

**BUSINESS PLAN**  
**LE NARAYAN**  
**RESTAURANT MANAGEMENT CONSULTANCY**



**SREERAM THINAKAKKATH DEVARAJAN**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT**  
**OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL**  
**STAMFORD INTERNATIONAL UNIVERSITY**  
**MASTER OF BUSINESS ADMINISTRATION**  
**ACADEMIC YEAR 2016**

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**The Business Plan has been approved by  
Stamford International University  
The Graduate School**

**Title:** Le Narayan (Restaurant Management Consultancy)

**Name:** Sreeram Thinakkakath Devarajan

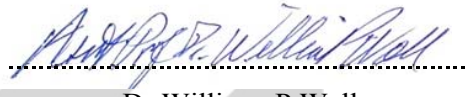
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May 2017



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Sreeram Thinakkakath Devarajan

## EXECUTIVE SUMMARY

The Indian food retail market is very promising and expected to reach USD 915 Billion by the year 2020 and the Indian food processing industry accounts for 32% of the country's total food market. Indian fast food industry has doubled its business from 2013 to 2016 and has a business turnover of USD 1.12 billion.

Le Narayan Restaurant Management Consultancy, with its 15 years of targeted expertise by the founder, is entering the Indian food and beverage business market at the a critical time of high growth in the restaurant industry with the right focus to provide innovative and cost-effective management consultancy to the start-up and improving restaurants of India.

As the Vison and Mission of Le Narayan focuses to be a leader in the restaurant consulting industry by providing the right business strategic ideas based on the data drive decision making process. Creating an unique restaurant management system with the help of innovative technologies and having a Mission which is with the continuous research and understanding the food industry and moving forward with the right direction with the right team at the right time to create successful restaurant concepts that creates an unique dining experience for the clients & customer and also making profit for the owners.

The Le Narayan Restaurant Management Consultancy will be formed and registered under the sole proprietorship and will be managed by Mr Sreeram Devarajan who is the Managing Director and Senior Business consultant of the company. Managing Director has 15 years of experiences in the international F&B industry and is well capable of handling company alone. Few of the operations like accounting and tax related services will be outsourced. The location of office is at Kochi southern part of India.

The target market of Le Narayan includes potential Indian business entrepreneur who wants to start and enter the restaurant business but have limited knowledge about the industry and lack of experience in food business but have money to invest in the restaurant business and other target.

Would focus on existing restaurant entrepreneur who has problem and concern running their restaurant business and helping to solve the problems with the help of data driven decision making process.

Le Narayan Restaurant Management Consultancy is fully owned by the Managing Director Mr. Sreeram Devarajan. Company operates on own office building and the company is financial stable and the company doesn't run with outside finical support and Le Narayan is well backed up with self-financed operation. Le Narayan has many sources for the income for its business because the company well organized and strategically planned its operations in advance. The company is forecasted to increases the business by 25% to 50 % every year and Le Narayan has a well strategically planned integrated digital marking communication to achieve these targets.

The future plan of Le Narayan is focused on the Digital Restaurant system platforms because that is the future of the F&B industry and at the same time looking into creating the next-generation customer experience. Le Narayan future plan will be focuses on technology based restaurant consultancy by partnering with well-known digital restaurant system providing companies Oracle and Micro's. Le Narayan Company strong believes that the future of restaurant industry is 100% based on digital platform system.



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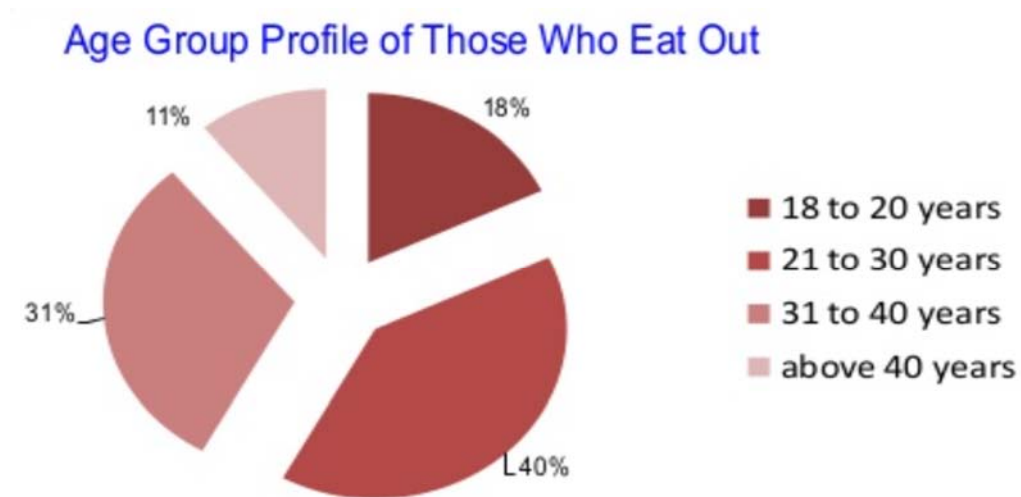
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## CHAPTER 1

### OPPORTUNITY ANALYSIS

#### 1.1 Business Trend and Market Opportunities



**Figure 1.1** Age group profile of those who eat out

**Source:** (Sahgal, 2014)

Indian food industry is worth \$ 41.13 Billion and growing at a CAGR OF 11% and trend shows that it will hit \$ 68bn by the year 2018. The size of the Indian QSR is about \$0.62 bn, going a healthy CAGR OF 2.0 % and expected to reach \$1.1 bn by the year 2017-18. The delivery segment also plays a vital role in the F&B industry of India and there has been a great increase in this segment. The studies show that young Indian consumers are very price sensitive in nature (Sahgal, 2014)

Favourite outdoor entertainment activity	13-18 years	19-24 years	Gen Next (all youth)
Projected base	93,18,951	129,923,462	223,142,413
Movies at Cinema hall	13.90%	16.60%	15.50%
Go dancing at discos	0.40%	1.40%	1.00%
Pubbing/drinking with friends/family	1.20%	1.60%	1.50%
<b>Eating Out</b>	<b>9.70%</b>	<b>10.40%</b>	<b>10.10%</b>
Entertainment Parks	4.80%	5.90%	5.40%
Shopping/Window Shopping	4.70%	5.20%	5.00%
Spiritual sessions/satsangs	5.80%	8.90%	7.60%
Watch art & culture performance/events	4.40%	4.10%	4.20%
Generally hangout with friends	27.00%	23.80%	25.10%
Go for long walks	4.60%	6.80%	5.90%
Read in libraries	4.70%	4.20%	4.40%
Go on long drives	0.90%	2.30%	1.70%
Play favourite sports	8.10%	6.20%	7.00%
Going Out/picnic with family	7.20%	8.00%	7.70%
Visit Relatives/neighbors	15.70%	16.60%	16.20%
None	40.40%	37.30%	38.60%

**Figure 1.2** Indian consumer behavior of eating out

Source: (Sahgal, 2014)

The above statistics shows that Indian consumer behavior based on the age group on dining out and it shows it's really compared to other activities.

25% OF OUR YOUTH PREFER HANGING OUT WITH THEIR FRIENDS OVER OTHER OUTDOOR ENTERTAINMENT ACTIVITIES Pubbing/drinking with friends/family 1.20% 1.60% 1.50% Eating Out 9.70% 10.40% 10.10%.

### 'GOING-OUT' HABITS OF INDIAN YOUTH

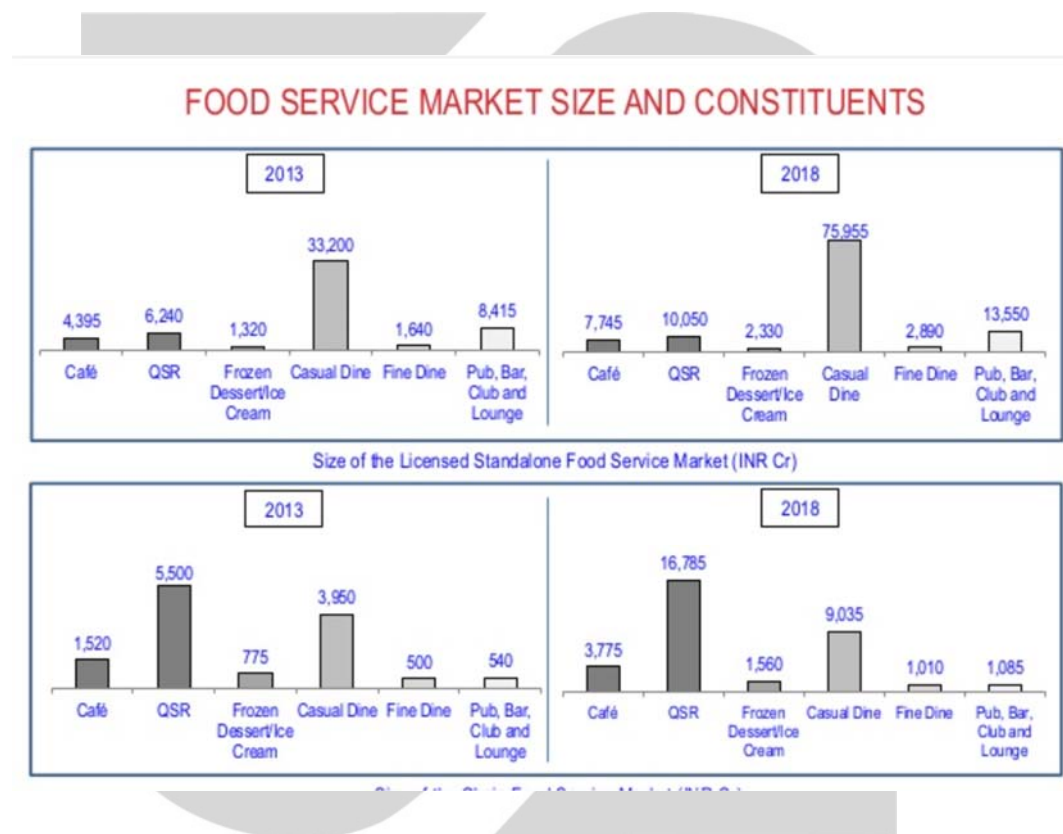
- Indian consumers, at least those who can afford it, are increasingly dining out, particularly in urban areas.
- Eating out has evolved from an occasion driven activity to an occasion in itself. It has become a form of entertainment for consumers today.
- Urbanizing double-income households, changing lifestyles and food preferences are spurring the organized market within the dining out sector.

<i>Casual Dining and QSR Dominates the Organized Indian Food Service Market</i>	
Casual Dining and QSR	70%
Pubs, Bars, Clubs and Lounges	12%
Fine Dining and Frozen Desserts	10%
Cafes	8%
<b>Total Indian Food Service Market</b>	<b>100%</b>

**Figure 1.3** Going out habit of Indian youth

Source: (Sahgal, 2014)

The surveys shows that there is a huge increase in dining out Indian urban area and nowadays dining out culture very common than compared 10 years ago and one of the reason is the disposal income that the current young professionals are making and pubs are and bars are still considered expensive Indian F&B industry. Café business India still not popular as the western countries (Sahgal, 2014)



**Figure 1.4** Food Service Market Size and Constituents

**Source:** (Sahgal, 2014)

This bar graph shows the Indian food service market size and constituent and graphs indicates there is a huge number of new business openings in coming years and some sectors are in double in digits.

**The drivers for food service market in India are as follows**

- 1) Favorable demographics
- 2) Increased income and consumption levels
- 3) Life style changes
- 4) Rising number of working woman
- 5) Foreign direct investment in India

Note that the Indian consumption of fast food is driven by the people age group between 18 and 40 another important factor of Indian GDP of 6% and Indian spend on eating - out is about Indian currency 33.000 cores market size (Sahgal, 2014)

**The challenges in India's food service market as follows**

- 1) Food price inflation
- 2) Fragmented market
- 3) Real estate cost
- 4) Labor acquisition and cost
- 5) Fragmentized supply chain and sourcing
- 6) Multiple level of taxes

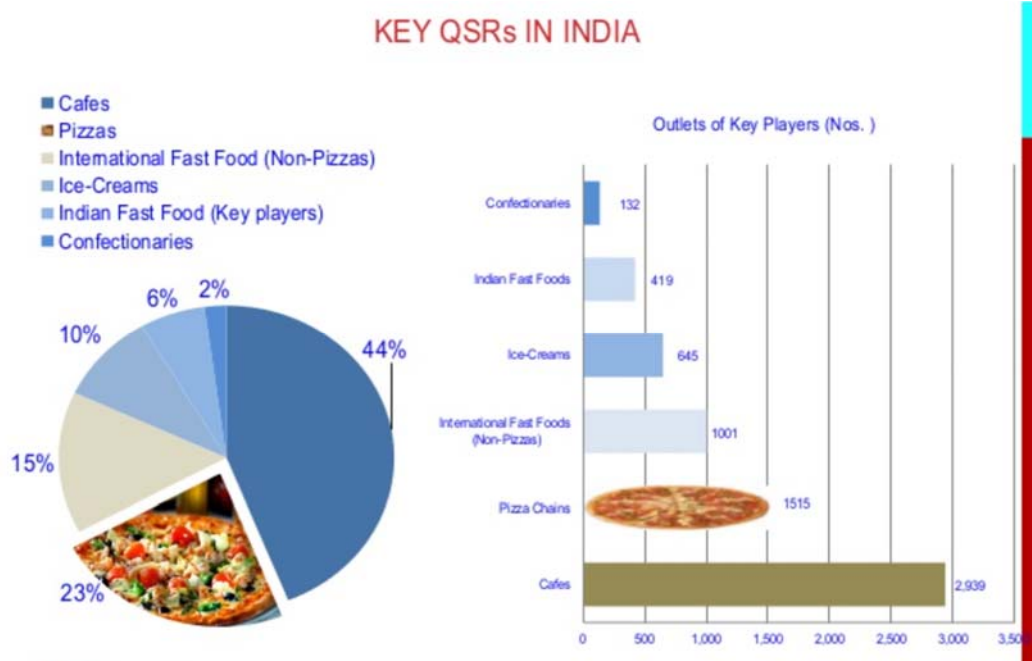
## ACTIVE PRIVATE EQUITY INTEREST IN INDIAN FOOD SERVICE MARKET

Company	Industry	Investor	Type	Deal Amount (US\$mn)
Om Pizza - Papa John, Chili's	QSR	TVS Capital	Private Placement	8.3
Adigas Fast Food	QSR	New Silk Route	Private Placement	Undisclosed
Moshes	Café	New Silk Route	Private Placement	Undisclosed
JSM Corp - HRC, California Pizza Kitchen	QSR, Lounge	Azim Premji	Private Placement	25
Box8 (Ponchos)	QSR	Indian Angel Network	Private Placement	Undisclosed
Devyani International Limited	QSR	India Advantage Fund Series III/ICI Ventures	Private Placement	30.04
Sagar Ratna Hotels Private Limited	Hospitality	India Equity Partners Fund I	Private Placement	25.88
Nirulas	Casual Dining/QSR	Navis Asia	Private Placement	22.5
Speciality Restaurants	Fine Dining	SAIF Partners	Private Placement	22
Cuisine Asia	Casual/Fine Dining	Vetinvest	Private Placement	20
Pind Balluchi	Fine Dining	Everstone Capital	Private Placement	20
Amalgamated Coffee Bean and Trading Company - CCD	QSR	Sequoia	Growth	20
Ammi's Biryani	Casual Dining	SAIF Partners	Private Placement	7
Mast Kalendar	Casual Dining	Halion Venture	Private Placement	6
Faasos	QSR	Sequoia	Private Placement	5
Barbeque Nation	Casual Dining	CX Partners	Private Placement	18.3
Beer Café	Pub - QSR	Mayfield Fund	Private Placement	Undisclosed
Man's Dum Biryani	Casual Dining	Navlok Ventures	Private Placement	Undisclosed
Fishtro	QSR	Corea Hospitality	Private Placement	5

**Figure 1.5** Active private equity interest in Indian food service market

**Source:** (Sahgal, 2014)

This above tables shows the India's biggest F&B companies and their food business outlet and it indicates the deal amount.



**Figure 1.6** Key QSRs in India

**Source:** (Sahgal, 2014)

This statistic gives us the clear idea the importance and potential role of QSR Indian food service industry. 44 % is the local Indian fast food companies and 15% shows other international fast food companies which are mainly American companies like KFC and MacDonal'd's.

## GROWTH TRENDS IN QSR INDUSTRY QSRs

QSRs	Approx. No. of Outlets	Expansion Plan
Café Coffee Day	1,534	10-15 outlets every month
Domino's Pizza	749	140-150 outlets every year
Barista	180	Not Available
McDonald's	270	500 outlets in three years
Pizza Hut	131	250 restaurants by 2015
US Pizza	81	Not Available
Nirula's	85	Not Available
KFC	361	500 outlets by 2015
Costa Coffee	100	Not Available

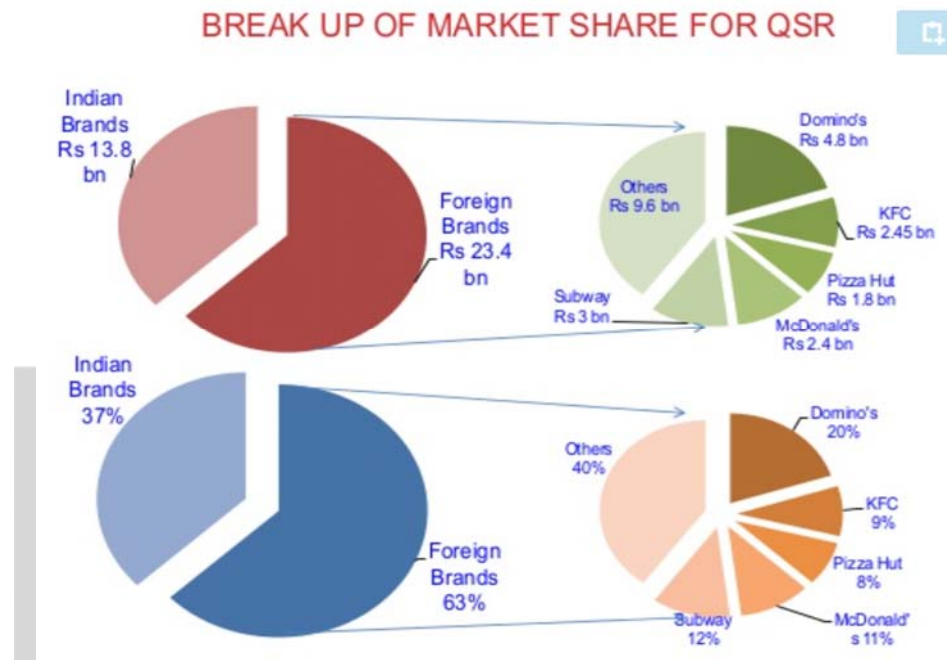
**Figure 1.7** GROWTH TRENDS IN QSR INDUSTRY QSRs

**Source:** (Sahgal, 2014)

The figures of 2015 which shows that demand for QSR in Indian consumer and its really interesting to MacDonalD's had planned for 500 outlets for 2015 to 2017 year and same goes with KFC India plan because both KFC and MacDonalD's have almost the same market share in India.

### **Other factors effecting the growth trends in QSR Industry as follows**

- 1) High speed and consistent food service and efficiency
- 2) Strategic locations with easy accessibility from the work place and in shopping malls
- 3) Limited menu choices of standard items
- 4) Fast turnaround time through efficient model
- 5) Drive thru facilities
- 6) Quick order placement
- 7) home delivery
- 8) value proposition for customers due to low average checks

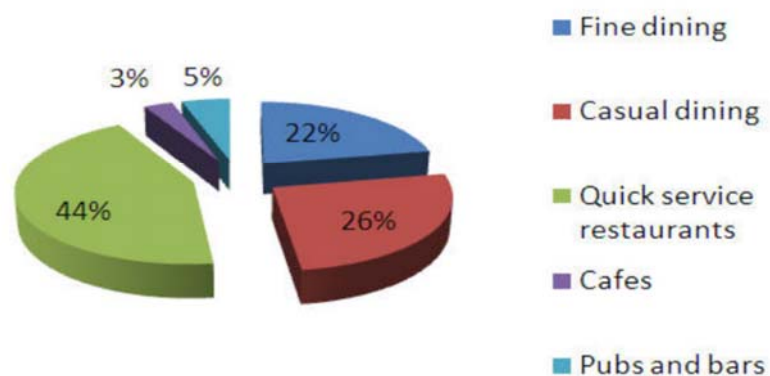


**Figure 1.8** Break up of market share for QSR

**Source:** (Sahgal, 2014)

These graphs shows the role of foreign brands in QSR industry in Indian food industry and its old details it shows the number played by international food chain in India.

The Indian restaurant market

**Figure 1.9** The Indian restaurant market

Source: (Sahgal, 2014)

The Indian restaurant market is expected to grow at 15% in future, with organized players expected to grow more rapidly. The fine and casual dining segments are expected to register market growth of more than 18%–20% and 15%–17%, respectively

The mid-priced segment i.e., in the APC range on INR300–500, is gaining maximum traction and is expected to drive market growth by value.

#### **Key growth drivers of this market**

Both demand- and supply-side factors are fueling robust growth in the restaurant market. The following are some of these factors <sup>1</sup> (D'Cruz, n.d)

- ❖ Rising consumerism and affluence:
- ❖ The eating-out experience:
- ❖ Media proliferation and enhanced exposure:
- ❖ Evolution of captive retailing centers
- ❖ Increased interest by international brands:
- ❖ Emergence of national brands:

Reports shows that the fast food industry has doubled its business during 2015 and have strong growth in coming years. The main reason for this growth because of new and young population of India are open to fast food cultured compared to old generation of home cook food. India's fast-food industry is expected to double in size between 2013 and 2016, to \$1.12 billion, according to the Economist Intelligence Unit. Populations of India stand 1.2 billion and currently India has only 2700 chain fast food outlets that is too less compared to population. Fast food business is yet to be expanded beyond the largest cities. Indian government under the new prime mister Narendra Modi has open India more international companies to enter the Indian food industry and it means that's there is a great opportunity for more fast food companies invest in India (Gaub, India's fast-food industry is becoming a major market, 2015)

Indian restaurant industry did very well last year by contributing 3,239,438,694 USD in taxes to Indian government. It also had created 5.8 million direct jobs in 2016 according to Indian food services report (IFSR).

According the National Restaurant Association of India the Indian food services market is worth over USD 44,026,809,391.7991 and forecasted to hit USD 73,378,015,652.9985 by the year 2021 and also report estimate that the restaurant industry will contribute close to 2.1 percent to Indians GDP by 2021. Currently the size of the food service India is about USD 44,026,809,391.7991 and grown at 7.7 per cent since the last report of 2013. The report also suggest that it is projected to grow Indian rupees 4, 98, 130 core at a CAGR of 10 percent by 20121. There is a strong indication that restaurant industry will create direct employment of 5.8 million people and contributing a whopping RS 22, 4000 Cores by way of taxes to the Indian economy (PTI, 2016)

Indian restaurant is worth UDS 11,006,702,347.9407 and really growing at high pace of annual rate of 75 and F&B industry is highly fragmented with 1.5 million eating outlets and out this number about 3000 outlets form the organized segments and these organized segments are rapidly growing at an annual rate of 16%. The real winner in the industry is the quick service segments with a growth rate of 21%.

Organized Segment is expected to reach USD **3,404,044,624** by 2017, driven by:

- a) Rising disposable income
- b) Nuclear family structure
- c) Increasing working population
- d) Rapid urbanization and consumerism
- e) Increased private equity interest

Segment	Market Size (Rs Cr)	Expected Growth Rate
Quick service Restaurants	4675	21.5%
Casual dining	2365	11.9%
Cafes	1265	12.3%
Fine dining	1045	12.0%
Pubs, bars, clubs and lounges	963	11.0%

**Table 1.1** Market size and Expected growth rate

**Source:** (PTI, 2016)

According to the survey Indians on an average eat out lesser than 2 times a month with the compared to 40 times in Singapore. If there is a small increase in the number provides a big market opportunity for the F&B industry of India.

#### **Brands by Segments**

- Quick Service Restaurants (QSR): Domino's, KFC, McDonalds
- Casual dining restaurants: Pizza Hut, Yo! China, Sagar Ratna
- Cafes: Cafe Coffee Day, Barista Lavazza, Costa Coffee
- Fine Dining Restaurants: Mainland China, Sahib Sindh Sultan, Copper Chimney
- Pubs, bars, clubs, lounges: Hard Rock Cafe, Xtreme Sports Bar, TGIF

### **Key Private Equity (PE) & Venture Capital (VC) Firms which have invested in the Restaurant Industry**

- NSR: Coffee day (360cr), Adiga's (200cr), Ohri's (200cr)
- India Equity Partners : Sagar Ratna (180cr)
- SAIF Partners: Specialty Rest. (120cr), Ammi's Biryani (40cr)
- Everstone Capital: Pind Balluchi (110cr)
- ICICI Venture: Devyani Intrnl–Pizza Hut, KFC, Costa (250cr)
- Aditya Birla PE: Olive Bar (54cr)
- Premji Invest: JSM Corp-HRC, Shiro, CPK (130cr)
- TVS Capital: Om Pizza (50cr), Indian Cookery-Yellow Chili
- Helion Venture: Mast Kalandar (33cr), Booster Juice (16cr)
- Sequoia Capital: Faaso's (28cr)
- VenturEast: Goli Vadapav (26cr)
- IncuCapital: Steammo (40lakhs)
- Matrix India: Yo! China (27cr)
- Accel Partners : Kaati Zone

### **Valuation Multiples for the Indian Restaurant Industry | Publicly Traded Restaurant Companies**

Apart from the positive macro outlook, lack of listed pure play restaurant companies in India driving up valuation multiples (PTI, 2016)

## **1.2 External Environment**

### **PESTEL Analysis**

#### **Political factors**

The political system in India is very strong and complicated at the same time. There are lot of big and small political parties in India. Every political parties in India have own ideologies and believes and they work accordingly. The tax system in India is well developed and taxes are paid by the citizen of India regularly. There are lot of taxes

paid by the citizen of India. Indian government implement many rules and regulations when running business operations such as include the employment law, trading policies, taxation, etc.

Indian political system and structure is well build and well executed that why many international companies find it hard to enter the Indian market but the new Indian government has open its door international investors to come to India and set up their companies. Thanks, the changing mind set of Indian politics that restaurant industry is a growing industry at fast pace and lot of international F&B companies has already set up their operations in India (adamkasi, 2016)

### **Economic factors**

Indian economy is one of the fastest growing economy world and that's why many international F&B companies are interested to enter Indian market. One of the reason is that Indian citizen recently started showing interest international food trends and their preferences also have changed from the past. They have moves far from their traditional Indian cuisines to global fast food chain. The economic element of PEST analysis includes factors like inflation, interest rates, exchange rates, economic growth, stages of business cycles, etc.

Many international restaurant companies targeting Indian market due to the high populations and operational cost is extremely low compared to other countries. One of the key factor would be the present young working generations have more disposal income compared to before and the dining out India have increased high and middle income populations are the market for the restaurant industry (Bernard, 2011)

### **Social Factors**

The social factors of India consist of various social trends and India is rich with values, traditions, belief, life style, demographics features and customs. Majority of the population is Hindu and due this beef is not much consumed in India and also recently eating of beef was banned in India due to religious reasons. The social life of Indians have changed a lot and there is a transformation of lifestyle Indian community due to

high overseas traveling of Indians and now Indian citizens are familiar with international life style and it boost the sales of F&B industry in India.

Social life in India has reached different level compared to before. Dining out culture have become so common and new generations are willing to try all kinds of food now. There is big demand for international cuisine in India after 2005. The social and the cultural factors incorporate elements like branding, demographics, lifestyle changes, health and welfare.

### **Technological Factors**

Indian is known for technological advancement and especially in the IT industry. Technology is driving the Indian economy and recently the government of India was promoting and support a campaign called Digital India. Automation have taken over in all the filed from small scale to large scale industries. Food industry also enjoy the benefits of technology advancement in India. 50 % Indian F&B industry have chosen technology based operations for their business to save time and money for better standardized operations and service. Indian restaurant industry is very much updated with international trends and standards. Every year lot of seminars and exhibitions are conducted to promote the latest innovations in the F&B industry. Even the small restaurants are adopting more technology driven operations. It's very common to see that new advanced equipment's and technology are used in food productions and service part recently. The fast food industry runs completely on automation platforms which makes the operations more soother and effective.

## **Legal Factors**

### **Legal & Regulatory Analysis**

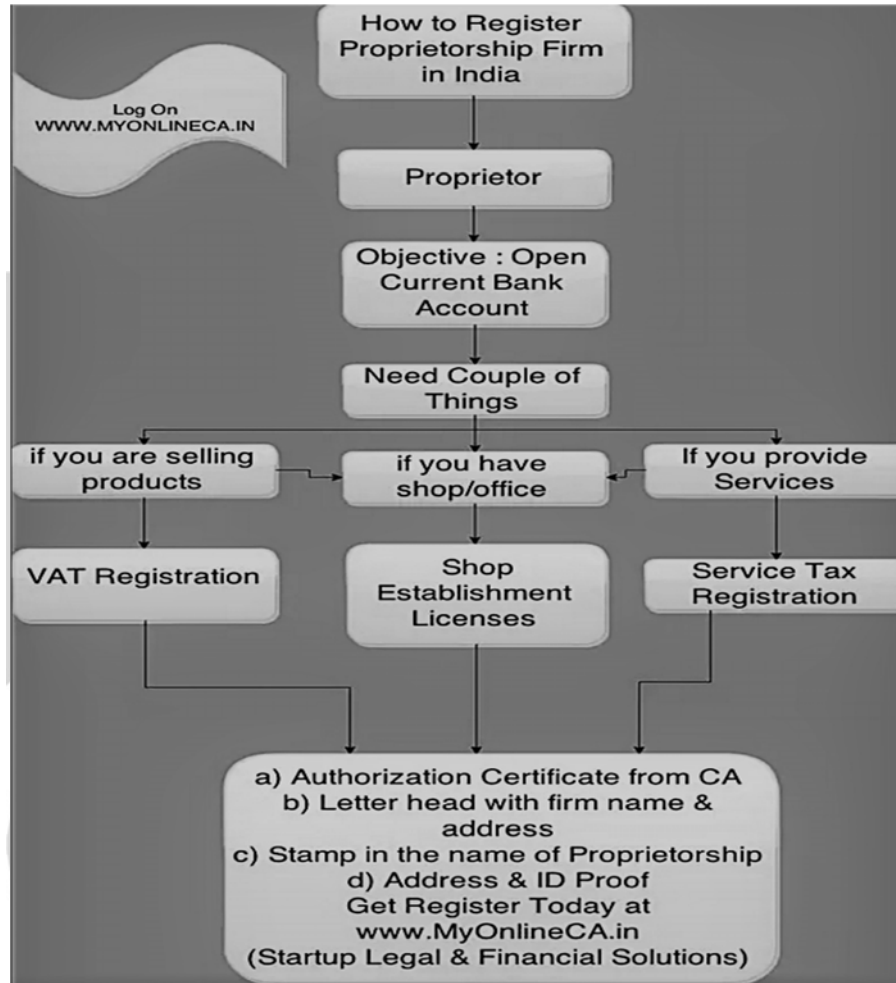
Indian Legal & Regulatory Analysis is very important factor for any business company because of the complications related to the process. The legal process can be very time consuming as well money consuming because of the system it works. Most of the time many companies can't open their business due to the long process and procedures that had to be followed related to legal and regulatory system. Bribery plays an important role in getting your approvals in India and that is the quickest way to get things done in India.

Now things have changed with the new government that 75% of the documentations are done online which is a positive and promising part of the Legal & Regulatory Analysis. Now the system is faster and everything can be done with help of computer via online and no need to visit government offices to submit documents. India is now moving in the direction to totally digitalization era this helps opening business in India faster and easier.

### **Liability limitation & reason for choosing sole proprietorship**

Le Narayan choose to operate as a fully sole proprietorship because the company doesn't undergo the burden of a corporate entity because the Managing Director consulting services are mainly by himself because of this the company doesn't need to hire staff that will cost extra additional operational expenses for the company. Managing Director is capable of offering advices and consulting from all the areas of operations of a restaurant. The business is strategically planned and formulated to handle any part consulting so that there is no need of outside staff for the work. All the consulting material is already set and printed for the clients for references.

## Private company Registration



**Table 1.2** how to register proprietorship form in India

**Source:** (MyOnlineCA, n.d.)

### **Documents Required in the case of sole Proprietorship Firm as Service Based Business**

1. PAN Card of the sole Proprietor.
2. ID Proof and Address Proof of the sole Proprietor as Adhar Card, Driving License or passport etc.
3. Rent Agreement, No Objection Certification or Electricity bills of the property where business want to register.
4. If Proprietor has owned property then it needs sales deed copy or electricity bills.
5. Bank Statement copy or cancelled cheque copy.
6. Some documents like undertaking & other which is prepared by the legal advisor.

### **Procedure for Register sole Proprietorship Firm –**

1. Prepare documents required for sole Proprietorship Registration.
2. Apply for the Service Tax or VAT
3. Get Service tax or VAT Registration Certificate.
4. Apply for a current bank account in any bank with your complete documentation.  
(MyOnlineCA, n.d.)

### **Duties of Restaurant Consultant**

- ❖ To analyze the potential restaurant locations and themes, comparing other successful restaurants in the area
- ❖ To assistance and discuss with the potential clients regarding the restaurant business operation and management
- ❖ Created restaurant menu selections and price points, analyzing costs and revenues to cover projected expenses
- ❖ Forecasted revenues and expenses for first 12 months of operations, identifying required capital reserves and time until breakeven
- ❖ Formulating business plan for concept to operations of restaurant business

- ❖ Taking part in menu designing and kitchen layout
- ❖ Sharing information about POS System used in the business
- ❖ Discussing and sharing plans for staff management system
- ❖ Implementing plans for successful marketing plan

(RESTAURANT CONSULTANT RESUME SAMPLES, n.d.)

## 1.4 Competitors Analysis

### Porter's Five Forces Analysis

#### **Rivalry among competing firms: Low**

Competition of the firms are the biggest concern when it comes to five competitive forces. There is no much firms in Cochin offering restaurant management consultancy. Most of the firms are dealing with hospitality manpower supply and related activities. Updated google search shows there is not much high level restaurant management consultancy in Cochin and there are lot of firms other metro cities of India.

#### **Potential entry of new competitors: Moderate**

Business industry is really unpredictable and there is always new players coming in to the industry. As far as Cochin City is concerned there is not much entrepreneur getting into in restaurant consultancy business as general because of the nature of business of restaurant management. It takes years to master this industry because of time and money spend this learning process of international food trends and updated technology related to this industry.

#### **Potential development of substitute products: Moderate**

Restaurant management consultancy business is a systematic and strategic approach to the food business and there is always a need of professional restaurant consultant to consultant a food business. Since the restaurant consultants are expensive to be hired the companies who wants open restaurant can also look for chefs who has ideas and experiences in the food business to help them with their problem. People can also use internet based knowledge to get ideas how to run a restaurant business.

**Bargaining power of suppliers: low to moderate**

The main suppliers or business partners of restaurant consultancy are business provider in the food business like the architects, engineers, manufactures of restaurant equipment's, restaurant management software developers etc. in India there are excess of supplier for the restaurant industry so the Bargaining power of suppliers is really low and due to technology advancement new players are coming everyday into the business and government of India is supporting local and international players to start up business in India.

**Bargaining power of buyer: low to moderate**

Customers always have a choice to look out for other consultant if they can't find at cheaper rate for their consulting. They could even manage to get a consultants from other cities in India. In general big and well known F&B consultants their fees are very expensive compared my rate and my uniqueness of my service is based on my work experiences in international platforms. So looking for other consultancy than me will cost more my clients and thus the power is low in terms on cost and time that they need to spend on going for other companies.

**Direct Competitors**

According to the Google Search there is no direct competitors in Cochin City for Le Narayan as restaurant management consultancy but there are lot of consultancy that deals with supplying manpower management for hotel and restaurant industry in Cochin. One the reason for this situation is that people just open a restaurant with a basic knowledge of running a restaurant business and they don't look for expert advice for the business and this is one the reason many restaurant fails in their business and close down within few months of operations.

I am considering my competitors for my business from other cities in India like Chennai, Bangalore, New Delhi and Mumbai.

### Competitors Comparison

Si No	Company	Product
1	Dii Consentes	Restaurant setup Restaurant financial planning Kitchen layout Restaurant & kitchen operations view restaurant Marketing plan
2	Innovative food and beverage consultants	Kitchen Consultants- Planning & Designing Restaurant Consultants Menu Planning & Food designing
3	Sinergia consultants	Initial Investigation Ongoing Management Services Funding Services Technical Assistance Marketing and Sales Pre-opening Operational Assistance
4	Param Restaurant Consultant	Menu execution Food, beverage & bar product planning Catering & delivery menu ideas Fixing menu price Employee and management selection Kitchen, bar & mixology service systems Restaurant, catering & delivery operating systems

**Table 1.3** Competitors Comparison

Source (Restaurant Consultancy from India, n.d.)

#### Big Size Competitors Competitive Advantages

- ❖ Most of the companies are well big size and bigger organizations with larger group of employees
- ❖ These companies are 100 % owned Indian citizenships
- ❖ Have long years of experiences for 10 to 20 years
- ❖ Few the companies have few other branches within India

- ❖ Most of positions are filled up successful managers in their own field

### **Same size competitor's competitive advantages**

- ❖ Majority of the companies are big corporations
- ❖ Only 1% owned by single proprietorship
- ❖ Mostly are celebrity chefs who owns the consultancy

### **Indirect competitors**

- ❖ All the restaurant consultancy offer the same type of service and offering
- ❖ Local chefs are doing consultancy business with basic knowledge of the food business

### **Future Competitors**

Future competition are always part of the business and its nature of the business too. Only the best consultancy can stay at the top of the business. India is open to international companies and lot of American fast-food companies are investing in India. Indian government's new scheme called Make In India is threat to local restaurant consulting companies in India. Restaurant consultancy companies has to think smart and effectively to stay in the future competition. It will be more and more challenging in the business sustainability if the business becomes too crowded with local and international restaurant consultancy competing with each other in the same market.

### **SWOT Analysis**

#### **Strength**

- ❖ The Managing Director has highly educated with Bachelor's degree and MBA degree in the Hotel and Tourism management
- ❖ International relationship of Manager Director is one the biggest strength and MD will be member FCSI

- ❖ Have gained international exposure in international food and beverage industry by working in different countries with management position
- ❖ Le Narayan office uses the latest technology mode of communication with their clients and has a good support from its suppliers from India and overseas
- ❖ Have experience in back and front of the house of restaurant business. Managing Director is an awarding winning Chef in South East Asia and is also writer and author for F&B magazines
- ❖ MD is well travelled in international countries which is connected to his business. MD have well planned and organized approached in his operations
- ❖ The infrastructure of the office is location is very unique and modern because in India the office location of every firm is very important for their clients
- ❖ Le Narayan Company will be working close with many of local and international food and beverages associations and organizations
- ❖ Le Narayan company will be taking part many of F&B exhibition and international seminar
- ❖ The finical backup is really strong and reserve money is already deposited in the bank in terms of Term deposit for emergency use and also the interest earned by the term deposit can be used for my operations during the emergency situation

### **Weakness**

- ❖ Le Narayan is new the Indian business environment because of that it take some to establish.
- ❖ Lack of financial support for the company because its wholly owned by the Managing Director
- ❖ Decision making can be very important and crucial because are the decisions are made by just one person
- ❖ If there any Losses or liability is should bared by the MD of the company
- ❖ Competition is hard with well-known consultancy in other part of the cities
- ❖ Experience short compared with the older MDs of other consultancies
- ❖ Economy of scales can be applied in this company

- ❖ Lack of management support or other expertise within the organizations

### **Opportunities**

- ❖ Indian economy is fast growing compared to other Asian countries
- ❖ The forecast of Indian food industry is very promising and there is a big gap for high end restaurant with technology back up operations
- ❖ Current Indian populations are well travelled and they are looking for international cuisines in India
- ❖ Indian cities are developing at high speed and there is more demand for restaurants in India. Disposal income is higher compared to before and spending power at the current generations
- ❖ Mall culture is big boom Indian business platforms and more and more restaurants and food courts are high in demand
- ❖ Cochin tourism is at high and there are lot of restaurant opening every month

### **Threats**

- ❖ Biggest threat in Indian business industry is the unstable government and government policies
- ❖ Food industry is at peak and undergoes repaid changes every now and then
- ❖ Indian government implement strict laws based on religions that effects the food industry of India
- ❖ Natural calamities is really the biggest threat that can't be controlled or avoided at any cost
- ❖ Continuous changes in the technology used in the food and beverage industry
- ❖ High taxes applied in the business by the government without any notifications
- ❖ Dirty games played by the competitors to stay in the business
- ❖ Lack of acceptance on technology based operations in India
- ❖ Time and money used to educate the Indian consumer on new restaurant concepts for India
- ❖ Indian government new polices allowing international food business companies to setup their operations in India

- ❖ Unwanted strikes and protest brought by local political parties that can bring impact on the restaurant operations in India
- ❖ Indian liquor law is very fragile and complicated that had big impact beverage industry India that directly affect the consultancy business



## **CHAPTER 2**

### **BUSINESS MODEL**

#### **2.1 Company Background**

Le Narayan Restaurant Management Consultancy is a startup consultancy company located in Kochi South India. Le Narayan (LN) is a sole proprietorship company owned and managed by an hotelier family. Managing Director of LN have 15 years of experiences in the hotel management industry by taking up different managerial positions in different countries. The reason for this business is because of the passion of the food industry. Managing Director had worked in both the areas of back of the house and front of the house of restaurant industry.

Le Narayan also aims at proving conceptual, operational and finical insights, sharing high-level -strategies and big ideas that will enable my client restaurant to have a unique competitive edge. Le Narayan plans educate the future restaurant owner the importance of ethical business operations.

The reason for this business startup is because of the Indian economy is doing well and strong at the moment. There is lot of international companies investing in India under the government investment scheme called Make in India. There is huge demand for international concept restaurants and the Indians dining out trend have increased a lot and future of the Indian food and beverage industry looks very promising.

#### **2.2 Core Strategy**

##### **Vision**

To be a leader in the restaurant consulting industry by providing the right business strategic ideas based on the data drive decision making process. Creating a unique restaurant management system with the help of innovative technologies.

## **Mission**

With the continuous research and understanding the food industry and moving forward with the right direction with the right team at the right time to create successful restaurant concepts that creates a unique dining experience for the clients & customer and also making profit for the owners.

### **Product / Market scope**

Le Narayan product and services are based on the company's core competence and expertise. Company focuses on providing following services.

#### **Package 1 Concept to Operations**

- ❖ Feasibility study
- ❖ Staffing, legal and regulatory concerns,
- ❖ Cost control
- ❖ General financing,
- ❖ Marketing and promotion,
- ❖ Equipment and design, the menu,
- ❖ Sanitation, and concept

#### **Package 2 General Consulting**

- ❖ Idea generations and strategies formulations
- ❖ Solutions for restaurant operations issues
- ❖ Back and Front of the house concern
- ❖ 360 degree analysis of operations

#### **Package 3 Restaurant Makeover**

- ❖ Creating a new restaurant concepts
- ❖ Creating new strategic business plan
- ❖ Working on limited budget to bring out successful operations
- ❖ Identifying past issues and problems
- ❖ Giving new outlook for the business

## **Target Market**

Le Narayan have divided its target market of clients into group

### **New Restaurant Business entrepreneur**

In this target market the company is deal with the potential Indian business entrepreneur who wants to start and enter the restaurant business but have limited knowledge about the industry and lack of experience in food business but have money to invest in the restaurant business.

### **Existing Restaurant Entrepreneur**

In this target market the Company assistance with the existing Restaurant Entrepreneur who has problem and concern running their restaurant business and helping to solve the problems with the help of data driven decision making process.

### **Differentiation**

Le Narayan restaurant management consultancy has very unique approach in the business because the company focuses on new concept development for restaurants that implements technology based operations for the business.

The company understand the ideas and thoughts of the clients and based on their goals and objective the company implements and offer strategic decisions developed by using the restaurant operations software to offer the sold and accurate decision making.

## **2. Innovate product**

All the decision are formulated bases on the real facts like data driven decision making to get 99% successful solutions. The company incorporates digital restaurant management system in the business operations so that clients has a well-organized business system and the same time well advance business operations.

Le Narayan always focuses on bringing innovations in the restaurant management to avoid unwanted errors and generate more efficient and successful management system that gives the investors more control over the business and to monitor the business at

every stage of the operations and having such system it makes easier for decision making process faster and more accurate.

### **3. Services**

Offering world class service of the key motto of the company and service are taken very personally because most of the time the business is conducted face to face approach. Providing all the support and assistance is primary aim of the company. Communication plays an important part of service for the company and Le Narayan is equipped with all latest technology based communication tools to provide for the clients faster communication service and system.

#### **2.3 Strategic Resources**

##### **Le Narayan's Core Competences**

Offering 360 degree restaurant operations consulting

- ❖ Restaurant Designing
- ❖ Kitchen layout with minimal traffic
- ❖ Creating Sops for the business operations
- ❖ Menu development and costing
- ❖ Restaurant marketing solutions

#### **b. Strategic Assets**

##### **Office Location**

Office location is located at Cochin Bayside and office is well equipped with modern technology which will really impresses my clients. The office is situated suited a hotel and this hotel is owned by well-known developer.

### **Founder and Management**

Managing Director is well seasoned professional in the F&B industry and have worked in all the areas of the restaurant management. He had obtained 15 years in the hotel management industry. The managing director is will qualified with the education.

### **Personal Network**

Managing Director has a vast connection at international level with F&B industry people. The contacts includes GMs, Executive Chefs from international chain hotels, Suppliers and Hotel Management Colleges Partners etc.

### **Partnership Network**

- ❖ Industry partners form hotel management industry
- ❖ Food & Beverage Associations local and international
- ❖ Chefs associations local and international
- ❖ Hotel management schools and related institutions
- ❖ Restaurant Equipment Suppliers
- ❖ Food and Beverage product suppliers
- ❖ Technology and Software Companies
- ❖ Hotel and F&B Magazine and journals

## **2.5 Marketing Strategy**

### **A. Market Situation**

The marketing situations is very promising in India due to rapid the growth of the of the economy and the production of the Indian food industry is high and over estimations and one the reason is the high disposable of the new working professionals in India. The outlook of Indian people have changed lot due to international traveling and people working abroad.

There is huge demand for dining out Indian food industry. The fast-food companies are doubling their outs India due to high demand. All that facts helps to understand the current marketing situations of India.

## **B. Customer Profiles and Target Market**

### **New Restaurant Business entrepreneur**

In this target market the company is deal with the potential Indian business entrepreneur who wants to start and enter the restaurant business but have limited knowledge about the industry and lack of experience in food business but have money to invest in the restaurant business.

### **Existing Restaurant Entrepreneur**

In this target market the Company assistance with the existing Restaurant Entrepreneur who has problem and concern running their restaurant business and helping to solve the problems with the help of data driven decision making process.

### **Business Product Target Market**

#### **Package 1 Concept to Operations**

- ❖ Feasibility study
- ❖ Staffing, legal and regulatory concerns,
- ❖ Cost control
- ❖ General financing,
- ❖ Marketing and promotion,
- ❖ Equipment and design, the menu,
- ❖ Sanitation, and concept

#### **Package 2 General Consulting**

- ❖ Idea generations and strategies formulations
- ❖ Solutions for restaurant operations issues
- ❖ Back and Front of the house concern
- ❖ 360 degree analysis of operations

#### **Package 3 Restaurant Makeover**

- ❖ Creating a new restaurant concepts

- ❖ Creating new strategic business plan
- ❖ Working on limited budget to bring out successful operations
- ❖ Identifying past issues and problems
- ❖ Giving new outlook for the business

## **C. Marketing and Sales Strategy**

### **1) Pricing Strategy**

Economy Pricing Strategy is used by Le Narayan to attract maximum clients by offering economy rate for the consulting and not charging high as the other successful and long reputed consultancy of the other cities. Le Narayan consultancy is sole proprietorship because of the nature of the ownership pricing very flexible because of less overhead expenses and other related expenses like the other big firms. The price of the products are fairly priced knowing the market demand and market competition.

### **2) Distribution Channels**

Le Narayan's company focuses on adapting the right Distribution Channels at the right time to reach the right end-consumer in the right way. Le Narayan's Distribution Channels very much organized and under control because of the Managing Director contacts within the industry and relationship at international level. The company concrete on simple and low medium but effective medium to market the company. One of this reason is that budget and finance is minimal for marketing because it's a sole proprietorship company.

Le Narayan focuses on Digital Marketing Platform Strategy for the company where all the channels are combines as intergraded marketing communication and this because of the following reasons (7 Digital Marketing Benefits, n.d.)

- ❖ Use content to connect to consumers online
- ❖ Track customers from the first interaction and throughout the entire buyer's journey
- ❖ Optimize for conversion
- ❖ Connect with mobile customers
- ❖ Realize higher ROI and revenue
- ❖ Analyze and adapt easily

The key focus will be given to company website and social media because of the reach is unless and it's faster and cheaper for the marketing of the company. The managing Director also member of well-known F&B associations and organizations and all this adds to the Distribution Channels of the company.

The potential Social media sites stated below are given primary importance to reach the potential clients:

- ❖ Facebook
- ❖ Twitter
- ❖ Linked in
- ❖ Instagram
- ❖ Line
- ❖ WhatsApp
- ❖ Viber

Other distribution channel includes:

- ❖ Well detailed, simple, clear well-structured and friendly website
- ❖ Indian local Newspapers
- ❖ Indian F&B magazines
- ❖ F&B News letters
- ❖ Local and international F&B Suppliers
- ❖ Indian F&B Associations and other related organizations

### **3) Promotions**

#### **Advertisement**

To promote the company arrival to the business and most of the advertisement are done via newspaper because newspaper is biggest marketing tools in India and reach is very high and especially on the Sunday newspaper.

#### **Word of mouth marketing strategy**

Le Narayan company strong believes in word of mouth marketing strategy is the most powerful medium market because it's strong and it's cheaper and its creates more personal marketing relationship for the company.

### **Events and Seminar**

The company is also planning to conduct events and seminar on restaurant management system and operations to educate the clients the importance of having a proper restaurant system to run a business and also to attract people to choose Le Narayan consultancy as their consultancy for their business.

### **Food and Beverage expos**

To take part in various Food and Beverage expos local and international level to promote the company and also to gain trust within the clients that Le Narayan is a very active company in the F&B industry and also to position the company as potential constancy company.

### **Personal Selling**

As the managing director had many years of experience in the industry and have gained lot of international connections during his working period. Having such opportunity the personal selling becomes easier and more effective. The Managing Director was also Sales and Marketing Manager so he has good skills to attract the clients for the company.



**Figure 2.1** Summary of marketing and sales strategy

### Summary of marketing and sales strategy

#### 4 Marketing Plan

Below shown is the marketing plan and the activities of the company.

- ❖ The search engine optimizing will be conducted on a monthly bases
- ❖ News post on Facebook, Twitter, LinkedIn as well as the personal selling will be done on weekly
- ❖ Participation of international F&B Expos will be attend accordingly and the most important shows for the company marketing is the with NRA Expo at United States

### Le Narayan Company Marketing Activity Plan

	Frequency	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
Billboard Advertising	1 <sup>st</sup> 6 months	←————→												
Search engine optimizing	Monthly		←————→											
Facebook Twitter LinkedIn updates news	Every Week	←————→												
Events	Twice A year													
International F&b expos	Based on time		Halal World Food Dubai	Hotelex Shanghai Foodex Japan	Retail Indonesia	NRA SHOW USA	F&B Expo Manila	Food & Technology expo india	HKTDC Hong Kong	Angapooram World of Food India Wine Food Australia	Food week Korea	Café Show Korea		
Personal Promotion	Monthly Bases	←————→												

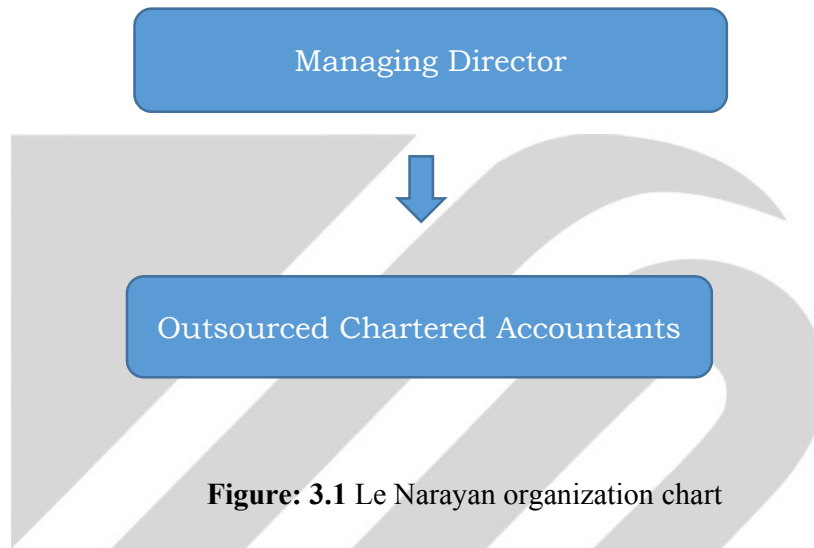
**Table 2.1** Marketing activity plan

**Source:** (Food & Beverage Top Events, n.d.)

## CHAPTER 3

### MANAGEMENT TEAM AND FINANCIAL STRUCTURE

#### 3.1 Management Team



**Figure: 3.1** Le Narayan organization chart

Based on the organizational chart of the Le Narayan Consultancy the whole business is managed and operated by the owner whose is the Managing Director and Business Consultant.

#### **Managing Director**

The Managing Director (MD) of Le Narayan Consultancy has the industry experience of 15 years. MD has worked in many different countries with various management positions under his belt. The Vision and mission of the company is created and formulated based on the knowledge obtained by him with international exposure to global restaurant industry. Basically MD plays a role all-rounder this is because of the business nature type of consultancy. His knowledge and experience in covered in all the areas of the operations.

#### **Outsourced for Financial and Accounting work**

Chattered account service is hired to handle the accounting matters of the company and basically it will be handling the tax related issues of the company.

### 3.2 Financial Projections

Le Narayan Company is financially strong because of the family support and also the Managing Director has well planned his financial resources for this business because it's a sole proprietorship business and business is always at a risk because of owner is the only the investor for this business. The company is operated in his own apartment so that company doesn't need to worry about the rent which is the biggest expenses for the business.

The company is truly managed by the Managing Director because he has the experiences in all in the department of the restaurant operations and because of these expertise there is no need for additional staff for the business. The company is well equipped with modern and latest mode of communication system to deal with the clients effety and faster. All these factor brings down operational cost to very minimal.

#### Forecasted Business Project for 3 years (amounts in US Dollars)

Descriptions		Year 1	Year 2	Year 3
<b>1.1 Income</b>	<b>Consulting Fee</b>	<b>No of Project</b>	<b>No of Project</b>	<b>No of Project</b>
Package A ( Concept to Operations)	4350	2	3	4
Package B ( General Consulting)	1450	5	7	10
Package C ( Restaurant Makeover)	3625	2	3	4
<b>Total</b>		<b>23,200</b>	<b>34,075</b>	<b>46,400</b>

**Table 3.1** Pro forma income statement for 3 years (Amount in US Dollars)

Le Narayan is a startup consultancy company with a minimal capital expenditure and ongoing expense. The company operations are very simple and limited with the Managing director handling everything because of this nature the financial and accounting part is very minimal and simple transaction like the Manager Director gives

consulting and advices and he get paid for this service and no other transaction in this deal.

The company incorporated all the necessary expenses that are related to the business operations in the Pro Forma. Le Narayan Restaurant Management have created and constructed a simple, basic and normal Pro Forma income statement for 3 years which is easy to easy to understand and not very complex. The company has not constructed the normal full suite of Pro Forma financial for this operation. This format of Pro Forma was given and advised by the adviser.

**The below is the Pro Forma income statement for 3 years (amounts in US Dollars)**

<b>Descriptions</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>1.1 Income</b>			
Package A ( Concept to Operations) USD 8,700 Package B ( General Consulting) USD 4350 Package C ( Restaurant Makeover) USD 3625	23,200	34,075	46,400
<b>Expenses</b> Initial investment for start up Utility Expenses Marketing Expenses Chartered Accounting annual Fee	2000 2000 1500 160	2000 1750 160	2000 2000 160
<b>Total Expenses</b>	<b>5660</b>	<b>3910</b>	<b>4160</b>
<b>Total Income</b>	<b>17,540</b>	<b>30165</b>	<b>42,240</b>

**Table 3.2** Pro forma income statement for 3 years (Amount in US Dollars)

## **CHAPTER 4**

### **FUTURE PLAN AND RISK ANALYSIS**

#### **4.1 Future Plan**

The future plan of Le Narayan is focused on the Digital Restaurant system platforms because that is the future of the F&B industry and at the same time looking into creating the next-generation customer experience. Le Narayan future plan will be focuses on technology based restaurant consultancy by partnering with well-known digital restaurant system providing companies Oracle and Micro's. Le Narayan Company strongly believes that the future of restaurant industry is 100% based on digital platform system.

The customer have more choices than before and less time compared to before and everyone is looking for easy and hassle-free experiences in the future dining. We live in the time of multiple choices in everything we want and it's all in your fingertips in the forms of mobile phone and Apps. Key for the success of any restaurant is knowing your customer and their wants and desires and also important is know you're self. Main focuses would be on Digital restaurant service and experiences as follows:

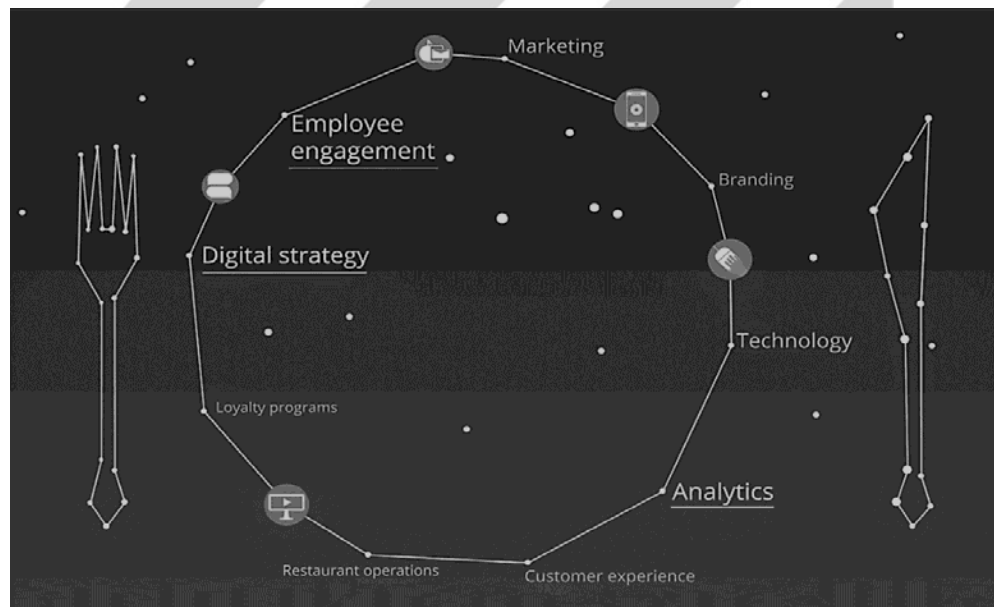
- ❖ **Touch free ordering**
- ❖ **Pre-order delivery**
- ❖ **Loyalty programs**



**Figure 4.1** Digital restaurant service and experiences

**Source:** (Feinberg, n.d.)

Technology is very critical for success this time of business and at the same time it's a combinations various important strategic components as listed below:

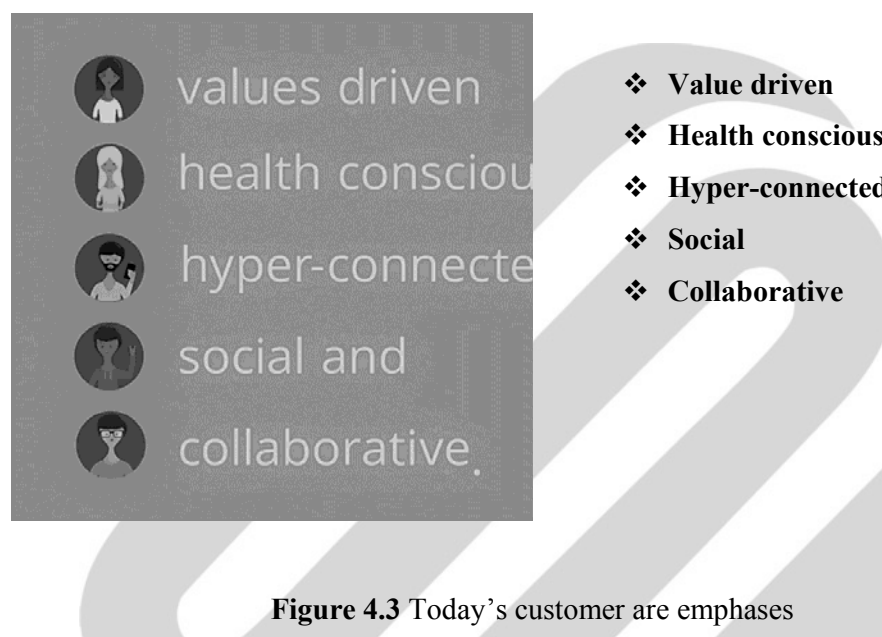


**Figure 4.2** Strategic components of digitalization

**Source:** (Feinberg, n.d.)

The formula for winning is to stay open and agile to change from learning from their success and failure. Key for success is having very talent management team .Making a restaurant’s “digital DNA” requires a view broader than the four walls

Other part of the future plans will be based on customer centric approach and as we know that Today’s customer are emphases.



**Figure 4.3** Today’s customer are emphases

**Source:** (Feinberg, n.d.)

### **Restaurant Management Software will be the key platform for the future consulting for Le Narayan**

Having such advance management software system will helps the owners of the restaurant these tools are used by restaurant employees to keep track of inventory, payroll, orders, and analytics. These software can help in controlling the business from a 360 degree angle. You can get any information of the business like sales and inventory at one touch on your iPad or smart phone. It’s basically integrated system from POS (Best Restaurant Management Software, n.d.)

Le Narayan is always open for expansion of the business but the expansion will be done after serious of feasibility study conducted because of the company is under sole

proprietorship style of operations. The chance will be more on online. Based service because of the expenses of expansion to different cities in with in Indian. Le Narayan is also key interest to open one office in the Philippines if there is strong base for the company. The reason why the company have chosen Philippines because of the strategic location and the economy is growing at a fast pace than before.

#### 4.2 Risk Analysis

Risk is always there in any business and the risk of doing business in India is was high five years ago mainly because of the unstable government and poor infrastructure but things have changed with new government by The Prime Minister of Narendra Modi since 2014.

As of now India economy is growing fast at 7.6% in 2015-2016 and there has been a big chance in the India infrastructure totally which is very promising to my business. The biggest move by the new Indian government is the scheme called MAKE IN INDIA which is really help for domestic and international business to grow in India.

**A MAJOR NEW NATIONAL PROGRAM. DESIGNED TO FACILITATE INVESTMENT. FOSTER INNOVATION. ENHANCE SKILL DEVELOPMENT. PROTECT INTELLECTUAL PROPERTY. AND BUILD BEST-IN-CLASS MANUFACTURING INFRASTRUCTURE. THERE'S NEVER BEEN A BETTER TIME TO MAKE IN INDIA.**



**Figure 4.4** Make in India scheme  
Source: (Jan, 2015)

Overall risk at the present condition is really low and supportive and there is great chance for a startup business India. The government has made the rules and regulations of opening a business in very simpler and convenient because all the process and applications are made online and digitalized.

## **Risk Identification**

### **Economic and Financial risk**

The risk identification is the global economic slowdown or crisis that has a big impact on the food & beverage business. It will directly affect the spending power of the people of India and thus affect the food business. The entrepreneurs would hold back their plans of restaurant business and it affects my business forecast. Tourism industry will be also affected badly with this economic slowdown. They will be short of cash flow in the business and banks interest goes higher it creates a total slowdown in all the areas related to food industry. Incomes from the overseas will be slowdown all these have a big impact on the food industry directly.

### **Political Risk**

Indian political situation is always unpredictable due to number of small and bigger political parties in India. One of the biggest drawbacks of Indian political system is caste system issues and most of the time there are big issues related to caste system (Why foreign investors need to look at political risk in India, n.d.)

Some of the key factors related to political risk are as follows:

- ❖ Slow decision making from the government side
- ❖ Rules and regulations changes according to the ruling party
- ❖ Cultural problems, unwanted religious issues
- ❖ High corruption rate at government level
- ❖ Fluctuation in interest, inflation and currency rates

### **Legal and Regulatory Risks**

Indian legal and Regulatory risk of the biggest fear for the Indian business people because one of the reason is that some of the rules are really old that this kind of rules and regulations can't be used the present time to do business. The main concern here is the changing or unpredictable regulations. Different states of India has different rule for the business. Getting government permission and approval are very complicated and it really time consuming. Many foreign companies have stopped their operation due complicated process of Indian legal and regulatory issues (Common Risks of Doing Business in India, n.d.)

### **Market Risk**

As India is on a transformation time there is a big change in market trend in all the business and especially on the Indian F&B industry. Too much and quick change by the consumer can really affect restaurant business and eventually affecting the restaurant concept and business model. Indian customer are always looking for new and advance dining concepts and options in India. For example if majority goes for healthy and vegetarian food India then all the fast-food QSR selling fried chicken's and burger will be badly effected and this all changes will directly affects the F&B consultancy business firms in India .

### **Natural Risk**

Natural risk is really treating the restaurant business in India because India always experience worst natural disasters like flooding, earthquake. This has huge impact on Indian tourism which directly affects the restaurant industry. The natural calamities are really a big danger because it damages the food industry and spoil of crops and vegetable farming industry that can really Holt the food business in India.

## **Risk Reduction & Control**

### **Economic and Financial Risk**

In the case of economic slowdown in the Indian economy there always plan B of concentrating on other South East Asian countries for the business. As I had mentioned in my future plan that I will be planning for my office in the Philippines so that I can manage the business with such plans. Other plans would be looking at within Indian restaurant industry at economy based service which doesn't include expensive consultancy to keep the cash flow of going of the Le Narayan. There will be lot control over the expense of the business in terms of controlling of the finance of the company. Unwanted promotion and traveling will eliminated to save money for the operations.

### **Political Risk**

This Political Risk is really hard to handle because it's by the government and Le Narayan Company can't do anything about it. During the political instability periods in India the Le Narayan will be focused more international projects and shall only return to Indian business when the political issues are settled. One of the key reasons for this planning is because the Le Narayan is really sole proprietorship and the company cannot take chances and invite risk for the firm.

### **Legal and Regulatory Risks**

Since Le Narayan is registered under sole proprietorship and the company operations and process are very minimal dealing with legal and Regulatory Risks. So in general Legal and Regulatory Risks is not a big threat for the company because the company runs on a basic rule and regulations system and not on a very complex and complicated system.

### **Market Risk**

Le Narayan's Vision and Mission is to work ahead of the future and forecast the consumer trend and behavior and act faster and according. The main focus of the company is to plan the working culture in an advance system so that change in market trend will not be affected. Le Narayan company philosophy is work smarter and

forecast the future with all the available racecourses and technology so that the company don't lose the business and can always stay on the top of the business.

### **Natural Risk**

Natural calamities are not avoidable and its part of the business. Le Narayan Company always works with data driven management system so that company can have as much plans so possible. This situations the monsoon is always arrived from June to September and that is time the flood occurs in India and knowing this facts I can schedules my international projects at this time and I can focuses and work project outside every year and take my Indian projects after October and doing such planning I don't lose my business India and also from overseas.

### **Risk Monitoring and Reviews**

All the mentioned risk above is very important for the business operations and for the future because of this there should be a strong and solid system to monitor such situations. Le Narayan will have a system to review the related risk on continuous bases. Thus it is the on-going process to monitor and review both types of risk and risk reduction and control.

### **Le Narayan expansion plans**

Le Narayan Restaurant Management Consultancy is always open for future expansion and also will consider going for an incorporated company if company business is promising and stable. If the company is able to position itself in the business market as top 5 consultancy there is a positive step for the incorporation and to extend the business within Indian and overseas market. Trying creating more presence in the global market.

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