LYCar Company Project Report

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Preface

Dear reader,

The last phase to be completed before graduating from Hotelschool The Hague, is writing a final thesis and completing a management internship. In my specific case, I wrote my thesis for the restaurant Brasserie Lolita, located in Amsterdam. In short, I completed a feasibility study regarding whether it is currently feasible for them to open a second restaurant in the Amsterdam market. The study aims to provide the owners with an answer on this question and also what they can expect in the market and must do to possibly make this a success.

For this research project, the Design Based Research (DBR) cycle has been implemented to structure the research. First, the problem was defined, whereafter the relevant literature has been reviewed, leading to a Main Research Question (MRQ), and methods for data collection explained. All the findings, based on primary and secondary data, were structured to craft a solution to the problem. A strategy for implementation and evaluation marked the end of the research cycle.

Furthermore, I would like to express my appreciation towards all the stakeholders who contributed to this final journey. In particular, I would like to thank my coach Dr. Lim for his guidance and critical eye throughout the past few months. Furthermore, Alex Rueda and Max Notten also played an important role in my journey, and I would like to thank them for their support and trust. Lastly, I would like to thank Casper Moolhuijzen for his motivational words to help me move forward.

I am convinced that this study will contribute to the expansion of Brasserie Lolita and will help them grow towards being one of the biggest players in the restaurant industry in Amsterdam.

Yours sincerely,

Daan Kik

Executive summary

This research paper is written for the Amsterdam based restaurant Brasserie Lolita. Brasserie Lolita is a French brasserie located in De Pijp area. The owners have the ambition to expand and open a second Lolita in Amsterdam by next year. A feasibility study is conducted to provide the owners with a thorough analysis of the current market conditions in the city, as well as a good understanding of their target market; well-earning inhabitants of Amsterdam within the age of 20-35. Finding the best fitting location, identifying the competition and analysing spending patterns are examples of important components of the study. Furthermore, opening a second restaurant is important for the owners to test their abilities and learn from it for their aspirational future.

The problem has been identified and the following research goal has been created:

Identifying the current challenges for opening a second restaurant in the current Amsterdam restaurant market and to conclude whether this is a feasible project or not and where in Amsterdam it has the highest chance to succeed.

The next step is to consult any relevant literature about this topic in order to create a plan of approach on how to compose this study. As explained, the paper is basically a feasibility study. A feasibility study is a form of market research that assesses the likelihood of a new product, service, concept, or location succeeding or failing. It must include a market analysis, technical feasibility, organizational feasibility, and financial feasibility, as well as a competitor analysis. Ideally, the most feasible Amsterdam area will be identified to open a new restaurant. In order to illustrate the previously mentioned components, a framework has been created. Based on the Balanced Scorecard method, each aspect is broken down in terms of objectives, measures, targets, and initiatives to be able to make sense of each part. The literature review has led to the identification of an acceptable research framework for the Main Research Question (MRQ):

"To what extent is it currently feasible for the owners of Brasserie Lolita to open a second restaurant in the Amsterdam restaurant market?"

Sub-research questions (RQ's) have been created to further define an appropriate answer to the MRQ:

RQ 1: What is the customer behaviour of the target market?
RQ 2: Who are currently the competitors of Brasserie Lolita?
RQ 3: What are the current market conditions in the restaurant industry in Amsterdam?
RQ 4: What are the resources available for the opening of the restaurant?
RQ 5: What is the managerial competency of the company?

After this, the methodology was composed to create a plan on how to collect all required data to be able to answer the questions above.

This research required both quantitative and qualitative data, including a survey, an interview, and desk research. The questionnaire is used to clarify customer behaviour and topics such as average spending. Scientific literature was used to research the other pillars. An interview with Max (one of the owners) was conducted to provide answers to some of the RQ's. The results of the survey were transported to an excel sheet and then delivered to SPSS to properly analyse the data. The interview was analysed applying colour coding on the transcript.

As a result, the online survey obtained 106 responses. Most respondents were aged 21-25, with 51% female and 49% male, and most lived in the south of the city. The findings were structured following the previously explained framework. The target market is still attracted to restaurants like Brasserie Lolita and they believe that a concept like Brassie Lolita would work in the area they live in. Technical feasibility can be achieved by finding the right spot within an area, being a crowded place for example. Furthermore, for the second restaurant's debut, the proprietors should hire a new manager with 2 years experience with the concept. The firm would not have the necessary investment on hand for the financial element, but due to their contacts, they would be able to get the money in a short amount of time. Regarding the competition, Brasserie Lolita is not affected by the opening of their main competitors Mesiba and Ceppi's, but a strengths and weaknesses analysis of the competition must be done before opening a second restaurant. To conclude, all components look rather positive, the restaurant industry is growing and the south and centre of the city look very promising.

To continue with the next step, a solution plan will help the owners define concrete actions to open a second Brasserie Lolita in Amsterdam. Now it has become clear that it is feasible to open a second restaurant in the current market, an action plan must be created. To start, the owners must look for possible locations in the city where this is feasible, hire a new manager, and decide how to manage two properties instead of one. The process of finding a suitable property for the restaurant should start immediately, and the right parties should be consulted to help with the renovation.

Furthermore, the technology, knowledge and materials and the partners involved are very essential in this phase of the project. The correct technology should be used and data and software must be installed. Knowledge and materials should be used to create a list with all the required equipment and software, distributors and wholesalers should be notified on time, and a partners meeting should be scheduled to communicate all developments and expectations regarding the project. Additionally, a completely new inventory must be purchased, and it is important to notify all suppliers on time so they are aware of the opening and are able to help supply the restaurant of all required products and equipment.

The market research for this project is already completed, but the promotion of the new restaurant is a crucial step to make it successful. The target market should be aware of the opening, the website should be ready, and social media promotions should be pursued. Word of mouth promotion is also important, as people are more likely to listen to their colleagues and friends before they trust what a salesman says.

An After Action Review (AAR) is a tool used to evaluate the appropriateness of an answer to a MRQ. It involves setting up a meeting and doing an analysis of a project or activity that is almost finished. The aim is to ascertain the difference between what has been realized and what has been anticipated, in order to generate new conclusions, ideas, and knowledge. Key Performance Indicators (KPI's) should be in place to measure the performance, such as guest reviews, occupancy, revenue, cost management, and quality compliance.

Effective communication and distribution are essential for long-term research projects to have an influence on society, politics, or the economy. The author created three acts of dissemination to keep the most important stakeholders informed: the research commissioner; the owners of Brasserie Lolita, the employees of the restaurant and the target market. Lastly, a brief stakeholder analysis was completed. The author concluded that the target market, the employees, and the owners are the most important and influential stakeholders who should be managed closely.

List of abbreviations

MRQ	Main research question
RQ	Research question
DBR	Design Based Research
SPSS	Statistical Package for the Social Sciences
KHN	Koninklijke Horeca Nederland
POS	Point Of Sales
AAR	After Action Review
KPI's	Key Performance Indicators
NPV	Net Present Value
IRR	Internal Rate of Return
WACC	Weighted Average Cost of Capital

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1. Problem definition

1.1 Research context

This research is conducted for Brasserie Lolita, which is a restaurant located in De Pijp area in Amsterdam. The owners have the ambition to expand and would like to open a second Lolita in Amsterdam by next year. To elaborate on this successful concept; it is a typical French brasserie serving lunch, snacks and diner, as well as classic French wines and outstanding cocktails. On Fridays and Saturdays, the restaurant transforms into a bar where guests can drink and dance until three in the morning. They apply the following motto as their vision: "Lolita, where quality and 'gezelligheid' meet" (Brasserie Lolita, 2023). They have been very popular since their opening and are therefore confident that a second location would work as well. However, the question is where in Amsterdam this concept would fit the best and what the challenges in the market currently are. To consult them about this, a feasibility study will be executed to provide the owners with a thorough analysis of the current market conditions in the city, as well as a good understanding of their target market. Ultimately, one of the areas will stand out and the owners will be able to successfully open their second restaurant which fills the market gap in this location perfectly. The target market of the restaurant are well-earning inhabitants of Amsterdam with the age of 20-35.

Any project or plan's early design phase includes a feasibility assessment. It is carried out to unbiasedly identify the advantages and disadvantages of a potential venture or an established company (CFI, 2022).

Finding the right location for a second restaurant will probably be a big challenge. A restaurant's location has long been recognised as a key strategic success factor in remaining competitive in the market (Prayag et al., 2012). A good restaurant location may bring in more customers and increase customer loyalty (Chen and Tsai, 2016). Therefore, picking the right location is a crucial component for the success of a second restaurant. If the restaurant's tables are always full, an initial idea could be to open another restaurant a few blocks away to accommodate the extra business (RestaurantEngine, 2014). Obviously, this would make it easier to handle. However, it does not imply anything should be done just because it looks rational. There is a risk of limiting the consumer base by opening a second restaurant so close to the first. There is a danger that it is not possible to fill both locations every day. In that case, there will be better results when spacing the establishments further apart (ibid).

Researching the different competitors in the city is also a crucial step in the process. Analysing your rivals' businesses, goods, and marketing tactics is known as competition analysis (Maksimava, 2019). It is crucial to pay attention to how your direct rivals conduct and behave. A corporation risks losing business if it ignores what its rivals are doing. Managers want competitive knowledge to comprehend their sector and its rivals, spot competitive weaknesses, and assess how strategic decisions will affect them. Businesses have been proven to perform better when they pay attention to what their competition is doing (Adom et al., 2016a). For starting businesses, a competitor analysis serves as a source of useful information to determine the best course of action (Hatzijordanou et al., 2019). Prior to tracking competitive movements and countermoves or evaluating the relative strengths and weaknesses of competitors, one must first define the competitive set and accurately identify the area in which strategic exchanges are most likely to take place (Bergen and Peteraf, 2002). Therefore, the competitive set of Brasserie Lolita will be highlighted. On which criteria these competitors will be identified, is elaborated upon in the next chapter, as well as which framework will be used to complete the analysis.

Analysing the spending patterns of the citizens of Amsterdam is also crucial information for the owners of Brasserie Lolita. The ability to foresee changes in consumer spending patterns is crucial for marketing planning, but according to conventional economic theory, this is impossible (Fornell et al., 2010). Therefore, an analysis of the current spending habits must be completed. A particular firm often performs better the more money customers spend there. Consumer spending is mostly influenced by disposable income (Amadeo, 2021). This means that people with a high income are more likely to spend their money on leisure activities such as visiting a restaurant. The hospitality industry is very dependent on people's disposable income and consumer confidence. When people have more to spend, they go out for a meal or a drink more often (van de Hei, 2017). Therefore, it can be concluded that opening a restaurant in an area with a high average income would be most beneficial for Brasserie Lolita. With the help of a survey, data regarding the average spending in an area can be researched. This factor will be touched upon further in this research paper.

Furthermore, entrepreneurs must be inventive to achieve long-term business success (Market Insyte, 2021). One way of doing so is to focus on culinary proficiency. Culinary proficiency is a critical component in gaining a sustained competitive advantage in the restaurant industry (H et al., 2016). Culinary competency, according to research, is not a set model, but rather a collection of specialized skills that needs to be refreshed over time to keep up with economic rivalry (ibid). Additionally, restaurant businesses must continue to innovate to meet the changing needs of their consumers, the pressures of intense competition, and the desire for high-quality service and good value for money in the products and services they provide (Hu, 2010; Melia, 2011; Rajaguru and Rajesh, 2016). According to experts, a full-service restaurant should incorporate innovation into all elements of its operations in order to reach the highest level of customer satisfaction (H et al., 2016).

It is crucial for the owners that this project succeeds, since this process will require a lot of time and a big investment as well. Additionally, they explained that opening this second restaurant is not the end of their expansion. Therefore, opening this second branch is a good way to test their abilities and to learn from for their aspirational future. Business has been very good after the pandemic and therefore around the end of this year or the beginning of next year would be ideal to start the process. However, while the success of a first restaurant may be assured, the success of a second location is not (RestaurantEngine, 2014).

1.2 Research goal

The main goal of this research is to identify the current challenges for opening a second restaurant in the current Amsterdam restaurant market and to conclude whether this is a feasible project or not and where in Amsterdam it has the highest chance to succeed.

2. Analysis and diagnoses

2.1 Literature review

As explained, this research will mainly consist of a feasibility study. A feasibility study is a sort of market research that assesses the likelihood of a new product, service, concept, or location succeeding or failing (Kuhn, 2018). It analyses and predicts the result of the concept using numerous elements of market research (ibid). The restaurant sector is fiercely competitive, and consumer preferences and habits are continuously changing. Market research is one of the foundational elements that must be completed before starting a new restaurant. This will aid in the direction of a companies' choices, as well as the identification and comprehension of the targeted consumers and rivals through market research, giving the restaurant a competitive advantage (McCorquodale, 2019).

A feasibility study specifically for a restaurant must include a few core components that will be discussed in this research. According to several researchers in this field, a well-designed feasibility study should include thorough coverage of the following subjects: market analysis, technical feasibility, organizational feasibility, and financial feasibility (Thompson, 2005). Furthermore, a thorough competitor analysis also must be completed (Beltis, 2019). Each step will be completed to conclude whether this project is feasible or not. As mentioned, the most feasible Amsterdam area will be identified to open a new restaurant.

2.1.1 Market analysis

According to Majura (2019), a market analysis must be completed at first before moving on to the next steps (Majura, 2019). Once the project has been completed and the company is operating, this stage will prove the existence of the market for the product intended to be sold to potential customers. Establishing the existence of a market and market share for the product is the primary goal of the market analysis. The three main factors the market analysis should provide clarity about are the customers, competition, and the market in general (ibid). Novak (1996), explains that a market analysis looks for the point where supply and demand converge to produce a market for a particular good at a specific price (Novak, 1996). Market research may be defined as the gathering of any information pertinent to a marketing decision (Hague, 2021). The market analysis serves as a road map for a marketing strategy (ibid). Market analysis is only a tool for achieving business success. Although it helps, it can never ensure that a profit will be made (McQuarrie, 2015). Lastly, businesses must have a stronger relationship with their consumers to comprehend not just what they want, but also why they want it (Teece, 2010; Drews, 2009). Businesses' market analyses are used as a scientific instrument to gather pertinent data about the market's reality. This will help the investor make the best choice by demonstrating the business's preference over alternative investment options and its viability for study (Abou-Moghli and Al-Abdallah, 2012).

2.1.2 Technical feasibility

After a successful analysis of the market and the confirmation that there is an appropriate market share for the project, a technical feasibility analysis is conducted as a next step. Furthermore, a technical feasibility analysis also requires a thorough consideration of an environmental evaluation (Majura, 2019). One of the most crucial factors in choosing content for digitalization is technical feasibility (Zhang and Gourley, 2009). The selection of the site and location, determining the facility's capacity, the availability and supply of raw materials and other inputs, and the technology being used are the main topics covered in a technical feasibility analysis (Majura, 2019).

2.1.3   Organizational feasibility

Evaluations of organizational feasibility include management aptitude, expertise, experience in starting and running businesses, and total resource sufficiency (Berry, 2017). Despite financial and market analyses may be favourable, the company will probably fail if the entrepreneurial start-up team lacks the skills or expertise to put the strategy into action and make the various components function together (Berry and Shabana, 2020). Two key concerns are addressed by organizational feasibility analysis: managerial competence and resource sufficiency. It is essential to pay attention to both since failure is likely to stem from insufficient management of resources or vice versa. This is a challenging subject to analyse since many business owners have a tendency to overestimate their own aptitude and expertise while simultaneously underestimating the capacity of rivals to react and compete (Shane and Venkataraman, 2000). An organization's capacity to locate nonfinancial resources, such as important personnel and others like consultants, attorneys, and accountants, is also evaluated during the organizational feasibility analysis (Barringer, 2014). Knowledge of the talent and resources required for company growth as the new enterprise scales up is something that is sometimes overlooked in the organizational feasibility analysis. Here, a prospective viewpoint is really necessary (Berry and Shabana, 2020).

2.1.4   Financial feasibility

An evaluation of the launch expenses is the main emphasis of a financial feasibility analysis, which also identifies how money will be given for ongoing company activities until break-even is reached. The five-part feasibility analysis's goal is to completely and honestly evaluate a company idea's potential merits, spot issues before they become serious ones, and, where feasible, address these issues early in the start-up process (Scarborough, 2011). It also makes it easier and provides a framework for completing a variety of other start-up-related activities, such as budgeting, capital search, key hiring and the scheduling of key hires, and locating required expert support (Berry and Shabana, 2020). To add, knowledge of the quantity, time, and availability of economic resources required, factors that entrepreneurs typically underestimate or misunderstand, is provided to them through financial feasibility study (Katila and Shane, 2005). Due to the difficulty of precisely predicting gross revenue, total and continuing costs, and net revenue streams, the early phases of financial analysis sometimes result in more questions than answers. A lot of the time, the break-even point is unknown. Of the four components of the feasibility analysis, the financial feasibility is the most forward-looking (Berry and Shabana, 2020). Financial information is built on prior data as well as predictions about the future, therefore the absence of historical data automatically puts the new enterprise at a disadvantage. Future predictions are only as accurate as the entrepreneur who is making them and given the unpredictability of the firm-specific market, assumptions made without a future-focused eye may be incorrect (ibid). Lastly, the analysis of a feasibility study also provides information on the worth of an investment and the advantages that will accrue to investors. From a feasibility study, an exact return on investment may be determined (Civil and Dept, 2012).

2.1.5   Competitor analysis

Before picking a location to open a second restaurant, understanding the already existing competitors in the city is also of great importance. The extraction of competitive aspects is a major component of a competitor analysis, which is a vital step in management decision making. Competition data should be used to comprehend the industry and its competitors, as well as to discover areas where competitors are lacking and to assess the impact of strategic activities on competitors (Adom et al., 2016b). Managers of companies can assess their capacity to compete by using competitor information (Albayrak, 2015).

Following a framework for the competitor analysis might be efficient. Porter (1990) identified the following five competition-related factors: 1) the number of direct rivals

that produce the same products as the proposed business; 2) the number of indirect rivals that produce products that are different from those of the proposed business; 3) the market's strongest rival and the traits that define that rival; 4) an analysis of the competitors' business plans; and 5) determining each rival's market share, potential, and skills (Porter, 1990; Abou-Moghli and Al-Abdallah, 2012).

The competition should be analysed in terms of their strengths and weaknesses. Finding a company's competitive advantages over competitors is made easier with the use of a strength analysis. Better food quality, a better restaurant design, and additional strengths like a lower-priced menu are all examples of strengths. A weakness analysis includes the ideas of what the weak aspects of the competition are. This could for example be unskilful employees or a bad marketing strategy (Peng, 2017).

To better understand the relation between the components explained above, a framework based on the Balanced Scorecard method has been created below. With the use of the scorecard's viewpoints, it is possible to strike a balance between short- and long-term objectives, desired results and the performance elements that affect those outcomes (Kaplan and Norton, 1996).

Market analysis

Objectives	Measures	Targets	Initiatives
Establishing the market share	Revenue*	Expectations of the owners	Social media marketing
Establishing a good connection with customers	Customer satisfaction	At least an 8,5 score	Creating memorable experiences

Competitor analysis

Objectives	Measures	Targets	Initiatives
Familiarise with existing competition	Number of competitors	Top 5 direct competition	Competitor analysis
Identify strengths and weaknesses of competition	Strengths and weaknesses	At least 3 of each for each direct competitor	Strength and weakness analysis

Technical feasibility

Objectives	Measures	Targets	Initiatives
Outstanding location	Popularity	Close to a metro station. Nearby shops	Hiring a good realtor
Implementing the newest technology	The systems in place	Newest systems/ software	Collaborate with software provider

Opening a second restaurant

Financial feasibility

Objectives	Measures	Targets	Initiatives
Increasing NPV	NPV	Expectations of the owners	Boosting sales
Favourable IRR	IRR	>30%**	Increase NPV
Attract investors	Acceptable break-even point	6-18 months***	Lower variable costs

Organizational feasibility

Objectives	Measures	Targets	Initiatives
Strong start-up team	Experience with the concept	>2 years experience within the company	Retain staff
Good resource management	Knowledgeable personnel	>5 years experience	Talent acquisition

(Figure 1; 180 words)

*To determine if a planned strategy is producing the anticipated outcomes, the metric of market share would balance sales (Kaplan and Norton, 1996).

**At the beginning stage of a company, the IIR should be at least 30% (Swildens, 2022).

***A 6 to 18-month break-even window is considered appropriate (Ali, 2022).

Linked sets of objectives and measures that are both consistent and mutually reinforcing should make up the various metrics on a properly prepared Balanced Scorecard. The scorecard should include the intricate web of causal connections between the many economic factors, such as leads, lags, and feedback loops that characterize the strategy's trajectory (Kaplan and Norton, 1996). Thus, there should be cause and effect relationships integrated within the scorecard (ibid). In this case for example: if there is a strong start-up team, then more investors will be attracted.

Because of the literature review, many areas have been analysed and identified to construct an acceptable research framework. These findings might lead to a Main Research Question (MRQ). The following sub-research questions (RQ) have been created to help further define an appropriate answer to the MRQ:

MRQ: To what extent is it currently feasible for the owners of Brasserie Lolita to open a second restaurant in the Amsterdam restaurant market?

RQ 1: What is the customer behaviour of the target market?
RQ 2: Who are currently the competitors of Brasserie Lolita?
RQ 3: What are the current market conditions in the restaurant industry in Amsterdam?
RQ 4: What are the resources available for the opening of the restaurant?
RQ 5: What is the managerial competency of the company?

2.2 Methodology

2.2.1 Research design

A research design is a strategy or plan for gathering, measuring, and analysing data that is developed to address the research questions (Sekaran and Bougie, 2016). For this research, both quantitative and qualitative data is required. Therefore, a survey has been created, an interview was conducted, and desk research was carried out.

A table has been created in order to show the connection between the different RQ's, the literature and the applied method of data collection (appendix 1).

2.2.2 Methods of data collection

One survey was used to collect the quantitative information. This survey consists of 15 questions, with one being an open question and the other 14 being multiple choice (appendix 2). The survey reveals whether a restaurant such as Brasserie Lolita will be well-received in the community. The questionnaire is solely used for market research to clarify the customer behaviour of the target market. Topics such as average spending, which is touched upon in the research context, are also discussed.

For the other topics explained in the literature review, different data is required; namely obtained from desk research and an interview with one of the owners. Scientific literature, information acquired from practitioners, organizational internal data and stakeholders' opinions are being used to research some of the other pillars explained in the literature review. When you take into account all available evidence, including professional expertise, the quality of the judgments improves dramatically because outside evidence relates, such scientific study findings, to the particular organizational setting (OLI, 2022). Furthermore, an interview has also been conducted with Max (one of the owners). This interview reveals plenty of insights in order to answer some of the RQ's.

2.2.3 Population and sampling method

The population consists out of residents of Amsterdam, since all residents can visit the restaurant. People with the age 18-65 were asked to fill out the survey, since this community is the biggest group visiting the restaurant. The total number of the population therefore was around 633.000 (appendix 8). As an approach, a convenience sampling method was implemented. When compared to other sampling techniques, convenience sampling is very efficient (Taherdoost, 2016). Since it is not feasible to gather data from the entire population, a margin of error will be implemented. In this case it will be 10% (CloudResearch, 2022). This will lead to a significance level of 90%. Consequently, there is a 90% confidence level that the margin of error will not exceed the genuine population estimate (ibid). Once the margin of error and the total population is known, it can be calculated how many responses are required (Graglia, 2022). With a downward-rounded population of 600.000 and a margin of error of 10%, it would mean that 100 respondents are needed in this case (ibid). Response rates for market research and customer satisfaction surveys often fall between 10% and 30% (PeoplePulse, 2022). To calculate the number of people the survey should be distributed to, a response rate of 20% will be used for this example. To calculate this amount, one must divide the number of respondents needed by the expected response rate and multiply this by 100 (CloudResearch, 2022). In this case it will be as followed: (100/20)*100=500.

The survey was shared with others via various social media platforms to reach as many people as possible. Examples of these social media platforms are Facebook, LinkedIn, Instagram, and WhatsApp.

2.2.4   Data analysis

The results of the survey were transported to an excel sheet and then delivered to SPSS to properly analyse the data. As explained above, the survey is mainly used for researching the market analysis as first part of the literature review. The other components will be researched using desk research and the information obtained from the interview. Lastly, the interview was analysed applying colour coding on the transcript (appendix 3).

2.2.5   Ethical data management considerations

A research confidentiality declaration has been signed to ensure that all the collected data will be exchanged and stored in a confidential manner (appendix 4). Furthermore, the created survey clearly states the goal of the research to make the respondents aware of the purpose and what will be done with their answers (appendix 5). Also, participation is voluntary and completely anonymous. Furthermore, the information obtained during the interview will not be shared with others outside this project.

2.3 Findings

The online survey obtained 106 responses, exceeding the beforementioned goal of 100. Max (one of the owners) has been interviewed and desk research has been executed. As explained before, inhabitants of Amsterdam aged between 18 and 65 were asked to fill in the survey. Ultimately, most respondents were aged 21-25. Furthermore, most respondents were female, although the difference between male and female respondents. was extremely small; 51% female respondents and 49% male. Lastly, most of the survey participants live in the south of the city. The findings below are structured and explained following the mentioned objectives in the framework highlighted in the literature review.

2.3.1   Market analysis

The answers to the survey questions were analysed and categorised (appendix 6). However, to be able to properly analyse the current market and answer RQ 1, a more in-depth analysis of the answers is required. Therefore, the answers on the survey questions were processed using SPSS. In order to identify correlations, several tests were executed (appendix 7). The results of the tests show several correlations between the target market, based on their age, and their consumer behaviour. The tests also clarify that the target market mostly lives in the south and the centre of the city. Furthermore, the results show that the target market prefers to go out for dinner in the south of the city and do so 3-4 times a month. They typically spend €40-€70 per person on food and drinks. Regarding the restaurant style, the target market prefers to visit a brasserie and they also believe that this type of restaurant fits best in the area they live. Furthermore, they also visit restaurants just for drinks and they would like to be able to visit a place with high quality drinks and where they can dance until late, close to their neighbourhood. Regarding travel preferences, the target market does not mind travelling up till 20 minutes by bike to visit a restaurant they like. They are familiar with the concept of Brasserie Lolita and believe that this concept would also work in the area they live. Furthermore, according to Max, the target market keeps coming back to spend their money. Despite the increase in prices, it gets busier every night. "It is a place a little bit for the upper segment", he said (Notten, 2023). Therefore, the target market is not as affected by the increase in prices and keeps coming back.

When asked about how Max experiences the current market conditions of the restaurant industry in Amsterdam, he describes it as a bit of a ridiculous environment. "Everybody was saying that there would be a market crash and a crisis. I think we also anticipated a little bit on this and started preparing ourselves on when this would happen, because the restaurant industry is probably the first to receive some punches or starting to earn less. However, now after covid, we have been open for a full year now and I think we are in a crazy market situation at the moment. The money does not stop. People keep coming back and spending their money" (Notten, 2023). These insights could already answer RQ 1 and 3. However, to gain deeper insights, desk research has been completed, also already explaining what is expected for the coming year.

A volume increase of roughly 5% is anticipated for the restaurant sector in 2023 following the significant catch-up in 2022 (ING, 2022). According to experts, the historically low consumer confidence, despite the government's sizable financial support package for households, is anticipated to partly mitigate the decline in demand in 2023. For the third consecutive year, prices in the restaurant sector are predicted to increase by at least 3% in 2023. Profit margins in the restaurant industry are under additional stress since it is not always possible to completely pass on increased staff, energy, and procurement expenses to the client. The volume in the restaurant sector is anticipated to reach the late 2019 pre-corona level by 2023. The restaurant business is facing a staffing crisis, much like many other industries. The lack of qualified workers not only drives up labour expenses but also restrains economic progress. Due to a lack of

employees, several restaurants, for instance, close an additional day during the week, close earlier, or open later (ibid). The rising cost of almost everything since the Ukraine War is another thorn in the side of restaurant, café, and hotel operators. "There is a lot of emphasis on returns. The energy crisis and high buying prices are the key causes of this", according to trade association Koninklijke Horeca Nederland (KHN). However, the business also profited in 2022 as a result of individuals wanting to use the hospitality sector without limitations once more following years of prohibitions during COVID. As indicated by the rise in the number of hospitality firms, the sector is still a desirable one to enter (Transport online, 2023).

Analysing the desk research above, it can be concluded that the conditions of the restaurant industry are very turbulent at the moment. However, the numbers look positive and it is definitely still an attractive industry.

To better understand how Amsterdam as a city is composed in terms of number of inhabitants and average disposable income, a thorough analysis can be found in appendix 8. From this analysis it can be concluded that the centre and the south of the city are the most attractive areas in the city to open a second restaurant. This is due to the fact that in the centre the age group belonging to the target market is mostly present. Furthermore, people living in private rental properties mostly live in the south and in the centre. Inhabitants of this kind of housing are attractive for the restaurant, because they have an income of such level to be able to afford it. The private rental sector in Amsterdam is now larger than the amount of owner-occupied housing. This is due to so-called buy-to-let homes that are bought to rent out, and keep-to-let homeowners who move elsewhere and do not sell their homes, but rent them out (De Telegraaf, 2022). Consequently, inhabitants of the central and southern areas of the city also boast the highest average disposable household income. The average disposable household income is the net income that households can use for their consumption expenditures (CBS, 2022). The hospitality industry is very dependent on people's disposable income and consumer confidence. When people have more to spend, they go out for a meal or a drink more often (van de Hei, 2017). People living in the south and the centre also score the highest regarding socioeconomic status. This entails that most of the people living in these areas are wealthy, highly educated and have a good labour history (CBS, 2021). Furthermore, Max also confirmed in the interview that he would love to open a new restaurant in the city centre as he also believes this is the perfect area for a restaurant like Brasserie Lolita (Notten, 2023).

Lastly, as explained in the framework, the market share of the future restaurant should be established using revenue. In order to calculate this, the average spending of the target market is multiplied with the number of seats available for sale at the current restaurant, as it is assumed that the next restaurant would be approximately the same size. The restaurant is able to seat around 80 people. As the restaurant is not always full on the quieter days and sometimes tables are occupied double on a day, this number will be used as multiply factor. As explained before, the target market typically spends €40-€70 per person on a night out. Therefore, the average of €55 will be used. The following calculation established the average yearly revenue of Brasserie Lolita using these numbers:

Forecasted revenue		
Average revenue per guest	€	55,00
Average seats sold per day		80
Average daily revenue	€	4.400,00
Average yearly revenue (365 days)	€	1.606.000,00

(Figure 2; 21 words)

However, in order to calculate the future market share of the new restaurant, the total revenue of the Amsterdam restaurant industry is required. In 2021, there were a total of 2293 restaurants in Amsterdam (Kamer van Koophandel, 2023). Between 2021 and 2022 there has been a volume increase of 22%, meaning that in 2022 there were 2797 restaurants (ING, 2022). Also, as previously explained, for 2023 there is an expected volume increase of 5% compared to the previous year. This means that it is expected that in 2023 there will be 2937 restaurants in Amsterdam. For the calculation, the size of Brasserie Lolita is used as a benchmark to calculate the total market share, meaning that 80 seats will be used for the calculation, as well as the average daily revenue of €55 per guest. Please find the calculation below:

Foracasted revenue Amsterdam restauarant industry		
Average revenue per guest	€	55,00
Average seats sold per day		80
Number of restaurants		2937
Average daily revenue	€	12.922.800,00
Average yearly revenue (365 days)	€	4.716.822.000,00

(Figure 3; 25 words)

Now the expected revenues have been established, the market share can be calculated: €1.606.000/€4.716.822.000*(100%) = 0,03%

As calculated above, the market share of the new Brasserie Lolita would be 0,03%, which completes the first objective for the market analysis.

As for the second objective, establishing a good connection with customers, the reservation tool will be used. To measure the customer satisfaction, the grades received from guests will be utilised. When a guest visits the restaurant by making a reservation, they will receive an email afterwards asking for feedback. They are being asked to grade the experience on a scale from 1 to 10 and to leave comment. This way the satisfaction level of the guests can be measured and the target of an 8,5 can be tracked.

2.3.2   Technical feasibility

For the technical feasibility, the emphasis is on the objectives of finding an outstanding location for the new restaurant as well as the implementation of the newest technology. Regarding the location, Max believes that it is crucial to find the perfect spot within an area. At the moment, they experience it as well at their first restaurant; it is located on a corner on one of the busiest streets of the city, which generates lots of walk-ins. "I believe that is very important that you are located somewhere where you are really visible and where lots of people pass by. When located on a corner of a street, you are visible from multiple points for example. Also, being close to a metro station or a market is also extremely useful" (Notten, 2023). Therefore, it is of great importance that the second restaurant will be located at a spot where plenty of people pass by on a daily basis.

Regarding technology, mostly the same will be used at the new location. The owners are now familiar and very satisfied with the systems they currently use and do not see a reason why to change now. The current technology is already state of the art and caters to all their needs. However, implementing screens in the kitchen to get rid of paper tickets is something they would love to incorporate in their current kitchen, so this would definitely be something to implement within a new restaurant.

2.3.3 Organizational feasibility

For the opening of a new restaurant, the owners would have to look for new talent to find a new manager. "Ideally, you have at least two good managers per property, we currently have three managers, which means we would have to look for at least one more, as two would have to stay here" (Notten, 2023). Promoting someone would not be ideal at the moment, so they would have to look for someone new. However, due to the connections they have in the industry that probably will not be a big problem. Regarding the rest of the start-up team, if you look in the city, there are lots of restaurants struggling. However, Lolita has been very lucky in the past few months. Max is convinced that for a new restaurant this also would not be a problem. "I also think that if you copy the name and paste it somewhere else in a different area in the city that the name itself would attract younger people living in that area and in that way create a new team" (ibid).

Lastly, as explained in the framework, ideally, the new manager would already have experience with the concept as well as more than 2 years experience within the company, which can be achieved with good staff retention. Furthermore, good resource management goes hand in hand with knowledgeable personnel. Therefore, at least 5 years of experience within the restaurant industry is preferred. Thus, proper talent acquisition is crucial.

2.3.4 Financial feasibility

According to Max, they would not have the financial resources at hand at the moment to be able to finance the opening of a second restaurant. However, he believes that the owners could get together to come up with a plan to make it possible. Since Brasserie Lolita is part of a bigger group of hospitality entrepreneurs, there are lots of connections. Therefore, they could easily approach a bigger party in order to get a loan for example.

As for the objectives mentioned in the framework, for now, the correct NPV cannot be calculated as the required figures are not present. In order to calculate the NPV, several financial numbers are required, such as the cash flows, the cost of equity and the cost of debt. Unfortunately, those figures are not present at the moment. However, in order to give an indication on how this would look, several calculations have been completed including some assumptions. Below you can find the financial figures for the hypothetical calculation of the NPV and the IRR:

Revenues:	Year 1	Year 2	Year 3	Year 4	Year 5	Perpetual	
	€ 1.606.000,00	€ 1.686.300,00	€ 1.720.026,00	€ 1.754.426,52	€ 1.789.515,05		
Discounted revenues for NPV:	€ 1.421.591,19	€ 1.321.274,96	€ 1.192.950,87	€ 1.077.089,80	€ 972.481,32	€ 9.040.566,42	
Assumed investment:		€ 300.000,00					
Debt:	20%	€ 60.000,00					
Equity:	80%	€ 240.000,00					
Cost of debt:	6%						
Cost of equity:	15%						
Perpetual growth rate	2%						
Terminal value	€ 16.636.031,27						
Discounted terminal value	€ 9.040.566,42						
Corporate tax rate:	19%						
Wacc:	12,97%						
NPV:	€ 14.725.954,57						
IRR:	543%						
						Year 5 + Terminal value	
	Investment	Year 1	Year 2	Year 3	Year 4		
	€ -300.000,00	€ 1.606.000,00	€ 1.686.300,00	€ 1.720.026,00	€ 1.754.426,52	€ 18.425.546,32	

(Figure 4; 75 words)

Obviously, the calculations are not accurate and representable with the reality. However, it is solely a framework of how it could be done with the correct numbers. In this example, revenues are used instead of cash flows, because these cannot be calculated currently. In this example, the revenue calculated previously in this chapter is used and increases on a yearly basis with the use of the inflation rate. This would be 5% for next year and 2% for the years after that (De Nederlandsche Bank, 2023). Furthermore, the investment is also assumed, so therefore the debt and equity breakdown as well. However, the allocation of 80% financed through equity might be close to being realistic since, as explained before, the owners are part of a big group with investors with lots of financial resources available to invest in the project. The cost of debt would be 6% as this is approximately the interest rate on a long-term loan at a bank (ABN Amro, 2023). Furthermore, the cost of equity is determined at 15%, as the investors could still believe this project to be risky. The perpetual growth rate is the same as the inflation rate of 2%. The corporate tax rate increased as of the beginning of this year from 15% to 19% (Orbitax, 2023). These figures and calculations lead to a WACC of 12,97%. To conclude, the NPV and IRR shown above are not applicable to the reality of this case and should always be benchmarked to give meaning. However, it gives an indication of how it could look in reality. To be able to increase the NPV, it is crucial to generate more revenue over time and if possible, to delay any large payments (Baydin, 2018).

Regarding attracting investors, Max already emphasized on the fact that this would not be a problem. "Because of our connections we could go to Heineken and ask for an extra loan to be able to finance a new place" (Notten, 2023). Therefore, finding new investors for the project would not be necessary.

2.3.5   Competitor analysis

During the interview with Max, the answer concerning the corresponding RQ became clear. De Pijp area boasts lots of restaurants and bars, meaning that there is plenty to choose from when visiting the area. There are certain places like Izakaya that attract the same target market on Friday and Saturday nights. On the other hand, because of all these places, there is lots of people visiting the area making it only busier. However, when looking at the bigger picture in the city, restaurants like Mesiba and Ceppi's really have the same target market. The owners of Brasserie Lolita definitely look at their competition, but not necessarily compare themselves with them. They have been around for twice as long and the restaurant is still full every night, meaning that they have been doing great since the beginning (Notten, 2023).

As mentioned in the literature review, for each direct competitor, the strengths and weaknesses should be identified.

Ceppi's

Strengths	Weaknesses
- Outstanding location	- Limited opening times on Monday and Tuesdays
- Fully booked almost every day	- Could be experienced as expensive
- Powerful social media marketing	

Mesiba

Strengths	Weaknesses
- Beautiful venue	- Bad reviews regarding portion sizes
- Good location	- Could be experienced as expensive
- Very original concept	- Limited opening times

To compare with Brasserie Lolita, all three restaurants are located very efficient and are fully occupied almost every day. Ceppi's is doing the best on social media and Mesiba would feature the most original concepts of the three restaurants. On the other hand, Brasserie Lolita is open every day from 12:00, whereas the other two have limited opening hours. Mesiba is even closed on two days of the week. Furthermore, all three restaurants could be experienced as expensive, but this does not affect the popularity of the companies.

To conclude, each of the two competitors have some stronger and weaker aspects compared to Brasserie Lolita. However, what is most important is that the restaurant is not as much affected by their presence and still operates perfectly.

2.4 Conclusion

By combining all the primary and secondary data, conclusions can be drawn. This will lead to a final solution and an answer to the MRQ.

2.4.1   Main conclusion

MRQ: To what extent is it currently feasible for the owners of Brasserie Lolita to open a second restaurant in the Amsterdam restaurant market?

Based on all data previously displayed, it is fair to say that the opening of a second Brasserie Lolita would be feasible in the current Amsterdam restaurant market.

From the primary data explained in the previous chapter, it can be concluded that the target market is still attracted to restaurants like Brasserie Lolita and keep visiting to spend their money. Their preferred area of the city to go out is the south and they also believe that a concept like Brassie Lolita would work in that area. In his interview, Max agrees with this data and sees this happening in reality as well. The revenue has been forecasted and an expected market share of 0,03% is calculated. Maintaining good customer satisfaction can be measured with the reservations tool.

Technical feasibility can be achieved by finding the right spot within an area. This would be at a crowded place where lots of people pass by; near a metro station or the corner of a street. Furthermore, the technology the restaurant currently uses will mostly be installed at the new location as well to make sure the newest and most efficient systems are being used.

For the second restaurant's debut, the proprietors ought to hire a new manager. However, given their extensive network, this should not be a concern or endanger the project's feasibility. Also, it would actually be more ideal to promote someone from within already with 2 years experience with the concept. Unfortunately, at the moment this would not be realistic, according to Max. Furthermore, when a second restaurant opens, it is anticipated that a lot of individuals would apply to work there because of the brand. It also contributes that the business has never had trouble with staffing issues in the past.

The firm would not have the necessary investment on hand for the financial element, but because of their contacts, they would be able to get the money in a very short amount of time. Regarding the NPV and IRR, it is essential to earn more revenue over time and, if feasible, to postpone any significant payments in order to be able to raise the NPV. Several calculations have been completed to showcase how the framework would look like in reality. However, the figures used are not representable with the actual numbers in reality.

Brasserie Lolita is not affected that much by the opening of their main competitors Mesiba and Ceppi's. Hence, it is fair to state that this probably will not be the case when opening a second restaurant. Furthermore, because De Pijp is a competitive area, it attracts lots of potential customers. However, a strengths and weaknesses analysis of the competition in the prospective area must be looked at before opening a second restaurant.

The framework created in the literature review has been reviewed. A market analysis has been completed, the technical, organizational and financial feasibility look good, and a competitor analysis has been executed.

To conclude, the target market is still very interested in visiting Brasserie Lolita and are still willing to spend money, despite the current inflation. Furthermore, the competition

arising around them does not seem to affect them, the restaurant industry is growing and looks very positive for the coming year as well; especially the south and the centre look rather promising. Lastly, the owners would be able to receive all the required resources to open a second restaurant and hiring a new manager does not seem an issue. Therefore, in the present restaurant market in Amsterdam, it is safe to claim that the opening of a second Brasserie Lolita would be possible.

3. Solution design

3.1 Solution

Based on the main conclusion, a solution plan can be created. This plan will help the owners to define concrete actions to achieve their goal of opening a second Brasserie Lolita in Amsterdam. First, the innovation will be described, then the actions to be taken are explained including all the stakeholders involved and the correct way to communicate the action.

3.1.1 The innovation

It has become clear that it is feasible to open a second restaurant in the current restaurant market in Amsterdam. Therefore, it is now time to come up with a plan on how this will become reality. The owners should look for possible locations in the city where this is feasible, preferably in the centre or the south. After they have found a preferred location, based on this report, they would need to look for an establishment which they could take over or one that has no use currently. As they want to expand and create more brand awareness, it is crucial to take the next step and open a second restaurant. Therefore, it is desirable this happens as quickly as possible as the current market is rather favourable.

3.1.2 Actions

As the possible opening of a new restaurant has been found feasible, several actions must be taken. The following categories will be used to group these actions: people, processes, technology, knowledge & materials, partners and marketing & sales.

People

As mentioned, a new manager must be hired, as well as a completely new team. This can be done by reviewing your own network, but as well with online advertisement. Hiring someone you already know is capable for the role seems favourable. However, this might not always be possible. Therefore, online advertisement on social media should also be considered. Using this method, hundreds of possible candidates can easily be reached. Social media platforms may be utilized in the hiring process for three main purposes: posting open positions, finding applicants, and screening them (Sameen and Cornelius, 2013). After the applications have come in, job interviews must be planned to see if there is a fit. Then, it can be determined if someone is capable of joining the team. After that, all the necessary paperwork should be in order. Lastly, the owners must decide how they will now manage two properties instead of one.

The main stakeholders involved in this step are the owners and possible candidates for the vacancies. This action will mainly be communicated through social media.

Processes

The process of finding a suitable property for the restaurant is obviously a crucial one. In order to do so, a restaurant realtor might come in useful. This person is aware of all the available properties and could help find the owners the perfect spot for them. This process should start immediately, as this could take some time. Once the right property has been found, the possible renovation can start. The property probably needs some adjustments to create the perfect spot. Therefore, the building probably must be renovated. According to what must be done, the right parties have to be consulted to help with this. As mentioned, the owners are part of a bigger group of restaurant owners. Thus, there are plenty of connections in place which could help with the renovation. Once renovations are done, the restaurant would have to be designed and

finalised. Lastly, the nearby competition should also be analysed in order to become aware of the area they will operate in.

The most important stakeholders involved here are the owners, a restaurant realtor, and outside parties making the renovation possible. A clear action plan has to be created including all requirements regarding the new venue and renovations as a communication tool for the beforementioned parties involved.

Technology
The technology currently in place at Brasserie Lolita can also be used at the new restaurant. As the current systems are already familiar, it is favourable to use the same. Furthermore, it is crucial to check whether the licenses for all systems are extended enough to add another property to the subscription. Also, all the data and software required must be installed prior to the opening of the restaurant. Point of Sales (POS) systems should also be placed, as well as printers and pin machines.

Stakeholders involved in this process would be the party distributing the data and installing all technology on site. The owners should create a list with all the required equipment and software to communicate to these parties.

Knowledge & materials
Obviously, already existing knowledge and materials will be useful when opening the new restaurant. Examples of this could be the knowledge of the owners who have done this before. The owners of Brasserie Lolita have opened the current restaurant and the knowledge gained during this process could obviously be very useful during a new opening. Certain aspects that went well or need improvement can be utilised here. Therefore, the opening of the second restaurant is expected to go a lot smoother than the opening of their first restaurant as they have now done it before. Lastly, a completely new inventory must be purchased, as well as all the required equipment.

Stakeholders involved in this step would be distributors and wholesalers; probably already familiar companies, as you would need the same products used at the first restaurant. It is of importance to notify all suppliers on time, so they are also aware of the opening and are able to help supply the restaurant of all required products and equipment.

Partners
Currently, Brasserie Lolita has a total of 7 partners. It is expected that for the opening of a new restaurant, no new partners are needed. The existing partners are a strong group, financially speaking, but also organizational. Therefore, it can be expected that this project could be successful with the current partners involved. The benefit of this is also the fact that everyone is already used to be working with each other. This means that there is less chance of conflicts occurring.

Clearly, the stakeholders involved in this step are the partners. A partners meeting should be scheduled to communicate all developments and expectations regarding the project.

Marketing & sales
The market research for this project is obviously already completed. However, the promotion of the new restaurant is a crucial step to make it successful. In order to do so, a clear promotion plan must be in place. One of the owners should take this responsibility upon himself and make sure this is effective. Before the restaurant has even opened its doors, the target market should already be aware of the opening. Obviously, the website should be ready, which could be done by an outside party. Furthermore, nowadays, promotion through social media is crucial. Social media promotions are low costs and can be adopted by all types of businesses (Yasa et al.,

2021). The restaurant is already very active on social media and should pursue this once opening a new property. Currently, there is already one person in place who is responsible for everything happening on their social media pages. Once the plan is in place, she will be the one executing it. Lastly, word of mouth promotion is also very important. Therefore, all people involved in this project should share the developments with their surroundings. Word of mouth marketing frequently has a higher marketing efficacy than other, non-personal types of marketing activities like advertising because people are more likely to listen to their colleagues and friends before they trust what a salesman says (Hu et al., 2019).

The stakeholders involved at this stage are the target market and all employees. A clear promotion plan must be created which can be used to communicate all objectives to others.

4. Evaluation

In order to evaluate the appropriateness of the answer to the MRQ, an After Action Review (AAR) will be conducted with all stakeholders involved. AARs offer a way to monitor how effectively suggested solutions operate in real-world circumstances and can assist to spot gaps in a proposed solution to a problem and correct them (Stoto et al., 2019). The following model could be used for the evaluation:
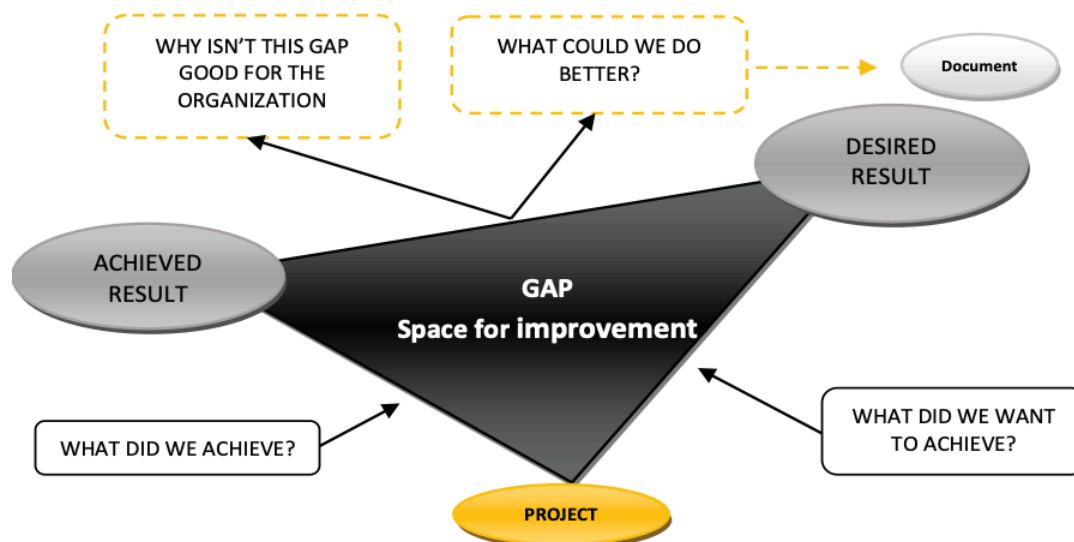
(Figure 5; 34 words) (Vukanović-Dumanović et al., 2022)

The AAR tool entails setting up a meeting and doing an analysis of a project or activity that is almost finished. Everyone who engaged in the project or activity, whether directly or indirectly, is present at the meeting (Vukanović-Dumanović et al., 2022). As depicted in the model above, the aim is to ascertain the difference between what has been realized and what has been anticipated in order to generate new conclusions, ideas, and knowledge (ibid). To do so, the following questions must be asked:
- "What is it that we wanted to achieve with the project/activity?"
- "What have we achieved, what results have we accomplished?"
- "What caused this deviation (gap)?"
- "What can we do in a different way the second time, what have we learned?"
(ibid)

Furthermore, the AAR report template can be used as a tool to review the action (Salem-Schatz, 2010) (appendix 9).

In this specific case, after the opening of the second restaurant the evaluation can start. After one month, the AAR should take place to determine whether the opening of the restaurant was indeed feasible in terms of results. Therefore, several Key Performance Indicators (KPI's) should be in place to measure the performance. The KPI's would be as follows:
- Guest reviews
- Occupancy
- Revenue
- Cost management
- Quality compliance
(Fernandes et al., 2021)

5. Stakeholders & Dissemination

5.1 Dissemination

Effective communication and distribution is essential for long-term research projects if they are to have an influence on society, politics, or the economy (Marín-González et al., 2017). In this specific case, the author created three acts of dissemination to keep the most important stakeholders informed.

The research commissioner: the owners of Brasserie Lolita.
An infographic has been created and shared to showcase the findings regarding the behaviour of the target market (appendix 10). The infographic explains everything the owners need to know about the preferences of their target market. This infographic is created based on the outcomes of the survey and SPSS data. Furthermore, one of the owners, Alex Rueda, filled in the client evaluation form; he was the point of contact during this research project (appendix 11).

The employees of Brasserie Lolita.
In order to create more awareness within the company about his research, the author created a presentation about his research project. During this presentation, the author explained what he has done in the past few months and what his key findings were. The author did this using the infographic mentioned before and also a PowerPoint presentation (appendix 12). The author gathered all staff one morning at the restaurant before opening to share his work with them.

The target market.
As explained in the implementation chapter, the target market should be made aware of the opening of a second Brasserie Lolita. Therefore, once the time has come for the project to be realised, the target market should be notified. As also previously touched upon, social media is a very effective way to reach many people very quickly. Therefore, the author has created a message which could be shared via various social media platforms with the target market before the opening of the restaurant to create awareness (appendix 13).

5.2 Stakeholder analysis

Please refer to appendix 14 to see the executed stakeholder analysis of the most important stakeholders. From this analysis, it can be concluded that the target market, the employees, and the owners are the most important and influential stakeholders who should be managed closely.

6. Academic reflection

6.1 Reflection on the body of knowledge

During the overall research project, the use of concepts and frameworks could be more present. For example, the Porter framework mentioned in the literature review could have been executed in more depth. During the research, only one framework has been implemented. Furthermore, this concept could have been more present during the entire report. The literature implemented is sufficient, but it could have been more in depth.

6.2 Reflection on research design

The sample may be biased, because most survey respondents are probably known to the author, as the survey was shared within his close network. Therefore, the results might be biased as the 'halo effect' is implied in this case (Malouff et al., 2013).

Furthermore, the convenience sampling methods was used. The downside of this method is that the sample group might not be representative for the research. However, this was as much limited as possible by critically assessing the population.

Even though 106 people participated in the survey, there may not have been enough of them to fully reflect the behaviour of the target market. As long as the sample size does not exceed 1000, a decent maximum sample size is often approximately 10% of the population (Bullen, 2013). Therefore, a sample size of 1000 would lead to more accuracy.

Regarding the qualitative data, only one of the owners has been interviewed. In order to be able to create a clearer view of their perspectives, at least one more owner could have been interviewed for this research.

Lastly, the use of SPSS could be more integrated within the entire report.

7. Implications on future research

Future research could indicate the impact once the restaurant has been opened. After the opening, the target market could be asked about whether they think the restaurant fits within their neighbourhood and provide other essential feedback. Furthermore, future research could complete a more in-depth competitor analysis to really understand them and perhaps outperform them even more. Lastly, if provided with the required information, the financial feasibility could be researched more. For now, the research commissioner was not able to provide the author with enough financial data to do so. However, perhaps in the future this could be investigated in more depth.

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9. Appendices

Appendix 1: Table connections with RQ's, literature and method of data collection

RQ's	Literature	Method of data collection
RQ 1: What is the customer behaviour of the target market?	Market analysis	Survey Interview
RQ 2: Who are currently the competitors of Brasserie Lolita?	Competitor analysis	Interview
RQ 3: What are the current market conditions in the restaurant industry in Amsterdam?	Market analysis	Desk research Interview
RQ 4: What are the resources available for the opening of the restaurant?	Technical feasibility Financial feasibility	Interview
RQ 5: What is the managerial competency of the company?	Organizational feasibility	Interview

Appendix 2: Survey questions

Question 1: What is your age? *

◯ 15 - 20 years

◯ 21 - 25 years

◯ 26 - 30 years

◯ 31 - 35 years

◯ 36 - 40 years

◯ 41 - 45 years

◯ 46 - 50 years

◯ 51 - 55 years

◯ > 55 years

Question 2: What is your gender? *

◯ Male

◯ Female

◯ I prefer not to say

Question 3: In which Amsterdam area do you currently live? *

◯ Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)

◯ South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)

◯ West (e.g. De Baarsjes, Westerpark, Bos & Lommer)

◯ East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)

◯ North (e.g. Tuindorp Oostzaan, Volewijck, IJplein)

◯ Other

Question 4: What is your favourite area in the city to go out for dinner? *

◯ Centre

◯ South

◯ West

◯ East

◯ North

◯ Other

Question 5: How often do you visit a restaurant? *

◯ 3 - 4 times a month

◯ Twice a month

◯ Once a month

◯ Every two months

◯ Every 6 months

◯ Every 12 months

Question 6: How much do you typically spend per person at a restaurant when you have dinner *
and drinks?

◯ €10 - €40

◯ €40 - €70

◯ €70 - €100

◯ > €100

Question 7: When visisting a restaurant, do you stay close to home? Or are you willing to go to *
a different area in the city?

◯ I prefer to stay close to home (if you choose this option; please go to question 9)

◯ I don't mind travelling a little for a good restaurant (if you choose this option; please go to question 8)

Question 8: For how long are you willing to travel?

◯ 5 - 10 minutes by bike

◯ 10 - 15 minutes by bike

◯ 15 - 20 minutes by bike

◯ > 20 minutes by bike

Question 9: What kind of restaurant style do you visit the most? *

◯ Fine dining (Precise attention to detail, an eye for impeccable execution and exceptional service, overa...

◯ Brasserie (French word for brewery, a catering establishment with a relaxed setting, yet professional s...

◯ Cafe (Generally small eating and drinking establishment, historically a coffee house, usually featuring ...

◯ Casual dining (A full-service concept with a laid-back, comfortable, family-friendly ambiance and an aff...

◯ Bistro (A kind of café or petit restaurant, often with a French character, usually with a relatively inexpen...

Question 10: What kind of restaurant style do you think would fit best in your neighbourhood? *

◯ Fine dining

◯ Brasserie

◯ Cafe

◯ Casual dining

◯ Bistro

Question 11: Do you also visit restaurants only for drinks? *

◯ Yes

◯ No

Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood? *

◯ Yes! But not really something like the bars at Leidseplein

◯ Yes! I would like to go to a place with good quality drinks, but where I can dance as well

◯ Yes! Bring Leidseplein closer to home

◯ No, I don't think that would work where I live

Question 13: Are you familiar with the restaurant Brasserie Lolita? *

◯ Yes (please continue to the next question)

◯ No (you've completed the survey; many thanks!)

Question 14: Do you think this concept would work in the area you live?

◯ Yes

◯ No

Question 15: If not, please elaborate.

Korte antwoordtekst

Appendix 3: Interview transcript with Max Notten and colour coding

Interviewer: Daan
Interviewee: Max Notten

25-01-2023

Brasserie Lolita, Amsterdam

Market analysis
Technical feasibility
Competitor analysis
Financial feasibility
Organizational feasibility

Daan:

Hi Max! Thank you very much for being here today. As you know this interview is for my thesis and is about the possible opening of a second Brasserie Lolita and where that would fit the best.

Max:

Of course, no worries! I am happy to be here.

Daan:

Okay I have a few questions. First of all, how would you describe the target market of Brasserie Lolita?

Max:

Great question. When we were creating the concept of Lolita, we really wanted to create this place where everybody would be able to grab a nice meal or have a nice cocktail or a nice drink throughout the entire day. So we really wanted to create a place for everybody basically. And we anticipated that on Friday nights we would attract more of a younger crowd; the hip and trendy 'Pijp' people as we say. So these people would come and party in the weekend, but also bring their families during the week. So I really do believe that we did create that place for everybody. I think that's the main essence and the main target market of what Lolita is.

Daan:

Okay thanks. So how I understand it as well is that it is mostly focused in people from Amsterdam. Preferably between 20-35 years old. Right?

Max:

Yes exactly. Local young people with a higher income as well.

Daan:

Yes okay, thank you, that's clear. Then regarding competition. Who would you say are currently your main competitors?

Max:

Well, if you look at the neighbourhood that we're in. The Pijp area in Amsterdam is one of the busiest and most horeca packed areas of the city. Of course there are certain places like Izakaya that attract the same target market on Friday and Saturday nights. But what I really feel as well is that all the places that are opening or are here in the Pijp already attract more people to the Pijp as well which makes sure that it gets only busier and busier. When looking at the bigger picture in the city I think that restaurants like Mesiba en Ceppi's really have the same target market as we have. The well-earning 20-25 years old people. So yes I think those two are or biggest competitors. But yes, I think that there are a lot of young people that earn a lot of money in the city at the moment.

Daan:

Yes clear. And regarding those competitors, do you look at them often? Like how they do this, what do they do better etcetera.

Max:

I think it is always good to compare yourself to your competition. So, yes, we definitely look at what they do. But also, we have been around for twice as long as them. We haven't been around for 10 years, but have been around for more than three years now and after three years, Lolita is still full practically every night. So, I think it is important to look at others, but not necessarily compare yourself to others, because you have to stay strong and keep doing what you believe in and Lolita has been doing great since the beginning. You can't forget that.

Daan:

Okay, clear. Then regarding the restaurant industry in general in Amsterdam, so the market conditions, how would you describe those? Have they changed much?

Max:

I think we are in a bit of a ridiculous environment. Everybody was saying that there would be a market crash and a crisis. I think we also anticipated a little bit on this and preparing ourselves on when this would happen. Because the restaurant industry is probably the first to receive some punches or starting to earn less. However, now after covid, we have been open for a full year now and I think we are in a crazy market situation right now. The money doesn't stop. People keep coming back and spending their money. Of course, prices have gone up due to inflation. But they just keep on coming and it gets busier every night and better every week. So yes maybe it is a little bit of a weird situation, but I hope that the bubble does not burst, to put it that way.

Daan:

Yes, okay thanks. Then going more into the opening of the second restaurant, the second Lolita; would you say that you currently have the resources available to open up a second restaurant?

Max:

Uhm, and those resources being? Financial resources or..?

Daan:

Yes, I am talking financially, staff other resources.

Max:

Well, I don't think that we would have them at hand at the moment, but I think that for the financial aspect we can get together. And whereas you look in the city and you see that lots of restaurants are short staffed, I think that Lolita in the past few months have been very lucky. Also because we are still a trendy place for people to be, I think its makes it also nice for people to work at. So we have been very lucky for the past few months. I also think that if you copy the name and paste it somewhere else in a different area in the city that the name itself would attract younger people living in that area and in that way create a new team. So, I don't know if you have any other aspect that you want me to shed light on, but we wouldn't have them straight away, but if we make a strategized plan we can make it happen.

Daan:

Yes, and it of course helps that you are part of a big group which do have a lot of resources available.

Max:

Yes definitely! We do have the connections. We don't have the money in the bank at the moment, but because of our connections we could go to Heineken and ask for an extra loan to be able to finance a new place. So in that sense we have to connections to make it happen in a short period of time.

Daan:

Yes, makes sense indeed. Okay, then regarding management, would you currently have a competent management team to open a new restaurant?

Max:

Well, we would have to look for some new talent I guess. Of course the current Lolita has to be properly managed as well. Ideally, you have at least two good managers per property besides myself and Alex. We currently have three managers, including you, which means we would have to look for at least one more, as two would have to stay here.

Daan:

Yes, indeed. Do you think that would be difficult? Maybe you can promote someone?

Max:

I don't think that promoting somebody would be ideal, since our employees mostly consist of students, so they can't work full-time. However, we have lots of connections in the restaurant industry in the city, so I think that if we look hard, we could find somebody fitting the profile. Ideally someone with management experience of course. We would have to train him or her of course, but I am not too worried about it. To answer your question; we would have to find someone extra, but I am pretty sure we will be fine.

Daan:

Yes, I think so too. Then I have a question regarding technology. Have you already thought about the technology you could implement? Will you perhaps use the same?

Max:

That's a good question. I guess we will mostly use the same technology and software at a new restaurant, as we are now familiar and also happy with what we are currently using. We already use quite advanced systems and it caters to all our needs. However, we would love to implement digital screens in the kitchens rather working with paper tickets. We are already looking to use that here, so I think we will definitely use that at a new restaurant. For the rest, I think we will just use the same systems. I think that there is a lot out there to discover, but that I you have found something that works you should just stick with it. I am saying this now of course, but you never know how it goes. Perhaps something news pops up and we will use that instead.

Daan:

Yes, exactly. Where would you think a second Lolita would fit the best?

Max:

Well getting back at you first question regarding the target market. Like I said, we want to create a place for everybody, but it also is a place for a little bit the upper segment. Having dinner at Lolita on a Friday night having 3 courses and a nice bottle of wine is not cheap. So if you were to say that the target market would be between 20/25 and 35/40 who are earning a decent salary, I think that there are two areas we should be looking at. I would say a little towards the east of Lolita or my personal preference, and I also think is really in line with the target market, is the Jordaan area.

Daan:

Yes, so more like the city centre area?

Max:

Yes, well not too much towards the city centre, for me personally. Because the more you go into the centre there is the constant ongoing wave of tourists. So if you find a nice corner or a nice place near the Westerstraat or something in the Jordaan, that's already less touristy then the city centre. I also think that in the Jordaan there are lots of young couples or young families that are buying houses now or moving there so for me personally the Jordaan has my preference. Does that answer your question?

Daan:

Yes, definitely, so you wouldn't go more south? Areas like the Apollobuurt or Stadionbuurt which is also known as the area where people with lots of money live.

Max:

Well, of course I would have a look if a certain place would become available. But what I also think is that we make it into a party on Fridays and Saturdays and I think that area itself is maybe a bit too quiet at night. I think the Pijp area where we are now is a very vibrant area; especially on Fridays and Saturdays there are tons of people on the street hopping from bar to bar. I think maybe the Apollobuurt or the Stadionbuurt if you go

there it is too quiet. All the people that live in that area actually go to the Pijp or go to the Jordaan to have drinks on Friday and Saturday. You also don't want noise complaints on a Friday or Saturday, because all of the sudden there is this busy place in a neighbourhood which is normally very quiet. I also think that if you go a little bit east, you have the squares that are very vibrant as well and I think those kinds of areas you have in the Jordaan as well. On Friday and Saturday nights, there will be people outside and they will be loud, so that is also an important part to look at in the decision-making process of where a second Lolita would work in the city.

Daan:

So where in the east would you look at then?

Max:

Well maybe near the Beukenplein with the square with all the bars around.

Daan:

Ah yes, near the Oosterpark?

Max:

Yes, exactly. Because I think that is an area which is full with restaurants and bars. So one extra or one less in the neighbourhood won't matter.

Daan:

Yes, that's true. And what about the location in a certain area? So for example, a corner or close to a metro station.

Max:

Yes, I believe that's a very important aspect as well. As you see here, here we are really visible for the outside. We are on a corner and really close to a metro station as well. We are in the centre area of De Pijp where thousands of people pass on a daily basis. I think that is very important, that you are located somewhere where you are really visible and where lots of people pass by. When located on a corner of a street, you are visible from multiple points for example. Also, indeed being close to a metro station or a market is also extremely useful. Obviously, the busier the area, the more people potentially enter the restaurant. For example on a square like Beukenplein which I mentioned before.

Daan:

Yes, makes sense. Then we have come to the last question already. Do you think it is feasible to open a second restaurant in the current Amsterdam restaurant market?

Max:

Yes, definitely! Like I said, we are still doing great after almost 3,5 years, we are really motived and really excited to take the next step. I honestly believe that once finding the right property, it is definitely doable to open a restaurant in the current market. Like I also said, the current market is not really that bad as some people might think. Our target market still wants to go out and spend money

Daan:

Okay, great. That sounds really good. I guess that's it already. Thank you very much.

Max:

You are very welcome.

Appendix 4: Declaration of confidentiality

HOTELSCHOOL
THE HAGUE
Hospitality Business School

**Declaration relating to confidentiality concerning research data
in Launching Your CAReer (LYCar) programme**

The undersigned, Daan Kik

(hereinafter referred to as: the Student), residing in Amsterdam

Conducting a (research)project for the company Brasserie Lolita

(hereinafter referred to as: the Client), residing in: Amsterdam

Whereas:

- the Student shall, in the context of his or her LYCAR research, gain access to confidential information;
- the Client shall, where appropriate, demand a signed declaration relating to secrecy and confidentiality concerning the information provided in this context;
- this non-disclosure agreement shall, in the event of any discrepancies, take precedence over other contracts or agreements which have been or will be concluded or made between the Student and the Client;

Declares as follows:

1. The Student shall keep confidential any information which the Client or any other party involved in the LYCAR research provides under this contract, and shall not further disclose such information in any way, except insofar as the Student is obliged to disclose it by virtue of any legal requirement or irrevocable decision of a judge.

2. Information, as referred to under 1, refers to all information, including written, verbal, graphic and digital information, or information in any other form, which comes to the knowledge of the Student during the research period and which the Student knows, or can reasonably be expected to know, is of a confidential nature.

3. The Student shall not, without the prior written consent of the Client, disclose any confidential information to third parties or contribute to the publication of confidential information. The Student shall submit the thesis to the supervisor for approval from the Client in respect of confidential information, before making such information available to his examinator(s) at Hotelschool The Hague.

4. This non-disclosure agreement shall be in force for an indefinite period / The Student shall be bound to this obligation of secrecy for five (5) years after signing this declaration.
CHOOSE IN CONSULATION WITH CLIENT)

Thus declared and signed by:

Name: Daan Kik.   Date: 09 - 02 - 2023.
Place: Amsterdam   Student number: 782543

Signature:

Appendix 5: Privacy and goal of the survey

New restaurant opening in Amsterdam

Dear reader,

Firstly, thank you very much for participating in this questionnaire.

This survey is part of my final thesis and the market research I am executing at the moment. I am researching whether an already existing restaurant concept in Amsterdam would work at a second location in the city and in which area it would then work the best. By filling out this survey you are helping me a lot to find an answer to this! Anticipation is completely anonymous and the provided answers will solely be used for this research project.
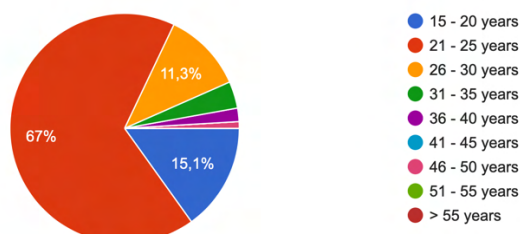
Thank you very much!

Appendix 6: Survey results

The online survey obtained 106 responses, exceeding the goal of 100.

6.1   Descriptive findings

Age

Question 1: What is your age?
106 antwoorden

The table above indicates that most respondents are aged between 21-25 respondents (67%). Followed by 15-20 years old (15,1%) and 26-30 years old (11,3%). (N=106)

Gender

Question 2: What is your gender?
106 antwoorden
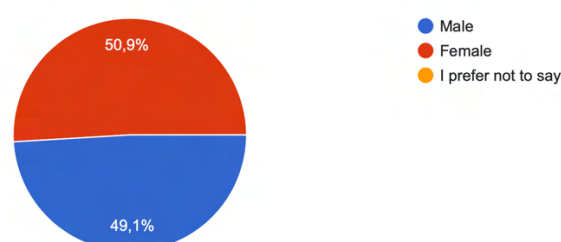
The table above indicates that most respondents are female (50,9%). (N=106)

Location (Amsterdam area)

Question 3: In which Amsterdam area do you currently live?
106 antwoorden

The table above indicates that most respondents live in the south (36,8%). Followed by the west (31,1%) and centre (13,2%). (N=106)

6.2   Dining preferences

Favourite area

Question 4: What is your favourite area in the city to go out for dinner?
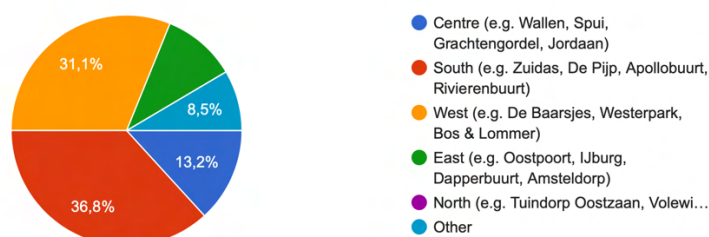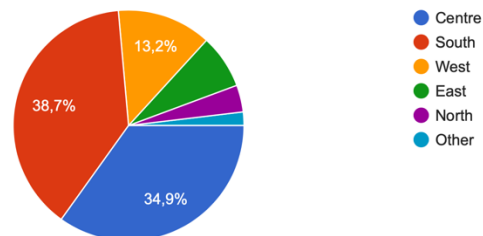106 antwoorden

The table above indicates that the favourite area to go out for dinner, according to the respondents, is the south (38,7%). Followed by the centre (34,9%) and west (13,2%). (N=106)

Frequency of visiting restaurants

Question 5: How often do you visit a restaurant?
106 antwoorden
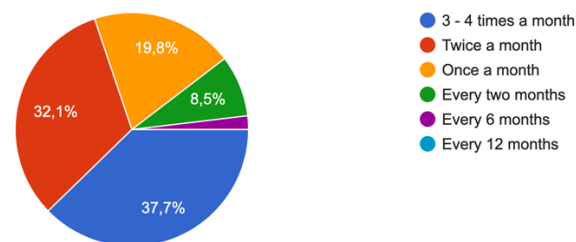
The table above indicates that most respondents visit a restaurant 3-4 times a month (37,7%). Followed by twice a month (32,1%) and once a month (19,8%). (N=106)

Spending patterns

Question 6: How much do you typically spend per person at a restaurant when you have dinner and drinks?
106 antwoorden
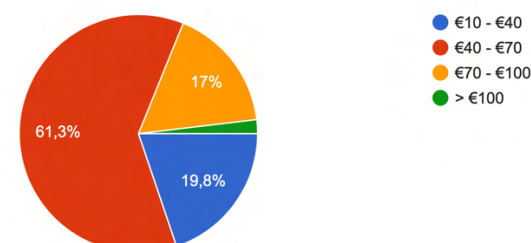
The table above indicates that most respondents typically spend €40-€70 per person when visiting a restaurant (61,3%). Followed by €10-€40 (19,8%) and €70-€100 (17%). (N=106)

Restaurant style mostly visited

Question 9: What kind of restaurant style do you visit the most?
106 antwoorden

● Fine dining (Precise attention to detail, an eye for impeccable execution and…
● Brasserie (French word for brewery, a catering establishment with a relaxed…
● Cafe (Generally small eating and drinking establishment, historically a c…
● Casual dining (A full-service concept with a laid-back, comfortable, family-fri…
● Bistro (A kind of café or petit restauran…
● Casual dining (A casual dining restaur…

The table above indicates that most respondents mostly visit a Brasserie (42,5%). Followed by casual dining restaurants (33%) and a bistro (16%). (N=106)

Restaurant style best fit in their neighbourhood

Question 10: What kind of restaurant style do you think would fit best in your neighbourhood?
106 antwoorden

● Fine dining
● Brasserie
● Cafe
● Casual dining
● Bistro
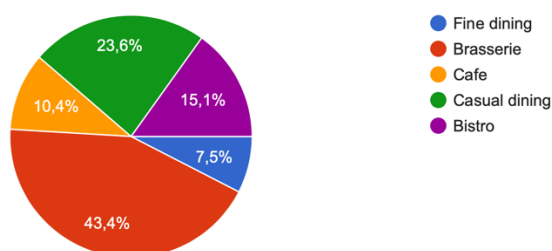
The table above indicates that most respondents think that a brasserie would fit best in their neighbourhood (43,4%). Followed by casual dining (23,6%) and a bistro (15,1%). (N=106)

Visiting for drinks

Question 11: Do you also visit restaurants only for drinks?
106 antwoorden

● Yes
● No

The table above indicates that most respondents also visit restaurants only for drinks (76,4%). (N=106)

Drinking until late

Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood?

106 antwoorden

- Yes! But not really something like the bars at Leidseplein
- Yes! I would like to go to a place with good quality drinks, but where I can dance as well
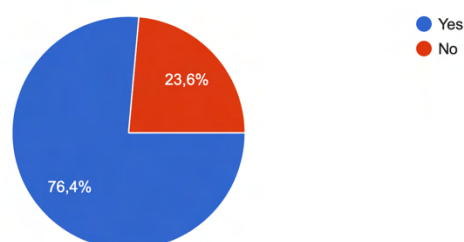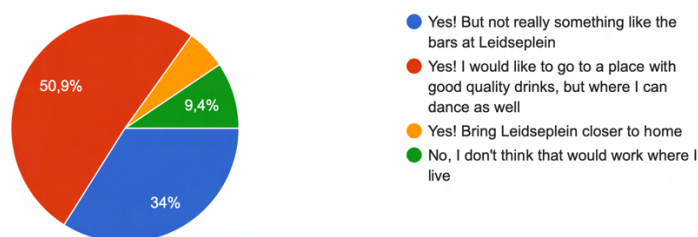- Yes! Bring Leidseplein closer to home
- No, I don't think that would work where I live

The table above indicates that most respondents would like to visit a place with good quality drinks and where they can dance as well (50,9%). (N=106)

6.3 Travel preferences

Question 7: When visisting a restaurant, do you stay close to home? Or are you willing to go to a different area in the city?

106 antwoorden

- I prefer to stay close to home (if you choose this option; please go to question 9)
- I don't mind travelling a little for a good restaurant (if you choose this option; please go to question 8)
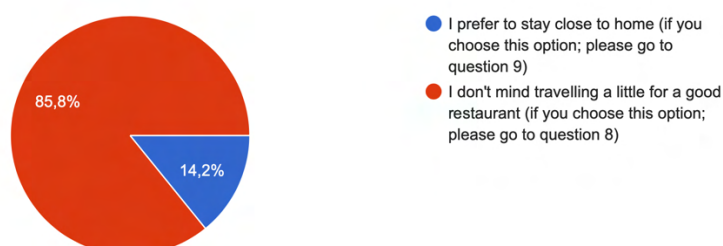
The table above indicates that most respondents do not mind travelling a little to visit a restaurant (85,8%). (N=106)

Distance

Question 8: For how long are you willing to travel?

95 antwoorden

- 5 - 10 minutes by bike
- 10 - 15 minutes by bike
- 15 - 20 minutes by bike
- > 20 minutes by bike
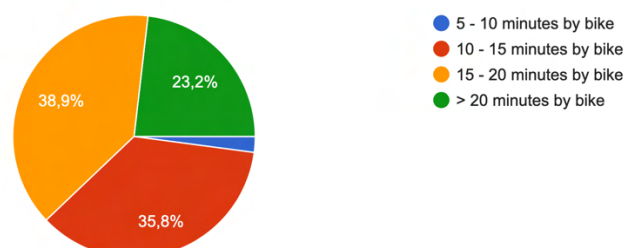
The table above indicates that most respondents which do not mind travelling to visit a restaurant are willing to travel 15-20 minutes by bike (38,9%). Followed by 10-15 minutes (35,8%) and >20 minutes (23,2%). (N=95)

6.4   Brasserie Lolita

Question 13: Are you familiar with the restaurant Brasserie Lolita?
106 antwoorden

- Yes (please continue to the next question)
- No (you've completed the survey; many thanks!)
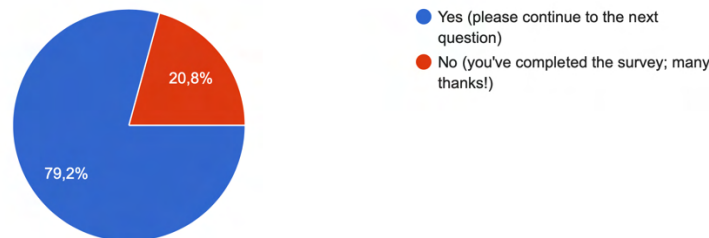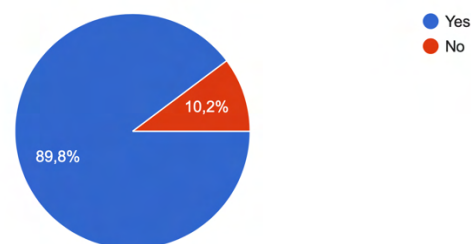
The table above indicates that most respondents are familiar with Brasserie Lolita (79,2%). (N=106)

Chance to succeed

Question 14: Do you think this concept would work in the area you live?
88 antwoorden

- Yes
- No

The table above indicates that most respondents think the concept would work in the area they live in (89,8%). (N=88)

If not, why not?
The following answers elaborate on why the respondents think the concept would not work in their neighbourhood:
1. 'I live in the Rivierenbuurt, this area is typically more laid back. If I want to go to a place like Lolita I don't mind biking 10 minutes'.
2. 'I think the majority of people would rather visit other parts of the city, where there are more restaurants closer to each other'.
3. 'I believe that concepts like Lolita work because they are located in clusters with lots of horeca'.
4. 'Too much tourists and people you do not want to attract to a place like Lolita or similar'.
5. 'Not the right target audience'.
6. 'Osdorp'.
7. 'I think the people in this neighbourhood would love a concept like that close by'.
8. 'The people thjat make Lolita the way Lolita is, cannot be found in Amsterdam East or are not willing to come to Amsterdam East (in my opinion). The casualness with which people spend (a lot of) money at Lolita is strongly related to certain popular, high-status neighbourhoods'.
9. 'Too many tourists'.
10. 'The guests that visit Lolita don't really live in east'.

Appendix 7: SPSS output

Inferential findings

Age

The table below shows that most respondents aged 21-40, which is the target market, live in the south of the city.

Question 1: What is your age? * Question 3: In which Amsterdam area do you currently live? Crosstabulation

			Question 3: In which Amsterdam area do you currently live?					Total
			Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Other	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	
Question 1: What is your age?	15 – 20 years	Count	1	1	0	0	14	16
		Expected Count	2.1	1.7	1.4	5.9	5.0	16.0
	21 – 25 years	Count	13	6	5	32	15	71
		Expected Count	9.4	7.4	6.0	26.1	22.1	71.0
	26 – 30 years	Count	0	2	2	6	2	12
		Expected Count	1.6	1.2	1.0	4.4	3.7	12.0
	31 – 35 years	Count	0	0	2	1	1	4
		Expected Count	.5	.4	.3	1.5	1.2	4.0
	36 – 40 years	Count	0	1	0	0	1	2
		Expected Count	.3	.2	.2	.7	.6	2.0
	46 – 50 years	Count	0	1	0	0	0	1
		Expected Count	.1	.1	.1	.4	.3	1.0
Total		Count	14	11	9	39	33	106
		Expected Count	14.0	11.0	9.0	39.0	33.0	106.0

The table below shows that the target market prefers to eat in the south.

Question 1: What is your age? * Question 4: What is your favourite area in the city to go out for dinner?

Crosstab

			Question 4: What is your favourite area in the city to go out for dinner?						Total
			Centre	East	North	Other	South	West	
Question 1: What is your age?	15 – 20 years	Count	12	0	0	0	3	1	16
		Expected Count	5.6	1.2	.6	.3	6.2	2.1	16.0
	21 – 25 years	Count	22	8	3	0	29	9	71
		Expected Count	24.8	5.4	2.7	1.3	27.5	9.4	71.0
	26 – 30 years	Count	2	0	0	1	7	2	12
		Expected Count	4.2	.9	.5	.2	4.6	1.6	12.0
	31 – 35 years	Count	1	0	1	0	2	0	4
		Expected Count	1.4	.3	.2	.1	1.5	.5	4.0
	36 – 40 years	Count	0	0	0	0	0	2	2
		Expected Count	.7	.2	.1	.0	.8	.3	2.0
	46 – 50 years	Count	0	0	0	1	0	0	1
		Expected Count	.3	.1	.0	.0	.4	.1	1.0
Total		Count	37	8	4	2	41	14	106
		Expected Count	37.0	8.0	4.0	2.0	41.0	14.0	106.0

The table below shows that the target market typically spends €40-€70 per person for dinner and drinks in a restaurant.

Question 1: What is your age? * Question 6: How much do you typically spend per person at a restaurant when you have dinner and drinks?

Crosstab

			Question 6: How much do you typically spend per person at a restaurant when you have dinner and drinks?				Total
			> €100	€10 – €40	€40 – €70	€70 – €100	
Question 1: What is your age?	15 – 20 years	Count	0	10	6	0	16
		Expected Count	.3	3.2	9.8	2.7	16.0
	21 – 25 years	Count	1	10	47	13	71
		Expected Count	1.3	14.1	43.5	12.1	71.0
	26 – 30 years	Count	1	1	6	4	12
		Expected Count	.2	2.4	7.4	2.0	12.0
	31 – 35 years	Count	0	0	4	0	4
		Expected Count	.1	.8	2.5	.7	4.0
	36 – 40 years	Count	0	0	1	1	2
		Expected Count	.0	.4	1.2	.3	2.0
	46 – 50 years	Count	0	0	1	0	1
		Expected Count	.0	.2	.6	.2	1.0
Total		Count	2	21	65	18	106
		Expected Count	2.0	21.0	65.0	18.0	106.0

The table below shows that the target market also visits restaurants only for drinks.

Question 1: What is your age? * Question 11: Do you also visit restaurants only for drinks?

Crosstab

			Question 11: Do you also visit restaurants only for drinks?		Total
			No	Yes	
Question 1: What is your age?	15 – 20 years	Count	8	8	16
		Expected Count	3.8	12.2	16.0
	21 – 25 years	Count	11	60	71
		Expected Count	16.7	54.3	71.0
	26 – 30 years	Count	2	10	12
		Expected Count	2.8	9.2	12.0
	31 – 35 years	Count	1	3	4
		Expected Count	.9	3.1	4.0
	36 – 40 years	Count	2	0	2
		Expected Count	.5	1.5	2.0
	46 – 50 years	Count	1	0	1
		Expected Count	.2	.8	1.0
Total		Count	25	81	106
		Expected Count	25.0	81.0	106.0

The table below shows that the target would like to visit a place in their neighbourhood with good quality drinks and where you can dance as well until 3 in the morning.

Question 1: What is your age? * Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood?

Crosstab

			Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood?				
			No, I don't think that would work where I live	Yes! Bring Leidseplein closer to home	Yes! But not really something like the bars at Leidseplein	Yes! I would like to go to a place with good quality drinks, but where I can dance as well	Total
Question 1: What is your age?	15 – 20 years	Count	1	4	2	9	16
		Expected Count	1.5	.9	5.4	8.2	16.0
	21 – 25 years	Count	6	1	26	38	71
		Expected Count	6.7	4.0	24.1	36.2	71.0
	26 – 30 years	Count	1	0	4	7	12
		Expected Count	1.1	.7	4.1	6.1	12.0
	31 – 35 years	Count	0	1	3	0	4
		Expected Count	.4	.2	1.4	2.0	4.0
	36 – 40 years	Count	1	0	1	0	2
		Expected Count	.2	.1	.7	1.0	2.0
	46 – 50 years	Count	1	0	0	0	1
		Expected Count	.1	.1	.3	.5	1.0
Total		Count	10	6	36	54	106
		Expected Count	10.0	6.0	36.0	54.0	106.0

The table below shows that the target market is familiar with Brasserie Lolita.

Question 1: What is your age? * Question 13: Are you familiar with the restaurant Brasserie Lolita?

Crosstab

			Question 13: Are you familiar with the restaurant Brasserie Lolita?		
			No (you've completed the survey; many thanks!)	Yes (please continue to the next question)	Total
Question 1: What is your age?	15 – 20 years	Count	11	5	16
		Expected Count	3.3	12.7	16.0
	21 – 25 years	Count	9	62	71
		Expected Count	14.7	56.3	71.0
	26 – 30 years	Count	0	12	12
		Expected Count	2.5	9.5	12.0
	31 – 35 years	Count	0	4	4
		Expected Count	.8	3.2	4.0
	36 – 40 years	Count	2	0	2
		Expected Count	.4	1.6	2.0
	46 – 50 years	Count	0	1	1
		Expected Count	.2	.8	1.0
Total		Count	22	84	106
		Expected Count	22.0	84.0	106.0

The table below shows that the target market believes that the concept of Brasserie Lolita would work in the area they live in.

Question 1: What is your age? * Question 14: Do you think this concept would work in the area you live? Crosstabulation

			Question 14: Do you think this concept would work in the area you live?			
			No	Yes		Total
Question 1: What is your age?	15 – 20 years	Count	8	0	8	16
		Expected Count	2.7	1.4	11.9	16.0
	21 – 25 years	Count	8	6	57	71
		Expected Count	12.1	6.0	52.9	71.0
	26 – 30 years	Count	0	3	9	12
		Expected Count	2.0	1.0	8.9	12.0
	31 – 35 years	Count	0	0	4	4
		Expected Count	.7	.3	3.0	4.0
	36 – 40 years	Count	2	0	0	2
		Expected Count	.3	.2	1.5	2.0
	46 – 50 years	Count	0	0	1	1
		Expected Count	.2	.1	.7	1.0
Total		Count	18	9	79	106
		Expected Count	18.0	9.0	79.0	106.0

The table below shows that people living in the south typically spend more money on diner and drinks in a restaurant than people living in other areas.

Question 3: In which Amsterdam area do you currently live? * Question 6: How much do you typically spend per person at a restaurant when you have dinner and drinks?

Crosstab

			Question 6: How much do you typically spend per person at a restaurant when you have dinner and drinks?				
			> €100	€10 – €40	€40 – €70	€70 – €100	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	1	2	11	0	14
		Expected Count	.3	2.8	8.6	2.4	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	0	1	9	1	11
		Expected Count	.2	2.2	6.7	1.9	11.0
	Other	Count	0	0	8	1	9
		Expected Count	.2	1.8	5.5	1.5	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	1	6	22	10	39
		Expected Count	.7	7.7	23.9	6.6	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	0	12	15	6	33
		Expected Count	.6	6.5	20.2	5.6	33.0
Total		Count	2	21	65	18	106
		Expected Count	2.0	21.0	65.0	18.0	106.0

The table below shows that a Brasserie is the most popular dining style to visit. Especially people living in the south enjoy this option the most.

Question 3: In which Amsterdam area do you currently live? * Question 9: What kind of restaurant style do you visit the most?

Crosstab

			Question 9: What kind of restaurant style do you visit the most?						
			Bistro (A kind of café or petit restaurant, often with a French character, usually with a relatively inexpensive, simple menu with a casual and more cafeteria like atmosphere)	Brasserie (French word for brewery, a catering establishment with a relaxed setting, yet professional service and white table linen)	Cafe (Generally small eating and drinking establishment, historically a coffee house, usually featuring a limited menu)	Casual dining (A casual dining restaurant is a full-service restaurant with a fun, comfortable, laid-back atmosphere and affordably priced menu.)	Casual dining (A full-service concept with a laid-back, comfortable, family-friendly ambiance and an affordable menu)	Fine dining (Precise attention to detail, an eye for impeccable execution and exceptional service, overall aim to create a first-class experience)	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	3	7	1	0	3	0	14
		Expected Count	2.2	5.9	.7	.1	4.6	.4	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	4	5	0	0	1	1	11
		Expected Count	1.8	4.7	.5	.1	3.6	.3	11.0
	Other	Count	1	4	1	0	3	0	9
		Expected Count	1.4	3.8	.4	.1	3.0	.3	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	3	18	2	1	14	1	39
		Expected Count	6.3	16.6	1.8	.4	12.9	1.1	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	6	11	1	0	14	1	33
		Expected Count	5.3	14.0	1.6	.3	10.9	.9	33.0
Total		Count	17	45	5	1	35	3	106
		Expected Count	17.0	45.0	5.0	1.0	35.0	3.0	106.0

The table below shows that the respondents believe that a Brasserie would fit the best in the south.

Question 3: In which Amsterdam area do you currently live? * Question 10: What kind of restaurant style do you think would fit best in your neighbourhood?

Crosstab

			Question 10: What kind of restaurant style do you think would fit best in your neighbourhood?					Total
			Bistro	Brasserie	Cafe	Casual dining	Fine dining	
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	3	6	2	3	0	14
		Expected Count	2.1	6.1	1.5	3.3	1.1	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	2	3	1	4	1	11
		Expected Count	1.7	4.8	1.1	2.6	.8	11.0
	Other	Count	0	6	1	1	1	9
		Expected Count	1.4	3.9	.9	2.1	.7	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	4	24	4	2	5	39
		Expected Count	5.9	16.9	4.0	9.2	2.9	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	7	7	3	15	1	33
		Expected Count	5.0	14.3	3.4	7.8	2.5	33.0
Total		Count	16	46	11	25	8	106
		Expected Count	16.0	46.0	11.0	25.0	8.0	106.0

The table below shows that people living in the south mostly also visit restaurants only for drinks.

Question 3: In which Amsterdam area do you currently live? * Question 11: Do you also visit restaurants only for drinks?

Crosstab

| | | | Question 11: Do you also visit restaurants only for drinks? | | |
			No	Yes	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	1	13	14
		Expected Count	3.3	10.7	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	4	7	11
		Expected Count	2.6	8.4	11.0
	Other	Count	1	8	9
		Expected Count	2.1	6.9	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	7	32	39
		Expected Count	9.2	29.8	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	12	21	33
		Expected Count	7.8	25.2	33.0
Total		Count	25	81	106
		Expected Count	25.0	81.0	106.0

The table below shows that mostly people living in the south would like to go to a place with good quality drinks and where they can dance as well.

Question 3: In which Amsterdam area do you currently live? * Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood?

Crosstab

| | | | Question 12: Would you like to see a restaurant/bar where you can drink and dance until 3 in the morning in your neighbourhood? | | | | |
			No, I don't think that would work where I live	Yes! Bring Leidseplein closer to home	Yes! But not really something like the bars at Leidseplein	Yes! I would like to go to a place with good quality drinks, but where I can dance as well	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	0	0	4	10	14
		Expected Count	1.3	.8	4.8	7.1	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	2	0	4	5	11
		Expected Count	1.0	.6	3.7	5.6	11.0
	Other	Count	1	0	4	4	9
		Expected Count	.8	.5	3.1	4.6	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	4	0	15	20	39
		Expected Count	3.7	2.2	13.2	19.9	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	3	6	9	15	33
		Expected Count	3.1	1.9	11.2	16.8	33.0
Total		Count	10	6	36	54	106
		Expected Count	10.0	6.0	36.0	54.0	106.0

The table below shows that mostly people living in the south are familiar with the concept of Brasserie Lolita.

Question 3: In which Amsterdam area do you currently live? * Question 13: Are you familiar with the restaurant Brasserie Lolita?

Crosstab

			Question 13: Are you familiar with the restaurant Brasserie Lolita?		
			No (you've completed the survey; many thanks!)	Yes (please continue to the next question)	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	0	14	14
		Expected Count	2.9	11.1	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	2	9	11
		Expected Count	2.3	8.7	11.0
	Other	Count	1	8	9
		Expected Count	1.9	7.1	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	3	36	39
		Expected Count	8.1	30.9	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	16	17	33
		Expected Count	6.8	26.2	33.0
Total		Count	22	84	106
		Expected Count	22.0	84.0	106.0

The table below shows that mostly people living in the south think that the concept of Brasserie Lolita would work where they live.

Question 3: In which Amsterdam area do you currently live? * Question 14: Do you think this concept would work in the area you live?

Crosstab

			Question 14: Do you think this concept would work in the area you live?			
				No	Yes	Total
Question 3: In which Amsterdam area do you currently live?	Centre (e.g. Wallen, Spui, Grachtengordel, Jordaan)	Count	0	3	11	14
		Expected Count	2.4	1.2	10.4	14.0
	East (e.g. Oostpoort, IJburg, Dapperbuurt, Amsteldorp)	Count	2	2	7	11
		Expected Count	1.9	.9	8.2	11.0
	Other	Count	1	1	7	9
		Expected Count	1.5	.8	6.7	9.0
	South (e.g. Zuidas, De Pijp, Apollobuurt, Rivierenbuurt)	Count	3	2	34	39
		Expected Count	6.6	3.3	29.1	39.0
	West (e.g. De Baarsjes, Westerpark, Bos & Lommer)	Count	12	1	20	33
		Expected Count	5.6	2.8	24.6	33.0
Total		Count	18	9	79	106
		Expected Count	18.0	9.0	79.0	106.0

Appendix 8: Amsterdam in detail

Amsterdam as a whole, as well as some specific areas are analysed. In the table below, various factors of each area are being displayed. Below the table, the data is put into perspective.

	Amsterdam*	Amsterdam-Centre	Amsterdam-South	Amsterdam-West	Amsterdam-East	Amsterdam-North
Number of inhabitants	879.589	87.979	146.201	148.908	143.006	103.164
% 0-17 years old	16%	9%	14%	14%	17%	21%
% 18-26 years old	15%	17%	14%	14%	15%	12%
% 27-65 years old	57%	59%	58%	63%	58%	53%
% 66+ years old	12%	15%	15%	10%	10%	14%
Number of residences	456.267	55.560	82.984	82.082	74.322	47.635
% of owner-occupied houses	29%	28%	28%	28%	29%	30%
% of corporate housing properties	41%	31%	26%	38%	43%	57%
% of private rental properties	31%	41%	46%	34%	28%	13%
Average disposable household income	€42.671	€50.500	€53.900	€40.500	€44.700	€37.800
Socioeconomic status (SES)**						
% of inhabitants with SES low (2-4 points)	30%	23%	21%	29%	25%	38%
% of inhabitants with SES medium (5-7 points)	27%	25%	24%	25%	24%	32%
% of inhabitants with SES high (8-10 points)	42%	52%	55%	46%	51%	30%
Notable positive aspects compared to Amsterdam in general	N/A	Highly educated students at high school Very high health and care	N/A	N/A	N/A	N/A

Notable negative aspects compared to Amsterdam in general	N/A	Poor parking availability Poor availability of sports facilities	Poor sustainability practices	Vulnerable area for the elderly (66+)	N/A	Very low SES score Low health and care

(Gemeente Amsterdam, 2022a; Gemeente Amsterdam, 2022b; Gemeente Amsterdam, 2022c; Gemeente Amsterdam, 2022d; Gemeente Amsterdam, 2022e; Gemeente Amsterdam, 2022f; Gemeente Amsterdam, 2022g)

*To calculate the average for Amsterdam in general, the numbers of the areas 'Nieuw-West' and 'Zuid-Oost' were also used. However, these two areas were beforehand already not interesting for this feasibility study due to its location in the city, so therefore they are not analysed as the others.

**People's socioeconomic status (SES) is a measure of where they are on the social ladder. That position is the result of a mix of (1) wealth per household; (2) educational level per household; and (3) recent labour history per household. The total score has a value between 2 and 10. Each resident receives 1 to 5 points for educational attainment likewise 1 to 5 points for wealth and 1 to 5 points for recent employment history. The total score of the household is the average of the 3 numerical sub-scores (CBS, 2021).

First, based on the average age of the population in each area, it can be determined that the centre and east of Amsterdam are the most appealing for Brasserie Lolita, since these districts have the biggest percentage of persons aged 18 to 26. However, in the centre, there are also a big part of the older inhabitants located. The south and the west have the smallest percentage of the target market age group.

Secondly, most people living in the city are located in south and the west. Regarding people living in private rental properties, most of them are in the south and in the centre. Inhabitants of this kind of housing are attractive for the restaurant, because they have an income of such level to be able to afford it. The private rental sector in Amsterdam is now larger than the amount of owner-occupied housing. This is due to so-called buy-to-let homes that are bought to rent out, and keep-to-let homeowners who move elsewhere and do not sell their homes, but rent them out (De Telegraaf, 2022). Amsterdam is the most expensive city in the Netherlands, where the price per square meter increased by 8.6% compared to the previous year. Renting a property in the free sector in Amsterdam might cost a lot more next year. According to analysts, the excessive inflation is to blame. It affects both new and current renters (Diender, 2022). This means that people who can afford this, have enough money to spend. Obviously, this is interesting for the restaurant, because they want to attract a market with money to spend at their properties. Therefore, people living in the private rental sector is an attractive target market for them.

Regarding the average disposable household income, the south and the centre of the city are leading, and the north has the lowest average. Accordingly, the south and the centre are the most attractive areas. The average disposable household income is the net income that households can use for their consumption expenditures (CBS, 2022). The hospitality industry is very dependent on people's disposable income and consumer confidence. When people have more to spend, they go out for a meal or a drink more often (van de Hei, 2017).

Furthermore, regarding the SES, the south and the centre area are leading in this category as well. This means that most of the people living in these areas are wealthy, highly educated and have a good labour history. These kinds of people perfectly fit the

concept of Brasserie Lolita and are currently the biggest consumer category of the restaurant as well. The north part of the city is less developed in this area.

Finally, regarding some notable positive and negative aspects in each Amsterdam area, only the central part has some positive ones. In this area, there are more higher educated high school students and there is very high health and care compared to the rest of the city. This explains again the wealth of the central area of the city. Almost each area has a negative point, but none of these are particularly pertinent to the launch of a new restaurant.

To conclude the information above, it is simple to state that the centre and the south of Amsterdam are the most appealing places for Brasserie Lolita to open their second restaurant. The central area has the most appealing target market in terms of age, and residents there, along with those in the south, live in the costly private rental houses, have the greatest average disposable household income, and have the highest SES. The west and the north are not relevant in any category mentioned in the table above while the east is only interesting since the population living there has the correct age to meet the target demographic of the restaurant. However, the data above is based on the current population and the current trends and not on what the future might bring. Therefore, these future trends should also be analysed. For example, the population growth is the highest in the north and east (Couzy, 2019).

Appendix 9: AAR report template

AFTER ACTION REVIEW REPORT TEMPLATE

Background:
1. **Team/Project Name:** _____

2. **Project/Event Reviewed:**

3. **Date of Review:** _____

4. **When review was completed:**
   ☐ **During Project**
   ☐ **After Project Completion**

5. **Participants**

NAME	JOB TITLE	ROLE IN TEAM
		Facilitator

6. **Please provide a summary of your project or event**

7. **What went well and why?**

(What were the successful steps taken towards achieving your objective?)

Successes	How to Ensure Success in the Future

8. **What can be improved and how?**

(What could have been done better? What can we do differently in similar situations in the future to ensure success? What would be your advice to future project teams?)

What can be improved	Recommendations

Appendix 10: Target market infographic

Target market of Brasserie Lolita

LOLITA, WHERE QUALITY AND 'GEZELLIGHEID' MEET

"I am a well-earning Amsterdam citizen based in either the south or centre"

"I love visiting a Brasserie and also think this would really fit in my neighbourhood"

"On average I spend €40-€70 in a restaurant"

"I am 20-35 years old"

"I prefer to go out in the south 3-4 times a week"

"I don't mind travelling a little to visit my favourite restaurant"

"I don't mind the increased prices"

"I also visit restaurants just for drinks and would love to go to a place in my neighbourhood where I can enjoy high-quality drinks and can dance until late in the night"

Target market infographic

DK **Daan Kik <daan.kik@LIVE.NL>**
To: Alexandre V. Metey Rueda

Today at 14:26

Target market of Bra...
75,3 KB
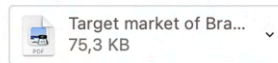
Download All · Preview All

Hi Alex,

Please find attached the infographic I created regarding your target market. I am convinced this will provide new insights and will help the company grow in the future.

Best,

Daan

Re: Target market infographic

AV **Alexandre V. Metey Rueda <alex@brasserielolita.nl>**
To: Daan Kik

Today at 14:29

Dear Daan,

Fantastic!!!!

Santé,

Alex Rueda | Brasserie Lolita
+31 6 20107741
Ferdinand Bolstraat 58
1072 LM, Amsterdam
https://www.brasserielolita.nl/

BRASSERIE
LOLITA
LA FÊTE DE LA PIPE

Appendix 11: Client evaluation form

Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Daan Kik	Student number:	782543
Name of company/organisation:	Brasserie Lolita	Department:	-
Name of company tutor/research commissioner:	Alex Rueda	Position of company tutor/commissioner (if applicable):	Owner
Project and/or Deliverable: (please specify)	Company project report		

During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD

Rating	Excellent	Good	Room for improvement	Comments
Good / Excellent	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Daan applied plenty of useful literature and a useful framework to use.

CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	**Excellent**	**Good**	**Room for improvement**	**Comments**
Excellent	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	The knowledge is greatly applied in order to come up with a feasible conclusion. The analysis of the market is very useful and will definitely help us expand.

CATEGORY 3: INFORMED JUDGEMENTS				
Rating	**Excellent**	**Good**	**Room for improvement**	**Comments**
Excellent	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	The presented conclusions are underpinned very well and applicable to real world. I am convinced the report can be put into action.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	**Excellent**	**Good**	**Room for improvement**	**Comments**
Good / Excellent	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	The findings are well presented and clear to us. Daan clearly communicated his ideas and did this in a creative manner. The only thing is that he could have done it more regularly during the process.

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	**Excellent**	**Good**	**Room for improvement**	**Comments**
Excellent	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Daan is very independent and created this project in a very mature manner. All stakeholders involved are very impressed by his work. Daan is clearly ready to be an hospitality leader.

OVERALL COMMENTS:

I very much enjoyed reading the project and I am convinced that his will be very helpful for us to take the next step. I would like to thank Daan for his effort and I am sure that we will use his findings for our expansion.

STUDENTS' COMMENTS:

Comments on evaluation:	I have learned a lot from this research project and I want to thank everyone at the company for their trust and guidance.

DATE & STUDENT'S SIGNATURE:		COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:
09-02-2023		

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO

Appendix 12: Research presentation
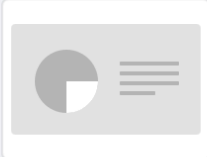
Competition

CEPPI'S

mesiba

Market conditions

- Expected market crash – did not happen
- Busier than ever
- Overall boost in the restaurant industry
- Centre and south most attractive

Appendix 13: Social media post

Appendix 14: Stakeholder analysis

Power

High / Low

	Keep Satisfied	Manage Closely
	Monitor (Minimum effort)	Keep Informed

Interest — Low / High
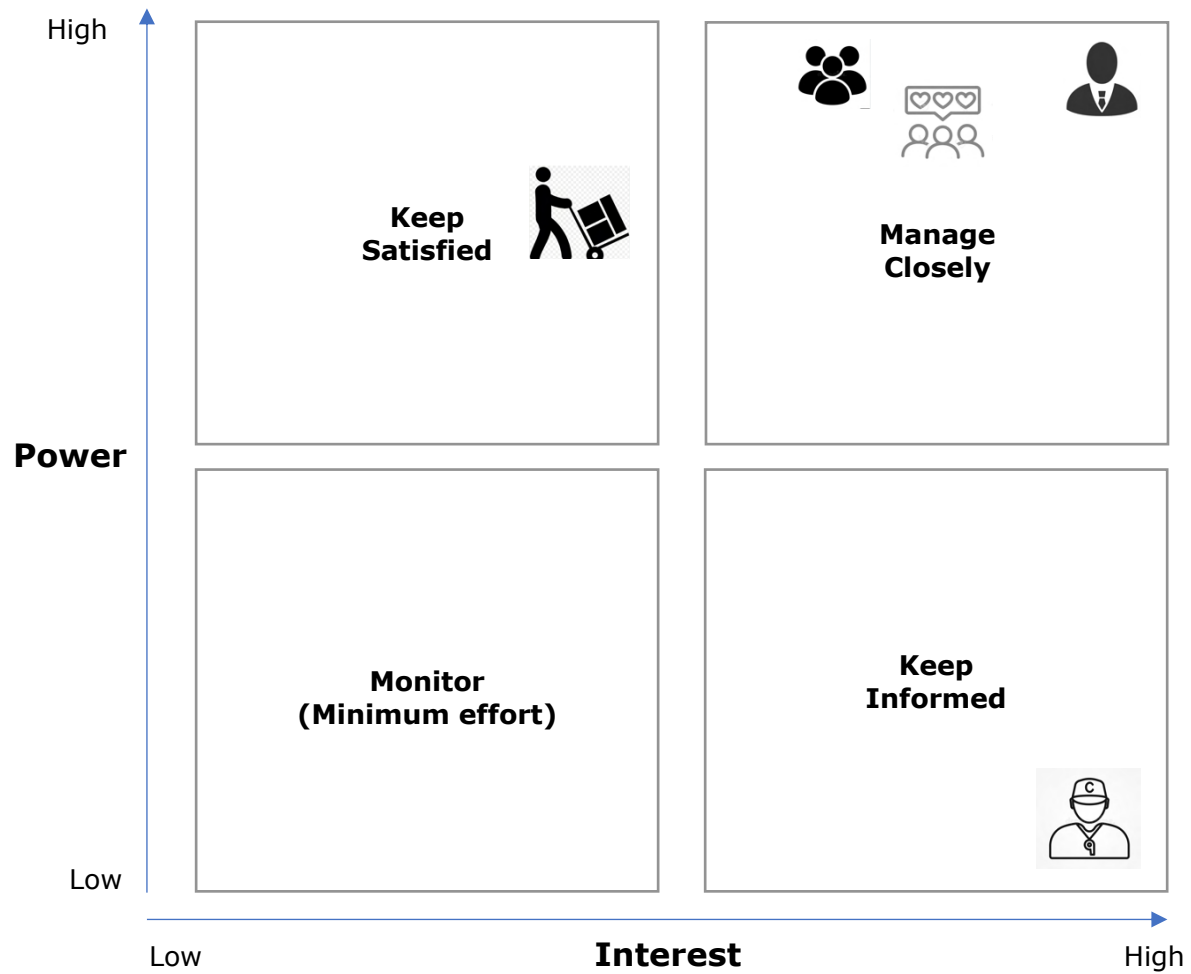
Employees =

Owners =

Target market:

Suppliers:

LYCar coach:

Appendix 15: Proposal assessment form

LYCar Proposal Grading Rubric
v.1.1 *(Version LYCar 2020; 16 February, 2021)*

Student Name:	Daan Kik	LYCar Coach:	Dr. Lim
Student Number:	782543	Primary PLO:	3
Date Submitted:	28-10-2022	Secondary PLO(s):	5

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	✔	☐	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	✔	☐	
LYCar Proposal is max. **5.000 words** (counting after Table of Content, incl. text in tables) **-** visual proof of wordcount is included in Appendices.	✔	☐	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	✔	☐	
Check (technical) formalities and submissions			
Ephorus upload	✔	☐	
LYCar Proposal incl. Appendices are uploaded in Osiris	✔	☐	
Ethics and data management			
Ethical, integrity and data management requirements	✔	☐	
Entitled to assessment? (All yes above required):	✔		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.

Student Feedback: Pass ✔ Not Yet ☐

Pass: Lots of literature is used. However, there might be a lack of the use of different perspectives in the report.

Assessor Feedback: Pass ✔ Not Yet ☐

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback: Pass ✔ Not Yet ☐

Excellent: in-depth framework is in place explained clearly.

Assessor Feedback: Pass ✔ Not Yet ☐

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.

Student Feedback:	Pass ✔ / Not Yet ☐	Pass: The design based research cycle is applied. Some aspects are a little bit general rather than explained in real depth.
Assessor Feedback:	Pass ✔ / Not Yet ☐	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Pass ✔ / Not Yet ☐	Excellent: Each Paragraph is clearly strucutred and professional business English is used.
Assessor Feedback:	Pass ✔ / Not Yet ☐	

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback: Pass ☑   Not Yet ☐

All aspects are clearly explained. However, a little more effort could be done for this part.

Assessor Feedback: Excellent ☐   Pass ☑   Not Yet ☐

Overall Assessor Feedback

LYCar Proposal Outcome

Pass ☑ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.

No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.

Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

Appendix 16: Proof of data submission

File Upload Notification

☺ ↰ ↰ ↱

N ⊗ noreply <noreply@hotelschool.nl>
To: ✔ Daan Kik

Today at 14:05

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↰ ↰ ↱

N ⊗ noreply <noreply@hotelschool.nl>
To: ✔ Daan Kik

Today at 14:05

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↰ ↰ ↱

N ⊗ noreply <noreply@hotelschool.nl>
To: ✔ Daan Kik

Today at 14:06

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↩ ↩ ↪

N ⊗ **noreply <noreply@hotelschool.nl>**   Today at 14:06
  To: ✓ Daan Kik

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

Proof data management submission

☺ ↩ ↩ ↪

DK ✓ **Daan Kik <782543@hotelschool.nl>**   Today at 14:17
  To: ○ Research Hotelschool The Hague

Dear reader,

Hereby I would like to attach my proof of data management as part of my final thesis.
Research number: 2023-107

Kind regards,

Daan Kik

File Upload Notification

☺ ↩ ↩ ↪

N ⊗ noreply <noreply@hotelschool.nl>   Today at 14:05
  To: ✓ Daan Kik

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↩ ↩ ↪

N ⊗ noreply <noreply@hotelschool.nl>   Today at 14:05
  To: ✓ Daan Kik

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↩ ↩ ↪

N ⊗ noreply <noreply@hotelschool.nl>   Today at 14:06
  To: ✓ Daan Kik

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

File Upload Notification

☺ ↩ ↩ ↪

N ⊗ noreply <noreply@hotelschool.nl>   Today at 14:06
  To: ✓ Daan Kik

Dear Daan Kik,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Daan Kik
Student Number : 782543
Email : 782543@hotelschool.nl
LYCar Coach : Dr. Lim
Research Number : 2023-107

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

10   Proof of wordcount

Wordcount: 9.412
Words from figures: 335

Total wordcount: 9.747