**Business Plan**

***Caribbean Flavors***

***The online toko for all your Caribbean flavors.***

[](http://1.bp.blogspot.com/--Hw6MHHv1qE/TtOALMpHQzI/AAAAAAAAFg0/T5vb_1AZ79o/s1600/Caribbean+Graphic.jpg)

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**Executive Summary**

This report is a feasibility study for the start-up of *Caribbean Flavors*, an online groceries shop. *Caribbean Flavors* aims to offer Caribbean ingredients and food products to consumers in Spykenisse. Before taking serious steps and opening its store, the company wanted to explore its opportunities and threats, by means of a business plan. The main objectives of this business plan are:

* Presenting a new way to acquire Caribbean food products without necessarily have to leave home.
* Determine the possible success of Caribbean Flavors.

After a conducted desk and field research, *Caribbean Flavors* was able to determine the best supplier/wholesaler for its products. The South American Food Express BV ( SAFE ) is a customer oriented wholesaler and distributor. They are specialized in exotic South American, African and Caribbean products and have an extensive range of over 2000 quality products. Research was carried out by analysing the internal and external environment of the future company. These analyses showed *Caribbean Flavors’* strengths and the possible opportunities for the company in order to achieve the company’s goals. *Caribbean Flavors’* weaknesses and threats are highlighted in the SWOT-analysis in the business plan. The internal analysis of the company pointed out *Caribbean Flavors* strengths, which can be used to compete with its competitors.

*Caribbean Flavors’* strengths are:

* Unique selling proposition
* Experience with product purchasing process
* Low cost operations
* Experience with social media

The external analysis showed that the company has five opportunities which it can take it advantages of:

* Low number of competitors
* Increasing popularity of online shopping
* Willingness to buy foreign food products online
* Strong customer base
* Changing eating habits due to multicultural society

According to the market analysis, *Caribbean Flavors* will be operating in the market of foreign food products. This market is very well represented in the Netherlands as seen in the quantity of local shops, however, the number of online foreign food shops is very low. Therefore, *Caribbean Flavors* choose to use the niche strategy in combination with an online shop. The product category is tailored to the target group which are inhabitants from the Caribbean and Surinam and products can only be purchase online. *Caribbean Flavors* investigated whether an online groceries shop, selling Caribbean food products is able to take hold in the online grocery shopping market. After desk research into the popularity of online businesses, especially those selling food and beverages, it can be said that the popularity of buying food and beverages online (grocery shopping) is increasing very fast. In the light of these developments, one can certainly be sure that there is a market for *Caribbean Flavors*. However, a survey conducted by *Caribbean Flavors* concluded that online groceries shopping is not popular at all among the inhabitants of Spykenisse, but when asked if they might be willing to do online shopping in a web-toko, 42% of the respondents indicated that they might be willing to do so. This lead us to a next conclusion, that the online grocery shopping market, especially the market for Caribbean food products is still mature since the respondents had no idea about the existence of online toko’s. Furthermore, desk research showed that there is a very low number of competitors online. Given this fact, *Caribbean Flavors* should definitely create awareness among its customers. This can be achieved by executing good promotional activities through social media and printed media.

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**1. Introduction**

The journey of *Caribbean Flavors* started with finding a solution to the next problem; “Finding a way to acquire Caribbean food products without necessarily have to leave home”.

I was originally born and raised in the Dutch Caribbean. Thus, I am used to eating certain food and ingredients which unfortunately are not available in the regular supermarkets such as Albert Heijn, Liddl and C1000. Fortunately there are groceries shops where immigrants can purchase their foreign food products, ingredients and drinks. These small groceries shops are called ‘toko’. Toko is Malay for an oriental shop whose owners are mostly Vietnamese, Indonesian, Chinese and Surinamese. There is a wide variety of ingredients, food and other products from East and Southeast Asia and the Caribbean1. Most toko’s are located in major cities, or towns where a large number of immigrants can be found. I regularly hear from people, who live in smaller towns, that they usually have to travel to major cities in order to buy their necessary (foreign) ingredients and food-products. Furthermore, it seems to be that product prices in ethnic food stores, located in smaller cities or town are much higher. This may be caused by the absence of multiple ethnic food stores and a large number of immigrants. So the idea for an online toko started. “Why take the trouble to travel to a toko, if one can get their ingredients and food-products all the way to their doorstep, by a simple click on the internet?” By starting an online groceries shop, specialized in Caribbean food products, *Caribbean Flavors* hopes to facilitate people’s live by delivering flavors from the Caribbean all into their homes. In order to determine the possible success of Caribbean Flavors, the next research Question has been formulated;

*Will an online groceries shop, which sells Caribbean food products be sustainable in the online grocery shopping market*?

To provide a proper answer to the research question, it is wise to split the research question into sub-questions;

1. Is there a market for *Caribbean Flavors*?

2. How big is the popularity of buying food and beverages online among *Caribbean Flavors* target group?

3. How many competitors operates on the online exotic food market and how can *Caribbean Flavors* create a competitive advantage?

4. Which promotional tools can be used to attract customers?

***1 M Philippa e.a. (2003-2009) Etymologisch Woordenboek van het Nederlands***

To highlight the strengths and weaknesses and the opportunities and threats of the future business it is important to conduct internal- and external analysis. In order to implement the right research methods and theories, books of E.A. Muilwijk ‘Handleiding Marketingplan’ and Philip Kotler ‘Principles of Marketing’ were consulted. For the implementation of the internal analysis, which describes the strengths and weakness of the company and a clear market description, theories such as the SWOT-analysis and Abell model was used. To obtain a better view of *Caribbean Flavors* environment, meaning the opportunities and threats, the DESTEP analysis were applied. Additional desk and field research were also applied in order gain information about the target group, competitors and trends on the market. Information gained through the internal and external analysis helped create the Confrontation matrix. Finally, an answer to the research question will be given, and useful recommendations in order to carry out this business plan as well as possible.

**2. About the company**

**2.1 Company description**

Caribbean Flavors is a sole proprietorship, start-up online toko, which will be selling a wide range of all kind of exotic food products and ingredients which are more commonly used in the Caribbean. Now a days online shopping is booming business, even online grocery shopping, is becoming more and more popular. Therefore, Caribbean Flavors aimed at serving the need of those who also want to have the possibility to buy their exotic food products and ingredients online. Caribbean Flavors believes that with its Caribbean roots, knowledge about the cuisine and customer friendly ability it will be able to persuade customers to do their toko shopping online.

**2.2 Mission**

*Caribbean Flavors* is committed to bring mostly Caribbean ingredients and food products to consumers in Spykenisse whose taste is acquiring the need for the Caribbean cuisine all the way to their doorstep.

Mission statement:

‘We bring *Caribbean Flavors* all into your home.’

**2.3 Vision**

*Caribbean Flavors* vision is to create an online toko which is planning to reach customers in all parts of the Netherlands.

**2.4 Goals / Objectives**

Based on the company’s mission and vision the following goals have been defined:

* Creating brand awareness
* Build up profitable customer relationships
* To provide better customer service compared to my competitors
* To create efficiency through flawless delivery
* To continually improve the assortment to changing customers’ demands and needs.

**2.5 Product and service description**

Caribbean cuisine is traditionally a fusion of African, American-Indian, European, East Indian and Chinese food2. Therefore, Caribbean Flavors will offer a wide range of all kind of food-products and ingredients. Caribbean Flavors will firstly start offering products, which are most used and indispensable in the Caribbean cuisine. The focus of Caribbean Flavors relies on products which have a long shelf life and are vacuum packed in cans, glass bottles, plastics and carton.

Based on the results of a survey held by Caribbean Flavors, we will be offering the following product categories:

* Bean, corn, rice and other grains
* Herbs and spices
* Seasonings, condiments and marinades
* Sauces
* Oils and vinegars
* Fish and meat products in cans

[](http://www.surinaamsetoko.nl/webshop/conserven-en-fruit/conserven/detail/849/aroy-d-sugar-cane-in-syrup-klein.html) [](http://www.surinaamsetoko.nl/webshop/afrikaanse-producten/detail/292/praise-regular-palm-oil1-liter.html)[](http://www.surinaamsetoko.nl/data/upload/Shop/images/product-zoutvlees-0.jpg)[](http://www.surinaamsetoko.nl/webshop/linzen--bonen--noten/linzen--bonen-zakken-van-2-kg/detail/463/trs-red-kidney-beans-2kg.html) [](http://www.surinaamsetoko.nl/webshop/ketjap--marinades--sauzen/marinades/furlen/) [](http://www.surinaamsetoko.nl/webshop/vlees-producten/detail/500/gerookte-krabbetjes-500gr.html)

**Unique product category**

In order to create a competitive advantage, *Caribbean Flavors* focus is to promote Caribbean food and ingredients, by developing a unique product category. The aim of Caribbean Flavors is to reach consumers that do not have much knowledge about the Caribbean cuisine but wants to explore ‘new food’. Therefore, Caribbean Flavors created a different product category. A box filled with various ingredients needed to prepare certain Caribbean dishes will be part of the product category. Every box will be include with an extensive recipe, together with a website hyperlink from a Caribbean chef, to help the customers prepare their dishes properly. This is a good way to introduce the Caribbean cuisine to the group of consumers that would like to experience and learn how to cook certain traditional Caribbean dishes.

***2 Bahama Breeze ( 2013 ) ‘All about Caribbean cuisine’***

The service Caribbean Flavors offers is the delivery of products on the doorstep of the buying customer. The order can be placed through the website. Customers of Caribbean Flavors will experience the convenience to order their needed Caribbean food products and ingredients whenever they want. Furthermore, they can expect their orders within 24 hours, depending on their order moment.

**Product levels**

Core product: All products that can be order, will be displayed on a photo, on the webpage of the shop. Customers has the ability to order their desired products.

Actual product: Customers can get all their Caribbean ingredients and food-products delivered on their doorstep.

Augmented Product: Customers will not have to travel all the way over to the toko, to buy their Caribbean products. Ordering via the online shop will save them time.

**2.6 Abell Model**

In order to provide a clear market definition of *Caribbean Flavors* future activities, the Abell model has been used. The Abell model has three dimensions.

Customers

*Caribbean Flavors* focuses on inhabitants from Surinam and the Dutch Caribbean between the age of 30 – 60, living in Spykenisse and which regularly uses products from the Caribbean. *Caribbean Flavors* hopes to reach also other (ethnic groups) people, which love to cook and share the love for exotic food and regularly use products from the Caribbean. Additionally, Caribbean Flavors hopes to reach his cold prospects, (consumers that do not have much knowledge about the Caribbean cuisine but wants to explore ‘new food’) through a good marketing strategy.

Needs

Caribbean Flavors want to respond to the need of customers, who wants to order Caribbean food products online and get them delivered to their doorstep, without having to leave their home.

Technologies

The need of the target group is served in two different ways;

1.) Customers of *Caribbean Flavors* can buy food products online.

2.) Customers have the possibility to buy readymade ingredients boxes including an extensive recipe, in order to help prepare a particular Caribbean dish.

**3. Internal Analysis**

**3.1 Organization**

Caribbean Flavors is a sole proprietorship, meaning that it is own and run by one single person. Furthermore, it will offer its product via an online shop, which will mostly sell Caribbean food products. The owner of Caribbean Flavors already has some experience and knowledge in co-running a retail shop. Skills and knowledge gained during her studies in European business management fit very well to the tasks of a future web entrepreneur. With its products, Caribbean Flavors want to meet the needs of the Caribbean cuisine. Furthermore, Caribbean Flavors hopes to reach, not only people from throughout the Caribbean region but everyone who is interested in using and buying products from the Caribbean, living all over the Netherlands. In this way, Caribbean Flavors can be brought all into their homes. However Caribbean Flavors will first start offering its services in Spykenisse.

**Background of the owner**

**Name:** Nayree Doedel

**Role:** Owner

**Age:** 25

**Qualities:** Organizing skills, customer oriented and creative.

**Background:** Several years of experiences of co-running a retail shop. Furthermore, she is finishing her study at the Hague university in European business management. Most important she has sufficient knowledge about the Caribbean cuisine.

**3.2 Network**

In order to establish new relationships with potential customers, Caribbean Flavors is working on expanding its network. Caribbean Flavors focuses on Caribbean ethnic groups, who share the love for the Caribbean cuisine and regularly use products from the Caribbean and other population groups who do not have much knowledge about the Caribbean cuisine but wants to explore ‘new food’. In order to reach this group of people, Caribbean Flavors is starting an online community profile on facebook, where visitors can join and stay informed about the latest news concerning the online toko. The first group of people 'which will be informed about Caribbean Flavors' will be its family members, friends and relatives. In turn, they will inform their family, friends and relatives and so on. Mouth to mouth advertising is a very effective way to create awareness.

**Suppliers network**

In the Netherlands, one can find different suppliers of foreign food products, especially from the Caribbean. After a conducted desk and field research, Caribbean Flavors was able to determine the best supplier/wholesaler for its products. The South American Food Express BV (SAFE) is a customer oriented wholesaler and distributor. They are specialized in exotic South American, African and Caribbean products and have an extensive range of over 2000 quality products. However, as a starting web entrepreneur it is difficult to determine the purchase amount since the success it is unknown. Therefore, Caribbean Flavors' products will be stored at home. In order to maintain the product quality stable, will order small product quantities. Depending on the order quantities, Caribbean Flavors will be able to adjust the stored quantity accordingly. Normally, wholesalers usually wants to sell large parties, but luckily for Caribbean Flavors, businesses can also buy smaller parties at the SAFE.

**3.3 Experience**

Caribbean Flavors wants to become a new and revolutionary online groceries shop, with a wide range of products reaching out to Spykenisse and in the future, every town and every city in the Netherlands. The owner of Caribbean Flavors does not have any experience with running an online shop. As a starting web entrepreneur, Caribbean Flavors hopes to gain more experience on this area.

However with many years of experience as an assistant manager at a small retail shop, where the owner has a lot of experience with the product purchasing process and creating successful new marketing campaigns, companies weaknesses can be compensate.

**3.4 Conclusion internal analysis**

After analysing *Caribbean Flavors* internal situation the following Strengths and Weaknesses can be formulated:

**Strengths**

* **Unique product category**. In order to reach consumers with little knowledge about the Caribbean cuisine, Caribbean Flavors will offer a box filled with all ingredients necessary to prepare certain Caribbean dishes. This box will include an extensive recipe together with a website hyperlink from a Caribbean chef, to help the customers prepare their dishes properly.
* **Experience with product purchasing process.** It is important to have insight into customers ordering behaviour in order to determine the purchase quantity. Existing experience with the product buying process gives Caribbean Flavors enough insight how to accomplish this goal.
* **Low cost operations**. Fixed costs such as rent of a building will not be part of Caribbean flavors expenditure because it offers product via an online shop. Product prices do not have to be higher than average, due to storage at the owners place. That lead to cheaper product prices in comparison with local toko’s. Given this strength, Caribbean Flavors hopes to gain market share.
* **Experience with social media tools.** One of the benefits Caribbean Flavors has, is the fact that the online shop will be run by a young person. As one may know, the owner of Caribbean Flavors is part of the internet generation (born after 1980). The generation that grew up with: computers, internet and mobile devices. In order words, it will not be difficult for Caribbean Flavors to administer all the possibilities offered by e-commerce marketing, using for example social media tools.

**Weaknesses**

* **No brand awareness**. Caribbean Flavors is not active yet on the market and has not created any brand awareness among its customers. With a good marketing strategy Caribbean Flavors hopes to reach brand awareness.
* **Lack of experience as a web entrepreneur**. The concept of buying and selling online does not exist that long. In fact, the last few years it has become big business. As a starting web entrepreneur, Caribbean Flavors hopes to acquire knowledge through self-study and experience among the years.
* **Weak financial situation**. Caribbean Flavors has little start up summary (savings) therefore Caribbean Flavors has to come up with a good policy in order to break even within six months otherwise Caribbean Flavors might get bankrupt due to little start summary.

**4. External Analysis**

**4.1 DESTEP**

To determine the opportunities and threats caused by the environment, it is essential to do an external analysis using the DESTEP. The DESTEP stands for Demographic, Economic, Social/cultural, Technological, Environmental and Political /legal elements. *Caribbean Flavors* will get a better overview of its environment, when analyzing these elements.

**4.1.1 Demographics**

Since the Caribbean cuisine is traditionally a fusion of African, American-Indian, European, East Indian and Chinese food, it is wise to look to the number of immigrants living in the Netherlands, sorted by western and non-western immigrants. The central statistical office of the Netherlands (CBS), explains that western immigrants, are immigrants coming from Europe, North America and Oceania, Indonesia or Japan. Meanwhile, non-western immigrants come from Africa, Latin America, Asia or Turkey, According to the population counter of the CBS, The Netherlands currently count a total of 16,799,15 residents. Giving that explanation and according to the information on the CBS website, it can be said that the target group of Caribbean Flavors is inhabitants (1,966,095 )3 mainly from non-western countries. With its products Caribbean Flavors hopes to, first reach customers in Spykenisse and in the future in all parts of the Netherlands. For now, it is important to gain specifically information about the size of the market in Spykenisse. Results of the Caribbean Flavors survey in figure 1 shows that mainly residents from Surinam and the Dutch Caribbean living in Spykenisse buys products a toko. According to the district monitor, Spykenisse counts a total of 3168 residents from Surinam and 1930 from the Dutch Caribbean4. That makes the size of Caribbean Flavors market a total of 5098 potential customers.

**4.1.2 Economy**

Although the purchasing power has dropped, the Netherlands is still rated in the second place as the richest country in Europe. According to an article of RTV Noord ‘Altijd de Klos’, Dutch people are 31 % richer than the average European and have a total of 216 billion Euros saved on their bank account5. According to a research done by Marketing Research Base about the household of the four largest immigrant communities (Moroccan, Turkish, Suriname and Caribbean), they have a disposal income of 7 till 10 milliard euros of which 3 to 4% issued to food and clothes6. As the market of Caribbean Flavors will be Spykenisse, consider some important facts about this city. Spykenisse is a dynamic and modern city where more than 74000 people can find their needs. Spykenisse is located in an economically strong area, thanks to the industry of the Rynmond region and thanks to world’s largest port, Rotterdam.

**4.1.3 Social and cultural aspects**

The Netherlands is a multicultural society, where different ethnic groups live side by side. In a multicultural society, ethnic groups can be distinguish by different cultural characteristics; language, religion, traditions, norms and values. Compared to the different ethnic groups, the Dutch have a total different eating culture. Traditionally, potatoes, vegetables and meats, are the main three ingredients of the Dutch cuisine. However the past few years, the Dutch eating culture is changing. Dutch people are now-a-days more interested in international dishes, due to the multicultural society, When looking at the facts one can see that traditionally boiled potatoes are increasingly replaced by baked potatoes. Furthermore, the Dutch use more and more different sauces, vegetables and meats. Moreover wraps, couscous, sushi and tapas are now part of the Dutch eating culture. In the Netherlands people are now constantly looking for more inspiration for meals and more modern dishes. The food industry can continue to bring products that integrate seamlessly with the change in the needs of consumers in the market, due to this development. Thanks to companies such as ‘Knorr’ and ‘Honig’, the Dutch are now more familiar and comfortable with the international cuisine. Caribbean Flavors can play a role in satisfying the need for diversity in the Dutch cuisine, by offering products for making delicious traditional Caribbean dishes.

***3 Centraal Bureau voor Statistiek (CBS), kerncijfers bevolking allochtonen 2013***

***4 Gemeente Spijkenisse, Buurtmonitor, Bevolking aantallen***

***5 Altijd de Klos 2013 ‘Koopkracht opnieuw gedaald’***

***6 Marketing Research Base ( 2011 ) ‘Allochtone huishoudens’***

**4.1.4 Technology**

Now-a-days more and more people has access to the world wide web using the internet, thanks to developments and innovation in the technology. Customers do not have to leave their homes to go shopping, due to these developments and innovation. Today customers have the choice to do comfortable shopping online from home. Online shopping provides a lot of conveniences; it is time and money saving. A study done by Ipsos shows that consumers increasingly use a tablet or mobile phone to shop online. The amount of online stores is still rising, and there are very few products that are not for sale online7. When looking at the Caribbean Flavors results in figure 2, it is obviously clear that 84% of the 50 correspondents regularly shops online.

**4.1.5 Environment**

There are no necessary ecological factors that can be of positive or negative influence on Caribbean Flavors. Caribbean Flavors mostly import all offered products from the Caribbean; thus the production process is not taking place here in the Netherlands.

***7 CBS Webmagazine 2013 ‘Steeds meer mensen kopen online’***

**4.1.6 Political aspects**

Before starting an online company, it is important to register at the chamber of commerce. Furthermore, there are several laws which Caribbean Flavors has to take into account. These laws are there mainly to protect consumers and to maintain online shopping attractive and secure.

• Distance Selling Act

The Distance Selling Act protects consumers when buying products without any personal contact takes place between buyer and seller.  
• Act on Electronic commerce

This law aims to create a more confidential electronic commerce. An important part of this law is information. Consumers should be informed about whom they dealing with and where to knock with complaints or questions.  
• Personal Data Protection Act

The Data Protection Act provides rules regarding the handling of personal information. The laws about personal data used, and the obligations of companies and agencies that use this data is specified under this Act.  
• Act on Electronic Signature

The Act on Electronic Signature provides the same legal status and consequences of an electronic signature as an handwritten signature. There are different methods of electronic signature. Think of a PIN, password, scanned handwritten signature or a pass with digital reader .   
• Civil Code (contract law)

The contract law is important for web shops. In particular, the purchase agreement applies to trade via the Internet. The rules for a purchase agreement are contained in Title 1 of Book 7 of the Civil Code. The seller undertakes a contract to deliver a product or service. The buyer undertakes to this agreement to pay a sum of money for that product or service. The seller must deliver the product and transfer ownership of the product  
• Telecommunications

Especially the ban on spam is an important part of the Telecommunications Act. This section prohibits sending of unsolicited electronic messages, faxes and messages with a charitable, commercial or non-commercial content from an automated calling system. Put differently, and in view of ecommerce, this means that any advertising messages can be send to consumers who has given here their personal details.   
• Cookie lawCompany’s website inform visitors if they want the websites to track their browsing habits for example by placing cookies. Cookies may be actually placed only if the site visitor has given explicit permission.

Since Caribbean Flavors will be selling food products, it is obliged to register at the Netherlands Food and Consumer Product Safety Authority. To ensure the safety of the products, Caribbean Flavors must use a HACCP list. HACCP stands for Hazard Analysis Critical Control Points. This list determines where health hazards may arise. By using this list Caribbean Flavors can regularly control its risks. It is required to use a HACCP list tailored (hygiene codes) to the industry Caribbean Flavors is active in.

**4.2 Branch analysis**

In order to survive on the existing market, it is important to be a solid and distinctive company. In order to achieve this goal, it is important to be prepare for opportunities and risk that may come in your way. It is hard to change these developments because we cannot control them; however, it is possible to exercise little influence. In order to exercise influence on the developments, it is important to have a good picture of the market. According to the E-book called; ‘Maak meer winst op het internet’ from Ruud Boer, an entrepreneur has a good picture of the market when it can answer the following three questions; 1. Which needs does the product foresees? 2. Which underlying forces play a role? 3. Which role does the company plays?

**4.2.1 Market**

Caribbean Flavors pertain to the retail sector and divided into the sector of nutrition and enjoyment resources under foreign food products. According to the branch pointer listed on the website of Chamber of Commerce, there are now in the Netherlands 618 shops (physical), which are active in the sale of international food products. It is stated that the number of starters within this branch, is continually fluctuating. According to a market study conducted by Delta Lloyd, the eating habits of people is changing. People eat more and more varied and luxury food, which increases the demand for new products from foreign countries. This may explain the swinging of the numbers of starters within this industry since as the population changes, the demands for certain foods also changes. A remarkable development within this business is the fact that healthy eating (and still tasty) has become important. The market research concluded that, within the food industry, the attention to health, sustainable and the environment is taking the attention. Since Caribbean Flavors will be selling its products via an online shop, it is also important to take a look at developments within the online shopping market and especially the trend into online grocery shopping.

**4.2.2 Online grocery shopping**

According to a worldwide retail analysis, made by the Global goods and consumers experts (IGD) the market for online shopping is growing very fast. Research has shown that the web sales from supermarkets grew to 1.6 billion euros, against 0.6 billion in 2012. Research institution Ipsos, also provided PayPal with a market research, stating that the Dutch will be spending more and more money the upcoming years buying food and beverages online. The Dutch global financial institution ING expect 15 to 20% of sales in food to be purchase online. Moreover, desk research has shown that almost all the supermarkets in the Netherlands offers the possibility to shop online, expect the big discount supermarkets such as Aldi and Lidl.   
  
Seen the findings above, it can be said that Caribbean Flavors has now gotten a good picture of the market. As stated in the E-book called ‘Maak meer winst op het internet ‘ an entrepreneur has a good picture of the market when it can answer the following three questions;   
  
**1.Which needs does the product foresees?**   
As can be concluded from the research done by IGD, web sales from supermarkets are growing very fast. Meaning that more and more food & beverage is being shop online. As Caribbean Flavors is an online groceries shop, it foresees consumers in their need of buying food and beverage online.   
**2. Which underlying forces play a role?**   
People now-a-days have the opportunities to do online shopping whenever and where ever they want by using their laptops, tablets, home computer and mobile phones, due to technological developments. Moreover, research into online shopping shows that people do online shopping because it fast and comfortable.   
**3. Which role does the company plays?**   
Caribbean Flavors is committed to delivering mostly Caribbean ingredients and food products to consumers who may be interested in buying online.

**4.3 Consumer analysis**

In order to gain insight into Caribbean Flavors potential customers / target group, a survey was held among 50 respondents to determine their needs and buying behaviour. Results from the study showed that Caribbean Flavors will mainly have to focus on inhabitants from specifically Surinam and the Dutch Caribbean, seen their greater number in Spykenisse and buying behaviour. However, this does not mean that the focus will only be relied on this group of customers. As said before, Caribbean Flavors mission is to bring Caribbean ingredients and food products to consumers whose taste is acquiring the need for the Caribbean cuisine and reaching consumers that do not have much knowledge about the Caribbean cuisine but wants to explore ‘new food’.

**4.3.1 Description of *Caribbean Flavors* customers**

After processing the results of the survey, the following conclusions can be made;   
Survey results showed that Caribbean Flavors target group in Spykenisse mainly consist from inhabitants from Surinam and the Dutch Caribbean in the ages of 40 years and up.   
This group of customers visits (local) toko’s at least once a week or once per month.   
The respondents were asked to point out which product category they usually buy, and according to figure 3, there seems to be two product category which rated the highest; seasonings, condiments and marinades (18%) and bean, rice, corn and other grains (18%). Remarkable about the survey results is the fact that 16% of the respondents have indicated that they often buy cosmetics. Unfortunately, Caribbean Flavors will not add cosmetics to its product range, but focuses on the other products categories which rated the highest. Perhaps, Caribbean Flavors may in the future add this product category to its product range in order to respond to the need of consumers which usually buy cosmetics. This goal might be achieve by using the differentiation strategy to penetrate this part of the market.

As one may know, the fact that we are living in a multicultural society, have ensured that some Dutch supermarkets such as Albert Heyn and Supercoop, have broadened their product range with foreign food products, in order to respond to the need of consumers in this part of the food industry. However, survey results in figure 4 shows that only a very small part of the respondents regularly buys foreign food products at these Dutch supermarkets. Thanks to this Caribbean Flavors is provided with a strong customer base.

As said before in figure 2, greater part of the respondents are doing their shopping online. However, figure 5 shows that a great part of the respondents have indicated buying everything else online except food and beverage. When asking if they might consider buying foreign food products online, 42% of the respondents (see figure 6) stated that they may be willing. Given the benefit of doubt, it is up to Caribbean Flavors to persuade this group of customers using a good marketing strategy.

**4.4 Competitor analysis**

When starting a business or offer a new product, it is useful to take a look at your competitors, using a competitor analysis. By looking at Caribbean Flavors competitors, a competitive advantage can be determine. In order to obtain information about the competitors of Caribbean Flavors, the following research methods has been applied:

1. Desk research was consulted to gain information about the activities of Caribbean Flavors main competitors.
2. Results target group survey

A survey was created in order to determine the needs and behaviour of Caribbean Flavors target group. Most important, is to determine whether consumers already know about the existence of online toko’s.

1. Short interviews with owners of different toko’s.

The aim of the interview was to determine the state of affairs in the branch of foreign food products.

After a conducted desk research, it can be said that Caribbean Flavors currently has 3 main competitors online and 2 big competitors located in Spykenisse and Hoogvliet. These competitors are (online) toko’s with a quite similar product assortment as the one of Caribbean Flavors. Desk research also showed the existence of other online toko’s, and field study affirmed the existence of more toko’s located in Spykenisse, however, their focus relies more on the Asian population. By observing, surfing through the websites of the online competitors, and visiting the local ones, Caribbean Flavors was able to gain insight into their product assortment and their services. The target group survey held among 50 respondents, was in order to determine the needs and behaviour of Caribbean Flavors target group, but most important to see whether Caribbean Flavors target group, already knows about the presence of online toko’s. Surprisingly it seems that none of the person I have surveyed knew about the existence of online toko’s. Meaning that Caribbean Flavors can possible play a crucial role in making shopping online for foreign food products popular. The fact that the online shop will be run by a young person, who grew up with computers, internet and mobile devices benefits the upcoming business. Caribbean Flavors will uses all advantages offered by e-commerce marketing.

**4.4.1 Main Competitors online**

***Toko Tjin***

Website: <http://www.onlinetoko.eu>

This online toko is part of Toko Tjin, which since 1973 is located in Amersfoort.

Product categories: Toko Tjin is a multicultural food shop. They are specialized in products especially needed to prepare oriental meals and rice tables. However, they also have additional products from the Japanese, Surinamese, Antillean and Chinese cuisine. Toko Tjin also sells different care & hair products.

Delivering Area: They deliver both inside and outside Europe. TNT Post is in charge of the delivery.

Customer Service: When dissatisfied, products can be send back in original condition, within 8 days. Therefore, clients should always informToko Tjin via e-mail.

Strengths:

• Toko Tjin has a shop situated in Amersfoort, where customers can pick up their orders.

• Delivery both inside and outside Europe.

• A quite extensive range of products.

• Different payment options.

• Great strategic chosen name for the website, since they are the first shop to appear when searching on Google for ‘online toko’.

Weakness:

• Weak brand awareness🡪Toko Tjin is not active on social media and do not have promotional activities.

• Their website is not attractive enough. It seems like they are not using the whole page but only one part. That makes de website very unattractive and crowded.

***Toko 4 all***

Website: <http://www.toko4all.nl>

Product categories: Toko 4 all is an online web shop with products divided into more than 20 product categories. Besides they also have category consisting out of non-food products Their products are originally from different Asian countries.   
Delivering Area: They deliver both inside and outside Europe. TNT Post is in charge of the delivery.   
Customer Service: When dissatisfied, products can be send back in original condition, within 7 days. Toko 4 all also provide its customers with order support through web chat or telephone support.

Strengths:   
• Order assistance for customers.   
• Delivery both inside and outside Europe.   
• Sales corner.   
• Toko 4 all provides different types of extra service; recipes from different Asian countries, different workshops and activities and gift services.   
• Promotional activities on social media : Facebook and twitter.   
  
Weakness:   
• Too big assortment of non-food products. Making the online shop seems more like a mini market.   
• They only have 1 payment option: Ideal.

***Surinaamse toko***

Website: <http://www.surinaamsetoko.nl>

Product categories: Surinaamse toko is an online web shop with products divided into 17 categories. Surinaamse toko online web shop is connected to 2 of their toko’s situated in the Hague.

Delivering Area: They deliver both inside and outside Europe. TNT Post is in charge of the delivery.

Customer Service: -

Strengths:

• Customers can pick up their order on 2 different locations.

• They sell fresh vegetables and frozen food products.

• Good strategic chosen name for the website, since they are the first shop to appear when searching on Google for ‘Surinamese toko online’.

• Sales corner.

• They create awareness of their online shop by informing their visiting customers.

Weakness:

• The recipes given on their website does not inspire consumers because the recipes given are very simple and already well known among consumers.

• Only 1 payment option: Ideal.

• Cooling off period is not stated on the website.

• They are not active on social media.

**4.4.2 Main competitors local**

***Toko Samanta***

Location: Spykenisse, Zwanenhoek 88, 3201 HS

Product categories: Toko Samanta is a small toko situated in Spykenisse and is the only local toko which its focus relies on customers from the Caribbean and Surinam. They have a limited product range, mainly consisting out of products that are essential for inhabitants from the Caribbean and Surinam. Their product range can actually be divided into four main categories:

* Seasonings, condiments and marinades
* Herbs and spices
* Bean, rice, corn and other grains
* Cosmetics

Website: non.

Delivering area: They don’t deliver.

Customer service: non.

Strengths:

* The only toko in Spykenisse which it focus only relies on inhabitants from Surinam and the Caribbean.
* Well known among their target group.

Weakness:

* Limited product range.
* Location, they are remotely located and moreover in a neighbourhood where there is a very small number of inhabitants from Surinam and the Caribbean.
* Higher product prices compared to toko’s situated in bigger cities such as Rotterdam.
* No promotional activities at all.

**Tehmur Tropical Center**

Location: Hoogvliet, Lavasweg 89, 3193 CG

Product categories: Tehmur Tropical Center is the biggest local toko of Hoogvliet. They have an extensive product range consisting out of seasonings, herbs, rice and other grains, fresh vegetables, fish and meat, Caribbean drinks and cosmetics.

Website: non.

Delivering area: They deliver in Hoogvliet and Spykenisse.

Customer service: Clients can order by telephone.

Strengths:

* The biggest local toko of Hoogvliet.
* Strong customer base with clients from Hoogvliet and Spykenisse.
* A very extensive product range including fresh products.
* Location, they are located in a central neighborhood where there is a big number of foreigners living, besides Hoogvliet has a very large number of inhabitants from Surinam and the Caribbean.
* Their customers have the possibility to make them orders by phone and get them deliver at home.

Weakness:

* Higher product prices compared to toko’s situated in bigger cities such as Rotterdam.
* They don’t have a website.
* No promotional activities, besides few customers know about the possibility for ordering by phone. They usually informed their fixed customers about this.

**4.4.3 Competitive Matrix**

A competitive matrix is use to give a clear overview of the competitors and to provide Caribbean Flavors with knowledge about opportunities. For Caribbean Flavors, it is very important to analyse its competitors. In this way, Caribbean Flavors can learn from their strengths and take advantages of their weaknesses. A competitive matrix consist out of several success factors, and is valued with the following weight;

Weight2= necessary to compete but to be gained less advantage.

Weight3= company opportunity to gain competitive advantage.

Since Caribbean Flavors has two different type of competitors, online and local, we created two different competitive matrix in order to indicate both online (figure 7) and local competitor (figure 8) of Caribbean Flavors.

Furthermore, each competitor will get a ‘mark’ for each success factor. 1 = very weak

2 = weak

3 = moderate

4 = strong

5 = very strong

The total sum of their marks will provide Caribbean Flavors with its strongest competitor both online as local.

|  |  |  |  |
| --- | --- | --- | --- |
| **Critical success factors** | **Competitor 1**  **Toko Tjin** | **Competitor 2**  **Toko 4 all** | **Competitor 3**  **Surinaamse toko** |
| **Product assortment🡪**  **Weight 2** | 5 | 4 | 3 |
| **Creating brand awareness through social media 🡪 Weight 3** | 1 | 3 | 1 |
| **Attractiveness Website 🡪 Weight 2** | 2 | 3 | 3 |
| **Additional services: recipes, workshops, gift services etc. 🡪 Weight 3** | 1 | 5 | 2 |
| **Total** | 20 | 38 | 21 |

**Fig7. Confrontation matrix online competitors**

|  |  |  |
| --- | --- | --- |
| **Critical success factors** | **Competitor 1**  **Toko Samanta** | **Competitor 2**  **Tehmur Tropical Center** |
| **Product assortment🡪**  **Weight 2** | 2 | 5 |
| **Creating brand awareness through promotional activities & social media 🡪 Weight 3** | 1 | 1 |
| **Attractiveness toko 🡪 Weight 2** | 2 | 5 |
| **Additional services:**  **Delivering 🡪 Weight 3** | 1 | 3 |
| **Total** | 12 | 28 |

**Fig8. Confrontation matrix local competitors**

The matrix shows that Toko 4 all is the strongest online competitor and Tehmur Tropical Center, the strongest local competitor of Caribbean Flavors. Normally Caribbean Flavors should also be add into the competitive matrix, but since Caribbean Flavors does not officially exist yet and does not have any brand awareness, it seems to be logical that Caribbean Flavors would have scored low.

4.4.4 Conclusion external analysis

After analyzing Caribbean Flavors external environment the following Opportunities and Threats can be formulated:

Opportunities

* Low number of competitors online. After a conducted desk research, it can be said that there are only a small group of online toko’s and usually unknown. Which lead to a low number of competitors online.
* Popularity of online shopping. People now-a-days have the opportunities to do online shopping whenever they and where ever they want by using their laptops, tablets, home computer and mobile phones. As showed in the survey results of figure 2, 84% respondents regularly shops online.
* Willingness to buy foreign food products online. Although the biggest part of the respondents indicated buying everything else online expect food and beverage, figure 6 shows that 42% has the willingness to buy foreign food products online.
* Strong customer base. Results from the survey held by Caribbean Flavors showed that the majority of respondents regularly buys from toko’s. Caribbean Flavors will be able to respond to this buying behavior.
* Changing eating habits due to multicultural society. Results of the market research conducted by Delta Lloyd explained that people are now-a-days more interested in foreign dishes The food industry and brands such as Honig and Knorr, continues to bring products that integrate seamlessly with changing need of consumers. Caribbean Flavors can play a part in satisfying the need for diversity in the Dutch cuisine, promoting Caribbean food and ingredients by offering a box with all the ingredients needed to prepare a particular Caribbean dish.

Threats

* Weak popularity buying food and beverage online. Although different research showed that the purchase of food and beverage online is increasing, results from survey held by Caribbean Flavors concluded that the popularity of buying food and beverage online, among the consumers of Caribbean Flavors is very weak at this moment.
* Increasing popularity of healthy and still tasty food. Remarkable development within the food market, according to the Monitor of Sustainable Food 2013, healthy, sustainable and environment friendly food is taking the attention. Like said before in the product description, the focus of Caribbean Flavors relies on products which have a long shelf life and are vacuum packed in cans, glass bottles, plastics and carton. These products, cannot be heading under healthy, sustainable and environment friendly food. Caribbean Flavors will certainly miss out part of the market, which regularly buys fresh vegetables, herbs, fish and meat.

**5. SWOT Analysis**

A SWOT analysis evaluating the overall strengths, weaknesses, opportunities and threats of Caribbean Flavors. Strengths include internal capabilities, resources and positive situational factors that may help Caribbean Flavors serve its customers and achieve its objectives. Weaknesses include internal limitation and negative situational factors that may interfere with the performance of Caribbean Flavors. Opportunities are favourable factors or trends in the external environment that Caribbean Flavors may be able to exploit to its advantage. Threats are unfavourable external factors or trends that may present challenges to performance.

|  |  |
| --- | --- |
| **Strengths**   * Unique selling proposition * Experience with product purchasing process * Low cost operations * Experience with social media | **Weaknesses**   * No brand awareness * Lack of experience as a web entrepreneur * Weak financial situation |
| **Opportunities**   * Low number of competitors * Increasing popularity of online shopping * Willingness to buy foreign food products online * Strong customer base * Changing eating habits due to multicultural society | **Threats**   * Weak popularity buying food and beverage online * Increasing popularity of healthy and still tasty food |

**Fig9. SWOT Analysis model**

**5.1 Confrontation matrix**

The goal of a confrontation matrix is to match the strength of *Caribbean Flavors* to attractive opportunities in the environment, while eliminating or overcoming the weaknesses and minimizing the threats.

(S)trengths – (O)pportunities How can strength be used to become a chance?

Strengths – (T)hreats How can strength be used to obstruct a threat?

(W)eaknesses – Opportunities How can weakness be strengthened to become

chance?

Weaknesses – Threats How can a weakness become strengthened to overcome a threat?

|  |  |  |
| --- | --- | --- |
|  | **Strengths** | **Weaknesses** |
|  | **S1**  Unique product category | **W1** no brand awareness |
|  | **S2** Experience with product purchasing process | **W2** lack of experience as a web entrepreneur |
|  | **S3** low cost operations | **W3** weak financial situation |
|  | **S4** Experience with social media |  |
| **Opportunities** | **SO Strategies** | **WO Strategies** |
| **O1** low number of competitors | O1/S3 By emphasizing the uniqueness of the ingredients box mix, using attractive text on the website of *Caribbean Flavors* to capture the attention of the visitors. | O1/W1 By standing out from existing competitors and creating brand awareness through social media, advertisements, blogs and word-of-mouth marketing. |
| **O2** increasing popularity of online shopping |  | O2/W2 By acquiring knowledge through self-study and finding out how to used various tools within e-commerce marketing to respond to increasing popularity of online shopping. |
| **O3** willingness to buy foreign food products online | O3/S4 Creating brand awareness by using social media to promote *Caribbean Flavors* services. | O3/W1 By conducting promotional activities for *Caribbean Flavors*, in order to stimulate their willingness. |
| **O4** Strong customer base |  | O4/W1 By placing advertising material in the area of existing toko’s. |
| **O5** Changing eating habits due to multicultural society | O5/S1 By promoting the Caribbean cuisine on the company website offering various recipes and cooking books. |  |
| **Threats** | **ST Strategies** | **WT Strategies** |
| **T1** weak popularity buying food and beverage online |  | T1/W1 Creating awareness about trends in groceries online shopping by writing articles in magazines and on websites related to exotic food and beverage. |
| **T2** Increasing popularity of healthy and still tasty food |  |  |

**5.2 Strategic choices**

The confrontation matrix gives quite a few strategies that can achieve the previously established company goals. Strategies can also be combined to provide the best marketing strategies for the company. The main focus lies on the following strategic options that arise from the confrontation matrix;

**Strategy**

SO1 Emphasizing the uniqueness of the ingredients box mix, using attractive text on the website of Caribbean Flavors to capture the attention of the visitors.

SO2 Promoting the Caribbean cuisine on the company website offering various recipes and cooking books.

SO3 Creating brand awareness by using social media to promote Caribbean Flavors services.

WO1 Standing out from existing competitors and creating brand awareness through social media, advertisements, blogs and word-of-mouth marketing.

WO2 Acquiring knowledge through self-study and finding out how to used various tools within e-commerce marketing to respond to the increasing popularity of online shopping.

WO3 Conducting promotional activities for Caribbean Flavors, in order to stimulate their willingness.

WO4 By placing advertising material in the area of existing toko’s.

WT1 Creating awareness about trends in groceries online shopping by writing articles in magazines and on websites related to exotic food and beverage.

There are three types of market approach / segmentation strategy that can be distinguish:

• Concentrated marketing, in other words focus or niche strategy

Choosing a specialized segment

• Selective marketing

Choosing from a plurality of segments

• Full market coverage

The operation of all the customer groups with the aid of various combination in the

marketing mix.

According to the market analysis, Caribbean Flavors will be operating in the market of foreign food products. This market is very well represented in the Netherlands, seen the quantity of local toko’s, however, the number of foreign food products shops online is very low. Therefore, Caribbean Flavors choose to use the NICHE STRATEGY in combination with an online shop. Meaning that the product category is tailored to the target group which are inhabitants from the Caribbean and Surinam. Products can only be purchased ONLINE.

When using the strategic choices described in WO1, WO2, WO4 and WT1 Caribbean Flavors may become a market leader online for its target group which regularly uses and buys products from the Caribbean.

**6. Marketing Action Plan**

The business Plan has now reached its advanced stage. In this part of the business plan, the implementation of the plan will be given and the strategy chosen will be translated in concrete actions using the marketing mix.

**6.1 Marketing mix**

The marketing mix is the set of tactical marketing tools that a company blends to produce the response it wants in the target market. The marketing mix consist of everything Caribbean Flavors can do to influence demand for its products. The marketing mix consist out of 5 P’s, namely Product, Price, Place, Promotion and Personnel.

Marketing instruments 4 P’s

1. Product means the goods and services combination Caribbean Flavors offer to its target market.

Caribbean Flavors offers :

1) Caribbean food products of high quality with a long shelf life and are vacuum packed in cans, (glass)bottles, plastics and cartons.

2) Ingredients boxes settled with various ingredients needed to prepare certain Caribbean dishes.

3) Caribbean Flavors customers will place their orders online and Caribbean Flavors will deliver them.

2. Price is the amount of money customers must pay to obtain their ordered products.

Research into competitors product prices, pointed out, they sell their online products at the same price as in the toko. The local toko’s located in Spykenisse and Hoogvliet are a bit more expensive that toko’s situated in bigger cities such as Rotterdam. In order to create a competitive priceadvantage among its competitor, Caribbean Flavors aims to handle a profit margin of 25%.

Calculation example: Silvo parboiled rice 1kg

Purchase price incl. VAT: 2,25 euros

Profit margin 25% 0.56 euros +

---------------------------------

Product price 2.81 euros

3. Place includes the activities of Caribbean Flavors that makes the product available to its target group.

Caribbean Flavors is offering its product via an attractive webpage design by Web&Host Solution; http://www.caribflavors.nl On the website, all products will be displayed including a photograph, product and price description. By a simple click customers can place their orders.

4. Promotion means activities that communicate the merits of the product and persuade target customers to buy it.

Various promotion tools can be used to reach the target group of Caribbean Flavors. The promotion tools that will be used to initiate the emergence of Caribbean Flavors will be social media, printed media and vehicle graphics.

**Social media**

Given the concept of Facebook, every person has at least 50 friends and or relatives, Caribbean Flavors is starting an online community profile on Facebook. Visitors can join and stay informed about the latest news concerning the online toko. The first group of people, which will be informed about Caribbean Flavors, will be its family members, friends and relatives. Using word-of-mouth marketing, they will, on their turn informed family friends and relatives and so on. Caribbean Flavors is also aiming at starting a blog; http://bloggers.nl/CaribFlavors, in order inform and enthuse others about the Caribbean cuisine and its products which can be bought online the website.

**Printed media**

Creating awareness among the target group by advertising in magazines and local newspaper. A magazine that can help create awareness among the target group is Pleasure Magazine. This free magazine is for over 25 years a ‘medium’ to the Antillean, Aruban and Surinamese community. Pleasure Magazine can be collected at different distribution points. These are mainly distribution points, such as GWK Travelex, Western Union or Black hair barbershops which regularly are visiting by ethnic groups. Caribbean Flavors will also set up some advertising posters, and will have them placed around Spykenisse. Especially in neighbourhood where a large number of inhabitants from Surinam and the Caribbean can be found.

**Vehicle graphics**

Caribbean Flavors is planning on placing graphics on the car that will be used for delivery in order to create awareness.

Furthermore, Caribbean Flavors has done research on website marketing strategy as it is very essential to have a good representation on the World Wide Web. For now the points mentioned above will be the main focus, on the long run, Caribbean Flavors will try to reach these objectives with its website:

• Get Ranked at the top in major search engines using Search engine optimization

• Email Marketing

• Interaction with visitors through online contact

After a conducted desk research, Caribbean Flavors found out that most people uses major search engines such as Google to look up things. Therefore, Caribbean Flavors would like to buy a Search engine optimization option in order to get ranked at the top in major search engines. Caribbean Flavors also found that Email marketing could be very good additional tool in online marketing strategy. It gives the chance to stay in touch with its customers through this strategy. For instance, Caribbean Flavors would notify its customers of new products and ingredients and also furthermore about new services. Email marketing can only be applied when given permission by the customers. Repetitive email content appears to be found boring and annoyed in practice. Therefore, Caribbean Flavors will not do repetitive mails. Caribbean Flavors prefer to send customers emails only when there is a significant change in products and services. The company will also use this strategy when adding a new product category to its assortment. Besides, Caribbean Flavors found out that most people check their emails on the move. In today’s world smartphones have a large impact on people lives. Therefore, Caribbean Flavors will avoid lots of flashy pictures and colorful text in the emails because some smartphones may not support this content and Caribbean Flavors could lose customers as a result of this. So ideally, emails should be clean-cut.

**7. Operational budget plan**

**1st year 2014**

|  |  |
| --- | --- |
| **Sales:** |  |
| **\*Estimated turnover** | **€ 24.000** |
| **Estimated purchasing amount in €** | **€ 19.200 -** |
| **Gross profit** | **€ 4.800** |
| **Costs:** |  |
| **Promotional costs** | **€ 1650** |
| **Travel costs ( including insurance, taxes and petrol )** | **€ 1634,44** |
| **Internet & phone** | **€ 400** |
| **Software & Website** | **€ 2.155** |
| **Total costs** | **€ 5839,44** |
| **Net profit before taxes** | **€ -1039,44** |

**Estimated turnover:**

Estimated sales for Caribbean Flavors will be an average of 20 orders per week, each with a minimum of 25 euros, making that 80 orders per month with a value of 2000 euros. In a year Caribbean Flavors will have an estimated turnover of €24.000.

**Promotional costs:**

Advertising in the local newspaper is € 23per week 🡪 € 23x4=€ 92 per monthx12=€ 1104 per year. The cost for the vehicle graphics is estimated at € 165. Graphics hold on at least 1 year. The printing costs for advertisements posters=€ 73.10 for 10 pieces. Caribbean Flavors

will renew them every 3 months, making that € 292.40 per year. Setting up, web and hosting the Caribbean Flavors' website will be done by Web&Host Solutions, which is a family business.

**Travel costs:**

Caribbean will be using a Fiat punto 1.6 SX to deliver its product. This car will only be used for business purposes. When taking this into account, Caribbean Flavors will have the following travel costs per year:

Insurance: monthly €52.87, per year €634.44 euros.

Taxes: quarterly €82, per year €328 euros.

Petrol: The surface of Spykenisse is approximately 27 kilometres. As stated before , Caribbean Flavors will be operating from owners house. Spykenisse consists out of 10 neighbourhoods. To calculate the costs for petrol, the distance between owners house and the farest destination adress in each neighbourhood has been calculated. From Caribbean Flavors , situated at Kwikstaarthoek from:

1. Schiekamp = 2.6km= €0.35 x 2= €0.70 for each round trip
2. De Hoek= 860m=€0.12x2=€0.24
3. Sterrenkwartier=2.2km=€0.30x2=€0.60
4. Schenkel=3.7km=€0.50x2=€1
5. Groenewoud=2.4km=€0.33x2=€0.66
6. Maaswyk=3.7km=€0.50x2=€1
7. Waterland=4.2km=€0.57x2=€1.04
8. Vriesland=2.9km=€0.40x2=€0.80
9. Akkers=2.3km=€0.31x2=€0.62
10. Vogelenzang=1.8km=€0.25x2=€0.50

Seen these calculation, is the average costs for a roundtrip is €0.70euros. if we assume that Caribbean Flavors has an estimated order quantity of 960 per year, the costs for petrol will be: €672 euros. Given the above mentioned calculations, travel costs are estimated at €1634,44 euros per year.

**Software & Website**

Development professional website one of payment€500 ( discount of 50%)

Web hosting per year €600 (discount of 50%)

Home shopping organization membership fees one of payment €365

Contribution web shop mark per year €150

Costs Ideal payment facility per year €540

**2nd year 2015**

|  |  |
| --- | --- |
| **Sales:** |  |
| **\*Estimated turnover** | **€ 48.000** |
| **Estimated purchasing amount in €** | **€ 38.400 -** |
| **Gross profit** | **€ 9.600** |
| **Costs:** |  |
| **Promotion costs** | **€ 1650** |
| **Travel costs ( including insurance, taxes and petrol )** | **€ 1634.44** |
| **Internet & phone** | **€ 400** |
| **\*Software and website** | **€ 1290** |
| **Total costs** | **€ 4974,44** |
| **Net profit before taxes** | **€ 4625,56** |

*\*minus development of professional website €500 and membership fees home shopping organization €365*

**8. Conclusion**

The journey of Caribbean Flavors started with finding a way to make it easier to buy foreign food products. Since the popularity of online shopping has increased the recent years, Caribbean Flavors choose to start an online groceries shop, specialized in delivering Caribbean food products and ingredients in Spykenisse. Creating a business plan is very important before setting up a company. A good preparation increases the company’s chances for success. As stated before in the introduction, by writing this business plan, Caribbean Flavors wanted to investigate, whether an online groceries shop, selling Caribbean food products is able to take hold in the online grocery shopping market. After conducted desk research into the popularity of online businesses, especially those selling food and beverages, it can be said that the popularity of buying food and beverages online (groceries shopping) is increasing very fast. Seen these developments, one can certainly be sure that there is a market for Caribbean Flavors. However, a survey conducted by Caribbean Flavors concluded that online groceries shopping is not popular at all among the inhabitants of Spykenisse, but when we asked if they might be willing to do online shopping in a web-toko, 84% of the respondents indicated that they might be willing to do so. This lead us to next conclusion, that the online groceries shopping market, especially the market for Caribbean food products is still mature since the respondents had no idea about the existence of online toko’s. Furthermore, desk research showed that there is a very low number of competitors online. Given this fact, Caribbean Flavors should create awareness of its existence among its customers, by carrying out good promotional activities. As explained in chapter 6 of the business plan, by using social en printed media.

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**10. Appendix**

*Target group survey*

Beste dame/heer,

Mijn naam is Nayree Doedel en ik studeer aan de Haagse hogeschool in de richting van European Business Management. Momenteel ben ik bezig met mijn afstudeeropdracht. Ik heb gekozen om een ondernemingsplan te schrijven voor het openen van een online toko, waar met name Caribische voedselproducten verkocht zullen worden. Met dit enquête hoop ik erachter te komen of een ONLINE verkoop van buitenlandse voedselproducten een kans van slagen heeft op de Nederlandse markt.

Bij voorbaat dank voor uw medewerking!

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| 1. **Tot welke leeftijdscategorie behoort u?**   0 20>30  0 30>40  0 40>50  0 50>up |

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| 1. **Wat is uw nationaliteit?**   ……………………………………………….. |

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| 1. **Hoe vaak komt u bij een toko?**   0 1 keer per week 0 meerdere keren per week  0 1 keer per maand 0 meerdere keren per maand  0 zo niet, waarom………………………………………………………………………………………………………………… |

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| 1. **Wat voor soort producten koopt u meestal bij een toko?**   0 vis en vleesproducten 0 marinades& sauzen  0 olie en azijn 0 bonen, rijst, mais producten en granen  0 Caribische dranken 0 kruiden en specerijen  0 voorverpakte / verse fruit en groente 0 verzorgingsproducten |

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| 1. **Hoeveel geld geeft u meestal uit aan/in een toko?**   0 minder dan €10,-  0 €10,- tot € 25,-  0 €25,- tot € 50,-  0 meer dan € 50,- |

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| 1. **Zijn er supermarkten bij u in de buurt waar buitenlandse producten te verkrijgen zijn?**   0 ja….ga verder naar vraag 7.  0 nee....ga verder naar vraag 8. |

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| 1. **Koopt u weleens buitenlandse producten bij deze supermarkten?**   0 vaak  0 soms  0 nooit |

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| 1. **Maakt u momenteel gebruik van online winkelen?**   0 ja…ga verder naar vraag 10  0 nee…ga verder naar vraag 11 |

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| 1. **Welke producten koopt u zoal online?**   0 kleding & accessoires  0 huishoudelijke apparatuur (wasmachine, keukengerei)  0 beeld en geluid (tv’s, camera’s)  0 computer en telecom (laptop, telefoon)  0 games, films , speelgoed  0 voedingswaren & dranken  0 overig.. |

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| 1. **Wat is de reden waarom u geen gebruik maakt van online winkelen?**   0 te ingewikkeld  0 niet betrouwbaar  0 anders namelijk……………………………………………………………………………………………………………….. |

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| 1. **Mocht er via een online shop, buitenlandse food producten worden aangeboden zou u hiervan gebruik maken?**   0 ja  0 nee, waarom niet ……………………………………………………………………………………………………………. ………………………………………………………………………………………………………………………………………….  0 misschien |

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| 1. **Wist u al van het bestaan van een online toko?**   0 ja  0 nee |

*Target group results*

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| *Survey Result Caribbean Flavors* |  | |  | | --- | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Age** | **Results** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20>30 | 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 30>40 | 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 40>50 | 17 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 50>up | 13 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **nationality** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Dutch Caribbean | 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Surinamese | 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Asian | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Africaine | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Latin America | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| non western | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **How often do you visit a toko?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| once a week | 11 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| once per month | 17 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| more than once a week | 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| more than once a month | 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| on non regular basis | 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **What kind of products do you usually buy at a toko?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| fish and meat products | 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| seasonings, condiments and marinades | 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| herbs and spices | 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| bean rice corn and other grains | 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| caribbean drinks | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| preserved / fresh fruits and vegetables | 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| oils and vinegars | 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| cosmetics | 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **How much money do you spent in a toko?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| less than €10 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| €10 - €25,- | 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| €25,- €50 | 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| more than €50 | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Are there supermarkets in your area which sells foreign food products?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| yes | 50 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| no | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Do you buy foreign food products at these supermarkets?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| regularly | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| sometimes | 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| never | 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Are you active with online shopping?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| yes | 42 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| no | 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **What kind of products do you buy online?** |  |  |  |  |  |  | |  | | --- | |  | |  |  |  |  |  |  |  |  |  |  |  |  |
| clothing, accessories, cosmetics | 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| domestic appliances | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| picture and sound devices | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| computer and telecom devices | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| games, movies, toys | 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| food and beverage | 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| others.. | 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **What is the reason why you don't do online shopping?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| too complicated | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| not reliable | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| otherwise | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **If foreing food products would be sell online, would you consider buying it?** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| yes | 13 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| no | 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| maybe | 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Are you aware of the exsistance of online toko's?** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| yes | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| no | 50 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |