

Business model on the cinema experience within the catering industry: Innovation and Opportunities



BUSINESS MODEL ON THE CINEMA EXPERIENCE WITHIN THE CATERING INDUSTRY:
INNOVATION AND OPPORTUNITIES

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Business Model submitted as partial requirement for the conferral
Master in Management

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SEPTEMBER 2019

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ACKNOWLEDGEMENTS

First and foremost, above all else, I would like to thank my parents for being behind my back from the beginning and to have always believed in me, even when I did not believe in myself. I thank them for pushing me to continue when I had doubt and to advice me well when I need it the most.

A special thanks to Mister Rui Vinhas da Silva for his help in so many ways with my Business Plan and all my researches. He conducted me very well and answered all my questions and my doubts about my researches.

I also want to thank the three University I have been: Kedge Business School, University of Hull and ISCTE Lisbon University who permitted me to follow my studies in their University and where I learn a lot of things, which will help me in my future career.

Then, thank you to all the people you helped me during the writing of the Business Model, you took time to answer my questionnaire, to speak with me about their job and their analyses on the catering industry. But also, to Delphine Chauvière who has drawn the plans of my bar and helped me to see my project more realistic.

And finally, to my boyfriend Cyril, for his dedication and his time spent with me but also for his patience, his advice and his great support.

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ABSTRACT

London. A freezing Friday night with your friends.

You want to go out and have a drink with them in a new place. You have already tried different pubs in London and tonight you want to try something new. You have heard that a new untypical bar has opened its doors and you want to see what it looks like.

You arrived in front of the big round door of the “Great Hall”, which you recognised it’s the same door as in the “*Lord of the Rings*” movies.

At the entrance, if the place is not too full you will be able to choose where you want to sit between the 2 floors with 3 different ambiances: The Commune Room, the Spatial ship room or the Western saloon.

All the foods and drinks have movies names. Here you are in a friendly and cosy place where you can just have a drink, eat or have both if you like it and also you can play board games.

In this project and all along, we are going to talk about “fans” and “fandoms” because our theme bar is about the love of movies, series and books. In a lot of academic lectures and even in day-to-day life, the connotation of fans is very often associated to “negative aspect” (de Kloet and van Zoonen, 2007). Not for us. Our project is to bring all together fans from all around the world (and even the “non-fans”) and have a good time with their friends, to share their same passion about heroes from different universes. In the beginning the bar is designed for fans, but non-fans are also welcomed.

The idea of the bar came from my time in Hull City. We had a lot of free time because we hadn’t had class often and with my friend Lucy we talked about a bar. Lucy and I met in London and we spent a lot of time trying new bars every weekend. So we have thought about a place in London where we would like to go but doesn’t exist yet. We would have liked to spend some time in a bar like the one we imagine. Both of us are really books and movies fans. We have often thought of doing a lot of things together in our life, but the idea of the bar was the one, which was the clearest in our head and something we really wanted to see happen.

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That's why when I had to choose which subject I will write for my thesis, I have decided to choose this business model that we had already completely created in our head. It is something I'm really passionate about and that I have learned a lot personally and professionally during my time writing it. I'm entrepreneur especially after my studies at Kedge and I'm pretty sure that this idea is achievable.

Key Words: Entrepreneurship, Restaurants, Entertainment, Communication

JEL: M13, L82

RESUMO

Londres. Uma noite fria de sexta-feira com os amigos.

Desejas sair à noite e tomar uma bebida com os teus amigos num novo lugar. Já experimentaste diversos bares em Londres, mas hoje queres variar. Já ouviste falar de um novo espaço, fora do comum, que abriu recentemente e tens curiosidade em conhecer.

Chegaste à frente do grande porta redonda do "Grande Salão", que reconheceu ser a mesma porta do filme "O Senhor dos Anéis". Na entrada, se o local não se encontrar demasiado cheio, poderás escolher onde te sentar entre os dois andares, com três ambientes diferentes: o quarto da comuna, o quarto do navio espacial ou o salão ocidental. Todos os pratos e bebidas têm nomes de filmes. Encontra-se num lugar amigável e acolhedor, onde podes tomar um copo, comer ou se desejares, podes divertirte a jogar.

Neste projecto e durante todo o tempo, vamos falar sobre “fãs” e “fandoms”. Em muitas palestras académicas e até no quotidiano, a conotação dos torcedores é muitas vezes associada ao “aspecto negativo” (de Kloet e van Zoonen, 2007). Contudo, o nosso projecto é reunir todos os fãs de todo o mundo (e até mesmo os “não fãs”) e terem um bom momento a divertirem-se com os seus amigos. Portanto, queremos interpretar isso como um aspecto positivo.

Esta ideia surgiu-me quando estava em Hull City, onde tinha tempo livre porque não havia aulas e avaliações, onde eu e a minha amiga Lucy trocamos algumas ideias sobre o bar. Eu e a Lucy conhecemo-nos em Londres e passamos muito do nosso tempo a conhecer bares novos todos os fins de semana. Começamos assim a pensar como seria esse lugar ideal em Londres onde gostaríamos de ir. Sendo as duas realmente fãs de livros e filmes, surgiu-nos esta ideia que ainda não existe. Com frequência pensamos em fazer um conjunto de coisas juntas, vendo a ideia do bar como única e algo que realmente queríamos ver a acontecer.

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É por isso que quando escolhi o assunto da minha tese, decidi escolher um modelo de negócio, que já temos organizado mentalmente. Acima de tudo, trata-se de uma ideia que estou realmente apaixonada, tendo aprendido muito pessoalmente e profissionalmente durante o período de escrita da tese.

Palavras Chave: Empreendedorismo, Restaurantes, Entretenimento, Comunicação

JEL: M13, L82

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ABBREVIATIONS

Universe: what we call universe in the business model is all the different world we can meet in all the movies, series and books (Harry Potter, The Avengers, Lord of the Rings).

For example, Harry Potter Universe takes in account the entire Harry Potter world with the characters, the place, the magic and the terms they are using in it.

Comic Con: Originally, the Comic Con (mostly of San Diego) is a convention of American comics known by the fan of comics. Today, this convention has become a true institution in the American Pop Culture with a mix of TV, Manga, Movies, video games and many other cultural themes.

Fandoms: *“The state or condition of being a fan of someone or something. The fans of a particular person, team, fictional series etc. regarded collectively as a community or subculture.”* Google dictionary

Cosplay conquest: Cosplay is an English words mix of “costume” and “play”. It is a hobby that consists in playing the role of a character by imitating their costume, their hair, their make-up.

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CHAPTER 1: INTRODUCTION

1.1 Description of the project

In London, restaurants and bars are not missing. In every corner and every street you have a different place to stay and have a drink. However, there are only few bars with an untypical theme (The 50 best bars in London, 2017). What we can find is more “traditional bars”. Also, in England, but more precisely in London, the cinema industry occupies an important place and there are more than five premieres movies per month. During these premieres, we can see lots of people coming to see their favourites actors and directors. It is because of this interest that we know that our project will work.

Even if the United Kingdom is only classified has 11 on the major film producing countries after India, the USA and even France, the English cinema industry stays one of the most famous one. (Population data, 2009)

The project of this business model is a theme bar called “*The Great Hall*” in the honour of the famous room in *Harry Potter*. For the people who do not know the place, it is a big room (refectory) where everyone in the school eats all together. It is a synonymous of friendliness, sharing and good atmosphere. This is the idea we want to convey for our bar.

The principal theme of the bar will be movies and books oriented (“*Lord of the Rings*”, “*Harry Potter*”, “*Star Wars*”, “*Star Trek*” or even “*Marvel*”). We also thought that we could improve every year our bar and add new themes each year if the business works well.

The bar will be decorated like an old manor but cosy in the main room. It can change from time to time according to the theme we have decided to celebrate. For instance, if a new movie of “*Harry Potter*” or a new “*Marvel*” is coming out we will adapt our bar accordingly. Indeed, as we don’t want to be in a “routine” or have people to “get bored” of our bar, we will try to change and innovate our bar, our foods and our drinks.

The bar will be a cosy place, with nice chairs and armchairs, a library with a lot of books (that people can borrow during their time in the bar), tables and board games.

We want this place to be welcoming and cosy as much as possible during the day, a place where people can have a rest and play games with friends when it rains outside or not. During the night, it will be more a pub where we will organise quiz movies on Saturdays and cosplay

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conquest. It will be quieter during the day and more “festy” during the night. We want to keep the British culture with pubs.

Regarding the food and the drinks, we want our bar being more than “a pub”, we want a small menu with aesthetic and quality food. What we mean by “being more than a pub” is that we want to have our plates and drinks being Instagramable. People will like what they eat but they also will like what they see in their plates. All the foods and drinks’ names will have a movie connotation. Our prices will be affordable for everyone because we want people to come in our bar and have a good time without paying too much. Moreover, if it’s affordable people will be keener to buy more drinks and more food. We have designed an idea of the menu we want to suggest. You can see the menu in the [Chapter 5 – 5.3 The Menu](#).

About the place, we know that London is a really expensive place to live or work. But even knowing that, we want to find a place not too far from the centre of London where all the tourist and fans usually are. We bet on our concept to be accepted and enjoyed by people. We will pay a rent a bit high but we are pretty sure that it will be profitable so it will balance with the rent.

Before choosing the place of our business model, we did some researches and we thought of three different places: Paris, Bordeaux or London. These three cities are well known from us because we have lived in the 3 cities. We have tried the day and night pubs many times and we have an idea of the habits of each people in each city.

For making our researches, we have chosen 3 criterions that were important for us and our business.

The 3 criterions were: A place where our idea is new, a place where there is a big fan community or at least enough people who will be keen to come in our bar and a place where there is a lot of people coming from around the world.

We have classified the 3 criterions in a table just below to compare the 3 criterions. It was easier to do it on a table and clearer for us.

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	Paris	Bordeaux	London
Criterion 1: Place where our idea is really new	The city of Paris gets already some theme bars (like “the last pub before the end of the world”)	The city of Bordeaux doesn’t have a place like our bar but get theme bars	The city of London gets already some theme bars but not like our bar
Criterion 2: Place where there is a big fan community	Paris is the capital of France and every time there is a “community” event (like comic con) it is where people are coming. Moreover, like in London there are some premieres organised but the cinema industry.	There are sometimes some premieres organised in Bordeaux. As the city is not far from Paris, there is more events organised in the capital than in Bordeaux.	Like Paris, London is a capital. There are a lot of cinema festival, premieres and comic con organised in the city. Moreover and not at least, London is where Harry Potter “stuff” in general are. People are coming from all over the world to visit the studio and visiting all the places where they have filmed.
Criterion 3: where there is a lot of people coming from around the world	Regarding The Parisien (2017), in 2016 with 15,45 million of tourism, Paris is the 3 rd place visited in the world.	Bordeaux is an attractive city but Bordeaux is not in even in the top 10 world of visited cities.	Regarding The Parisien (2017), in 2016 with 19,06 million of tourism, London is the 2 nd place visited in the world.

Table 1: City comparison

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After comparing the three criterions, we have chosen the best place for our bar: London.

The principal answer is because they have lots of tourists coming every year and not only during the summer. They have tourists at every moment of the year.

Also, London is a city where the cinema has got a big part of the culture and where a lot of fans are coming. For instance, since the Harry Potter Studio has opened its doors, fans from all around the world are coming to London. Regarding the Express (2016) and Trip Advisor survey, The Harry Potter Studios is even the UK's most popular tourist attraction. And now, they will have also a stop in our bar.

1.2 Innovation proposition

Since we want to open this theme bar, we have been looking around the world of what types of theme bars that can exist. In London, you can go in a bar and create your proper potions/drinks, you can go in a ice bar, or in a prison bar. Our idea with movies oriented is not that innovative. We are not inventing a new laptop or a new social media. Therefore, we have many ideas and we are really thinking constantly to our project that will be innovative.

The best way to describe our bar is to take example. When you are going to Disney, you have many themes restaurants, the park itself is a theme. What we want it that at the moment where you open our bar you will feel going in another world even if you are not going in a big park like Disney but you will feel the magic.

In the movie "*Lord of the Ring*", directed by Peter Jackson, you can see at a moment, a hobbit opening a door and see the difference between outside and inside. Outside it is really cold and dark and inside everyone is happy, enjoying the company of the friends and eating good food. It is exactly what we want. Showing the difference.

The bar will have secrets and people, if they want it, will be able to try to solve them and puzzle out them. The staff will wear costumes, people can play some board games, eat, drink, read books or simply enjoying the time with their friends in a place where times will stop. Every time we will have new ideas we will try to put it in place. The bar will always be in constant moving. We want people to come back and be happy about our place.

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1.3 Investigation Objectives

In the methodology part, we have decided to ask the both side of the catering industry: clients and bar managers. It was necessary for us if we wanted to create a business model as close as possible to the reality and also to fit well at the industry. The quantitative and qualitative approaches helped us to build our business model around the question of *“How the cinema experience within the catering industry could bring new innovation and opportunities?”*.

The purposes of our work are:

1. To figure it out what it is impacting the most the success of a bar
2. To understand the main “waits” of the customers when they are going to a theme bar
3. To verify if there is a certain type of persons who are going to theme bars
4. To identify the main threats a bar could face.

1.4 Business Model Structure

The following Business Model takes the form of 8 chapters including the introduction.

1. **Introduction** – The current chapter aims is to present our idea of the business model, to introduce the innovation proposition we want to create with our idea and to expose our key objectives for the entire work.
2. **Literature Review** – *“Literature reviews are designed to provide an overview of sources you have explored while researching a particular topic and to demonstrate to your readers how your research fits into larger field of study.”* (Bakare, M., 2013)
3. **Methodology** – This chapter is where we will expose the methodology we used for collecting all the information and surveys we needed – quantitative and qualitative approaches. Then, we have also explained the results we got and kept the one who were important for our work development.
4. **Market analysis** – The Market analysis part is the chapter where we combined the literature review part and the methodology part. This chapter is the one who will be the foundation for our business model

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5. **Business Model** –we will expose and develop in details our Business Model idea.
6. **Financial Evaluation** – The Financial part is where we will speak about the financial aspect of our work. As our project is a business model, it was compulsory to add an entire part regarding finance.
7. **Personal Learning** – The Personal Learning chapter is a small part where I explained what I have learned writing this work.
8. **Conclusion** – The last chapter presents a brief conclusion of the work.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

To frame the present business model, in this chapter we will go through theoretical researches on business model and on the subject we have chosen. First of all, we have read a lot of books about business model and how it changed during the year, then we read some books about marketing but mostly about strategy to adopt when you are opening a restaurant or a bar, and finally we have looking for more specifically about theme bars and fans community, where it comes from, what was done before, how the catering business is going on in United Kingdom and in France and how to better understand the behaviour of fans.

All these researches and reflexions will help us to better conduct our business model in the last part of our work.

2.2 Business Model

The business model of a company is a simplified representation of its business logic. It describes what a company offers to its customers, how it reaches them and relates to them, through resources, activities and partners (Osterwalder A, 2007). The fundamental question the managers have to ask when doing a business model is: How do we make money in and with this business? (Marbaise M, 2015)

A business model is a complex conceptualization of the “what”, “who” and “how” of business activities (Afuah 2004; Zott & Amit 2009). Also to add another point at this idea, Venkatraman and Henderson (1998) say that a business model is also a coordinated plan to design strategy along three vectors: customer interaction, asset configuration, and knowledge leverage.

Regarding the history of the concept business model, *“The term business model first appeared in computing magazines in the 1970s and, after 1995, in computing magazines for the general public before being used in other publications.”* (Lehmann-Ortega & Schoettl, 2005)

Since the appearance of the term business model, a lot of authors have written about it and proposed different models. With all these writings, some authors have decided to design *“a business model incorporating the best features”* which they believe is the best for the market of today. (Baden-Fuller & Haefliger, 2013)

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One of them is the Business Canvas developed by Alexander Osterwalder and Yves Pigneur in the book “*Business Model Generation*”. The principle is simple: in one page, through one canvas you resume the entire business model you want to create. In this canvas you have 9 boxes: Customer Segments, Value propositions, Channels, Customer relationship, Revenue Streams, Key resources, Key activities, Key partnership and Cost structure. (Osterwalder & Pigneur, 2010).

With this technics you are supposed to build your business model quickly. (Osterwalder & Pigneur, 2010).

In another point, there is also a focus that a company shouldn't forget: the strategy to adopt. There are three choices of strategy: *differentiation*, *cost leadership* or *focus strategy*. Then, they have to identify the value proposition they want to offer to the target customers. This value proposition will determine the processes and the resources they want to use for the final product. If they can create business model, which is profitable enough, they can implement and execute the model. If not, it is not recommended to implement it. Maybe they have to rethink about it and redesign the business model another time before to implement the project. (Marbaise M, 2015)

Regarding the name of the project, choosing and having a good one is substantial for a business model. Whether it is for a brand, a shop, a restaurant or pub. In our case, it would be a “good name” for a bar. Great bar names evoke pictures to customers' minds. Sometimes they will choose one bar over another based on the name only. Also, the name and the atmosphere of the bar must be in synch. We want to catch attention of people with the name of our bar. The name of the bar must match the concept or theme we have decided to have. People should hear the name of the place and have a pretty good picture and idea of what to expect when they walk into the place. (Marbaise M, 2015)

2.2.1 Focus Strategy

As we have seen, in **2.2 Business Model**, having a good strategy is important. The question is what type of strategy do we have to choose for which project?

Focus strategy or nice strategy, is a strategy where a company select few target markets. The goal is if you focus your marketing efforts on one or two market segments, you will better meet the needs of your customers. (Tanwar, 2013)

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The focus strategy can be: “cost focus”, “differentiation focus”, or “cost and differentiation focus”. (Tanwar, 2013)

2.2.2 Differentiation Focus Strategy

Differentiation focus strategy is a strategy when a company decides to create a product that doesn't exist or that it considers as unique.

“Differentiation is aimed at the broad market that involves the creation of a product or services that is perceived throughout its industry as unique. The company or business unit may then charge a premium for its product. This specialty can be associated with design, brand image, technology, features, dealers, network, or customer's service. Differentiation is a viable strategy for earning above average returns in a specific business because the resulting brand loyalty lowers customers' sensitivity to price.” (Tanwar, 2013)

Nowadays, with the globalization, this strategy is really hard to associate to a bar or restaurant concept. The reason is because it is difficult to innovate and find new ideas which doesn't exist somewhere. However, it is possible to do a semi-differentiation strategy when you take a concept that already exists and you upgrade it or you innovate a little bit the concept. It is not a unique product but in the same time it is not the same as we already have.

2.2.3 Cost Leadership Strategy

Cost leadership is a term used when a company projects itself as the cheapest manufacturer or provider of a particular product in a competition (The Economic Times, 2019).

“This strategy emphasizes efficiency. By producing high volumes of standardized products, the firm hopes to take advantage of economies of scale and experience curve effects. The product is often a basic no frills product that is produced at a relatively low cost and made available to a very large customer base.” (Tanwar, 2013) The cost strategy can work when you sell enough products. Sometimes it is associated to “bad qualities” or “cheapest qualities”. It is not what we want for our restaurant and even if we wanted to it would be hard to make profit.

We are more in a differentiation focus strategy because even if our idea is not an innovation itself (there are many theme bars everywhere), with the time we will innovate a little bit because we are going to find new stuff and keep the move.

2.3 Innovation

According to the dictionary, “innovation” from the Latin “Novus”, means to introduce something new in a particular area. Therefore, the innovation is the action of innovating, inventing, creating something new. By extension, it also designates what is new.

The innovation or to innovate is a process. Inventions are discoveries, ideas for new products or new ways of doing things. Innovation is the approach, which makes it possible to transform an invention into products. This approach involves creativity, since it consists to work on creative ideas. Creativity is a starting point, a necessary condition, but not sufficient if we want to achieve a workable and economically viable solution. (Chaix, 2015)

According to the OCDE, there are four different types of innovation: the product innovation, the process innovation, the marketing innovation and the organisation innovation. But what it is important to understand is that innovation can be observable or invisible.

Observable when it is seen directly by the consumers and when the innovation changes the nature, the shapes or the using of the product.

Invisible when the innovation is integrated in the product or when the innovation is in the process in the company. The consumers will only see it through the improved performance or the price. (OCDE, 2019)

For our project, we will do the two types of innovation: Observable and Invisible.

Observable because it will be with the products and the way we want to sell it to the people, and invisible because it will be through the people working with us and it won't be seen at first by the clients but the performance and the way our people will work will be seen.

2.4 Catering sector

It has been decided that we will talk about the catering sector in France and in United Kingdom. The choice of France is, as part of our legacy and our culture, important to compare with the English sector. It is always important to have a comparison point to see what is working, what is not but moreover to understand the fluctuation and the change.

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2.4.1 In France

Regarding on four Xerfi analysis, on bars and restaurants in France, here it is what we can find.

The turnover of bars and restaurants has increased of 1,5% in 2017 and has increased of 2,5% in 2018. The mains impacts of determinants on the activity of bars are the economic and financial situations of the couple, the tourist attendance, the sports calendar, the offer diversification and the new concepts. (Frent, 2018)

Regarding the regulation, the sector is highly regulated in France. The regulation regulates in particular: the conditions of opening and holding drink and cigarettes; the conditions of sale of tobacco and alcohol and finally places where it is possible to smoke. In France, if you want to sell drinks with alcohol or not, you have to subscribe to a licence. If you have the Licence 2 and 3 (the licence 1 doesn't exist anymore, it was regarding selling only soft drinks) you can sell non-alcoholic drinks and fermented drinks (wine, cider,...). The Licence 4 included the drinks in the licence 1, 2, and 3 and alcohol like rum. (Service Public, 2019)

Also, the VAT applicable change regarding the country. In France, for the bars and restaurants sector the TVA is 10% for non-alcoholic drinks and 20% for alcoholic drinks.

In average the price of a beer in France in 2017 is 2,8€ and 3,2€ for a soft drink (Duthoit, 2017).

Regarding another point of the market in France, since a few years now the concept of wine bars show up and it took some market share to typical bars. The concept is appreciated by a lot of people because people who open this type of place know a lot about wines and they can advice on it. (Frent, 2018)

To conclude, with the French market, we also can add that touristic place are where the bars and restaurants want to be but sometimes it is only the big names that can pay the rent (like Starbucks, Costa Coffee, Au bureau...).

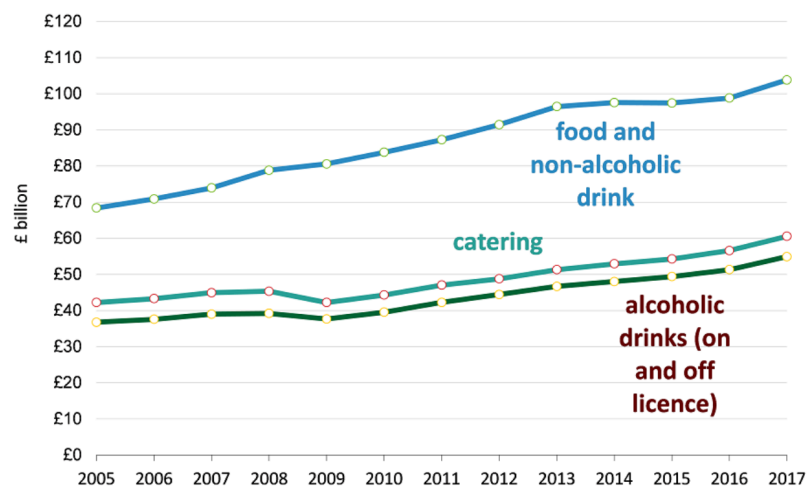
If we were opening in France, our biggest competitors would have been the Group Bertrand (with the concept "Au Bureau"), Alto Café and Zumo. We don't consider as direct competitors companies as Starbucks, Columbus Café and French Coffee Shop because there are only selling take away coffee and snack food. (Duthoit, 2017).

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2.4.2 In United Kingdom

After seeing, the bar and restaurant sector in France, we will see how it is in United Kingdom. The comparison between the two countries will take place in **4.1 The market analysis: Present and Future.**

Regarding the UK government website, the total consumer expenditure on food, drink and catering has continued to rise by 6.1% in 2017 to £219 billion. Moreover, expenses on catering accounted 28% of the sector in 2017 and have increased by 34% since 2008 in UK.

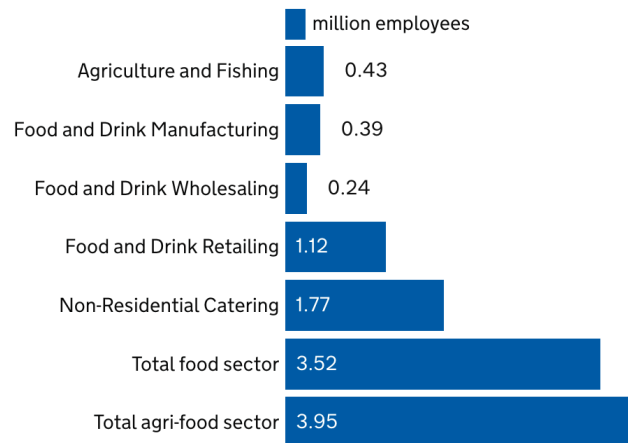


Graphic 1: UK consumer expenditure on food, drink and catering

Source: UK government / (GOV.UK, 2019)

Regarding to the UK government website, employment in the non-residential catering sector increased 1.8% on 2018, equating to around 31 000 jobs.

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Graphic 2: Agri-food sector employees (GB) Q1 2018

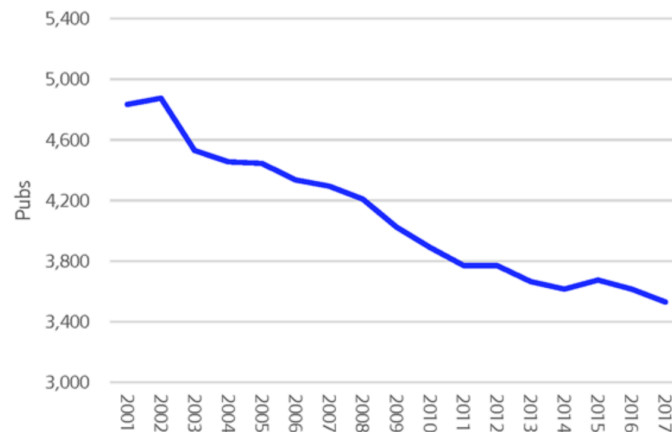
Source: UK government / (GOV.UK, 2019)

As we want to open our bar in United Kingdom it seems important to talk about the Brexit, which is something we can't avoid in our business model because it is happening very soon. Actually, when we thought about this project the Brexit did not exist yet. We can say that the sector of bars and restaurants in United Kingdom has been living in a turbulent moment. However we can focus on what say Jimmy Saunders Director at Duff & Phelps, it is that if restaurants keep their focus on quality, if they expand through demand-driven and if they focus on take away / online order they will have more chance to success in this new year and the next. (Global Bank Finance, 2019)

In the article, Saunders said that some people think that the Brexit is the reason of failure of the sector. For him, the factor that UK is leaving Europe will cause the availability of staff. According to Fourth Analytics, 43% of workers in bars and restaurant in UK are from foreign nationality that is why the Brexit can have a huge impact on the restaurant sector in UK. (Wingett, 2016)

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Regarding a study since 2001, the number of pubs in London is dropping.

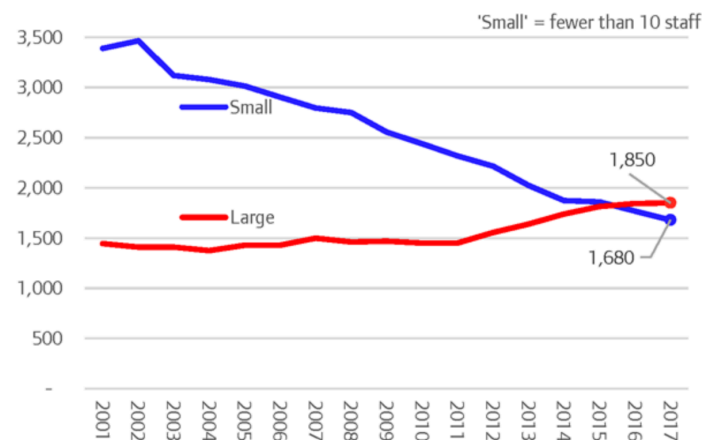


Source: IDBR, ONS

Graphic 3: Number of pubs in United Kingdom

Source: UK government / (GOV.UK, 2019)

The number of small pubs (less than 10 people in the staff) is dropping when the number of bigger pubs (more than 10 people in the staff) is growing.



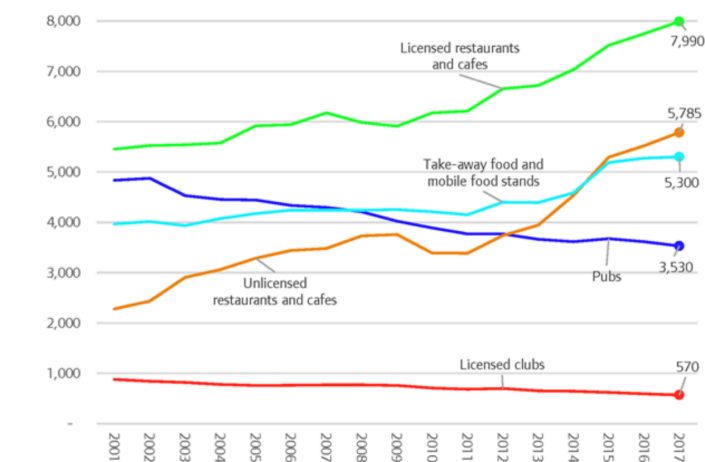
Source: IDBR, ONS

Graphic 4: Comparison between Small and Large Pubs through the years in United Kingdom

Source: UK government / (GOV.UK, 2019)

Finally, the number of licensed restaurants and cafés, take-away food, mobile food stands, and unlicensed restaurants are all growing when the number of licensed clubs and pubs are decreasing.

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Source: IDBR, ONS

Graphic 5: Comparison between catering places (fast food, pubs, restaurants and nightclubs)

Source: UK government / (GOV.UK, 2019)

All these information are not insignificant for us and we have to keep it in mind when we will display our project.

2.5 Theme bars in London

What we call theme bars since the beginning of our work is bars (or restaurants) which have a specific theme. Restaurants for seafood, brasseries or sushi restaurants are considered as theme bars but it is not these types of restaurants we want to talk about in this work.

What bars we want to talk about are the “*Belowzero Ice Bar*”, “*The Cauldron*” or even the “*Alcatraz Penitentiary*”.

These three bars we have taken for examples, have all the same common point: an original theme in London. The “*Belowzero Ice Bar*” is a bar where there is ice everywhere, “*The Cauldron*” is a bar where you are doing your proper potions (= cocktails) and the “*Alcatraz Penitentiary*” as its name lets predict, is a prison bar. (The Evening Standard, 2017)

In the article “*The theme bar looking for new targets*”, the author asked if the concept of theme bar is profitable. For answer this question, she said that choosing a concept with an unique product is really segmented and seasonal and can be complicated to answer all the consumption of the day. The advantage is that having only one product it’s easy to manage but economically it is important to think at a viable economic model.

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In our case, we are pretty sure that it could work because we know that there will always have fans all around the world whereas when someone creates a new business with a product that doesn't exist on the market yet is more "risky".

Regarding a research from Mintel Company, the millennials (people born between 1981 and 1996) are not looking for drink and prefer to drink at home because it takes less effort than going out. Similarly, people order food from home because of the lack of time, but our bar is made for people that really want to go out and try something new. However in the Mintel research we can also read that if the millennials have to go out it is for living a unique experience. Also regarding Nielsen researches, 59% of millennial drinkers like to try new food products, 43% like to try beers from overseas and 52% will visit pub or bar in a typical week.

2.6 Fans community

For our work, it was important to talk about and make researches on fans community. As we are doing a theme bar on films, series and books oriented specially on movies which have a lot of fans community, we needed to understand their behaviour.

According to Leets, De Becker and Giles, *"the concept of a fan originated in the late 1880s to describe ardent enthusiasts of a new professional sport in America – baseball. The term was an abbreviation of the word fanatic (from the Latin fanaticus, which means inspired by a deity; frenzied, frantic). Also according to Duffet, "Fandom is a sociocultural phenomenon largely associated with modern capitalist societies, electronic media, mass culture and public performance. [...] A fan is a person with a relatively deep, positive emotional conviction about someone or something famous, usually expressed through a recognition of style or creativity."* However, the word "fan" is often associated to a negative connotation and go with pair with the word "groupie". A groupie is a person who admires a musician, a signer or a band and who follows him/them in his/their music tour. (Google dictionary, 2019)

In the article *"The power of geek: fandom as gendered commodity at Comic Con"*, the article is about San Diego Comic Con and the importance of fans. The authors write that the cinema industry and comic industry are asking some fans to volunteer demographic to data. The industry wants to know what exactly fans want, to better target them. The fans who are working for the industry are happy to be part of it and they also fell important and listen by

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the industry. What we can say is, even the cinema industry knows the impact and the importance of fans communities. That's is why they are involving some of them in their industry.

For our bar, it is the same. The bar is made by fans for fans. That's why we won't stop to innovate and adapt our bar because we want to follow the flow of the fans and new fandoms, which will appear.

2.7 Social Media

Since the last past 10 years, social media has got a huge impact on restaurants and bars. It has changed the way the restaurants will designed their place, their food and even the plates presentations. (Cadadesign, 2019). Moreover, 47% of millenials used their phone during the time they eat for going to twitter, Instagram or Facebook. But it's not all, people are now using their phone and social media to know where to go for a drink or for dinner. The impact and the good impression of your restaurant on the social media will play a role on the people coming in our restaurant or not. (Windels, 2012). Knowing that we will do our best to have great review on Internet and being receptive on social media as Instagram, Twitter and Facebook. Also, we will have photographic food for having more followers on Instagram.

2.8 Reference table

Before to conclude with the literature review part, we want to see all the issues that have been shown by the reading.

The first issue is that we have to know what type of strategy we want for our business model. We can't start our project without knowing if we want a differentiation strategy or a cost leadership. Also, we have to be sure that our idea is well planned and try our best to have a profitable idea.

Then, regarding the Brexit we have to be careful because we don't know what will happen if the United Kingdom is leaving the European Union for good or not. We have to keep in mind that the political and the economy of the United Kingdom could change quickly if the United Kingdom leaves the European Union.

Finally the last issue we have met, is about the numerous theme bars there are in London. However, if we succeed to create something new and with a top quality services, it shouldn't impact us.

CHAPTER 3: Methodology

Every company, which wants to have their business working, has to do a business model.

Before starting to explain the details of my results, it seems important to explain more in details the methodology that I have applied for my market study. After doing the researches in books and academic lectures, it was necessary to find answers on the real market on the question below:

“How the cinema experience within the catering industry could bring new innovation and opportunities?” In the end of our work, we want to verify if our idea could be viable and if the different points of innovation we want to put in place will be helped for the viability of our project.

In this part we have approached different people and different background of life. All the people we have met have been incredibly nice and help us to ask ourselves the important questions to success in our project. We have decided to do two different studies: Qualitative and quantitative.

3.1 Methodological Approach and Research Questions

Our care target are all the fans in the world who could be interested in our bar, but also everyone who want to be a little be entertained by our place.

However, this is a bit blurring for a sample, even if in our results we will have different types of person we have decided to focus on people between 18 to 35 years old because they are the one who are more likely to like our concept.

At the end of our work, the primary objective is to understand and better recognize the waits and the wants of our potential future clients. But also, to verify if all the founded ideas where true or false.

Following, it is the researches questions we have worked on:

RQ1: What makes a good theme bar?

RQ2: Does people who are going to untypical bar have specific waits?

RQ3: Does the bar place play a role in the business of the bar?

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RQ4: What kind of people is more likely to go to theme bars?

Thanks to the researches questions, we have been able to sort out hypothesis for our business model.

H1: The atmosphere in a (theme) bar plays an important role for the client experience

H2: The group of people who are going to theme bar are more likely waiting for living a different experience than people who are going to normal bar

H3: Bars that are easily accessible are more visited than the ones, which are hard to go.

H4: The group of people who are more likely to go to theme bars are the 18-35 generation

To answer these hypotheses, we decided to go and ask some professional to better understand what is working, what is not and what we can do better. In another side, we also asked none professional person who are going often to bars.

The quantitative questionnaire has been done on google.docx where we have asked 21 questions to people. 192 people have answered to our questionnaire.

The first part of the questionnaire was questions about socio-demographic (age; job) to better classify the people who are going to bars. The second part was about their habits regarding bars and restaurants. Finally in the third part, we asked questions regarding more specifically our business model and to see if people would be keen to come in our bar.

This questionnaire has permitted us to see if we were going in the good way in our reflexion and to change anything that wasn't "working" for the respondents. All the results are analysed in the next [part 3.3](#), but you can find the entire questionnaire and results in the [appendix 1](#).

Then for the second part of the data collection we did a qualitative questionnaire where we asked 19 to 21 questions to 3 different people who have opened an untypical bar. The variation of the number of questions is only due to the adaptation of the respondents.

The important information we wanted were:

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- Where their idea of their bar comes from?
- Why did they have done the concept they have?
- What types of skills do we need to open a bar?
- Why they opened a bar / restaurant?
- Is it working?
- How do they have communicated for making their places known?
- How many dishes do they have and how much it costs?

All these questions are important for us because the 3 respondents have already tried some ideas we have for our bar and they know better if it is working or not.

Let's take an example to explain it. We have the idea that having more than 15/20 main dishes is really too much for a menu and that you can't have qualities if you have too many dishes. However, it is what we thought and we wanted to have the advice from professionals to be sure that it was a good thought. At the end of the introduction of the three concepts, we will sum-up what we learned, then see what we can keep of our ideas, their ideas and what we need to change or improve for our project.

The qualitative questionnaire has permitted me to better understand the "entrepreneurship job", the way a restaurant is working, all the logistics and the way to adapt my business to succeed. But also, to learn what are the best qualities to open a theme bar and what are the difficulties. The advantage you have when you want to develop a product or a concept which already exists, is that you can make some researches on it. You can also learn from the mistakes of others but also from their strengths. The biggest disadvantage is that the people who are already in the market know the threats and are better prepared than you.

3.2 Results

The results for the quantitative questionnaire have been collected anonymously. Regarding Uma (2003), an appropriate sample for a research is included between 50 and 500. Here, we have got 192 people who have answered so we considered that it is appropriate.

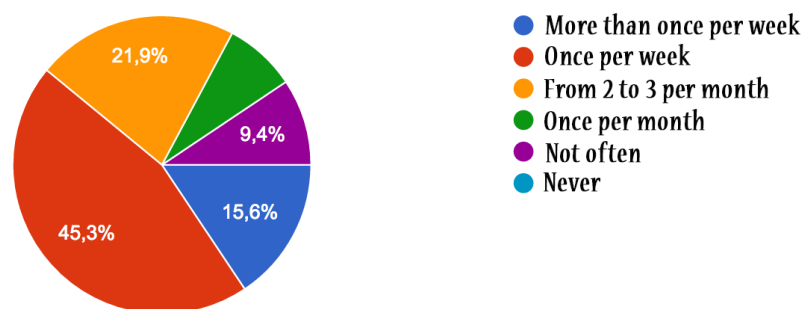
3.2.1 The quantitative questionnaire

Socio-Demographic Analysis (N= 192)				
Gender	Female	70,6%	Male	29,4%
Age Group	18 - 25 years	29,4%	26 - 35 years	64,7%

Table 2: Socio-Demographic analysis

On the 192 people who have answered the questionnaire, 70,6% are female and 29,4% are male. 64,7% of the answers have between 26 and 35 years old, and 29,4% have between 18 and 25 years old. More than 60% of the answerers are going to the bar/restaurant once or more than once per week.

Let's talk about your habit regarding bars and restaurants.
How often are you going to the bar or to the restaurant?



Graphic 6: Restaurant frequency

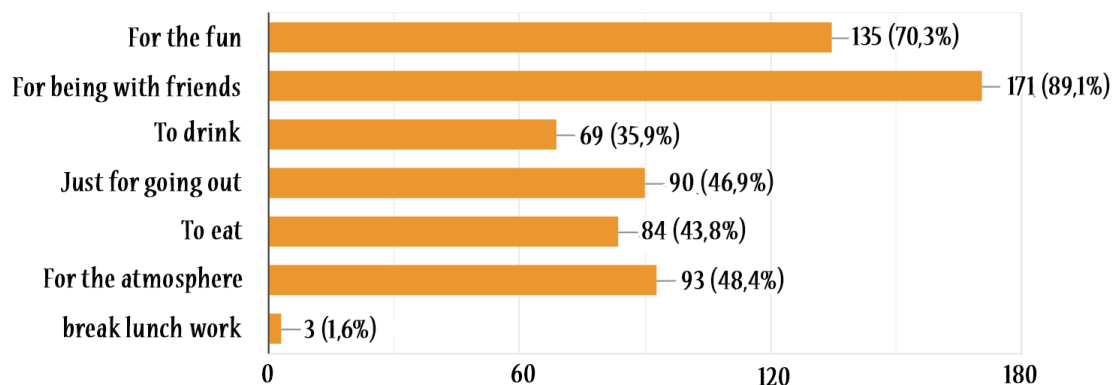
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Regarding the place where the answerers live, we voluntarily decided to not ask only to people who are living in London. Some of them are living in the English capital but not all our answerers. More than 57% are living in a big city (Montreal, London, Paris, Bordeaux).

All the details of these results are in the appendix 1. We have decided to talk in this part only about the most relevant information we have collected.

The second part of the questionnaire was about the habit of going to bar and restaurant.

For which reasons are you going to the bar / restaurant?



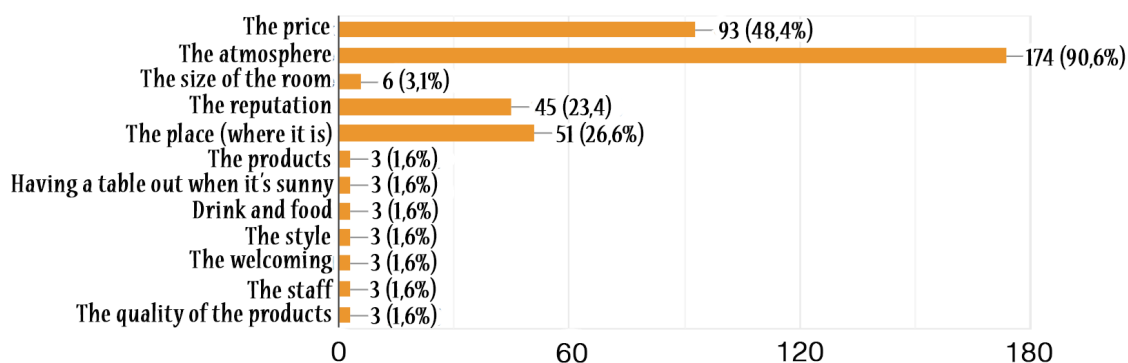
Graphic 7: Reasons of going to a bar/ restaurant

At the question “For which reasons are you going to the bar/restaurant?”, 89% is going for being with friends, 70% is going for the fun and 48% is going for the atmosphere of the bar. For some question, the choice of answers wasn’t limited.

For the next question, we asked them what were the two criteria, which are the most important for a choice of a bar. For 90% of the answerers, the atmosphere is the most important criteria, the second criteria with 48% is the price, then the place (26%) and the reputation (23%).

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For you, what are the TWO criterias the most important for a choice of a bar ?



Graphic 8: Criteria for choosing a bar

Then, if we continue about the habits. 61% of the people say that they are going to a “certain” bar because of the word of mouth communication and 25% are trying a new bar because they want to try something new.

After that, we wanted to know what they prefer between a small menu (less than 10 dishes), a various menu (between 10 to 20 dishes) and a very various dishes (more than 20 dishes). It was important for us to know if what we thought before (having a small menu is better than a very long one) was true or false.

56% prefer having a small menu with less than 10 dishes with a limited choice of drinks but with original one and unusual drinks. 37% prefer than a menu between 10 to 20 dishes is the best.

When you order, you prefer have...?

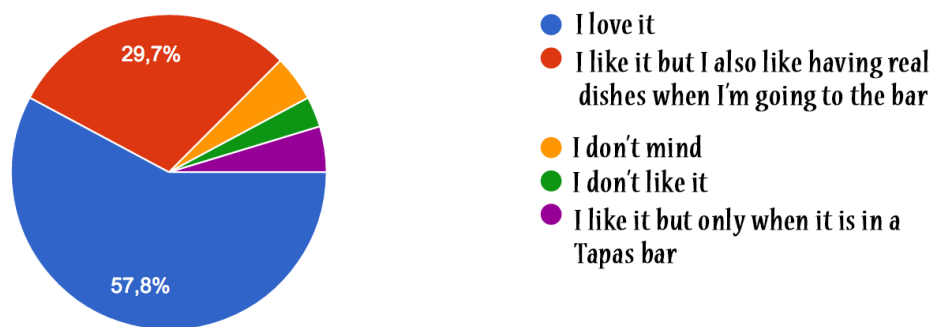


Graphic 9: Menu preferences

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Going with this question, we also asked if people likes the “tapas bar” way. The “tapas bar” way is when people can order a lot of different food to share with friends and family. It is easy to serve but it also good for the clients because they can order and try a multitude of food. 58% said that they love it, 30% said that they love it but they also like having real dishes when they are going to a restaurant. This question (as the one before) will help us a lot to see what type of dishes is appreciated to the clients when they are going to a bar/restaurant.

What do you think about the «tapas system» when you are in a bar?



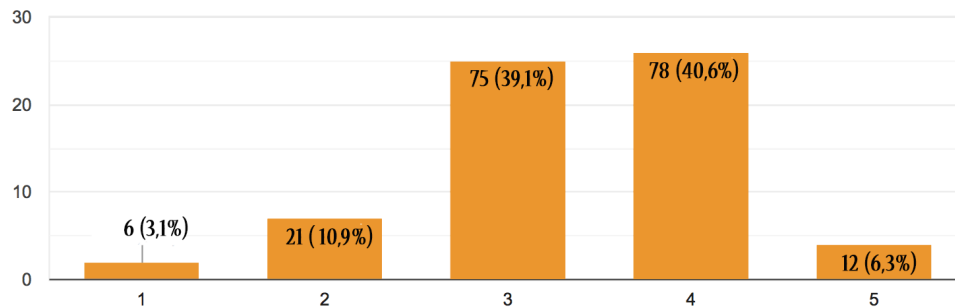
Graphic 10: Thought on the tapas system for a bar/restaurant

Finally, to conclude with the part of habits, we have asked “*How much the price is a decision factor for you?*”. On the scale, 1 was “not important and 5 was “very important”.

39% said that the price is neutral and 40% said that the price is rather important. If we make an average of the answerers, we can say that the price is more “not important” than “important”. But we have to take in consideration everyone, so we will discuss about our price decision later.

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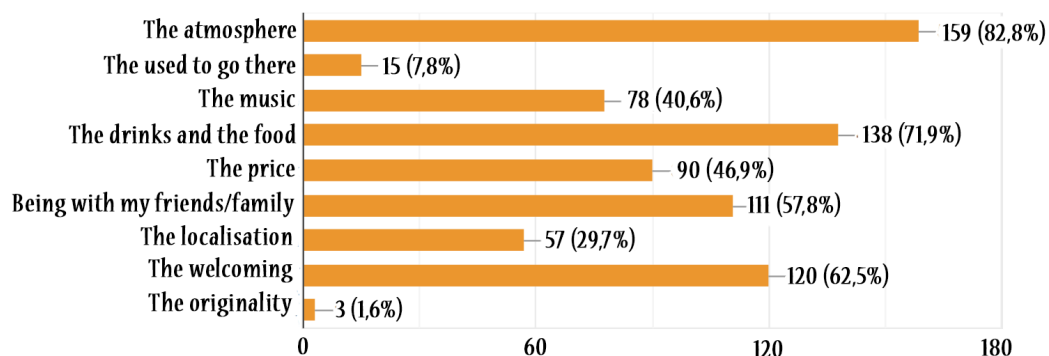
On a scale from 1 to 5, how much the price is a decision factor for you?



Graphic 11: The impact of price on decision

After the price question, we have also asked “What was important for you for coming back in a bar?”. 82% said the atmosphere, 71% said the drinks and food and 62% said the welcoming. This question was opened for more than one answer to see the importance for the people. If we hadn’t, we would not have seen that the welcoming is an important factor for the people.

What is important for you for coming back in a bar (in general)?



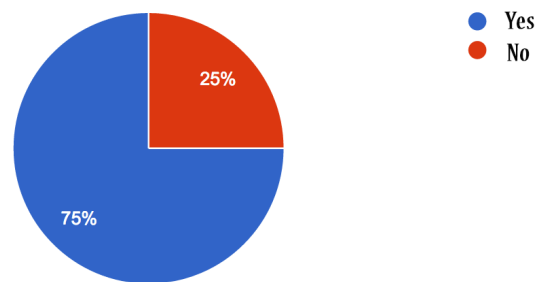
Graphic 12: Reasons for coming back in a bar

Finally, in the last part of the questionnaire we have asked specific questions about “theme bars”.

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First of all, 79% of the people who have answered, have already been to a theme bar and 98% of the people (who have been and who haven't been yet) would be keen to go (back) to a theme bar (again).

Have you even been to a theme bar?

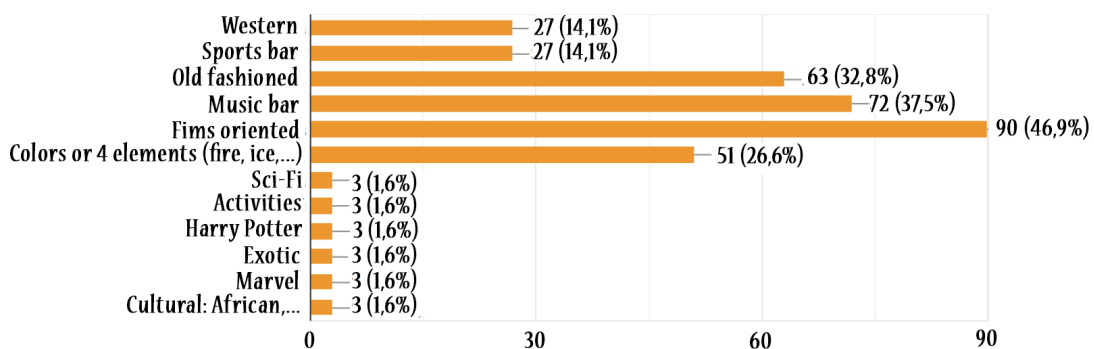


Graphic 13: Theme bar regular

At the question, what is the most important thing for a theme bar 51% said that the decoration / atmosphere was the most important, then the food and drinks and finally the music.

Then at the question about “*What types do you think would be the best for a theme bar?*” (which is a very important question for our business model), 47% said “film oriented”, 37% said “Music bar” and 33% said “Old fashioned” bar.

What types of theme do you think would be the best for a theme bar ?



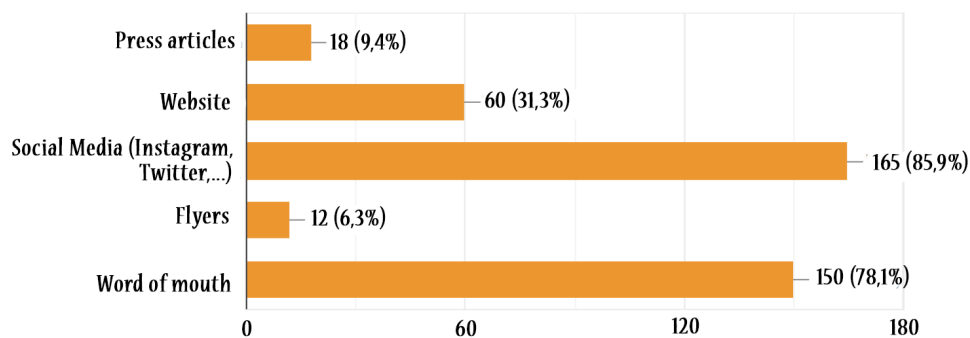
Graphic 14: Choice of themes for a bar

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Then at the question “For what reasons would you go in a theme bar? “, 60% would go for the food and the drinks 35% would go for seeing how it is in a theme bar and “feel the atmosphere”.

The last two questions we asked were about communication and price (again). For the communication, it was essential to know how people find a new bar that has opened in town. 86% of the answers said that the best communication for a new bar is Social Medias (Instagram, Twitter, Pinterest, facebook) and then, 78% of the answerers said it was with the word or mouth.

For you, what is the best communication for a bar/restaurant?

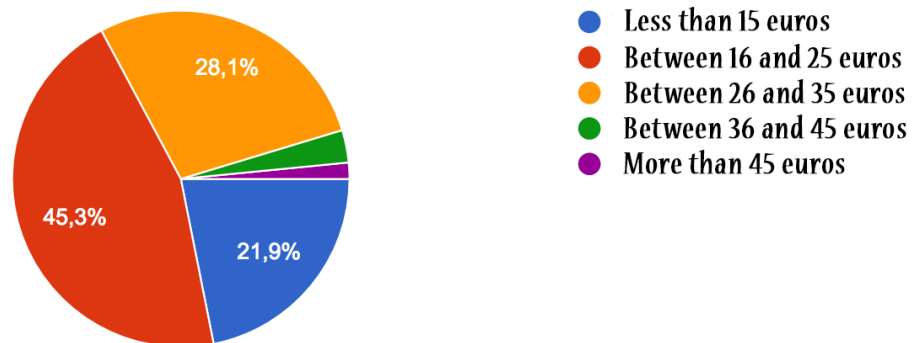


Graphic 15: Communication

The question permit us to see that nowadays the communication is doing essentially by social media and word of mouth and that we don't have to pay to much for it. The most important is that people are going to talk about our bar and that's the reason why they will come to our bar.

And finally, we asked them “*How much would they pay (in general) in a theme bar?*”. 45% of the people would be keen to pay between 16 to 25 euros, when 28% would be keen to pay between 26 to 35 euros.

How much would you pay (in general) in a theme bar?



Graphic 16: Prices

Thanks to the qualitative questionnaire I have learned that for a conceptual bar or a theme bar the place in the city is not as crucial as we thought if we compare with a “classic restaurant/bar” but what is important is the city. More you have a “turnover” in the city more you will have new client everyday. Sometimes when you have a conceptual bar, people are only coming once to try it. It is not our purpose; we want people coming as often as possible but if it is not possible, we need to have a lot of different people coming. That is why being in a city like London it’s a plus for us.

To conclude with the methodology part and what we have learned, I think it is important to highlight several points. First of all, the behaviour of the clients and the expectations regarding the bars and restaurants: people living in a big city are going to bars and restaurants at least once a week, they are keen to spend between 16 and 25 euros and for them, going to a bar it is for being with friends, enjoying their time together, and being in the place where there is a good atmosphere.

Also, they like small menu (between 10 and 20), the ‘tapas system’ but not only. Then, themes like movies oriented, old fashioned and music bars are the best theme for bars. Finally, having a good atmosphere, good food and drinks and being well welcome are the things which can keep them to come bar in a bar.

3.2.2 The qualitative questionnaire

For the qualitative questionnaire, I have met two people who have different type of bars.

Axel GUILCHER who have The Mookie Bar which is a “Sport Bar” in Vendée (French department in the western part) and Julien SAVY who have “Les coulisses” (= behind the scenes) which is a Music Bar/Restaurant in Rodez. (South of France)

I have also met the two managers of 6 restaurants in Versailles, Sebastian RENAUD and Carole RENAUD. Their concept is having different theme for each bar (or restaurants) they have (Cheese Bar, Burger Bar, Thai Restaurant, Italian Restaurant, “La Cantine pour les Grands” (The refectory for the old ones), and the Barbecue restaurant).

I am going through the three interviews to get the important information and then, we will talk about the common point that can help us to build our project. All the interviews are in the [appendix 2](#), [appendix 3](#) and [appendix 4](#).

Let’s start with Axel the manager of the Mookie. He is a young man who just opens a tapas bar so it was really interesting for us to meet him because he went through all we have to go through now. He doesn’t have a diploma from catering or hospitality but he did some seasons in different bars to learn the job. For him, the skills and qualities (we need to have) or are required for opening a bar are perfectionist, being rigorous, courageous, kind and loving the clientele.

Then, regarding the dishes, at the moment he is only serving small dishes / tapas. When he finds a cook he will suggest only 4 dishes by day. The prices are between 10€ and 15€ for the dishes, between 2,8 and 5€ for the beers and 6,5€ for the cocktails. For the reminder, Axel is working in a city where it is seasonal so he can’t have high prices. As he said in the interview, he can’t have people working for him right now so it is the same for the communication he has to find ideas for making his place known without paying anyone. He has a Facebook and Instagram account and also mentioned the word of mouth that is working well because of the size of the city.

Finally, he feels the competition from only one bar during the year and from many night bars during the season. His way to “compete” is to open at another time (during the morning) because he knows he won’t be able to compete because of the place they have (near the beach) or because of their popularity.

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Meeting Axel was an open eye situation because we knew it was hard to open a bar but we faced it. He helped us and gave us some tips for going in the right direction. As he said in the interview, courage, kindness, and being rigorous are the important part of the job. We will add that being perseverant is also a big quality for this job.

Now, let's talk about Sebastian and his sister Carole. At the moment they have 6 restaurants and maybe in a few years they will have more (if we follow the idea they gave us in the interview: *"a restaurant every 2 years"*.)

For them, the skills and qualities for opening a bar are the assiduity, the passion, the rigor the perseverance and having a good contact with the clients. Then regarding their restaurants, they all have between 10 and 20 dishes which is not too much but we will come back later. The price for the food is between 12€ and 21€ with the wines between 22€ and 30€.

Again, we can also see that the communication they choose is the word of mouth but also some regional magazines.

Then, Instagram and Facebook are the two social medias unavoidable once again. And finally the big days of the week for them are Friday, Saturday and Sunday.

The difference with Axel's bar is that they have more experiences than him (which is normal because they are older and they have been working in the business for a long time). Also, they have many restaurants in the same place so they don't feel the competition as Axel can feel it.

And finally, let's talk about Julien SAVY director of "Les Coulisses". Before starting, it is important to say that we have decided to interview Julien because he is living in our hometown city. Our hometown is a small city in the South of France and we wanted to see how we could open a Music Bar/Restaurant where there are already a lot of restaurants. Even if in the interview Julien told us he doesn't feel the competitors yet with the restaurant. He told us in off that for the others restaurants he got before, the competition was hard.

Our hometown is starting to develop a lot with the proximity of Toulouse that is why he has decided to open this Music Bar.

What we learned during this interview is that we don't have to obtain a degree in restaurant to have a restaurant. Again it is information that has been confirmed by the three people we met. Regarding the skills and qualities, Julien spoke more about being a good administrator and a good personal manager than being passionate. He said that you have to like the job but he doesn't speak about passion.

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Regarding the food, he only has specific food: pizzas, salads and barbecue. He has more than 20 dishes. He buys his products to the local people. The restaurant is opened everyday from 6 am to 2 am because he wants to “*catch the people in the morning for the coffee*” and for the night he wants people to stay until 2 am and enjoy their night without changing where they are. Nevertheless, he has two teams working for him: the morning team from 6 am to 6 pm and an evening team from 5 pm to 2 am.

The four people we have met for these interviews were really nice and help us a lot to understand their work. They all have taken time for me and explaining me how they have to adapt for having a successful business.

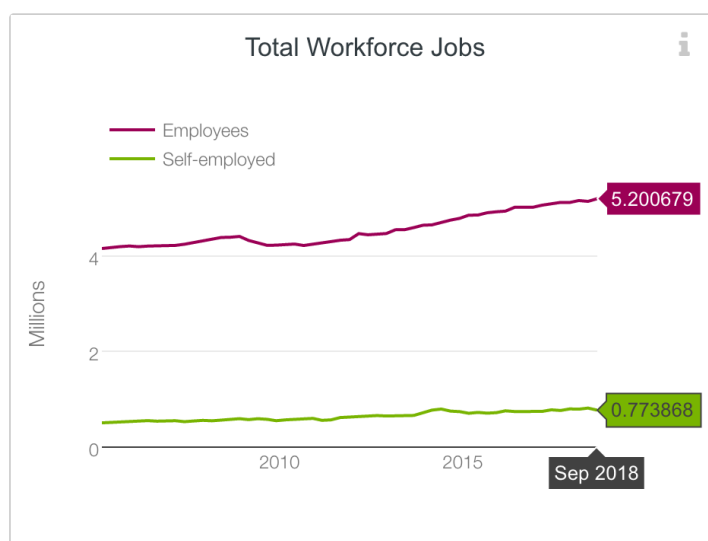
The data's that we have collected (quantitative and qualitative) have been really helpful for the next part and so now, we can go to the **Chapter 4: Market Analysis**.

CHAPTER 4: MARKET ANALYSIS

4.1 Present and Future

The city of London is known as the capital of the Great Britain. Today, we can count more than 8 904 000 people in the British Capital (data.london.gov.uk, 2019). The population has increased from 7% since 2017 and will increase to 9.7 million by 2025 (data.london.gov.uk, 2019).

Regarding the employment, the total of the workforce jobs in 2018 is 5 919 000. It has increased of 1,5% since last year.



Graphic 17: Total workforce jobs in London

(Source: data.london.gov.uk, 2019)

Moreover, as seen in the literature review, the employment in the catering sector has increased from 1,8% last year. The advantage of the city of London is that there are so many different people coming from around the world to find a job in the city. There are not all looking for working in catering sector but 43% of people working in bars and restaurants are foreign people. They like to have contact with clients and speaking with them to improve their languages. The catering sector is often the one, which employed easily people for working. So we know that we won't have any problem finding people working for us as waitress due to the high turnover we could have in London.

Regarding the percentage of visitors in London, there are more than 4 031 780 people coming every year in London to visit. Even if this number is really high, it has dropped from 10%

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since last year. Also, there are 6 000 people going to Harry Potter studio every day in Watford (Forbes, 2017). It means this people are coming in United Kingdom to go to the studio and that they are potentially staying in the centre of London where our bar will be and try it.

Regarding some data, the most prosperous time in the year for London is between spring and summer. Between, the two others seasons there are still tourists but less than this time of this year, so in our business we have to keep this in mind. Also as we want to make the place very cosy, we bet on the comfy and warm place to attract people during the cold days in London.



Graphic 18: International visitors in London

(Source: data.london.gov.uk, 2019)

As far as it concerned the consumption in UK, what we have seen in the literature review part, is that the catering and food / drink sector has risen by 6.1% in 2017. Since 2008, expenses on catering have increased by 34%.

Regarding a research, the food and service management sector also called catering sector “employs nearly 132 000 people across 14 429 outlets” which put the sector as one of the most economically relevant industries in the UK. The thing which has developed the sector and make it grows is the fact people develop their own brand but also people who collaborate with franchised brands such as “Costa Coffee” or “Prêt à Manger”.

Regarding a study done by the company Deloitte, it is the new generation who is eating out-of-home the most frequently. For them, the restaurant of the future is based on four pillars: the awareness and customer engagement, the reservations and delivery, staffing and operations

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and in-restaurant experience. We are going through the 4 pillars to see if it can be applicable to our project and if it can help us to bring more elements for the business model.

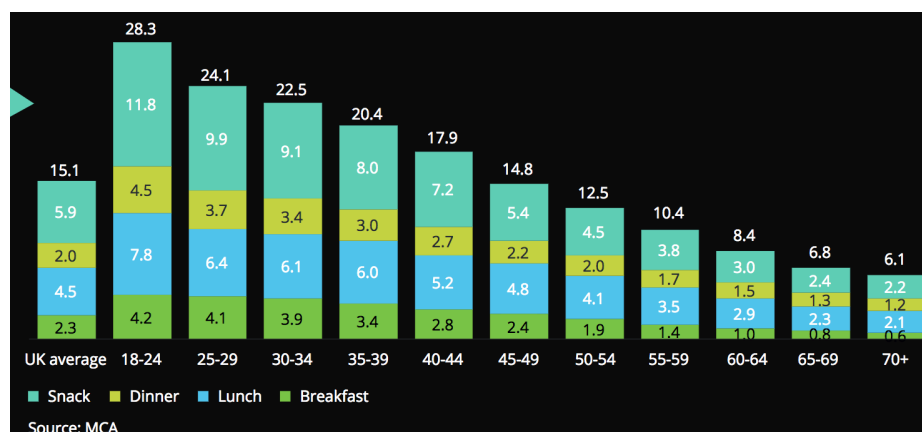
In the customer engagement pillar, we have the channel visibility, the Digital Marketing and the personalised recommendations. It means that we have to catch the client attention and interest thanks to communication and recommendations. This pillar is already planned in our project because we will have an Instagram Account, a website, a Facebook page and a twitter account. Social media is the best way to be known nowadays.

In the reservations and delivery pillar, we have the reservations, ordering and collection. It means that we have to be able to sell some take-away. However, this pillar doesn't really fit with what we want to offer. But we will sell some products inside the bar but people won't be able to order on "just eat" or "delivero" for example.

In the staffing and operations pillar, we have the flexible staffing, mobile on-boarding and supply chain management. Also this pillar is really helpful for us because we will manage to have the most flexibility for our staff and some way to manage our stock.

And finally, in the in-restaurant experience pillar, we can find dynamic menus, mobile payments, and Internet. Regarding the menu, we have already said that we will have a dynamic one. It means it will change with the season. For the payment, as we are from the generation where we split everything when we are at the restaurant, we will (for sure) put in place a way to split the bill between the clients.

Finally, free wifi will be usable in the bar because it is a reason why people are going to a place.



Graphic 19: Eating habit

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In the study, they also add the Graphic 19 which show the habits of the people regarding their age. It shows that the generation we target are more willing to go out for snacks and dinner. People wants to be in a place where they can spend their time with their friends and also be in a convivial place.

“Consumers want to dine on their terms. In light of the current pressures facing the casual dining sector, it’s essential that operators optimise location, occasion and channel in a connected and authentic way.” (Harrap, N; 2017)

4.2 Marketing Mix

After talking about the **Market Analysis: Present and Future**, let’s talk about the Marketing Mix.

The Marketing Mix is important for us because we are selling products and services but also because it will help us to have a clear idea of our target and also what we will have.

Our core target is all the fans around the world but also all the people that like movies and series. The secondary target is the people who are not fans specifically but people who want to enjoy the atmosphere of the place. The drinks and foods won’t be too expensive so everyone will be able to enter and enjoy something nice to eat or to drink.

Young and old people, everyone is more than welcome, the only rule is to enjoy the time in the bar and respect the place and the people working in it.

Product

About the product, we are offering a service. As we have already talked before, it is a theme bar specialised in movies and series. The drinks and the foods will be named after movies characters (or movies places) and they will be “designed” consequently. We want a simple menu with not too many choices because we want our foods and drinks to be qualities but not expensive. It will be traditional French foods but also elaborate cocktails and easy stuff to eat (tapas). We will try to change our menu from time to time and adapt it to the theme we are celebrating. The people who will work for the bar will be friendly and listening.

The room downstairs will be decorated as an old manor with nice chairs, library and carpet. The two rooms in the first floor will have two different themes: western and spaceship. For the western room, the room will look like a saloon. For the spaceship room, it will be in the grey colour and will look like the inside of a spaceship. 3 rooms with 3 different

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atmospheres. We want people to feel comfortable, cosy and having a good time. They will have the choice of the room except if the rooms are full and in this case they will have to choose the one that is free.

Price

Regarding the price, it will depend on the product. We don't have a three-course menu as it is usually done in restaurants except for the brunch during the morning. It will be affordable for everyone. "La Carte" will be seen in the **Chapter 5: Menu**.

For the soft drinks, it will be 2,5£, for the beers it will be between 4 and 5£. For the cocktails, it will go between 10£ and 17£. 43% of the answerers said they usually spent between 16£ to 25£ in a theme bar. 22% of the answerers usually spent less than 15£ and 28 % of the answerers spent between 26£ and 35£. So we are in the price. (Sharma, 2018) That's why we have calculated in our finance part that 20 £ will be the average of people spending in our bar. For the library and the board games people will have to pay 2£ and let their ID for borrowing it. It is only a guarantee than people keep the books and games in a good condition. We will try our best to keep an eye on it but during the rush we know we won't.

We also want to sell some products that people will be eating. As we said in the product part, we want good qualities food. So we have decided to export from France and import in United Kingdom some food and wine even if we know that it is going to be a bit complicated with the Brexit. We will also buy some products in London and work with suppliers to have the best quality price we can.

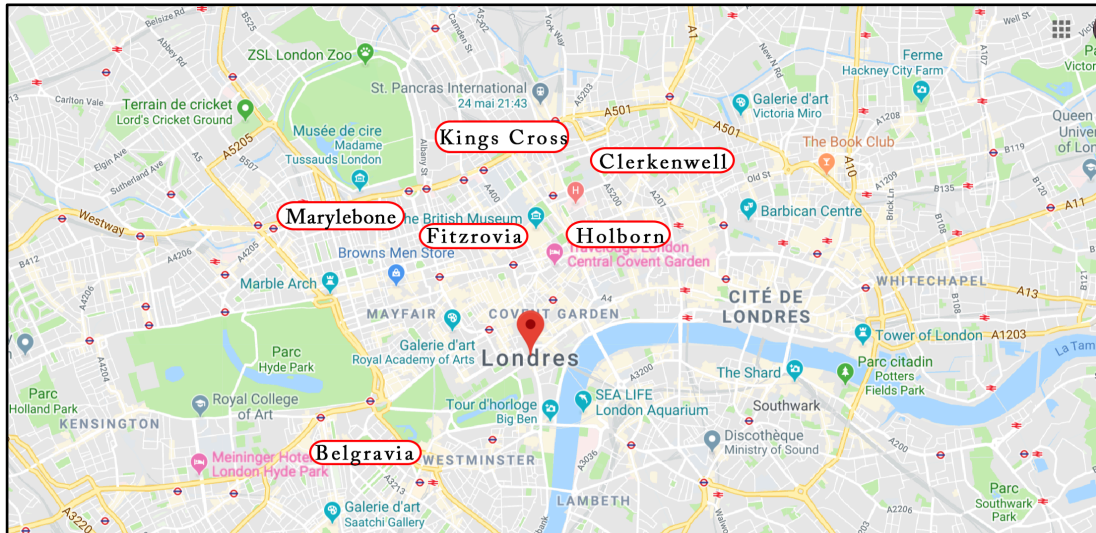
At the moment to pay the bill, the people will be able to buy some products if they liked what they ate. We will have a little food and beverage place for that.

Place

For the place, as we say it in **1.1 Description of the project**, we have thought of 3 different cities and it wasn't easy to choose one more than another. What we want with this project is to have the maximum turnover possible (regarding the clients). In Bordeaux, even if it is a great and big city there is not a specific place about cinema in there. Regarding Paris and London, we had quite the same pros and cons so we had to choose. The city of London is a city we know better than Paris and the cinema culture and fandoms is far more important in London. Also, as we wanted to start with 'Harry Potter' it seems obvious for us to do it in London. We know that it won't be easy being in a city like London.

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Regarding the localisation in London, we have thought about it a long time and it is important that we are in the centre of London, in areas like Clerkenwell, Marylebone, Fitzrovia, Holborn, Belgravia or Kings Cross. The rent will be expensive but the pouring out of the people will be balance it.



Picture 1: London Map

Promotion

We will make an event for the opening and try to invite “famous” people. For that, we will write to PR agency and invite people who could be interested to this event. We will also invite influencer from Twitter and Instagram. If we want our place being known enough quickly it is important to do it.

After the opening, we will be on social medias like Facebook, Twitter and Instagram to be close to our community, to be able to answer quickly their questions. We will also create a website because there are still people who don’t use social media. Also our website will be our showcase.

However, we won’t put too much money in the communication except for the launch day/night because we know that if people enjoy our bar they will talk about it and we will have a lot of people. The word of mouth is something, which works in catering.

As we have seen in our researches and in questionnaire, word of mouth and social medias are the best communication and promotion we can do for our bar. These two types of promotions can be free if we do it well and ourselves. For the social medias, if we want we can pay a little bit for some upgrade advertising on Facebook, Twitter and Instagram but we will only do it when necessary.

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4.3 PESTL

As we are opening a bar in a country that is not our native country, we have decided to do a quick PESTL analysis to complete our analysis and to be sure we are not forgetting anything, which could weaken our business. However, we won't develop it too much because it is not the purpose but only additional information.

Political factor

The first factor is the *Political* factor. As we have already seen in our literature review, United Kingdom is in the middle of the Brexit. It means that the country is not "stable" as much as it could be and that regarding the Europe we don't know what could happen. They have their proper currency and fiscal politics. Also, the government wants to have influence over the catering industry. They want to check the standard of cleanliness in restaurants and to follow the tax rates and labor laws (Wendel Clark, 2012).

Economic factor

The GDP of the United Kingdom is 2 622 billions USD which put the country has the 5th economic in the world. The inflation rate is in average 2,1. They are working a lot with the USA (19,7%), Germany (8,8%) and France (6,3%). Their major suppliers are Germany (14,8%), China (9,8%) and USA (9,2%) (Diplomatie.gov.fr, 2018). Also, the fiscal policies can affect the business industry because if the government want to impose some taxes we will have to increase our prices and it would be the same for our suppliers if they have tax their products will be more expensive and it will impact us either.

Sociocultural factor

Regarding the sociocultural factor, we can say that nowadays people are more conscious about what they eat. They want to eat quality foods. That is why we will be careful on the foods and drinks qualities we will provide.

Technological factor

Finally, we will provide WIFI in our bar because it is necessary if we want to keep our clients in the restaurant. Also, we will have music and live music during the night. We will create a website for our bar and we will be on social media to be connected with our clients.

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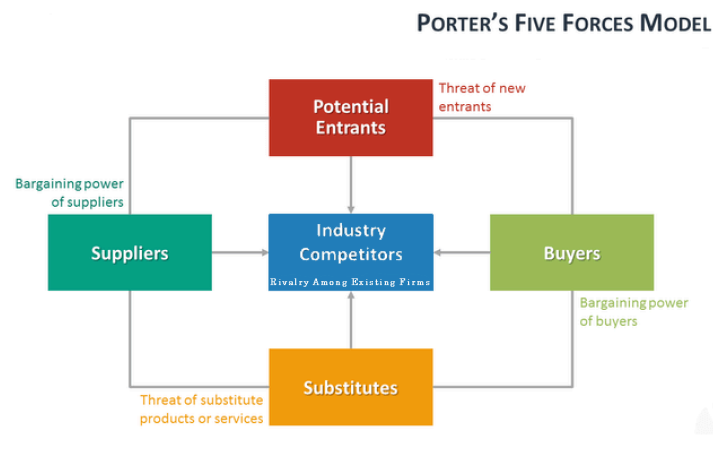
Legal factor

Regarding the Legal part, we have done some researches on author rights. If for example, we are organising our bar for celebrating Harry Potter for a certain time we will have to see with the Warner Bros if we have to pay them some rights of the brand. Also if the Warner Bros doesn't want to let us use the name of Harry Potter universe we will find other way. In fact, it won't change too much for us because we will have to just change the names on our menu. The atmosphere of our three different rooms is ours. However, it was compulsory for us to think about it and find a second solution if we need it.

4.4 Porter's Five Forces

Michael Porter wrote *"In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. Differentiation can be achieved through a whole host of features such as better quality, lower price (or higher price for that matter), customer service, reputation, greater awareness, and greater availability."* (Sharp, 1991) That's why we are going to find what type of differentiation we have to make regards our competitors. For that, we have decided to speak about Porter's 5 forces where he explains the different competitive forces at stake in a sector and we will go through all of them.

For Porter, *"the innovation is a determining factor in the competitiveness of the company."* But he also said *"The uncertain profitability of the innovation can be linked to the constraints of realization, the institutional framework, the risks due to the rate of diffusion of the innovations and to the risks related to financing."* We have to better understand what exists already and not to be in mimicry of what we already know.



Picture 2: Porter's five forces model

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Source: Porter, M.L. "Competitive Strategy" (1980)

Let's have a look at the Rivalry among existing competitors. In terms of direct rivalry, theme bars with a real theme.

In London, there are a lot of theme bars. We won't do the list of all the bars here because we will talk about it more precisely in the [4.7 Competitive Analysis](#).

But we can say that all the theme bars have a specific theme and it works pretty well. Most of the theme bars in London are full really quickly and you have to schedule it if you want to go inside. For our bar, we won't take appointment and it will be first come first serve. For example, the famous bar "*The breakfast club*" in Soho is already doing the "none appointment way" and they are full every day. Again, "*The breakfast club*" is a theme bar inspired by the movie with the same name.

Still with Porter's theory, now we will talk about the 4 others forces, which will play a role on our company.

The bargaining power of suppliers

There are in London (like in all big cities) a lot of suppliers. So they won't have a big impact on our business. We will do some researches to find where we want to buy our food and drinks. We hope in the future that we will keep the suppliers we will have found and that we will be able to have good relationship with them. Also we want to import from France some products that are not in United Kingdom. We won't do it too often because it will cost a little bit and with the Brexit we don't know yet how it will be possible to do our business.

The bargaining power of buyers

The power of buyers will be important but not too much. As we are in a big city there are a lot of clients. However, it is really important for us to have our clients happy and that they gave us good review. We will try our best to treat them the best we can and to offer them the best quality. Also we will do our best to have our price close to our competitors (not too low and not too high) because we don't want the price being the reason people don't come anymore. Also, if people think we are too expensive we will be able to explain that the place and the nice atmosphere impact the price.

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The threat of substitute

The threat of the substitute here is all the take away fast food we can find around. However, our clients are people who want to take time with their friends, to eat and to enjoy being where they are. Also, we will serve quickly our meal but quality dishes take time to be done. So, the substitute products are not really impacting our project.

The threat of new entrants

And finally, the threat of new entrants will be if someone opens a bar like "*Great Hall*". As we have already said before, conceptual and themes bars are numerous in London but the important thing to do is to believe in the place we will open and also have a really nice atmosphere. Having a good decoration and succeed to bring people in another fantastic world will be a win for us. Moreover, we trust in our way to conduct our bar and the fact that people will know we are doing the things correctly so they won't stop to come at our bar.

The Porter's five forces helped us to see the possible threats that can impact our business.

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4.5 S.W.O.T Analysis

Thanks to the other parts of our work, we can now write our SWOT analysis, which will help us to conclude with our company analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Innovator concept - Changing the menu often - Changing the place decoration often - Having good products from UK and France - Ideal location - Specialisation and uniqueness - More choices (bar, games, eat, music,...) - Not too expensive - Exterior attractiveness - Wifi - Quality services - Happy hours 	<ul style="list-style-type: none"> - Small Menu - Staff (prefer staff to be in the target age brackets of 18-35) - Limited funds - Permits (ease of getting alcohol license) - Disability facilities - Operating costs
Opportunities	Threats
<ul style="list-style-type: none"> - London is a big city of a renew of population - Well-advertised - Popular culture always changing therefore business will need to move with the times - Possible future franchising - Selling some products we offer to take home 	<ul style="list-style-type: none"> - The Brexit - The rent - The bills - Competition with others bars in the area

Table 3: SWOT Analysis

Our strengths are the innovator concept we will provide, the location of our bar, the fact that we are renewing our place as often as we can. We will also provide good product from France and United Kingdom. To compete with our competitors we will have free wifi for our clients, quality services with the staff and we will have happy hours to bring more people in our bar.

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Our weaknesses are the small menu because we will have to be sure of what we sell and be sure that our clients will enjoy it. We also want to have young and motivated staff but if they are young sometimes it means “less experiences” which can bring weaknesses and less quality services. The other weaknesses we can see are the funds and the permits of getting alcohol licence, and to have disability facilities. We will try our best to have at least the “commune room” in the same level of the street as disable people would be able to come inside our bar. Another weakness is that UK is not our native country so it would be more complicated for us to know about the laws to open a business that are not similar in our country.

Our opportunities are that London is a big city and we will have the chance to have changing population and different people from everywhere (multicultural city). Also, we want to make great communication and “advertisement” for our place so we hope to have lot of people coming around. The theme of our bar is movies, series and books related so we will be able to change it as often as we want if people don’t like it. It gives us more possibilities to have different targets. We want to sell some products that people can eat in our restaurant. It will bring us more money but it will also be considered as quality services and if people like what they have in their plates they can bring it home.

And finally our threats are our competitors around our bar who have untypical themes.

Then, the rent which is quite expensive but it is the price of having a good location and the Brexit which is a threat that we can’t calculate the impact yet.

4.6 Competitive Analysis

Thanks to the [part 4.3.1 Internal Analysis](#) and the [part 4.3.2 External Analysis](#) we could do the SWOT analysis that will help us to conclude with our company analysis. Now we have to focus a little bit to our competitors that are our main threat.

As we have said before, the catering industry included small and large bars and restaurants. Therefore, the competition is more than intense in this sector.

Thanks to articles and reviews, we have selected some of our biggest competitors in London.

The seven bars we have chosen are:

- Road House in Covent Garden who is a classic American old diner.
- 68 and Boston in Soho (west end) which is a 70s type bar.
- The Bar Kick in Shoreditch which a sport bar and a “game” bar
- ABQ London in Hackney which is a Breaking Bad theme bar
- The Cahoots in Piccadilly Circus which is a public transport theme bar
- The Belowzero bar in Regents Street which is a Ice Bar
- The Cauldron Experience which is a bar you create your own potion

You can also see in [Appendix 5](#) some pictures of the bars to better understand their atmosphere.

There are even more bars and we can't list them all here. What we can say is that there is a theme bar for everyone in the city of London. What we saw about our competitors is that the atmosphere is what makes everything. People want to live an experience. For example with the ABQ London, people loved the series Breaking Bad so they want to live what the characters have lived during the series. That's why the place looks like a laboratory to create methamphetamine. They bet everything on the experience and it is working! So we have to do the same. We have to create an atmosphere where people in entering our place will forget that they are in the middle of London. Also, in each bar they don't have too many seats but they are completed full during the day. You can't reserve table, it is first arrived first served.

However, what we have noticed when we read all the reviews from visitors it is that sometimes the prices are really high for the services and the product so it is why people are not happy and are not coming back. It is a one shot. It is something we have taken in consideration in our menu and therefore our prices are affordable. People won't be able to say about our bar that our quality prices are not good. They will come back.

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Having a look on our competitors and their review are compulsory for us if we want to success. As we saw in the literature review, the opinion of people and “influencers” are important nowadays. People trust more the opinion of people who have written a comment or a review on website such as TripAdvisor.

The part **4.3 PEST**, **4.4 Porter’s five forces**, **4.5 SWOT Analysis** and **4.6 Competitive Analysis** have been put just before the **Chapter 5: Business Model** because there are the part which help us to develop completely our business model. Also, it is for keeping in mind all the information we have just exposed and that we don’t need to explain again.

CHAPTER 5: Business Model

The **Chapter 5** is the sum-up of our work. We will put together all the information we got through in all our writing work. We have also added the finance part, in the **Chapter 6** to conclude and see if our project is viable or not.

5.1 Business Canvas

As we have seen in the Literature review before starting our project and established our objectives we can draw the Business Canvas of Alexander Osterwalder and Yves Pigneur, to help us for building our business model. We will detail a little bit the 9 boxes just below the table.

Key Partners -Suppliers -French and English manufacturers -Influencers	Key Activities -Cooking -Decorating the place -Buy foods and drinks -Communication	Value Proposition -Meeting other fans -Having a good time -Living a unique experience -Possibility to talk about movies and series -Having a good meal or a good drink	Customers Relationships -Fidelity card -Being on social medias -Quality services during their time in our bar	Customers Segments -Local and International people -Cinema Fans -Books Fans -People who simply like going in a place which remain them something they have seen in a movie/serie
	Key resources -Know-how -Salaries -Drinks Licenses -Raw Materials and furniture -Website -Commercial Property		Channels -Press -Blogs -Website -Social Media	
Cost Structure -Merchandises -Commercial Property -Website -Suppliers -Decoration			Revenue Streams -Payment after the order -Tips -The foods and drinks they can by near the bar if they like what they ate	

Table 4: Business Canvas

Business model on the cinema experience within the catering industry: Innovation and Opportunities

5.1.1 Customer Segments

Regarding our customer segments it will be a mass market segment because we want to target all the fans in the world who would be interested in living the experience of our bar but also all the people who just want to see an bar that is different from other bars. As it is a bar, everyone is more than welcome to enter and have a drink in our place. However, in our market analysis and with our questionnaires we have targeted people (male or female) from 18 to 35 years old because they are the range the most susceptible to come in our place.

5.1.2 Value Proposition

Our values proposition are that we will create a place where all the fans can meet and talk about their favourite shows, a cosy place and with enigma everywhere, a place where it is never boring to come. The staff will also play an important role because they will have specific clothes and put everyone in the atmosphere of our place. And finally, the food and the drinks will bring the cherry on the cake because it will be design and name as movies characters.

5.1.3 Customer Relationship

We will create a fidelity card for our faithful clients but we also will provide an entire attention from our staff to our clients when they will be in our bar. Our clients will be able to come and talk to every member of the staff and ask what they want. We want an entire quality services in our place and people being happy because the staff have being very nice, attentive and helpful every time they needed.

5.1.4 Channels

Regarding the channels we will go through press (mostly for the launch party), blogs, influencers, social medias and website. Social medias because we want to be close to our clients and answer theirs questions online but also to let us know what they think of the bar and what can be improved. The website will be our showcase of the bar.

The blogs and influencers will also be used in the first year of the bar to let people know our bar. We will invite them also for the “special night” at the bar.

Business model on the cinema experience within the catering industry: Innovation and Opportunities

5.1.5 Key activities

Regarding Osterwalder & Pigneur, the key activities can be put in three parts: Production, troubleshooting and network. Our project is in the production part because we will provide products and services as we are selling food and drinks.

5.1.6 Key partners

Osterwalder & Pigneur say that this part can be divided in four classes: Strategic alliance, Collaboration, Joint Venture and Buyer-Supplier. For us, it will be buyer-supplier because we want to assure a reliable relationship with our suppliers. We want to find good suppliers in United Kingdom and in France. As we want to have good products and good quality price we have to have a good relationship with them.

5.1.7 Key resources

The key resources our project needs is staff, know-how, salaries, financial, licenses for selling drinks, materials, websites and commercial property. All these resources are important and the business won't work properly without one of those one.

5.1.8 Revenue streams

The main revenue streams are the transaction revenues obtained from each payment from the customers. As we are a bar the revenue streams will only come from what people will buy at the bar. It can be meal, food, and drinks but also some products we will sell near the payment desk. We will see later if we can buy some products related to movies and sell it as Pop figurine, magic wand,...

5.1.9 Cost structure

The cost structure is evaluated thanks to the primary activity, key resources and partnerships. The cost structure is more detailed in the **Chapter 6: Financial Evaluation**.

In this part we will see what are our fixed costs and what are our Variable costs. Also, the price of our products has been calculated thanks to the prices that are done in London. If we see that our place is working we will maybe put the prices a little bit higher in the future for having a better merger.

5.2 Objectives of the business model

After doing the business canvas, if you want a project to work and not getting lost with the massive work to do and the massive tasks, it is recommended to fix some objectives from short, medium and long term in the time to achieve your goals.

To better understand our main objectives we will expose them in 3 parts: short, medium and long-term objectives.

Here we considered that our business model is finished. The main objective in a short term, it is to open our theme bar, in an area we like and where we know that people will be keen to come. We have decided from the beginning that our restaurant will open in the city of London in the area of Clerkenwell, Marylebone, Fitzrovia, Holborn, Belgravia or Kings Cross. These areas are in the centre of London and where there are a lot of people coming around during the day and during the night.

Also, we want to arrange and organise our bar as we want before anything else. It means that the decoration and the interior work have to be done.

For opening our bar on time and having people coming for it, we will make some communication like starting an Instagram account, creating a website for our bar and maybe contacting a PR Agency just for one time. We will organise a launch party and invite journalists for having some press on the place. Later, we will ask people to write some review (on trip Advisor for example or directly on our Facebook page) on the bar every time we will do a special night.

In the middle term, we want to organise monthly (or on important events dates as Halloween, Christmas, Movies releases) theme night which will bring people to know us better.

And finally, in a long term, we want to be an unavoidable place for fans from all around the world. Every time fans are coming in London we want them to come and enjoy their time in our bar such as a unique experience for them, that they have a sort of “pilgrimage” in our place.

Having short, medium and long-term objectives will help us to see the things coming and not being lost. Also, the long-term objectives will be changeable in function of what we do in the short and medium ones. The importance is to be renewable and not boring.

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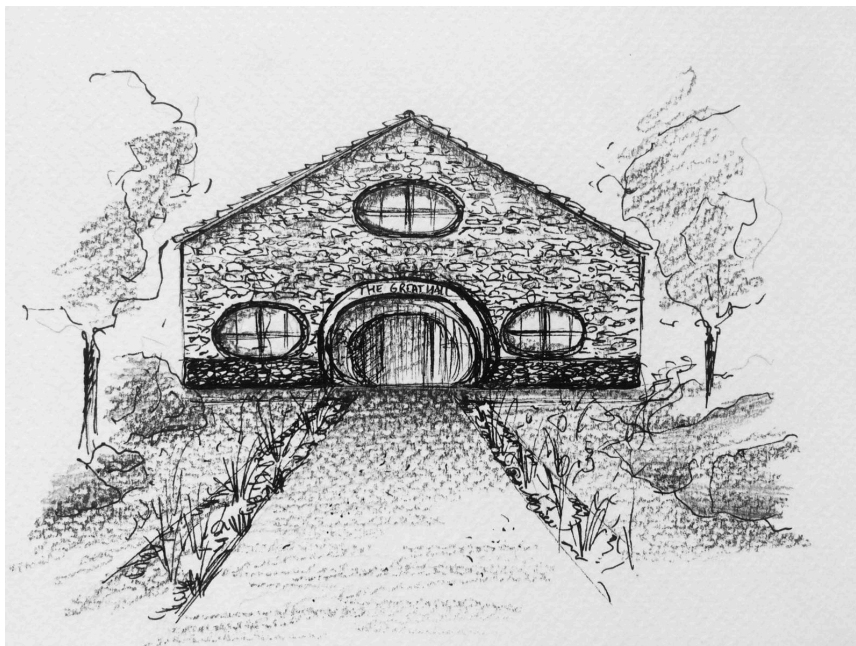
The fact that we have decided to open a theme bar that is articulated around movies, series and books, will permit us to be more polyvalent and not being affected by people interest. For example, at the moment we are writing we want to focus on Harry Potter and Lord of the Rings world but maybe in few years these two amazing movies/books will have lost its interest to the world. For example, we know already that Harry Potter world is more famous than Lord of the rings due to the fact that there are still movies going out on cinema.

We want to be sure that we don't lose our concept and that we will, in any case, be able to start up again with a new "universe". We will surf on the wave.

5.3 Strategy and company culture

When you will come in the "Great Hall", you won't stop by accident. You will stop because you heard that it is a nice place to go, where you and your friends can spend a good time.

You won't be in the bar yet that you will already feel the interest to enter in this special bar. The big round door looking like a hobbit door and the windows big enough to show you what are inside will be the pushing for you to visit this place.



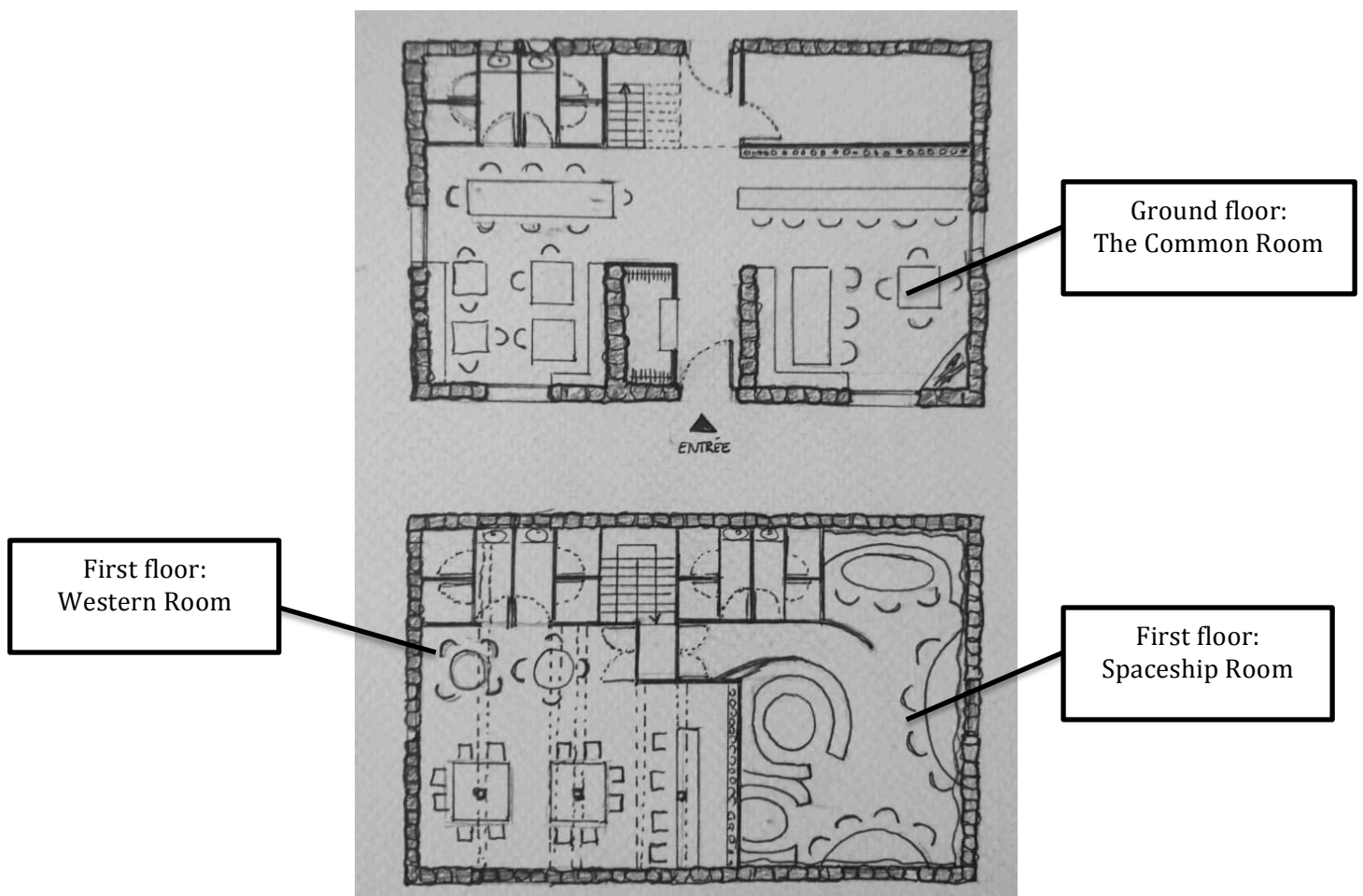
Picture 3: Front of "The Great Hall"

The purpose of this place is to you to feel that you are going to have a good time in a cosy and friendly place. Being a fan is not compulsory for entering in the bar but you have more chance to recognize all the references we will put everywhere in the bar if you are one.

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Every floor will have a thematic atmosphere and if the space permits you, you will be able to go everywhere you want.

As fans ourselves we like to go to in places where it is about our favourites movies and books and being able to see every reference and understand what the people have done of the place. Even sometimes, feeling that there are only some people who can see what you see and feel special, feel you are a part of a community.



Picture 4: The Great Hall Plan (Ground Floor and First Floor)

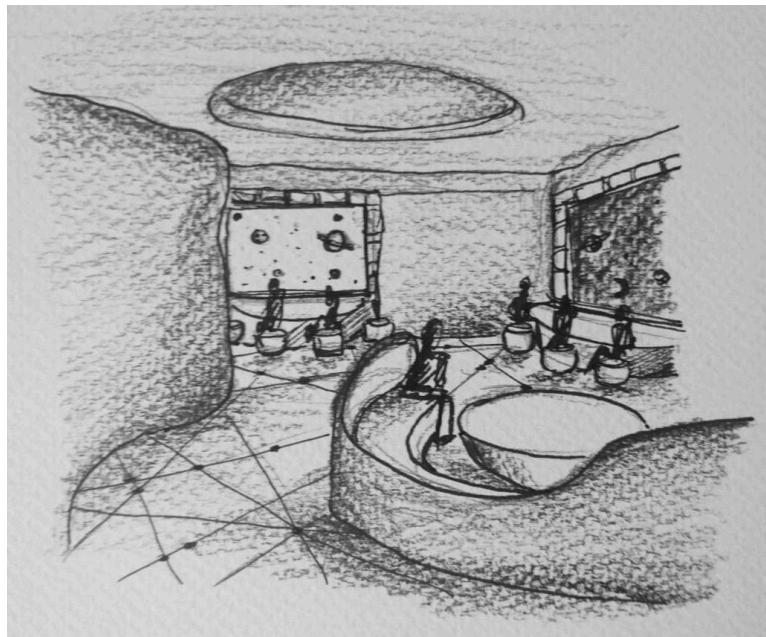
The three atmospheres will be as follow:

- On the ground floor, we will have the “Common Room” like in *Harry Potter*. It will be in a cosy room with big chairs, tables, carpets, a big library and a “fake” fireplace. It is the central place of our bar, the first room everyone will see. In the middle, we

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will have a big bar where people will order. When we will organize quiz party, it will be in this room where everything will happen. The room will be in warm colours as orange, red and yellow.

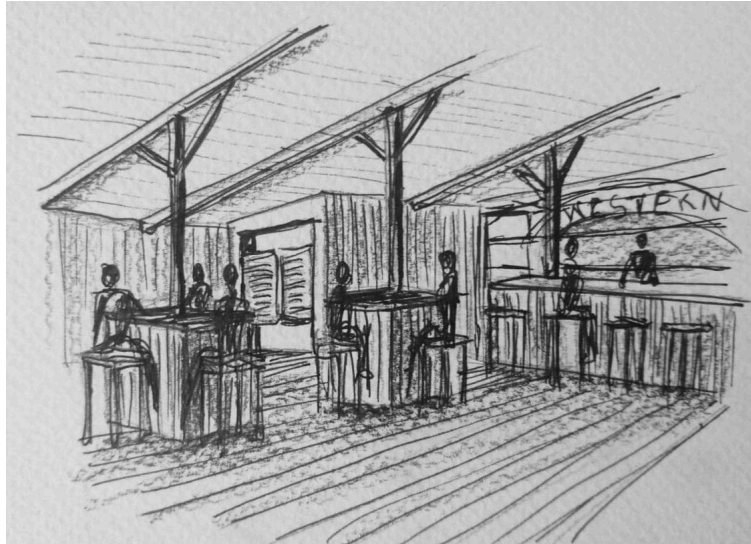
- On the first floor, the atmosphere will change completely because people will enter in a spatial ship like in “Star Wars”. The room will be cleaner and refine, with less books and decoration on the wall. The colours of the room will be in grey and blue. We will place some electronics game as ”a pinball machine” to be in the atmosphere.



Picture 5: Spaceship Room

- On the first floor also but at the opposite side of the “Spatial Ship room”, the atmosphere will be “Western”. The door at the entrance in the room will be like in a saloon. All the room will be in wood, with big round tables.

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Picture 6: Western Room

Even the toilets and the stairs will have themes. We want to have a completely changing place. We want to have a playful place where there are enigmas on the wall and people can discover new things every time they are coming in the bar.

To finish with the company culture, it is important for me to say that we will have four major pillars representing our value and thinking in the house. The four pillars of the projects are: passion, people, quality and respect.

The “passion” pillar because we are imagining a place with creativity and where passionate people have been working on it for a long time. Entertainment is for us an industry where people have to be passionate about if they want things to work.

The “people” pillar because we will work everyday for different people, from different nationalities and we have to like having people around and not being shy. Also, this pillar is going with another one: the “respect” pillar. We want that everyone show respect to everyone in our bar and restaurant. Respect to our employees but also to other people in the room and same for our people being respectful to our clients.

The last pillar is the “quality” pillar. Even if we are “just” a bar we want qualities with everything. Qualities in the service but also qualities with the food and drinks.

Moreover, these four pillar are a little wink to the four houses in Harry Potter. Each house has a particularly (ex: Gryffindor is loyalty).`

It is after the read of “*Customer relationship and consumption time management: What does the smile of staff in contact in catering play a role?*”, that I understand the role of the respect and being nice in the hospitality industry.

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These pillars will guide you day by day and help us to not forget why we, one day, imagine this incredible place.

5.4 The Menu

Before doing the interviews, seen in the **Chapter 3: Methodology**, we had a pretty good idea of the type of a menu we wanted. However, we wanted to be sure that our idea was a good idea so we asked to the people what they preferred “*less than 10 dishes, between 10 and 20 or more than 20 dishes*”. The majority preferred having between 10 and 20 dishes, what it is what we wanted. So, we will have a simple menu not too big because we want to be sure we manage correctly what we have. Also, it is better for people not to have like 40 dishes because first it is harder to make a choice and also more a restaurant has dishes more the quality is substandard which is contrary to our expectations. We have put in the appendix a draft of the menu we have imagined.

In every interview we had, people told us in off that having a small menu is “*sign of a good food and good preparation. A cook can't do a really work if he has more than 20 dishes to know by heart unless if it is for Pizza or salads*”.



Picture 7: Menu

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Regarding the drinks, we want to work with “famous” brands (like Heineken) but we also want to work with small company. It would be an opportunity for them to be more known and for us to have new products that people do not already know We will try to make some “small” brands known every month. It is important for us to have new products and not having the same with our competitors because if not, why coming in our place?



Picture 8: Menu

Also, we know that there are some products, which fit perfectly with our concept because they have “funny name” for their beers (ex: Elvish beer)

We want to have cocktails too. We will have a choice of eccentric cocktails we will make. For example, there is one cocktail we call “The Polynectare” which where we let client saying what they like and we will create a special cocktail for them. All the drinks and food will have movies related names.

We want to stick completely to our theme and to the world we represent at this time.

5.5 The staff and Management

For our staff, we will have a cook, which can create some “artistic food” to stick to our theme bar. For the first year, he will be alone and during the second year we will have a second one. Regarding the waiters and waitresses, we will have two for the two first years and then, if we can we will have one more. The manager will help them during the rush. The best would be to have people who have already worked in a bar or a restaurant and also people who are passionate about movies, series and books because clients will ask them questions about references in the different rooms and they have to be able to answer them. It is not compulsory because they can learn some of the information during their time in the bar but it is a plus for being able to work with us. We haven't said here where we are supposed to be, we wanted to name the hypothetical job we will have in the bar but if you see closer in the Finance Part you will see that the manager don't get paid the first year which means it will be me you will have the role.

5.6 Development Strategy

Let's imagine our bar is working well, we know we will want to develop a little bit. With our system to have a changing theme often, we already are in the development strategy. The cinema industry is a world, which changed quickly, and if we want to still be open in 2 or 3 years it is compulsory for us to follow the movement of it.

We will also try to stay updated of what other bars are doing for staying in the trend.

5.7 Communication

Thanks to the literature review we have read, if we want to make us know, we will put in place some communication. We will create a website where our menu will be on. We will also put a “contact box” and a F.A.Q if people have questions for us. We will be on social media (Twitter, Facebook and Instagram).

As seen in *“Is Social media important for the food and drink industry?”*, we have read that today social medias and influencers play big role in hospitality industry so we need to not forget them.

Also, as said in the competitive analysis part, people trust more opinion of people they read online.

In the finance part, we have added a line for the communication budget. The budget is a bit high the first year but it is only to bring the attention on us and having people talking about

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our bar. As we are specialised in movies and books, we will send invitations to PR agencies for their actors' clients when we will do special night. It will be positive for the both side.

Communication takes time but there are many ways to do it and it could be free. If people are happy of our place they will talk about it and the word of mouth communication is clearly one of the best communication way.

CHAPTER 6: FINANCIAL EVALUTATION

In this part, we will talk about all the finance aspects of our project, the recommendation and the risks.

The main questions in this part was “How much a pub in the Centre of London could cost?” and “Would it be viable to pay a big rent with our idea?”.

The researches have shown us that there is different way to buy a pub: renting one or buying one with information of turnover.

We have decided to rent a bar and ask if we could redecorate it. In a case where we won’t be able to redecorate the place as we want, we will find a new way for the bar.

We have seen that in London it could go from 50 k£ to 300 k£. So after discussion and negotiation, we have seen (with our money and the help of business angels or business lovers) that we could at first have 200 k£ to start our business. It is the basis we have used in the next table you will see below.

Every number we will see next has been search on Internet to see if we were in the truth. We wanted to stick at the maximum to the reality.

Regarding, the salaries we will have to pay to our employees: for the cook, the average is between 12 000 k£ and 20 000 k£ in London. We will pay our cook 18 000 k£ which is the average. If the cook is good we will increase his salary during the years. We want also hire a second cook if we can because if the bar is successful the first cook will need more help.

For the waitress, the average is 16 000 k£. We will start with 2 waitresses and in the second year if you have more clients we will have one more waitress. The tips will be dispatched after the closed between the people working during the day.

	N + 1	N + 2	N + 3
Manager	1	1	1
Cook	1	2	2
Waiters	2	3	3

Manager	0	24000	24000
Cook	18000	36000	36000
Waiters	32000	32000	48000
Total Salaries	50000	92000	108000
Total Social Charges	25000	46000	54000

Table 5: Staff charges

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6.1 Sales forecasting Case

We have considered that people will pay 20£ (average) every time they are in our bar. We know it won't be exactly this price at the beginning. We plan to have 100 seats in the bar for the day so it could be more people but who pay less.

Anyway, below you can see the "Sales Forecasting Case". The percentage is the average estimated of the filling of the restaurant through the next three years.

For example, 100 are the maximum of clients for the day so in the year N between January and Jun we plan to have 40 clients per day. It is only our prognostics. It could be less but it could be more.

Sales forecasting case	
Price per person (average)	20
Number of person	100
Number of day per month	30
Average filling of the restaurant N Jan-Jun	40%
Average filling of the restaurant N July - Dec	50%
Average filling of the restaurant N + 1 Jan-Jun	50%
Average filling of the restaurant N + 1 July - Dec	50%
Average filling of the restaurant N + 2 Jan-Jun	60%
Average filling of the restaurant N + 2 July - Dec	60%
Average filling of the restaurant N + 3 Jan-Jun	70%
Average filling of the restaurant N + 3 July - Dec	70%
Monthly turnover N Jan-Jun	0
Monthly turnover N July-Dec	0
Monthly turnover N + 1 Jan-Jun	24000
Monthly turnover N+ 1 July-Dec	30000
Monthly turnover N + 2 Jan-Jun	30000
Monthly turnover N+ 2 July-Dec	30000
Monthly turnover N + 3 Jan-Jun	36000
Monthly turnover N+ 3 July-Dec	36000

Table 6: Sales forecasting case

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6.2 Monthly Turnover

Thanks to the “Table 5: Sales forecasting case”, we have calculated the monthly turnover through the years. Again, it is only estimation and it could be a bit less or more if the restaurant is successful at the opening.

Monthly turnover	January	February	March	April	May	June
Turnover N	0	0	0	0	0	0
Turnover N accumulate	0	0	0	0	0	0
Turnover N + 1	24000	24000	24000	24000	24000	24000
Turnover accumulate N + 1	24000	48000	72000	96000	120000	144000
Turnover N + 2	30000	30000	30000	30000	30000	30000
Turnover accumulate N + 2	30000	60000	90000	120000	150000	180000
Turnover N + 3	36000	36000	36000	36000	36000	36000
Turnover accumulate N + 3	36000	72000	108000	144000	180000	216000

Table 7: Monthly turnover, from January to June (N, N+1, N+2, N+3)

Monthly turnover	July	August	September	October	November	December
Turnover N	0	0	0	0	0	0
Turnover N accumulate	0	0	0	0	0	0
Turnover N + 1	30000	30000	30000	30000	30000	30000
Turnover accumulate N + 1	168000	198000	228000	258000	288000	318000
Turnover N + 2	30000	30000	30000	30000	30000	30000
Turnover accumulate N + 2	210000	240000	270000	300000	330000	360000
Turnover N + 3	36000	36000	36000	36000	36000	36000
Turnover accumulate N + 3	252000	288000	324000	360000	396000	432000

Table 8: Monthly turnover, from July to December (N, N+1, N+2, N+3)

The “Table 8: Turnover estimated per year” is the summary of the estimated turnover per year.

Turnover estimated per year	
Turnover N	0
Turnover N + 1	318000
Turnover N + 2	360000
Turnover N + 3	432000

Table 9: Turnover estimated per year

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6.3 Provisional Results

In £, 31/20	N	N + 1	N + 2	N + 3
Time of the exercise	12 months	12 months	12 months	12 months
Turnover	0	318000	360000	432000
Operating income	0	318000	360000	432000
Raw materials	0	-111300	-126000	-151200
Restaurant Charges	0	-60000	-60000	-60000
Marketing Communication	0	-8000	-4000	-4000
Gross margin	0	138700	170000	216800
% Operating Income	#DIV/0!	44%	47%	50%
Supply	0	-5000	-3000	-2000
Travel expenses	0	0	0	0
Operating cost (internet, water, ...)	0	-8000	-8000	-8000
Added Value	0	125700	159000	206800
% Operating Income	#DIV/0!	40%	44%	48%
Operating Subsidy	0	0	0	0
Tax	0	-5000	-5000	-5000
Salaries and processing	0	-50000	-92000	-108000
Social Charges	0	-25000	-46000	-54000
Gross operating values		45700	16000	39800
% Operating Income	#DIV/0!	14%	4%	9%
Recovery and transfer of charges	0	0	0	0
Other products	0	0	0	0
Depreciation and provisions	0	-10000	-10000	-10000
Other charges	0	0	0	0
Operating Result	0	35700	6000	29800
% Operating Income	#DIV/0!	11%	2%	7%
Financial products	0	0	0	0
Financial expenses	0	0	0	0
Financial results	0	0	0	0
Profit before tax	0	35700	6000	29800
% Operating Income	#DIV/0!	11%	2%	7%
Exceptional products	0	0	0	0
Exceptional charges	0	0	0	0
Exceptional result	0	0	0	0
Employee participation	0	0	0	0
Income taxes	0	-5355	-900	-4470
Net Income	0	30345	5100	25330
% Operating Income	#DIV/0!	10%	1%	6%

Table 10: Provisional Result

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In the “*Table 9: Provisional Result*”, we have put all the provisional charges and cost we will have during the exercise. We tried to stay close to the reality for having a good idea of how much the charges will be for all the products, charges and tax we will have to pay. After removing all the charges we can see that the net income for the year (N +1) is 30345 £, 5100 for the year (N +2) and 25330 for the year (N + 3). The net income in year 2 is decreasing but it is normal because we have hired one cook and one waitress in the new staff. However, if it cost too much we will only hire one of them and wait the third year to hire the other one.

Regarding the raw materials, it usually 30% of the turnover. So it is how we have calculated. For the first year, we will have for 111 300 £ of raw materials. We want to use fresh food and drinks, so we won't have many stocks. Fresh food and drinks are the essential for our business.

For the Communication and Marketing, we have decided to put 8 000£ the first year because we want to make sure people know about us. It is a lot of money even if we will do some of the communication ourselves (Twitter, Instagram and Facebook). We want to be sure to have a budget if we need to invite some “influencers” to our launch party.

For the next year, we will plan to have a budget of 4000£ just in case we need it from time to time to inform people we are changing our bar.

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6.4 Balance Sheet

In £, 31/19	N	N + 1	N + 2	N + 3
Time of the exercise		12 months	12 months	12 months
Intangible assets	0	0	0	0
Development costs	0	0	0	0
Patent grant and similar right	0	0	0	0
Tangible fixed assets	50000	50000	42875	30000
Construction	0	0	0	0
Hardware	3000	3000	2875	0
Furniture	47000	47000	40000	30000
Asset under construction	0	0	0	0
Advances and deposits	0	0	0	0
Financial assets	0	0	0	0
Net Fixed assets	50000	50000	42875	30000
Stocks	0	0	0	0
Finances	100000	130345	142570	180775
Investment securities	0	0	0	0
Disponibilities	100000	130345	142570	180775
Net current assets	100000	130345	142570	180775
Active conversion gap	0	0	0	0
Total Active	150000	180345	185445	210775
Share Capital	150000	150000	150000	150000
Result of the exercise	0	30345	5100	25330
Reserves and provisions	0	0	30345	35445
Equity	150000	180345	185445	210775
Other Equity	0	0	0	0
Total Equity	150000	180345	185445	210775
Financial debts	0	0	0	0
Borrowing and other financial debts	0	0	0	0
Other debts	0	0	0	0
Total Debt	0	0	0	0
Passive conversion gap	0	0	0	0
Total Passive	150000	180345	185445	210775

Table 11: Balance Sheet

The budget for the furniture is high but it is because we want to decorate our rooms correctly. We also want to change “often” the decoration and the furniture (if we can) to always be renewing. At the beginning, the furniture will be what it costs us the most.

6.5 Functional Assessment

In £	N	N + 1	N + 2	N + 3
Time of the exercise	12 months	12 months	12 months	12 months
Intangible Assets	0	0	0	0
Tangible fixed assets	50000	50000	42875	30000
Financial assets	0	0	0	0
Net fixed assets	50000	50000	42875	30000
Stocks	0	0	0	0
Payables	0	0	0	0
Operating WCR	0	0	0	0
WCR Total	0	0	0	0
Capital used	50000	50000	42875	30000
Active conversion gap	0	0	0	0
Social Capital	150000	150000	150000	150000
Exercise Result	0	30345	5100	25330
Reserves and regulated provisions	0	0	30345	35445
Other equity	0	0	0	0
Equity	150000	180345	185445	210775
Supplies	0	0	0	0
Financial debts	0	0	0	0
Finances	-100000	-130345	-142570	-180775
Net Financial Debt	-100000	-130345	-142570	-180775
Capital	50000	50000	42875	30000
Passive conversion gap	0	0	0	0
Active and Passive difference	0	0	0	0
Active	150000	180345	185445	210775
Passive	150000	180345	185445	210775
Net Gearing (Net debts / Equity)	-100%	-72%	-77%	-86%

Table 12: Functional Assessment

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6.6 Cash Flow Statement

The cash flow statement shows that if the attendance forecasts are correct, we won't have negative cash, which is a major point for opening a company.

In £	N	N + 1	N + 2	N + 3
Time of the exercise	12 months	12 months	12 months	12 months
Cash flow from activity				
Net Income	0	30345	5100	25330
Elimination of charges and products with non impact on the finance	0	-10000	-10000	-10000
Depreciation and provision	0	-10000	-10000	-10000
Gross operating income	0	40345	15100	35330
Variation of operating WCR	0	0	0	0
Stock variation	0	0	0	0
Variation of operating debts	0	0	0	0
Net cash flow from operations	0	40345	15100	35330
Financial expenses	0	0	0	0
Financial products	0	0	0	0
Net cash flow generated by the activity (A)	0	40345	15100	35330
Cash flow from investing				
Acquisition of immobilization	-50000	0	0	0
Net cash flow generated by the activity (B)	-50000	0	0	0
Cash flow related to financing				
Capital increase in cash	150000	0	0	0
Capital reduction	0	0	0	0
Dividend paid	0	0	0	0
Investment grants received	0	0	0	0
Net cash flow related to financing	150000	0	0	0
Changes in finances over the time of the exercise (A+B+C)	100000	40345	15100	35330
Finance at the beginning of the exercise	0	100000	140345	155445
Finance at the end of the exercise	100000	140345	155445	190775

Table 13: Cash flow statement

6.7 Recommendations and risks

With the current economic situation, it seems at first sight risky to open something on the hospitality sector. Legal constraints are becoming tougher, attendance seems to be decreasing a little bit and supply and operating costs are increasing.

Nevertheless, it is through our researches that we identify needs and innovation expectations in the sector.

It also shows that innovating in this sector makes it possible to differentiate itself and to be innovative with its concept. The financial risks are significant because the initial investment are large (200 000£ in contributions), but it seems to me that this risk worth it.

CHAPTER 7: PERSONAL LEARNING

“Stay positive and happy. Work hard and don’t give up hope. Be open to criticism and keep learning. Surround yourself with happy, warm and genuine people.” (T. Desae, 2018)

The thesis is an occasion to think and made researches on personal subject, subject we are interested in. It permits to take a step back on our school life and experiences and to really think on a specific project. If we do it well, it can bring a personal learning on ourselves.

Working on this thesis and writing helps me a lot in my personal reflexion of my future. Entrepreneurship is something I really think about for a long time now. It is something you create yourself and something you can be proud of.

As I said in the introduction, this idea of a theme bar came from my year in Hull where I had a lot of time to think of what I wanted to do in my life. But more than an idea, thanks to this thesis I could put my thinking into word and see if my project could work.

I don’t say it have been simple everyday for me even if I’m really stuck with this idea.

The business model that I have written is, for me, an incredible way to work. I think I have never learned more before than writing this work. I have met different people who have shown me what they have created and their ideas, the way they went to “one idea on a paper” to a concrete project in real life. They also all show me that if one day you trust in one idea you have to go for it. I don’t say that they opened something without making any market analysis or what’s so ever but sometimes if you want to do something you should try it.

Thanks to this business model I learned how to do a business model but also to do the financing plans, resources, and investing. I will help me later but also it can show to my future employee that I can work on a project from A to Z and all the different part of a project.

CHAPTER 8: CONCLUSION

“Whatever you dream of doing, start it. Audacity has genius, power, magic.” Johann Wolfgang Van Goethe.

Involvement, willingness to invest and passion in a project are vectors of success. Setting up your own business and making a personal idea of tomorrow’s job is a dream that can be realized if you dedicate yourself to it.

Even with the economic difficulty, the hospitality sector is the third employer in the United Kingdom with more than 3.2 million jobs.

London is the place in United Kingdom where there are people from everywhere in the world and where innovation is well accepted. That’s why we have chosen London for our project. Also, we have lived in London for a long time and we have seen how the things work in this big city.

We know we will have competitors and that it will be hard but our project is innovative and we will do our best to keep it like this. Moreover, London is in a constant expansion and development.

Thanks to the finance part and the forecast, our project seems viable on the long term. The two biggest decisions in this project are the place where we will open our bar. We don’t want to be too far from the dynamic centre and in the same time we don’t want to pay a rent too high. The second decision is the cook. We have to find a cook who is experienced in “food design” and being sure he is good because people will come to take in picture his food and eat it after.

For this project, I know I will be associated with my friend Lucy because she is the one with whom the idea came from. Also, she is an amazing cook and I know at the beginning she will be the one cooking. I will do the management part because I have studied management and I have experiences in it.

This project, which was first a compulsory work for the master degree, has been an opportunity for me to work on a project which maybe will be my future job. So, would you be ready to join us in the Great Hall?

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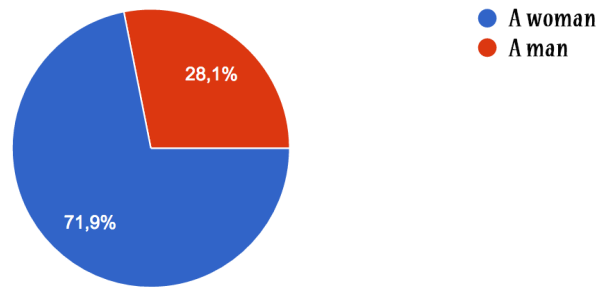
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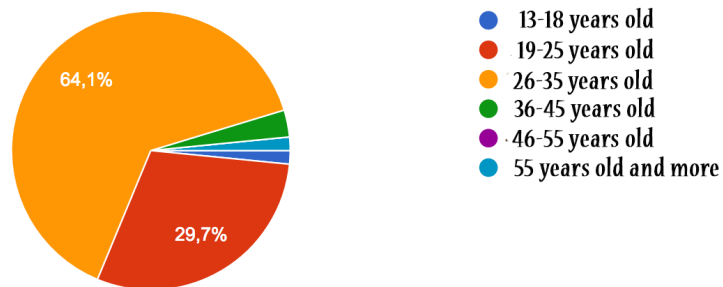
CHAPTER 8: APPENDICES

APPENDIX 1:

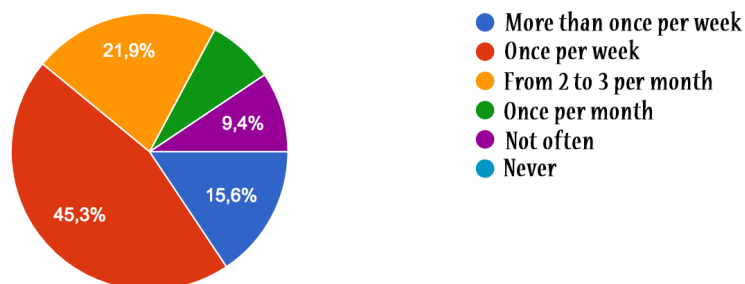
1. Let's start with some questions about you. Are you...?



2. Which age category do you fall into?

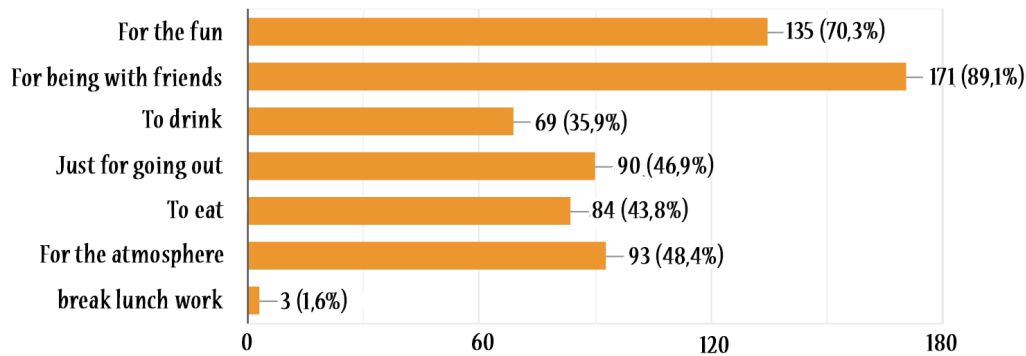


Let's talk about your habit regarding bars and restaurants.
How often are you going to the bar or to the restaurant?

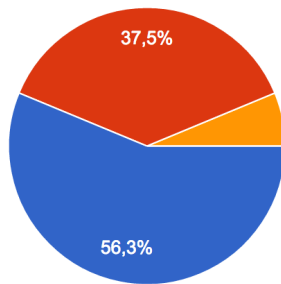


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For which reasons are you going to the bar / restaurant?

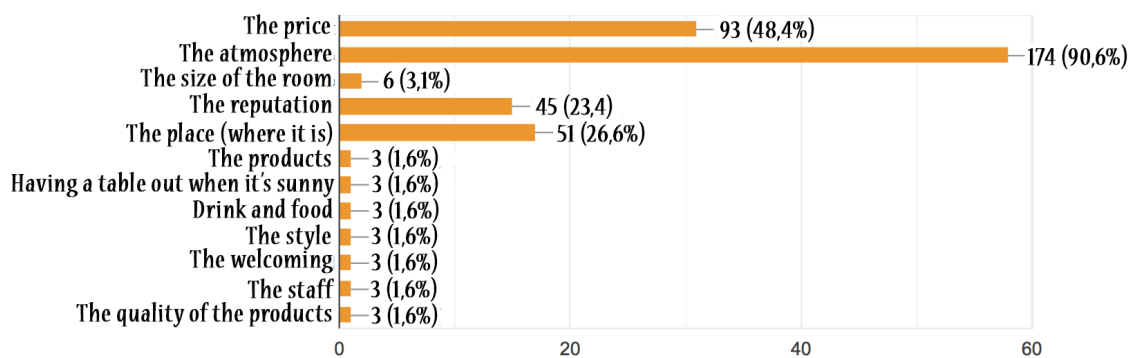


When you order, you prefer have...?



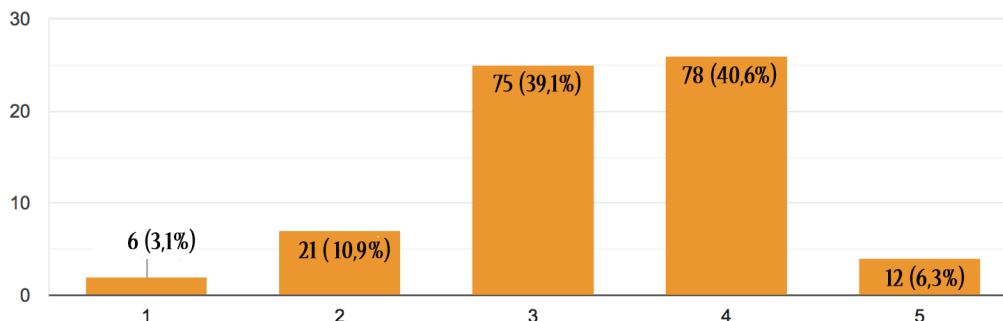
- A small menu, less than 10 dishes with a limited choice of drinks (but with unusual drinks)
- A various menu, between 10 and 20 dishes
- A very various dishes, more than 20 dishes with a multitude choice of classic drinks

For you, what are the TWO criterias the most important for a choice of a bar ?

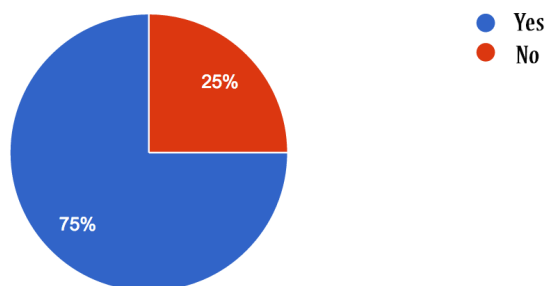


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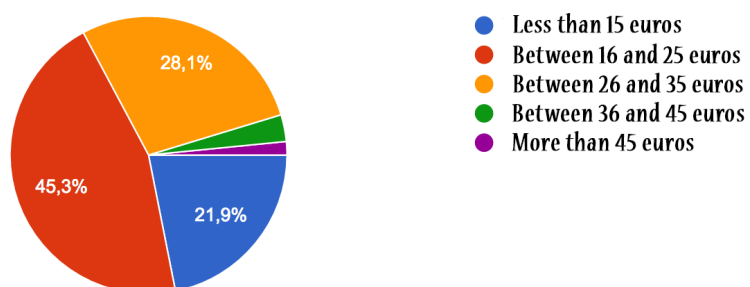
On a scale from 1 to 5, how much the price is a decision factor for you?



Have you even been to a theme bar?

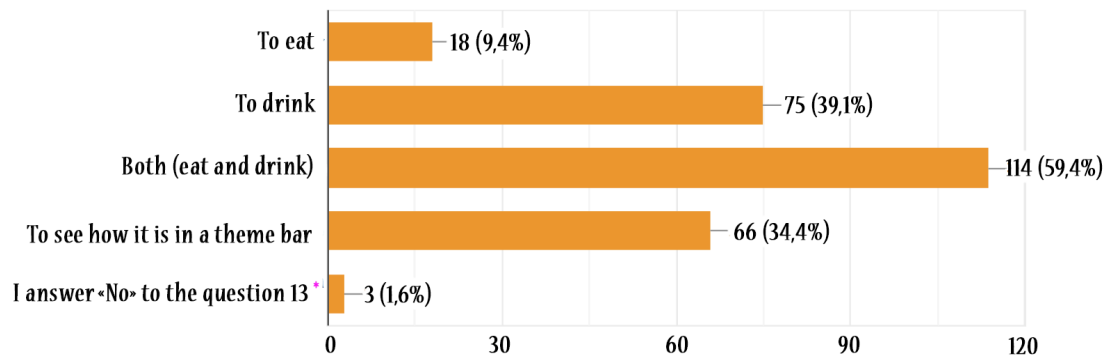


How much would you pay (in general) in a theme bar?



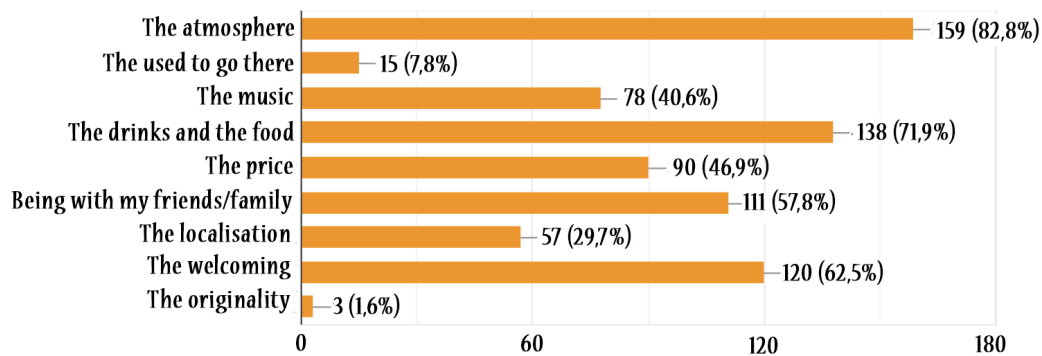
Business model on the cinema experience within the catering industry: Innovation and Opportunities

Would you go...:

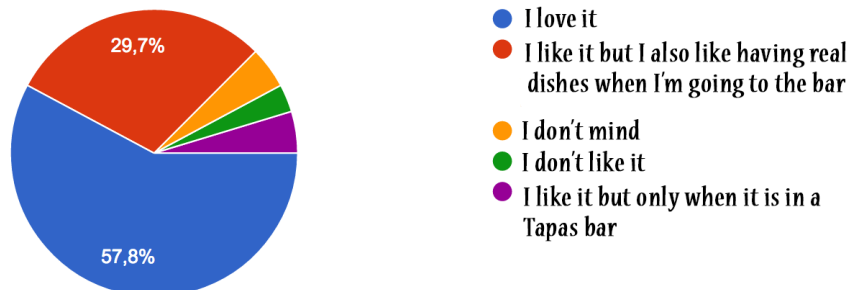


The question 13 was «Would you like to go to a theme bar?»

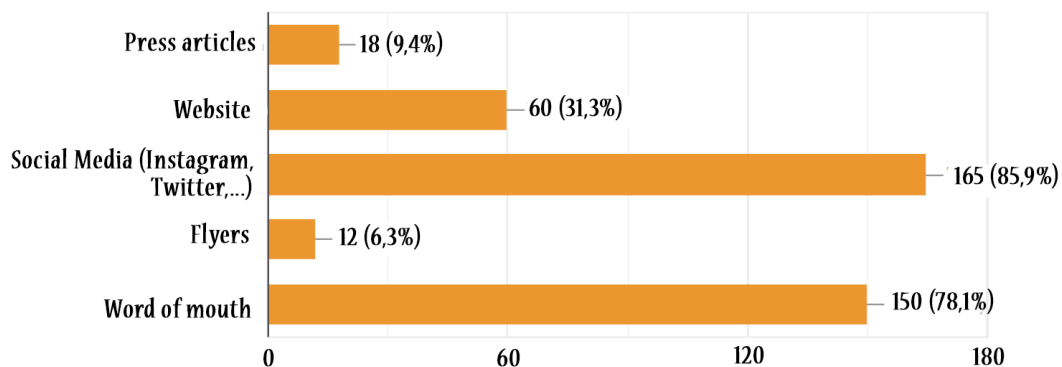
What is important for you for coming back in a bar (in general)?



What do you think about the «tapas system» when you are in a bar?

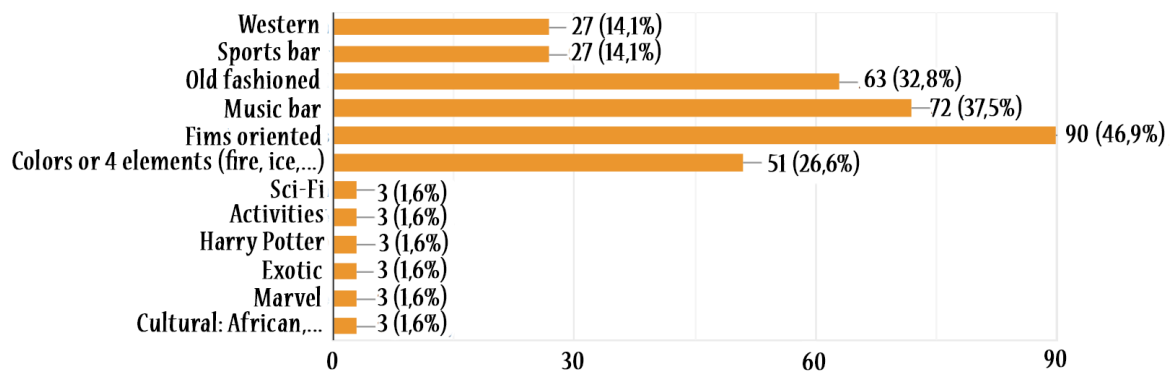


For you, what is the best communication for a bar/restaurant?



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What types of theme do you think would be the best for a theme bar ?



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APPENDIX 2:

INTERVIEW: Mr Sebastian RENAUD and Mrs Carole RENAUD

1. Can you introduce yourself quickly?

Carole and Sebastian, 47 and 45 years old, brother and sister from Versailles (France)

2. What is the story of your restaurants? How the idea of having more than one restaurant with a different concept in each came from?

The first restaurant bought in 1999 (Burger restaurant), then in 2001 a new one (French food), then every two years a new restaurant done by a business opportunity. We created a different concept each time from others in order to not self compete and in staying in a geographical proximity.

3. What is your profile (studies)?

Sebastian: A level

Carole: Bachelor in communication

4. What do you think are the skills and the qualities needed to run a restaurant?

Assiduity, passion, rigor, customer contact and perseverance

5. How could you describe the atmosphere in your restaurants (in few words)?

Convivial, family and welcoming in the introducing but also in the decoration

6. What types of dishes do you serve?

Sisters Restaurant: All burgers possible and some Mexican products

Aparthé restaurant: French traditional food

La Cantine pour les Grands: Light food and raw dishes (tartar and Carpaccio)

Cheese club: Dishes with cheese

L'endroit Thaï: Thaï food

Trattoria Peppone: Italian food (pizza and anti pasti)

7. Do you have a menu: less than 10 dishes, between 10 and 20 dishes, more than 20 dishes?

Between 10 and 20.

8. And what about the price?

Dishes: between 12€ and 21€

Wines: between 22€ and 30€

Soft and water: 3,90€

9. Where do you buy your product?

Metro (name of a big market for restaurant) and the Rungis Market

10. What is the type of your clients?

Everyone. Working people for the midday and family for the night.

11. How do you do for attracting them to your restaurants? (special communication?)

Word of mouth and some regional magazines.

12. Do you use the social medias? If yes, which one? If not, why?

Facebook, Instagram and Google my business

13. Do you have anything for get them loyal to your restaurants?

A card by restaurant.

14. What are the days and opening hours of your restaurant?

Everyday. Midday and night

15. Which days are the most full?

Friday, Saturday and Friday

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16. How do you organise yourself for the restaurants?

Everyday in a different restaurant

17. How many meals do you do (average) per day?

80 per restaurant

18. If you had to choose another city for opening a restaurant (in France or in the world), where would it be?

Paris, New York or Thailand.

19. How many people are working for you?

60 in total

20. Finally, do you feel much competition from the others restaurants around you?

Yes, it is an everyday fight. The competition is really hard. The establishments are sold quickly and easily in Versailles so the competition is constantly renewed

APPENDIX 3:

INTERVIEW: Mr. Axel Guilcher – LE MOOKIE

1. Can you introduce yourself quickly?

Axel Guilcher, 25 years old, Manager of a tapas bar and brasserie

2. What is the story of your restaurants? How the idea of having more than one restaurant with a different concept in each came from?

I was looking for a bar because I really wanted to have a bar to my own. I wanted a tapas bar and a bar where I could put the football games. A bar where people could come everyday and not a seasonal bar. This bar was is liquidation and it was an opportunity because without this liquidation I could have the funds to buy a bar

3. What is your profile (studies)?

I have a A-Level professional and my dream was to become a professional cyclist, unfortunately I could not realise my dream. I stopped cycling in 2016 and I needed a job. I live in a seasonal place so I worked in my girlfriend's restaurant like a pizzaiolo. The year after I wanted to specialise in bar so I did two seasons of Barman and Manager barman.

4. What do you think are the skills and the qualities needed to run a restaurant?

Perfectionist, rigorous, courageous, kind, loving the clientele (and all types of clientele, the clientele of a bar and a restaurant is completely different) you have to like to spend time with the customers, and to discuss with them. While remaining discreet.

5. How could you describe the atmosphere in your restaurants (in few words)?

Convivial and warm.

6. What types of dishes do you serve?

Tapas (mozzarella sticks, cheese stuff, fries). But also meats. I am going to start the catering part when I find a cook then I will suggest simple dishes (one meat, two salads and a today's special.

7. Do you have a menu: less than 10 dishes, between 10 and 20 dishes, more than 20 dishes?

4 dishes maximum.

8. And what about the price?

I don't have high prices for the place and it don't increase during the season.

Beers: 2,8€ to 5€

Cocktails with alcohol: 6,5€

Dishes: 10€-15€

9. Where do you buy your product?

Local market

10. What is the type of your clients?

It depends. In the morning it is old people who are coming for coffees. The midday it is working people. In the afternoon it is quite quiet and during the night it is friends and family when it is holidays.

During the night I put football game on tv so it it people who likes football and young people (20-25 years old).

11. How do you do for attracting them to your restaurants? (special communication?)

Facekook and Instagram. Then, word of mouth because it is a small city and regional magazines.

12. Do you use the social medias? If yes, which one? If not, why?

Facebook and Instagram

13. Do you have anything for get them loyal to your restaurants?

No.

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14. What are the days and opening hours of your restaurant?

Closed on thursdays and Sunday morning (opening at 5pm).

During market days I open early (Wednesday and Saturday: 8h30)

During the summer the bar is opened early.

15. Which days are the most full?

Saturday and Wednesday. Also, during big football game.

16. How do you organise yourself for the restaurants?

Everyday, all the time. It is the beginning so I have to because I only have an extra at the moment.

17. How many meals do you do (average) per day?

I hope doing 30 when I will open the restaurant.

18. How many people are working for you?

2 people (an extra and me). During the summer I will have 3-4 people.

19. Finally, do you feel much competition from the others restaurants around you?

There are different bars in the city. I have a direct competitor that is a pub where the games are also broadcast. They serve burgers and I served Tapas so it is different. I see they as a competitor who can help me to do better. During the season there are a lot of bars opening again and I won't be able to compete with them because they are night bars so I will work more on the morning.

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APPENDIX 4:

INTERVIEW: Mr. Julien SAVY – LES COULISSES

1. Can you introduce yourself quickly?

38 years old. Married. One kid.

2. What is the story of your restaurants? How the idea of having more than one restaurant with a different concept in each came from?

I have 2 or 3 brasseries around (Rodez and Toulouse). The man who was selling the place (a old garage) asked me if I wanted to buy the place. I said yes and now it is a two rooms place: one is a restaurant and the other one is a music bar.

3. What is your profile (studies)?

I have an agricultural degree and then I have only work in restaurants in the kitchen for cleaning stuff. Then, I just got a license to operate and here we are.

4. What do you think are the skills and the qualities needed to run a restaurant?

Being a good administrator, Personal Management and like the job.

5. How could you describe the atmosphere in your restaurants (in few words)?

Convivial.

6. What types of dishes do you serve?

Pizzas, Salads and barbecue.

7. Do you have a menu: less than 10 dishes, between 10 and 20 dishes, more than 20 dishes?

More than 20 because of the pizzas.

8. And what about the price?

For lunch: 16€

For Diner: 21€

We are the most expensive around but you can have dishes for 13€.

9. Where do you buy your product?

Local people.

10. What is the type of your clients?

It depends of the room.

11. How do you do for attracting them to your restaurants? (special communication?)

Facebook. Then, word of mouth because it is a small city. No website. And not really instagram because it is not an app which is working here.

12. Do you use the social medias? If yes, which one? If not, why?

Facebook.

13. Do you have anything for get them loyal to your restaurants?

Yes for the take away pizza. 9 bought, one free.

14. What are the days and opening hours of your restaurant?

Everyday except Sunday night from 6 am to 2 am, Non stop.

15. Which days are the most full?

Friday and Saturday.

16. How do you organise yourself for the restaurants?

Everyday, all the time.

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17. How many meals do you do (average) per day?

200

18. If you had to choose another city for opening a restaurant (in France or in the world), where would it be?

Toulouse

19. How many people are working for you?

15 in total.

20. Finally, do you feel much competition from the others restaurants around you?

Not at the moment but I know it will come.



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APPENDIX 5: Our Competitors

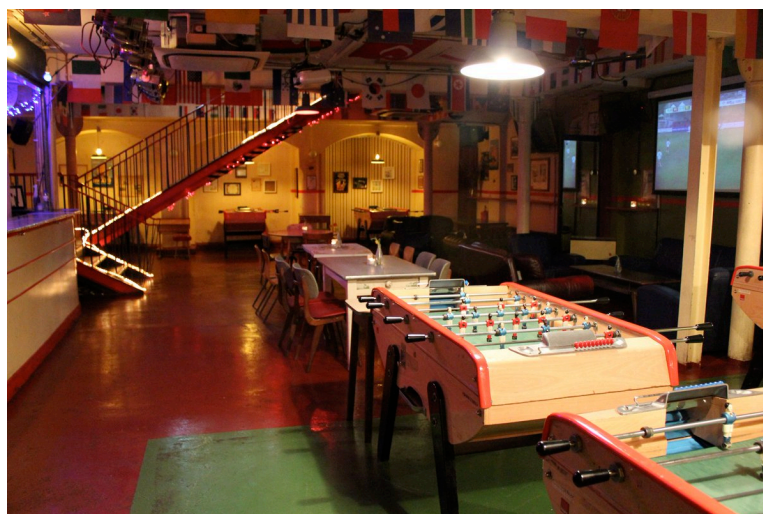
The Roadhouse, Covent Garden – Classic American old diner



68 and Boston, Soho – Old 70s



Bar Kick in Shoreditch



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The ABQ London in Hackney, Breaking Bad theme bar



The Cahoot bar in Piccadilly Circus, Public transport theme bar



Belowzero Ice Bar in Regents Street, Ice Bar



The Cauldron experience in Stoke Newington, Potion Bar