</p> <p>company’s markets include over 100 large cities and college towns</p>
Cons	<p>Delivery location is a mystery.</p> <p>Delivery locations before accepting are only available in certain areas because customers become committed once they waited and picked up the food.</p>	<p>Grubhub cuts into restaurants’ profit margins, hurt a restaurant’s ability to brand itself and decreases the amount of foot traffic restaurants receive.</p> <p>A sponsored listing is when a restaurant gives up more</p>	<p>The app is infuriatingly unresponsive if the network does not have 4 bars.</p> <p>Glitches regarding not sending orders and pausing availability, and then not updating the app - so it looks like services are still working, but the pop-up is not displayed to</p>	<p>Companies market is limited to few cities.</p> <p>Drivers tend to get more work than normal</p> <p>The app could use a few upgrades.</p> <p>There is a need for a change in the notification sound on the app.</p>

		<p>commissions to Grubhub to return for higher listings on the platform. The more a restaurant pays, the higher it will rank on Grubhub, and the more orders the restaurant will receive.</p> <p>Un-sponsored listings are those that give up a smaller percentage of order commission, typically around 15 percent. This sounds great to those who are worried about Grubhub chewing into their bottom line. However, by paying such a low commission, restaurants are virtually invisible on the Grubhub platform</p> <p>GrubHub takes away a restaurant's ability to control its branding, customer service, and the relationship they have with loyal diners. In a way, it leaves restaurants at the mercy of Grubhub and its drivers.</p>	<p>choose "RESUME DASH." Messages are not in-app, causing SMS to be riddled and only go away if deleted manually</p> <p>Menus can be inaccurate for the customer, causing to deal with support and the customer and waiting for the order to be modified</p> <p>It can also cause the card to decline for pricing differences</p> <p>Hours for a restaurant can be wrong so that drivers can arrive at a closed store</p> <p>We need to have a good signal all the time. They make customers swipe when the driver arrives, swipe when ordering, swipe to re-check the order on the screen, tap a button that alerts them to pay with their "RED card," then confirm the food is there and swipe again. Only then have access to the address to continue driving. Restaurant employees get irritated listening to broken English phone calls ordering food from a script, and sometimes they act like its fault or use it as an excuse for orders being wrong</p> <p>Wait much more often. "Order is ready" phone notifications are not 100% accurate, so they are negligible and unable to be used before you arrive at a restaurant as a guide for whether you should accept another delivery in between</p> <p>Insufficient breakdown of earnings and cannot see it on a web browser.</p>
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Price	Tips after services are provided \$20 deliveries + a tip can happen every night	Prepaid Order Commission Rate: This commission depends on the restaurant's level (15 to 30 percent or more) and is charged when customers find the restaurant and order via Grubhub. Delivery Commission Rate: If a restaurant also uses Grubhub delivery, an additional 10 percent fee is added to the previous commission. Phone Order Commission Rate: If a customer calls the restaurant with a Grubhub tracked phone number, Grubhub takes credit for this transaction and charges the previous commissions. Order Processing Fee: This is a credit card processing fee that comes in at 3.05 percent with an additional \$0.30 per order. It is an addition to the previously mentioned commissions and is included in every transaction.	The minimum pay for a delivery, no matter how short, is \$6.50 Plenty of time to accept an order before it is forfeited Great referral bonuses. \$20 in food and \$300 for driver sign-on referrals in most USA areas.	Delivery drivers reportedly average \$14.83 per hour, slightly surpassing the average Instacart shopper pay. Earnings will be paid out weekly.
Users	66 Million Users	33 Million Active users	18 Million Users	3.2 Million Users

Appendix H Project Data Sheet

No.	Milestone Description	Term period
1	Approved project from Capstone Advisor	1/27/21
2	Preparation for the first meeting with the Client	2/26/21
3	The First Meeting with the Client	3/2/21
4	Developing a plan of analysis and a plan of action	3/4/21
5	Chapter 1. Introduction	3/16/21
6	Chapter 2. Literature Review or Trends in the Industry	3/24/21
7	Chapter 3. Methods	4/5/21
8	Mid evaluation Meeting with client	4/28/21
9	Chapter 4. Results and Reflection	5/9/21
10	Chapter 5. Summary Conclusion	5/18/21
11	Final Review with Client	5/31/21
12	Submission of Draft of Capstone	6/1/21
13	Final Capstone Report	6/6/21
14	Client Presentation	6/9/21

Appendix I Businesses responded to the survey

Business/Store Name

10 responses

Ammas Kitchen

Hot bread

Vivek flowers

Apna Bazar

Subzi Mandi Cash & Carry

Shahnawaz Meat Palace

India sajawat and puja hut

Komal Designer Boutique

Shanaya Trading LLC

Appendix J Reflections

Sivarubiny Shanmuganathan

Through this capstone project, brought up my ambition to start a business and write up a business plan for it. In addition, it helped to evaluate the skills I developed through the courses I took through Clark university, which assisted in performing business intelligence and plan for the business requirements.

Our team had three members, and we had to distribute the task among us. Each of us owned responsibility on a particular topic in the business plan and shared the research part equally. We had some internal meetings through zoom sessions, shared our work, and got assistance and feedback to bring an exemplary process and suggestions built into the business plan. Being a project lead, I had some additional responsibility to distribute the task. Once we finalized the sections through our internal meeting, we shared the results with stakeholders then and now to report on our decisions. As a partner in the business, I also had to work along with the App development team and Support services demanding them with the requirement on the application with the insights we obtained through this project and guide support team to find the right products which could increase customer satisfaction.

The main difficulty we had through this is each of our schedules and connecting with internal teams. All the tasks were performed remotely from each of our locations, and we were connecting through zoom meeting, wats app group chat to keep ourselves aligned with the timelines and be on the same page on the process finalizations. The capstone team managed to have three touchpoints with the stakeholder. Since we all had different scheduled during weekdays, stakeholder had their busy schedules over the weekends. Hence, I had to pitch in to take few decisions by myself as a partner and get a final suggestion from the stakeholder.

During this project phase, I improved my leadership, Organizational skills, decision-making from the facts, and team collaboration, where we all worked individually and as a team to make final decisions. The process went on smoothly and as planned, aligning with the timeline of the project. Capstone members were able to submit the deliverables in the defined deadlines with no rush.

This project being real-time, I feel delighted to bring the business plan together, which yielded us to make decisions for the business and plan the actions.

William Livis

During this capstone project, with the help of my team, I learned a great deal about myself and how to work with a client regarding their project. In addition, in this project, I learned how to break down a particular idea and elaborate on specific aspects of a project.

What I learned from the client.

- I learned that you need to communicate about the needs of the project
- Different idea and the power in multiple minds helping with a project
- How important a business plan is in terms of organizational structure

Professional growth

- Learned a variety of business skills that will help me in the future
- How to work as a group better and how to formally communicate with a team
- Working with people help play into your strengths
- In terms of growth, I became better at specific programs that my team showed me

Issues identified and challenging

- The lack of local delivery options for people
- What big companies primarily focus on large chains

- Importance of this app, allowing small business to create a network they did not previously have

Hence my research topic was around these sections. Here I picked up some suggestions from my team as well.

To conclude, I had an excellent opportunity to meet each other and our client remotely and help him with his business needs. This knowledge is precious.

Prexa Dedhia

This project gave me a great chance to combine my existing experience in analysis and learn and apply the theoretical knowledge that I gained in my past academics.

We were a group of 3, so all our roles and responsibilities were equally distributed. Having experienced and knowledge of research and analytics, I chose to work as a Business Analyst for our capstone. My experience helped me navigate through this role swiftly, and I was able to give my 100%. Along with that, I had to learn many new concepts that helped me be good at my role.

The main difficulty I faced was working online with my teammates due to this pandemic. But because we constantly stayed in touch and had regular meetings, and kept each other updated via emails, it helped solve this issue.

We all had courses and internships/jobs along with the capstone. We had a dependency on one another for many things because of our busy schedules. Being patient helped us. We were all able to adjust to each other's speed and work pattern.

I spent a generous amount of time researching as there are many competitors in the market. But after long research, I was able to provide case studies and solutions. During this research, I learned a great deal about my client's and competitor's business which is extremely useful. In

addition, I gained knowledge about financial planning, marketing, and branding, which are extremely important for any business.

I'm pleased with all the efforts that I've put into the project and satisfied with the overall results that we accomplished. It was a good experience working with Sivarubiny Shanmuganathan and Will Livis. In addition, I am grateful to have had the opportunity to work with our client product Amma Genie and help them with their business needs.