

Strategic Plan: Juiceologist

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Resumo

A seguinte tese visa elaborar um plano estratégico de um novo conceito de café / restaurante para implantar em Portugal, nomeadamente nas zonas cosmopolitas de Cascais / Lisboa e Portugal, inspirado numa grande cadeia de cafés chamado Joe & The Juice com uma particularidade bastante diferenciada de grandes multinacionais como Starbucks, Lavazza e a Costa.

O Juiceologist não fornece apenas um espaço para se consumir os típicos produtos de um café, esta ideia baseia-se em três serviços: em primeiro lugar o fornecimento de produtos saudáveis, nomeadamente a especialidade de uma variedade de sumos naturais, prensados a frio e categorizados por objetivos de saúde. Em segundo lugar o fornecimento de um espaço de relaxamento, cultura, estudo, trabalho ou até reuniões e por último propõe dinamizar e facilitar a integração de jovens que vem por motivos académicos num dos países considerados como dos um melhores destinos para programas de Intercâmbio, Erasmus ou qualquer outro programa de fundamento académico internacional.

Numa altura em que a economia Portuguesa iniciou lentamente a sua ascensão, entre outros indicadores, favoráveis para o mercado de restauração e turismo, este negócio tem bastante potencial para crescer e ter sucesso. Como qualquer plano estratégico, o texto apresenta uma ampla análise de mercado, uma extensa e detalhada apresentação de ideia, uma análise interna e de concorrência, uma análise estratégica, de implementação de estratégia, de posicionamento e definição estratégica e finalmente uma conclusão.

Abstract

The following dissertation aims to elaborate a strategic plan of a new concept of a coffee shop, to implement in Portugal, particularly in the cosmopolitan areas of Cascais / Lisbon and Portugal. The idea of a restaurant / café was inspired by a large chain of cafes called Joe & The Juice with a very differentiated peculiarity of big multinationals like Starbucks, Lavazza and Costa.

Juiceologist' purpose is not only to provide a space to consume the typical products of a café, but it the idea is based on three other services: firstly the supply of healthy products, namely the specialty of a variety of natural, cold pressed juices, with categorized health objectives. Secondly, the setting up of a space for relaxation, culture, study, work or even meetings. Finally, the business proposes to facilitate the integration of students from abroad in our country especially when considered to be the best destinations for exchange programs, Erasmus or any other program of international academic foundation.

At a time when the Portuguese economy has slowly begun to rise, among other favourable indicators for the catering market and tourism, this business has a lot of potential to grow and succeed. Like any strategic plan, the text presents a broad market analysis, an extensive and detailed presentation of idea, an internal and competition analysis, a strategic analysis, an implementation of strategy plan, a strategic positioning plan, definition of strategy and finally a conclusion.

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List of Abbreviations

PESTLE	Political Economical Social Technological Legal and Ecological
PSD	Partido Social Democrata
PS	Partido Socialista
PCP	Partido Comunista Português
GDP	Gross Domestic Product
IMF	International Monetary Fund
ASAE	Autoridade de Segurança Alimentar e Económica
ATM	Automated Teller Machine
RAEC	Rivalry Among Existing Competitors
FFP	Five Forcers of Porter
CEO	Chief Executive Officer
CFO	Chief Financial Officer
BPO	Business Production Outsourcing
KPO	Knowledge Process Outsourcing
ITO	Information Technology Outsourcing
VAT	Value Added Tax

Executive Summary

In Portugal, one of the strongest economic drivers is tourism and in that sector, restoration or the food industry. Though the Portuguese economy has not thrived in the last decade, and having been sat in the third position for one of the countries with largest public debt in 2016 (130.1% of GDP) according to Pordata (2018), there are economic indicators that signal economic growth that is particularly beneficial for the creation of the present business idea. It can be confirmed that Portugal's economy has begun to prosper with, for instance, the drop in unemployment rate from 15.5 % in 2012 to 9.4% in 2017 (Pordata, 2018).

The origin of this idea arises from a trip to the United States of America, where the author came across a peculiar Juice Store that resembled the everyday traditional coffee shop or like the well-known multinational Starbucks.

The idea of Juiceologist arose especially to answer the global need in agricultural change, and the human change in diet habits. This change occurs due to people beginning to acknowledge the importance of nutrition for their health. Medicine itself has begun to insist on the importance of a healthy and balanced diet and any normal person recognizes the main difference in products that are beneficial or harmful for one's health.

The main concept of Juiceologist is the creation of what resembles a European influenced 'Café' (an establishment and not the product) in the village of Cascais, with three main different and distinguishing characteristics: the first is that its main product and core business is not coffee but natural, organic and biological juices (although the product coffee will be available). The second is that its environment functions very much like the famous multinational Starbucks, in the sense that the products are what can be referred to as 'pick up' products. The juices and other products are designed for people to carry them around or keep them during the day at work, school...etc. However, the third characteristic is that the establishment is also designed to keep people there to work, study or simply socialize. Music, space, decoration, art displays and free Wi-Fi are all elements that invite people to stay. The third is obviously related to health, to influence healthy habits on people with several different types of objectives. Each product sold in Juiceologist has its own physical purpose except for actual food, coffee and water.

Staff attending customers will be composed selectively through criteria that reflect the broad business idea. Young, cultured, international, non-conventional but well educated individuals with kind traits will be what Juiceologist's staff is looking for.

The menu of Juiceologist will range from Juices, Juices Shots, Milkshakes, Breakfast Bowls (granola with lactose free yogurt and fruit sides of choice), Sandwiches, Salads, and variety of types of Coffee.

1. Literature Review

1.1 Strategy

For centuries now has the concept of strategy been elaborated by various renowned authors, philosophers, analysts, managers, consultants, leaders and CEO's from all parts of the world. In order for businesses to thrive, strategy is fundamental for the company to face the market's needs. Like Charles Darwin put it; 'It is not the strongest of the species that survive, nor the most intelligence, but the one most responsive to change'. The strategic study is imperative for the success of organizations (O'Reiley, C., Harreld, J., & Tushman, M., 2009).

In the business world there are 3 fundamental phenomena that has emphasized the importance of strategy in every organization; globalization, technological evolution and climatic change. Globalization is essentially speaking a sort of opening of nation borders that result in the free trade of goods, services, capital and human resources. This in turn creates a more competitive environment for companies because of a more integrated economic and communicative world. Market gaps or trends are captured more quickly due to globalization so companies have to be agile and responsive to the market's needs. Like the CEO from General Electric, Jack Welch said: 'When the rate of change outside, exceeds the rate of change inside, the end is in sight' (2003). Strategy consists in utilizing the resources and competencies available to lead a company in a desired direction, in the long term.

Technological evolution is another phenomena that have direct relevance to the importance of strategic management. The rate at which technological evolution is accelerating is so fast that the market becomes extremely liquid. Transactions, bookings and all sorts of business deals are successfully executed within a click on a smartphone away. Consumers and clients are constantly fed with new business ideas, with new products, making consumer needs a lot more dynamic, not to mention the risk that technological evolution brings when it comes to substituting human jobs; this implies that companies must not only try to keep up with the technological resources that fit the business objective, but must also use technology available to grow as a business and make their activity the most effective as possible.

Finally the last phenomenon is about one of, if not the most important global issues, climate change. This topic has driven important entities such as the European Commission the United Nations to put forward norms and regulations that force and encourage nations and firms to engage in environmentally friendly conducts. This subject implies that organizations

use their resources efficiently and in a way that ensures that their core business is sustainable and environmentally friendly.

1.2 Developments and Concept of Strategy

Many organizations studied war strategy to apply in their business. This section will focus on the roots and birth of strategy. Going back to the times of ancient Greece, the word strategy, derived from two Greek words put together: *stratos* and *ago* where it meant army and leadership respectively. Socrates had already stipulated that the mindset of a military general and a businessman should be alike. They must use the resources and competencies they have in hand to reach their goals and objectives (Bracker, 1980). Strategy as a concept goes back centuries, mostly used by generals in wartime, one of the fathers of elaborating definitions for strategy was Sun Tzu with his famous book 'The Art of War'. He essentially explains that in order to strategize on anything, one must know oneself and knowing his enemy (Keller, 2008). This has been extrapolated as a sort of analogue to every business where each organization has to identify its core business to identify its competitors and its positioning in order to strategize.

One other renowned military strategist was a Prussian General, Carl von Clausewitz that defined strategy through 'the use of engagements for the purpose of war' (1976) and by this he meant that; one must draw out what the aim is, with the way in which the war is operated so that from then onwards each course of action is in accordance with the purpose of war. From this general statement many other authors started drawing new definitions to the concept of strategy. He believes that due to war being very unpredictable, some orders of more specific courses of action have to be given closer to the moment.

The use of strategy in the business world gained more emphasis, according to Bracker (1980) after the Second World War due to the shift from 'relatively stable' environments into more competitive ones. Another major father of strategic management was Michael Porter (1996), he defined strategy as the '...creation of a unique and valuable position, involving a different set of activities.' He further explains that once that position is established that it is not enough to have a competitive advantage, a company must ensure that it can stay in front of its competitors by preserving a particular difference that makes it extremely hard for others to copy.

Below is presented a table (Table 1) with a variety of chronologically ordered definitions developed created thought up by several important authors:

Table 1. Definitions of Strategy

Year	Author and Source	Definition
1954	Drucker, <i>The Practice of Management</i> (p.17)	Strategy is analyzing the present <i>situation</i> and changing it if necessary. Incorporated in this is finding out what one's resources are or what they should be.
1965	Ansoff, <i>Corporate Strategy: An Analytic Approach to Growth and Expansion</i> (pp. 118-121)	Strategy is a rule for making decisions determined by product/market scope, growth vector, competitive advantage, and synergy.
1968	Cannon, <i>Business Strategy and Policy</i> (p.9)	<i>Strategies are the directional action decisions which are required competitively to achieve the company's purpose.</i>
1971	Newman & Logan, <i>Strategy, Policy, and Central Management</i> (p.70)	<i>Strategies are forward-looking plans that anticipate change and initiate action to take advantage of opportunities that are integrated into the concepts or mission of the company.</i>
1972	Shendel & Hatten, <i>Business Policy or strategic management, Academy of Management Proceedings</i> (p.4)	Strategy is defined as the basic <i>goals and objectives</i> of the organization, the major <i>programs of action chosen</i> to reach these goals and objectives, and the <i>major pattern of resource allocation used to relate the organization to its environment.</i>
1975	McCarthy, Minichiello, & Curran, <i>Business Policy</i>	Strategy is an analysis of the environment and selection of economic alternatives that will match the

	<i>and Strategy: Concepts and Readings</i> (p.19)	corporate resources and objectives at a risk commensurate with the profit and viability which the alternatives offer.
1979	Mintzberg, <i>The Structuring of Organizations.</i> (p.25)	Strategy is a mediating force between the organization and its environment: consistent patterns in streams of organizational decisions to deal with the <i>environment</i> .

Source: Bracker, 1980

There is a clear dichotomy throughout definitions where some determine environment and market context as the first priority before depicting a strategy whereas others believe that aligning goals, mission, values, resources and competencies should be the first thing to establish before crafting a strategy for an organization.

In any case, there are some fundamental analyses that are critical for the formulation of a strategy such as the SWOT Analysis, developed by Albert Humphrey (The SWOT stands for Strengths, Weaknesses, Opportunities and Threats). This analysis can be both an external and internal analysis of a company, where the strengths and weaknesses evaluate the internal positives and negatives and on the external analysis lay the potential threats and potential opportunities. Examples of strengths are: points where the company stands out from its competition for example advanced technology, close customer relationships, valuable reputation or exceptional CSR (Corporate Social Responsibility) conditions. Weaknesses could be any internal factor of an organization that puts the company in a risky position, in relation to its competitors for instance: lack of competent staff, lack of capital, inefficient operational management. On the external environment of the company, a major factor that can be both an opportunity and a threat to any organization is the state of the economy in which it is inserted. In terms of opportunities, it refers to anything that happens in the market, context or environment in which it is inserted that can benefit the firm for example the bankruptcy of a direct competitor. A specific example would be the Golden Visa creation on Portuguese Real Estate Agencies. Threats are, on the other hand all occurrences that affect negatively the company like the appearance of a strong competitor, laws that impose more or higher taxes on that specific business sector or even natural disasters (the Portuguese fires on production of cork, olive oils and all tree based products.)

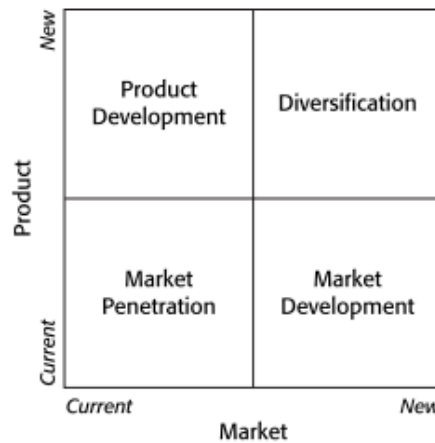
Another important strategy tool that analyses the competitive and rivalry conditions, put forward by Porter (1979) is his five forces model, known as the *Five Forces of Porter*. The study explains that for a company to sustain its competitive edge, it must identify five forces that establish the competitive conditions. Those forces are: (Appendix 1)

- Bargaining Power of Suppliers
- Threat of Substitute Products or Services
- Bargaining Power of Clients
- Threat of New Entrants
- Rivalry Among Existing Competitors

In the case of clients and suppliers, essentially, the number of stakeholders in that sector is what defines the degree of power. The more Suppliers or Clients there are, the less power they have in bargaining prices because they become dispensable, if there is only one Client or Supplier, they have the possibility of monopolizing that market and decide what prices are to be executed. How much it would cost for a Client or Supplier to switch company is also a key element that determines their power. The threat of Substitute Products or Services is determined by the authenticity, quality or effectiveness or efficiency of the Product or Service. It is how hard it is to copy, produce or provide a better product or service. If a product or service is easily copied or presents the same level of quality and provides cheaper prices, then it poses a serious threat. In the case of threat of new entrants is the actual possibility of appearing more competitors in a specific market. If that market has barriers to enter or it costs money and takes time then that is beneficial for the current existing players. Rivalry among Existing Competitors is how all of the above affect and contribute to a certain industry. Once again, the number of stakeholders and size of market is one of if not the most compelling factors that make the rivalry level high or low.

According to Igor Ansoff, there is another fundamental analysis that identifies the kind of players in an industry and what their strategy is:

Fig. 1 Ansoff's Matrix



Source: Ansoff (1965)

According to Hussain, S., Khattak, J., Rizwan, A., & Adnan Latif, M. (2013), the matrix (Fig.1) was elaborated by Igor Ansoff in order to establish four ways in which a company can grow. Those are, like seen above, market penetration, market development, product development and diversification.

The first one, market penetration refers to a company that wants to increase its sales by investing in the same product in the same market, this the simplest way for a company to grow. A good example of market penetration was in this year's FIFA world cup, where the giant Nutella brand, in Portugal, covered its packaging with the national flags of the contending countries, to increase sales.

Market development occurs when a company wishes to extend its products to new markets, for instance the major Portuguese ice-cream company *Santini* started selling not only through its stores, but also through restaurants and small, transportable trucks to be allocated in several types of events. When a company decides to invest in product development it means that they invest in new products or making changes to the existing products but remaining in its market. Product development can be exemplified by the Group SIBS, developer of the *Multibanco*, the ATM network in Portugal, which created a smartphone app - MB Way - that allows users to transfer money instantaneously, to purchase products or services online, among other functionalities.

Lastly, diversification refers to new products in new markets; it is almost like giving birth to a new business. Diversification can be demonstrated with Samsung. It started out as a trading company and later started entering the insurance and retail industry, today it is known as one of the biggest electronics companies in the world.

1.3 Marketing

Marketing, especially in the food and beverage industry, is one of the most important components to guarantee the success of a business. It is the screen between customers and the company, it is how the consumers and get first contact to the company. According to one of the most renowned university professors, Sydney Levy and Philip Kotler (1969), Marketing is identifying consumer needs and bringing them about to consume the services or products in offer, according to those needs. There has been reference to an old meaning of marketing and a new meaning by the same authors whereby the old states that products were pushed towards consumers while now they attract consumer due to their needs. In any case, marketing can be seen everywhere, it is a department that has been growing more and more importantly in organizations, be them profit or non-profit organizations, it surrounds us in the most discrete ways we can think of.

There were four ways in which marketing could be divided into: product development, pricing, distribution and communication. The first means innovation and keeping the product or service up to date to consumer needs. Pricing can be related to Porters Generic Strategies above, in the sense that the marketing department has to capture what is the best way to capture a consensus between, the maximum value the consumer, as a whole, is willing to pay, and what is the minimum the company is willing to charge, after analyzing its costs and ensuring a viable profit.

Due to the present Business Idea being classified as a service, there is a vital marketing tool that must be presented that is the Marketing Mix and its respective 7 P's: Product, Price, Promotion, Place, People, Physical Evidence and Process, according to Albert Frey (1961) and Bernard Booms and Mary Bitner (1981), who added the last P, People to the mix.

1.4 Social Entrepreneurship

Though the peak of the crisis has struck, Portugal is still one of the most threatening economies in the European Union. As explored earlier, unemployment has indeed decreased but Entrepreneurship has been one of the most contributing factors. Having a degree was once a curricular attribute that only middle, upper class people had. Nowadays, having a degree is much more common than before. It is a pre-requisite for almost every large business or company and in order to reach high positions in any company, a Masters is what distinguishes people in their qualifications, and not their degree. The labor market has become extremely competitive and people have come to be aware that career progression is not as easy as it was before.

With the rise in foreign commercial investment the Portuguese population has become aware that creating jobs was a gap in the market could be more profitable for some situations. It is important however to distinguish from social entrepreneurship and simple entrepreneurship. Social entrepreneurship is described as the creation of a business with social benefit goals and obviously profitability to support it (Braga, Proença, Ferreira, 2014). The business' main objective can be growth and profitability but as long as it adds value in areas such as education, health or environment then the business can already be marked as social entrepreneurship.

On the other hand, Entrepreneurship on its own focuses on solely economic return. The more it invests the more the owner/s expect to make profit out of it. Where the Business entrepreneur's goal is economic return, the social entrepreneur is social return (Braga, Proença, Ferreira, 2014). The more the Social entrepreneur invests, the more is expected to make a social difference. It is important to note that even though the end, for a Business entrepreneur is profit, the Social entrepreneur also has to make profit to insure sustainability and increase social outcomes.

1.5 Nutritional Health Benefits

Generally, the benefits of eating organic are that levels of essential nutrients are higher in organic foods than in conventionally grown foods, however there seems to be limited studies that indicate and prove that organically grown foods have higher levels of certain nutrients, however, what can be certain is the negative impact that conventionally grown aliments have on humans. Conventionally grown foods contain pesticides, fertilizers and conservatives that can be significantly harmful to people. Pesticides and chemicals that are

used to increase growth and quantity of food, they can be harmful especially for infants who have not yet developed a stable, strong immune system. It is also suggested in a study report presented in a European Parliament (2016) report that there is a correlation between organic food and reduced risks of obesity and allergic diseases. One of the major health issues humanity faces is obesity and this business aims to encourage and influence people to change their diet habits and general lifestyle. Two very important facts about obesity, according to the World Health Organization (2017), are:

- The biggest portion of the world's population lives in countries where the major fatal disease is obesity and not hunger.
- It is a preventable disease.

To have a simple detox customers have to have a break of their normal eating habits and partake in a particular synthetic-free diet for a particular period of time, according to their desired outcomes. It is essentially detoxifying your body, giving it a break from all the carbs, fats processed foods and excess coffee and alcohol. Like the Business **menu** indicates, further ahead in this study, the four categories include some essential benefits for our health, cure common colds/flu and boosting our immune system, losing weight, detoxing and curing hangovers. Those four categories are: *The Shield*, *The Cut*, *The Wall* and *The Aftermath*.

Certain nutrients in certain foods are indicated for certain objectives. For instance, if one has a cold or flu the most suitable nutritional intake should be vitamin C for studies show that they are 'beneficial' for the prevention and fighting of the common flu (Douglas, Hemilä, 2005). Vitamin C is antiviral, anti-inflammatory and antibacterial. The most common vitamin c fruits are the citrus: oranges, lemons, lime, kiwi and pineapple. In terms of vegetables, the vitamin c rich are the leafy greens like kale, collards and spinach. Those leafy greens as well as apples and blueberries contain a substance called polyphenols, which is anti-inflammatory. Vitamin C is essential to the immune system, it restores cell tissue that has been damaged and has shown to be a very powerful antioxidant especially in the lungs and retina tissue, according to Bendich, Machlin and Scandurra (1986). The active ingredient in Ginger that acts as an antibiotic is *gingerol*. So under the 'The Shield' in the menu, there will be a variety of Juices concentrated with Vitamin C but their composition varies in the type of fruits used.

For 'The Cut' the main goal is to lose volume, weight and clean our intestinal tract. It is important for four processes to happen: to lose excess water, to burn fat, to decrease appetite and accelerate metabolism through enzymes that aid digestion. Red berries have been

known to be very helpful in flushing down excess water and help with the normal functioning of our kidneys as well as, in some cases and especially with cranberries, prevent UTI's (Urinary Tract Infections) and prevents kidney stones (Lobo, Patil, Phatak, & Chandra. 2010). Red Cabbage is known as a great appetite suppressor and stimulates the body to burn fat quicker; another vegetable that cuts off on our hunger is celery and /or parsley. Ginger once again is very efficient in not only helping in digestion but in burning fat as well. Pineapple is also a fat burner but should not be taken with ginger because of its pH that can disturb our digestive flora (Hastings, & Barnes. 1995). Because the consumer's metabolism is accelerated, urination and excretion is more frequent it is assumed that energy levels are being used up more rapidly, so it is prudent to add an energetic juice that allows the consumer to stay active during this cleanse. Low fat almond milk is a good choice for its protein levels that provide energy, and is lactose free, for those who might feel their digestion disturbed. The main detoxifying foods are as follows: Beets that dilate blood vessels for better oxygen absorption, practically all green vegetables, carrots that have many beneficial nutrients for eyes and skin, cucumber as a diuretic and again ginger, as a digestion support. Notice that practically for all cleanses, the digestive system and metabolism have to be in constant stimulation to ensure maximum efficiency and intake for all other elements.

For *The Wall* the ingredients are very similar to *The Shield* cleanse only that it focuses more on vitamin rich fruit and vegetables and not so much on metabolism functioning foods.

Finally, the cure to a morning after a big night where there was significant consumption on alcohol and/or tobacco is the *The Aftermath* cleanse. A typical hangover consists fundamentally on dehydration, especially in the brain and they're at least six symptoms present in a typical hangover: headache, diarrhea, tremulousness, fatigue, nausea and sense of confusion (Wiese, Shlipak, Browner, 2000). Hence, to get rid of these symptoms you need to firstly get hydrated and coconut water is a great diuretic fluid that hydrates you quickly, restores your intestinal flora (ginger) that also makes you sweat out the remaining toxins i.e.: alcohol.

Why is it good? According to Colim, Arezes, Flores & Silva (2016), obesity is a prevalent step back in the Portuguese workforce and this can lead to much more serious health problems such as cardiovascular diseases, diabetes, osteoarthritis and even some cancers like breast, ovarian, prostate, liver, kidney, colon and gallbladder. The intake of the juices and especially it's cleanses would surely ensure weight loss in this demographic class and would also benefit the health of many organs directly, if not for the weight loss. The

pressed juices are not what are conventionally considered as fast food, they are to be established in the same industry but they would fight exactly what fast food nurtures; according to Pereira, Kartashov, Ebbeling, Van Horn, Slattery, Jacobs, Ludwig (2005), fast food increases risk of type 2 diabetes and is positively correlated to weight gain.

1.6 Health Start-Ups

Due to key issues such as climate change, corporate social responsibility, health awareness, technological evolution and globalization, people have become more informed about the importance of choosing organic over conventional food, be it for self-benefit but also for our planet's preservation (Padel, Foster, 2005). The role of social media giants such as Instagram and Facebook allows big celebrities to share their everyday lives and on today's days the world has noticed that food trends have inclined to organic, healthier diets. People now have pleasure not only in consuming the same products that their idols / celebrities consume, but also want to share with their social network that they are committed to a healthy lifestyle and at the same time are contributing to our planet's welfare.

Additionally, start-ups and entrepreneurship has been recognized, in Portugal, as one of the most responsible factors for creation of national wealth, according to a student that submitted a dissertation for a Master in Business Administration (Costa, 2008). The study observes how people, with their creative minds, pursuit businesses and jobs that bring them a sense of societal contribution, fulfillment and personal accomplishment. It was also observed a mobilization from pursuit in careers in big companies to start-ups or smaller organizations, where the individual given more value.

2. The Foundation – Presentation of Idea

2.1 The Problem

The problem and nature of this product can be divided into two categories and one sub-category. Both categories are solidly linked together:

1. Lack of study/working environments with healthy, relaxing and multi-cultural environment that stimulate academic integration.

2. The risks of the use and abuse of pharmaceutical substances, as a first resort to a sickness, or as a safe guard when there are natural organic foods or juices as an alternative.
3. Expensive Cost of Living for the Student Segment.

1) In Portugal, the culture of net cafés and healthy nutrition has begun but is still very limited. Study environments and meeting spots tend to be public libraries and hotels respectively so Juiceologist comes to answer both of these needs. Though Medicine and Nutrition Degrees are two distinct courses, doctors still don't emphasize the importance of knowing what type of nutrition each individual needs because nutrition is not part of their degree. The closest thing Portugal has that resembles coffee shops where there is easy and free access to the world wide web, suitable seating and where one can commonly find from students to normal older people working, or even having meetings, is Starbucks. The difference is that Starbucks does not incentive people to get in the habit of a healthy diet and it does not provide the relaxing, cool environment with art expositions, soothing background music and great conditions to work, study or have business meetings.

2) In a globalized world where information can be shared instantaneously, health has been a large focus point for people. With the technological evolution phenomenon and the birth of social networks, large corporations in the medical industry have found it difficult to keep information from the public.

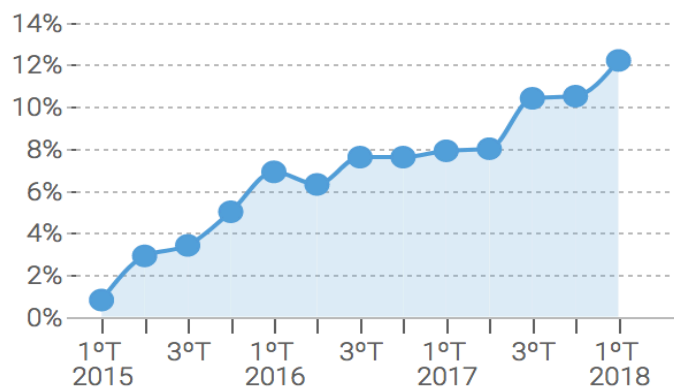
The pharmaceutical industry has suffered several attacks from media in the last couple of years, especially with the antibiotic issue. Pharmacology has benefited in nation health care systems that provide easy access to antibiotics to the public; one of the most significant consequences from this tendency is now a global issue and is commonly referred to as *antibiotic resistance*. This frequent term refers to microbes or bacteria becoming resistant or being able to fight of antimicrobial agents (Neu, 2017) through changes in chromosomes or genetic material exchange, through the use of plasmids. Excess in use of antibiotics is what powers up this dilemma.

Another major problem that arises with the abuse of antibiotics is what it does to human's immune system. It is true that antibiotics kill and prevent malicious bacteria from multiplying but it also stops us from momentarily producing white blood cells and kills

beneficial bacteria we have in our digestive system (Kohanski, Dwyer, Hayete, Lawrence, & Collins, 2007).

3) Portugal, as mentioned earlier, has been elected in various tourist platforms as one of the top destinations not only to travel, but also to live. However, with great reputation comes great cost. One of the major difficulties the Portuguese population and young adults who want to make a start in their careers, is housing market prices as seen in Fig. 3. For real estate agencies, the creation of the Golden-Visa and the Non Habitual Tax Residency Scheme was paradise in last couple of years. It brought a significant amount of foreigners that invested in real estate for tax and political purposes that shot up prices in prime locations that affect the local population, that were used to paying landlords x and our currently paying $2x$ or $3x$ in some cases. Young students who have to leave their residences for academic purposes encounter the same problem. Now that there is still higher demand than offer prices are predicted to keep rising. It is very important to keep in mind that the economic conditions a country offers is very important for the choice of many students who undergo exchange study programs (Amaral, Justino, & Tavares, 2011).

Fig. 2 Variation of the Rate of the Housing Price Index by Quarter, in Percentage



Source: INE 2018

2.2 The Solution - The Idea - What is being offered?

In this project the author identifies his product with the same importance as when he refers to organic foods. The juices have come to push people to more healthy habits and they respond to an alternative lifestyle that can be cheaper in the long run (avoiding medical expenses) and also implies social responsibility as well as an eco-friendly attitude (Hammit, 1990). Juiceologist is a concept that targets consumers from the ages of 18 up to 40 years of

age. In the last couple of years the choice to buy organic products has become more and more popular. People have become aware of how products with additives such as antioxidants that avoid deterioration from oxidation, coloring, stabilizers emulsifiers, preservatives, and sweeteners can affect negatively humans' long-term health. Studies have shown that nutritional values are higher in organic foods than conventionally grown crops, for instance in leafy vegetables, the values of nitrates are higher and vitamin c are lower than organically grown vegetables (Williams, 2007).

Combining these facts with the previously stated opportunities in the market. Juiceologist takes advantage of providing the public with an alternative solution to the public for studying or working, in a relaxing, cool, artsy ambiance that exhales a healthy atmosphere and integrates an intercultural environment. The establishment would be comprised by a minimum of 90m², one level floor with old oak wooden pavement, stone or marble walls, if possible, and high ceilings, at least 3.5 meters high. Around the establishment, be it squared rectangular, L shaped and or with a terrace, walls and empty spaces would be filled with different types of art displays. Those art displays could vary between a variety of types of art, sculptures, visual, abstract, paintings, photography among others...etc. (Appendix 3, p. 49).

The music will always come from alternative, non-commercial sources and integrate the chill out, acoustic genre in order to give customers the comfortable feeling of relaxation or the ability for students and people to focus on their affairs. Staff will logically consist in at least 70% from foreigners and young adults. For all customers to sit down they are, in every food and beverage establishment obliged to consume. All tables should have discrete electric sockets on the floors of every table for customers to plug in whatever electronic device they need. Internet Wi-Fi is free but there are two types of Wi-Fi:

- Juiceologist Free – No password needed but access is limited for five minutes.
- Juiceologist Member – Password is given with receipt from a purchase in any product from the store. Here Internet access has duration of up to 5 hours.

These components would have to be verified with an IT department that would have to be outsourced and would be included as costs.

In terms schedule the idea would be to open the establishment at 8h30 in the morning, assuming that the average hour that people start their jobs in Portugal is 9h00am and it would close at 11:30pm. The reason for 15 hours of opening time is due to the type of clients that the

business aims: students and workers. Because of the long operational hours the business the aim is to divide the 15 hours in three shifts, five hours each:

- 8h30 – 13h30
- 13h30 – 18h30
- 18h30 – 23h30

This in turn gives students the flexibility to choose their own schedules according to their university timetables.

The closing day of the week would be Monday because Tuesday is the day that local markets open and get merchandise; it is also the day that suppliers supply their clients (in the intended location area). This makes stock control more efficient because Monday is logically, in this case, the most probable day to confront stock shortages.

2.3 Location

Juiceologist intends to be established in between the Cascais and Lisbon counties for several fundamental reasons. Lisbon, being the western-most capital of Europe has been ranked 5th most visited city in Europe to visit in 2016 and was elected the number one city to partake the ‘Erasmus’ program. Just 30 km north, and along the coast, the humble and beautiful fisherman village that has homed for the last century a significant amount of Portuguese aristocracy, the picturesque town of Cascais has been renowned for its youthful enthusiastic population, especially for the last twenty years. This reputation comes from the town’s nightlife and day life. The landscapes and coastline allow for people to engage in a wide range of variety in terrestrial sports as well as sea sports. The current year of 2018 is a striking year for Cascais for it applied to being the European Sports Capital for 2019 and has been actually chosen to be the European Youth Capital for 2018. This award consists in a mix of several criteria such as culture, social, political economical and among others.

This mix in youth and sports relates to health, which provides perfect conditions for the creation of the present Business Plan. The gracious ‘costa do sol’ situated on the foot of the sublime Sintra mountains exhales a healthy lifestyle and in the era where information can be almost instantaneously accessed even in the most remote corners of the world.

Another major factor that contributes to this choice for a location is the fact that there are going to be two of the most prestigious and major universities in the Cascais County. One is from the giant global network of Catholic Universities in the Private sector of education:

The 'Faculdade de Medecina da Católica' (Catholic Medicinal College) that will be situated right in the center of the village of Cascais, nearby the famous and very touristic bay. The other University is already operational though the construction has not been finished. It is called Nova School of Business and Economics and, like the Catholic University, it already had its initial installations located in Lisbon but decided to extend its facilities to be on top of Carcavelos Beach.

These two major pieces of news will drastically transform Cascais from an elitist village for a wealthy retired population, into a much more vibrant, dynamic, academic town. Like it once was had, Cascais will regain nightlife and will recover a younger proportion of population. In terms of real estate price speculation, currently the average m² in Cascais remains lower than the average m² in Lisbon, which for students it is comprehensible due to the capital hosting the majority of the leading colleges of the country. However, the only thing that is predictable is the fact that prices are probably going to rise but nevertheless, the conditions for Juiceologist to go with Cascais as its location remain decisive.

2.4 Name, Slogan and Logo

The name *Juiceologist* was thought of with the introducing the main product the business provides with the ending with the suffix *ologist* which gives it a medical feel because all medical practitioners have a specialization and the word ends with *ologist* which according to ancient Greek terms it means the knowledge of a particular science. The description and slogan below the name intends to inform customers that products are freshly pressed. This is a process by which the products are pressed by a hydraulic machine that doesn't waste a single grain of the fruits or vegetables, ensuring the maximization of health benefits, by extracting all the nutrients of the fruits and vegetables. Mentioning the coffee house was thought of to reassure and capture the majority of the global market, which are the coffee consumers. This is a way to certify those customers that even though the core business and product revolves around natural, organic juices, there will also be a variety of coffee types; and the establishment will give that coffee house feel, which is appealing and familiar to the majority of the public.

The logo was thought of by mixing a test tube, which is a frequently used tool in medicine and laboratories with two natural tree leaves, in order to convey the message one can look after his health in an exceptionally pleasurable and natural way. The Logos can be seen in Appendixes 4 – 9.

2.5 Menu

Like mentioned previously in the Literature Review (Nutritional Health Benefits) there are four categories of juices that correspond to different purposes:

- The Shield – Fight off infections & viruses (Table 2).
- The Cut – Lose weight (Table 3).
- The Wall – Boost immune system (Table 4).
- The Aftermath – Detox and recover from excess intake of Alcohol, or any other harmful elements like frequent fast food intake (Table 5).

Table 2. The Shield

Juice	Ingredients
Root Tonic	Carrot, Ginger, Beetroot.
Potion Paradise	Chili Peppers, Pineapple, Apple
Rainbow Stir	Strawberries, Kale, Peppermint
Liquid Punch	Carrot, Ginger, Apple
Sweet Block	Spinach, Kiwi, Lime

Source: Elaborated by Author

Table 3. The Cut

Juice	Ingredients
The Greenroom	Apple, Celery, Cucumber, Ginger
CTL	Cranberries, Turmeric, Lemon
Bitter Truth	Pineapple, Kale, Lime
Cutter's Dream	Beetroot, Spinach, Apple
The Purge	Carrot, Lemon, Watermelon

Source: Elaborated by Author

Table 4. The Wall

Juice	Ingredients
C – Plunge	Orange, Apple, Kale
Red Velvet Cape	Strawberries, Brussels Sprouts, Acerola Cherries
Iron Curtain	Blackberries, Kiwi, Cauliflower
Passion Paradise	Carrot, Mango, Peach
Triple B	Broccoli, Blueberry, Banana

Source: Elaborated by Author

Table 5. The Aftermath

Juice	Ingredients
Wake Up	Ginger, Cucumber, Watermelon
Fire Within	Turmeric, Carrot, Celery
Lit Up	Beetroot, Pears, Ginger
Power Up	Coconut, Wheatgrass, Banana
Hyped Up	Watermelon, Mango, Celery.

Source: Elaborated by Author

Table 6. J – Shots

Juice	Ingredients
G – Shot	Ginger, Carrot
T – Shot	Turmeric, Apple
B – Shot	Beetroot, Lemon, Pepper
C – Shot	Chili Pepper, Apple, Lime

Source: Elaborated by Author

Note: The products above (Table 6) are small amounts of a concentrated juice made up of 80% of the first ingredient, which all have thermo genic purposes that almost have instantaneous effects on the body. Below is the coffee menu that fits adequately an international public (Table 7). The remaining menu is found in Appendixes 40 – 49.

Table 7. Coffee

Coffee	Composition
Espresso	Normal Single or Double Espresso
Cappuccino	Skimmed/Whole Milk, Espresso (Cream on Top)
Latte	Skimmed/Whole Milk, Espresso (Cream on Top)
Ice Coffee	Ice, Espresso, Water
Decaf	Decaffeinated Coffee.
Great Turmoil	Ginger, Espresso, Milk

Source: Elaborated by Author

3. Market Analysis

3.1 PESTLE Analysis

A PESTLE Analysis is an external market analysis where, like the word stands for, the Political, Economic, Social, Technological, Legal and Ecological elements are all observed and carefully evaluated. This analysis is extremely useful to find out what are the conditions of all aspects of the industry the business intends to be inserted in.

3.1.1 Political Factors

The Portuguese Government has suffered a big surprise in 2016 that turned the political environment significantly unstable. However, this occurrence does not necessarily mean that this can be prejudicial for Juiceologist, on the contrary, in today’s days the political class that is in the Government promotes values innovation and an entrepreneurial working class.

In 2016 the Portuguese central – right handed party called PSD (Partido Social Democrata) suffered a last minute loss to the central-left winged Social Party that allied to the more extreme left wing parties, ‘Bloco de Esquerda’ and ‘Partido Comunista Portugues’. This last minute coalition occurred because the Social Party, going head to head with PSD, was getting lower scores on the polls so the coalition resorted to uniting with the other left wing parties in order to collect that portion of voting population.

The Portuguese experienced the crash of 2008 under the Government of ex-Prime Minister José Socrates, affiliated to the central left winged party PS and only from 2011 onwards, under the Administration of Pedro Passos Coelho (PSD) did they did the State start to grow economically and successfully pay off the IMF loan. With the scandal that was the imprisonment and crimes committed by José Socrates, the Portuguese population felt some instability with this turn of papers in 2016, especially after 5 years of an austere but stable Government that was Pedro Passos Coelho’s administration.

In any case, the present political environment as it is more inclined to the left and liberal parties, has emphasized the importance of intercultural integration, investment of small and medium-sized companies and environmental plus climate care. These three elements are all particularly good opportunities that correspond to the goals and values of Juiceologist.

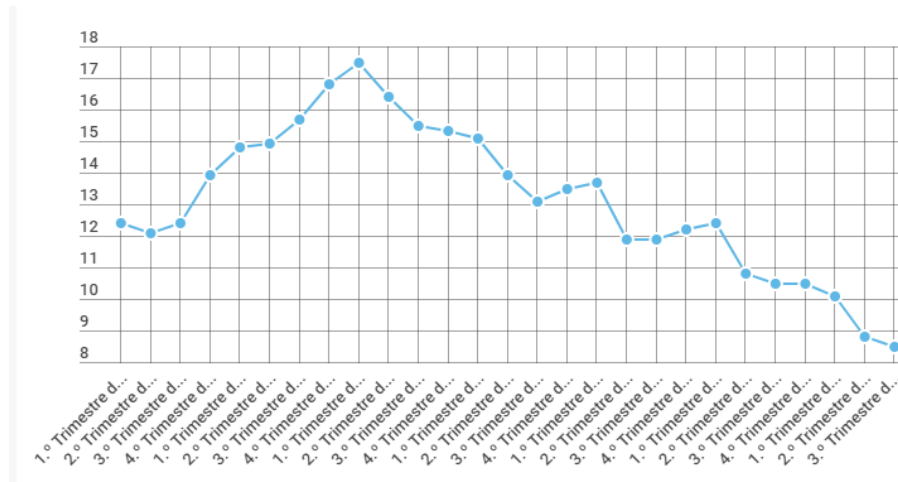
3.1.2 Economical Factors

Two of the most important elements that show a country’s economic performance are GDP and Unemployment. Like mentioned in the Executive Summary, both indicators have demonstrated positive changes that make Portugal good opportunity to invest and start a business. However, the economic study must go deeper. The two elements that will influence the most this line of business are the food and beverage industry’s performance and what is tourism’s contribution to our nation’s economy.

From 2013 onwards, in accordance to the economic recuperation, the tourism sector grew 10.5% (Conceição, O., & Costa, V., 2017) and according to the Bank of Portugal (2014) the tourism sector there are three categories, Logistics and Transportations, Accommodation and Catering, and finally Cultural and Recreational Activities. It turns out that Accommodation and Catering, where Juiceologist lies, represents 52% of the tourism sector, more than half. This factor determines how important the food and beverage industry is to the Portuguese Economy.

In terms of unemployment the following table indicate encouraging conditions for new businesses. The tendency is for the unemployment to continue to decrease (Fig 4).

Fig. 3 Unemployment Rate



Source: INE, 2017

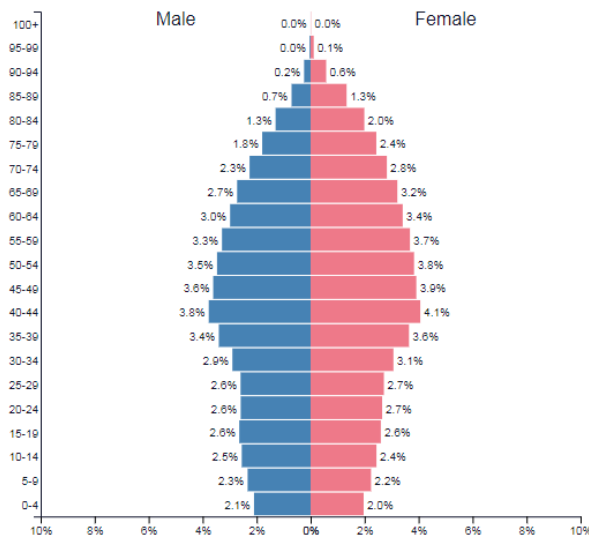
3.1.3 Social Factors

As it is well known, Portugal is facing an ageing population. This in turn had an effect on the Portuguese economy. The figure below (Fig. 5) shows clearly, for instance that the biggest portion of population, be it female or male are in the age segment of 40 – 44. The fact that the shape of the pyramid is globally and oval, with the wider and bigger area being presented from the 40 – 44 year old segment, on the upper half of the model, indicates that in the future there will be a disproportional population in terms of economically active and the economically dependent, in this case the elder population. The older economically active are considered from the 65 – 69 segment above. This means that the economically active are going to have to support a heavy burden, which is the elder non-economically active. An ageing population affects a country’s GDP that can be detrimental to its economy.

Fig. 4 Demographic Model Portugal

2017

Population: 10,264,797



Source: Population Pyramid, 2017

However, as it is expected, the regions that face the lowest discrepancy in age groups are in the 3 major cities of Portugal: Porto, Faro and Lisbon. Including Cascais as part of Lisbon, it must be highlighted once more that it was nominated the youth capital of Europe and that it was elected one of the top tourist destinations in Europe, as well as one of the top choices for the Erasmus program, being ranked second, in the academic year of 2012 – 2013, in growth rate for Erasmus destination choice, with Poland in first place (Calvo, 2017).

Once again, even though the business will be located in a youthful epicenter of the Lisbon region, the healthy social trend that is crossing the globe will particularly be an aspect that will be fruitful to this business.

3.1.4 Technological Factors

As it was already mentioned, the technological evolution has definitely revolutionized the business world, information travels instantaneously; transactions and deals are realized five taps away on a smartphone. In today's days awareness of new businesses and marketing is almost 90% digitally. Social network giants like Instagram, Facebook and Twitter and for the food industry, apps like Time-out, Trip Advisor are a big step for businesses to reach out to their customers.

In the food and beverage industry, one of the most important technological aspects is firstly its technical kitchen electronic devices. It is fundamental to have top notch devices that give customers confidence in how the meals or drinks are processed and how safe it is. Quality control is also an important factor that technology has given helped significantly. The technological evolution has helped organizations turn operations and production more efficient, cut costs and turn the company – client relationship stronger. The company’s image is also a critical success factor that social networks are in current days, like a pre-requisite for marketing. The use of social networks raises awareness of the company, its products and its concept. Consumers are always up-to-date if there are alterations in products and can be connected to the company’s promotions, advertisements and launching of new products. Most importantly, the technological evolution has allowed companies to engage in ecofriendly forms of production.

In the case of Juiceologist, the company will focus technologically on a hydraulic machine that cold presses the juices and extracts all the important nutrients. It will also focus on very good Internet access for customers as well as investing in high quality graphic design for the website, Facebook and photography for the app Instagram. Along with what was referred before with plug ins available on all tables, it is also important to have a particular genre of music in the background so this detail will be managed through Spotify, the music app that automatically sets up playlists of the desired genre, or style of music. In terms of payment methods, there will be logically Bank Card payment methods and furthermore, there will be a particular payment method that has been very popular in current times, it is a Portuguese internet banking app that allows people to transact money not by the bank account number but by the actual contact number. It also allows people to withdraw money in ATMs through the insertion of a code, in case people forget their wallets at home, for instance.

3.1.5 Legal Factors

In the food industry the most important legal issue is about health and safety norms and regulations that the country has stipulated. The Portuguese entity that is in charge of this matter is ASAE, which translated, stands for Economic, Food and Nutrition Security. This entity makes sure that all establishments and companies in the food industry follow the norms that certify that all products are safe to consume, and don’t put customers’ health in any risk whatsoever.

Some of the basic norms include the existence of fire extinguishers, safety exits, use of gloves or use of hand sanitizer/disinfectors before the preparation of anything that involves touching food, the existence of a complaint book that allows consumers to express any issue that did not go as expected.

There are also legal matters in terms of working rights. Workers have to have a minimum age of 16 and there are a maximum number of hours a worker cannot exceed weekly, in Portugal it is 40 hours, which is 8 hours a day. Any worker is entitled to 21 working days of holiday a year. However, this is not applicable for this business, because it does not intend to do contracts with workers due to the referred timetables in ‘The Solution – The Idea – What it is being offered?’. Financially, it makes more sense to pay workers via a Portuguese system that uses what is called *Electronic Green Receipts* whereby people can open working activity in the Finances and use these receipts to get paid. They were conceived for workers who do not have fixed schedules and are in a regime of temporary work, for more than one entity if desired. In the international student case, the procedure is as follows: they must approach SEF, which is our Borders and Foreigner Service Entity, and provide them with:

- Letter from the employer with job description, conditions and signature.
- Timetable of studies provided by the university itself, with classes etc.

There is a fee to pay and then it is a matter of waiting for acceptance but it is a relatively easy process.

3.1.6 Ecological Factors

Global warming, climate change, rising levels of seas and emission of greenhouse gases are all expressions that everyone hears on daily basis. It is one of the most concerning issues our planet has been facing especially after the industrial revolution. Technology has indeed been a great help to innovate and especially discover new ways of generating energy in a sustainable and renewable way.

This company, besides the use of central heating and air conditioning that will be one of the biggest costs and prejudicial factors to the environment has no other sources or threats for the environment. It will use recycled material for the packaging, cups and bags and it will most certainly not use plastic.

4. Context

4.1 Stakeholders

Stakeholders are all entities that have direct or indirect contact with a company; they can range from a simple viewer of an online advertisement of the company that makes a comment about any aspect of the organization, all the way to the CEO. If the simple viewer did not make a comment on what he was conceiving then he would no longer be considered a stakeholder, in other words, a stakeholder, like the word suggests, means that every entity that affects, in any way, the company is considered a stakeholder. If he did not make any remark then he would no longer be considered a stakeholder because he didn't affect the company in any way (Freeman, 1984). Examples of stakeholders are clients, suppliers, competitors and many others.

4.2 Clients

Clients are regular customers can be people walking by, people who were told about the establishment, who saw it online or through a social network. These clients are predicted to range from 16 to 50 years old, younger adults because they are more in contact with the healthy trend wave previously discussed that is crossing the globe. Other clients include home/office delivery companies such as UBER Eats and *No Menu*.

4.3 Suppliers

It is always important to have more than one supplier in each category in case there is any rupture with one of them. Suppliers of fruit and vegetables will be two entities:

- Superfrutas – Pai e Filho – Comércio de Frutas, Lda. – Company with several stores across the Lisbon region, substantially renowned and provides some of the best quality of fruits and vegetables. Existing warehouse in Cascais.
- The Cascais Market where agreements can be made with certain particular individuals to deliver products on a weekly basis.

Suppliers of Coffee:

- Companhia Ibérica de Cafetarias Lda. – Coffee shop where business includes retail and warehousing. Suppliers of several coffee brands, such as Nicola, Delta, Novo Dia Café, among others.
- Delta Cafés – Founded in 1961 in Alentejo by Manuel Rui Nabeiro and now is one of the largest coffee companies in Portugal and now have 47000 clients in the Iberian Peninsula.

Other Suppliers:

The rest of the products will be collected in great retailers such as:

- Makro – With headquarters in Poland, Warsaw, this giant Dutch retailer operates since 1968 in countries across Europe, Asia and South America with a wide range of choice for the remaining products needed for Juiceologist's Menu.
- Lidl – Founded by Josef Schwarz, this German retailer goes back to the 1930's and operates in 30 countries with around 10.000 stores. They are known for their cost leadership strategy combined with their quality in their unique products. More than able to satisfy Juiceologists remaining menu necessities.

4.4 Competitors

In any industry there are Direct and Indirect Competitors (Table 8). Competitors are all entities that pose a threat to a business either by offering the same product or service to customers or offering different products or services to the same clients. This is what differs direct competitors to indirect competitors.

Direct competitors – Companies or entities that offer the same or similar products and/or services that implicate switching possibility among customers.

Indirect competitors – Companies or entities that offer different products and/or services that implicate switching possibility among customers.

Table 8. Competition (15 km Radius)

Direct	Indirect
<ul style="list-style-type: none">➤ Padaria Portuguesa➤ Paul – Boulangerie / Restaurant	<ul style="list-style-type: none">➤ Sacolinha➤ A Bijou➤ Panisol➤ O Galeão➤ O Ribeiro

Source: Elaborated by Author

As it can be observed, favorably there are fewer direct competitors than indirect. The direct are pastry and coffee shops that firstly, are closely located and in prime locations of Cascais, which is the bay. Secondly, although they don't focus their core business on health and juices, they nevertheless have similar menus and atmospheres. Both allow people to study or work and have a social, relaxing connotation to them. The indirect competitors are all pastry and coffee shops but not are far from being the same concept as Juiceologist, these are only there to sell sugar-based pastry and coffee. They have very limited natural juices, assuming they even have them.

4.5 Industry Analysis

Taking into consideration elements already observed, particularly in the Context analysis, it can be said that this industry is an oligopoly, which means that there will be some barriers to enter such as location, establishment dimensions (licensing with municipality) and capital acquirement for such investment. This type of industry also implicates no impediments for flow of information as well as allowing the possibility for product differentiation.

5. Competition Analysis

5.1 Five Force Model of Michael Porter

In order to simplify and organize what can be a subjective matter, explained in the Literature Review in point 2.2, the author decided to build a table (Table 9) where each force is given a value for each compelling factor to that force group, in a scale of 1 – 7. Number 1 meaning that the force is high, in any of the groups, and 7 meaning that the force is low. In

the case of the group ‘rivalry among existing competitors’ all the mean scores of the other groups are added up and divided by 4 to give another average score, which will represent the degree at which is given the group RAEC.

Table 9. FFP Juiceologist

Force Group	Degree of Force						
Threat of New Entrants	1	2	3	4	5	6	7
Capital Requirements						█	
Entry Barriers					█		
Value of Experience						█	
Brand Value			█				
Average Degree of Force	5						
Bargaining Power of Suppliers	1	2	3	4	5	6	7
Number of Suppliers in Industry						█	
Importance of Industry to Suppliers	█						
Switching Costs					█		
Quality of Supplier's Products						█	
Supplier Prices						█	
Average Degree of Force	3,8						
Bargaining Power of Buyers	1	2	3	4	5	6	7
Number of Buyers							█
Client Loyalty			█				
Switching Costs						█	
Differentiation of Product Importance to Client						█	
Average Degree of Force	5,5						
Threat of Substitute Products / Services	1	2	3	4	5	6	7
Availability of Products or Services				█			
Switching Costs						█	
Production Costs		█					
Average Degree of Force	4						
Rivalry Among Existing Competitors	4,58						

Source: Elaborated by Author

The table above demonstrates that there is a medium – low threat of new entrants (5) especially due to the high capital requirements, entry barriers and value of experience, which are all high. The Bargaining Power of Suppliers is relatively high because this industry that Juiceologist will be inserted in is relatively dispensable; suppliers of this business are suppliers of other much bigger Portuguese companies such as grand retailers like *Continente*, *Jumbo*, among other renowned supermarkets and restaurants or food stores, which are their biggest clients. This is clearly expressed in switching costs and importance of industry to

suppliers, resulting in an average value of 3.8. The lowest force is the Bargaining Power of Buyers, expressed especially through the number of potential clients, switching costs to buyer and importance of the product differentiation. These three elements make this business unique, hard to find and because there are so many potential buyers they have very little bargaining power (5.5).

The threat of substitute products or services is right in the middle of the range of degree of force (4), this is because the ingredients of the products served can be found in many places anybody can do this at home but the concept and atmosphere as well as other services provided by this industries establishments is rare, and difficult to establish. The value 4,58 is explained through the fact that there aren't many organizations in this oligopoly described industry, there is no need for rivalry because there business is not affected by each other that much.

5.2 SWOT Analysis

The SWOT analysis (Table. 10) allows the observer to detect internally, within the actual business, what are the strengths and weaknesses and allows the observer to detect externally, within the industry and market it is inserted in, what are the opportunities and threats. It is a powerful tool that gives the opportunity to analyze what can be improved inside the company and how to avoid the external threats, it further shows how the organization can take advantage of its strengths to catch seize the opportunities available.

Table 10. SWOT

	<u>Strengths</u>	<u>Weaknesses</u>
Internal	<ul style="list-style-type: none"> ○ First Portuguese company with this concept ○ Prime location that guarantees consumer walk-in and sales ○ Very high profit margins ○ Sales Experience ○ Strong marketing tools 	<ul style="list-style-type: none"> ○ High fixed costs ○ High entry barriers ○ Very large investment needed

	<u>Opportunities</u>	<u>Threats</u>
External	<ul style="list-style-type: none"> ○ Health and Environment awareness are one of the most popular topics ○ Universities being built in the Cascais Region ○ Cascais Youth and Sport Capital Nomination ○ Cheap marketing era 	<ul style="list-style-type: none"> ○ Lack of consumer knowledge in concept ○ Cascais’s reputation as holiday destination ○ No administrative management leadership experience

Source: Elaborated by Author

The most important strength of Juiceologist is its profit margin, with very little cost of goods, namely the ingredients seen in the recipes in Appendixes 10 – 49. The prices with VAT included permit Juiceologist to make a significant profit. It is also important to highlight how the prime location strength will take an even larger advantage when the new universities are up and running as well as the awards given to Cascais that give the town more distinction. The strength of having access to strong marketing tools such as Instagram and Instagram celebrities that reaches an enormous amount of followers and influencers in Lisbon and Cascais region turn the threats of lack of consumer knowledge and reputation of Cascais easily resolvable.

In terms of weaknesses, though the idea requires a large investment, the present study has the option of obtaining external investment from experienced investors, making the threat of lack of administrative and leadership experience also less threatening.

6. Strategic Analysis

6.1 Ansoff’s Matrix

Taking into account the four definitions of the matrix, market penetration, market development, product development and diversification, this company most accurately stipulates its business strategy as **diversification** because firstly it is a fresh new business inserted in a fresh new market, making it the first of this kind to be inserted in Portugal. If one takes into consideration only the products available for sale then this business would only be market development but because this idea consists not only in products, but in a service and a concept associated with it that no other food and beverage establishment provides in Portugal,

then it can be said that Juiceologist is striving for new products and services and inserting it in new markets, consequently the strategy used is **diversification**.

6.2 Value Chain

The Porter's Generic Value Chain (Porter, 1986) is composed by support activities and primary activities. The Firm Infrastructure, Human Resource Management, Technology Development and Procurement compose the support activities. The primary activities are composed by inbound logistics, operations, outbound logistics, marketing and sales and customer support.

- Firm Infrastructure – There will be one CEO and one CFO that will be the current owners of the company, and will have one manager in charge of logistics and operations. The CEO will be in charge of making all the major decisions of the company because he will be the majority partner; and investment, financial planning, management, accounting, credit control and financial statements will up to the CFO. The operation and logistics manager will be in charge of recruitment, training, and managing the remaining staff that will be the staff in direct relation with the client, producing and serving on the stores. The facilities of the establishment will have back offices for the above mentioned entities, washroom/small kitchen/locker room, the kitchen/balcony/bar where clients can see there orders being produced, there will be tables and client bathrooms.
- Human Resource Management – This will be a job for the Operations and Logistics Manager where he will have to appoint and train sub – shift managers to control each shift of hours in which client attendants work. Initial stages will include CEO and CFO in these tasks as well. It is predicted to have 21 total members of staff in the Juiceologist Company including Administration.
- Technology – This topic involves the MbWay Instagram, Facebook page and Webpage, a Sound system, and devices for production of products, lighting, alarm system and air conditioning.
- Procurement – These are all ingredients seen in the recipes (Appendixes 10 – 49) that are picked up from the logistics and operations manager from supplier locations, or delivered by suppliers to the store's location.

- Inbound Logistics – Raw materials such as ingredients have to be stored in temperatures that conserve them. Waters, coffee and snacks have a longer shelf life so they do not need any specific temperature for storage. Technical files of conduct, production and service with rules and regulations have to be made.
- Operations – Ordering raw materials by shelf life, cleaning, create technical files of conduct, production and service, setting up music playlists, preparation of food and beverage orders, serving, packaging, photography, social network posts, managing payments, washing of dishes, trash disposal, storing goods and managing staff.
- Outbound Logistics – Involves serving orders, providing Wi-Fi access, music management, managing payments, packaging and making reservations.
- Marketing and Sales – Marketing, advertisement and publicity will start heavily through Instagram, Facebook and the Website, where, in all three there are options, there is a value that can be paid to Instagram and Facebook and they insert an algorithm for Juiceologist's page to show up for a broader scale of users as advertisements and hyperlinks when they use the social networks. The same can be done for the website but the fee is paid to google for Juiceologist to show up higher up and more frequently on searches.
- Services – Juiceologist is a restaurant / coffee shop / Juice shop located in Cascais, that provides consumers with a broad variety of categorized natural, cold pressed juices that each have a physiological function on consumers' bodies. Its purpose is to influence the consumers to resort to nutrition instead of pharmaceutical artificial drugs. It also gives opportunities for students that have come from abroad to study in Portugal, to work and integrate better with the Portuguese community, it also provides facilities that adequate for students and workers to study, work, have meetings or simply relax in a cool, relaxing, healthy environment.

Porter's Value Chain applied to this business clearly demonstrates the complexity that exists to start a food and beverage establishment. Especially when in Juiceologist's case, the differentiation factor lies not only in its core product, but mostly in the **concept** behind it, the relaxing, cool, youthful environment, fit for people to exchange ideas, focus, work or simply have break in the stressful contemporary professional careers.

Not only that, the target being students and exchanges students provides the international community with a comfortable hospitable connotation to the company which in turn, is a critical success factor.

6.3 Outsourcing

Outsourcing is the process by which a company contracts another entity, external to the company to provide certain goods or services in the name of the contractor. This usually happens when a company sees fit and recognizes that other entities have competencies that are superior to the ones required by the contractor, making more sense to have other companies provide those goods or services. There are three types of outsourcing (Falguni, Micheal, 2005):

- Business Production Outsourcing – Back of front office tasks that do not relate to the core business such as bookkeeping, consultancy, marketing among others.
- Knowledge Process Outsourcing – Is more costly because it relates more closely to the core business and requires higher qualifications. These are tasks such as business strategy, pharmaceutical research, and legal matters.
- Informational Technology Outsourcing – These are all tasks related to IT and are very common to be outsourced.

In Juiceologist' case, it is predicted to outsource in all three types. In BPO, the main tasks outsourced, at least in the beginning will be bookkeeping and photography for marketing. In KPO, it will be legal consultancy. For ITO it will only be one time to setup all IT devices needed such as Wi-Fi, security and sound system.

7. Definition of Strategy

7.1 Business Objectives

Every business should have its goals, be they short, mid or long term. There is a SMART tool one can use to determine their goals. The abbreviation stands for Specific, Measurable, Achievable, Relevant and Timely. These are fundamental goals that a company has to determine on the spot before any course of action to determine progress. The SMART objectives for Juiceologist are:

- To be able to get the establishment running in a prime location where tourists and many people pass by on a daily basis, preferably close to the Bay of Cascais.
- Keep track of sales revenue, membership loyalty, occupation of tables and walk-in counts of customers.
- Keep every customer satisfied with service and try to serve quality products with a determined max waiting time.
- Always keep a relaxed, nice and healthy environment for customers to feel comfortable and welcoming
- Keep track of a Gantt's Chart with specific goals to be attained in sales, Wi-Fi accesses, and walk-ins among other determinants of success.

The long-term determinants are (1 year):

- Create solid and binding relationships to customers and brands.
- Become experienced enough to keep updating technical files of conduct and operations for production and service.
- Hit more than ten thousand followers on Instagram and Facebook.
- Become a reference in originality
- Win 'Cascais PME of the Year' (Award for best small to medium sized company)
- Acquire financial, logistic and operations capacity to open another store in Lisbon.
- If any other company opens with same concept, products and services, maintain its leadership in market share.

7.2 Mission Statement

'Our purpose is to inspire healthy diet habits and lifestyle through the commercialization of food and beverage that is beneficial for people's health, in a very relaxing, cool environment, that focuses on strengthening buyer – seller relationships.'

7.3 Guiding Principles

- Create a relaxing and happy environment for our customers and staff.
- Influence customers to live healthy lifestyles, not only through diet habits but to enrich themselves as human beings. This incentive is reflected through the international, artsy and music quality environment.
- Teach customers the benefits and purposes of fruits and how the various different combinations can impact the human body.
- Establish intercultural connections or contacts that promote international integration.

7.4 Critical Success Factors

- Ensure that customers feel confident in the quality of products and staff.
- Deliver products on time and never keep customers waiting too long.
- Create an environment where customers can be culturally stimulated, relax enjoy and be productive in whatever endeavors they have.
- Create friendly relationships between customers and staff so that they start feeling a familiar environment where they can enjoy the comfort of home whenever they enter Juiceologist. Whenever a regular client comes in the attendant or bar tender will already know what the customer consumes.
- The business will have to avoid a stressed or noisy atmosphere even in rush hour times for those who are working or studying or even for those who are having a meeting, though cool and ambient music will always be a present factor.

7.5 Ownership

The company will be owned as a partnership between Nuno Ribeiro de Almeida, the author of the respecting Business Plan owning 70% and current CEO, the remaining 30% will be owned by Antonio da Câmara Pereira, an experienced Chef that owns several other businesses and has experience in food and beverage business management.

8. Implementation of Strategy

8.1 Marketing Mix

The marketing mix is an essential identification of what the business idea is offering. There are 7 P's to be looked at in the case of a business that provides a service as well as products. In this case it is Product, Place, Price, Promotion, People, Process and Physical Environment.

Kotler, & Armstrong (2010) explained that this was essential for any business plan or strategic plan. The organization must be aware of what they are going to offer and be fully aware of how they are going to offer it.

8.1.1 Product

There is a wide range of variety of products but the main product consists in the offering of natural, cold pressed juices, with healthy physiological purposes in a relaxing intercultural environment. The products and remaining may be seen in Appendixes 10 – 49.

8.1.2 Price

In Portugal, there is a minimum margin of profit that has to be put in each food and beverage product, which is 70%. Or put in other words, the food cost has to be less than 30%. As it can be seen in the menu (Appendixes 10 – 49), prices range from 1 – 8 euros. Our best product is 'Passion Paradise' with a margin of 84% or 16% of food cost and this, translated in euros, is €4.40 of profit, being as the total food cost is €0.82 but the decided asking price with VAT included (13% under Portuguese Legislation) was €6.00.

8.1.3 Place

As mentioned under point 3.3 'Location', the selling of these products and services are intended to be in the village of Cascais in a max 90 meters squared space and close to the Cascais Bay, if possible. It has to be a in a very busy location for tourists the rest of the public to become aware of Juiceologist.

8.1.4 Promotion

Promotion will be done mostly through Instagram, paying that algorithm for advertisements to show on the feed of all members that live in the Lisbon region. More promotion will be done through Facebook and the Website, seeing as in both there is also a fee to be paid, directly in Facebook and on Google to show up on feed of searches.

The author of the present idea will also make contact with certain Instagram Portuguese celebrities that for only a free meal will post and publicize on their walls the brand and through that post Juiceologist will get perhaps more than 80 thousand views.

8.1.5 People

People are all that are present or will have anything to do with the business. They are all the staff, customers and even those who like any stakeholder, has viewed and contributed to the traffic or view statistics in social media platforms.

8.1.6 Process

The process by which customers make use of the products and services is simply by walking in, making a choice of the menu available. The customer can order to 'take-away' or to eat on the store by sitting on any table available. They can pay using a Bank Card, Cash, or Mbway. If they decide to stay and consume in the store they are given an Internet access password for the duration of 5 hours and they can stay for that duration max with a minimum consumption of 10 euros, if they stay for more than 2 and a half hours. If customers share, or make posts identifying Juiceologist they get entitled to a 15% discount in their next orders.

8.1.7 Physical Evidence

For physical evidence the business includes the facilities, tables, serving containers that will be card based and not plastic, or ceramic for the sandwiches and bowls. Other physical evidences involve all devices used for production, computers and speakers.

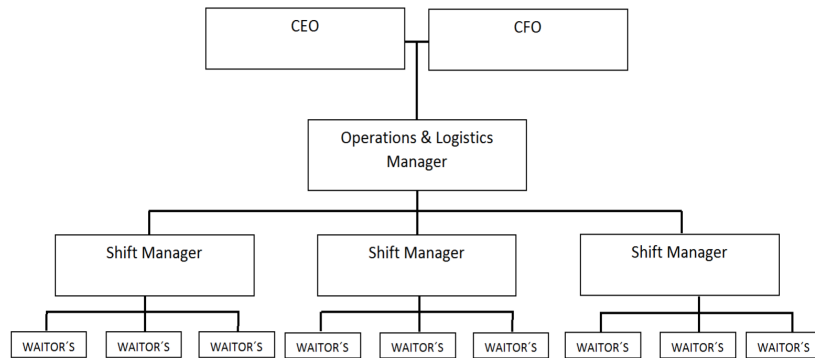
8.2 Material Resources

In terms of material resources the inventory and respective average prices are as follows:

- Plates – 2.00 € / Unit
- Cutlery – 1€ / Unit
- Glass Cups – 0.80 € / Unit
- Hydraulic Machine – 280 € / Unit
- Coffee Machine – 100 € / Unit
- Card boxes that close and card cups – 0.40 € / Unit
- Card covers for cups - 0.15 € / Unit
- Paper bags - 0.15 € / Unit
- Tables – 80 € / Unit
- Chairs – 40 € / Unit
- Plugs – (Incorporated in building contractor budget)
- Routers - (Incorporated in Internet/Communication company service setup)
- Speakers - (Incorporated in building contractor budget)
- Cleaning Products – 100 € / Pack of cleaning products and devices (including vacuum cleaner)
- Lights - Incorporated in building contractor budget
- Art work – To be studied
- Cutting Boards – 10 € / Unit
- Fridges – 300 €
- Freezers – 300 €
- Washing Machines – 300 €
- Bank Card Paying Devices (To be agreed with Bank)
- POS Software Machine – 250 € / Unit
- Toaster – 30 € / Unit
- Lockers 50 € / Unit
- Complaint Book

8.3 Organogram

Fig. 5 Organogram



Source: Elaborated by Author

9. Conclusion

After a thorough strategic analysis of the present business idea, one can conclude a highly probable, almost certain viability of success. The present dissertation has taken a close look into a gap in the market, a problem or an opportunity to create a new business by looking at all factors observed in the ‘The Foundation’, the ‘Market Analysis’, the ‘Context’, the ‘Competition’, the ‘Internal Analysis’, all indicate more than fit conditions for this idea to grow profitably.

The market gap clearly indicates that there is a lack of studying or working environments, along with the consequences of risk and abuse of pharmaceutical drugs, and adding up to the high cost of living for students. Juiceologists answers to these three problems with one simple concept for a Juice/Coffee house. It showed through the literature review that there is a global trend, becoming more and more notorious of the importance of nutrition for everybody’s physical and mental health.

The context clearly shows that Juiceologist, presently has no exact equal competitor that would make the establishment of the company hard, although it still has direct competitors, they do not provide the same core business. The rivalry among existing competitors value shown in Table 8 clearly shows that although there is an Oligopoly in this

industry, the global force value shows that there is a significant lack of rivalry, underlining the favorable conditions for this new concept.

Juiceologist was conceived to give people a cool solution in possessing healthy nutritional habits, in an everyday practical environment that brings international cultures closer together and provides young adults with study-working jobs that fit their schedules and help them integrate in the Portuguese community.

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11. Appendixes

Appendix 1

SWOT Matrix

Internal	Strengths	Weaknesses
External	Opportunities	Threats

Source: Ansoff (1965)

Appendix 2

The Five Forces That Shape Industry Competition



Source: Porter (2008)

Appendix 3



Source: Elaborated by Author

Appendix 4

JUICEOLOGIST
fresh pressed juicery & coffee house

Source: Elaborated by Author

Appendix 5



Source: Elaborated by Author

Appendix 6



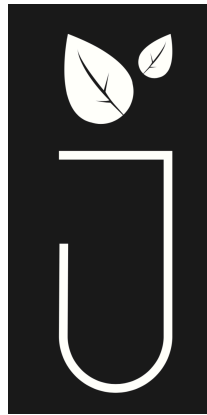
Source: Elaborated by Author

Appendix 7



Source: Elaborated by Author

Appendix 8



Source: Elaborated by Author

Appendix 9



Source: Elaborated by Author

Appendix 10

Root Juice

- Carrots 4 UNITS
- Ginger 50 Grams
- Beetroot ½

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	0,85 €
N° of Units	1
Cost per Unit:	0,85 €
Asking Price (no VAT):	3,92 €
Food Cost:	22%
Margin of Cost	3,07 €

Source: Elaborated by Author

Appendix 11

Potion Paradise

- Chilli Pepper ½
- Pineapple 200gr
- 1 Apple

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	0,97 €
N° of Units	1
Cost per Unit:	0,97 €
Asking Price (no VAT):	3,92 €
Food Cost:	25%
Margin of Cost	2,95 €

Source: Elaborated by Author

Appendix 12

Rainbow Stir

- Strawberries
- Kale
- Peppermint

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	1,08 €
N° of Units	1
Cost per Unit:	1,08 €
Asking Price (no VAT):	3,92 €
Food Cost:	28%
Margin of Cost	2,84 €

Source: Elaborated by Author

Appendix 13

Liquid Punch

- 4 Carrot
- Ginger 20gr
- 1 Apple

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	1,18 €
N° of Units	1
Cost per Unit:	1,18 €
Asking Price (no VAT):	3,92 €
Food Cost:	30%
Margin of Cost	2,74 €

Source: Elaborated by Author

Appendix 14

Sweet Block

- Spinach (Handful)
- 2 Kiwi
- ½ Lime

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	1,53 €
N° of Units	1
Cost per Unit:	1,53 €
Asking Price (no VAT):	5,22 €
Food Cost:	29%
Margin of Cost	3,69 €

Source: Elaborated by Author

Appendix 15

The Greenroom

- 1 Apple
- Celery 150gr
- ½ Cucumber
- Ginger 50gr

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	1,98 €
N° of Units	1
Cost per Unit:	1,98 €
Asking Price (no VAT):	5,22 €
Food Cost:	38%
Margin of Cost	3,24 €

Source: Elaborated by Author

Appendix 16

CTL

- Cranberry 100gr
- Turmeric 20gr
- ½ Lemon

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	1,57 €
N° of Units	1
Cost per Unit:	1,57 €
Asking Price (no VAT):	5,22 €
Food Cost:	30%
Margin of Cost	3,65 €

Source: Elaborated by Author

Appendix 17

Bitter Truth

- Pineapple 150gr
- 3 Leaves of Kale
- ½ lime

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,32 €
N° of Units	1
Cost per Unit:	1,32 €
Asking Price (no VAT):	4,35 €
Food Cost:	30%
Margin of Cost	3,03 €

Source: Elaborated by Author

Appendix 18

Cutter's Dream

- ½ Beetroot
- Spinach (Handful)
- 1 Apple

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,41 €
N° of Units	1
Cost per Unit:	1,41 €
Asking Price (no VAT):	4,35 €
Food Cost:	32%
Margin of Cost	2,94 €

Source: Elaborated by Author

Appendix 19

The Purge

- 3 Carrots
- ½ Lemon
- Watermelon 200g

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	1,01 €
N° of Units	1
Cost per Unit:	1,01 €
Asking Price (no VAT):	3,92 €
Food Cost:	26%
Margin of Cost	2,91 €

Source: Elaborated by Author

Appendix 20

C-Plunge

- 2 Oranges
- Three Leaves of Kale
- 1 Apple

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,72 €
N° of Units	1
Cost per Unit:	1,72 €
Asking Price (no VAT):	4,35 €
Food Cost:	40%
Margin of Cost	2,63 €

Source: Elaborated by Author

Appendix 21

Red Velvet Cape

- Strawberries 200gr
- Brussels Sprouts
- Acerola Cherries

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	1,98 €
N° of Units	1
Cost per Unit:	1,98 €
Asking Price (no VAT):	5,22 €
Food Cost:	38%
Margin of Cost	3,24 €

Source: Elaborated by Author

Appendix 22

Iron Curtain

- Blackberries 75gr
- 2 Kiwi
- 1 Cauliflower

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	2,12 €
N° of Units	1
Cost per Unit:	2,12 €
Asking Price (no VAT):	5,22 €
Food Cost:	41%
Margin of Cost	3,10 €

Source: Elaborated by Author

Appendix 23

Passion Paradise

- 3 Carrots
- ½ Mango
- ½ Peach

Asking Price + VAT	6,00 €
<hr/>	
Total Cost:	0,82 €
N° of Units	1
Cost per Unit:	0,82 €
Asking Price (no VAT):	5,22 €
Food Cost:	16%
Margin of Cost	4,40 €

Source: Elaborated by Author

Appendix 24

Triple B

- 1 Broccoli
- Blueberries 70gr
- 1 Banana

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,28 €
N° of Units	1
Cost per Unit:	1,28 €
Asking Price (no VAT):	4,35 €
Food Cost:	29%
Margin of Cost	3,07 €

Source: Elaborated by Author

Appendix 25

Wake Up

- Ginger 30gr
- 1 Cucumber
- Watermelon 300gr

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,04 €
N° of Units	1
Cost per Unit:	1,04 €
Asking Price (no VAT):	4,35 €
Food Cost:	24%
Margin of Cost	3,31 €

Source: Elaborated by Author

Appendix 26

Fire Within

- Turmeric 20 Gr
- Celery 150 Gr
- 4 Carrots

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	0,95 €
N° of Units	1
Cost per Unit:	0,95 €
Asking Price (no VAT):	3,92 €
Food Cost:	24%
Margin of Cost	2,97 €

Source: Elaborated by Author

Appendix 27

Lit Up

- ½ Beetroot
- 2 Pears
- Ginger 20 Gr

Asking Price + VAT	4,50 €
<hr/>	
Total Cost:	1,22 €
N° of Units	1
Cost per Unit:	1,22 €
Asking Price (no VAT):	3,92 €
Food Cost:	31%
Margin of Cost	2,70 €

Source: Elaborated by Author

Appendix 28

Power Up

- Coconut Water 100 ml
- Wheatgrass
- 1 Banana

Asking Price + VAT	4,50 €
Total Cost:	1,16 €
N° of Units	1
Cost per Unit:	1,16 €
Asking Price (no VAT):	3,92 €
Food Cost:	30%
Margin of Cost	2,76 €

Source: Elaborated by Author

Appendix 29

Hyped Up

- Watermelon 200 Gr
- ½ Mango
- Celery 150 Gr

Asking Price + VAT	5,00 €
Total Cost:	1,42 €
N° of Units	1
Cost per Unit:	1,42 €
Asking Price (no VAT):	4,35 €
Food Cost:	33%
Margin of Cost	2,93 €

Source: Elaborated by Author

Appendix 30

G-Shot

- Ginger 10 Gr
- ½ Carrot

Asking Price + VAT	2,00 €
Total Cost:	0,14 €
N° of Units	1
Cost per Unit:	0,14 €
Asking Price (no VAT):	1,74 €
Food Cost:	8%
Margin of Cost	1,60 €

Source: Elaborated by Author

Appendix 31

T-Shot

- Turmeric 10 Gr
- ½ Apple

Asking Price + VAT	2,00 €
<hr/>	
Total Cost:	0,35 €
N° of Units	1
Cost per Unit:	0,35 €
Asking Price (no VAT):	1,74 €
Food Cost:	20%
Margin of Cost	1,39 €

Source: Elaborated by Author

Appendix 32

B-Shot

- ¼ Beetroot
- 4 Coffee Spoons of Lemon
- Pepper 5 Gr

Asking Price + VAT	2,00 €
<hr/>	
Total Cost:	0,18 €
N° of Units	1
Cost per Unit:	0,18 €
Asking Price (no VAT):	1,74 €
Food Cost:	10%
Margin of Cost	1,56 €

Source: Elaborated by Author

Appendix 33

C-Shot

- Pepper 10Gr
- ¼ Apple
- 1 Coffee Spoon of Lime

Asking Price + VAT	2,00 €
<hr/>	
Total Cost:	0,23 €
N° of Units	1
Cost per Unit:	0,23 €
Asking Price (no VAT):	1,74 €
Food Cost:	13%
Margin of Cost	1,51 €

Source: Elaborated by Author

Appendixes 33 & 34

Espresso / Double Espresso

Asking Price + VAT	1,20 €
Total Cost:	
Total Cost:	0,15 €
N° of Units	1
Cost per Unit:	0,15 €
Asking Price (no VAT):	1,04 €
Food Cost:	14%
Margin of Cost	0,89 €

Asking Price + VAT	2,40 €
Total Cost:	
Total Cost:	0,30 €
N° of Units	1
Cost per Unit:	0,30 €
Asking Price (no VAT):	2,09 €
Food Cost:	14%
Margin of Cost	1,79 €

Source: Elaborated by Author

Appendix 35

Cappucino

- Double (20 CL)
- Milk 30 ML
- Milk Cream 10 CL

Asking Price + VAT	3,50 €
Total Cost:	
Total Cost:	0,66 €
N° of Units	1
Cost per Unit:	0,66 €
Asking Price (no VAT):	3,05 €
Food Cost:	22%
Margin of Cost	2,39 €

Source: Elaborated by Author

Appendix 36

Latte

- Double Espresso (20 CL)
- Skimmed Milk 30 ML
- Milk Cream on Top 10 ML

Asking Price + VAT	3,00 €
<hr/>	
Total Cost:	0,66 €
N° of Units	1
Cost per Unit:	0,66 €
Asking Price (no VAT):	2,61 €
Food Cost:	25%
Margin of Cost	1,95 €

Source: Elaborated by Author

Appendix 37

Ice Coffee

- Double Espresso (20 CL)
- 4 Ice Cubes

Asking Price + VAT	2,40 €
<hr/>	
Total Cost:	0,30 €
N° of Units	1
Cost per Unit:	0,30 €
Asking Price (no VAT):	2,09 €
Food Cost:	14%
Margin of Cost	1,79 €

Source: Elaborated by Author

Appendix 38

Decaf

- Decaffeinated Espresso

Asking Price + VAT	1,20 €
<hr/>	
Total Cost:	0,15 €
N° of Units	1
Cost per Unit:	0,15 €
Asking Price (no VAT):	
Food Cost:	1,04 €
Margin of Cost	14%
Total Cost:	0,89 €

Source: Elaborated by Author

Appendix 39

Great Turmoil

- Espresso (10 CL)
- Ginger 15 GR
- Milk 30 ML

Asking Price + VAT	3,50 €
Total Cost:	0,66 €
N° of Units	1
Cost per Unit:	0,66 €
Asking Price (no VAT):	3,05 €
Food Cost:	22%
Margin of Cost	2,39 €

Source: Elaborated by Author

Appendix 40

Chicken Sub

- Seeds Bread
- Chicken 100 gr
- Mozzarella ¼
- Tomato 30 gr
- Pesto 15 ml

Asking Price + VAT	6,50 €
Total Cost:	1,68 €
N° of Units	1
Cost per Unit:	1,68 €
Asking Price (no VAT):	5,66 €
Food Cost:	30%
Margin of Cost	3,98 €

Source: Elaborated by Author

Appendix 41

Tuna Sub

- Seeds Bread
- Tuna Pasta 80 GR
- Avocado ¼
- Arugula 15 GR

Asking Price + VAT	6,50 €
Total Cost:	1,57 €
N° of Units	1
Cost per Unit:	1,57 €
Asking Price (no VAT):	5,66 €
Food Cost:	28%
Margin of Cost	4,09 €

Source: Elaborated by Author

Appendix 42

Once-a-Week

- Seeds Bread
- Serrano Ham 70 GR
- 'Serra Goat Cheese 50 GR

Asking Price + VAT	7,00 €
<hr/>	
Total Cost:	1,98 €
N° of Units	1
Cost per Unit:	1,98 €
Asking Price (no VAT):	6,09 €
Food Cost:	33%
Margin of Cost	4,11 €

Source: Elaborated by Author

Appendix 43

Salmon Sub

- Seeds Bread
- Smoked Salmon 70 GR
- Philadelphia Cheese 20 GR
- Tomato 30 GR
- Pesto 15 ML

Asking Price + VAT	7,00 €
<hr/>	
Total Cost:	1,68 €
N° of Units	1
Cost per Unit:	1,68 €
Asking Price (no VAT):	6,09 €
Food Cost:	28%
Margin of Cost	4,41 €

Source: Elaborated by Author

Appendix 44

Yogurt Bowl

- Lactose Free Greek Yogurt 200 GR
- Wild Fruit Jam 40 GR
- Granola 80 GR

Asking Price + VAT	5,00 €
<hr/>	
Total Cost:	1,23 €
N° of Units	1
Cost per Unit:	1,23 €
Asking Price (no VAT):	4,35 €
Food Cost:	28%
Margin of Cost	3,12 €

Source: Elaborated by Author

Appendix 45

Acai

- Acai 200GR
- Granola 80 GR
- ½ Banana
- 2 Strawberry
- Honey 20 ML

Asking Price + VAT	5,50 €
Total Cost:	1,23 €
N° of Units	1
Cost per Unit:	1,23 €
Asking Price (no VAT):	4,79 €
Food Cost:	26%
Margin of Cost	3,56 €

Source: Elaborated by Author

Appendix 46

Wasabi Peanuts

Asking Price + VAT	3,50 €
Total Cost:	0,78 €
N° of Units	1
Cost per Unit:	0,78 €
Asking Price (no VAT):	3,05 €
Food Cost:	26%
Margin of Cost	2,27 €

Source: Elaborated by Author

Appendix 47

Dehydrated Fruit

Asking Price + VAT	3,50 €
Total Cost:	0,60 €
N° of Units	1
Cost per Unit:	0,60 €
Asking Price (no VAT):	3,05 €
Food Cost:	20%
Margin of Cost	2,45 €

Source: Elaborated by Author

Appendix 48

Salmon Salad

- Arugula
- Smoked Salmon
- Feta Cheese
- Cherrie Tomatoes
- Walnuts
- Pesto

Asking Price + VAT	9,90 €
<hr/>	
Total Cost:	2,79 €
N° of Units	1
Cost per Unit:	2,79 €
Asking Price (no VAT):	8,27 €
Food Cost:	34%
Margin of Cost	5,48 €

Source: Elaborated by Author

Appendix 49

Chicken Salad

- Arugula
- Chicken
- Feta Cheese
- Cherrie Tomatoes
- Walnuts
- Pesto

Asking Price + VAT	9,50 €
<hr/>	
Total Cost:	2,25 €
N° of Units	1
Cost per Unit:	2,25 €
Asking Price (no VAT):	8,27 €
Food Cost:	27%
Margin of Cost	6,02 €

Source: Elaborated by Author