

A Business Plan for Café Malá Tlapka

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ABSTRAKT

Tato bakalářská práce je zaměřena na sestavení podnikatelského záměru pro založení kočičí kavárny Malá tlapka ve Zlíně. V teoretické části je popsán základní koncept podnikání a rozdělení podniků fyzických i právnických osob v České republice. Dále je teorie věnována podnikatelskému záměru a jeho struktuře. Praktická část je zaměřena na konkrétní podnikatelský záměr pro kočičí kavárnu Malá tlapka. Součástí podnikatelského záměru je mimo jiné i provedení průzkumu trhu a sestavení finančního, marketingového, i operačního plánu – to vše napomohlo k určení, zda je založení takové kavárny ve Zlíně realizovatelné, či nikoli.

Klíčová slova: podnikání, podnikatelský záměr, business plán, živnost, analýza trhu, kavárna, realizovatelnost

ABSTRACT

This bachelor's thesis focuses on compiling a business plan for a cat café Malá tlapka in Zlín. Basic concept of entrepreneurship and division of the enterprises of natural person and legal entity in the Czech Republic are described in the theoretical part, altogether with the theory of a business plan and its structure. Analysis part deals with a specific business plan for a cat café Malá tlapka. Part of the business plan is among other things also market analysis, and financial, marketing, and operative plans – all of this helps to determine whether to establish such café in Zlín is feasible or not.

Keywords: entrepreneurship, business plan, sole proprietorship, market analysis, café, feasibility

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

“In the end, it's not the years in your life that count. It's the life in your years.”

Abraham Lincoln

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INTRODUCTION

I have chosen a business plan for a new company as a topic for my bachelor's thesis. The inspiration to write a business plan for a cat café came from my visit of such café in Olomouc. Cats are wonderful animals and coffee is an everyday delight. Moreover, I sometimes dream of having my own café that I know is difficult to establish and run, and that first of all, an entrepreneur needs a business plan.

The main goal of this bachelor's thesis is to compile a business plan for a cat café and to show if such business is feasible in the target market – I research the market in Zlín with the help of a questionnaire as it is the easiest way to do a research, even though I am aware that the results might be hit-and-miss. Thus, I research also the secondary data from journals and from the official website of the Czech Statistical Office.

This thesis is divided into two parts, theoretical part and analysis. Theoretical part serves as a base for the analysis – it describes and defines entrepreneurship, entrepreneur and his or her human nature, and forms of the businesses in the Czech Republic (as my company's location will be in the Czech Republic). Furthermore, theoretical part contains the theory of a business plan as well, for example purpose of a business plan, principles for writing a business plan, and its structure – a business plan's main parts need to inform the reader (whoever it is, maybe even a potential investor) about the company's objectives, product or service, management and organization, marketing plan, financial plan, and also target market analysis.

In the practical part, a particular business plan for Café Malá tlapka is compiled. I tried to keep a realistic point of view as if I truly intended to start the business. To further describe my vision, I intend also to show that even something that traditional as a café can be innovative – a cat café brings other benefits except for the coffee itself. I consider this concept to be so far unexplored in Zlín.

Parts of the business plan are described as much in detail as possible. I put a great effort into compiling my café's description, objectives, and marketing plan. Analysis of the market (altogether with the competitors on the same market and field) is done properly, as well as the financial plan. Also, there is a need to evaluate the risks.

I. THEORY

1 ENTREPRENEURSHIP

Definitions of the entrepreneurship may vary. According to Synek and Kislingerová (2015, 3-4), entrepreneurship is characterized by these few points:

- Main goal of entrepreneurship is to make **profit**.
- Profit is made by meeting needs and wants of the **customers** – in other words, profit is made by meeting the entrepreneurship's social purpose.
- To meet needs and wants of the customers means to **enter the specific market**, and to offer products and services there.
- Entering the market, however, means facing the risks, so entrepreneurship is characterized by **minimizing the risk** as well.
- Lastly, any entrepreneurship requires **capital**, equity and some of them also a venture capital.

If the value of equity transferred does not grow and the entrepreneurship is not profitable, its main goal is denied and there is no point in continuing the business. (Synek and Kislingerová 2015, 3-4)

Kuratko (2014, 3) adds that entrepreneurship is more than just running a business. It is also an integrated concept that goes across an individual's business in an innovative manner. Main aspect of the entrepreneurship is also its application in practice. "We have seen this exhibited by the thousands of successful entrepreneurs throughout the last 30 years. They and their new ventures have changed our world... forever!" (Kuratko 2014, xxxi)

1.1 Entrepreneur

To define an entrepreneur is, however, more complicated. While entrepreneurship is defined just from the outside, entrepreneur's definition comes more from his or her human nature.

Entrepreneur is an innovative, motivated and qualified person, a leader who is able to make use of a business, human, and also technical potential. Moreover, an entrepreneur is able to create new ideas and make the best use of an opportunity, or even create one. (Synek and Kislingerová 2015, 4) His or her success or failure therefore depends on his or her personality, and how he or she is able to manage.

Kaftan (2001, 23-24) adds that an entrepreneur should be environmentally-friendly. From the outside, an entrepreneur is defined also as a job provider, supplier and taxpayer – more accurately, it is a natural person, legally independent subject and a business operator who bears a business risk.

1.2 Business organization

Extensive and detailed information about the entrepreneurship and business organizations are described in the Commercial Code and in the Business Corporation Act. Commercial Code defines business organization as a set of tangible, intangible and personal components. Business property is everything that a business organization possesses and uses for entrepreneurial activity. Commercial Code divides businesses into two: businesses held by a natural person and business held by a legal entity – in the beginning, it is necessary to make a decision about a suitable form of business organization and its name. Form of business can be later transformed into another anytime. However, that brings many complications and expenses. (BusinessCenter 2012)

1.2.1 Business of a natural person

Business of a natural person is usually formed as a sole proprietorship (“*živnost*”). This form flourishes, for example, in retailing, farming or household services. Its advantages are personalized services, quick decision making and also quick response to the current market. On the other hand, sole proprietorship has limited access to the credits and low capital. (Kaftan 2001, 102)

Synek and Kislingerová (2015, 76) claim that sole proprietorship means to make profit on a sole trader’s name – sole trader bears all the responsibility and risks. Nonetheless, every sole trader must meet conditions listed in a Trade Act 455/1991 Coll.:

- age condition (18+ years of age)
- legal capacity
- integrity

Further to the Trade Act, we differentiate two proprietorships – registration (“*ohlašovací*”) trades and licence (“*koncesované*”) trades. Registration trades are then divided into three:

- free trades (“*volné*”)
- craft trades (“*řemeslné*”)
- bonded trades (“*vázané*”)

As it implies, craft and bonded trades require skill and qualification in a particular field and usually must be registered in the Commercial Register, while free trades do not have any regulations by law and its registration in the Commercial Register is not compulsory. (Synek and Kislingerová 2015, 76)

1.2.2 Business of a legal entity

The businesses of a legal entity in any form must be registered in the Commercial Register. Its advantages are that the owners can transfer some of the risks (so it is safer), plus other businesses consider it a more valuable partner. However, to establish a business of a legal entity is much more complicated than establishing a business of a natural person and it usually requires huge amount of the registered capital. (Veber, Srpová et al. 2012, 68-70) Business Corporation Act 90/2012 Coll. defines business of a legal entity as a business corporation. In the Czech Republic, there are three basic types of corporations:

- Commercial company
- Cooperative
- European company

Commercial company

Business Corporation Act 90/2012 Coll. defines these types of commercial companies:

- General partnership (“*Veřejná obchodní společnost*”)
- Limited partnership (“*Komanditní společnost*”)
- Limited liability company (“*Společnost s ručením omezeným*”)
- Joint-stock company (“*Akciová společnost*”)

General partnership

General partnership is founded by at least 2 persons, whether they are a natural persons or a legal entity. Owners manage the company together and have unlimited liability for the company so all of their personal assets are at stake. Profit is divided equally (if not agreed differently). It is advised, then, to choose those partners carefully. (Švarcová 2016, 68)

Limited partnership

Limited partnership can be owned by many partners, under the condition that at least one partner is a managing partner (“*komplementář*”) and at least one is a limited partner (“*komanditista*”). Limited partners are obligated to transfer a contribution into the registered capital, while managing partners are not – they have just the managing authorities. However, managing partners have unlimited liability, while limited partners have liability only to the extent of the amount of money invested. Profit is divided equally (if not agreed differently), usually 50 % of the profit goes to the limited partners and 50 % of the profit goes to the company itself, which is then divided equally among the managing partners. (Švarcová 2016, 68)

Limited liability company

While limited and general partnerships are personal companies, limited liability company is a capital-based one. Limited liability company can be founded by 1 person only, but usually there are more co-founders. Registered capital is formed from the contributions of partners – their contribution must be at least 1 CZK. Also, partners' contributions do not necessarily have to be financial ones – they can contribute also a machine, car and other assets, for instance. Partners have limited liability to the extent of the non-paid contributions and also profit is divided based on the contributions. This type of company is managed by the shareholders and general managers. Limited liability company is the most common form in the Czech Republic. (Švarcová 2016, 68-69)

Joint-stock company

Joint-stock company is also a capital-based one. Registered capital of a joint-stock company consists of shares. Registered capital must be at least 2 million CZK and each founder has to pay back at least 30 % of a face-value of the subscribed stock. Nevertheless, if a company offers its shares publicly, the minimum sum of registered capital is at least 20 million CZK. Being a shareholder means to have the rights to gain profit from dividends, to be paid off from the liquidity, and to be part of the managing team with proper voting rights. The more shares a shareholder has, the more he or she influences the company. Shareholders do not have liability for the debts and other liabilities of the company. (Švarcová 2016, 69-70)

Cooperative

Cooperative is a legal entity of at least 3 (but usually more) persons which is founded to mutually support each of its members and third parties, or also to make profit (but not necessarily). There is no minimum limit for a registered capital. New partners can be involved in a cooperative anytime – this is how cooperative differentiates from the commercial companies. Partners do not have liability for cooperative's liabilities. However, if the cooperative is in loss, partners can be made to cover the loss. Cooperative is managed by voting at a membership meeting and by board of directors. (Švarcová 2016, 71)

European corporations

Since 2004, when the Czech Republic joined the European Union, corporations like European company and European economic interest grouping society can be founded there.

European companies

Generally, those are forms of the businesses that allow a company to operate in the European Union countries, as defined by the law of the Union and common to all of the EU countries. (EUR-Lex 2014)

European economic interest grouping

An EEIG can be formed by two or more companies and other legal entities governed by the law which is formed in accordance with the law of an EU. (EUR-Lex 2014)

2 BUSINESS PLAN

Business plan is a written document that describes your business – your products or services, target market, customers, marketing strategy and so on. It gives also detailed projections about its future and analyzes the financial aspects, for example how much money you need and where do you get the money from. Writing a business plan is a lot of work, but the effort is really worth it in the long run, according to the many successful business owners – nothing can surprise you once you really think the things (even the tiny details) through, before actually starting the business. Many entrepreneurs spend hours handling emergencies, simply because they were not prepared. (McKeever 2010, 6-7)

2.1 Purpose of a business plan

McKeever (2010, 7) claims that you gain nothing but benefits from writing a business plan. For instance, it helps you **get money**. Investors want to take a look into your business plan before investing in the business.

Business plan also helps you with a **decision making** – whether to proceed with your business or not. You, as an entrepreneur, are the most important person to convince of your proposal. And even if you decide not to proceed with your business, business plan definitely improves your business concept.

“One way of looking at business is that it’s a gamble. You open or expand a business and gamble your and the bank’s or investor’s money. If you’re right, you make a profit and pay back the loans and everyone’s happy.” (McKeever 2010, 7) And if you are wrong, you and the bank can lose money. So writing a business plan helps you **beat the odds** – it is no coincidence that most of the new small businesses fail, and most of these businesses did not have any business plan. (McKeever 2010, 7)

“The business that fails to plan, plans to fail.” (Pinson 2008, 2)

Moreover, a business plan should answer questions like:

- Which products or services we want to provide?
- To whom?
- Who will manage our business?
- What are the factors of success and risks?
- How will we cover our expenses?

So, simply said, we need to know where we are right now and how we will get where we want to get. (Koráb, Peterka and Režňáková 2007, 7, 47)

2.2 Principles for writing a business plan

As was mentioned before, writing a business plan is a lot of work. These simple rules, according to Blackwell (2011, 4-5), make it easier:

- Make it **as brief as possible** but do not skip important details.
- Use **simple language** - business plan should be easy to read and clear to understand.
- Arrange your ideas logically to make it **coherent**.
- Do not overstate and **keep realistic view** – you will not need to overstate or even lie about your plan if it is strong enough. Overstating would just backfire in the long run.
- **Calculate** whatever is possible to calculate – numbers, tables and statements can help you and also the investors to decide whether a business plan is worth it or not. Also, it makes it more professional.
- Do your **research** and receive **feedback** – research your potential customers, market, and competitors. One of the biggest mistakes entrepreneurs make is considering their product or service great and better than competitors' one just because they themselves find it great and better. However, their opinion about the product might (and usually does) differ from customers' one.

2.3 Structure of a business plan

Structure of a business plan may be differently organized for every single business organization – no official embedded structure exists. However, it must always contain parts about the company itself, competition, customers, market, product or service, management, marketing and finances. If a single part is missing, it cannot be really called “a business plan”.

Mix of a business plan structures that are stated in Ian MacKenzie's book and similarly in Rhonda Abrams' *Successful Business Plan* are commonly used. It is in order as follows:

- Title page
- Executive summary
- Target market
- Product or service

- Competition
- Management and organization
- Implementation plan
- Financial analysis
- Risk evaluation
- Business plan's appendices

2.3.1 Title page

Title page has in a way function similar to the cover sheet, as Pinson (2008, 18) claims. It includes basic information about the company – its name and logo, owner(s), address, phone number and web address. Information about the company should be on the top, information about the owner(s) in the middle and the date when the plan was created at the bottom of the page.

2.3.2 Executive summary

Executive summary should not be longer than 1 page. It serves as an overview of what the business plan and the company itself is about – therefore, it is usually written after the business plan itself is completed. In executive summary, there should be mentioned, for example, what the legal form of the company is, what type of organization it is and what are the main products or services. It may include also a company's mission statement and objectives – in other words, what are the company's goals. Mission statement should be just one sentence long, it is kind of motto and it should indicate what makes this particular company different from the other ones in the same field. (MacKenzie 2010, 78)

2.3.3 Target market analysis

In this section, analysis of the market opportunity and target market should be described – its needs, current products and services, and how the new product or service of the new company fills the gap. If the company enters the market with the similar products and low demand for these products, its founders did not do proper research and the company will not probably last long. (MacKenzie 2010, 79)

Market analysis enables entrepreneurs to identify and understand your customers. To be a useful tool, target market must meet these criteria:

- **Definable** – it should have specific characteristics about your potential customers.
- **Meaningful** – characteristics must relate to the decision making of customers.

- **Sizable** – market large enough to profitably sustain your business and market small enough to be able to meet wants and needs of the particular segments – you cannot please everyone.
- **Reachable** – your defined target market must lead to affordable and effective ways. (Abrams 2014, 104-105)

Target market can be also defined as a group of people with a set of common characteristics. You need to identify that set of characteristics and that will create your target customers. Entrepreneurs then should compile their target customer profile. Consequently, company's target market should be defined in these basic segmentations:

- Geographic
- Demographic
- Psychographic

In **geographic segmentation**, the company chooses its target market according to where is the company located. Usually, markets are segmented by areas such as cities, regions and countries. Also, as Abrams (2014, 106) claims, businesses should indicate whether its location is in a mall, business district, city center and so on – that influences whether the customers will be able to even reach your business.

Demographic segmentation refers to the data of a population, its average age, income, education and also religion, social status and so on. Such information is useful when devising your marketing plan. For example, you would not want to open a car wash in a segment full of non-drivers. (Pinson 2008, 47; Abrams 2014, 105)

Psychographic segmentation goes hand in hand with the demographic one – it determines the attitudes and tastes of that demographic segment. Psychographic segmentation examines lifestyle of the people in that particular segment – where do they spend their vacations and free time, how do they spend their income, what sports do they like, where do they do their shopping and so on. (Pinson 2008, 47)

Furthermore, target market analysis should contain how the entrepreneurs research their market and according to what they choose their target customers. **Market research** can be done, for example, via:

- **Secondary data** – already collected data (statistics, newspapers, magazines)
- **Focus group** – interview with several potential target customers

- **Questionnaire** – online, telephone, or personal surveys with open-ended or close-ended questions, usually released among the targeted customers in one specific market (MacKenzie 2010, 63)

2.3.4 Product or service

In this section of the business plan, products and services should be identified and described. As long as these products are not technical, complicated or particularly innovative, this part can be very brief. Future products the business is planning to introduce should be listed as well. (Abrams 2014, 74)

2.3.5 Competition

After identifying the target market, it is also necessary to research the competitors at the same market. Essential part of penetrating the market and becoming a strong competitor is to know your competitors' strengths, weaknesses, pricing strategy, marketing strategy and products or services. Nowadays it is easy to find this information on the internet, every successful company has its own website – examine their design, format, content, pricing list, their special events but also their suppliers, financial statements and their customers' feedback. Moreover, visiting your competitors personally helps you investigate them more deeply. As you will be aware of their weaknesses, you will try to avoid these weak spots in your own business. (Pinson 2008, 48)

After creating a list of your competitors (some of them are stronger, some of them are not that important) you now have to focus on your competitive advantage. You need to come up with something that you will do better than them to win over the customers. Factors that influence the customers are, for example, pricing strategy, product features, innovative products, and various marketing strategies (MacKenzie 2010, 78) – more about these in the next section, Implementation plan.

2.3.6 Implementation plan

Implementation plan is a set of strategies that the business is based on. Basically, this section describes how you run your business in the terms of marketing and operative strategies (including pricing, distribution, promotion and sales strategies)

Marketing plan

“You must have customers to stay in business: it’s the most basic business truth.” (Abrams 2014, 158) Marketing plan is then defined by the Marketing Mix, or in other words, by the Four Ps:

- Product
- Price
- Place
- Promotion

Product

Product is a basic element of the marketing mix. Foret, Procházka and Urbánek (2005, 93) describe a product as “anything that serves to satisfy needs or wants of our customers”. Product is both tangible and intangible goods.

Product has its own Product Mix, composed of:

- Quality
- Brand
- Packaging
- Design (Foret, Procházka and Urbánek 2005, 90)

Price

Price is usually expressed by the amount of money. Setting the particular amount of money is very complicated and sensitive decision which influences the whole business – business’s market share, turnover, profit, and also competitors and customers. (Foret, Procházka and Urbánek 2005, 101)

How high or low the business sets the price depends on many factors. In marketing, we differentiate five main types of **pricing strategies** – these three are considered the most frequent ones:

- **Cost-oriented price** – the most frequently used strategy that is set according to the costs and profits from one single product.
- **Demand-oriented price** – the higher the demand, the higher is also the price.
- **Competition-oriented price** – price is set similarly to competitors’ price to be comparable and to beat the competitors.

Other pricing strategies are set according to the marketing goals of the business. For instance, if the business wants to maximize its net profit, it would set the highest price possible. High price is used also while “skimming” – in such strategy, the business tries to

use the market as much as possible. On the other hand, if the business is barely surviving and the competition is very strong, business sets the the lowest price possible. (Foret, Procházka and Urbánek 2005, 103-104)

Place

Place (or distribution) is a set of activities that subjects participate in to make products accessible to the final customers via so called the distribution channels on a distribution network. Distribution network is composed by:

- Manufacturers
- Distributors (retail stores, wholesales)
- Supporting organizations (insurances, banks, advertising agency)

Distribution channels are then divided into direct (when the business sells goods directly to the customers) and indirect (when there is one or more subjects between the business and the customers). (Foret, Procházka and Urbánek 2005, 109-110)

Promotion

Promotion equals marketing communication. There are many strategies that could be used by the business to promote itself and its product. Usually, promotion is done by using combination of these five tools:

- Advertising
- Sales promotion
- Personal selling
- Public relations
- Direct marketing

Nowadays, product placement and events are also being added to these tools as they are becoming more and more popular. (Mulačová and Mulač 2013, 248)

Part of the marketing plan is also compiling several analyses, if possible – for example SWOT analysis and consequently Internal and External Factor Evaluation matrices.

SWOT analysis deals with the strengths, weaknesses, opportunities and threats of the business. IFE and EFE are matrices used to weight those factors and to conclude how strong the business's strategy is.

Operative plan

Operative plan section is more about the inside running of the business – what suppliers to choose, what methods of inventory management to use, and how to deal with the customer

service. This section does not need to be long, especially when the business is not a manufacturing type.

According to Abrams (2014, 200), business should choose its suppliers wisely. She advises to select those who understand your needs, communicate well and are reliable. It is not just about the low price, but also about the quality and delivery time. As she pointed out, it is good to have more than just one supplier to avoid the future risks.

As far as inventory management is concerned, many businesses nowadays use MIS – Management Information System that is based on computerized maintenance and communication of information, such as tracking of sales, stock levels and so on. Also, the effective and most frequently used method of inventory management is method FIFO – First In, First Out. (Abrams 2014, 199-200)

However, once a product is purchased or consumed by a customer, you still need to make sure your customer got exactly what he or she wanted and asked for – you need to have satisfied customers as they are constantly demanding better and better products and services. With all the factors above is connected also a professionally trained staff. (Abrams 2014, 200-203)

2.3.7 Management and organization

The total number of employees depends on the type and size of the business. If the business is small, it is enough to briefly mention owners and managers. However, if the company is larger than, for example, 20 employees, it is necessary to describe this section in more details. Koráb, Peterka and Režňáková (2007, 87; 103-204) suggest to even create an organizational structure, functionally and effectively structured, to make it clear how many people do what and what qualification is required for that particular position.

2.3.8 Financial analysis

In this section, details about the business's (future) performance should be provided – for example projected income statement, cash-flow statement, projections about the revenues, sales forecast, or balance sheet. Moreover, break-even point could be specified there at the minimum level of sales. (MacKenzie 2010, 78)

Generally, an entrepreneur starts with the calculation of the **start-up costs** to buy licenses, facilities, equipment and so on. Then he or she compiles other documents as stated below.

Balance sheet

Balance sheet provides an overview about the assets and liabilities of the business. No company is able to possess more assets than is actually able to finance, therefore there

needs to be principle of the balance – assets must equal liabilities. Balance sheet reveals if the business uses entrepreneur's capital or external sources to finance it. Generally, it is easier to finance the business from external sources as external sources are cheaper. However, financing from the external sources only is very risky – the business should find optimal capital structure. (Koráb, Peterka and Režňáková 2007, 87, 103-104)

Income statement

Income statement (or profit and loss statement) shows how profitable the business is. In income statement, there are represented, for example, gross sales and other revenues, and services, marketing, maintenance, insurance and other costs.

The business is in the loss does not mean that it does not own valuable property. On the other hand, even if the business makes profit, it still may have troubles paying its bills due to the cash-flow problems. (Abrams 2014, 295-304)

Break-even point

Break-even point is a state when revenues equal costs – business creates neither profit nor loss. Formula for break-even point is as follows:

$BEP = FC / (Pu - VCu)$, where:

FC = fixed costs

Pu = price per unit

VCu = variable costs per unit (Koráb, Peterka and Režňáková 2007, 133)

2.3.9 Risk evaluation

Risk evaluation is as important for the investors as for the owner him or herself. Every business faces the risks and the founder should be aware of that and evaluate the risks as much as possible. Those risks are, for example, market risks, competitive risks, execution, capitalization, and global risks. (Abrams 2014, 140-141)

2.3.10 Business plan's appendices

Abrams (2014, 328-330) claims that it is not necessary to include this section into a business plan. Once it is included, some of the documents listed below may be listed there:

- Curriculum vitae of the owners
- Contracts
- Marketing research
- Floor plan of a business
- Others (marketing materials such as menus, marketing budget, photos and so on)

3 SUMMARY OF THE THEORETICAL PART

Theoretical part is written in a way to serve as a base for the analysis part. Firstly, definition and purpose of the entrepreneurship is described there. Personality of an entrepreneur is also mentioned. Secondly, definition of the enterprise and types of the businesses in the Czech Republic is evolved there as it is very important for an entrepreneur to choose one specific type of business.

The rest of the theoretical part deals with a business plan. It describes some of its functions and benefits, and also the purpose and principles for writing a business plan. The most important part from the theoretical part is then division of a business plan into several parts and describing all of the parts – attention is paid mainly to the marketing plan, market analysis (including market research and competition), management and organization, and financial plan. Also description of the company is included, namely its legal form, objectives and mission statement, and product or service. These are the main factors that indicate whether the business plan is strong enough and whether the business itself is feasible or not.

II. ANALYSIS

4 A BUSINESS PLAN FOR CAFÉ MALÁ TLAPKA

Based on the information from the theoretical part, analysis contains a specific business plan for a cat café Café Malá tlapka.

4.1 Title page

BUSINESS PLAN

Created by Aneta Randulová

Name of the company:	Café Malá tlapka
Address:	Školní 3053, 760 01 Zlín
Website:	www.cafemalatlapka.cz
Legal form:	Sole proprietorship
Date of establishment:	1 st August 2017
Owner:	Aneta Randulová
Contact details:	Telephone: 739 027 793 Email: ane.ran@seznam.cz Address: Moravská 610, 768 11 Chropyně
Company's description:	Café Malá tlapka is an innovative, non-smoking cat café serving high-quality coffee, other beverages and desserts. It is also a shelter for the cats at the same time – a perfect place for coffee and cat lovers.

Logo:



Figure 1 – Logo (own creation)

Created: April 18, 2017

4.2 Executive summary

Company description

Café Malá tlapka is founded by one natural person (Aneta Randulová) on the basis of a craft trade license. Company will be located in Zlín, Školní 3053 – near the square Míru.

Café Malá tlapka is not like the other cafés in Zlín – it is also a home for cats. The whole concept of this café is home-like, meaning that the customers will be accompanied by the cats freely. The atmosphere will be adapted in a relaxing way to evoke a feeling of the living room with domesticated pets - cats.

Objectives of the company

The most important objective of the company is to be different. In the Czech Republic, there are only 7 or 8 cat cafés overall – in Zlín, there is none so far. The founder therefore thinks of it as a great opportunity to penetrate the niche market. She also believes that this cat-café trend, which came from abroad, is being popular for a specific reason – it is something new that most of the people do not have any experience with. The key to success is then to find the right customers – the cat and coffee lovers. However, the founder does not think that cats will do – serving a high-quality coffee and home-made desserts are one of the objectives as well.

Company's mission statement

“We bring you double happiness – endearing cats and excellent coffee.”

Product description

Beverages, meals, desserts, felinotherapy and other additional services – all of this at one place. Café Malá tlapka will offer high-quality coffee, tea, chocolate, non-alcoholic drinks, shakes, and also beer and wine. For the hungry or finicky ones, there will be home-made desserts, wraps, sandwiches and other extra meals. Books or board games for customers to borrow will be the additional services. Moreover, Café Malá tlapka will be a home for cats, so the founder thinks of the felinotherapy as a service as well.

Brief financial plan

As for any other new business, initial start-up costs are huge – approximately 601,000 CZK to purchase equipment, machinery and other necessary things to start the business. Estimated personnel expenses reached 84,400 CZK per month (the owner as a top manager, 2 full-time workers and 1 part-time one). As far as fixed costs are concerned (including rent, internet, utilities, and interest), they are estimated to be 42,659 CZK per month. Variable costs on average will be 109,400 CZK per month spent on merchandise

and so on. Revenues will be low in the very first few months – for example, estimated revenues in the second month are 132,000 CZK (if there are 55 customers per day) and it will still not be enough to cover all the expenses. Café Malá tlapka is supposed to start meeting the break-even point after the 4th month of operation, and it should become profitable after 34 months (after covering all the initial costs).

4.3 Target market analysis

Café Malá tlapka will be located in the center of Zlín, therefore its potential customers will be citizens of Zlín. To have more complex target customers segment, I chose to specify my market from the perspective of the geography, demography and psychographics. Furthermore, to analyze the market particularly for a new café, I chose to release a questionnaire among the people from Zlín.

Geographic segment

Geographic segment for Café Malá tlapka is easily definable as the company will be located in the centre of Zlín. So, according to geographic segmentation, café's target segment is Zlín and especially its center. Café's location in the center of Zlín makes this company reachable for any citizen of Zlín as many of the basic shops are located there – a lot of people work near the center of the city or at least cross the center once in a while.

Demographic segment

The total number of people living in Zlín in 2016 was approximately 75,000 (altogether with its urban districts) with an average age of 43 years. From the demographic analysis implies also that, from the total number of citizens, people aged 15-59 reached nearly 44,000 – more than 67 % of the total population. (Zlín 2016) In 2016, according to ČSÚ, average income of working people in Zlínský region was 23,700 CZK. (Český statistický úřad 2016) Such statistics are sufficient for a new café, especially the market size.

Psychographic segment

Citizens in Zlín (maybe as any citizens in any city) like to go to cafés – during their break in work or just in their free time. They do their regular shopping in the nearest market possible. However, as far as shopping of clothes is concerned, they are more likely to go to the shopping mall, for example to the Golden apple in the city center. On their way to this mall, or generally on their way from school or work to home, they pass many cafés and they will pass Café Malá tlapka as well. Do the people in Zlín have their favorite café here? Do they like to explore new cafés? How often do they visit cafés? Questions like these and more are answered in the next section – questionnaire.

4.3.1 Questionnaire

Online questionnaire (via Survio.com) was aimed on the potential customers in Zlín. It was available to answer from 17th of March until 17th of April 2017 – all of the respondents reached my questionnaire via link on the social network (Facebook). Altogether it had 9 questions and its main purpose was to find out whether the people in Zlín would be interested in going to a cat café, and if so, why. I also asked the respondents if they ever have been in a cat café before, to find out if they know that such cafés exist as there is none cat café in Zlín so far. I chose close-ended questions only, mostly with just one possible answer. Two questions had multiple options to answer.

Questionnaire gathered replies from 142 people. The very first two questions divided my potential customers in accordance with their sex and age – most of the respondents were women (61 %) and respondents aged 18-26 (65 %).

Then my concern was about how often do the people in Zlín go to cafés, why, and whether they have any favorite café here or not. More than 60 % of respondents go to cafés twice or three times a month. Additionally, they go to cafés because of the good-quality coffee, home-made desserts, and the most usual answer was to have a meeting there with their partners or friends.

Subsequent questions were focused on the cat cafés in general – whether the respondents have ever been to a cat café before and whether they know what a felinotherapy is. More than 80 % of the people have never been in a cat café before.

The last two questions were the most important for my research – I asked whether the respondents would be interested in having a cat café in Zlín, and if so, what would be the main purpose of their visit. About 67 % of the respondents would like to have a cat café in Zlín, with the reasoning that they either like cats and their presence, or that they are curious and like to try new things. 8 % would not like to have a cat café here. The rest of the respondents were not sure because they do not really know what a cat café is.

From my questionnaire, I concluded that to success I need to educate my potential customers better because they barely have any experience with the cat cafés. Also, coffee in Café Malá tlapka needs to be of a high-quality and also home-made desserts are a must. Furthermore, as people often change their target cafés, Café Malá tlapka has to offer something extra to make its customers more loyal.

Complex questionnaire with its results is attached in the appendices (Appendix P II: Questionnaire).

4.3.2 Customer profile

According to the statistics above, my target customer is:

- Man or woman
- Aged 18-35
- Living in Zlín
- With low to medium income
- In any social status
- High school educated
- Experimentalist (likely to try new things)
- Visiting cafés at least twice or three times a month
- Friendly to using social networking sites (Facebook)
- Cats and animals friendly

4.4 Product or service

Beverages

Menu of Café Malá tlapka will consist of various types of coffee and coffee-like specialities (espresso, cappuccino, cascara, frappé...) made from high-quality Arabica coffee beans. Also tea lovers will find there many options to choose from, tea will be made from loose tea (except from the iced tea). Hot chocolate will be included as well. As far as other beverages are concerned, Café Malá tlapka will offer also home-made lemonades, smoothies, milkshakes, juice, and also wines from bulk and bottled beers and cider. Complex menu is attached in the appendices (Appendix P IV: Menu).

Meals

Considering home-made desserts the best choice, Café Malá tlapka will offer several desserts (home-made only), for example cakes, pancakes, muffins and typical desserts from France, Italy and also Czech (favorite apple strudel). Later on, café's desserts will expand on typical desserts from other countries as well, on behalf of the customers' choice. Additionally, roasted almonds, sandwiches or mix of dried fruits will be offered. Complex menu is attached in the appendices (Appendix P IV: Menu).

Cats

Beverages and meals are typically offered in any café. Café Malá tlapka will be, however, special in a way of "offering" also cats. It is not really an offer, of course – cats will not be for sale. These cats (up to 10) will live in Café Malá tlapka so that customers can be pleased by their presence and feel their virtuous power of dulcification – in other words,

customers will be part of this so called felinotherapy. Customers will be allowed to pet these cats or to play with them (if the cats will be in the mood, of course). Approximately seven cats will live in the café in the long term, and the two or three cats will be even offered to customers to take them home (shelter-like attitude) to help decrease the number of homeless cats – all of this in cooperation with the Shelter Zlín (also the cats will be taken from there).

Other services

In Café Malá tlapka, there will be a bookcase full of interesting books waiting for people who like to read. In addition, a few board games will be there for customers to borrow. Also free WiFi connection is a must nowadays – some people visit cafés just to work there.

4.5 Competition

In Zlín, there is a huge competition among cafés. Café Malá Tlapka will be located nearly in the center, which is great for the customers because of the easy accessibility. However, in the center, there are located many other cafés (competitors) as well. I have therefore chosen my competitors according to their location. Then, I needed to choose them according to how similar their products and also prices are to my business. Café Malá tlapka is unique in the terms of being a cat café and I consider this the main **competitive advantage** against all the café-competitors in Zlín.

Competitors named below are listed in order to how strong they are to Café Malá tlapka:

- Mr. Coffee
- Caffé 19. Jamky
- Eiscafé Delikana
- Sklep 33
- Čajovna a kavárna Zena

Outside the center, there are many other restaurants and confectioners'. Café Malá tlapka will, however, focus on these 5 main cafés that are indisputable competitors (the founder will adjust pricing strategy and so on according to them).

The founder personally considers **Mr. Coffee** to be the strongest competitor. It is located about 80 m far from Café Malá tlapka. Mr. Coffee is a well-known, non-smoking café in Zlín, offering also a loyalty cards and home-made desserts (as Café Malá tlapka will do). In comparison with Café Malá tlapka however, it has also a garden and an own roasting room (offering also the roasted beans to their customers). On the other hand, Mr. Coffee's weaknesses are lack of air conditioning (as its premise is glass-enclosed) and also higher

prices for their products. Their marketing communication via Facebook does not seem sufficient as well. Also, Mr. Coffee has wider target segment. Café Malá tlapka will therefore set lower prices than this competitor, make its loyalty cards more favorable and mind the communication with its customers.

Caffé 19. jamky is the second strongest competitor. This non-smoking café offers also a few home-made desserts but their focus is made mainly on serving high-quality coffee. It is located a bit outside the center. Their menu concerning coffee is plentiful (in comparison with Café Malá tlapka, their offer is doubled – coffee from Caffé 19. jamky is more like a cocktail, customers can choose various flavors, from which coffee beans, and it is arranged like a sundae). This café's weaknesses are higher prices (again) and not being open during the weekends. Café Malá tlapka has also an advantage of being located more in the center.

Eiscafe Delikana is a franchising network of modern cafés spread across the Czech Republic and Slovakia. They offer also various confectioneries – mostly the Italian ones. This competitor is popular and also very strong – among their strengths there are: Delikana's brand name, good-quality coffee, opening hours and also garden. On the other hand, according to the customers, their products are overpriced and there is nothing special about this café. Once again, Café Malá tlapka's prices should be lower to beat this competitor.

Sklep 33 (former Loft Club Café & Bar) is a non-smoking music bar, club and café. Their website is not working at the moment but according to their Facebook profile, they organize a lot of events and parties. This competitor shares the same target customers as Café Malá tlapka. Nonetheless, its purpose is different (it is more a bar than a café) and thus Sklep 33 does not seem to be a strong competitor.

Čajovna a kavárna Zena is not that strong competitor (although it is located in the center as well) as it is more tea house than café. Some customers might mind the smell from hookahs and therefore choose a non-smoking café instead.

4.6 Implementation plan

Implementation plan is about how the owner or manager will run the business in the terms of marketing and operative strategies (pricing, distribution, promotion...).

4.6.1 Marketing plan

Product

Café Malá tlapka is a café serving typical beverages in such type of business – coffee and coffee specialities, tea, non-alcoholic drinks and also beer or wine. Furthermore, home-made desserts and other extra meals will be included in the menu. And for Café Malá tlapka is a cat café, service of a felinotherapy is provided as well. Detailed description of product is above, in the chapter 3.4 – Product or service (p. 30).

Price

Before deciding on what the price strategy will be, the founder did research about the prices in competitors' businesses. She also, of course, did the calculation of approximate costs. As there are many competitors in Zlín providing similar products, Café Malá tlapka needs to penetrate the market by setting similar or lower prices than the competitors – customers seem to have become accustomed to these prices. However, price for one product needs to be adequate and cover the cost of that product at the same time. Thus, price strategy in Café Malá tlapka will be cost and competition oriented.

Place

Products in Café Malá tlapka are meant to be consumed immediately in the café itself – therefore there will be a direct distribution channel to customers. Desserts and meals will be prepared right in the premises. 80 % of products (soft drinks, tea, beer, wine) will be distributed from retail stores and wholesales, and coffee beans then from various specialized landed proprietors, usually via e-shop. Managing of cats will be done in cooperation with the Shelter Zlín.

Promotion

For a new cat café, promotion is vital to attract new customers. The founder of Café Malá tlapka will use combination of advertising and sales promotion.

Advertising will be aimed on the target customers (see Customer profile, p. 29) via:

- **Café's website** – as one of the results from questionnaire was to educate the potential customers better, website with all the necessary information about a cat café and felinotherapy is a must. Website will also include menu, rules how to behave in such café and information about the cats (that they are friendly, vaccinated and so on). Website's design should be simple but modern.
- **Social networks** (Facebook and Instagram) – these are the networks the potential customers spend most of their time on. Café Malá tlapka will have its own profiles,

both on Facebook and Instagram – Facebook will be also a helpful tool to interact with customers and to receive feedback. Promo video will be there as well.

- **Leaflets** – leaflets will be distributed in Tomas Bata University and shopping mall Golden apple to raise awareness about Café Malá tlapka. Leaflets will include information about location of the café, opening hours, Facebook page and website.
- **Board** – a small blackboard outside the café is a low-cost form of advertising, attracting the people passing by to visit the café – it is enough to just put on it some promotional sign.
- **Word-of-mouth** – hopefully, the word of mouth (as another form of a very low-cost advertising) will be spread spontaneously among the friends and satisfied customers.

As far as sales promotion is concerned, Café Malá tlapka will offer:

- **Loyalty cards** – nowadays a powerful form of sales promotion. For instance, every 8th coffee in Café Malá tlapka will be for free.

4.6.2 SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High-quality coffee • Home-made desserts • Location • Concept of cat café 	<ul style="list-style-type: none"> • Limited capital • Strong competition • No customer base
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Modern technology • Trained staff • Broaden the target market 	<ul style="list-style-type: none"> • Weakening of economy • New cat cafés competitors • Summer

Figure 2 – SWOT analysis (own creation)

Strengths

As was already pointed out, high-quality coffee is a number one priority as most of the people visit cafés because of this factor. Café Malá tlapka will serve high-quality coffee – the customers will have many options to choose from. Location is strength as well – many people pass by every day, it is located right in the center. Moreover, as in Zlín there is no cat café, concept of a cat café is unique in this market and it might be the biggest strength generally, attracting new customers.

Weaknesses

As far as weaknesses are concerned, every new business is in disadvantageous position – entering the market full of competition means taking risk of failure. Customer base has not yet been created and the owner has limited capital.

Opportunities

Among opportunities, there is definitely the modern technology. Many older cafés nowadays do not invest into new technologies. Professionally trained staff is also an opportunity to gain loyal customers and therefore to gain stable market share. Later on, there is also a possibility to broaden the target market.

Threats

Last point of the SWOT analysis is threats. Weakening economy would cause people to stop spending their money – a very big threat for any company in the hospitality field. Moreover, if Café Malá tlapka is to lose its uniqueness as a cat café and more cat cafés would enter the market in Zlín, it would probably mean losing percentage of the customers as well. Summer is listed among the threats because many students (who equal potential target customers – high school and also university ones) leave the city.

4.6.3 Operative plan**Suppliers**

For now the founder does not know who is going to be the most suitable supplier. For each category (soft drinks, coffee, tea, beer, wine, desserts, extra meals...) there is a need to choose different suppliers. Coffee beans, for instance, will be distributed via e-shop from skilled landed proprietors from various countries (Brazil, Colombia, Ethiopia, Guatemala, Kenya...) as the quality is the most important factor. The same goes for the tea. Ingredients for the home-made desserts and fresh fruits will be distributed from wholesale (Makro), as well as soft drinks and beer. Wine will be supplied from Moravian wine cellars in Valtice.

Method of the inventory management

Method of the inventory management chosen is First In, First Out (FIFO) as this is the most frequently used and the best method for companies where the products are sold immediately to the customers. Procurement will be done once a month.

Customer service

The key to satisfied and loyal customers is a professionally trained personnel – the owner herself will make sure to hire the right people. She is determined to be a waitress too, if needed (she is skilled enough to train her employees). Café Malá tlapka will also react on

wishes and critiques of the customers as quickly as possible (via Facebook or website or immediately in the café). Also, a questionnaire about the content will be released time to time to find out what could be done better.

4.7 Management and organization

Café Malá tlapka has just one owner. The owner will be top manager at the same time – she will do the accountancy, manage the procurement, marketing, and search for adequate human resources. Operative manager or accountant will be most likely hired after some time, if the owner would not keep up.

Then there will be 2 employees working full-time, one of them will be a shift leader responsible directly to the owner. Emphasis to the professionally trained personnel will be made as this is a very important factor for the customers. Café Malá tlapka will employ also one part-time worker, mainly to help with taking care of the cats and to help during the weekends.

Opening hours for public will be as follow:

- Monday-Thursday: 9:30 - 19:00
- Friday and Saturday: 9:30 - 21:00
- Sunday: 12:00 - 18:00

Opening hours are not fixed – they might be longer if there are still customers.

Working hours for the staff will differ as there is a need to prepare the café before it opens and then to clean it and to calculate the daily revenues after it closes. On Sunday, there will be also week inventory, complex cleaning of the cat room and baking of the desserts, eventually. Working hours for staff:

- Monday-Thursday: 9:00 - 20:00
- Friday and Saturday: 9:00 - 22:00
- Sunday: 11:30 - 20:00

There will be one employee per one shift from Monday to Thursday. During the weekends (and Fridays), there will be one employee per shift plus one part-time worker (usually from 12:00-20:00 or as needed).

4.8 Financial analysis

The amount of investment capital needed in order to start the business, the operating capital needed to run the business, forecast of the revenues, loss or profit – all of this needs to be estimated and analyzed by the owner.

4.8.1 Start-up costs

Before compiling the balance sheet, income statement and others, costs associated with the foundation of Café Malá tlapka must be estimated:

Table 1 - Total costs associated with foundation of the café (own creation)

Total costs associated with foundation of the café (CZK)	601 000
Trade license	1 000
Fees associated with trade license	1 000
Promotion (leaflets, website, board)	9 000
Equipment (bar, furniture, cats, decoration, menu, kitchen...)	315 000
Machinery (coffee and smoothie maker, refrigerators, oven...)	220 000
Merchandise (coffee beans, tea, wine, soft drinks...)	55 000

Detailed lists of equipment and machines:

Table 2 - Equipment (own creation)

Equipment (CZK)	315 000
Bar with computer	90 000
Kitchen	20 000
Boxes (6 x 10 000)	60 000
Tables (6 x 3 200)	19 200
Chairs (18 x 2 100)	37 800
Sofas (4 x 3 500)	14 000
Cat equipment (10 x 4 000)	40 000
Menu (25 x 500)	12 500
Decoration and others	21 500

Table 3 - Machinery (own creation)

Machinery (CZK)	220 000
Coffee maker	85 000
Chocolate maker	4 500
Smoothie maker	4 500
Refrigerators (2 x 30 000)	60 000
Oven	39 000

Dishwasher	11 000
Display case for desserts	15 000
WiFi router	1 000

4.8.2 Start-up balance sheet (simplified)

According to the calculation above, the owner needs at least 610,000 CZK to start up the business. She saved up 400,000 CZK that she will invest into the company as a registered capital.

The owner also decided to borrow some money from the bank – she compared bank loans from 3 different banks and the most favorable one is from Komerční banka as the owner already has one current account there. The bank loan from Komerční banka is 300,000 CZK with a 7.2 % interest – payment per month is 5,159 CZK (fully repaid in 6 years). Komerční banka will also cover the business by insurance – 1,000 CZK per month. As it implies, fixed assets will be mostly covered by the registered capital.

Table 4 - Start-up balance sheet (own creation)

Start-up balance sheet (CZK)			
Assets		Liabilities	
Fixed assets	536 000	Equity	400 000
Long term assets	536 000	Registered capital	400 000
Current assets	164 000	Current liabilities	300 000
Cash	7 000	Bank loan	300 000
Bank account	102 000		
Inventory	55 000		
Σ	700 000	Σ	700 000

4.8.3 Income statement

Before forecasting what the profit or loss might be, it is necessary to calculate the estimated costs and revenues in the first place.

Costs

As was already mentioned, Café Malá tlapka will employ 2 full-time workers (+ 1 top manager = the owner) and 1 part-time worker. This, of course, means expenses for the business – not only in the terms of wages but also the insurance payments. Insurance of the business itself is included as well. Full-time workers' gross wage will be 19,000 CZK per month (plus 80 % of tips divided equally, the rest of the tips will remain in the café itself to

cover possible waiters' errors). Estimated wage of one part-time worker will be 70 CZK per hour (approximately 55 hours per month = 4,000 CZK per month) and no insurance paid as the owner will employ students only and part-time worker earnings will be always under 10,000 CZK per month.

Table 5 - Personnel expenses (own creation)

Personnel expenses (CZK)				
	Average wage per month	Social and health insurance (25 % + 9 %)	Wage + insurance per month	Annually
The owner	22 000	7 480	29 480	353 760
Full-timers (2)	38 000	12 920	50 920	611 040
Part-timer (1)	4 000	-	4 000	48 000
Total	64 000	20 400	84 400	1 012 800

So, knowing the amount of the personnel expenses, I now am able to calculate the operating costs. Estimated variable costs are averaged.

Table 6 - Operating expenses (own creation)

Operating expenses (CZK)		
	Monthly	Annually
Fixed costs	42 659	511 908
Rent	30 000	360 000
Utilities	6 000	72 000
Interest + insurance	6 159	73 908
Internet	500	18 000
Variable costs	109 400	1 264 800
Wages	84 400	1 012 800
Merchandise	20 000	240 000
Material	5 000	60 000
Total	152 059	1 776 708

Revenues

The founder calculated estimated revenues according to the questionnaire – from 142 respondents, 11 people are not interested in visiting a cat café at all. So, 131 potential

target customers who visit cafés approximately once a week equal 18 customers per day. I consider respondents to be the representatives of a more complex (tripled or even quadrupled) target segment. Therefore, my estimated pessimistic number of customers per day is rounded 50 ($18 \times 3 = 54$) with an average spending 80 CZK (the potential customers answered that it is the coffee and home-made desserts why they go to the cafés). As Café Malá tlapka will be becoming more popular and people will be more aware of it, the number of customers is expected to rise by up to 10-12 % per month (5-7 more customers per day), so my estimated revenues will be higher every month. A very optimistic estimation is to have 80 customers per day after 5 or 6 months of operation.

Table 7 - Revenues (own creation)

Revenues (CZK)			
Month	Customers per day	Revenues per day	Revenues per month
1.	50	4 000	120 000
2.	55	4 400	132 000
3.	62	5 200	156 000
4.	70	5 600	168 000
5.	80	6 400	192 000

Income statement (Profit and loss statement)

The preceding tables show estimated costs and revenues from which I compiled simplified approximate income statements for the first 5 months.

Variable costs might be different every month and therefore I move the total amount of the costs up and down to keep a realistic point of view – the average amount of the total costs per month is estimated to be 152,059 CZK.

In the very first month, it is important to include the total start-up costs associated with foundation of the café as well (601,000 CZK) and exclude the costs for merchandise as it is already part of the start-up costs. Costs in the first month (CZK): $(152,059 - 55,000) + 601,000 = 698,059$ CZK.

Corporate tax in the Czech Republic is 19 % and is compulsory for a business with turnover higher than 1 million CZK per year.

Table 8 - Income statement (own creation)

Income statement (CZK)					
Month	1.	2.	3.	4.	5.
Revenues	120 000	132 000	156 000	168 000	192 000
Costs	698 059	148 022	161 102	145 680	147 722
EBT	-578 059	-16 022	- 5 102	22 320	44 278
EAT	-578 059	- 16 022	- 5 102	18 079	35 865

Break-even point is calculated as follows:

$$FC \text{ per day} / (Pu \text{ per day} - VCu \text{ per day}) = 1,422 / (80 - 59) = 67.7$$

So, 67.7 units sold per day = 2,031 units sold per month = 5,416 CZK sales per day = 162,510 CZK sales per month. Margin per unit = $(80 - 59) / 80 = 26.25\%$. Café Malá tlapka needs to reach 162,510 CZK revenues per month to hit the break-even point per month. As it implies, break-even point will be met for the first time in the 4th month.

Profitable business

I consider 3rd month's statistics from *Table 8 - Income statement* and *Table 7 – Revenues* pessimistic. Statistics from 4th month are more realistic and, according to them, Café Malá tlapka is supposed to cover all the initial costs associated with foundation (601,000 CZK) and become profitable after 34 months ($18,079 * 34 = 614,686$ CZK).

In the most optimistic scenario (if the earnings would be as in the 5th month), this business would be profitable much sooner, after just 17 months.

4.9 Risk evaluation

The founder is aware of the possible failure – there are many risks this café will face, some of the risks are more controllable than others. I will try my best to minimize the risks.

- **Bad choice of employees** – it is only recommended to choose the right people – skilled, responsible, kind and also reliable. If the bad employees are hired, customers will not be satisfied and might even quit visiting the café.
- **Losing customers** – as was mentioned, customers might not be interested in a café with unfriendly waiters. But that is not the only factor – they might choose to go to another café instead simply because they will not like something else there (for instance the service, the atmosphere and so on). To minimize this risk, the owner herself will communicate with the customers as much as possible (in the café, via Facebook and webpage) to find out what do they like and what could be improved.

A questionnaire about the content will be also released time to time. The customers simply need to know that the owner does care about them and their opinions.

- **Unreliable suppliers** – delivery of freshly roasted coffee beans, fruits and other merchandise is vital for a business like this. Also the price is important – suppliers need to have adequate and stable prices. If the prices are to change very often, the prices in café would have to be changed as well, and this is very time and money demanding process. Business might have serious problems if the owner would not find suitable suppliers in the long term.
- **Legislative risks** – the government might pass a law that would complicate smooth operating of the business (for example EET). The owner needs to keep up and prepare the café for such situations – ignoring the law is not the right way, the business is then exposed to high fines.
- **Bad finance management** – the owner needs to be educated and skilled properly if she wants to manage the business in a healthy economic way – the business otherwise moves towards insolvency even if it has enough customers and makes profit.
- **Damage to property** – very common risk which will be covered by insurance.

There are some other additional risks (new cat cafés competitors on the market, weakening economy in general) but these are almost impossible to control in any way.

CONCLUSION

The main goal of this bachelor's thesis was to compile a business plan. Firstly, however, I needed to write a theoretical part with the help of literature to better understand the purpose of a business plan.

In the theoretical part, I divided the businesses in the Czech Republic according to the legal forms and I decided to form a business of a natural person – sole proprietorship. Then, I read through several books about the business plan to compile a structure of it with the theory about what in the particular parts am I supposed to deal with.

In the beginning, it was important to know what kind of business I want to establish. As I always wanted to have my own café, it was pretty easy. Once I had a thought about a cat café, however, I needed to research the market properly to find out whether my idea would be successful among the potential customers or not. I released a questionnaire and, according to its results, most of the people in Zlín would be interested in visiting a cat café, even though a majority of the respondents have never visited such café before. Questionnaire helped me to identify my target customers and to estimate my future revenues as well.

Furthermore, I compiled marketing and operative plans. In the marketing plan, I focused on the marketing mix, mainly on the promotion as the communication (not only) with the customers is a very important factor. SWOT analysis is part of the marketing plan too.

Then, I needed to research the competitors in Zlín. There are two strong competitors to Café Malá tlapka – Mr. Coffee and Caffé 19. jamky. I need to focus on what will my café be better at (for example the pricing strategy or loyalty cards), plus a big competitive advantage is that my café is a cat one.

To analyze my business in the terms of finances was a vital part as well. To establish such café is financially demanding – initial costs reached over 600,000 CZK. I then estimated my projected revenues and compiled an income statement – Café Malá tlapka is realistically estimated to start making a profit after the 34th month of operation. I also evaluated the potential risks as for the founder it is important to know what risks his or her business will face.

Writing this thesis helped me to identify whether the idea of a cat café in Zlín is feasible or not – all of the parts showed me if this business is about to survive or not. After I evaluated my business plan, I dare say that Café Malá tlapka would make a great success.

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LIST OF ABBREVIATIONS

CV	curriculum vitae
CZK	Czech Koruna
ČSÚ	Český statistický úřad (Czech Statistical Office)
BEP	break-even point
EET	elektronická evidence tržeb (e-sales)
EU	European Union
FC	fixed costs
Pu	price per unit
VCu	variable costs per unit
WiFi	wireless fidelity

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APPENDIX P I: OWNER'S CV

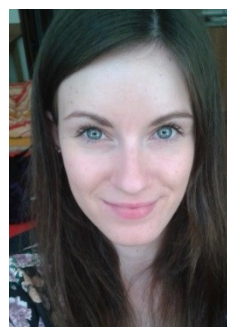
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VZDĚLÁNÍ

- 2010-2014 Maturita, obor Hotelnictví a turismus
Střední škola hotelová a služeb Kroměříž
- 2014-2017 Akademický titul bakalářský, obor Anglický jazyk pro manažerskou praxi
Univerzita Tomáše Bati ve Zlíně

PRAXE

- 2011-2014 **servírka** – praxe v rámci střední školy vždy na dobu 2 měsíce, místo výkonu např. hotel Vega v Pozlovicích, hotel Alexandria v Luhačovicích, hotel Crowne Plaza v Londýně, restaurace Racek v Chropyni
- 2015 (7 měsíců) **telefonní operátorka**, call centrum Crystal Call, a. s. ve Zlíně
- 2016 (8 měsíců) **administrativní výpomoc**, Z Studio, s.r.o. ve Zlíně
- od dubna 2016 **prodej za barem**, Halo Bubble Tea ve Zlatém Jablku ve Zlíně

ZNALOST CIZÝCH JAZYKŮ

Angličtina – pokročilý (C1)

Španělština – začátečník (A2)

Francouzština – základy

ZNALOST PRÁCE NA PC

Microsoft Office (Word, Excel, PowerPoint)

Email (Seznam, Outlook, Gmail + Google Drive)

Photoshop (ZonerPhoto Editor)

ZÁLIBY

Sport (plavání, badminton, poker)

Umění (hudba, filmy, fotografování, kultura)

Gastronomie

APPENDIX P II: QUESTIONNAIRE

Kočíčí kavárna ve Zlíně?

Dobrý den,

jmenuji se Aneta Randulová a jsem studentkou UTB ve Zlíně. Prosím, věnujte svůj čas mému dotazníku k bakalářské práci - dotazník je určen těm, kteří ve Zlíně bydlí nebo zde alespoň tráví většinu svého času. Vyplnění zabere 5 minut. Děkuji všem!

1) Jsem...

- Muž
- Žena

2) Věková kategorie...

- 15-18
- 18-26
- 26-40
- 40 a více

3) Jak často chodíte do kavárny?

- často, klidně i několikrát do týdne
- občas, asi 1x týdně
- jak kdy, asi 2x měsíčně
- výjimečně, jen párkrát do roka

4) Proč chodíte do kavárny? Více možných odpovědí.

- kvalitní káva
- domácí dezerty
- odpočinek, třeba si i něco přečíst
- posezení s kamarádem/kamarádkou/partnerem/partnerkou

5) Máte zde oblíbenou kavárnu?

- ano, ale navštěvuji i jiné kavárny
- ano, pravidelně chodím pouze do jedné kavárny
- je mi to jedno - ta, která je nejbliž, do té zajdu

6) Už jste někdy navštívili kočíčí kavárnu v Brně/Olomouci/Praze?

- Ano
- Ne

7) Víte, co je to felinoterapie?

- Ano
- Ne

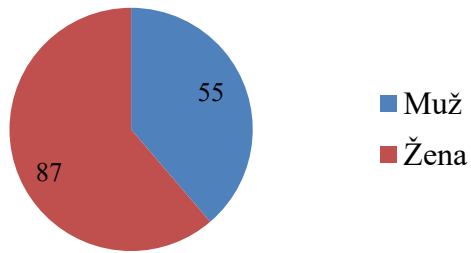
8) Chtěli byste kočíčí kavárnu ve Zlíně?

- Ano
- Ne
- Nevím, protože si nejsem jistý/á, co taková kočíčí kavárna znamená.

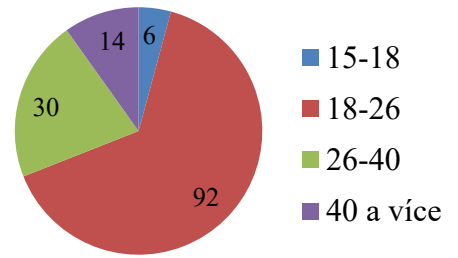
9) Pokud ano, z jakého důvodu? Více možných odpovědí.

- mám rád/a kočky a zvířata obecně, jejich přítomnost vítám
- ze zvědavosti
- mám rád/a kavárny obecně - čím víc na výběr, tím líp
- rád/a zkouším něco nového
- moje odpověď byla ne - dávám přednost klasickým kavárnám

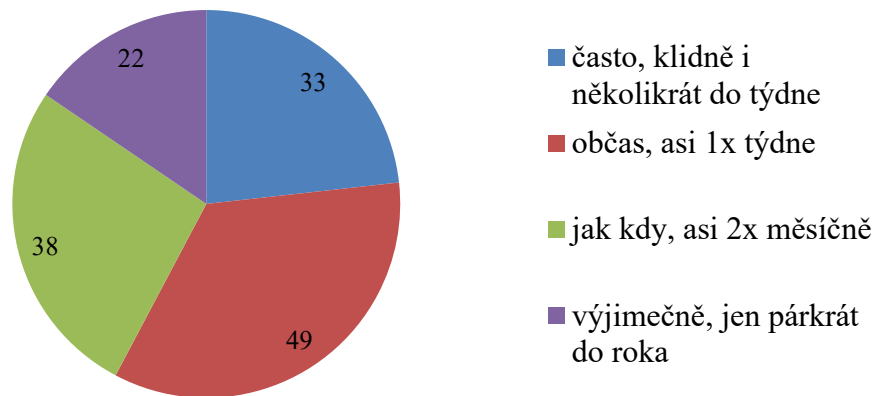
Jsem...



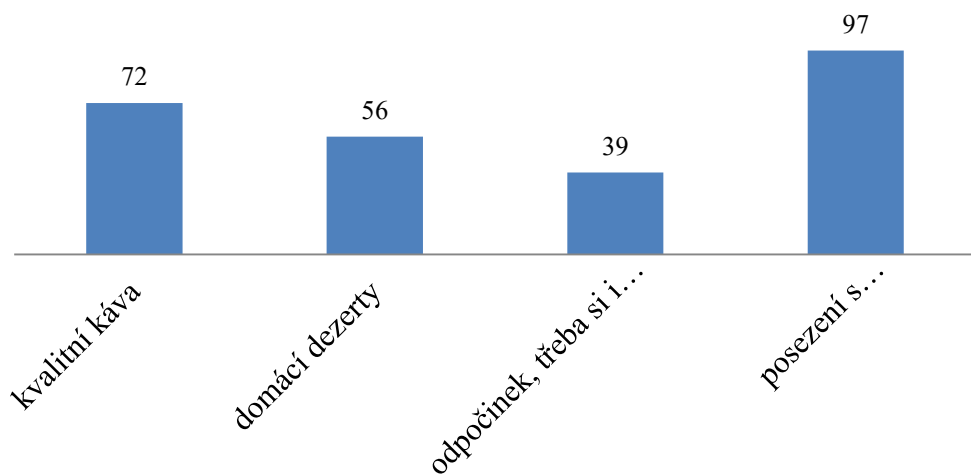
Věková kategorie...



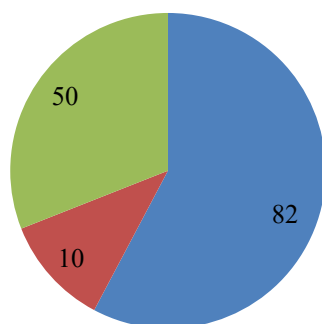
Jak často chodíte do kavárny?



Proč chodíte do kavárny? Více možných odpovědí.

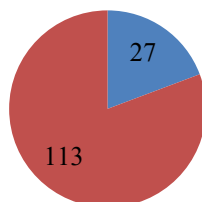


Máte zde oblíbenou kavárnu?



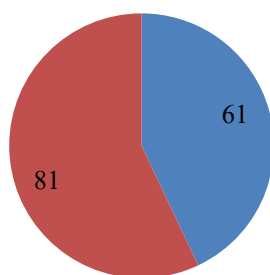
- ano, ale navštěvuji i jiné kavárny
- ano, pravidelně chodím pouze do jedné kavárny
- je mi to jedno - ta, která je nejbliž, do té zajdu

Už jste někdy navštívili kočičí kavárnu v Brně/Olomouci/Praze?



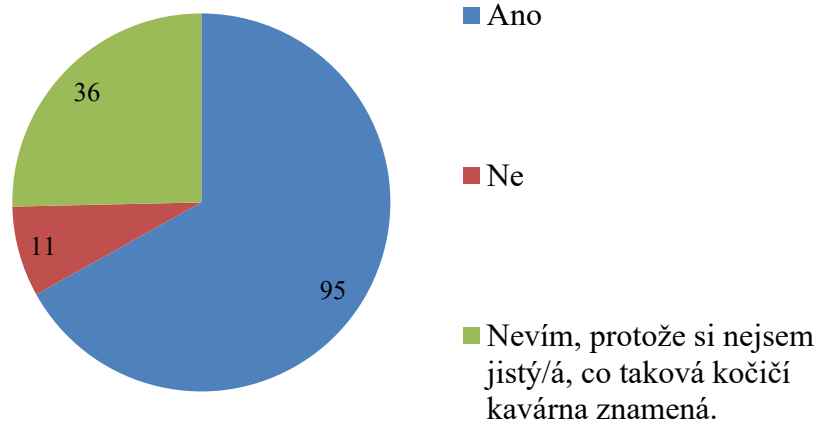
- Ano
- Ne

Víte, co je to felinoterapie?

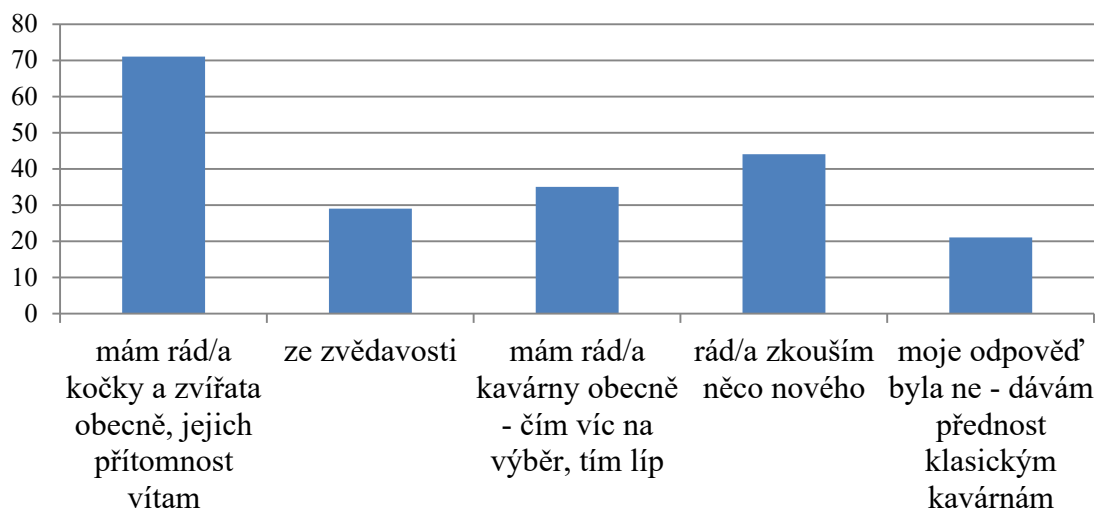


- Ano
- Ne

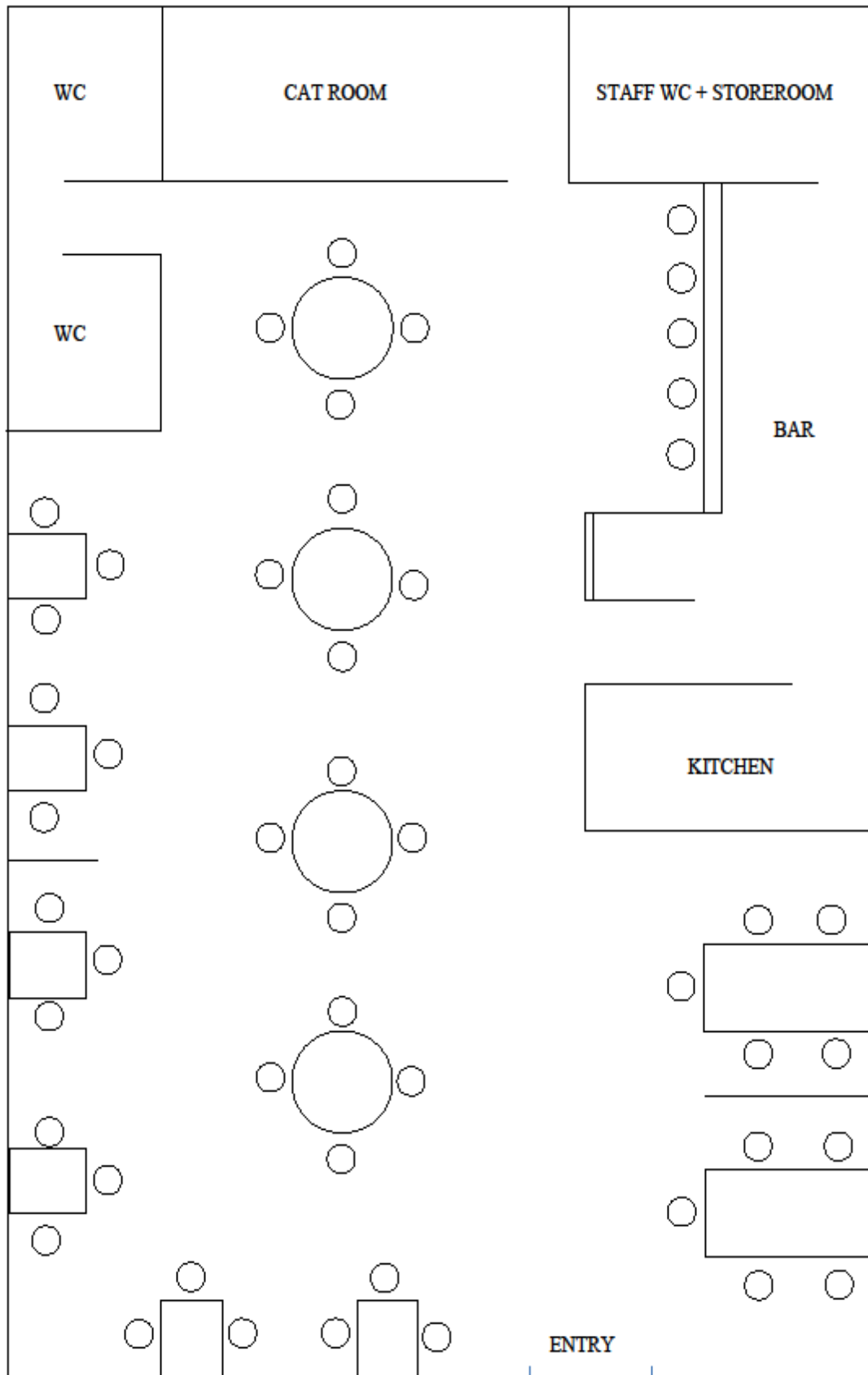
Chtěli byste kočičí kavárnu ve Zlíně?



Pokud ano, z jakého důvodu? Více možných odpovědí.



APPENDIX P III: FLOOR PLAN



APPENDIX P IV: MENU

KÁVA

Espresso klasické espresso	7 g	30,-
Espresso lungo velké espresso	7 g	30,-
Cappuccino espresso s mléčnou pěnou	7 g	33,-
- s příchutí: karamel, vanilka, oříšek	7 g	35,-
Latté espresso s horkým mlékem a mléčnou pěnou	7 g	38,-
- s příchutí: karamel, vanilka, oříšek	7 g	40,-
Double espresso dvojité espresso	14 g	40,-
Flatwhite dvojité espresso s horkým mlékem	14 g	42,-
Frappé espresso s mlékem a ledem	7 g	42,-
Cascara specialita ze sušené dužiny kávových třešní		40,-

ČAJE

Mátový konvička čaje z čerstvých mátových lístků		40,-
Zázvorový konvička čaje z čerstvého zázvoru		40,-
Zelený konvička sypaného zeleného čaje		40,-
Ovocný konvička sypaného ovocného čaje		42,-
- Kony (pomeranč, mandarinky, citron)		
- Berries (jahody, borůvky, maliny)		
- Sous (brusinky, rozinky, třešně)		
- Bora Bora (jablka, hrušky, banán)		
Chai latte kořeněný černý čaj s mlékem		45,-

ČOKOLÁDA

Horká čokoláda mléčná, bílá, hořká		35,-
- s příchutí: mandle, kokos, oříšek		38,-

ICESHAKES

Milkshake mléčný koktejl – banán, jahoda, malina, borůvka	0,3 l	49,-
Smoothie ovocný koktejl – banán, jahoda, malina, borůvka	0,3 l	49,-

NEALKOHOLICKÉ NÁPOJE

Domácí limonáda dle denní nabídky	0,4 l	39,-
Coca-cola original, zero	0,25 l	29,-
Kinley tonic original, zázvorový	0,25 l	29,-
Fanta	0,25 l	29,-
Bonaqua perlivá, neperlivá	0,25 l	25,-
Rozlévaný džus pomeranč, jablko, multivitamin, kaktus	0,2 l	20,-

VÍNO

Rozlévané dle denní nabídky	0,2 l	35,-
- džbáněk	0,5 l	70,-
Sauvignon bílé, polosuché	0,75 l	189,-
Tramín červený bílé, polosladké	0,75 l	169,-
Modrý portugal červené, polosuché	0,75 l	169,-

PIVO | lahvové

Pilsner Urquell	0,5 l	39,-
Kingswood	0,4 l	39,-

DOMÁCÍ DEZERTY | dle denní nabídky

Dort mrkvový, čokoládový, citronový	59,-
Crème brûlée tradiční francouzský dezert	55,-
Panna cotta tradiční italský dezert	49,-
Jablečný štrůdl tradiční český dezert	39,-
Palačinky 2 ks palačinek s čerstvým ovocem a marmeládou	39,-
Čokoládový muffin	29,-

DOPLŇKOVÝ SORTIMENT

Vrep tortilla, šunka, rajče, okurek, mozzarella, salát, dresink	69,-
Sendvič toast, šunka, sýr, salát	45,-
Pražené mandle	45,-
Sušený mix ovoce	39,-