

Master Thesis
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Business Plan

Flower Restaurant



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1.0 Executive Summary

Flower Restaurant is an interesting and new type of restaurant cooking food with flowers as ingredients. The restaurant is also going to provide a brilliant and relaxing atmosphere for people,

The start-up management team will combine expertise manager and the chefs. They need to have at least several years' experiences on restaurant. With the development of the restaurant, we will keep inviting more expertise managers.

1.1 Added Value

1. Providing unique food, excellent services and elegant environment.
2. Enhance health, prolong life, cure illnesses and improve physiological functions.
3. Making people to learn more about the flora catering which can lead the booming of this industry.
4. Promoting local economy and traditional Chinese culture based on some beneficial policies from government.
5. Reducing local employment pressure.

1.2 Keys to Success

1. Keep developing new customers.
2. Using Customer-Relationship Management to keep customers.
3. Through making advertisements to make the marketing of the products and brand.
4. Build the first-class marketing channel.
5. Employ and Train workers to first-class.
6. Establish the first-class learning organization and business culture.
7. Establish long-term partnership with suppliers.
8. At the mature stage, using expansion strategy and build branch restaurants nationally.

1.3 Objectives

1. 2013: Open the first flora house in Kun Ming
2. 2014 Go on promotion.
3. 2015 Keep improving original restaurant, increasing the sales and net margin.
4. 2016-2019 Concrete current scale, start franchising .
5. 2016 Become a well-known brand, reaching the target of net margin.
6. 2016 Expand the restaurant to other regions.

7. 2016Cooperate with the flower breeding base to invest developing holiday resort contains flora catering, flower health care and flower growing.

2.0 Company Summary

The restaurant is going to develop into a name-brand restaurant with unique food characteristics and establish a leisure resort leading with the flower health care. The restaurant will offer customers with honest care and comfortable enjoyment to make customers to enjoy first-class food, service and environment. Flora catering contains various nutrients and trace elements, it has some medicinal and health care functions, it can also enhance the people's physique and prolong people's life. The restaurant will lead the catering trend of 21st century, bringing the idea of flora health, culture and leisure to the customers.

2.1 Start-up Summary

The start-up expenses contains rent, facilities, expenses on marketing, sales and promotion, building website, license and so on. The start-up assets include tables, chairs, kitchen facilities, various utensils and computers

Start-up	
Requirements	Unit: RMB
Start-up Expenses	
Legal	10,000
Rent	8,000
Facilities	50,000
Marketing, sales and promotion	10,000
License	3,000
Other	50,000
Total Start-up Expenses	131,000
Start-up Assets	
Cash required	
Start-up Inventory	60,000
Other Current Assets	50,000
Long-term Assets	10,000
Total Assets	120,000
Total Requirements	251,000

Start-up Funding	Unit: RMB
Start-up Expenses to Fund	131,000
Start-up Assets to Fund	120,000
Total Funding Required	251,000
Assets	
Non-cash Assets from Start-up	0
Cash Requirements from Start-up	120,000
Additional Cash Raised	0
Cash Balance on Starting Date	120,000
Total Assets	120,000
Liabilities and Capital	
Liabilities	
Current Borrowing	0
Long-term Liabilities	50,000
Accounts Payable (Outstanding Bills)	0
Other Current Liabilities (interest-free)	0
Total Liabilities	0
Capital	
Planned Investment	
Parents	100,000
Other	0
Additional Investment Requirement	0
Total Planned Investment	100,000
Start-up Expenses	131,000
Total Capital	31,000
Total Capital and Liabilities	120,000
Total Funding	251,000

2.2 Locations

The location of the restaurant will be near to the international exhibition center in Kunming. The size of the restaurant will be about 150 square meters (Estimation). It has good environment which is very quiet. It also has a beautiful view of Dian lake. It has a convenient traffic system and it is only ten minutes from the downtown area. Besides, it is next to the wealthiest area and there are many famous entertainment places around there.

2.3 The form and financing

Form

The restaurant will be limited liability. When it is developed into a certain large scale, it will be switched to share company which can help the restaurant to develop.

Financing

A. Main source: The owner's money, relatives and friends. The individual person will be regarded as the investor, they may not directly take part in the operation and management of the company, but they will enjoy the stock dividends.

B. Apply patent of the product and develop technology: The restaurant will take Institute of Food Science and Technology of Kunming University of science and technology as the technical background asking to them to help developing products and technologies, then it could apply loans from the bank.

C. Keeping good reputation, caring about the preferential policies released by the government: Good credit and social reputation are valuable for a business. With a good reputation, the restaurant could attract many social investors.

2.4 Management

Archive

This is the most basic thing. It contains personal profile, quitting time, the reason for leaving, where did they go and what they are doing now. It is very important to record their contact methods and let the managers to communicate with them periodically so that they could be used in the future when the restaurant is developing. This can help to decrease HR cost and they could be taken as the HR reserve.

Performance

For the employees who is in charge of ordering food. The restaurant will reward them based on their sales performance and they can get commission on different dishes they sell.

Management Software

At the mature stage, the restaurant will develop a software which is used to manage employees.

2.5 Kitchen Cost control

Kitchen is the core of the business and it will decide if the restaurant will success or not. It is very important to establish the business stage and create name-brand business, it needs long term investment, therefore, it needs detailed management regulations and management team. It has to realize unified standard, size, and process so that the business can increase efficiency, decrease cost to guarantee the food standard, quality and service speed.

2.6 Layout

The restaurant will employ the best professional designer. The philosophy of the

restaurant is trying to fully use each space and make everywhere exquisite。

The temporary plan is:

A. Kitchen and Pastry (Open up), tea show area, normal areas, VIP rooms. The plan is supposed to be reasonable to guarantee customers ' privacy will not be interrupted.

B. The main color will be decided later and by the designers.

2.7 Internal and external relationship

A. Establish long term and stable partnership with the flower growing bases in Kun Ming。 Choose a suitable one to develop as the flora health resort.

B. Searching for other restaurants that have the similar services and cooperate with them and study skill from them, if it is possible we can also purchase local flora products.

C. Keep good partnership with the investors.

D. Keep expanding social reputation, get the help and support form media, community and public.

2.8 Risk analysis

Market Development Risk

Currently, people may don't know what is the flora products and they might not try it, this is a big risk. We have to use marketing, public relationship and advertisements to lead consumption idea.

Competitors Risk

In the process, there will be many competitors or imitators because this is a new industry with brilliant perspective. Therefore, it is very important to hold on the core competence, keep making innovations, keeping old customers, building high reputation and influential brand, increasing image of the business.

Operation Risk

During the operation, there could be many risks such as supply problems, public activities fail to attain expected effect, lack of capital and so on. Therefore, in order to avoid these risks, we need to make adequate preparation: training employee, establish learning organization, guarantee financing. Besides, it is very important to communicate with the customers and partners, strengthen HR management and the business culture building to make the employees have the sense of proud ,belonging and independence, we could reduce risks through these ways.

Financing Risk

At the very beginning of running the business, as the money is limited, it is very important to build credit and reputation to try to get capital from different sources.

Skill Risk

During running the business, some core skills could be revealing caused by the employees outflow. To solve this problem, we will buy related patented skill and assign with employees with confidential clause to reduce the risks of quit of the employees.

3.0 Product and Service

3.1 Product

1.Flora food

The restaurant will use flowers as ingredients to make various dishes.

2.Snack

Snack is a unique characteristic of the restaurant, before or after the meal or when people are discussing issues, we will offer flora deserts to let them feel this characteristic.

3.Porridge

In Guang Zhou city China, it is given the name "King city of the porridge", there are many types of porridge which is very popular. We could imitate them using flowers to make porridge to attract our customers.

4.Flora soup

In China, soup is a traditions, Chinese people always drink Soup before a meal, therefore, we will push out tasty soup as another characteristic.

5.Flora drinks

When we are running the restaurant, except the normal drinks such as beer, beverage, we will also provide new kind drinks using flowers such as flower tea, flower alcohol.

6.Various sets of Flora food

The restaurant will offer different sets of flora food to our customers, such as rose set which means all of the dishes, drinks, snacks, soup are made of rose which is another unique characteristic.

3.2 Gift box

1.The colorful effect

The color effect on the customers can not be described with figures and words, but we could see the effect in practice.

2. Fragrance

The fragrance spread out from the flowers can bring some pleased feelings to the customers, therefore, it is helpful on illness recovery and prevent from some other illness.

3. “Happy Family” gift box

On Chinese traditional festivals, we will develop gift box called “Happy Family” which use lily as the ingredients to make snacks and make them into flower shape which means the whole family will get pleasure and happiness. The gift box will also include the blessing note from the restaurant: “Hope your family could be happy on this special occasion.”

DIY(Do it yourself) note will also be included in the gift box on how to make a special fragrant tea(the whole process). The DIY also contains the arrangement and the schedule of the tea ceremony of the restaurant.

4. “Rose date” gift box

Using rose to make the heart shape snacks and cakes and rose tea. It will also include the bless note with “Wish all the lovers will be sweet forever”.

5. “Elixir of love” gift box

Using the chrysanthemum to make the round snacks, the chrysanthemum tea with bless note “Hope you could be happy and family could be always together”. It will also include DIY note with making process of the chrysanthemum tea.

6. “Happy everyday” gift box

Everyone likes enjoyment and what they care about the most is that they could get a relax after busy work. In this case, we will offer them well-made snacks made by chrysanthemum and Ba Bao tea. There also will be some bless from the restaurant “Please do not forget to take a rest when you work too hard”.

The DIY note will include the whole process of Ba Bao Tea making and the most appropriate time for friends enjoyment , we will come up with the main dish “Happy to the most on holidays”.

3.3 Service

Flower Resort

After making a certain profits, our restaurant will develop new service: Flora Health Care Resort

1. Flower visiting and enjoyment resort

We are going to develop a new agricultural industry which combine plant growing and flower visiting resort. We will establish a large base, breeding different types of flowers for visiting. This can provide consumers with a funny place to enjoy themselves. At the same time, tourists can enjoy our flora food here and cook the food themselves under instruction. At the same time, this base can also provide raw materials our selves.

2. Enjoyment and Business Conference

Garden area

There will be a place surrounded by the flowers which can relax customers' life. They can also drink tea, coffee and some other flora drinks.

Conference and Restaurant

It will also provide large and comfortable conference room for business meeting. We will also provide restaurant service.

Flora Spring Bath

The spring flora bath could provide many minerals and elements that can give our skin the best care. Therefore, we could enjoy ourselves in the Spring bath. We will give people specialist instruction.

4.0 Market Analysis Summary

4.1 Industry analysis

There has been a long history of flower food in China. In recent years, it is becoming a worldwide fashion using flowers as the ingredients to make various food , flora food is becoming a new trend. Besides, there are also some other countries using flowers as a way of health care.

In recent years, on the beverage market, natural flowers and plants are booming, they are with rich nutrition, no pollution and deeply welcome by consumers. Therefore, the flora food and drinks will have a great potential market, currently, in China, there is no an exclusive restaurant serving with flora food, therefore, it has a large market perspective. In addition, there are not so many high-class restaurants have traditional cultural characteristics, therefore, there could be a large potential(Zhang Guixiang, Chi Yusen.2000).

4.2 PEST analysis

Political

In recent years, with the increased enrollment, graduates are facing big pressure on looking for jobs, Chinese government encourage self-employed. These years, Chinese government begins focusing on the development of the national traditional culture, they are making much effort on spreading and continuing the traditional culture. However, the flower catering is a continuous traditional culture from ancient time. Kun Ming government is now also planning on making some policies to double the sales on retail products to support and develop its local economy.

Economic

In recent twenty years, China's economy is developing very fast and globally. Under the influence of the market economy and new techniques expanding, more and more people are becoming rich. They have new ideas, deep knowledge background, new consumption thoughts, they are very diligent, they have very strong mental deterioration, they are and have the potential becoming the mainstream of the international society and they will be the most important target customers for any business. They respect top-grade consumption and they are becoming main force for Chinese economy and consumption. But they are still at the very beginning stage, their consumer awareness needs to be conducted.

Social

The social cultural environment contains population environment and cultural background. Since the policy of reform and open was adopted in China, as Kunming is a city with deep cultural background and year-round spring weather, it has attracted many excellent people with high quality and high income. In Kunming, the flower catering will be a new kind of characteristic in Chinese traditional culture, there will be a potential. Under the influence of the history and recent development of the economy, Ku Ming culture is multi-culture, it is very comprehensive and people would like to try food with various flavor.

Technological

Also, flower catering has a long history in China but they are not becoming mainstream. But there are many records and researches about it. They have very excellent traditional skills as background.

Besides, with the development of economy, there is a long development on the flower market in recent years, with the development of flora catering techniques extracting flower oil skills, traffic and storage skills, all of these make the flora catering possible and gives it a large space to develop.

4.3 SWOT analysis

Strength

Special flavor

Some flowers have good aroma and tasty when they are used to make dishes.

Health Care

In a famous Chinese ancient medical book 《Compendium of Materia》, the function of flowers has been given positively confirm, flowers can be used for body care, beauty care, reduce internal heat, improve eyesight, regulate nerves and body function. Each flower has the function of nourishing, we will introduce specific function of each dish in the menu, however, for consumers, especially those with good economic conditions and high education level, they are beginning caring about the food safety and health. Our products could make them satisfied.

Cultural Atmosphere

Flora catering itself has long and deep culture and history in China, it takes on the royal and literate culture which represent a kind of high class level culture. Besides, it is a new unique catering with special characteristics, and the restaurant is based in a deep cultural background city Kunming, therefore, it is suitable.

Location Advantage

For the location of the restaurant, we are going to choose the place at the downtown area in Kun Ming. The downtown area has many beneficial factors such as entertainment, culture, leisure, sports, business, finance, information which collect together as an business cultural circle with excellent environment, therefore, these could make us have many target customers.

Management Advantage

We will armed with the most advanced and scientific management ideas. We have long term strategic target. We are going to fine all the details and promote flora catering culture, we are going to make it big. We also have our own business culture and management theory, we are going to establish learning organization and develop with new ideas and keep making creation. We will adopt customers-oriented marketing management and HR management with the humanistic thoughts.

Weakness

1. Currently, the flora catering services are not mature in Kun Ming, there are no certain groups of customers. They have to be conducted. Some people are not familiar with it on its flavor and health care function, and safety. It needs some time to make the customers to accept it.
2. Lack of the capital and scale effect. There is no cost advantage. The catering industry is expanding sharply in recent years. Many name brands are also expanding and increasing their marketing. It will bring us some negative effects to our restaurant.

Opportunity

With the constant development of China's catering industry, the turnover and employment quantity of restaurants are raising, China's restaurants begin to attach importance to brand shaping, focusing on the expansion of business scale using business chain and franchise. In China's catering market, fast food is mainly western-style food and the dinner is mainly Chinese food. Western food is gradually booming, but still very small scale. Nowadays, as the income level is increasing, consumers not only attach importance to taste but also to food diversification, balanced nutrition, health, leisure, dining environment and its cultural connotations. The current China's catering industry, some companies began to focus on the product development, transferring to the food culture.

Threats

For the catering industry, food taste and excellent services are the base, which need excellent administrative staff, chefs and waiters. Because there are various kinds of restaurant in Kun Ming, they are all fighting for talented employees and customers. Currently, there are not so many top-grade chefs and managers in the catering industry, which causing the phenomenon of grabbing talents.

At the very beginning, we are start from nothing, our capital is not enough ,therefore, it is difficult to get the advantage of grabbing talents which compose a big threat to our business running.

4.3 Competitors

According to the social, economic and social factors in PEST analysis above, various kinds of restaurants march into Kun Ming to seize the market, including Western-style fast food, European-style restaurant, Japanese food, Korean food, various Chinese cuisines, they all have target consumers which enrich the catering industry in Kun Ming, due to the food variety in the catering industry, no restaurant can monopolize, therefore, competition depends on target customers' approve, satisfaction and good impression.

Taking these factors into account, our competitors could be replacement and potential competitors:

1. They also have the same target consumption group which also aim for the high income people.
2. They have their own culture and unique characteristic on the flavor.
3. They could be threatening to us if they are too close to us.

4.4 Supplier

For the raw materials supplying, we are going to cooperate with flower growing

bases. As the development of the flower markets in recent years, there are more flower bases appearing nationally. The flowers they are growing are most for gardening, gift and decoration, it is sustainable. There will be competence among flower bases. With the development of the flora catering domestic and international, some bases began planting eatable flowers. Currently, there are two flower planting bases in Yun Nan and they will be our main target to start cooperating with:

The Yuan Sheng flower planting base

It is based in Yun Nan province, it has a scale of 23 hectares. It is equipped with different types of facilities. It has an excellent drainage system and watering system. The weather there is warm, there is no freezing winter and hot summer but a big temperature difference and strong sunlight. There are many international famous flowers could be planted in a large scale and with good quality. Their services include flower visiting, eaten flower, medicine flower and flower ingredients(99sj, 2005).

Kun Ming Miu Si flower and gardening Limited Company

They are planting various kinds of flowers. Their main services include providing about 90 types of eatable flowers and the recipe on how to cook with flowers. They could provide their products with the vacuum packets in the quantities demand by the customers and on time(Msyhhys, 2012).

4.5 Product Position

We will set up the position to be a top-grade restaurant with healthy, enjoyment, and deep cultural atmosphere. Besides, we will provide unique flavor food and excellent service. Our target customers are wealthy and high income as well as those affordable business men with high taste. Therefore, we will set the price at a high level, the environment, atmosphere, service and taste presents mature, exquisite, brilliant, and elegant culture.

1. Quality position

The quality position include 3 key points: Refined and tasty flora food, elegant and refresh atmosphere, friendly service. There should be three flavors: 1. Flavor made by the chefs 2. Constant innovative flavor which is suitable for all customers.3. Flavor which is keeping up the fast changing market, changing according to the business development requirement. It should always keep learning from other businesses and making new dishes . Based on the new things we learn, we will develop our own characteristics. We will also give our waitress professional training on service to assure the service quality.

Health function: Health, Culture, Enjoyment and Comfortable as at home. It is important not only to focus on the flavor but also care about the health of the customers. Making customers excellent dishes, providing them with beautiful appearance, and healthy food. For the atmosphere, it has to set up traditional and refresh culture, merging the customers into the old fashion and plain. For the service, it should let the customers to feel that they get respect, care and love, and

being at home, besides, it should let them to feel that they are satisfied with what they pay for.

2. Price Position

Premium

To conduct consumers with top-grade products and excellent services.

Psychological Pricing

Psychological Pricing is to set up prices based targeting on different consumers to meet their different needs (Specialist Catering,2008).

Reputation Pricing

All the customers have the thoughts to pursue reputation of something. Based on this strategy, business could set up prices which are higher than the similar function products. It will remove the customers' psychological barriers and make customers to feel trust and safe, customers can also get satisfaction.

4.6 Marketing Strategy

For the catering industry, marketing is the foundation of development. The restaurant will use Brand Marketing, Public relations of publicity, advertising promotion.

Brand Marketing

It is going to bring customers different feelings when making different brands. Managing a business with modern theories, acquiring the customers' needs, establishing a good reputation through excellent services (Specialist Catering, 2008).

Focusing on the atmosphere

It should focus on the badge design of the restaurant, the theme of the restaurant, decoration style, furniture, layout, colorful lights. For the decoration, it should focus on building atmosphere, trying to establish unique , attractive, elegant, silent, comfortable and romantic traditional style of the atmosphere. For many customers could be easily affected by the perceptual atmosphere, they don't focus on the flavor but on the atmosphere which could make them feel comfortable.

Individual, Unique, and Visualized services

With the development of the people's daily life, consumption demand intends to be individual, this makes business to stress people's need, providing customers individual services according to the consumption place, time, target and making image of the business. Base on our business position and managing direction, it should try to establish a restaurant with function of business, romance, leisure and enjoyment. For a large amount of customers not only focus on consuming the products, but also on consuming the reputation of the products and reflecting their image from enjoying services (Specialist Catering. 2008).

View people's needs such as emotional life and social activities

One of the unique characteristics of the restaurant is caring about the people's emotional life and stick out the consumption level for different types of emotional life. One of the most important things is that the business should try best to fulfill

the customers' needs such as business conference, emotional communication, parties. People are looking for a better atmosphere and excellent services and good places and multiple food choice.

View customers' needs on knowledge and information

The society is becoming highly information-based, people begin to care more about the information. Information is becoming more and more important for people who want to run a good business. The restaurant could provide the unique information to attract more people and promote the marketing (Alina Maria Andrie,2009).

4.7 Advise and Promotion

Advertisement

The characteristics are fast spreading and cover a large scale. Making social non-profit and enterprise cultural advertisements. For the products advertisement, the strategy is to ask famous food specialists to introduce on the TV show, especially on aroma, color, flavor, and taste.

Newspaper and magazine

On the newspapers and famous magazines which people read regularly to advertise the restaurant, publicizing the image of the company, marketing idea and enterprise culture.

Publicizing internally

Publicizing at the restaurant to the customers through different types of menu, such as menu special for today, for children, for lovers, for weekend and so on. It is important to make a beautiful and attractive menu to impress them.

Mail Advertisement

It will make some publicize brochure, business correspondence, post cards and so on to deliver the customers. It is suitable for some special occasion such as developing new products, activities on festivals to attract customers.

Activity promotion

1. VIP card

For Chinese people, they value their social identity very much. The VIP card will make them feel that they are so important.

2. Gift

Give the old customers some samples or souvenirs when they have consumed to a certain amount.

3. Display

The restaurant will not only make the customers to enjoy food but also the services, especially to get to know more about the flora health care. We could give them a test and conduct them flora health care based on their different situation, they could make the flora care themselves at home.

4. Discount

Get to know the customers' birthdays, on the festivals and customers' birthdays to give them a large discount.

4.8 Market Segmentation

Currently, in Ku Ming, there is a population of six million people, therefore, there is a large potential market. Flora House has five target groups:

1. **Businessman.** For businessman, this group of people cares about the class-level of the restaurant, when they want to discuss business they need a quiet place. Flora House could provide them flora food with unique taste, our excellent service and unique environment with special ethnic characteristics are also main factors to attract them.
2. **White collars.** Currently, people are suffering too much stress from various aspects, they need a place to enjoy themselves with their families and friends. Flora House can provide them with a relaxing place to have some fun.
3. **Tourists.** Ku Ming is a tour city and it is called "Year-Round Spring", there are thousands of foreign and domestic tourists each year, Flora House presents them with the local food culture to attract them.
4. **College Students.** Currently, In Kun Ming, there is about one hundred thousand university students, for this group people they chase new and interesting things, they always gather together for fun, Flora House could provide them with an interesting feeling.

5.0 Strategy and Implementation Summary

5.1 Sales Strategy

Sing-target-market Strategy

At the beginning stage, we didn't run the business before and we are lack of experiences, therefore, we will have a low market share . The restaurant will adopt single-target-market strategies, targeting on the high income customers, pay close attention to the market demand of the leisure catering and business conference, providing unique products and services.(Li Huali, Xu Lingzhi.2009)

The strategy at different product lifecycle

Introductory phrase

Flora catering market is a totally new market in the food industry, so far, there are no competitors offering this type of service in Kun Ming, therefore, it will be totally new products and services. There will be a low profits and relatively high promotion cost. There could be some potential rivals imitating our products and services, but it will only take up for a short period, in this case, the restaurant will use market-skimming pricing strategy: high price and low promotion cost. There might be few customers, but we will make them better to know our new products

and services; through “Word of mouth marketing”, establish a firm foundation for the future competitive market (Li Huali, Xu Lingzhi.2009).

Increasing phrase

During this period, the sales and profits are increasing rapidly. There will be more rivals. We are going to use the following strategies:

1.Reduce cost

Since we have the advantages of the technical support from the college and cooperate with the flower planting base around Kun Ming, we could reduce the cost of the raw materials.

2.Increasing quality of products and services

Gradually increasing products and services, perfecting all the regulations and rules, establishing unique and first-class business culture.

3.Develop new market

Keep learning experiences and develop target customer group.

4.New distribution channel

Franchise to open new branches. Besides, it is important to attract new investments, make effective control, enhance reputation, and learn experiences during operation.

5.Reduce price

Reducing price to attract those price-sensitive customers. This is very important to take the market share. Develop new products based on the original product range to move towards Penetration Strategy (low price and low promotion) to attract more customers and loyalty (Li Huali, Xu Lingzhi.2009).

6.Advertisement focus

Contact with the social media, develop public relationship propaganda, making promotion and set up the business stage.

Mature Phrase

At this stage, sales speed increase will drop in Kun Ming, supply will surpass demand. If the restaurant is running on well, we could become the leader of the market. We are going to use the strategies as below:

Market adjust strategy

- A. Franchise to expand markets in different regions and establish excellent logistics system to reduce cost and make solid foundation for the later phrase.
- B. Compete for competitors' customers, increase new target market , try to switch the potential market into the real customers.
- C. Encourage customers to frequently use our services and products.
- D. Invent various new utility and provide value-added services.

Product adjust strategy

- A. Recreate our products and services, get rid of the old image and appear with totally new image. Focus on brand advertisement, join social public activities, winning for the acknowledge and favor.
- B. Keep running current business and franchise , keep developing the resort area and make some publicity to attract the investors and partners to reach “All

Win". At the same time, gradually opening all the resort area and parts of the leisure areas to make the all services merge into all aspects of people's life Li (Huali, Xu Lingzhi.2009).

Decrease phrase

A. Keep maintaining the brand image, reduce some services and gradually quit from the market. Reduce cost and expenditures while the sales are keeping dropping.

B. Change the operation model and direction. Switching the main business to the flower health care and some new services to reduce the negative effect to the minimum.

5.2 Competitive Strategy

In China, it has a fierce competition in the catering industry, flower house will use the differentiated marketing strategies to make a distinction from other restaurants, building our own unique characteristics to take up more market share without reducing the prices. There are two main aspects:

Target market and differentiated consumption group

There is no this kind of restaurant in Kun Ming, therefore, it has a large potential market. At the same time, we will make effort on high income consumers to excavate their demands (Canyin,2010).

Unique Products and Services

The philosophy is "Details make perfect". We will keep on finding out the disadvantages of our products and services to make further improvement and develop more products demanded by the market. For our services, with the business culture as the direction, we will refine all the details and consolidate relationship marketing to increase customer loyalty (Canyin, 2010).

5.3 Integration Strategy

Franchising is an effective way to realize forward integration. The restaurant could franchise the brand, logo, technique and management to other businesses with paying a certain amount of money. They have to face consequences and risks together, share profits.

Establish and keep unique brand

Franchising is an effective, low-cost brand expansion which is developing very fast. Unique brand is an important intellectual property and invisible estate. It can produce "Brand Effect" to add value to the products. Therefore, we will focus on its design which reflects philosophy, spirit, culture and managing strategy of the business. (Canyin, 2010)

Develop the supply chain

It is very important to develop the supply chain, especially on the foundation of the information network.

We will gradually establish and develop our supply chain system. At the very beginning, the raw materials supplying of franchising restaurants will transform from headquarter supplying to the specialist suppliers. Information network can help the franchising restaurant to introduce customers to each other, they can book materials each other and share information and promote together. The restaurant will establish its website and make it known to the news media and Internet, delivering the dynamic information of products and services to each other.

The supply chain strategy is to assure the acquirement and transportation of the raw materials, supply of the products and services, and the ways and characteristics of the product delivery and the after sales service. From the perspective of the value chain, it explains what is supposed to do on management, delivery and services.

In order to realize the strategy matching, the restaurant consider the function strategy of every part in the Value Chain and to make sure that these strategies could coordinate with each other well supporting the company's competitive objectives. Besides, the secondary strategies such as purchasing and stock strategy should follow closely to the reaction of the supply chain. (Canyin, 2010)

5.4 Franchise

Control Franchise

The restaurant will control franchise strictly. Exam and choose the candidates carefully. The franchise must fit our brand position, market target, location requirements and so on. It is impossible for everyone to franchise for the "Scale Effect". The philosophy is to establish solid foundation. It is also important to enquire the characteristics of the market and industry, to attain the position that all the new franchise are succeed to increase the market share and win the customers.

Spreading Culture

As the culture is the soul of a business, franchise should also focus on the culture spread. There are three main aspects to spread the culture: Firstly, the comprehension and action of the employees. Secondly, the customer accredited, acceptance, love and spread of the customers. Last but not least, the social attention. The restaurant will use marketing, HR management ,public relationship and other methods to spread.

Contract Bind and Inspection

The restaurant will contract with those who would like to franchise according to the law clauses which refers to the franchise right and fee, the product and service control, instruction and training, confidential items and so on. Besides, it is also important to set up inspection regulations which include regular monthly inspection, head office inspection and the annual inspection.

5.5 Relationship Marketing

Awards and Customer Loyalty

The restaurant will draw up awards rule and establish the customer loyalty archives to the company. It will make rules such as send out the “Flora House ” VIP card, establishing the customer dossiers, offering special service options to make them enjoy extra and noble service and awards them. Choose some of the regular customers to make up an opinion consultant team or invite them to act as the spokesman to attract other customers.

Customers’ financial benefits

For those loyal customer, we could provide the better services with the same price. The restaurant will give concessional benefits to those regular customers.

Customers’ social benefits

The restaurant will offer unique and individualized products through inquiring the demands of the customers to establish good relationship with the customers. We will allocate a dedicated staff to contact with the current and potential customers and record their demands and requirement., familiar with the customers’ names and hobbies to provide individual services and so on.

Customers Contact

The restaurant will armed with communication equipment and facilities to strengthen the contact with the customers.

5.6 Strategic Alliance

Longitudinal alliance

Keep good relationship with the upwards and downwards of the supply chain to maintenance long term cooperation.

Cooperate with the flower planting base to develop the holiday resort.

Crosswise Alliance

As the entrance conditions is too low in the catering industry, therefore, it is impossible to avoid competence with the development of the flora catering industry, in this case, the restaurant will allow franchise to expand its business.

And if it is necessary, at a certain period, the restaurant can cooperate with its rivals to some extent.

6.0 Management Summary

The Management team of the restaurant will initially consist of a restaurant manager and a chief chef, the restaurant must need at least 5 years experiences on the restaurant management and he is in charge of overall management and

some other services such as purchasing, marketing, legal service and son on. The chief chef will be responsible for the kitchen management such as food making, raw material purchasing and so on. Except them, we will also employ three servants, two other chefs , a chef helper.

With the development of the restaurant, we are going to expand our management team such as employ specialist financial clerk and so on.

6.1 Personnel Plan

Flower Restaurant will be responsible for all employees. The restaurant will train outstanding employees, improve their abilities, stimulate their potential, enhance their cohesion to make them better serve customers.

We will adopt the idea of employee-centered management, we will arrange the most appropriate work to them based on their competency, expertise, interests. We will take the characteristics and values of employees into account, using scientific training and motivational management approach, through a comprehensive employee development and business culture to fully mobilize employees and bring up their enthusiasm.

The following is the forecast personnel expenditures for the first three years

Personnel Plan			
Unit: RMB	Year 1	Year 2	Year 3
Manager	60,000	60,000	84,000
Chief Chef	48,000	48,000	60,000
Chef 1	42,000	42,000	48,000
Chef 2	42,000	42,000	48,000
Chef helper	24,000	24,000	36,000
Servant 1	36,000	36,000	42,000
Servant 2	36,000	36,000	42,000
Servant 3	36,000	36,000	42,000

6.2 Basic Management Principle

HR is a kind of strategic resource. Creation of human resource is the source of the business profits. To stand out of the crowd, it is necessary to have a large amount of talents to work for the business. The restaurant will train employee to be excellent , enhance their capabilities, motivate their potential abilities, enhance their coherence to better serve the company.

The restaurant will be employee-oriented. It will arrange their suitable position according to their ability, interests, specialty. Considering the characteristics and values of the employees, it is supposed to train them with scientific methods and motivated management methods. Through the full exploration of the human resource and the establishment of the business culture, enabling employees to work actively, energetically, innovatively to increase the work efficiency, performance and make significant contribution to the business target.

Emotional Management

It has to care employees and focus on the emotional communication with them to know their true thoughts and demands on life and other aspects. This is used mainly at the beginning stage, when the business doesn't familiar with employees, this is useful to enhance the relationship between managers and employees and establish foundation for the participation of the employees and the business culture

Employee Participation

After the employees working in the restaurant for a while, it is not just the emotional communication but to discuss with employees about the work plan and target, adopting the reasonable suggestion.

Talents Developed

In order to enhance the employees' work ability and create a learning organization and strengthen the coherence of the business. The restaurant will also adopt some employees training such as study in the work, communicate in the study and some specific professional training.

Employee Self-management

With the increased participation management of the employees, for those skilled and knowledgeable employees, we will use the self-management. The restaurant will just set them targets of the company and the departments and let them to make their own plans to complete.

Cultural Management

After managing for some time, as the accumulated of the experience of the business, the restaurant will develop its own work habit and style which can be named as the business culture.

6.3 Mechanism of employee training

To our business, we will provide our customers flora products and services, at the same time, we will provide our employees with best environment and atmosphere, besides, we will also offer them the opportunities to learn and improve themselves to increase their management and specialist qualifications to activate their potentials.

Independent Learning

Independent Learning is to let the employees to complete some challenging works, when they come across some difficult problems, let them to come over themselves under the philosophy of culture-oriented, asking them to come up some creative

solutions. This is useful on training them to breed their ability of independent thoughts and creation. In addition, this is much more impressive.

Accompany Learning

This is to arrange employees to work under the instruction of their masters. They have to both observe and instructed by the masters to learn how to work, the masters must be able to answer the questions, so every time when they are learning, they could learn from each other together.

Open Learning

This is a kind of method which can give the employees enough freedom, the employees could choose freely on the time, contents, learning methods and so on.

Learning in Activity

The restaurant could hold some activities from time to time, so employees could get more chance to learn. This is kind of method which is away from the work and communicate with relax. The employees could also deeply comprehend our culture.

Alternate Learning

Arrange employees to act as the customers or to be the leading position to ask them to come up with some demands on their original own demands. From this, they could better understand the business culture.

Mutual Learning

Invite some customers to act with us to get more information from them and make improvement on certain aspects.

6.4 Mechanism of Allocating Employee

For the reason of development of the company ,the need of the changing of the industry environment ,the employee turnover and some other reasons, there must be unbalance on the demand and supply of the company's human resource. Therefore, it is very important to have an effective employee allocating mechanism.

The method on HR shortage

A. External Employment

When strategic arrangement needs a large amount of employees and internal arrangement is not enough, it has to adopt external employment. The method: Job Market, TV, Newspaper, Internet, Campus and so on. For specific position title, it depends on the position requirement.

B Internal Employment

For the high position , the restaurant will use open competence to give opportunity to all of the employees in the business. If there is vacancy on the high position, the first choice will be internal employment, if there is nobody suits for the position, then it has to use external employment.

C. Internal promotion

When there is vacancy, its best and capable employee will take the place.

D. Succession

When the employee's contract expired, if his performance is good during his work, we could ask him to stay working.

E. Skill Training

Give training on some internal employees to make them to be capable for the vacancy positions in the company.

The method on HR redundant

A. Reduce Placement

When there are people retire or quit the position, leave those positions vacancy

B. Increase holiday without salary

When there is redundant condition, give employees holidays without salary.

C. Sack

If there is no any other choice when the business is in a difficult condition, the restaurant will sack those workers who would like to quit and then cut off those low efficiency workers.

6. 5 Motivation Mechanism

Motivation Mechanism is to make the employees to work energetically and motivate their potentials and make the whole system under operation effectively. According to the Maslow's hierarchy needs theory, motivation effect depends on different persons and industries. If there is no motivation, it will not enhance a company's competence but lose a lot of excellent talents. The restaurant will use the needs theory as base and motivate the employees based on their characteristics.

Basic Motivation

A good set of the salary system of a business will increase employees' satisfaction to the salary without increasing business cost.

1.Salary: The restaurant will adopt timing salary system, draw up the various salary level based on technical knowledge, professional work, strength, intelligence and some other factors. It will classify the work into different types such as administrative, technical, business work and so on. For each type of work, it will classify different levels, for those high level workers, they will get more money. Employee get their salary according to their working time, besides, with the development of the company's business and the deployment of the standardized training, all the employees could get more money with the increase of their specialist capabilities.

2.Pension: There are several types of pension such as overwork, night work, business trip and son on. When the product prices are increasing, there will be some food pensions which have to be decided according to the real situation.

3.Bonus: The restaurant will also set up some types such as Model employee, polite bonus, the most popular, work performance, attendance, motivation, annual and some other types.

4.Welfare: This contains medical insurance, endowment insurance, work injury

insurance ,work meal, uniform, festival gift, health inspection and so on. For those technical employees ,management specialist and so on who make special contribution will get some other welfare.

5.Non-economic salary: Holidays.

Emotional Motivation

Everyone has emotion and hopes to get respect, trust and understanding from other people. The restaurant will suggest administrative staff to make friends with the employees and try to understand each employee, trying to find the merits of everyone and praise. It is important to hold meetings regularly and make employees to have mutual communication. The administrative staff has to give support employees from emotion and solve their problems and give them good suggestion and conduct.

Self-value motivation

Make employees to join in the management work, give them some important and challenged task to let them complete themselves or with help to make the feel the pleasure of success and feel personally their contribution to he company so that they could feel their personal value.

Expectation motivation

Each employee has his own expectation. For those people who work hard and have good performance but cannot fulfill their expectation, their positivism will be sharply cut off. Personnel shift is a good way of motivation, For those employees who perform well, the restaurant will shift their position and motivate their enthusiasm.

6.6 Performance appraisal

This method will be combined with the motivation to give reasonable salary arrangement and position change. Besides, it is important to let the employees to understand their appraisal to make them find shortages to increase their positivism and work efficiency.

Appraisal aim

A. Improve employees' performance to attain their management objective to increase their job satisfaction and future achievement.

B. The appraisal result is to give feedback, rewards management, position arrangement and work improvement.

6.7 Appraisal Principle

A. Consistency: During a period, there is not big change on the appraisal contents and standards, at least, it should keep consist within one year.

B. Objectiveness: It is important to reflect the real condition to avoid halo effect and biases.

C. Fair: The unified standards will be to all of the employees on the same positions.

D. Openness: The result is supposed to open the public

6.8 Appraisal Content

Important task

The important tasks that complete seasonally, the focus will no more than three and the task allocator will do it.

Position task

Work contents that have been described as in the work position.

Job attitude

This refers to association spirit, positive attitude and so on.

7.0 Financial Plan

Funding Requirement and Uses:

The first round funding will be used to rent the place of the restaurant purchasing, decoration and all kinds of start-up expenses. The start-up funding 500,000 is from family.

7.1 Important Assumptions

Chart: Sales Assumption

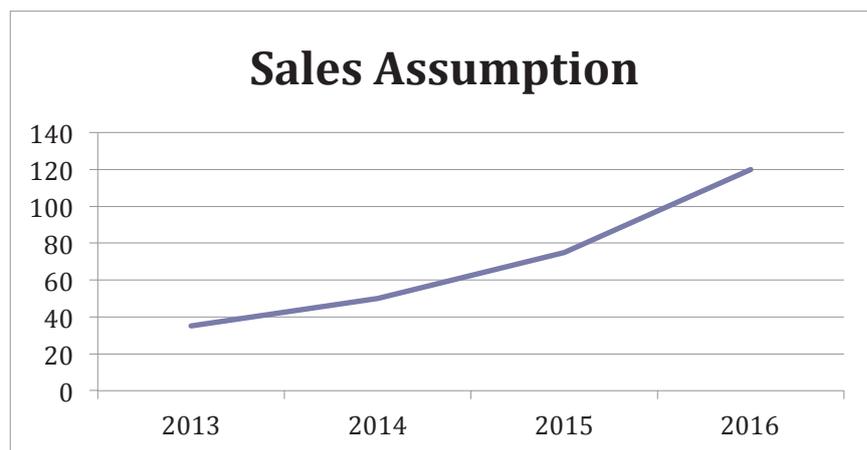
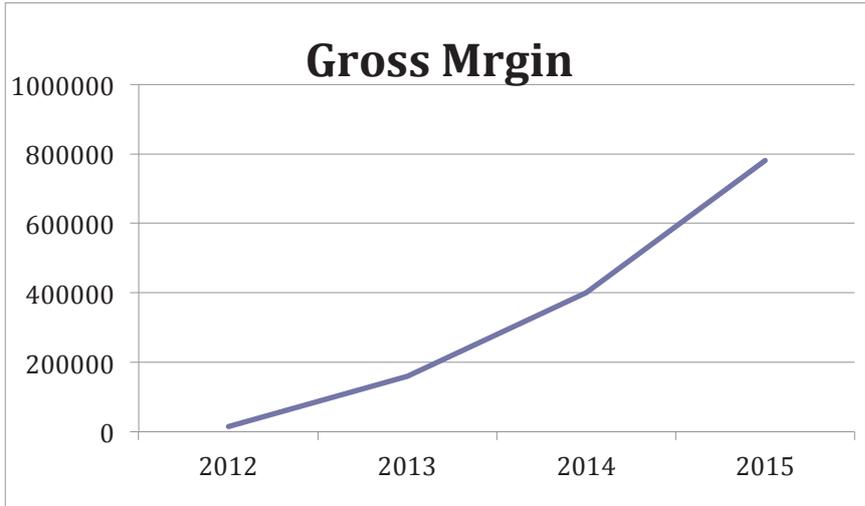
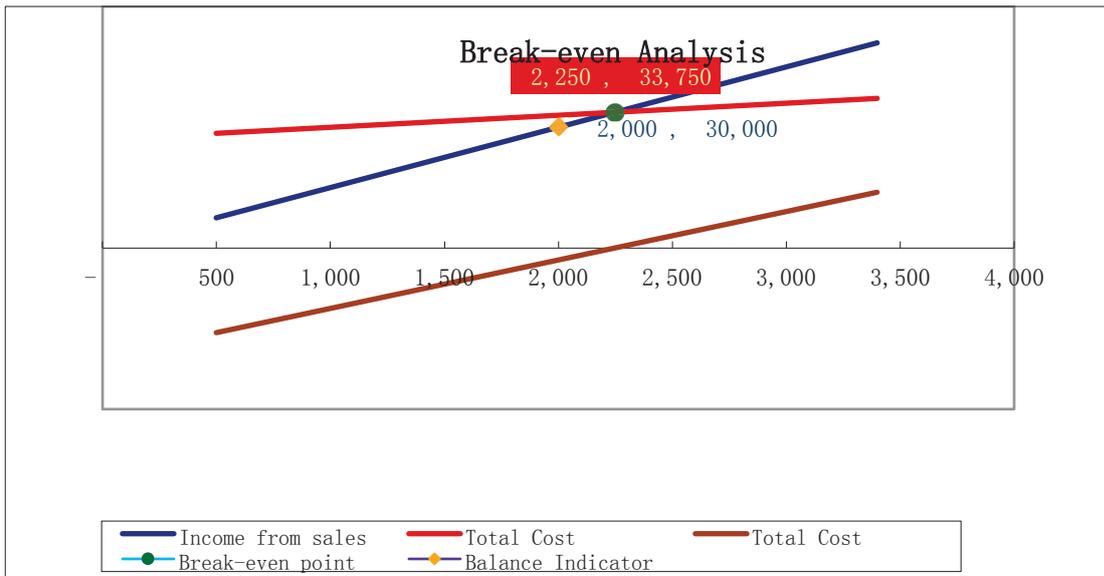


Chart: Gross Margin



7.2 Break-even Analysis



7.3 Projected Profit and Loss

	Year 1	Year 2	Year 3
Cash Received			
Cash From Operations	350,817.00	501,769.00	752,418.00
Cash From Sales			
Cash from Receivables			
Subtotal Cash from Operations	350,817.00	501,769.00	752,418.00
Additional Cash Received	102,000.00	250,000.00	400,000.00
Sales Tax received			
New Current Borrowing			
New Other Liabilities			
New Long-term Liabilities			
Sales of Other Current Assets			
Sales of Long-term Assets			
New Investment Received			
Subtotal Cash Received	350,817.00	501,769.00	752,418.00
Expenditures	Year 1	Year 2	Year 3
Expenditures from Operations	271,397.74	390,389.03	500,556.24
Cash Spending			
Bill Payments			
Subtotal Spent on Operations	288,810.33	405,547.37	517,042.58
Additional Cash Spent	58,162.29	237,762.44	384,332.92
Sales Tax	17,412.59	15,158.34	16,486.34
Other Liabilities Principal Repayment			
Purchase other Current Assets			
Purchase Long-term Assets			
Dividends			
Subtotal Cash Spent	43,837.71	12,237.56	384,332.92
Cash Balance	120,168.96	333,984.07	619,708.34

7.4 Projected Cash

	Year 1	Year 2	Year 3
Sales	350817	501769	754218
Direct Costs			
Other Costs			
Total cost	58873.24	125442.25	225725.40
Gross Margin	274693.42	361225.75	510392.55
Expenses			
Payroll	60,000	60,000	60,000
Sales, Marketing and Others	10,000	10,000	10,000
Depreciation	60,000	60,000	60,000
Rent	8,000	8,000	8,000
Utilities	50,000	50,000	50,000
Office Supplies	30,000	30,000	40,000
Insurance	460,363.13	46,744.78	114,230.74
Payroll Taxes	17250.34	15101.00	16300.05
Total Expenses	259613.47	309845.78	398530.79
Profit Before Interest and Taxes	15110.36	51432.31	111941.70
Interest Expense	0	0	0
Net Profit/Sales	11332.77	38574.23	83956.27

Appendix Questionnaire

1. Characteristics and function of Flowers

	Characteristic	Function
Plum blossom	It against freezing and blossom greatly in early spring.	Used for making sweetmeat, and some refreshing tea and beverage.
Rose	It enjoys sunlight and against cold.	It gives people a fresh feeling.
Chinese Rose	It enjoys sunlight, has a good drainage function.	For activating blood circulation and eliminating stasis.
Peony	It enjoys cold and dry. Cannot bear wet.	Make alcohol. Can be used in many dishes.
Honeysuckle	Its color can change.	Can be used to make tea and beverage ,and snacks.
Jasmine	It enjoys sunlight, warm and wet. It dislikes shadow	Used for making alcohol and many other tasty food.
Lotus	Grow in the water. It enjoys wet and hates dry.	All parts could be used for making dishes.
Lily	It is very bright. Give people good taste when making food.	It is nutritive. It can be used to make sweet food.
Chrysanthemum	It likes cool and against cold.	For hot pot, the tip is tender when making food.

2. Questionnaire

Hello, I am a student of Kun Ming University of Science and technology. We are making a research on the flora catering food. We would like to acquire your opinions, hope that you could take some time to help us to finish this questionnaire. This is totally confidential. Thank you for you help

A. Identification

A1 Have you been in Kun Ming more than one year?

A. Yes B. No

A2 Have you ever did the market survey about catering industry within 6 months?

A. Yes B. No

B. Main Part

B1,If you go to the restaurant, we are the key factors you will consider? How

important you think it will be?

B2, If you go to the restaurant, what are the key factors you will consider? How important do you think it will be?

A. Bus B. Taxi C. On foot D. Drive on my own

B1, If you go to the restaurant, what are the key factors you will consider? How important do you think it will be?

B3. What time do you go to the restaurant?

A. 7:00-11:00 B. 11:00-14:00 C. 14:00-17:00 D. 17:00-19:00 E. 19:00-22:00 F. After 22:00

B4. In the past one year, which restaurant have you ever been to and which did you go very often? Which one is your favorite?

A. No. 1 B. No. 2 C. No. 3 D. No. 4 E. No. 5 F. No. 6 G. No. 7 H. Else

B5. Your consumption scale is how much?

Under 50 B. 50-100 C. 100-200 D. Over 200

B6. What are the main ways to know about the restaurant brand?

TV B. Magazine C. Leaflet D. Introduction of friends E. On my own F. Other medias

B7. Have you ever tried any floral food before?

Yes B. No C. Have no idea what is floral food

B8. If you had ever taken any floral food could you please write out their names?

Did you satisfy with its taste?

B9. If there is a new floral restaurant opening in Kunming, what is your attitude?

I am very interested in it, I would like to give it a try as quickly as possible.

Not so much, I would like to know further.

It doesn't matter, I can give it a try.

No interest at all, I will not try it.

C. Background

C1. Gender: A. Male B. Female

C2. Marriage: A. Married B. Not yet

C3. Age:

A. Under 20 B. 20-25 C. 26-30 D. 31-35 E. 36-40 F. Above 40

C4. Job Position

Enterprise administrative staff

Culture/Health/Education staff

Technical/Expert Staff

Normal workers

Self-employed

Else

C5. Education Degree

A. High school or under

B. Undergraduate

C. Postgraduate

D. Doctor Degree

C6. Salary Level

Under 1600

Between 1600-3500

Between 3500-6000

Above 6000

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Reflection Cover

Li Wei

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1. Business Idea

“Business idea could be generated through a deliberate search or someone can encounter an idea just by chance” (William D.Bygrave,2003).

In the summer break, I found a part time job in a Thai restaurant in the center. I worked there for 2 months, during that time, I learned a lot from the owner how to operate and manage the restaurant which include raw material purchasing, employee management, customer service, price set and so on. I was very interested in running the business myself, however, the cost to start doing the business is very expensive in Sweden, therefore, I considered to run the business in China after graduation. due to my passion. Townsend et al(2010) present the principle that it is advised for an entrepreneur to analyze the potential of the business venture and make rational decisions, not to fall in love or over expect the success of the business idea. After serious thinking of the advantages, risks, and disadvantages I decided to continue this business plan.

The business idea I came up with was totally new in China, I want to start a restaurant with special characteristics. My starting point was running a restaurant using flowers as ingredients (Cooking each dish with eatable flowers) in Kun Ming. Currently, in China, in such a competitive market, new businesses are very difficult to survive, but there still are many new entrepreneurs to follow.

There is a positive relationship between outcome expectancies and the decision to start a new venture. Specifically, would-be entrepreneurs with higher outcome expectancies are more likely to start new ventures (*David M. Townsend, 2010*) . Now, I am on the way to be an entrepreneurs, but I am never sure of the outcome in the future. But the desire to start my own business and to be my own boss make me start my business. During this process, I will meet many difficulties and obstacles, however, from another perspective, they are also my opportunities. Even if I might fail, but I could learn a lot of things and make me better to make decision on business in the future.

2. Business Plan First Version

It is important to write business plan in order to be able to exploit the define opportunity, understand what resources are required and get them, and how to manage new started company *Hisrich et al (2005)*. Now I have to develop a business planThe most difficult part is finance of starting up doing the business. I have no idea how much will it cost and how many profits it could make. I think that the finance would be the most important part and I have to make it accurate. I also

meet the issues S.Sarasvathy(2001) offers about calculation in the finance, I don't have a business for the time being and I also don't have and statistics and data to make estimation about the real situation. Currently, in China, there is no such an exclusive restaurant using flowers as ingredients, therefore, it is very hard to estimate the costs.

Although I don't have exact figures about my costs, however, as I learned the bootstrapping of finance of J.Ebbena and A.Johnson(2006) as" a collection of methods used to minimize the amount of outside dept. and equity financing needed from banks and investors", I could reduce the cost to the bottom level.

Winborg and Landstrom divided various bootstrapping techniques into six factors: (1)"owner and relatives", (2)management of accounts receivable(3)sharing and borrowing resources among businesses(4)delaying payments(5)minimization of investment(6)subsidies. For my business, I think (1) family and my relatives are the most important capital sources, I want to run a small restaurant at the very beginning, therefore, I don't need to much money. Besides, when I am running the business, I will strictly control the investment, especially on the restaurant and the employees to cut costs as much as possible.

Following is some other problems I meet about other section of my original business plan

1. Executive Summary.

In this section include philosophy, mission, target, method, financing, management, this part is a bit different to the template. I have to revise according to the original template, but I include all the information which is the same to the original template.

In this section, the target is too hard for me and uncertain, because when start running the business an entrepreneur could encounter many uncertainties and this could hinder the operation of the business, therefore, the target may be have to be revised when in real case. Also, for the strategic method, since I have no experiences before, I summarize these conclusions theoretically, I am not sure if they are reasonable in real case. Finance, is another part I am not sure, I was not majored in this before and I had no experiences on doing this, therefore, I have to employ experienced financial clerks when start doing the business.

2. Product and Service

In this part, I included the characteristics and functions of some ingredients. Gartner (1985)pointed out that a new venture is created through a series of actions taken by entrepreneurs such as developing prototypes, hiring new employees, seeking funds, conducting marketing research. These activities are taken place to

different degrees, in different order, and at different points in time(Jianwen (Jon) Liao , Harold Welsch,2008) therefore, I also divide the business into three stages and I have different strategies at different stages and also I develop the future plan and service.

However, in the later presentation, according to professor Anders I learned that I should not include so many detailed information, I should give a clear and brief about my products and services and then put other detailed information to appendix. I did this later.

3. Market Segmentation

This part is another difficult point to me, I studied and checked online about many data and statistics. Because my target customer group is people with higher income, it is difficult to estimate, in the first version, I did not present these contents but focus on the PEST and analysis. I have to revise latter. At the same time, I am keeping summarizing the data and statistics.

4. Marketing Strategy

In this part, I introduce my strategy at different stage but the structure is a bit different to the original template. In this section, I include all detailed information how I will conduct the marketing strategy, when I start doing the business I will invite experienced manager to management.

5. Management

When I was working in the Thai restaurant, I found management is the most important part, it could help to save a lot of money. In this section, I include basic management principle, because I think employees are the value of the business, therefore, I focus on the management on employees.

But In real case I think I have to invite experienced managers to take charge of the management.

3. Business plan second Version

After several presentations, I got many useful and critical information form the professors. Flora Restaurant is gradually taking shape switching from an idea to a real operation. I discussed with my family to get finance support, also the chef in the Thai restaurant helped me contact the physical business so that I get much

feedback. I have to revise the structure, contents, direction and accuracy of information due to the constant comments.

Revising contents and constantly adding more things should follow the feedback and academic theories. When I was revising my business plan, I have some changes. Risk is the first thing, because most people have never heard what is flora food, how it is, is it healthy and so on. I have to add more things to explain my products and service and convince people to accept it. The marketing plan should contain statements of the total market, target market and market share (Thomas Kubr Heinz, 1998). I didn't add market segmentation in the original business plan. In this part I divide current market into three areas, but I will make a detailed and real division according to the real situation when start doing the business. In addition, I have to revise more of the market analysis. In my original business plan, I checked online that there are many restaurants serving using flowers as ingredients, but actually not, I made mistake. In China, there is no such type restaurant, therefore, there is a large potential. I revise this and add more contents on industry analysis and market analysis. Through SWOT analysis, I am more clear about how the local market situation is and what promotion methods I should use to get more potential customers and market share.

4. More work

When I finished this business plan, the next step is send it to my family which can be my investors. My business plan contains all sections which are Executive Summary, Company Summary, Product and service, Market Strategy, Marketing, Management and Finance. However, before I send my business plan to them, I was told by professors that I have to clarify more things, and add more contents. I Follow all the suggestions revise, add and clarify my business plan.

One more thing I have to pay attention to is that I should focus on my real situation. Because we are asked to write the business plan in a structured way, I focus too much on the structure but not my real situation. Through this business idea, I contacted with more people and more restaurants which make me understand that running a business is not just developing a paper document, what we are doing will affect the outcomes if we can get success..

5. Conclusion

Liao, J., Welsch, H., (2008) offers that the most of business running process is very similar between technical and non-technical start-ups. During the process of developing this business idea, I learned a lot. Based on the articles, books and seminars, I absorb

much knowledge how to develop a business idea. I learned how to get a business idea, how to recognize and get potential customers, and how to prepare a market analysis. It could be very hard to start up doing a business, however, from all experiences I get in the Master project, I could avoid many mistakes. Besides, these valuable could make me a successful entrepreneur in the future.

6.References:

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