



# COMBINED BUSINESS STRATEGY IN COASTAL AREA AFTER COVID-19 SITUATION: A CASE STUDY IN COX'S BAZAR

Zahid Hasan<sup>1\*</sup>, Talha Ibne Hafiz<sup>2</sup>

<sup>1\*</sup>Faculty Member, Ahsanullah University of Science and Technology, Bangladesh; <sup>2</sup>Student, Ahsanullah University of Science and Technology, Bangladesh.

Email: <sup>1\*</sup>[shuvo1993official@gmail.com](mailto:shuvo1993official@gmail.com), <sup>2</sup>[talhanaust@gmail.com](mailto:talhanaust@gmail.com)

Article History: Received on 26<sup>th</sup> December 2020, Revised on 26<sup>th</sup> February 2021, Published on 6<sup>th</sup> March 2021

## Abstract

**Purpose of the study:** The purpose of the study is to set up a restaurant business in Cox's Bazar in this Covid-19 scenario with a low budget and providing premium services. People's purchasing power has been decreased due to this situation and they demand to get premium services at cheaper prices.

**Methodology:** A market analysis has been performed as well as the present situation has been studied. A proper business plan has been setup with the layout of the restaurant.

**Main Findings:** It has been found that a better amount of profit can be achieved by satisfying the customer with lower price than the present competitors. It also has been observed that combining more than 2 businesses will help to achieve the profit margin in quick time. Customer satisfaction is also high in this type of strategy.

**Applications of this study:** New entrepreneurs made enough observations to create their new business model which will help them to make this business profitable. This model is an ideal model for a start-up business with a low budget.

**Novelty/Originality of this study:** As the real-time study has been studied and the real situations have been considered, this study will be helpful for the new entrepreneur.

**Keywords:** Covid-19, Combined Business, Tourism, Pandemic, Strategy, Market Orientation, Restaurant Model.

## INTRODUCTION

The restaurant of things to come will be very unique. As eatery brands assess their post-COVID-19 procedures, they will be compelled to change, on the fly, and attempt to fulfill new purchaser desires while driving as much income as possible. In what manner will they do this? What will eateries resemble? There is no regular outline accessible for the café of things to come. Impressions and plans will differ by the idea. Numerous ideas are basically set up to be blocked to amplify income. This seemed well and good with expensive rents and the significant expense of work out. Not just that, customers in the pre-COVID world held onto eateries as a spot to hang out, to work, and to mingle. That additionally may change.

In this scenario, new entrepreneurs need to adjust themselves within their budget. The new restaurant project needs to fulfill upcoming demands from the consumer. In this paper, a business model has been shown to the after postCOVID-19 situation where multiple demands had been met.

New entrepreneurs plan to set up a fish bar where mainly the seafood items and some fresh fruit juice will be available at reasonable prices. It will be a 20-seat restaurant where people can enjoy fresh seafoods and juices along with a parasailing experience. We will offer different types of packages and discounts on different occasions. The targets of this restaurant are to-

- Provide fresh and hygienic food
- Satisfy customer with both quality and service
- Offer foods and services at a lower price
- Be the leader of the business competition

They are expecting that their business will be a unique business that will combine three small business ideas under a single shade. As the management team is well educated and trained, it will be the perfect execution of a business. Besides, it will be a profitable and well-established business if the customer response is good.

## LITERATURE REVIEW

Covid-19 creates a new scenario for the business world. A new strategy with premium service can help the business grow in the coastal area which will boost the local economy and their livelihood. [Dylan et al](#) explained the time when the restriction will be lifted and business operation will be reopened. The health-related variable will play a significant role in the overall business. The post-covid situation will show us a lower level of demand. [Sharma et al](#) described Sustainable Supply Chain (SSCs) for survival after the post-Covid situation. Stepwise Weight Assessment Ratio Analysis (SWARA) method is used to recognize the most important factor for amplifying surviving in this situation. [Zahra S. A](#) responded to the answer of post-Covid-19 and the new induction of International entrepreneurship aftermath of this pandemic. Transformation for Covid and the new reality of the situation and possible changes in the business has

been discussed. It likewise examines how global business visionaries are probably going to work and shape the arising scene request. [Hao et al](#) investigated China's hotel industry earlier and afterward state of this pandemic. This study likewise proposes that COVID-19 will fundamentally and for all time influence four significant parts of China's hotel industry. And a new strategy has been suggested. [Brammer et al](#) investigated the situation after this pandemic situation. By applying Alexandar's theory of socialization, it shows socially problematic outrageous occasions influence the function of business in the public arena and suggested socialization gives valuable bits of knowledge into other socially troublesome extraordinary occasions, and recognize suggestions for future business and society research. [Alonso et al](#) empirical research expand information about the key concerns, methods of adapting, and the progressions and changes embraced by these organizations' proprietors and chiefs during the COVID-19 episode. The different developing connections between the discoveries and the considered reasonable underpinnings of the writing on flexibility uncovered nine theoretical measurements. [Han et al](#) investigated post-pandemic travellers' behaviour about decision-making processes. By using a quantitative cycle, the theory of planned behaviour (TPB) was effectively widened by fusing the explorers' apparent information on COVID-19, and it has been extended by incorporating the mental danger. [Prideaux et al](#) described the future of international tourism based on an environmental friendly way. Carbon neutral tourism will take place in a future world with the help of this Covid Transformation. These procedures highlight what a future carbon-neutral financial creation framework may resemble, the way to which could offer the travel industry various occasions to change from the current model that favours a high asset utilization model to one that is earth cordial and asset impartial. [Gao et al](#) proposed a novel model to extricate perspective arranged similar relations from openly accessible and opinion-rich printed assets. They developed three kinds of correlation connection organizations to more readily play out the assignments of seriousness examination in the eatery business. The model gives café supervisors an answer for improving their intensity, for example, contender distinguishing proof and market examination. [Auty](#) described a model of restaurant decision is gotten from a study of consumers that bolsters restaurateurs' competitive strategies. Though purchasers state that food type and food quality are the essential factors of eatery decision, when a decision set proper to the event and fragment has been evoked, a café's style and environment become the central components. [Jograntham](#) investigates to accommodation writing by inspecting the immediate and indirect impacts of hierarchical culture types on market orientation (MO) and execution with regards to the eatery business. Structured questionnaires were used. Innovative and supportive culture is important for better performance. [Nguyen et al](#) test the customer satisfaction from five measurement factors to demonstrate which factors among the five measurements have a primary part in driving generally consumer loyalty. Results of correlation and regression analysis were used to find the result. [Tse and Olsen](#) said there is an expanded emphasis in the management literature on the utilization of vital administration as the essential method for adjusting associations to their evolving surroundings. The top supervisory group in 296 American multi-unit café firms were overviewed. Results with respect to connections set among strategy, structure, and execution are introduced. [Rachinger et al](#) show that while digitalization is commonly viewed as significant, the value proposition itself as additionally the situation in the worth organization decide the apparent accessible alternatives for business model innovation (BMI) by digitalization. In addition, the hierarchical limits and worker abilities were recognized as future difficulties that will be looked at by the two ventures.

## PROBLEM STATEMENT AND SOLUTION

In Cox's Bazar some common problems are faced by the tourists. They can be listed like below:

- i. Too much prices of the seafoods
- ii. The dirty environment of shops
- iii. Non decorated food courts
- iv. Lack of fresh fishes
- v. The distance of restaurants from sea-beach
- vi. Minimum availability of fresh fruit juice
- vii. Insufficient parasailing opportunity
- viii. The distance of parasailing spot
- ix. The high price of parasailing

### Non optimal situations:

New entrepreneurs have listed some common problems regarding existing businesses like this. But there are some extra problems with them which create many problems to the tourists, visitors, and customers-

- First of all, the seafood shops, which stand near the Shugondha Beach, are stood by the side of the main road of Cox's Bazar. Dust fly on the fried fishes, crabs, and other seafoods which cause many diseases.
- As it mentioned before that there is minimum availability of fresh juice, it is disturbing for the visitors. At day time, the demand of fresh juice is very high. But the juice shops are available, are far from the sea beach. Visitors have to walk 5-10 minutes to go there. On the other hand, there is no guaranty that they will get fresh fruit juice.

- Along with these two, another problem is the distance of the parasailing spot. The only one parasailing spot is found quite far from Kolatoli Beach. It is a silent area. The presence of people is almost zero there. So it is risky for a couple to go there for enjoying the parasailing experience.

These problems can be said to the non-optimal situations. People face these problems, but there is no one to solve these.

#### Insufficient opportunity to enjoy:

In foreign countries, the juice bars are stood by the side of sea beach though there are sea beaches are not well spread enough. They can enjoy different types of juice by lying on the chairs. If visitors of Cox's Bazar want to enjoy any drinks, they are forced to enjoy the coconuts only. Sometimes the coconuts are rotten; sometimes there is not enough water to drink. And another fact is, the main problem is the price. The coconut sellers take too much money from the customers.

#### Ways to solve the problems:

This business will solve many of the problems stated before. They offer some benefits of their business to the customer-

1. They will buy seafood items like fishes, crabs, shrimps, squids, etc. direct from the fishermen. For that reason, they can offer fresh foods to the customers.
2. Their shop will be well decorated. They hope both local and foreign customers will be satisfied with their decoration.
3. Their food will be much cheaper than other food courts
4. Customers can enjoy both drinks and seafood at the same time at the same place at a reasonable price.
5. The shop will be by the side of Laboni Beach. So, customers need not to walk too much for drinking some fresh juice.
6. Laboni Beach is safe for parasailing.
7. At this parasailing facility, two persons will have enjoyment at the same time on the same board.
8. They will buy fish from the fishermen directly. So that the fishermen will get the accurate price for the fish. It will help to improve their economic conditions.
9. This new entrepreneur will sell the remaining seafood items to the dry fish businessmen. That's why there is no reason to use the unsold products for the next day.

Their main target is to ensure the perfect prices and fresh food quality along with a new experience of parasailing. In this value proposition statement, it can be said that "The customers, who like a package of entertainment and enjoyment, can come to their shop because this restaurant will serve them with cheaper but exciting experiences. Other seafood shops are offering only seafood items at a time, they are offering a packet of packages to enjoy the holidays."

#### BUSINESS MODEL

The business model is one kind of planning which is combined with the idea about customers, distribution networks, suppliers, etc. This business model is mainly the combination of B2C business and B2B business. Food court's customers and dry food dealers are the two types of customers. This restaurant will serve as a seafood shop as well as adventure-loving people. Local fishermen will be the main buyer of an entrepreneur. Generally, market sellers buy their fishes from whole sellers who procure fishes from Mahajan where local fishermen sell their fishes. So, the distribution network of the traditional business is just like below:



**Figure 1:** Network distribution for traditional business

Source: [Marketing of Fish](#)

But in the case of a new business model, this trend won't be followed. They will follow a different trend in the case of seafood items. As their main focus is on seafood items, they are trying to change the trend to compete with the existing businesses.

For the seafood items, they will deal with the local fishermen. Their contract will be on three months basis. Four fishing boats will be under their contract. After every three months, they will renew our contracts. Every day entrepreneurs will buy 20% of total sea fishes, crabs, shrimps, etc., which fishermen will catch. Authors have plans to manage their own

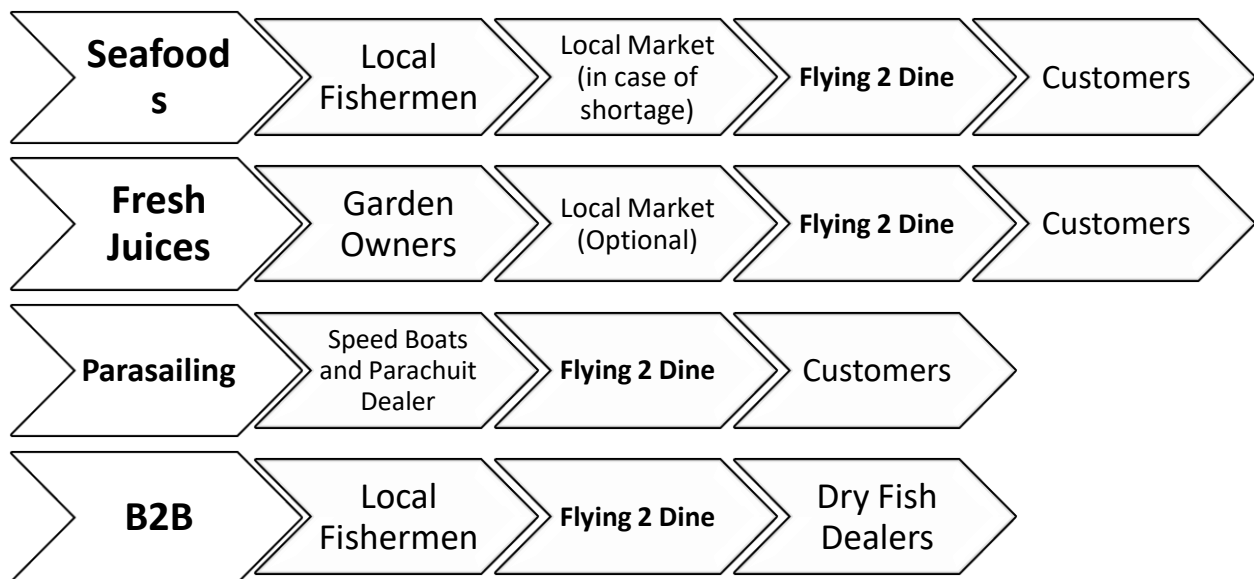
boats and fishermen, but it will be applied in the expansion of this business. They will go to the local market only when they get less supply than their daily demand.

For our juice items, they will go to the fruits garden owner. As fruits are a perishable item, they won't buy a huge amount of fruits and will deal with the owner in such a way that the fruit garden owner will supply fruits to them twice in a week. Besides, they will buy fruits from the local markets in case of shortage or natural calamities.

In parasailing, their main customers will be young and adventure-loving people. The visitors, who visit Cox's Bazar to enjoy their vacations and gather some new and exciting memories, will definitely come to us for this kind of experience.

Finally, there is an additional part of this business. They will apply a B2B business model with the local dry food sellers. In the sea food business, it is noticed that some amount of sea items remains unsold and they are used for the next day. As they will have contracts with the local fishermen, they will get daily supplies. So for the unsold fishes, they will make deal with the dry fish dealers. Authors will sell fishes to them at 30% less prices than the fish markets. But the deal will be that they have to buy fishes from authors at any amount they bring to them.

The distribution channels for the portions of our business are given on the next page:



**Figure 2:** Distribution channels of business model

Source: [Marketing Strategy and Place](#)

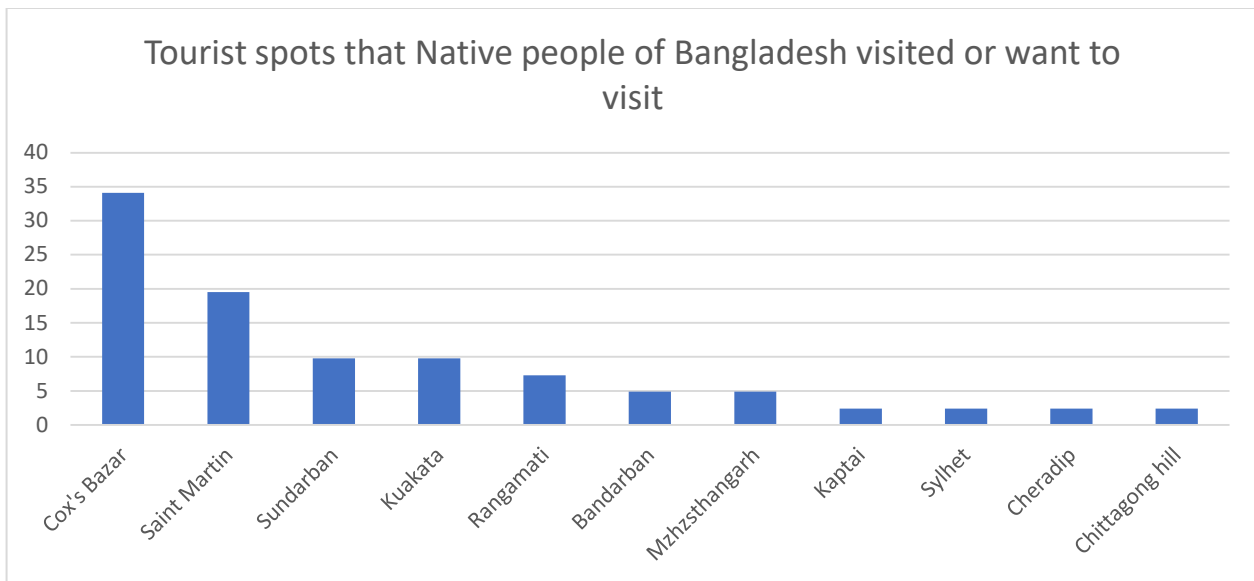
**Market Analysis:** Market analysis helps to grow a business. The business competition will be failed without it. Customer analysis and Industry analysis are the two broad classes.

**Customer Analysis:** Customer analysis means to analysis or identifies the target market or people who are most likely to buy the product. The targeted customer can't be everyone. As Bangladesh is a developing country, the income of most of the people in this country is not so very high. But they have wished to travel here and there. That's why they sometimes come to Cox's Bazar. A statistic shows that around 34.1% of native people visit Cox's Bazar every year. This business's main target is those visitors.

Besides the local visitor, many foreigners visit here every year. The percentages of the visitors are not the same. Every year around 67.9% of males and 32.1% of females visit this area. Most of them are businessmen and students. 52.8% of people are between 21-35 years of age. From the statistical data table given, it is much easier to identify our potential customers. Our main target will be to satisfy the young middle-aged people. The tables given below are according to a survey which provides the idea about the potential customers.

**Industry Analysis:** To start a business in any area, it is very important to know about the geographic condition of that area. The Cox's Bazar district has an area of 2491.86 square kilometers. It is bounded by Bakkhaliriver on the north and east, Bay of Bengal in the west, and Jhilwani union in the south. Major rivers are Bakkhali, Matamuhuri, RejuKhal, and Naff River, etc. The population is around 260,000. The city area of Cox's Bazar is 6.85 square kilometers. The main attraction is the sea beaches. Besides, mountains, forests are also present there.

As Cox's Bazar is a famous tourist area, the main economic growth of this area is based on tourism. Hotel, restaurants, showpiece shops, tourist guides, etc. are the main business in this locality. Our business is related to the food industry. That's why we are mainly analysing this food business sector.



**Figure 3:** Percentage of people who want to visit different places

**Source:** [Tourism Scope and Major Tourist Spots in Bangladesh](#)

Many restaurants and food courts are present in Cox's Bazar. People tend to go there because there is no system for visitors to cook food on their own. They are dependent on the food shops and restaurants there. People are more serious about food quality and prices. But the main problem is there is no standard price for food there. Businessmen keep as much money from the customer as they want. Besides, food quality is not always good.

**Table 1:** Percentage of male and female visitor

Gender	Frequency	Percentage
Male	72	67.9
Female	34	32.1
Total	106	100.0

**Table 2:** Percentage of different profession visitor

Profession	Frequency	Percentage
Student	24	22.6
Business	50	47.2
Hotel Associate	15	14.2
Service Holders	12	11.3
Others	5	4.7
Total	106	100.0

**Table 3:** Percentage of different age visitor

Age	Frequency	Percentage
Under 10	2	1.9
11-20	28	26.4
21-35	56	52.8
36-50	15	14.2
Above 50	5	4.7
Total	106	100.0

There is only one parasailing company that is serving this service to the visitors. But they also keep much more money. They are keeping BDT 1500 for 3 min sailing and BDT 2000 for 5 min sailing. And there is no system for double parasailing.

**Marketing strategy:** Marketing strategy plays a big role in success in any kind of business. There is rarely one ideal marketing strategy for organizations, but rather a strategy that makes many trade-offs and many assumptions about the environment. It is virtually impossible to optimize all the variables that lead to success. New business has to face hostile



condition to compete in the market. As this business is new so the main target will be promoting the business to the consumer. The marketing mix is normally consisting of 4 P's of marketing. They are-

1. Product
2. Price
3. Placement
4. Promotion

And this business needs to focus on this important sector very carefully and intelligently. So, the marketing strategy is given below:

**Product:** In Cox's Bazar, normally visitors want to enjoy their leisure time peacefully. They don't want any complex or unwanted situation. People like packages for entertainment purposes. They want fresh and hygienic foods, safety in parasailing. And for this reason, to serve the people, This restaurant is wanted to be set in Cox's Bazar sea beach. As people want packages, this business will offer some exciting and reasonable packages to them. In this shop, customers will get fresh and hygienic foods, fresh fruit juices. The juice is found there is not fresh in very much time. Chemicals are used to make them. Besides, the price is too high for one glass of drink. This shop will offer fresh fruit juices to the customers at cheap prices.

From the evening, the main demand is seafood. Many types of seafood like fishes, crabs, shrimps, octopuses, squids, etc. are available in the roadside shops. But the environments of the shops are not so good. The kitchen is dirty. This business shop will be well decorated. Customer satisfaction will be the main criteria. Fry foods will be served hygienically. A trained cook will be appointed, so there is no need to be worried about the tastes.

Another important part of this business is parasailing. The only parasailing spot is situated quite far from Kolatoli beach which is a silent area. The gathering of people is too much low there. People only go there for parasailing. There is no system to sail two people at a time. This will take advantage. Two people can be sailed at a time in this facility. This parasailing counter will be their food shop and the spot will be near the shop.

**Price:** The important factor of any marketing strategy is pricing. Normally customers want better services or products at cheaper prices. This business will focus on this area intelligently. They will offer a lower price than any other food shops available there. Customer can find their desire products at cheaper prices (if available). But a question can come to mind that how they will offer lower prices. The answer is quite simple. This business price will be low because of the short length of the supply chain. For the new business, this business's main focus is on customer satisfaction and lower profit because customer satisfaction is the main key to establish a small business.

Besides, they will offer some packages to the customer and discounts on special occasions. Our packages will be student package, family packages, couple package, etc. A sample package chart of this restaurant is given below:

**Table 4:** Package chart of the restaurant

Packages	Prices
Single Food Item	As per menu price
Single Juice Item	As per menu price
Double Items	5% discounts
Triple Items	10% discounts
4+ Items	20% discounts
Parasailing (Single)	BDT 1000
Parasailing (Double)	BDT 1500
Student Package (Single PS + 1 seafood + 1 juice)	BDT 800 + 80% price
Couple Package	BDT 1200 + 75% price
Family Package (Minimum 4 members)	1 free PS + 70% price

This type of packages is not available there. So, this pricing system will grab customer's attention.

**Placement:** Place is one of the important factors in this business. Facilities available in Cox's Bazar are not very near to the beach. So, it is quite tough for the visitors to go to the restaurants on foot in the hot summer. So, this business will place their business very close to the Laboni beach. Here some 4 stars hotels are presented. Besides, competitors of these businesses are very low here. This place is neither so much crowded nor silent. So, it is the perfect spot for this business.

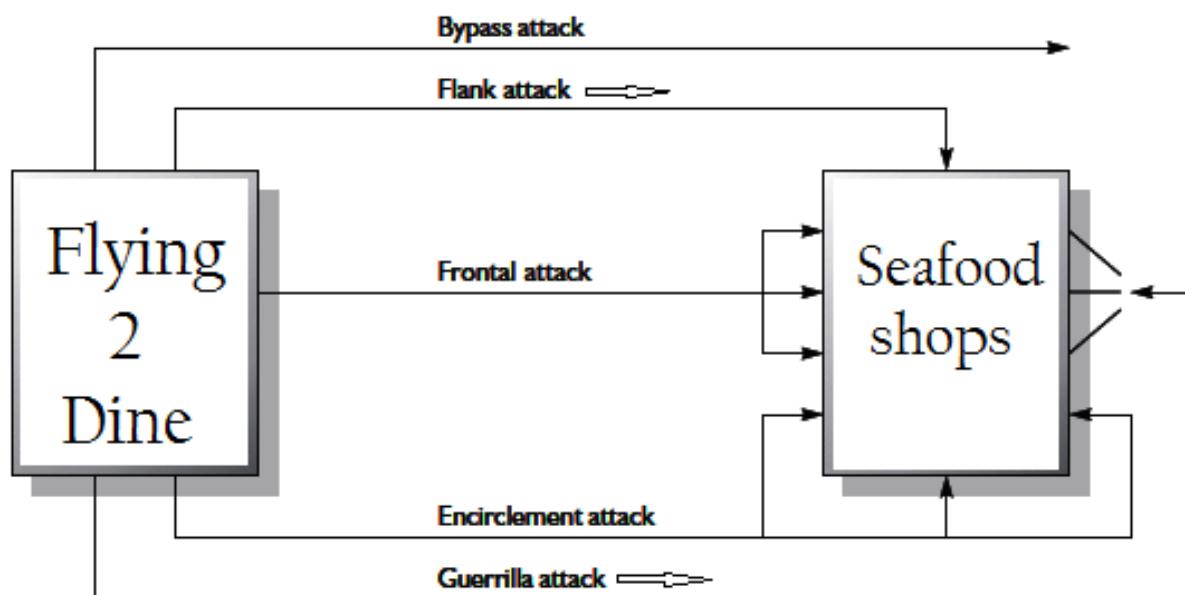
**Promotion:** The final target is to promote this business. Promotion is very much important for a new business. This business will launch in the winter season which is known as tourism season. As at that time, so many people visit the

largest sea beach in the world, they will take the chance for their promotion. They have some plans for the promotion of this restaurant. They are-

- ✓ They will distribute welcome pocket cards to the visitors where their address and summary of packages will be given.
- ✓ They also make a contract with 3-star hotels that do not have a dining facility.
- ✓ Internet is one of the best medians to advertise this business. They will open a Facebook page, and promote this page through their friends and customers.
- ✓ They will offer 5% discounts for giving the check in to our shop on Facebook.

A new entrepreneur thinks, for this new business, these strategies will help them to be succeeded.

**Attack Strategy:** Now the strategy of this business is their attack strategy. They will apply “Flank attack” and “Guerilla attack” strategies. They will find the weakest points of their competitors. They will focus on their weak points. As they are already established in their business, they want to surprise them in such a way that they won't be able to counter them in a very quick time. And they will take that time for their business promotion.



**Figure 4:** Attack Strategy of Flying 2 Dine (The Restaurant)

Source: [AMCA Lecture Three Competitive Marketing Strategy](#)

## COMPETITION

In the present world, business without competition is almost impossible. For newly invented products, competition is almost zero. But for the types of business which are already established in the society, it is very much tough for a newcomer like us to enter into the competition.

In the food items business, this business's main competitors are the already established restaurants. As this model wants to open a fish bar, where fresh juices and parasailing opportunity is available, they are targeting three types of competitors. They are-

- a) Restaurants near Laboni beach point
- b) The seafood shops of Shugondha beach and
- c) The only one parasailing team of Cox's Bazar

As they are new in business, they are targeting our direct competitors to compete with.

In a business, to explain the competition, it is very much important to explain the SWOT analysis of the business. In this analysis, these business competitors' weaknesses and strengths will be their strengths and weaknesses respectively, and vice versa. They are considering their opportunities as their competitive advantages.

### Strengths:

The strengths of this restaurant can be listed as below-

- ✓ Their seafood and juices will be fresh.
- ✓ Prices will be lower than any other restaurant in Cox's Bazar.
- ✓ Regular package discounts will be available.
- ✓ High safety will be ensured during Parasailing.
- ✓ Only one fish bar where fruit juices will be available.

#### **Weaknesses:**

Internal harmful points are known as "Weaknesses". But "Harmful" is the wrong word to describe weakness. This restaurant wants to do such a business that is not harmful to anyone. But as a new business, some weaknesses can be identified. Such as-

- ✓ Maximum 20 customers can seat in this shop. If more than 20 customers will arrive, they have to wait outside of the shop.
- ✓ All the menu items may not be present all the time. Food items will be available according to supply.
- ✓ When the power of wind is low, double parasailing won't be possible.
- ✓ As this shop will be near to the beach, we have to close the shop during the storm.

#### **Opportunities:**

Opportunities are the external factors that can be converted to advantages. As a new business, this business has some opportunities. They are-

- ✓ First food shop that will offer a bundle of packages.
- ✓ Plans to expand the business in seaside tourism areas.
- ✓ More menu items and packages will be added.
- ✓ The bar will be open for 24/7.
- ✓ The remaining fish items of a day will be supplied to the dry fish dealers. It is a great source for profit-making. Because they will sell the remaining fish at lower than the market price. It will not be a loss for them because they will achieve our capital money from the bar business.

#### **Threats:**

Along with the strengths and opportunities, they have a few threats which can be harmful to them. They are-

- ✓ There are so many popular restaurants in Cox's Bazar. It is quite difficult to compete with them.
- ✓ During the stormy season, the shop can't be kept open all the time.
- ✓ When their contracted fishermen can't supply enough sea items, we won't be able to meet the customer demand.
- ✓ During tourism season, the beach remains so much crowdie that there is a little risk in parasailing. Some people may enter into the parasailing region and is risky for them to be injured.
- ✓ All fruits are not available in Chittagong. At that time, fruits will be needed to be supplied from the other districts which will increase their supply chain cost. As they will meet the lower-priced demand, there is a chance for a loss sometimes.

There will be so many competitions in a business. They know that we have to face it too. But instead of being afraid of the competition, this will exploit their opportunities into strengths and reduce their weaknesses to survive in the competitive business world.

#### **OPERATION PLAN**

In any type of productive business, an operation plan is a very sensitive part of that business. The success of that business is mostly dependent on the operation plan of any organization. As this business is the food shop business, they had to think very deeply about their plan of operation. This business has divided its operation into four phases. They are:

1. Production
2. Location
3. Legal Environment
4. Personnel



### **Production:**

This business is a restaurant type of business. A better operation plan will help them to move on. This is a fish bar-type food court. Sea product is the main foods like fishes, crabs, shrimps, etc. which will be caught from the Bay of Bengal. After collecting fishes in the early morning, Iceboxes and deep fridges will be used to store them. They need to keep fish items fresh as demand tops in the evening. When a customer orders any item, the item will be processed in the processing room. Then it will be transferred to the kitchen which will be separated from the processing room and it will give assurance of hygienic food.

For keeping the food serving smooth, there will always a person who will observe the storage. Fishes will be ordered on daily basis. But the main stored item of there is fruits. They have to keep the fruits fresh for a minimum of three days. Fruits order will be placed twice in a week. They will buy fruits from the local market for one day to keep eye on the price of the fruits. They will allow one day lead time. On the 6<sup>th</sup> day of a week, they will buy fruits from the local market. Orders will be placed on the 2<sup>nd</sup> and the 6<sup>th</sup> day of the week. For the 2<sup>nd</sup> day's order, the order will be reached on the 3<sup>rd</sup> day. It will meet the demand of the 4<sup>th</sup> to 6<sup>th</sup> day. On the 6<sup>th</sup> day, the 2<sup>nd</sup> order will be placed. The order will reach on 7<sup>th</sup> day and will meet the demand of 1<sup>st</sup> to 3<sup>rd</sup> day. On the 6<sup>th</sup> day, fruits will be bought from the local market which will cover the 7<sup>th</sup> day's demand.

Their one of the targets is to maintain high-quality food. The best ingredients will be used for cooking. In Cox's Bazar the supply of different masala is high. So, to maintain the taste of the food, there will be no lacking of masala. Clean water will be used to wash the fishes. Gloves will be on the hand of the cook, and there will be no touch of a naked hand. In a clean kitchen, the food items will be produced. For the juice items, only fresh fruits will be used. As mentioned before that their fruits supply will be received twice in a week, so fresh fruits can be used and no saccharine and food color will be mixed with the juices. Well-known branded coffee will be used. Well-trained cooks will be with them, so there is no doubt that their food quality and taste will be quite good.

Customer service is one of the important parts of their operation plan. For any business, customers are the most important persons. High customer satisfaction gives more profit than any other factor. The demand of customers will be satisfied as fast as they can. When a customer will come to them, he/she will be welcomed with a welcome drink and it will be totally free. There will be waiters to take their orders. It should be cleared that they will assure high customer satisfaction. So if it is not possible to serve the desired food of a particular customer, they will offer him/her an alternate menu. Food will be served within 20 minutes. They will also take customers' suggestions for the improvement of their customer service.

### **Location:**

They need a location where they will get their expected number of customers from the very beginning. They have selected an area just very near to the Laboni Beach. For the reason of selecting that location is less competitors. There is no good seafood shop in that location. And the place is a better choice for parasailing. But they have some requirements. It is actually not the only requirement, but also their plan. They need 500 square feet shop for their shop. For a standard layout of a food court, it is needed 60% of the area for dining and 40% for the kitchen. But they want an allocation of an extra place for fish processing and storeroom. So, they have planned that they need 300 square feet for dining, 70 square feet for kitchen, 50 square feet for counter and storeroom, 30 square feet for processing room, and 50 square feet for washroom and toilet. The basic layout of their shop is given in the following figure.

Their kitchen shade will be made of brick and concrete. The dining will be almost open-shaded. The roof will be made of tin. The iron pipe will be used to hold the roof. There will be 5 shades. Each shade will have 2 tables and 4 chairs. The washroom and processing room will be attached with the kitchen shade.

They will use the local electricity supply for our shop. Besides, will have its own gas-powered generator. So, during load shedding, they won't run out of power supply.

### **Legal Environment:**

They need some legal issues to be followed for their business. They are listed as below:

- First of all, they need a license to start a seafood shop business.
- The place we have selected is a personal area. They need to convince the owner to give rent.
- No garbage will be thrown into the open place. Garbage will be shifted to the selected place for keeping garbage.
- Environmental pollution will not occur for their business. They will use a cylinder container of gas for our kitchen.
- Freshwater will be supplied to the customer. A water purifier will be set to purify the water.

### **Personnel:**

Now it is time to tell something about their labour and employee. For a new business, skilled and trusted persons are needed. As this business is new, they will appoint only a few people with three of us. For a restaurant, head cook,

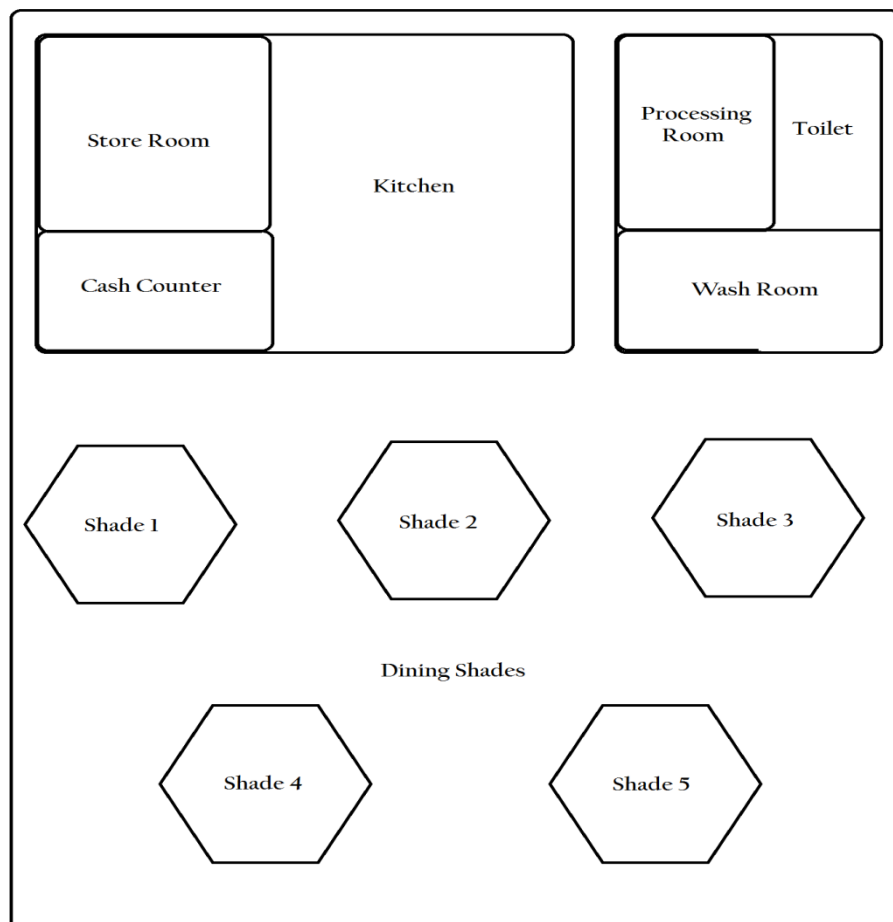
assistant cook, waiter, cashier, manager and some optional staffs are needed. For this restaurant, the staffs will be appointed very carefully. The person, who is active and trusted, will be selected as their staffs. A person, who is currently working as an assistant cook in a five-star hotel of Cox's Bazar will be their head cook. He will help them to find an assistant for him. Two waiters and one cleaner will be appointed. Staff will always look after their importing activities. Besides, four persons will be appointed for their parasailing sector. So mainly they will hire 10 staffs from outside. They will be paid on a monthly basis.

## FINANCIAL PLAN

### Assumptions:

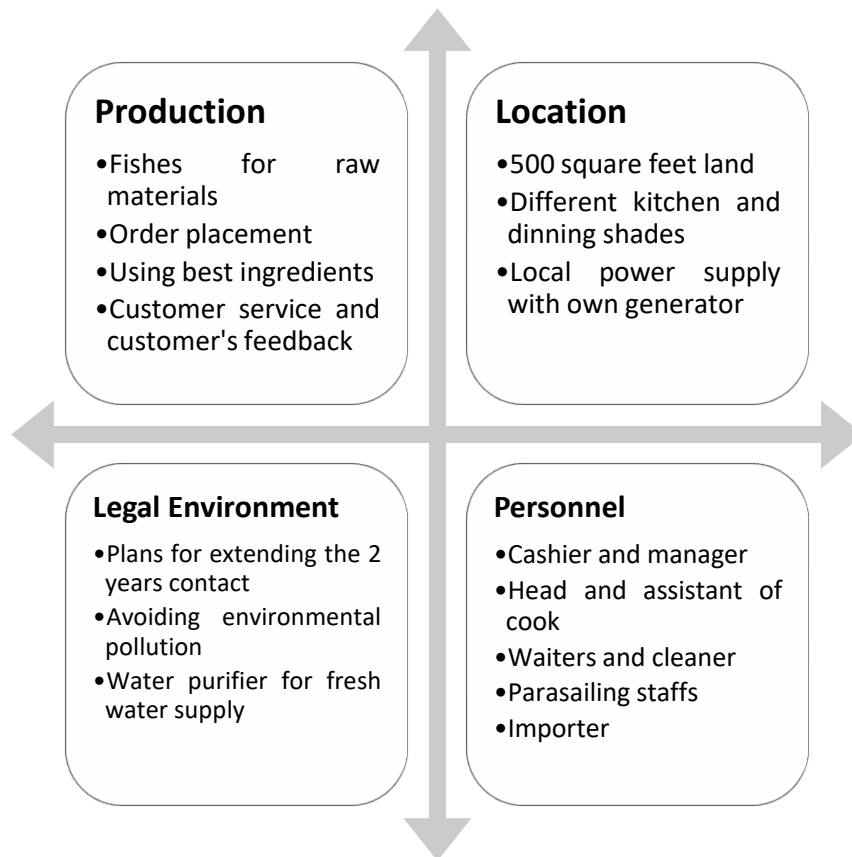
Some assumptions are made to make the financial plan. They are:

- Employee salaries will be increased by 10% every year.
- Daily expected cost will increase by 5% after every year.
- The selling price will be the same for the first 3 years. In the 4<sup>th</sup> year, the price will be increased by 2%.
- Income tax is 15% of the total profit of 1<sup>st</sup> year. It will increase by BDT 5000 every year.
- No repair cost is taken into account.
- Electricity bills will increase BDT 10000 per year.



**Figure 5:** Basic layout of Flying 2 Dine

Source: [ezblueprint](https://ezblueprint.com)



**Figure 6:** Grid matrix of operation plan

Source: [Slide Team](#)

This financial plan covers the following sections:

- Personnel payment plan
- Cost for start-up
- Daily expected cost
- Daily Expected Revenue
- Cash flow
- Profit and loss
- 4 years profit and loss
- Break-even analysis

**Table 5:** Cost for start-up

Start-up Expenses	Amount (BDT)
Security money	350000
Building repair/setup	250000
Parasailing set	500000
Interior design and decorations	150000
Deep freezer-2	50000
Marketing Cost	6000
Freezer	15000
Gas burner	10000
Juice and coffee maker-2	5000
Kitchen Utilities	50000
Desktop Computer	20000
32" LCD TV	20000
Fire Extinguisher	1500
LPG Gas Cylinder- 45kg	5000

Generator	15000
Water Purifier	15000
Dinning sets (For 30 persons)	6000
Initial Ordering Cost	4550
<b>Total</b>	<b>1467550</b>

**Table 6:** 1<sup>st</sup> Year Cash Flow

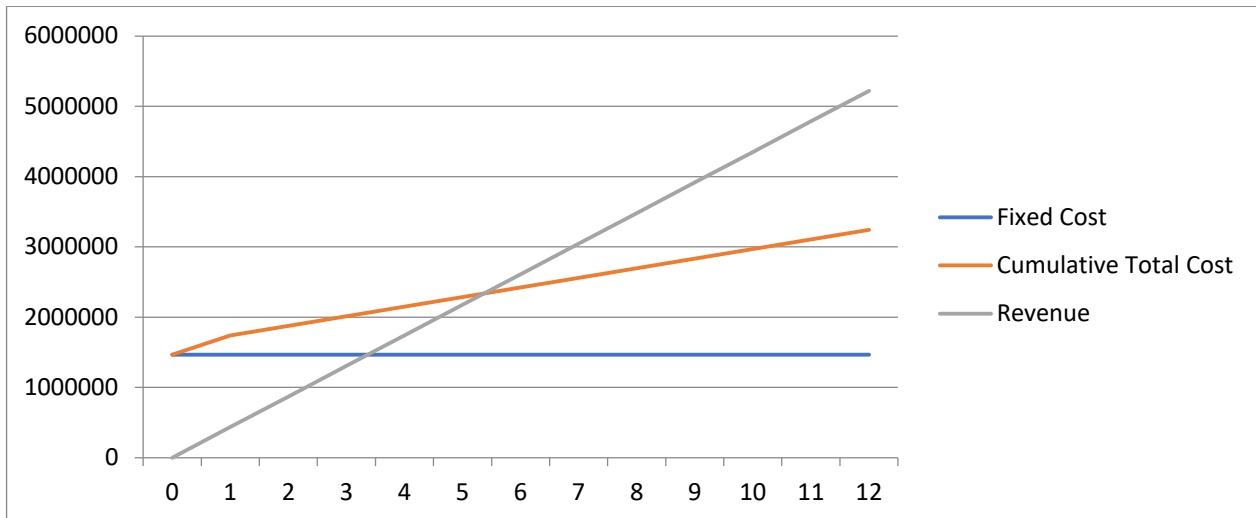
<b>Cash Flow</b>	<b>Amount</b>
<b>Cash Received</b>	
• Sea Food Revenue	2190000
• Juice Revenue	547500
• Parasailing	2555000
<b>Total Received</b>	<b>5292500</b>
<b>Cash Paid</b>	
• Initial Payment	1467550
• Rent	360000
• Electricity Bill	180000
• Employee Salary	876000
• Material Cost	121500
• Hotel Contract	60000
<b>Total</b>	<b>3065050</b>
• Income Tax	214800
<b>Total Paid</b>	<b>3279850</b>
<b>Loan Payment</b>	<b>1500000</b>
<b>Owner's Account</b>	<b>512650</b>

**Table 7:** Profit and Loss

<b>Pro Forma of Profit/Loss</b>	<b>Amount (BDT)</b>
<b>Income</b>	
• Revenue	5292500
• Cost of Goods sold	1476200
<b>Gross Profit</b>	<b>3636300</b>
<b>Expenses</b>	
• Rent	360000
• Bill Paid	180000
• Salary	876000
• Income Tax	214800
<b>Total Expenses</b>	<b>1630800</b>
<b>Profit</b>	<b>2005500</b>
Start-up Cost	1467550
<b>Net Profit</b>	<b>537950</b>

#### Break-Even Analysis:

The total fixed cost associated is BDT 1467550 and it represents the annual cost. The total variable cost is BDT 190500/month. Our break-even point is at the month of 6. The break-even revenue is BDT 2610000. The break-even chart is given below:



**Figure 7:** Break-Even Chart

Source: [Break-Even Analysis – Definition, Formula & Examples](#)

## CONCLUSION

This new restaurant business model will help to attract more tourists to Cox's Bazar as it fills 3 types of demand. Their decoration, hygienic food, and location will be an exciting option for the visitor. The new entrepreneur found the void in this market and try to solve it in their business venture. People come here to recreate themselves and they always want to get the premium service in one place so they don't need to move much. This business model is based on a market study which helps them to plan properly and fulfill the customer requirements. Their operational plans showed how they can help the local economy. Their financial paper illustrates their revenue plan.

## LIMITATIONS

- More data can be analysed
- More investment can increase services
- A newer method can be applied

## AUTHORS CONTRIBUTION

The 1<sup>st</sup> author has a major contribution to the research. He gathered all the data, information. The business model is also the outcome of the research of 1<sup>st</sup> author. The 2<sup>nd</sup> author has a major contribution in formatting and the market survey.

## REFERENCES

1. Alonso, A.D., KiatKok, S., Bressan, A., O'shea, M., Sakellarios, N., Koresis, A., Solis, M.A.B., Santoni, L.J. (2020). COVID-19, aftermath, impacts, and hospitality firms: An international perspective. *International Journal of Hospitality Management*, Volume 91, October 2020, 102654. <https://doi.org/10.1016/j.ijhm.2020.102654>
2. Prideaux, B., Thompson, M. & Pabel, A. (2020). Lessons from COVID-19 can prepare global tourism for the economic transformation needed to combat climate change. *An International Journal of Tourism Space, Place and Environment*, Volume 22, 2020, Issue 3. <https://doi.org/10.1080/14616688.2020.1762117>
3. <https://www.tandfonline.com/doi/abs/10.1080/14616688.2020.1762117>
4. Balla-Elliott, D., Cullen, Z.B., Glaeser, E. L., Luca, M., & Stanton, C.T.(2020). Business Reopening Decisions and Demand Forecasts During the COVID-19 Pandemic. *National Bureau of Economic research*, WORKING PAPER 27362. <https://doi.org/10.3386/w27362>
5. Tse, E. C., Olsen, M.D. (1988). The Impact of Strategy And Structure On The Organizational Performance of Restaurant Firms. *Journal of Hospitality & Tourism Research*, Volume 12, Issue 2, 1988. <https://doi.org/10.1177/109634808801200227>
6. Hao, F., Xiao, Q., Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management*, Volume 90, September 2020, 102636. <https://doi.org/10.1016/j.ijhm.2020.102636>

7. Jogratnam, G. (2017). How organizational culture influences market orientation and business performance in the restaurant industry. *Journal of Hospitality and Tourism Management*, Volume 31, June 2017, Pages 211-219. <https://doi.org/10.1016/j.jhtm.2017.03.002>
8. Han, H., Al-ansi, A., Chua, B., Tariq, B., Radic, A.(2020). The Post-Coronavirus World in the International Tourism Industry: Application of the Theory of Planned Behavior to Safer Destination Choices in the Case of US Outbound Tourism. *International Journal of Environmental Research and Public Health*. <https://doi.org/10.3390/ijerph17186485>
9. Tourism Scope and Major Tourist Spots. <https://www.assignmentpoint.com/arts/modern-civilization/tourism-scope-and-major-tourist-spots-in-bangladesh.html>
10. Sharma, M., Luthra,S., Joshi, S., & Kumar, A. (2020). Developing a framework for enhancing survivability of sustainable supply chains during and post-COVID-19 pandemic. *International Journal of Logistics Research and Application*, 26 Aug 2020. <https://doi.org/10.1080/13675567.2020.1810213>
11. Rachinger, M., Rauter, R., Muller, C., Vorraber, C., Schirgi, E. (2019). Digitalization and its influence on business model innovation. *Journal of Manufacturing Technology Management*, Volume 30, Issue 8. <https://doi.org/10.1108/JMTM-01-2018-0020>
12. Shaker A. Zahra (2021). International entrepreneurship in the post Covid world, *Journal of world business*, Volume 56, Issue 1, January 2021, 101143. <https://doi.org/10.1016/j.jwb.2020.101143>
13. Brammer,S., Branicki, L., and Linnenluecke, M.K(2020). COVID-19, Societalization, and the Future of Business in Society. *Academy of Management*, 30 Nov 2020. <https://doi.org/10.5465/amp.2019.0053>
14. Nguyen, Q., Nisar, T.M., Knox, D., Prabhakar, G.P. (2018). Understanding customer satisfaction in the UK quick service restaurant industry: The influence of the tangible attributes of perceived service quality, *British Food Journal*, Vol. 120 No. 6, pp. 1207- 1222. <https://doi.org/10.1108/BFJ-08-2017-0449>
15. Gao, S., Tang, O., Wang, H., Yin, P. (2018). Identifying competitors through comparative relation mining of online reviews in the restaurant industry. *International Journal of Hospitality Management*, Volume 71, April 2018, Pages 19-32. <https://doi.org/10.1016/j.ijhm.2017.09.004>
16. Susan Auty (2006). Consumer Choice and Segmentation in the Restaurant Industry. *The Service Industries Journal*, Pages 324-339.
17. *Marketing of Fish*, <http://www.fao.org/3/Y2876E/y2876e0i.htm>
18. *Marketing Strategy and Place*, [https://saylordotorg.github.io/text\\_small-business-management-in-the-21st-century/s11-07-marketing-strategy-and-place.html](https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s11-07-marketing-strategy-and-place.html)
19. *Tourism Scope and Major Tourist Spots in Bangladesh*, <https://www.assignmentpoint.com/arts/modern-civilization/tourism-scope-and-major-tourist-spots-in-bangladesh.html>
20. *AMCA Lecture Three Competitive Marketing Strategy*, <https://www.slideshare.net/AMCAAdvisor/amca-lecture-three-competitive-marketing-strategy>
21. *ezblueprint*, <https://www.ezblueprint.com/examples.html>
22. *Slide Team*, <https://www.slideteam.net/operations-strategy-matrix-ppt-slide.html>
23. *Break-Even Analysis – Definition, Formula & Examples*, <https://cleartax.in/s/break-even-analysis>.