

BUSINESS PLAN
THE GARDENER COFFEE & THINK SPACE, IN LANG-SUAN
CHUPHON



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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
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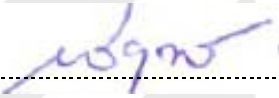
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Abstract

The Gardener Coffee and Think Space is a type of coffee shop that offering coffee, food, beverages and free space for customer to drinking, eating and hang out with friends. The aim of study of this research are to understand customer behavior in the area, understand more about small business in coffee industry, and to study how marketing mix (7ps) that effectiveness to behavior of the decision to The Gardener Coffee and Think Space.

The researcher apply quantitative method through questionnaire survey with the sample size of 3 entrepreneurs and online survey with 100 local residents. Almost of the questions asked about their opinion related to price, place, product of the new café in Lang Suan district, Chumphon province.

The finding of this research demonstrate that difference age has affected toward kind of ordered and time that they spend in café. The result revealed that the people who live in Lang-Suan respondents prefer to paid in medium rate with good quality of products and service and respondents also prefer to choose good atmosphere and comfortable. Moreover, from this survey, there is an opportunity that apply for the startup business to operate and grow in this business.

Keywords: Coffee, Coffee shop, Café, Small business

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Kingnapa Penggrood

EXECUTIVE SUMMARY

The Gardener Coffee and Think Space will be a one of coffee house and café that located in palm plantation at Lang Suan District, Chumphon Province. The concept of this café are aims to solve demand of gap of café in the district and increase place for tourists, students and freelancer. This café provides quality of product and service with affordable and reasonable price such as roasted coffee, hot meal, light meal and local dessert. The business apply PESTLE Analysis, Porter's Five Forces, SWOT, Competitive Analysis, Business Model Canvas, Supply Chain Management and Feasibility Analysis to determine the business idea.

In term of, goal and objective of the company, its divide into short-term and long-term goals in order to be clear for understand. According to, the key of success is the café is provides quality of product and service to client. In part of marketing and advertising, investor will chose online marketing such as Line@ and Facebook rather than traditional print and also focus on word of mouth strategy to convince because it will help people to know this business without having to spend a lot of money. The organize structure of the café has wholly owned with only 4 employees. All of employees are family members and relative in order to save coat in the first period.

In part of investment, the café there have budget to invest approximate 2.7 million baht. Investor will constructors new building with 2 floor and cost approximate 1.4 million baht. In term of furniture, the investor choose to use good quality but reduce resource destruction. In addition, almost of revenue are mainly come in June – September because of high season for tourist. Moreover, income of the company approximate 600,000 baht in the first year and extremely increase in the next year.

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CHAPTER 1

INTRODUCTION

Introduction

Chumphon Province is one of the Southern Province of Thailand. It is small city so the population of the whole district in province approximate 500,757 people. (กรมการปกครอง, 2014) It take around 7 hours by private car or around 1 hour by plane from Bangkok. Chumphon is known as “*Coffee Valley*” because the most coffee-growing in Thailand. The culture of people who live in Chumphon or other province in the South of Thailand are admire to drink coffee and Tea in the morning. In the past, they know and drink only old coffee (Kafe Boran) and instant coffee but nowadays people have turn to drink roasted coffee lifestyle and trend are change so our business is combined between modern and old-fashioned to server this market. (Prachachat, 2015), (Coffee Education, 2017)

The Gardener Coffee and Think Space will operate to serve this demand gap. It will operate from 08.00 AM till 08.00 PM every day. The Concept of the business is aim to solve the problem of café and restaurant in Lang Suan; There are lack of café to stay for relax, lack of place for bicycle touring, lack of restaurant to sell traditional food. The location of the café will be located in palm garden. It also closes to the beach with cycling route and scenic area. The café will decorate with contemporary style and also people fill like home, we also provide space at second floor to support people who need to stay for long and have outdoor space for bicycle touring to take a rest. The business also focuses on quality of products and service; provide daily promotion, have seasoning products.

As people know that, many cafes and coffee shops are focused on creating local community but this business is focused both local community and those who want to work. The main target group of this business is student, bicycle touring and freelancer. Therefore, this business care about good environment, convenience, service, value of product and service. In order to rise economy and facilities to Lang –Suan District.

Besides, Café and Working Space are the place where people can get new inspirations and take time to read book and works. Apart from, café is also provide free Wi-Fi, a lot of plug and bookshelf at second floor to facilitate people who want to create something new or study to be proportionate. In term of food and beverage, we serve traditional foods, fusion food, homemade bakery, coffee and soft drink with suitable price.



Figure 1.1 Most important factors in coffee shop

Source: <https://www.pinterest.com/pin/71916925269614888/>



Figure 1.2 Overview of coffee market in Thailand**Source:** Posttoday, (08 March 2017)

Currently, the trend of coffee shop and the number of drinker are expansion rapidly in recent year and also continue to grow in the next future because changing behavior of Thai customers. The National food institute extrapolate that coffee business will growth average rate 6.7 percentage per year and have value approximately 22,500million baht in the year 2018 (Bangkokbanksme, 2015), In Thailand, Coffee shop become place that people spend time often apart from work, school and home to meet friends, works, study or find out new inspiration so the decoration should be innovate and comfortable. Furthermore , the feasibility of success in this business is quite high because the owner of this business be local people and has a lot of connection to support business whether it is supplier; (coffee bean and any raw material), leader of community, local entrepreneur, local radio station, local construction workers. Besides, one of family members is work as a bank officer so it easy to understand about information in terms of bank transaction.

CHAPTER 2

EVALUATION AND SELECTION OF PLAN AND ANALYSIS TOOLS

The Gardener Coffee and Think Space is a small business that has wholly owned by one person that management by one person. Therefore, we will use uncomplicated and important analysis tools which suitable for business in order to run business for effectiveness and efficiency as following;

Competitive Analysis: Competitive analysis is seem like a critical part of the company marketing plan because the company can evaluation and establish that what makes product or service unique. Besides, we can know attributes the business play up in order to attract target market.

SWOT: SWOT Analysis is business analytics framework that has been highly popular to run business because this tool will analyze Strengths, Weaknesses (internal factors such as reputation, patents, location) and Opportunities, Threats (external factors such as suppliers, competitors, prices) of our company and competitors. In addition, the main principles of the SWOT analysis is a survey of the both, internal and external situations in order to avoid and prevent mistakes or unexpected situations that will happen to our business. Moreover, this analysis it is used extensively in organizations because easiest for you to organize and understand the results.

Five's Forces: This tactics is a tool used for analyze and evaluate a competitive environment in same business. In addition, five forces can help to determine a strategy

that appropriate with business, which affects profitability of business. The new business have to understand bargaining power of buyers and suppliers that affect a small business's ability for increase prices and manage costs, respectively.

PESTLE: PESTLE Analysis is a framework for analyzing external factors that affect the business in both positive and negative aspects and also help us to understand the current situation and environment. Moreover, this tool will help company to know an overview of Political, Economic, Social, Technological, Legal and Environment efficiency. Therefore, the company will understand customer behavior and market demand from this tool as well as improve product/service to respond customer.

Business Model Canvas: It is a tool for entrepreneurs who are starting a new business to reduce the risk and understand the overview of business. It can helps entrepreneurs maximize profits and assess risk for improve. Besides, business model canvas is a visual representation of the critical components and creating it well will compel business owner to think through many facets of the business because it is intended create good plan for business.

Supply chain management: This strategy help business to manage the flow of product and service in this business, distributors channel, storage of raw- materials and finished goods from point of origin to store efficiently. Moreover, supply chain management will consider of every organization that effects with our cost and the important role to produce products and service to accord of customers.

Feasibility Analysis: This analysis will assist in making decision, based on examination of product/service, market/industry, organizational and financial. This analysis can analyze strengths, weaknesses, opportunities and Threats of this business. This is good method to committing the time and resource to planning the implementation of the business plan. The feasibility analysis will explained as below; (Steve Mariotti, The business plan: Road map to success , 2016)

- Product/Service

A product or service is worthwhile pursuing if it can be produced and delivered at a profit in an ongoing manner. Therefore, we have to maintain quality of product and service with suitable piece. The café will offer good quality of beverage and fresh food as well as the cafe will have different products to attract customers and create reputation. Moreover, the café that attract people should have good environment, cleanliness, friendly staffs and comfortable.

- Industry/ Target Market

The coffee shop is a business that can gather people in community together base on hunger or thirst or may be some place they need to relax themselves thus evaluating the target market and industry is essential to determining the viability of a business idea. The feasibility analysis examines the attractiveness of the proposed industry and the opportunities to find strategic that suitable for business.

- Organizational

The business owner of this café have well-educated and working experienced in coffee shop industry and service business segment with lots of connection which can strengthen and support the business. Therefore, the owner well known about how to choose staffs to appropriate with position and role.

- Financial

The amount of start-up or small business capital required will be a function of the size and type of organization starting hence this tool is quite important for this business because it can use for calculate or forecast profit, risk as well as determine reasonable price for food and beverage.

All of the above are necessary strategy which suitable for The Gardener Coffee and Think Space. However, this coffee shop is a small business so some of strategy are not necessary with the business, an example are following;

Cost Leadership Strategy: This Strategy is use of resource management capabilities to achieve lower costs than competitors, such as the use of economies of scale from mass production or cost control so our business is not large enough to use this strategy.

Stakeholder analysis: This strategy use for assessing a decision impact on relevant parties and reduce conflict between stakeholders but our business is run by one owner, so there is unnecessary to use in this project.



CHAPTER 3

BUSINESS DESCRIPTION

3.1 Company Background

Names “The Gardener or Raan Kafe chao Suan” is come from daily life of people in this area. Almost of people are agriculture so they have good relationship with the garden. The Gardener Coffee and Think Space is the coffee shop with working space that located in Lang Suan District, Chumphon Province. It will be respond demand gap of people who would like to spend more time in café for long time to study, work, stay relax and do activities. The main target of the café is student, bicycle touring and freelancer thus in the café is provide three zones; indoor, out door and working area. We will build a new shop from inexpensive and reused material with contemporary style, outside the café are decorate by real palm tree garden and pond. Besides, we would not cut any plant or destruction of nature.

The café will offer the fresh roasted coffee, traditional food, Thai dessert and so on. The café will serve high quality of products, so every ingredients will distribute directly from farm and local business in Province. Besides, the company expect to respond the growing market of coffee drinker and increasing the number of free space in community. Moreover, the company is run by one owner who has experience in coffee shop.

Map (Coordinates 9.918293, 99.158280)

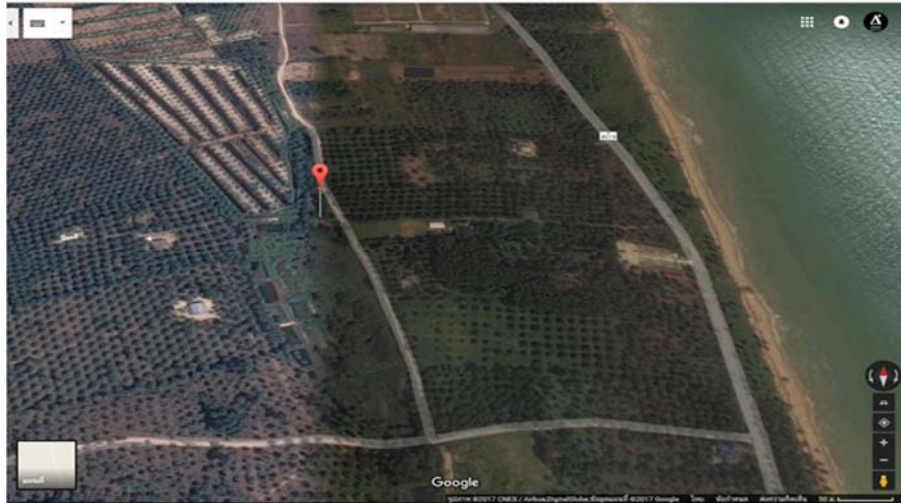


Figure 3.1 Location of The Gardener Coffee and Think Space in Lang Suan District

Source: Google map



Figure 3.2 Site Image of The Gardener Coffee and Think Space in Lang Suan District

Source: Google map



Figure 3.3 Site Image of The Gardener Coffee and Think Space in Lang Suan District

Source: Google map

3.2 Vision Statement

Mission

- To increase average income of local people.
- To provide delicious foods & beverage and excellent services to customers with affordable price and make them impress.
- To earn the trust of our customers, employees, partners and our community in term of development.
- To connect people in the area and nearby.
- To build café in the garden without destroy plant.

Vision

- The Gardener Coffee and Think Space aim to respond demand of customers thoroughly; particularly of quality, taste, price and service to impress customers and fulfil their experience.

3.3 Goals and Objectives

Goals

Short-term goals: To make customers impress with the brand and do word of mouth marketing.

Long-term goals: Stable in business and expand branch to dominate market share of cafe in Lang-Suan District.

Objectives

- To make people know about this brand within 3 months.
- To make customer be brand royalty within 1 year.
- To earn average income in break even within 1 year.
- To add more catering service within 1 year.
- Generate revenue THB 2million within 2 years.
- Expand a branch and recruit more employee in 3 years.

3.4 Keys to Success

The Gardener coffee and think space located at good area between the palm plantation and the sea which nearby brilliant bicycle route. Many of tourist comes and join this route along with local people as well. So, The Gardener may serve various kind of client by its location. With product providing, The Gardener has identical, unique that different from other for instance The Gardener drinks which combine good ingredients and local product with our warm heart. Another strength is seasoning menu with special promotion by using fruit by season to be main ingredient which will keep product fresh all the time. Finally, Impression from client will bring them back as we keep kindly heart to serve them band we try to do our best in every single glass/dish. Hopefully smile, good taste ,good locate will touch their heart and will be place for them when they want to relax , private meet, read some book, make inspiration or any good things from here to their heart.

3.5 Business Model Canvas (Pigneur, 2014)

Business Model Canvas - The Gardener Coffee and Think Space










 Key Partners <ul style="list-style-type: none"> ✓ Coffee Planation ✓ Local Thai Dessert Shop ✓ Local Businesses ✓ Radio Station 	 Key Activities <ul style="list-style-type: none"> ✓ Take Care & Service ✓ Food Delivery ✓ Serve food & beverage in store ✓ Work shop training 	 Value Propositions <ul style="list-style-type: none"> ✓ Quality of product ✓ Good service ✓ Good experience ✓ Good Environment ✓ Relaxing atmosphere ✓ Quick delivery 	 Customer Relationships <ul style="list-style-type: none"> ✓ Face to face: CSR, Workshop ✓ Physical: Information broad ✓ Online: Social media communities 	 Customer Segments <ul style="list-style-type: none"> ✓ Student ✓ Bicycle touring ✓ Freelancer
 Key Resources <ul style="list-style-type: none"> ✓ People ✓ Raw material(Coffee bean, raw food, and so on) ✓ Recipe ✓ Desk, Table ✓ Coffee maker ✓ Equipments 	 Channels <ul style="list-style-type: none"> ✓ Store ✓ Facebook fanpage 			
 Cost Structure <ul style="list-style-type: none"> ✓ Construction ✓ Raw material of food and beverage ✓ Advertising ✓ Employees ✓ Distribution 		 Revenue Streams <ul style="list-style-type: none"> ✓ Main income: Service and Product ✓ Other income: Event 		

Table 3.1 Business Model Canvas

The Business Model Canvas is a business tool that used for visualize all the part of detail to starting a business, including customers, route to market, value proposition and finance. It is a great tool that offers focus, flexibility, and transparency. Moreover, the business model canvas can explains the core elements that drive the business and leaves out all the unnecessary stuff. We will explain more about detail of the business model canvas below;

Key Partners: Key partners are the external companies or suppliers that you would need to perform your key activities and deliver value to the customers. We focused on buyer-seller relationships because it is reduce the risks associated with a business. The cafe would like to form business alliances with coffee plantation, local businesses and radio station because they have key resources to help our business run smoothly.

Key Activities: Key Activity can help the company create value of business as well as approach market, maintain relationship of customer and generate revenue of the company. Thus, The Gardener Coffee and Think Space also provide several of activities such as workshop training and food delivery to respond demand gap of customer in Lang Suan District.

Key Resource: Key resources are the main inputs that the company uses to create its value proposition, service its customer segment and deliver the product to the customer. These are the most important things that need to have for the business model to work.

Value Proposition: A value proposition is a business or marketing statement that a company uses to summarize why a consumer should buy a product or use a service. Accordingly, the value propositions of this business is both quantitative (efficiency) and qualitative (customer experience) because we consider to demand of customer.

Customer Relationship: Customer is heart of all business model. In this part, our business decide to do three main thing as CSR, information board and social media communities to maintain customer and generate revenue.

Channels: Channels are the touch points through which an organization liaises with its customers and as such, play a huge role in defining the customer experience. Channels can be categorized as marketing, sales or distribution channels. Thus, the company will reach its clients either through store or social media (Facebook, Instagram).

Customer Segments: Customer segmentation is the process of dividing customers into groups based on common characteristics. It is an important process because the company can reach proper of target market with this process. In this business, we divide customer segment by location, lifestyle and age of people who live in area so the customer segments of our business is student, bicycle touring and freelancer.

Cost Structure: This process will defines all the costs, income and expenses that the company will incur while operating business model.

Revenue Stream: A Revenue Stream is the process to presenting the cash a company generates from each Customer Segment. Revenue streams need to be as clearly defined as possible so the reason for listing these details is to evaluate whether it is profitable for the business.

3.6 Product and service description

The Gardener Coffee and Think Space will open every day from 08.00AM till 08.00PM. We provide good coffee, food and dessert with five stars service. We provide space at second floor including to support customer who would like to sit in the café for whole day to work or study. At second floor area also provide terrace to support people who need to absorb nature or relax from whole day work. In term of bicycle touring, we also provide rest area and route map of interesting sightseeing to suggest them. The café will organize interested workshop on the weekend to increase number of customer and encourage people on community. In addition, in the future we plan to expand catering service to support wedding industry in this area. Moreover, The Gardener Coffee and Think Space has several services and products with high quality in other to meet the customer need as below;

- Roasted Coffee
- Traditional food
- Seasoning food & beverage
- Hot, Cold, Frappe Beverage
- Local Thai Dessert
- Fusion Food
- Terrace to see view
- Long table
- Book Shelf
- Route map

In addition, every food menu we will use finest ingredients for cooking but charge with affordable price. The Gardener Coffee and Think Space is focused on “what customers want?” to fulfill their good experience in the coffee shop, make them comfortable to become our loyalty.



CHAPTER 4

INDUSTRY ANALYSIS

The Gardener Coffee and Think Space will be a coffee house, café and working space located in Lang Suan District, Chomphon Province. The café will serve gourmet coffee, cone coffee and soft drink. The special meals will offering with seasonality but the primary line will be local dessert and traditional food. All of raw material will be supplied by local businesses. The café will be owned and operated by Kingnapa Penggrood, an experienced in coffee shop with two years.

The Gardener Coffee and Think Space will have seating to support customer for 60 peoples with the site consists of 200 square meter consisting of coffee bar, small kitchen, counter bar. The restroom will provide for 4 room outside the cafe, consist of 6 square meter. In term of the furniture will consist modern design with brown, yellow and green colors. Moreover, the business proposal is developed to serve demand gap in the district and area around. So, as below we will consider industry analysis to analyze feasibility of the cafe.

4.1 PESTLE Analysis

Political

- Current situation in Thailand on political still under military rule since 2014. Road map direction would directly impact to all dimension of Thailand especially economics which need to be resolved.
- Aware of political movement from some conflict group may directly impact to overall economics.
- Establishment for a new company must be relevant to the policies made by the government of the country because the government has the power to define laws and policy that impact directly to the business.
- The control of economic activity, such as adjusting the tax rate, changes to laws and agreements that hinder investment and business.

- The transfer of certain infrastructures to state-owned and foreign exchange control, import restrictions, products and raw materials.

-The bargaining power of the domestic labor movement that may affect with the cost of operation and obstacles in the business.

Sources: (The Diplomat, 2016), (Personal Income Tax, 2014)

Economic

- Coffee market in Thailand found consistency growth in last 5 years around 5%

- Forecast Thailand GDP annual growth rate in 2017 around 3.0-3.5%

- Thailand Consumer confidence index could be up to 80.2 in Q4'2017 which increase from 2016 at 73.7

- Average monthly expenditure per household in Thailand at 2015 was increased at 1% from 2014 which only Chumphon province found 2%Growth reflect to increasing trend of spending of local household.

- Office of Small and Medium Enterprise Promotion (OSMEP) follow government direction to promote SME business by having Tax policy for support venture capital and relax Tax on SME operating also the low interest rate for loans at SME bank.

- As for the economic conditions, income of the province comes mostly from the agricultural sector. The second source of incomes is commerce, both wholesale and retail, and then the industrial sector. In the year 2010, gross provincial product of Chumphon reached 55,421 million Baht. Gross provincial product per capita is around 108,589 million Baht, occupying the sixth rank for the GPP of all Thai southern provinces. Therefore, the main income of Chumphon Province come from several industries as following;

- Agriculture Industry: Agriculture has been the most important sector of the province that consist with palm oil 38%, rubber tree 33%, durian 13%, coffee 5%, mangosteen 2%, coconut 2% and others 7%

- Industrial Industry: This sector is consist with palm oil processing industry 55%, aquatic processing industry 26%, rubber processing industry 7% and others 12%
 - Tourism Industry: Chumphon province known as Golden Place for eco-tourism. Chumphon is a city of view. There are a lot of coral beach, you'll meet with a wonderful hospitable climate, crystal sea-water, exotic and native plants and trees. Furthermore, at Lang Suan District also have interested festival such as Lang Suan fruit festival, Buddha procession and a boat race to attract tourism.
- Chumphon is the country's largest source of Robusta coffee in order to supply raw materials to the coffee beverage industry. At present, coffee planters in Chumporn have also created coffee value by developing instant coffee, roasted coffee such as Khao Talu Coffee, Tham Sing Coffee, ST Chumphon Coffee.

Sources: (Thailand GDP Annual Growth Rate, n.d.), (จังหวัดชุมพร, ม.ป.ป.), (Chumphon Tourist Information, n.d.), (Chumphon Society), (ประชาชาติธุรกิจ,ออนไลน์, 2015), (สสว., ม.ป.ป.)

Social

- Consumer behavior was changed in way of coffee drinking from instant coffee to fresh coffee like in nowadays but in the future consumers will give precedence to quality of coffee such as originate of coffee bean and solution of making coffee in order to deliver the best flavor. (Globthailand.com, 2016)
- Good location for taking photo and check-in online is become factor of coffee shop that need to decorate shop in beautiful theme, good light and nice dish presentation.
- In Chumphon :Province, there is around 500,757 of population is divided men 248,367 and women 252,208 and in Lang Suan District there is approximate 55,000 of population. (กรมการปกครอง, 2014), (กลุ่มงานข้อมูลสารสนเทศและการสื่อสาร สำนักงานจังหวัดชุมพร, ม.ป.ป.)

-Maintain relationship with customer with royalty card. The royalty cards that can be exchanged for goods or purchase goods at discounted prices under our conditions.

Technology

- Internet of things becoming more impact to consumer life-style and mobile device was the 5th factor of living so internet service is very important for consumer. Therefore, it is very important for the business to make and gain trust from consumer by social such as Google, Facebook, Line and Website. (บทบาทของ IOT, 2016)

- Online marketing is one of key business success factor that consumer will do searching in the moment they would like to know so preparation to input shop location(GPS), contact information with nice picture would be helpful.

-Online advertising through Google Site, Facebook, Line, Youtube and Instagram to reduce cost of advertise as well as easy to access customer in the era.

- Logistics of supply chain by using online such as ordering coffee bean and selling thru internet will deduct cost and increase profit in the same time.

-Nowadays, Thailand is become to use technology 4.0 to do marketing more than the past. So, economy will drive by innovation and application of technology through social media. Moreover, marketing 4.0 is two-way communication between operators (Shops) and consumers. (Customer), which occurs prior to sale, during sale, during use and after using the product by social media so technology will has played a greater role in this era. (มะลิสุวรรณ, 2017)

-At present, Fintech (*Fintech is a portmanteau of financial technology that describes an emerging financial services sector in the 21st century*) mostly used in SME or Start up business because to reduce to used cash in order to avoid robbery. Besides, increase to use e- payment as online banking. (Team, 2016)

Legal

- Must to do license with Ministry of public health and Bureau of Food and Water Sanitation to open restaurant by legal.
- Website is importance for business in other to advertising, information, enquiry and so on. Regarding to Thai legal domain name should not duplicate with others trademark and should not bring famous name for finding profit as well as should be easy to understand.
- Every business should have signboard to present or promote product and service. Signboard Tax can be charge by brand names or logo on any object with image and text that used for making money or advertising. Therefore, the shop has to pay for taxes and fees.
- Due to Thailand's rules and regulations for employee, Company must provide the services in social security for employee benefits which included national holiday, minimum wage policy, personal day-off and hospital. Moreover, life insurance as company group coverage should be applied for all employees.
- Require to collect tariffs of tax annual from label of brand or logo so if we open a coffee shop, it is taxable that based on the format and size. (Kapook, 2014)
- Entrepreneurs are obliged to practice several things in opening a restaurant that associated with tax, license and other fees.
- The rules that related to building law with showing how to build coffee shop under condition of ministry. (Thailand building control act in Thai, n.d.)
- The rule that related to the price of service should be clear and do not make consumer misunderstand for consumer protection.
- In general, the business model of a bakery or coffee shop can be done in many ways, from sole proprietorship or operate in the form of a partnership and a limited company but should be done in commercial registration.

Environmental

- Flooding situation in late of 2016 is seriously impact to overall economics especially in Southern region. (Khaosod, 2016)
- Higher temperature in nowadays made people feel thirsty and would like to have cool drinks and cool space for resting.
- As people known, in the south of Thailand is charge all the time so the business have to concern about climate change because Chumphon is located under the influence of southwest and northeast winds.
- Chumphon has diversity environment especially natural recourse as forestry; Chumphon has total forestland is 2,082,298 Rai, equal to 55.046% of the provincial area. The forests in Chumphon are deciduous forest, classified into 3 types according to the different features of the forests, which are rain forest, mangrove forest, and coniferous forest.
- Chumphon is located on the eastern Thai coast in the uppermost part of Southern Thailand. It is approximately 498 kilometers away from Bangkok. It is the fourth biggest southern province and also located on the coast of the Gulf of Thailand, lying from the north to the south, with the length of 222 kilometers.

Source: (อุ่มพร, 2013)

4.2 Five Forces Analysis

1. Rivalry among current competitors: High

There are 5 coffee shops in nearby area (including the Gardener) which creates rivalry among firms. The market will grow due to coming of tourist from promotion of Tourism Authority of Thailand and new business align to travelling industry will build up should relax rivalry somewhat since market size is enlarged. Brand identification and reputation online are important for customer awareness and attraction to visit at which shop.

2. Bargaining power of suppliers: Low

In term of suppliers, the main raw material which need high quality is coffee bean which can sourcing from local district in nearby area of the Gardener shop which also be sourced from other coffee shop but due to number of shops is not yet many so price negotiation and delivery services from supplier still be possible at this time. What if the supplier is becoming aggressive on selling higher price, the Gardener would able to sourcing from other supplier due to coffee bean is now easy to find.

3. Bargaining power of customers/buyer: High

There is high buyer power because there are options of shops in nearby area also the price must be in achievable level subjected to location base and target customers. The switching choice at customer is easy due to promotion or new shop opening.

4. Threat of substitute products or services: High

Many products and substitute to coffee with tea, soda, energy drinks, and coffee grounds for home-brewing so readily available. By the way, the Gardener also listed some of possibly substitute of coffee on the menu to protect this problem.

5. Threat of New Entrance: High

It is easy to enter into this market because there are no governmental restrictions or proprietary know-how inhibiting others from entering. Furthermore, the technology is common, easy to access, and relatively inexpensive, making entry to the market fairly easy.

4.3 SWOT Analysis

➤ Strength (Internal)

- Concept and Location

The Gardener is the first combining coffee shop in the Oil Palm garden located in Lang suan district, Chumphon Province and close to the sea with contemporary

design between modern style and contemporary style from local architecture made the customers feel comfortable and relaxations.

- Customer Experiences beside products

Differentiation from other coffee shops in nearby area is not only the concept and looks but including outdoor activities for family, friends and couples such as walking around and study for see view around lotus pond, see oil palm plantation and the crude palm oil.

- Home Delivery Service

The Gardener is provide delivery service to customers in 10 km. nearby which can order via call or Facebook Page at 200 Baht for free of charge or beside criteria can deliver with 40 Baht charge.

- Pricing level

Product pricing is in average level which achievable for both local customers and tourists and cheaper when comparing to 4 shops in nearby area.

➤ Weakness (Internal)

- New to market

Lack of experience to operate shop so this would be weakness on real situation of shop management, customer service, selling products and resolve problems in the moment but can be improve skills by consultant or learning in short term to become more professional.

- Production capacity

Coffee making still need to do step by step and coffee machine still has only 1 unit so this can be bottle neck problem when there are many orders in the same time.

- Differentiate on products

Even though the Gardener was difference among other coffee shops in nearby area from its concept and looks but the core products menu of coffee, bakery and food are same as others, which is not attractive enough for local customers and tourists in

order to re-purchase and become loyalty customers in the future so beside to decoration and looks of the shop The Gardener needs to be strong on product and service quality and using online communication such as social media and blogger review.

➤ **Opportunity (External)**

- Coffee drinker expansion

Nowadays, number of coffee drinkers become more larger due to number of coffee shops opening in every corner of town which not only in Bangkok but also in up-country. Especially for new opening shop would be attractive to coffee drinker who wants to try and having new experience in the shop which means to shop decoration for taking photograph and share on the social network.

- Local events pull traffic

The Gardener located close to bike lane and the sea, which will be used for the bicycle competition and running marathon so the shop will be in visibility of side way to pull eyeballs and attraction. Signage and other marketing media are required to support the visibility.

- In-direct impact from tourism campaign

Also Chumphon province was 1 of 12 don't miss destination campaign in 2015 promoted by Tourism Authority of Thailand, which bring many tourist visit Chumphon province for leisure. (หลังสวนเมืองต้องห้ามพลาด, n.d.)

- Easy sourcing raw coffee bean in cheap price

Because Chumphon province has coffee plants as one of economic product so we can do sourcing quality coffee bean in low price and less transportation cost.

➤ **Threat (External)**

- Frequency of having coffee per person

Even though numbers of coffee drinker are larger than ever but average number of cup per person is only one and mostly have in morning to noon period.

- Flooding situation in Southern region

Flooding in late of 2016 may direct-impact to number of customers in short-term especially to tourists due to news and information that might lead to not visiting or change destination.

- Fighting with existing shops

There are 4 coffee shops in nearby area have been operating which have many customers visit every day so this would be in tough thing to create interesting and pull traffic from the competitors.

- In-coming of new comer

Because it is not difficult to set up and open coffee shop especially in bar type which no need to invest lots of money and having land also the solution to make coffee was already online so this could be threat if has new comer in the nearby area.

4.4 Competitor analysis

The Gardener Coffee and Think Space has few competitors because Lang Suan District is the area close to the Gulf of Thailand thus in Lang Suan District, most of restaurant will selling seafood mainly. Almost of café or coffee shop are have similar products and do not have traditional food to server as well.

➤ Direct competitors

1) Soon tree Café

Soon tree Café is the café decorate mixed between modern and industrial style that located at around market area of Lang Suan District. Soon tree café is close every Tuesday and open from 12.15PM. -9.00PM. This place serves various food, drink and fresh coffee. They also provide free Wi-Fi and provide free comic book for customer to read. In addition, the target market of this place is family.

Strength

- Easy to access.
- There have various foods.
- Full service.
- Centre of community.

Weakness

- Don't have enough space in peak time.
- Don't have plug.
- The price is quite expensive.
- The café open quite late.
- Close on Tuesday.

2) Morn Thong Café

Morn Thong Café is the coffee shop with tiny space that build by containers. The location of this place is located on Main Street which head to Suratthani and Chumphon Province they mainly serve coffee, dessert and cold drink but also have main course to service with medium to high price. Morn Thong Café provide free Wi-Fi and also have some plugs to service people who bring laptop to the café for work or presentation.

Strength

- Close to main street.
- There is variety of products.

Weakness

- Narrow space and table.
- Have smell disturbing.
- Cannot support a large number of customers.
- Less car park.

3) Rong Tiem Old Coffee

This Coffee Shop is decoration with vintage style and the main product is old style coffee. They also have Thai food, alcohol drink and beverage to serve customer. This coffee shop has model city to attract customer who come from nearest province to be a customer. On the other hand, atmosphere inside café not attract customer to stay for long time because the shop is gloomy and not enough table and desk.

Strength

- Have many photo areas to take a picture.
- The concept of business is clear.
- There is lot of car park.

Weakness

- Not suitable for summer.
- The toilet quite far from the shop.

4) La- Ta- Fe















La-Ta-Fe Coffee Shop is the shop that use some part of the house renovate to coffee shop. This place customer can sit for long time and also have enough space to support customer with free Wi-Fi, coffee and toast. Moreover, the price of product is affordable. It is open from 9.00 AM – 07.00 AM. Everyday.

Strength

- Affordable price.
- Can stay for long time.
- Open everyday.

Weakness

- There is less of car park.
- Some part of the café quite messy.
- Don't have main course.

Competitors	Product	Service	Price	Location	Delivery	Carpark	Atmospheres	Wi-Fi
Soon tree Café	  	Moderate to High	Medium to High	5	✗	✓	4	✓
Morn Thong Café	  	Moderate	Medium to High	5	✗	✓	3	✓
RongTiem Old Coffee	  	Fair	Low to Medium	4	✗	✓	5	✓
La- Ta- Fe	 	Fair	Low	3	✗	✓	3	✓
The Gardener Coffee and Think Space	  	High Service	Medium	4	✓	✓	5	✓

**Note: 5=Very Good, 4= Good, 3=Fair, 2=Bad, 1=Worst*

Table 4.1 Comparison with competitors

4.5 Target market

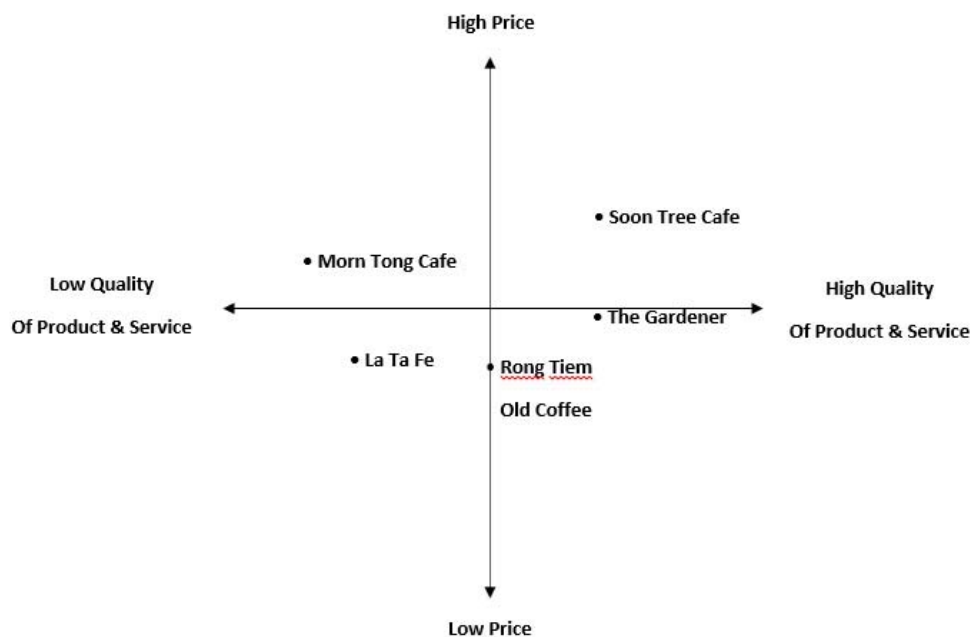
- Students
- Bicycle Touring
- Freelancer

4.6 Competitive Advantages

1. Location: The Gardener Coffee and Think Space is located in palm garden near the beach and on the route of bicycle touring so it is very easy that tourist will reach this café. The Café are easy to access by private car, bicycle and motorbike.
2. Design and Decorate: The Gardener Coffee and Think Space is mainly focus on environment so it will focus on Contemporary style to be consistent with the environment and climate. In term of decorations, we will decorate with quality furniture to make people comfortable and relax.

3. Environment: The café deny to cut any plant around the area and reduce to use electric lamp by using more window to decorate the café. Besides, we will decorate tree inside the café to make customer fill fresh.
4. Menu and Promotion: The Gardener Coffee and Think Space will launch different promotion every month to allure new target market and maintain old customer.
5. Event & Activities: Our coffee shop will add special event for celebrating in special season and also have interested activities such as painting and crafts on weekend to allure people. Apart from, in the future, we have plan to start catering service and allow people to rental the café for arrange wedding ceremony or birthday party.

4.7 Market Positioning



The Gardener Coffee and Think Space emphasize quality of product and service and prices are affordable and reasonable. Furthermore, we will chose high quality, high techniques of furniture and equipment in order to reassure customers that entering the café. In parts of Soon tree Café, which high quality of product and service but also high

price because it is located at the middle of community. On the other hand, La Ta Fe café and Morn Tong Café are quite in same direction but Morn Tong Café have high price more than La Ta Fe. Apart from, Rong Tiem Old Coffee is quite low price but quality of product and service are reasonable with products.



CHAPTER 5 MANAGEMENT PLAN

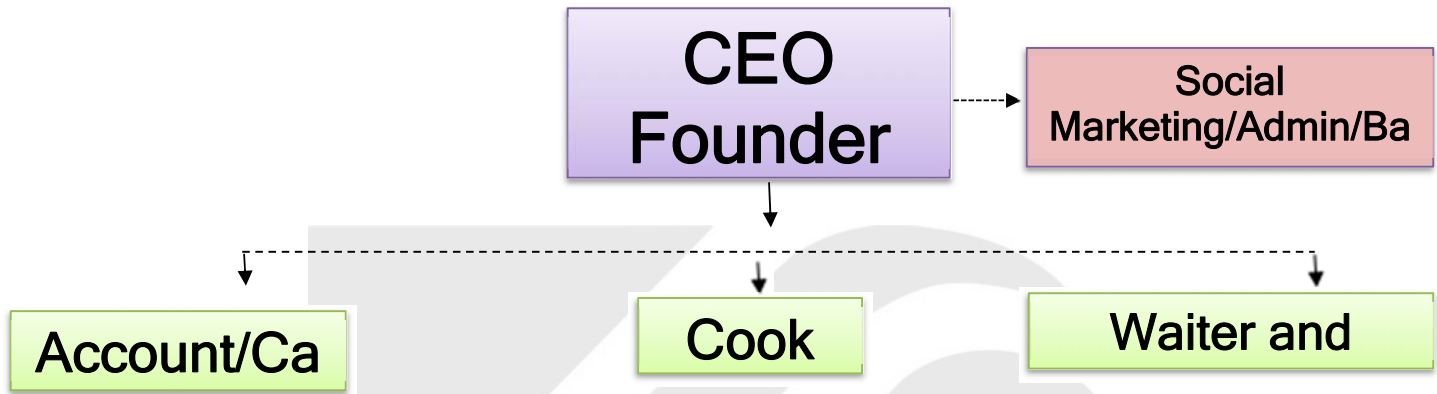


Figure 5.1 Organization structure

5.1 Organization management

The Gardener Coffee and Think Space is a small business. So, the first time to run business we will hire some of family member and relatives to join with us in term of staff because we need to save cost and easy to communicate as well as management in trainee process. The structure and position as following;

CEO Founder (Social Marketing/Admin) is person who have to managing the overall operations, have responsible in organization, analyze vision mission goal and objective, manage human resource, recruit staff, manage material and raw material resource, create company rule, do marketing research and training staffs to understand their position. Moreover, CEO will briefly staff to understand core value of the company, vision statement, goal and objective.

In this company, CEO will handle social marketing plan, advertising, launch promotion and do some documents work so CEO has to pursue market trend, situation of the world and analyze the situation in the company both internal and external such in other to solve the various problem.

Barista: The responsibilities of Barista are preparing and serve hot and cold beverages, including various types of coffee and tea. Otherwise, they have to greet and communicate with customer.

Account/Cashier: This position has to handle with monthly payroll and have a responsibility in account report, cash register operations, payment processing, and interactions with customers. Besides, they have to Record all general journal in the store such as staff salaries, expenditure on the purchase of raw materials in the shop and do the report sent to CEO every month.

Cook: This position has to prepare raw material food (clean and peel vegetables, chopper, cutting meats), prepare ingredients and make delicious menu to serve customer.

Waiter/Waitress and Messenger: We looking people that have the skill to remember order as well as patience, polite, friendly and good personality. This position has to have a responsibility to take order from customer, serves food, providing detailed information on menu, cleaning and collecting the bill. Other than these, when we have delivery order they can be messenger as well.

5.2 Ownership Structure

The Gardener Coffee and Think Space is a coffee shop with providing working space Profile company which run by one owner; Kingnapa Penggroud.

Miss Kingnapa Penggroud a graduate from Rangsit University in faculty of Tourism Industry. After graduate, the owner has experienced to works in hostel & café for 2 years.

5.3 Profile Company

- **CEO Founder and Barista / Miss Kingnapa Penggroud**

Job description

- Look overall of the company.
- Create marketing strategy, promotion.
- Analyze vision statement, goal, objective as well as briefly and train staffs.
- Solve all of internal/external problem.
- Manage all resource in the company including human resource, material.
- Resolve customer complaints.
- Manage all payment and salaries.

Qualification

- Bachelor's degree in Business administration or involve.
- Has experience in restaurant business.
- Can communicate in English.
- Has basic knowledge in Microsoft office.
- Care about staff and able to work under pressure.

Barista

Job description

- Prepare beverages following recipes.
- Clean Coffee mug and maintain stock of clean mug.
- Keep the bar area clean.
- Create new beverage menu.

Qualification

- Has skill to do Latte art.
- Age 20-35, Male/Female.
- Previous work experience as a Barista.
- Excellent communication skills, friendly and have service mind.
- Good English skill is will be given special consideration.

Salary 15,000 THB

• **Account & Cashier (1 Position)** / Ms. Julaluck Srisoontornpinit

Job description

- Handle with monthly payroll.
- Record accounting and do monthly report.
- Scan goods and collect payment.
- Operating the cash register and handling cash transactions with customer.

Qualification

- Diploma or Bachelor's degree in account or economic.
- Age 21-40
- Male or Female.
- Has experience in basic account, cashier or sales.
- Good English skills is preferred.

Salary 11,000 THB

• **Cook (1 Position)** / Miss Nutnicha Penggroud

Job description

- Preparing ingredients and raw material to use for cooking.
- Set up the kitchen with all needed ingredient and cooking equipment.
- Keep the kitchen clean.
- Cooking food and always maintain quality.

Qualification

- Diploma or Bachelor's degree in Food Industry.
- Maximum 50, Male/Female.
- Has experience as cook.
- Knowledge of various traditional food cooking procedures and methods.
- Able to work as a team.
- Create new menu.

Salary 10,000 THB

• **Waiter and Messenger** (1 Position) / Mr. Rattakhet Tang-an

Job description

- Greet and escort customers to their tables.
- Present menu, provide detailed information about menu and take order.
- Inform customer about special or seasoning menu.
- Prepare and clean table.
- Keep cutlery, dishes, glass and the area clean.
- Serve food and drink orders.

Qualification

- Graduated at least grade 12
- Age 18-35, Male/Female.
- Attentiveness and patience for customers.
- Able to work under pressure and has spirit team work.
- Good interpersonal skills, active and highly responsible.
- Able to ride motor bike and have driving license.
- Can communicate in English is will be given special consideration.

Salary 9,000 THB

6.1 Marketing objective

- Provide free drink for early adopter
- Develop brand awareness and increase customer by word of mouth
- In the first 3 months, provide 10% discount to people who like and share Facebook page
- There is new customers are coming from Facebook by like and share campaign
- Increase one time customer become to regular customer by product and service satisfaction
- Have regular customer's more than 100 persons within 6 months.
- Provide membership card for give discount to maintain old customers and create new promotions to increase new customers.

6.2 Market segmentation

Chumphon is the one of Southern Province of Thailand on the Gulf of Thailand with an area of 6,010.849 square kilometer. The west it also borders the Burmese province. Chumphon Province growing Robusta coffee plantations and contributes 60 percent of Thailand's total coffee production. In part of tourism, Chumphon Province is growing every year; from 2009 to 2015 the travelers including Thai and Foreigners are increase around 150,000 people a year. (Domestic Tourism Situation, 2017) In addition, the average income in Lang Suan district approximately 10,000-12,000 baht and most of people in Lang Suan career about gardener, fishing and trading.

Lang-Suan District is the area of fruit farms. Most of area are forestland and mountains that suitable for agriculture, such as, fruit farms and rubber. Moreover, Lang-Suan District have the annual festival such as Lang-Suan mini marathon, fruit festival and boat race ETC. Hereby, Lang-Suan District is the one of district in Chumphon Province that have tourist Thai and Foreigner came to visit throughout the year.

- **Geographic:** Lang Suan District is a one district in Chumphon Province and have most of area close to the beach.

- **Behavioral:** People who live in Lang Suan are relatively affluent because economic but they did not extravagant .Most of people like to purchase goods and service that suitable for money.
- **Demographic:** Almost of people who live in Lang Suan District are student to elderly year old and most of them are big family. Most of people career about gardener, fishing and trading. Moreover, people who are landlord, entrepreneur and gardener they will have high salary and they have power to purchasing. In other hand, people who career about employee and labor will have moderate to low salary.
- **Psychographic Segmentation:** At Lang Suan District has variety of age from children to old people. In term of children they has lifestyle follow their parents bur teenager and working people have similar lifestyle such as be infatuated with social media, like to stay in nice cafe and take picture for shared on social. On the other hand, almost of elderly love to sit at quiet café in the morning and reading newspaper.

6.3 Marketing Strategy

- Product

The main product of The Gardener Coffee and Think Space is fresh coffee but we also have many other varieties of products along with soft drink, tradition food, local thai dessert, fusion foods and other seasoning foods. The Gardener coffee and Think space will using high quality ingredients to maintain quality of products. The café also provides full service to help customer feel like premium coffee store. We will create signature coffee “*Green Espresso*” to attract customers. Moreover, to develop our product we will define its main qualification below;

Coffee Bean: We will chose local coffee bean to serve our customer because we see the potential of Southern Coffee bean. We ensure that our coffee bean that we use is fresh and aroma.

Food, Dessert: We intend to use fresh and quality ingredients as much as we can find in the area. Moreover, we aims to provide tasty food and good looking of each product to make customer feel impress.

- Price

Our products will charge affordable price that will also encourage to our promotion and we will use the promotion and marketing campaigns to increase sale. Prescription pricing strategy is based on two main factors as follows:

1. *Cost based pricing:* We will charge with affordable price for our products and service. The price in menu will based on raw material and ingredient that the café expense to make customer afford to purchase our products. In order that, we will follow that trend and current market price to maintain average price.
2. *Value based pricing:* This price can make target group willing to pay because customers who come to buy products will expect to eat and drink a standard of freshness as well as good service. Therefore, we are attention to choose good raw materials and recruit good staff to make customer satisfaction.

<p style="text-align: center;"><i>The</i> <i>Gardener</i> <i>Coffee</i> &</p>	HOT	
	Cone Coffee (Espresso)	฿40.00
	Americano	฿40.00
	Cappuccino	฿45.00
	Latte	฿45.00
	Mocha	฿45.00
	Matcha Latte	฿45.00
	Thai Tea	฿45.00
	Tea (Lemon,Earl Gray,Jasmine,Peach)	฿40.00/Pot
	ICED	
Green Espresso (*Signature drink)	฿60.00	
Affogato	฿50.00	
Americano	฿60.00	
Lemon Black Coffee with Honey	฿60.00	
Cappuccino	฿60.00	
Latte	฿60.00	
Mocha	฿60.00	
Matcha Latte	฿60.00	



Figure 6.1 The Gardener Coffee and Think Space Menu

- Place

The Gardener Coffee and Think Space will be located at palm tree garden and near by the beach but easy to access by motorbike, bicycle and provide car). It will operate every day from 08.00 AM till 08.00 PM. The café will divide into 3 zones; coffee area, work area and garden area. There is supplemented by free books and magazines that customers can read inside the coffee bar area and offer working space with table, desk, and plug at second floor. In term of garden zone, we will decorate with comfortable desk and table in the garden to make customer feel relax when they stay in this area.

About material of construction, it will be built with inexpensive and reused material, but give warm feeling by green and brown color.

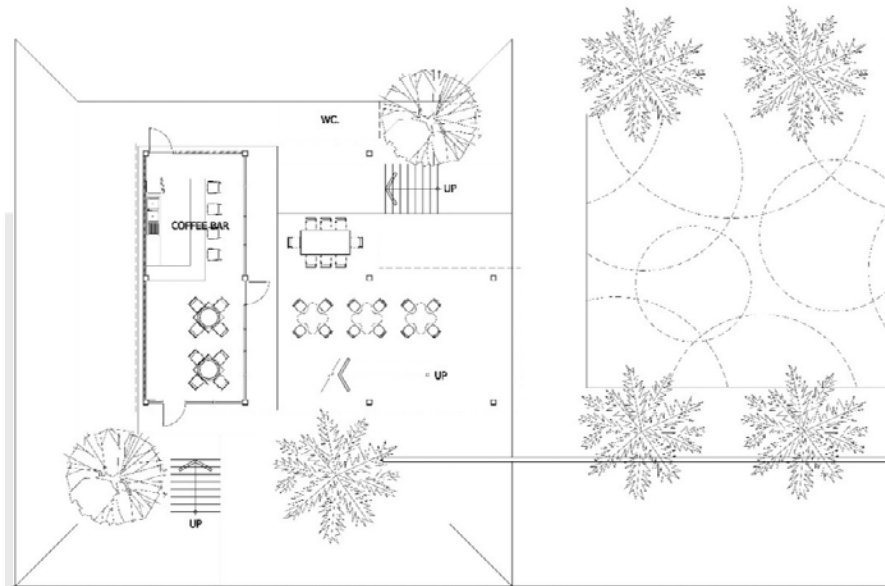


Figure 6.2 Layout of 1st floor

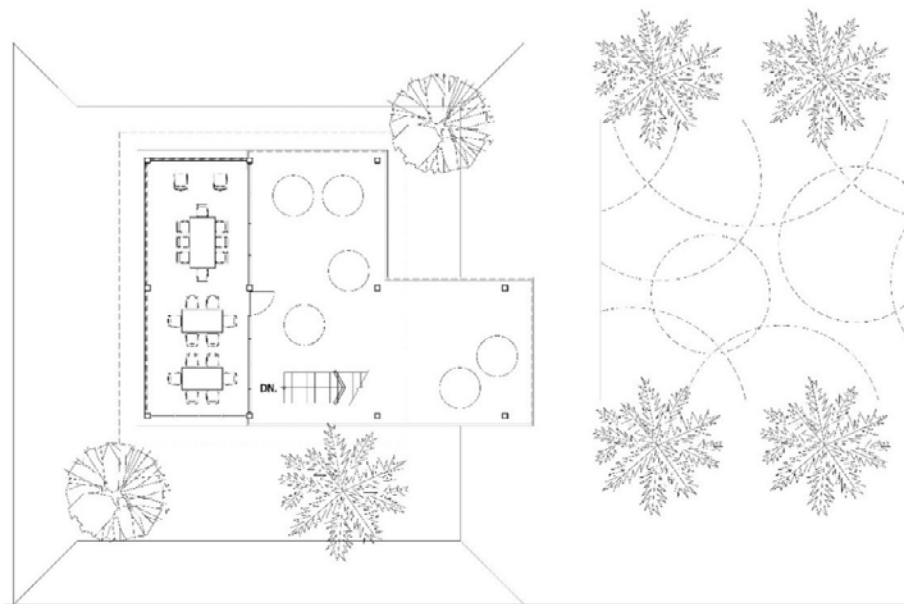


Figure 6.3 Layout of 2nd floor



Figure 6.4 3D Plan of The café



Figure 6.5 3D Plan of The café

- **Promotion**

1. **Personal Selling:** The business will training all of staff to know every process of direct and personal selling in order to know about sales techniques to customer and how to convince them to purchase our products.
2. **Direct Marketing:** Direct Marketing is a marketing strategy that focuses on direct communication with existing customers for promote products and services. Our business will use many way. For example, using internet for direct communication to customer such as Line@, Facebook fanpage, Instrgram, Youtube and Direct e-mail. Second, advertising via local magazine or newspaper such as coupon, voucher and brochure and Last, word of mouth of customer, it is fast and save cost more

than the others. Moreover, the good thing of direct marketing is easy, flexible and the entrepreneur can directly choose target customers as well.

3. **Public Relations:** The Gardener Coffee and Think Space will do CSR in community such as donate necessities stuff to school, plant the mangrove forest and so on. The purpose to do this is help people in the area and promote the café at the same time. Furthermore, the Café will participate as a sponsor about Boat Race Festival, Mini Marathon Race in order to build relationship and make customer know our business.
4. **Sales Promotions:** The Gardener Coffee and Think Space has a lot of campaigns to pull attention from customer since Grand opening ceremony. In grand opening ceremony we will introduce our product and give customer to try for free, then we will launched new promotion every month and provide special event promotion, for example;
 - **First month promotion:** People who come in grand opening day will get gift voucher 100 THB to redeemed for free food/drink or use for get discount. Besides, people who come in the first 30 days and check-in, like and shared the picture of food and drink in social media will get 10% discounts.
 - **Birthday Promotion:** Customer who come on their birthday, we will offer special menu of the day.
 - **Loyalty promotion:** For our loyal customer, the cafe will give out loyalty card for collect stamp 5 times free one drink and 10 times for free food.
5. **Advertising:** The café will communicate with consumer as following;
 - **Online Advertising:** The Gardener Coffee and Think Space will advertise on social media as Facebook, Line@ and Instagram. This is a cost effectiveness than local newspaper or traditional print advertising and also allow customer in this era easy to reach.
 - **Radio Advertising:** During the first six months of operation, The gardener will communicate via local radio name FM 104.75 MHZ to promote our business.
 - **Traditional Prints:** The café will post brochure or poster in communities and places such as train station, bus stop, department store (i.e Lotus, Goods store), local hotel (i.e Auychai grand) and school.

- **People**

People is the most important element of any service or experience so staffs that become a part of team should have good looking, able to work as a team, service mind, have power, active, expertise in position and have high responsibility. Therefore, our company willing to give chance to recruit a new graduated student to work with us because they are still full of power and active. We want to be the café with full service as premium coffee shop. So, all of these conditions are in order to push the company forward.

- **Physical evidence**

Physical evidence is seem like a first impression that can impress customer so it is importance to keep the café clean and good smelling all the time. In the café we will impulse smell of coffee brewing, decoration board with information and promotion. The color of café green and brown as the main decoration as well as modern wood furniture looks comfortable and warm. Besides, the café will playing easy listening music to make customer feel relax.



Figure6.6 Logo of The Company

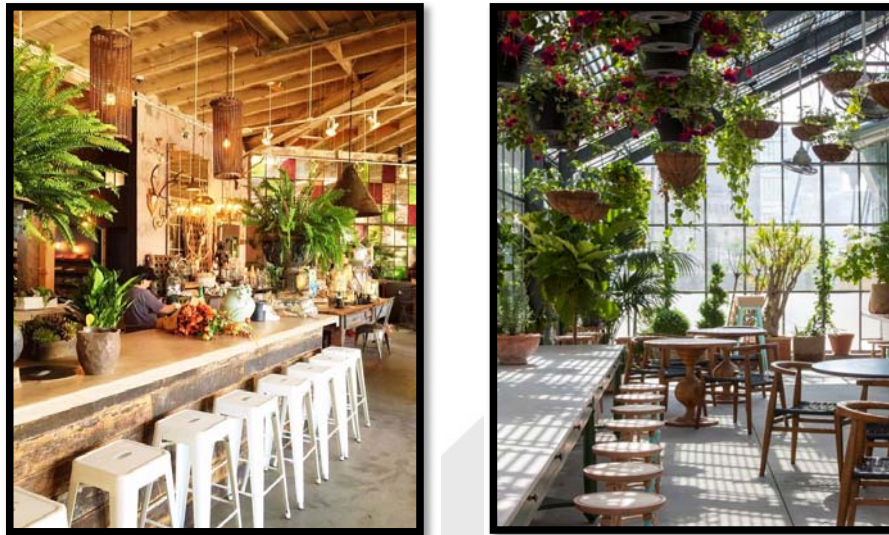


Figure6.7 Themes Color

- **Process**

The Gardener Coffee and Think Space will giving friendly service and good process because quality of service and quality of product are the key of business. The service in cafe must quickly as soon as possible. For instant, if customer need some help or ask staff to do something staff should respond within 30 second. In term of take home customer, we will takes the orders, write their name into the cup, taking the payment and run the next queue. For operating process in the café we will giving more detail below;

6.4 Standard operating process at The Gardener Coffee and Think Space

1. The staff will immediately greeting or acknowledge customer by verbal and friendly smile, when they entering the café.
2. Every customers will be accompanys to the table and seated within 1 minutes.
3. Keep the café and table always clean and hygienic condition.
4. Take orders and preparing cutely for clients.
5. All Staffs must have comprehensive knowledge of the menu.
6. Water will be served within 3 minute of ordering.

7. Waiter/Waitress served coffee/beverage within 5 minute of ordering.
8. Food will serve to client within 10-15 minute after ordering.
9. Bill to be provided within 1 minute of request.
10. Dishes to be clean within 3 minutes after all client finishing and go back.
11. If there are complained from customer, the café must follow up and resolve problems as quickly as possible.
12. CEO and Staffs have to brief before café open and re-brief after café close.
13. Check stock of available and out of stock item.
14. CEO and Staff must to check outfit and grooming and keep everything clean and hygienic condition.

INDUSTRY ANALYSIS

7.1 Human Resource Needs

The Gardener Coffee and Think Space is a small business so we don't want too many staff to run business. At the beginning, all of staff are family members and relatives in order to save cost and easy to training. For number of staffs, we need just 4 people to run business. The owner will describe all jobs (tasks) and the qualifications needed for each position are developed. All employees are full time job with rate price salary from 9,000-15,000 THB and will increase every year depend on revenue. The company also provide insurance and annual bonus to employees. In the future, if the company is growing, we have plan to find out new staff to join with us. Besides, the company has training process for staff before café opening and training sessions will be provide every 3 months for improvement products and service. In every day before the café close, we will talk and discuss about the problem on that day and find out the best way to solve problems. This process is important with the organization because it's can be evaluate company and employees in order to improve the organization in the future.

7.2 Physical Facilities Requirements

- Coffee Bar
- Kitchen
- Toilet
- Furniture
- Cutlery
- Glass, Cup, Tea pot
- Food & Beverage
- Building
- Car park
- Garden
- Lights

7.3 Technological Resource Needs

- Coffee Machine
- Microwave
- Oven
- Wi-Fi
- Radio, Telephone
- Calculator
- Freezer
- Computer

7.4 Implementation Timetables

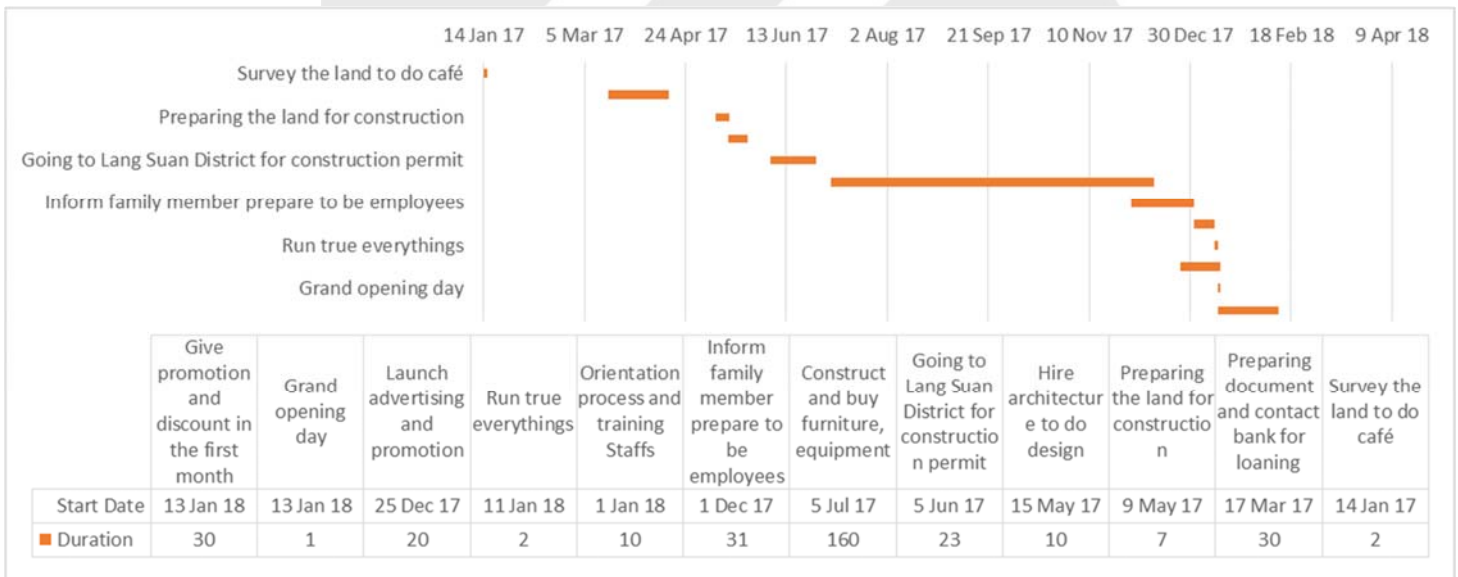


Table 7.1 Gantt chart

7.5 Processes for Monitoring Progress

- Launch seasoning menu every season.
- Number of Facecook Fanpage must increase every week.
- Number of client more than 20 people per day.
- Barista have to do 1 cup of coffee less than 5 minutes.
- Increase sale profit 10% every years.

7.6 Logistics and Supply Chain Management Plan

It's start from the separation of raw materials to the completion of the process or to customers who use the product. The processes in the middle are transport, storage and sales to customers. (Steve Mariotti, Supply Chain Management, 2016). Various partners have to work together to use tools and techniques to increase efficiency in market decision. This topic will briefly describe the processes that the green coffee bean (unroasted) travels through many steps in the supply chain from coffee plantation to final customer.

The coffee supply chain is described using its different life cycle phases as following;

- Agricultural phase (Coffee plantation): This phase will taking about planting, growing, picking, drying, milling, roasting and packing coffee bean and prepare to distribute to retailer or coffee shop.
- Transportation (Shipping): This phase is about coffee plantation shipping roasting coffee to retail or direct to coffee shop. In this case, we will receive coffee bean directly from plantation.
- Roasted coffee production phase (Grinning, Brewing): Coffee production phase including step; grinning and brewing. This step will ground into a specific fineness, whether by machine or hand.
- Consumption phase (Drinking): After finishing production phase, staff will serve a cup of coffee to customer and let them enjoy.
- Waste management phase (Cleaning): This process is a final process, it is will happen after everything done. All of staffs will help each other to clean kitchen, coffee bar, cup and so on.

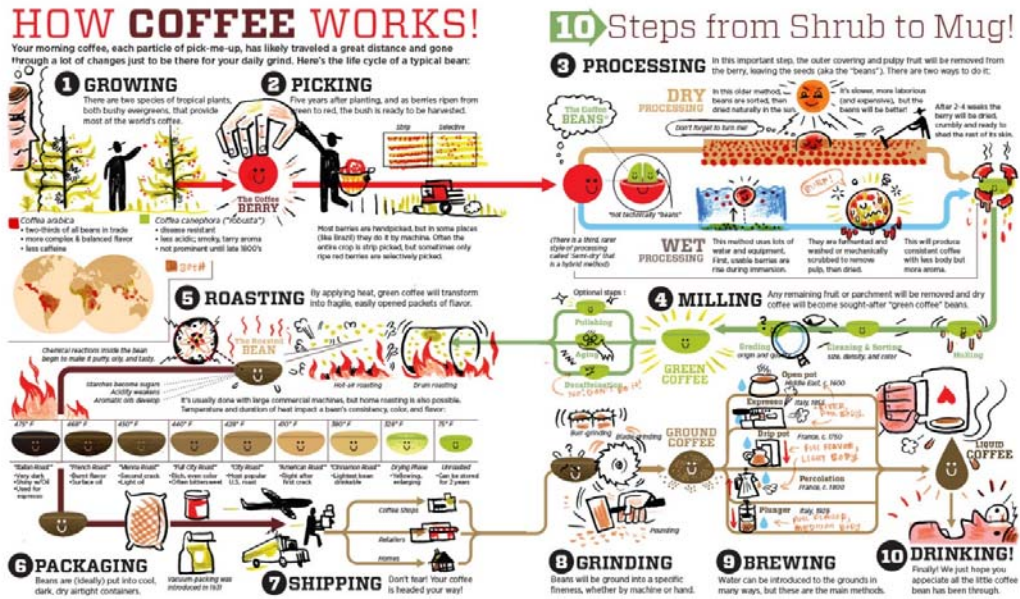


Figure 7.1 Coffee Process

Source: <https://tazzadiluna.com/2014/05/02/how-coffee-works/>

CHAPTER 8 FINANCIAL PLAN

8.1 Possible Sources of Initial Financing

Required Start-Up Funds	Amount	Totals	Depreciation	Notes
Fixed Assets				
Real Estate-Land				
Buildings	B 1,428,000.00		20.00 years	
Equipment	390,000.00		5.00 years	
Furniture and Fixtures	310,000.00		10.00 years	
Vehicles	15,000.00		7.00 years	
Total Fixed Assets		B 2,143,000.00		
Operating Capital				
Pre-Opening Salaries and Wages	16,800.00			
Inventory	30,000.00			
Advertising and Promotions	20,000.00			
Other Initial Start-Up Costs	10,000.00			
Working Capital (Cash On Hand)	500,000.00			
Total Operating Capital		576,800		
Total Required Funds		B 2,719,800.00		

Sources of Funding	Amount	Totals	Loan Rate	Term in Months	Monthly Payments
Owner's Equity	73.53%	B 2,000,000.00			
Outside Investors	0.00%	-			
Additional Loans or Debt					
Commercial Loan	26.47%	B 719,800.00	7.00%	84.00	B 10,863.71
Commercial Mortgage	0.00%	-	8.00%	240.00	-
Credit Card Debt	0.00%	-	7.00%	60.00	-
Vehicle Loans	0.00%	-	6.00%	48.00	-
Other Bank Debt	0.00%	-	5.00%	36.00	-
Total Sources of Funding	100.00%	B 2,719,800.00			B 10,863.71

8.2 Salary and wages

Salaries and Related Expenses	#	Assumptions	Wage Base	Monthly	Year One	Year Two	Year Three
Percent Change						3.00%	3.00%
Salaries and Wages							
Owner's Compensation	1			B 15,000.00	B 180,000.00	B 185,400.00	B 190,962.00
Salaries	3			30,000.00	360,000	370,800	381,924
Total Salaries and Wages	4			45,000	540,000	556,200	572,886
Payroll Taxes and Benefits							
Social Security		B 2,250.00		2,250	27,000	27,000	27,000
Total Payroll Taxes and Benefits				B 2,250.00	B 27,000.00	B 27,000.00	B 27,000.00
Total Salaries and Related Expenses				B 47,250.00	B 567,000.00	B 583,200.00	B 599,886.00

8.3 Fixed and Operating Expenses

Fixed Operating Expenses	Monthly	Year One	Year Two	Year Three
Percent Change			3.00%	3.00%
Expenses				
Advertising	₱ 2,000.00	₱ 24,000.00	₱ 24,720.00	₱ 25,461.60
Customer Discounts and Refunds	3,000.00	36,000.00	37,080.00	38,192.40
Miscellaneous	3,000.00	36,000.00	37,080.00	38,192.40
Office Expenses & Supplies	7,000.00	84,000.00	86,520.00	89,115.60
Sales & Marketing	1,000.00	12,000.00	12,360.00	12,730.80
Taxes-Other	3,000.00	36,000.00	37,080.00	38,192.40
Telephone and Communications	2,000.00	24,000.00	24,720.00	25,461.60
Travel (Gas)	1,000.00	12,000.00	12,360.00	12,730.80
Utilities	10,000.00	120,000.00	123,600.00	127,308.00
Total Expenses	₱ 32,000.00	₱ 384,000.00	₱ 395,520.00	₱ 407,385.60
Other Expenses				
Depreciation	₱ 5,000.00	₱ 60,000.00	₱ 60,000.00	₱ 60,000.00
Interest				
Commercial Loan	19,919.32	94,224.91	82,447.54	69,818.79
Total Other Expenses	24,919.32	154,224.91	142,447.54	129,818.79
Total Fixed Operating Expenses	₱ 56,919.32	₱ 538,224.91	₱ 537,967.54	₱ 537,204.39

8.4 Sales Forecasts

All of the assumption price is average price and divide by A la carte, Meals, Drink and Dessert & Light meals. The principles of calculating forecast sales per month is *The number of consumers * Monthly * Percentage of people who ordering goods* so originate by situations of each month. In the first year, in January – March sales are quite low because the café just launch only 3 months. In April sales are slightly increase due to public holidays and end of semester period. On the other hand, in May the number of customer fall around 50% because this month most of parents are prepared for next semester.

In term of the months that earn a lot of revenue is June – September because there are mini marathon race, fruits festival and tourist season. On the other hand, in the end of the years sales are rapidly decreased due to storm and the variability of weather.

8.5 Account Payable

Accounts Payable Disbursements	
Number of Days to Pay Suppliers	
0 to 30 days	70.00%
31 to 60 days	30.00%
More than 60 days	0.00%
Total Disbursements Percentage	100.00%

8.6 Income Projection

	<u>Year One</u>	%	<u>Year Two</u>	%	<u>Year Three</u>	%
Income						
A la carte	487,188		1,536,624		2,982,555	
Meal	1,284,900		4,231,275		7,589,925	
Drink	502,200		1,364,580		2,105,010	
Dessert and Light Meal	480,711		1,267,560		1,985,130	
Total Income	<u>2,754,999</u>	100.00%	<u>8,400,039</u>	100.00%	<u>14,662,620</u>	100.00%
Cost of Sales						
A la carte	146,156		460,987		894,767	
Meal	385,470		1,269,383		2,276,978	
Drink	150,660		409,374		631,503	
Dessert and Light Meal	144,213		380,268		595,539	
Total Cost of Sales	<u>826,500</u>	30.00%	<u>2,520,012</u>	30.00%	<u>4,398,786</u>	30.00%
Gross Margin	<u>1,928,499</u>	70.00%	<u>5,880,027</u>	70.00%	<u>10,263,834</u>	70.00%
Total Salary and Wages	567,000	20.58%	583,200	6.94%	599,886	4.09%
Fixed Business Expenses						
Advertising	24,000		24,720		25,462	
Customer Discounts and Refunds	36,000		37,080		38,192	
Miscellaneous	36,000		37,080		38,192	
Office Expenses & Supplies	84,000		86,520		89,116	
Sales & Marketing	12,000		12,360		12,731	
Taxes-Other	36,000		37,080		38,192	
Telephone and Communications	24,000		24,720		25,462	
Travel	12,000		12,360		12,731	
Utilities	120,000		123,600		127,308	
Total Fixed Business Expenses	<u>384,000</u>	13.94%	<u>395,520</u>	4.71%	<u>407,386</u>	2.78%
Operating Income (before Other Expenses) [EBITDA]	977,499	35.48%	4,901,307	58.35%	9,256,562	63.13%
Other Expenses						
Amortized Start-up Expenses	15,600		15,600		15,600	
Depreciation	60,000		60,000		60,000	
Interest						
Commercial Loan	94,225		82,448		69,819	
Taxes	164,655		951,772		1,825,349	
Total Other Expenses	<u>334,480</u>	12.14%	<u>1,109,819</u>	13.21%	<u>1,970,768</u>	13.44%
Net Income	<u>643,020</u>	23.34%	<u>3,791,488</u>	45.14%	<u>7,285,795</u>	49.69%

8.7 Balance Sheet

➤ Year one

	<u>Base Period</u>	<u>End of Year One</u>
Assets		
Current Assets		
Cash	₱ 500,000.00	₱ 1,063,125.03
Accounts Receivable	-	-
Inventory	30,000	30,000
Prepaid Expenses	36,800	24,533
Other Current	10,000	6,667
Total Current Assets	₱ 576,800.00	₱ 1,124,325.03
Fixed Assets		
Real Estate-Land	-	-
Buildings	₱ 1,428,000.00	₱ 1,428,000.00
Leasehold Improvements	-	-
Equipment	390,000	390,000
Furniture and Fixtures	310,000	310,000
Vehicles	15,000	15,000
Other Fixed Assets	-	-
Total Fixed Assets	₱ 2,143,000.00	₱ 2,143,000.00
Less: Accumulated Depreciation	-	60,000
Total Assets	₱ 2,719,800.00	₱ 3,207,325.00
Liabilities and Owner's Equity		
Liabilities		
Accounts Payable	-	₱ 7,423.65
Loan Payable	₱ 1,419,800.00	1,256,882
Mortgage Payable	-	-
Credit Card Debt	-	-
Vehicle Loans	-	-
Other Bank Debt	-	-
Line of Credit Balance	-	-
Total Liabilities	1,419,800	1,264,306
Owner's Equity		
Common Stock	1,300,000	1,300,000
Retained Earnings	-	643,020
Dividends Dispersed	-	-
Total Owner's Equity	1,300,000	1,943,020
Total Liabilities and Owner's Equity	₱ 2,719,800.00	₱ 3,207,325.00

➤ Year two

	<u>End of Year One</u>	<u>End of Year Two</u>
Assets		
Current Assets		
Cash	B 1,063,125.03	B 4,770,174.28
Accounts Receivable	-	-
Inventory	30,000	30,000
Prepaid Expenses	24,533	12,267
Other Current	6,666.67	3,333.33
Total Current Assets	<u>B 1,124,325.03</u>	<u>B 4,815,774.28</u>
Fixed Assets		
Real Estate-Land	-	-
Buildings	B 1,428,000.00	B 1,428,000.00
Leasehold Improvements	-	-
Equipment	390,000	390,000
Furniture and Fixtures	310,000	310,000
Vehicles	15,000	15,000
Other Fixed Assets	-	-
Total Fixed Assets	<u>B 2,143,000.00</u>	<u>B 2,143,000.00</u>
Less: Accumulated Depreciation	60,000	120,000
Total Assets	<u><u>B 3,207,325.00</u></u>	<u><u>B 6,838,774.00</u></u>
Liabilities and Owner's Equity		
Liabilities		
Accounts Payable	B 7,423.65	B 22,080.60
Notes Payable	1,256,882	1,082,186
Mortgage Payable	-	-
Credit Card Debt	-	-
Vehicle Loans	-	-
Other Bank Debt	-	-
Line of Credit Balance	-	-
Total Liabilities	<u>1,264,306</u>	<u>1,104,267</u>
Owner's Equity		
Common Stock	1,300,000	1,300,000
Retained Earnings	643,020	4,434,507
Dividends Dispersed	-	-
Total Owner's Equity	<u>1,943,020</u>	<u>5,734,507</u>
Total Liabilities and Owner's Equity	<u><u>B 3,207,325.00</u></u>	<u><u>B 6,838,774.00</u></u>

➤ Year three

	<u>End of Year Two</u>	<u>End of Year Three</u>
Assets		
Current Assets		
Cash	B 4,770,174.28	B 11,964,575.92
Accounts Receivable	-	-
Inventory	30,000	30,000
Prepaid Expenses	12,267	0
Other Current	3,333	(0)
Total Current Assets	<u>B 4,815,774.28</u>	<u>B 11,994,575.92</u>
Fixed Assets		
Real Estate-Land	-	-
Buildings	1,428,000	1,428,000
Leasehold Improvements	-	-
Equipment	390,000	390,000
Furniture and Fixtures	310,000	310,000
Vehicles	15,000	15,000
Other Fixed Assets	-	-
Total Fixed Assets	<u>B 2,143,000.00</u>	<u>B 2,143,000.00</u>
Less: Accumulated Depreciation	120,000	180,000
Total Assets	<u><u>B 6,838,774.00</u></u>	<u><u>B 13,957,575.00</u></u>
Liabilities and Owner's Equity		
Liabilities		
Accounts Payable	B 22,080.60	B 42,411.60
Notes Payable	1,082,186	894,862
Mortgage Payable	-	-
Credit Card Debt	-	-
Vehicle Loans	-	-
Other Bank Debt	-	-
Line of Credit Balance	-	-
Total Liabilities	<u>1,104,267</u>	<u>937,274</u>
Owner's Equity		
Common Stock	1,300,000	1,300,000
Retained Earnings	4,434,507	11,720,302
Dividends Dispersed	-	-
Total Owner's Equity	<u>5,734,507</u>	<u>13,020,302</u>
Total Liabilities and Owner's Equity	<u><u>B 6,838,774.00</u></u>	<u><u>B 13,957,575.00</u></u>

8.8 Break-Even Analysis

Breakeven Analysis	Baht	Percent
Annual Sales Revenue	₱ 2,754,999.00	100.00%
Cost of Sales	826,500	30.00%
Gross Margin	<u>1,928,499</u>	<u>70.00%</u>
Salaries and Wages	567,000	
Fixed Operating Expenses	538,225	
Total Fixed Business Expenses	<u>1,105,225</u>	
Breakeven Sales Calculation	<u>1,105,225</u>	
	70.00%	
Breakeven Sales in Baht	<u>₱ 1,578,892.73</u>	

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APPENDIX A

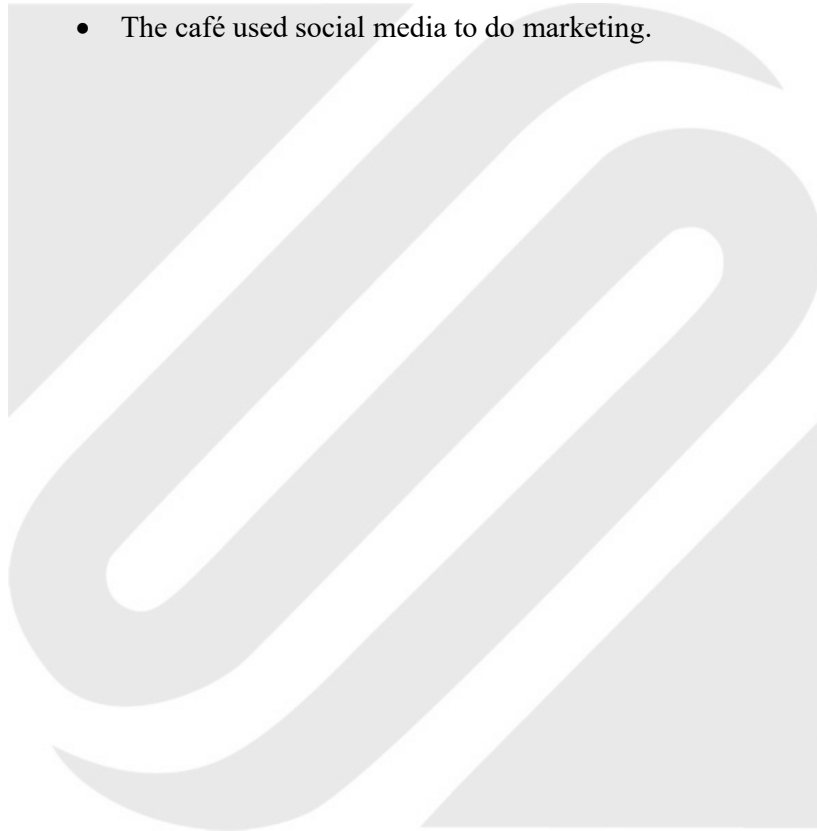
Consent form (interview) Gapi Coffee



Gapi Coffee located at Pradiphat 20 Alley, Samsen nai Sub-district, Phayathai District, Bangkok. This café I was interviewed with Mr. Visut Lohacharoon, owner of Gapi Coffee and he gave me in-depth about details. The café is combined between café and hostel, the concept of the café is Loft modern. The café is easy to access by transportation as BTS (Saphankwai Station) and Bus stop (No.3, No.524, No.29). This café is allow people to stay long time and suitable for working and studying. Gapi Coffee is open from 9.00-19.00 every day. Moreover, the special thing of this café is they have restaurant to be partnership name Sandwiches in Soi. Therefore, people who come to this place will enjoy with Rice with roasted pork, Cuban Sandwiches from Sandwiches in Soi and Aroma coffee from Gapi Coffee.

- The most customer in Coffee Gapi will come on Weekend.
- The period of time on the weekend that have the most customer is 10.00AM-01.00PM and 04.00PM-05.00PM.

- The most of customer who come on weekday is Office workers and they come for lunch.
- The café also have car parking.
- The circulation of coffee on weekday is approximate 20 glasses per day but on the weekend approximate 40 glasses per day.
- The attractive of this café is the dog names Gapi.
- The recommend menu is Coffee, Thai-tea and Rice with roasted pork.
- The café used social media to do marketing.



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The researcher must supply an explanation to inform the organization of the purpose of the study, who is carrying out this study, and who will eventually have access to the results. In particular, issues of anonymity and avenues of dissemination and publications of the findings should be brought to the organizations' attention.

Researchers Name: Kingnapa Penggroed

Staff/Student ID No. (If applicable): 316170074

Researcher's Statement:

This research aims to understand more about entrepreneur of coffee shop in order to be guide for my project.

Any organization manager or representative who is empowered to give consent may do so here;

Name: Mr. Visut Lohacharoen

Positions/Title: Business Owner

Organization Name: Coffee Gapi

Location: Pradiphat 20, Samen-nai, Phayathai
Bangkok, Thailand

Anonymity must be offered to the organization if it does not wish to be identified in the research report/academic article/conference paper. Confidentiality is more complex and cannot extend to the makers of student work or the reviewers of staff work, but can apply to the published outcomes. If confidentiality is required, what form applies?

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Other by agreement as specified by appendix

Signature:  **Date:** 4-11-2017

This form can be signed via e-mail if the accompanying email is attached with the signer's

Ease Café and Co-Working space

Ease Cafe & Co-Working Space is a cafe and co-working space in Ari district (Soi Chua-Chit). The cafe is made of renovate old house and designed in the style of Minimal, the main color is black and white. The shop is divided into several zones according to lifestyle. There is the coffee bar inside and the garden outside for those who love nature and like privacy. The café open every day from 10.00AM- 10.00PM. In the second floor of the co-working space, there is a large room with an LCD TV, free wifi, a lot of plug, printing, copying and scanning to service customer and price is also suitable.

- The most customer in Ease Café and Co-Working Space will come on Weekend.
- The period of time on the weekend that have the most customer is afternoon.
- The main customer is foreigners, freelancer and office workers.
- The circulation of coffee on weekday is approximate 100 glasses per day but on the weekend approximate 200 glasses per day.
- The attractive of this café is atmosphere; consumers feel private and relax as well as good service.
- The recommend menu is Coffee soda, Italian soda and Ham cheese rice with eggs.
- In part of marketing, the café post products on social media and also have blogger interview Ease Cafe & Co-Working Space website as Co-worker page.





Soon Tree Coffee

Soon Tree Café is the café that located at Lang Suan District. This café I was interviewed with Mr. Kittisak. This café opens every day from 12.15 PM. – 21.00PM. The target group of this café is office workers and family. In the café is provided comic books zone for kid, free wifi, music and magazine. The café decorated with cactus and a little of flowers both indoor and outdoor. The interviewee said that the concept of this café is make customer feel like home. Almost of staffs are family member and couple. Besides, Khun Kittisak said that the strength of this café is quality of product and service, atmospheres of the café and staffs are friendly.

- The main customer in Soon Tree café are family and office workers student.
- There are the most customer on Sunday because is family day.
- The period of time on the weekday is 04.00PM-06.00PM.
- In public holidays the number of customer will increase over 50% by the number of regular customers.
- In rainy season, the customers will reduce almost 20-30% by the number of regular customers.



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POSITION Self-employed (Kreung-Naen chili paste)

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