

Business Plan

Annapurna: A food service availability in housing complexes in India

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List of Abbreviations

CEO	Chief executive officer
WFH	Work from Home
IT	Information Technology
BPO	Business Process Outsourcing
MNC	Multinational Companies
MSME	Micro, Small & Medium Enterprises

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Executive Summary

After the pandemic hit, lives changed. It's restrictions have introduced various problems too. One of the major problems people face is with food management. Shifting from office to work from home, became obligatory and a new trend (Upwork, 2020). Services which employees used to get in the office are missed. One of which is cafeteria or food court service, where employees eat, rest, refresh and socially interact (Harris, 2020).

Cooking at home isn't a cup of tea for everyone. Restaurants and home delivery is always an option for those, however pandemic has impacted behavioural changes too. Due to covid restrictions, unsure if necessary precautions are taken care of, hygiene and sanitization, limited recess time, etc. it showed the reduction in the people's trust on preferring restaurants and home delivery services (Keelery, 2020). On the other hand the office cafeteria in commercial buildings were just an elevator away and now from home, they are struggling to visit restaurants and order home delivery often takes more than usual time in office hours, cooking is again a time consuming activity while working as believed by many.

The concept of having cafeterias or food courts in offices and universities is common but not for residential buildings. By residential buildings we are not referring to short term stays like hotels, as they have restaurant facilities. Here we are referring to a long term stay which is in housing complexes, where the food availability concept is developing (Singer, 2020). As working from home is new normal, hence the business plan is to take this concept from commercial buildings to residential buildings of housing complexes, with hygiene and home-cooked food at all times (24*7 service) allowing social gathering, chat over tea, then we are fulfilling the customers' needs by bringing them back into the habit of socialising but this time in their residence. This involves the collaboration of the real estate industry and food service industry to design the new projects accordingly.

The Food Service Industry is forecast to hit USD 4.5 trillion in 2018, up from 3.2% in a CAGR of 2019 to 2026, and is predicted to be worth USD 3.1 trillion in 2026. The rise, combined with the increasing need for personalised and new food choices, of the millennium working population with evolving tastes for ready to eat foods and changes of taste preferences has drifted the food services market' growth (Verified Market Research, 2020).

The business can be implemented on the existing projects by using a space of an apartment. This requires a very short investment of ₹20,00,000,00 worth 25,000

EUR only, yielding net income of approximately 60% of the investment done in the very first year itself from the single existing housing complex. The multiple projects would simply multiply the net income and the new projects will reduce the cost price too(as the space will be already designed), thus increasing the gross margin.

The marketing process will be taken care of during the collaboration process as this would be an introduction of a new amenity. The pricing will depend on the range of the real estate projects. A special care shall be taken on customer's taste buds as the community may vary with projects.

Keywords: [Housing Complex, Condominium, Food Court, Cafeteria, Food Service industry,India]

1. Business Overview

1.1 Introduction

COVID 19 has brought a lot of changes in the lives of everyone. The major impact was felt by companies where the company strategies needed to change almost overnight. This meant that employees and employers had to restrict themselves to their homes. This leads to a change in the work-life of every individual.

The pandemic is raging internationally, and will certainly not end shortly, with systemic implications in many countries for the labour market (Baert, Lippens, Moens, Sterkens & Weytjens, 2020). To limit the number of deaths and hospitalizations due to the latest coronavirus, the majority of governments have agreed in developed nations to suspend certain economic activities and to restrict the mobility of people (Brodeur, Gray, Islam & Bhuiyan, 2020); Qiu, Chen & Shi, 2020).

The chance to work from home (WFH) became very important in this sense (Whinston, Werning, Chernozhukov & Acemoglu, 2020). Since workers continue to work and therefore earn pay, employers are able to continue to generate services and profits, as well as to minimise overall infection spreading risks and recessive pandemic impacts. Latest US figures show that remote jobs have increased four times to 50% of US employees (Brynjolfsson, Horton, Ozimek, Rock, Sharma & TuYe, 2020).

The experiences of the past few months have taught companies that work from home here to stay. In other words, the genie will not be returning to the bottle. According to our latest survey, Future Workforce Report, 56% of the recruiting managers interviewed said the transition to remote work was better than anticipated after forcing them to send people back because of COVID-19. A third said productivity was increased and staff welcomed escape from the long, awful travels, needless meeting, and office distraction (more than those who felt it was decreasing). No surprise, 74% of US financial leaders expect to move some workers to remote work – indefinitely in a separate Gartner survey (Upwork, 2020).

The pandemic of coronavirus has toppled lives, work, careers and almost all things. However several businesses have opted for new ways of operating companies to tackle the virus. Globally, even though the pandemic is over, businesses are using work at home as a permanent option for their workers. Youtube, Facebook, Shopify, Coca-Cola drinks etc are for instance included (BusinessToday.In, 2020).

During a staff meeting on the Facebook website, Facebook Chief Executive Mark Zuckerberg said workers will be working from home in ten years' time as much as half the over 48,000 employees in the company. "It's obvious that COVID has brought about a lot of change and that surely includes how most of us work," says Mr Zuckerberg. "I expect remote work to be also a growing trend by the end of this time." The Facebook decision is a big shift for a corporate culture designed to bring employees into giant locations and keep them there. This is the first decision of the largest tech firms. Over

the years, Tech firms have done everything possible to give workers no excuse to return home or avoid the workplace by using free shuttle buses, free cafeterias and personal services like dry cleaning (Conger, 2020).

When the pandemic hit, the IT industry was still using WFH as a system. WFH has a sense of permanence as a consequence of the pandemic, given the need to loosen WFH norms felt by the IT industry. It allows IT staff to continue on a permanent basis with WFH operations. In the future, several IT businesses are designing hybrid business models to encourage a section of WFH's workers, while the pre-pandemic period requires a segment of the workforce to report to work. Certain businesses may also rotate their workers. These options would point to a mixed IT model that requires versatility in approach (Srinivasa, 2020).

This business plan focuses on India and its work-from-home trend. Remote work access would give the industries in India a huge boost, increase the supply of talent dramatically and generate more jobs (Srinivasa, 2020).

1.2 Problem

Many organisations in the world are taking steps to avoid a further spread of this pandemic with COVID-19 terror. Many organisations have established their contingency plans to prepare for the transmission of coronavirus in the wake of the World Health Organization advisories. And remote work is an essential component of such plans. Many businesses are encouraging workers to work from home in a bid to increase the social distance between people. It is still rewarding to function from the comfort of the house. As the advantages of working in sweatpants are not involved with commuting. However, a specific collection of problems may be posed at the same time by working from home or "remote work, including distractions, less efficient work and impairing eating habits, influencing health and diet (The Times of India, 2020).

An employee's daily lifestyle includes a meal in the company's cafeteria or closest food court in a commercial area. The meal could be from home or bought over the counter or snacks from a vending machine. The lunch hours in the office are normally utilized for eating, resting and socializing.

In a survey conducted by FlyResearch on behalf of Vodafone, found that 35% miss having company around them, 32% miss their routine, 17% miss learning from others & grown-up conversation and 8% miss watercooler gossip (Harris, 2020). Sharing all sorts of emotions with their coworkers and friends at the table signifies a psychological connection between them where they would exchange views, learn and gain personal growth. However, when the same employees are working from home, this emotional connection, social interaction is severed.

Work from home has brought about obstacles particularly where food is concerned. This has mainly affected the youth as they find cooking difficult. The lunch break is usually restricted to one(01) hour which is insufficient to travel to a restaurant to

buy food or wait for the food delivery to arrive especially during the rush hour. The industry has been largely affected by forced changes in consumption food and buying behaviour. Consumers see a connection between health and food that will remain after the pandemic ends, and that provides opportunities for more cooperation between the health and food industries (Jagt, 2020).

According to a survey on visits to restaurants in India after the coronavirus (COVID-19), in May 2020 approximately 65% wouldn't order food from the restaurant for delivery following the 30 days of the survey date. In comparison, about 3% said they ordered four times more (Keelery, 2020). Food ordering and payments are entirely automated now to reduce human touch, and hygiene and service quality are the most significant disadvantages. The only factors that can revive the industry are the right public incentives, along with unrelenting F&B advances and commitment to health and sanitation (Mehrotra, 2020).

After the pandemic, people have become more concerned about hygiene. They are not easily convinced with the cleanliness maintained in the restaurants for ordering home delivery until they have witnessed the hygiene themselves. Hence, it often leaves them with the only option of cooking at home even though they are bound with limited recess time. With the increase in the number of MNCs in India, employees are working in all shifts. While working in offices, cafeterias or food courts are always a backup option for night shifters. The work was shifted to home but such facilities didn't, hence the ones working in late shifts are obviously struggling to manage food when not working in the office. Moreover, unexpected restrictions are also bound to time limits on the availability of food from common service providers like home delivery or restaurants.

In summary, working individuals are struggling to match their eating habits as per their usual schedule. Hence, we can point out the problems as follows:

- Limited time to cook or visit the restaurant during work from home
- Unable to buy or order home delivery due to trust issues post-pandemic
- Youth missing home-cooked food
- Lack of personal interaction for a peaceful state of mind
- Social interactions with peer
- Unable to avail food due to unusual time (midnight), unforeseen lockdown timings or sudden restrictions



Figure 1: Example of housing complex. Source: <https://www.southcityprojects.com/residential-property-in-kolkata.html>

1.3 Solution

To provide the solution to the problems, we need to understand why and how these problems originated to. The answer is working from home is the new normal. However, food facilities have not shifted. In major cities, an apartment is typically a residential unit in a large house. This form of housing is the product of saturated urban areas generating a vertically increased demand. Today, several construction firms come up with a plan of city centres that are focussed on offering various additives along with a well-designed building. This includes basic social amenities such as clubhouses, a safety system, indoor and outdoor gaming areas and pools (GharOffice.com, 2019).

The concept of having cafeterias or food courts in offices and universities is common but not in residential areas. If we take this concept from commercial buildings to residential buildings of housing, with hygiene and home-cooked food at all times allowing social gathering, chat over tea, then we are fulfilling the customers' needs by bringing them back into the habit of socialising but this time in their residence.

In countries like Australia, in the luxury housing complex apartments are lined with restaurants, cafes and retailers at ground level(Singer,2020). The value and demand of such apartments are in peak and future projects are developing with the concept. An article says the business is booming on such a scale that it drew the attention of the nation. The government of Melbourne is planning on the guidelines to imply on businesses planning for outdoor cafes in the residential areas.

Nearby street hawkers tea shops are always found to be the chilling area in India. Thus, the real estate industry can grab the opportunity of designing the place with a concept of cafeterias or food courts to offer to residents with a space for socialising and food service within the premise, in their upcoming projects. Considering the fact of

sustainable WFH culture, concepts of cafeterias or food courts within the housing complexes would go hand in hand.

1.4 Value Proposition

- ❖ Residents can get prepared food which means they don't have to worry about cooking to have an authentic home-cooked meal. They will get it within the premise, also they can either eat in the food court itself with their family and neighbours or have the meal in the comfort of their own home.
- ❖ The service will be available 24*7 so that customers can get food anytime they wish. This will give them flexibility and convenience to satisfy their cravings round the clock.
- ❖ The food court will consist of daily menus where the dishes will be unique for the day. The menu will be changing constantly to avoid boredom, considering the fact that we are providing the service to the same residents on a regular basis. Menus will include multiple cuisines too, to offer more options to customers.
- ❖ As we are serving within the housing complex, our operating expenses will be less than a normal restaurant(no interior designing cost, no delivery costs or commissions to third party), thus we will have a cost advantage and we can offer service at a good competitive price to the customers in spite of having the same profit margin.
- ❖ This will save the resident's time because the prepared food would be just an elevator away. They would get freshly cooked food with the right temperature to enjoy the flavour, which is generally hampered in the home-delivery services due to many reasons such as traffic, long distances etc. especially when we talk about India.
- ❖ Residents can witness the hygiene level themselves when they visit the cafeteria. This will develop trust in grabbing meals from the court available on the premise rather than ordering from any other place where they are unsure about the hygiene level being maintained.
- ❖ Finally, as the service will belong to the residents only, they don't have to worry about instant payment if they have bought the monthly subscription to avail of regular food service. For instance, one meal will cost ₹80.00 but buying "One meal monthly subscription" which is worth ₹1950.00(=65.00*30) for a month will cost ₹65.00 per meal for 30 days to customers

1.5 Motivation/Importance of the business and its impact on the context or society (include ethical ramifications):

One of the business' biggest motivations will be our move (explained in specifics below 3.8) towards empowering women. The inclusion and visibility of female chefs in society would increase their passion and efficiency. "The taste of a food lies in the feeling of cooking. It's well told. The move from dependent to independent women in society would generate a positive environment and a strong emotion. The more you enjoy your work, the better service the customers receive. This provides a friendly climate and a trustworthy business.

1.6 Uniqueness of the idea: What makes this business different/successful? Why Us?

The food industry is continuously progressing. Over the last couple of decades, the food industry is going through a massive shift (from a restaurant to dine in to take away/ from home delivery orders on phone to online order/ from processed food to organic food). Even the consumer behavior changes with time. Every progress is welcoming vast business opportunities to the industry.

The uniqueness of this new concept of a food court within the premise will relax customers from travelling to a restaurant, will save a lot of waiting time unlike home delivery and will give them a common area to socialise within their premises. Moreover, this service will be 24*7, so customers can avail food anytime round the clock.

Another interesting feature would be a luxury of personal chef; as residents will be our regular customers, so they can have customised dishes based on an individual's request. The customisation here denotes that the recipe of a particular dish will not be constant, unlike restaurants. Residents can request for additional and reduction of ingredients to satisfy their taste buds. This would give customers a feeling of homely food. Residents can also request for a specific menu for the following/ occasional/ festival days, which will be considered depending on the demand and what the society is planning for the get-together and celebrations within the houses etc. They can access the area anytime for hygiene checks, hence the food court will gain customers trust.

1.7 Vision

Our goal is to be the leading supplier of food services in residential and business areas. In every real estate project, we strive to create ourselves.

1.8 Mission

To be the residing consumer's first choice of food service by offering authentic homely flavours with high quality and minimum delivery times and costs.

1.9 Core Values

We trust that we give customers the very best based on our values:

- Quality
- Authenticity
- Time Efficiency
- Hygiene
- Reliability

2. Market Research and Analysis

2.1 Introduction

The expected production of food products is 53% of the consumer's food costs by 2010, compared to less than 40% in 1980. Around 4% of the Gross Domestic Product and about 11 million jobs are in the foodservice sector. It has changed rapidly because of economic conditions, developments in technology and labour issues. The evolution of the foodservice industry is driven by the evolution of consumer demographics.

Baby-boomers do not seem to have time to cook until they enter the middle ages and their children and grandchildren do not seem interested or willing to do so. In a survey conducted on 750 American, they are asked to rate the quality of food they cooked. At a minimum, nearly 65 percent of millennials considered themselves good cooks, followed by roughly 72 percent of Gen Xers and 76 percent of baby boomers. More than any other age group, over 1 in 10 baby boomers went so far as to qualify themselves as "very good" in the kitchen, a title shared with only 5 percent of millennial and Generation X respondents(Porch,2021).

The U.S. people had more than twice the discretionary per capita earnings of 1975 (\$3,109) 2 (\$6,500) in 2000, and they were exempted from cooking and eating at a high value of entertainment and enjoyment. The world is increasingly diminishing, as cultures and cuisines collide and add new flavours and textures (Friddle, Mangaraj & Kinsey 1970).

The Food Service Industry is forecast to hit USD 4.5 trillion in 2018, up from 3.2% in a CAGR of 2019 to 2026, and is predicted to be worth USD 3.1 trillion in 2026. The rise, combined with the increasing need for personalised and new food choices, of the millennium working population with evolving tastes for ready to eat foods and changes of taste preferences has drifted the food services market' growth (Verified Market Research, 2020).

2.2 Target country - India

The "India Food Services Market Forecast and Opportunities, 2020" study of TechSci research has recently revealed that India's food services market is projected to rise at a CAGR above 12 per cent by 2020, mainly as a result of growing disposable revenues, evolving lifestyles and customer preferences. The rising population of young people in India, mainly in urban regions, is another major driving force of demand for food services in India. There is a large base of young consumers in the country, who make up the majority of the workforce and barely have time to cook (TechSci Research, 2015).

The Indian foodservice industry, in general, is expected to cross Rs 5.99 lakh crore by 2022-23 and expand at a compound yearly growth rate of 9%. In 2018-19, it

noted Rs 4,23 lakh crore were of market value. "Seven million people were employed by Indian restaurant industries in 2018-19. A massive Rs 18,000 crore was added to taxes in 2018-19 by the organised food services industry, which accounts for just 35% of the overall market. If the unorganised sector is organised," NRAI President Rahul Singh said. The number is more than twice as high (PTI, 2019).

A company established in Kolkata two years ago, Calcutta Angels Network (CAN), has implemented an investment of almost 4 crores to finance city-based startups. Raghav Kanoria, Pradyumna Dalmia, and Apurva Salarpuria, CAN's founders, are highly positive about startups' growth in the city because of the growing amount of investors interested in investing in Kolkata start-ups. The Indian Angel Network (IAN), Calcutta Angels Network's parent company, had already invested 10 crores in WOW! Momo is a food startup founded by two graduates from Kolkata (Realtors, 2018).

In India during the 80s, people used to visit restaurants occasionally. But now they don't wait for a reason. In a study conducted, it is found that the national average of Indians dining out is almost 6.6 times every month. It further stated that coffee shops and cafes are a popular format for the price-conscious audience, mostly college students and office-goers as well as couples and families(Sanand, 2019).

As the visitors to the restaurants are increasing, so is the growth of the restaurants too and online food delivery. The market value of the restaurants and food service industry in India was about four trillion Indian rupees as of fiscal year 2019 and predicted to rise in future(Keelery, 2020). Even, the demand for online services is rising tremendously over the years(Televisory, 2018).

An interesting survey indicates that 21% of the respondents said they were more likely to increase their online ordering of takeaway food after the lockdown, while just 9% said they were more likely to visit restaurants more often(Biswas,2020).

2.3 Macro-environmental analysis (PESTEL analysis)

A PESTEL Analysis is an acronym for a method for defining an organisation's (external) macro powers. The letters relate to political, economic, social, technical, environmental and juridical subjects. It can be reduced to PEST or extended to certain areas depending on the organisation; (e.g. Ethical) (Oxford College of Marketing, 2020).

PESTEL analysis of the business is summarised in the figure, followed by detailed explanation:

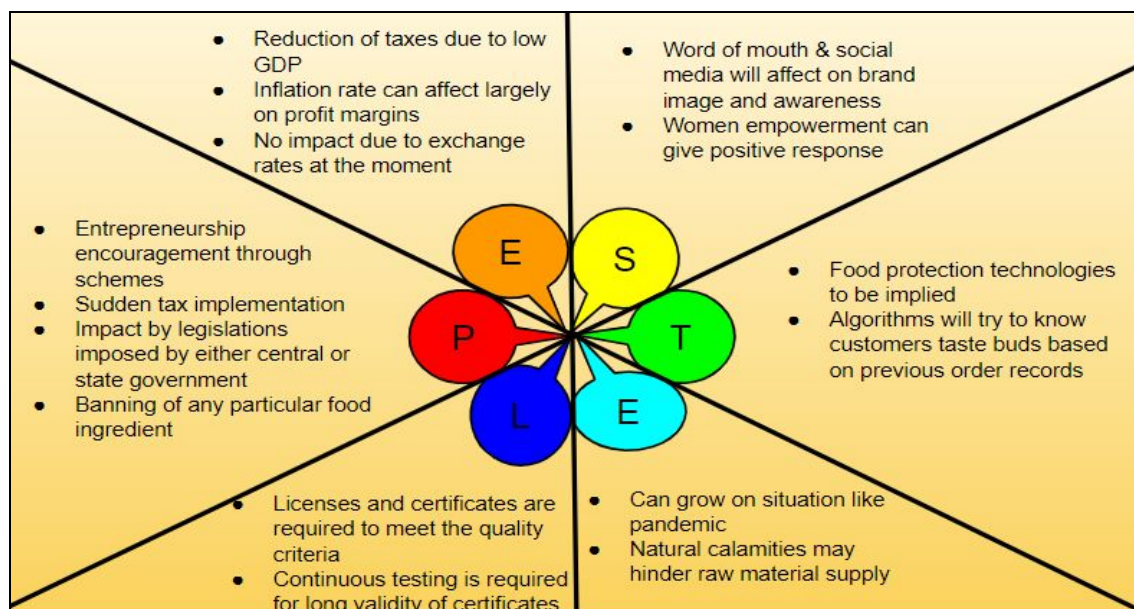


Figure 2: PESTEL Analysis

2.3.1 Political

Food companies will play an important role in feeding India's 1.3 billion people, and food startups are essential to the country's growth to offer creative and realistic goods and services (Dr Halde, 2019). The Indian Government has imposed various regulations and schemes for encouraging and supporting entrepreneurship which are explained as follows:

2.3.1.1 MSME Loans: Get MSME loans up to Rs 1 crore in 59 minutes

The Indian government recently announced that it will offer Micro, Small & Medium Enterprises (MSME) loans with interest rates of up to 1 crore, starting at 8% and starting in 59 minutes. This historic initiative aims to expand the MSME market, which will further increase the availability of loans. A new web portal has been launched in this link. For this reason, this is a digital platform (ClearTax, 2020).

2.3.1.2 Mudra Yojana Scheme

The Mudra Yojana Scheme (<https://mudra.org.in/>) is a general scheme implemented by the Indian government for small units and applies to women who want to start a small company, such as a beauty salon, a school, a customization unit, etc. It is useful also for a community of female startups. This system sanctions loans from Rs 50,000 up to Rs 50 lakh. Only if the loan sum exceeds Rs 10 lakh is needed, collateral and guarantors are required (Mansur, 2019).

2.3.1.3 Impact on business

Indian politics involves the administration of both the Central Government and

State Government. Hence the industry is prone to get affected by the legislation imposed by either way. One of the major impacting elements is changes in taxation.

2.3.1.3.1 Goods and Services Tax (GST)

In Indian history 2017 will always be the year that saw the launch of independence's greatest and greatest economic reform, the Goods and Services Tax (GST). Finally, the reform that had taken more than a decade of intense debate, which subsumed almost all indirect taxes at the central and state level, was enforced on 1 July 2017. GST, a government-published "one nation, one tax" aims to create a simpler, single tax structure compatible with a fiscal framework that applies in a number of major economies around the world. This single tax has led to streamlining various indirect taxes and improving business performance. In India, GST law is a comprehensive, multi-stage, destination levy, which is imposed on each added value (PricewaterhouseCoopers). Currently, the tax rate is 18% on the Standard rate for goods and services. However, taxes are subject to change. Therefore, the business will be impacted by the changes in taxation on the food industry or on the total revenue, hence the prices will change based on the situation.

Another major impact would be the banning food ingredients which are used in the business. Politics in India usually drag sentiments especially related to food beliefs. The 1995 state law which protects cows from being bought, sold and slaughtered was amended to extend the same protection to bulls, bullocks and calves. The amendment was approved by the President on Tuesday. This meant that beef was banned from menus (Hindustan Times, 2015). This ban affected 20 states among 29 states in India and had a great impact on restaurants that had a majority of their cuisines that included meat. Special attention should be paid to such controversial ingredients

2.3.2 Economic

The current GDP of India is low due to COVID-19. However, the introduction of schemes and reduction of taxes has relieved businesses. Food being the essential item is a sustainable business and is the last one to be affected. In the recent two decades, India has been experiencing strong economic growth, although this growth has been coupled with high food price inflation. In the agricultural sector, this growth was quite slow in all sectors. This rise was very inconsistent. The rise in per capita income has dramatically increased food demand, but farm production has failed to stay on track with demand growth (Sasmal, 2015). Inflation rates can affect our business which leads to low-profit margins to no profits at all. The exchange rate will not affect this startup as it is within India only for the moment.

2.3.3 Social

As it is a new business concept and the major advertisement would be word of mouth. Social media can play a vital role in growth. Its responses will influence consumer behaviour and demand. Hence, to reach residents from the other complexes

in which we haven't started our services, social media would be a medium for brand recognition and creating a demand in the market. A daily feedback system will be implemented to improve the food and services provided as well as negative feedback will be given special attention as much as possible. Customer relations would be the key to this factor.

The idea of equality for women also would provide us with an excellent place in society.

2.3.4 Technology

The agricultural sector and the industrial world are still linked to food technologies. The demand for food manufactured and packaged sustainably is increasing, with new technology being introduced in the field of food. Today, people just want to know the technology behind a product and don't resist the application of science in food. Food protection is also an important topic for modernization and tech developments in the food sector to be tackled (Dr Mahendran & Paul, 2019). Likewise, processed food is also a developing industry, so we need to be agile to adopt technology.

Virtual restaurants can be potential competitors of our business, however, on the other hand adopting advanced technology can be very helpful in expanding our business. We would try to keep a track of our customer's preference and request. On receiving orders from the previous customer, algorithms will inform us with previous pinpointers, like this particular customer requests more spicy than usual, or extra salt or prefers any particular ingredients. This way we can hold our customer's taste buds. However, it can't be denied that on an initial level it will be challenging to gather precise information on the trend and even more difficult for the customers with variable preferences.

2.3.5 Environmental

The pandemic was unexpected and impacted the foodservice industry in a way that created a massive loss. The whole business plan is built on considering the factors of the pandemic. The service is indoor and is protected by natural calamities. However, the stock and supply of raw materials may be hindered. This factor should be given proper attention in order to ensure the smooth running of the business. As this can be a great opportunity and a challenging situation at the sametime.

2.3.6 Legal

For having a foodservice industry, the Indian Government has mandated to acquire the necessary licenses. Some are explained below.

2.3.6.1 FSSAI Food Safety And Standards Authority License

One of the important licences necessary for opening up a restaurant is the FSSAI

licence, or the Food License and is acquired from the FSSAI (Food Safety and Standard Authority Of India). This licence is not just a licence; it also offers authority approval. It ensures that customers are happy with Indian food safety standards at this particular restaurant (Food Safety and Standard Authority Of India, 2016).

2.3.6.2 Health/Trade License

Kolkata Municipal Corporation (KMC) aims to register the food vendors of the city under a compulsory registration scheme. The aim of this plan was to ensure the sanitation of food sold openly as recommended by the Food Safety and Standards Authority of India (FSSAI). In collaboration with FSSI, the KMC trains food vendors or hawkers in the city on how to prepare and sell food according to basic health standards (Ray, 2017).

2.3.6.3 Eating House License

Eating House licence one of the important licences given to food house establishments, such as restaurants, food trucks, hotels, and grocery stores. It is typically bought with other licences at the start of the food business. The food house shall be referred to as any premises serving different food and beverage items for consumption by the general public (Tyagi, 2020).

2.3.6.4 Shop and Establishment Act License

The Shop and Establishment Act is controlled by the Department of Labour and approves the premises where businesses, trades or professions are conducted (Taparia & Firoz, 2020).

2.3.6.5 NOC from Fire Department

No Objective Certificate (NOC) shall be issued by the India Fire Department in order to ensure fire prevention. After verification and review of the fire assistance system and fire protection mechanisms the NOC is provided by the department. All fire safety requirements and directives of the Bureau of Indian Standards shall be met by the mechanism used (Bajpayee, 2020).

2.4 Competitive position (e.g. SWOT)

SWOT is a technique widely used for future planning, which is an acronym for strengths, limitations, opportunities and challenges. SWOT analysis highlights both internal and external factors that affect the organisation. The strengths and weaknesses are internal, whereas external opportunities and challenges (Oxford College of Marketing, 2018)

SWOT analysis of the business is summarised below followed by detailed explanation:

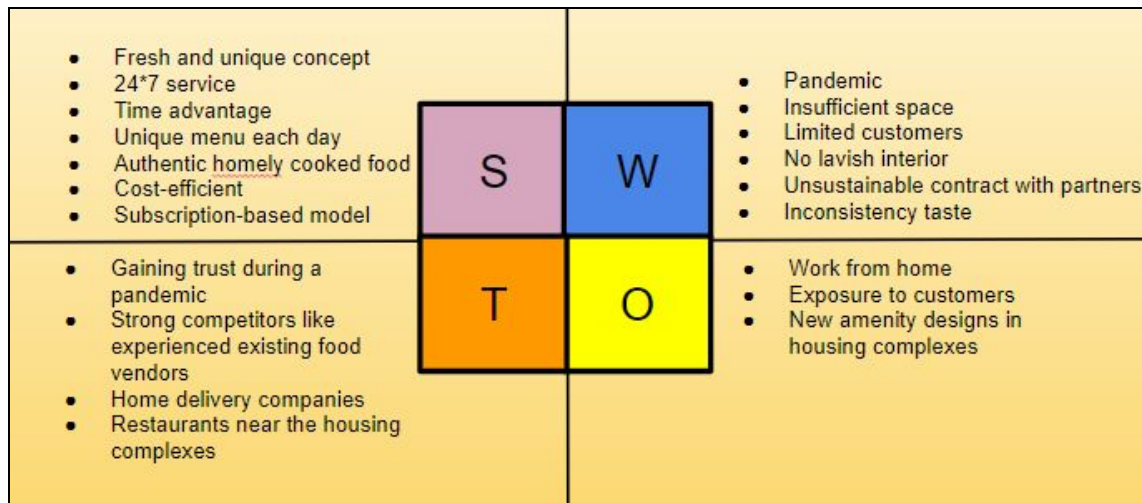


Figure 3: SWOT Analysis

2.4.1 Strength

- Fresh and unique concept with many value-adding propositions which also makes the business plan stand out from competitors.
- 24*7 service.
- Distance advantage which eventually gives time advantage.
- Unique menu each day.
- Authentic home cooked food.
- Cost-efficient as a subscription-based model is being used

2.4.2 Weakness

- Till the pandemic continues people might prefer to avoid buying prepared food.
- Insufficient space or interior during start-up.
- Limited customers of the housing complexes only.
- No lavish interior like restaurants.
- No sustainable contract with real estate partners.
- Inconsistent taste of food due to varieties and customization option.

2.4.3 Opportunity

- The trend of working from home will be providing high chances of getting early adopters and shifting their behaviour towards.
- Vertical structure gives direct & exposure to gain huge customers. For example once completed, Shukhobrishti can accommodate almost 1.00,000 people. This can be considered a B class municipality, in accordance with the Urban Ministry requirements. Shukhobrishti's first few phases are now over and are now home to about 8,500 people (SHUKHOBRIŠHTI).
- As explained above, real estate investors are open to adopting the changes in

their designs, hence there are high chances for them to adopt the concept. As explained in details in Business Proposal.

2.3.4 Threats

- On the initial days gaining trust during a pandemic can be difficult.
- Existing food vendors who are experienced in serving in commercial areas can start shifting to the residential sector.
- Strong existing food delivery competitors like Uber Eats, Zomato, Swiggy etc.
- Restaurants near the housing complexes.
- Street food and tea stalls can be tough competitors too.

2.5 Survey(Questionnaire method):

Questionnaire surveys are a means of collecting statistical information on a structured series of questions on the characteristics, attitudes or behaviour of a population (Preston, 2009). As this is a business plan so it is important to know about consumer behaviour and their needs. To be a customer-centric business, we created a set of questionnaires to understand the customer's problem in food management and come up with the solutions to solve their problems in major. Here the customers we are targeting are the residents of a housing complex. 100 responses were received for the survey that was distributed. The questionnaire was to identify the proportion of people who live in housing complexes with information on their current facilities and on the percentage of people who expect to live in potential housing complexes.

The questionnaire was distributed among my friends, family and ex co-workers, only to those who are residents of India. Further they have been asked to share with their contacts. Due to time constraints and asking people to respond on surveys was challenging. Expecting others to forward the survey was ill considered. This required an extra effort of continuous follow up. Furthermore, few people declined to respond because of unwillingness to share their email address internationally. 60% of responses were gathered in the first 2 days with quite an ease but the real struggle started after that, in gathering the rest 40% of responses. It became difficult to ask people to share their experience. And finally it took almost 15 days to gather 100 responses.

The results indicated that 47 percent of people live in a housing complex already. and about 30 percent of them are planning to live in a housing complex of which 17.3 percent have sought it since the last six months.

If not, are you planning to look forward in the future to reside in housing complex? (Not Applicable if already residing)

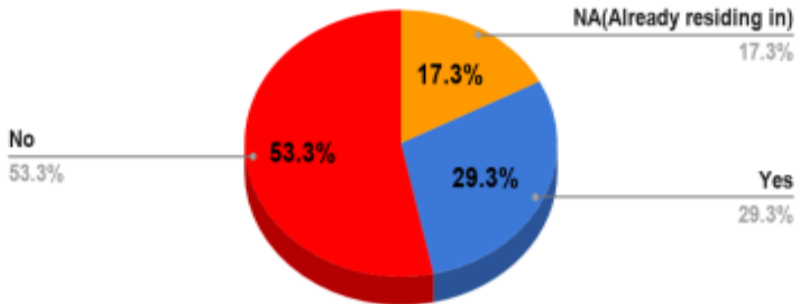


Figure 5: Percentage of those who are planning to reside in a housing complex

Do you reside in a housing complex?

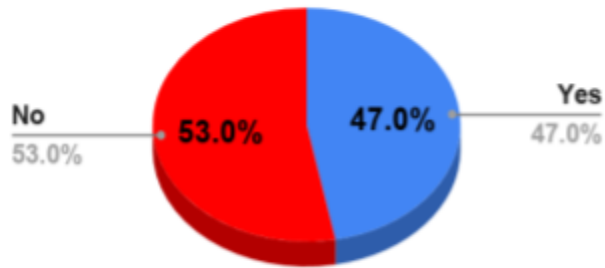
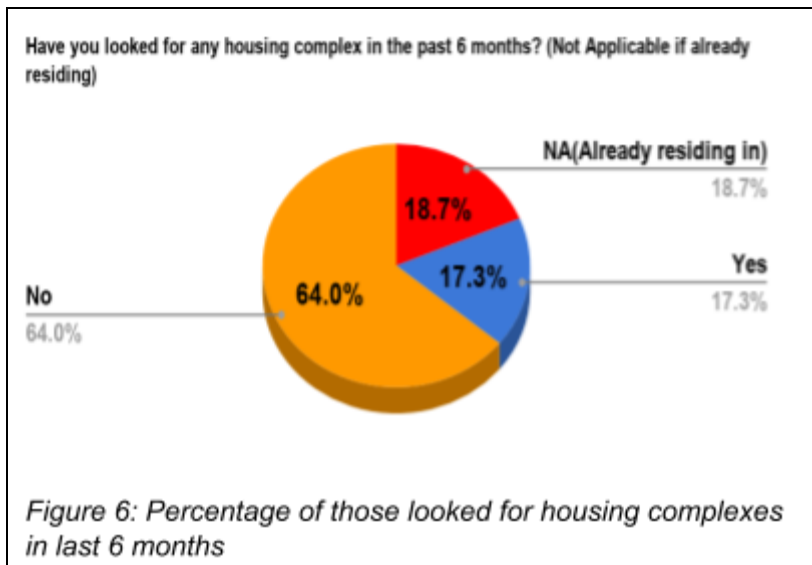
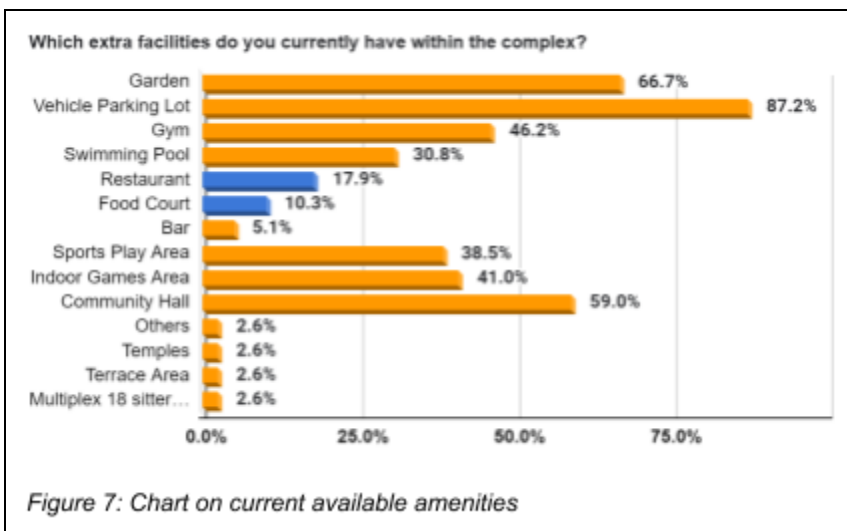


Figure 4: Percentage residing in a housing complex

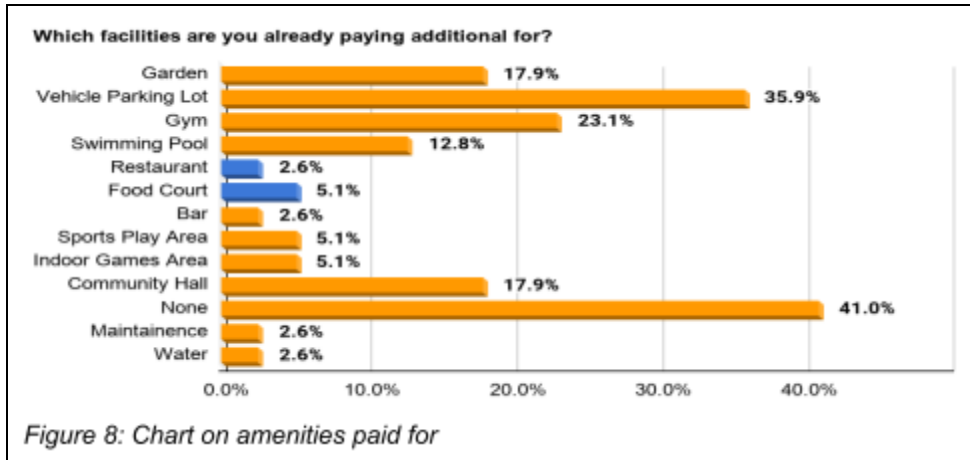


Those who are already living in the complex were asked about the extra facilities they already have and if they were paying for those extra facilities. The percentage of extra facilities is reflected below:



This shows that only 17.9% and 10.3% of them have food services within the complex. It clarified that the market is available for food services.

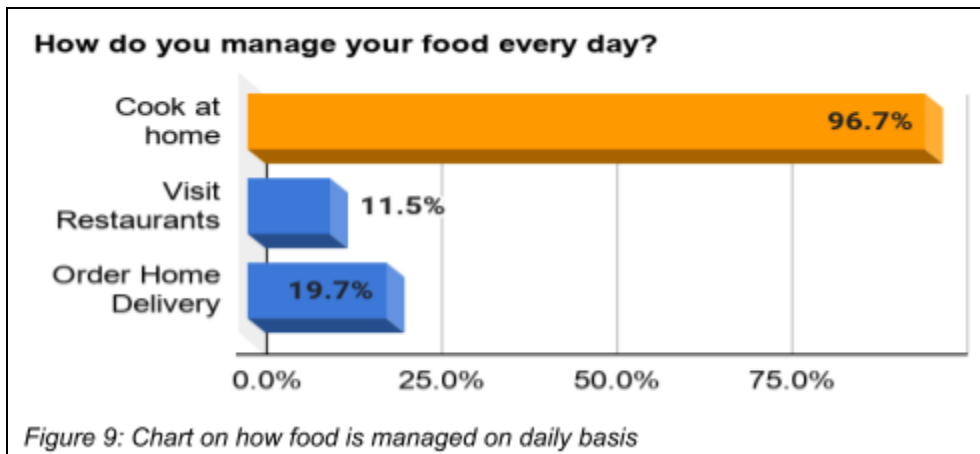
[Note: After investigating deeper into the Food Court mentioned in the residential complex by the respondents, we found that it is a nearby food court with the "restaurant" idea that the participants gave on surveys, with a fixed menu, general to all which is different from our service as we have a mixture of canteen concepts.]



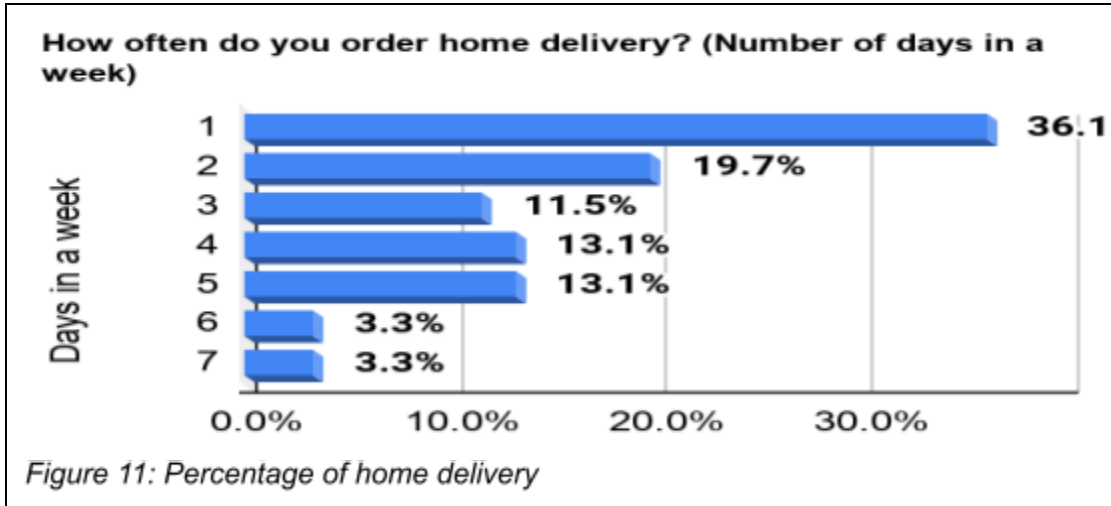
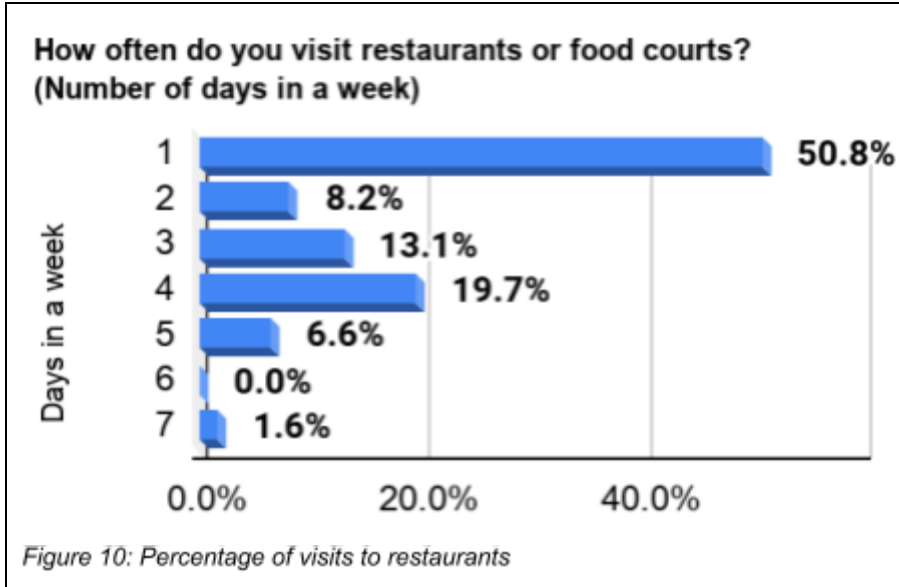
Almost 2.6% and 5.1% are paying for restaurants and food courts respectively. This shows the potential customers to avail the food services within the housing complex.

It further questioned about their eating behaviour, whether they cook at home, or visit restaurants or order home deliveries. This is to understand whether they will spend on food services for additional advantages. Respondents were asked about the current problems they are facing in food management, to see if a food court is a potential solution for their problems.

For everyday food management, 11.5% visit restaurants and 19.7% order home delivery.



On asking how often they visit restaurants and order home delivery in a week, the number reflected as below:



Then, we asked to know the range of their expenditure on food on a monthly basis. This would help us to understand the customer’s budget and plan the subscription-based pricing models accordingly.



Lastly, we asked about what are the problems they are facing in managing everyday food. The few commonly listed reasons are as follows:

- COVID-19 restrictions
- Unsure if COVID-19 precautions are taken care of
- Hygiene & Sanitization
- Transportation
- Taste & Quality of food
- Delivery and packaging charges too high
- Time Constraints
- Late order delivery and staff behaviour

This survey helped us in understanding the consumer behaviour and problems in depth. Major takeaways for innovating business is as below:

- The behaviour of cooking food at home is dominant on going to restaurants or ordering home deliveries. This shows their preference on authentic flavor or homely taste.
- Maximum residents on the lowest budget scale shows a connection between cooking food at home and less expenditure on food.
- Towards the end of the survey it reflected the reason for not opting for restaurants and home deliveries are demotivated due to various reasons. These reasons are independently mentioned by themselves without any influencing point.
- They tend to respond based on the problems they faced during COVID-19 and the impact of the situation on them. The response like “unsure if COVID-19 precautions are taken care of” and “hygiene & sanitization” reflects the impact and cautions they are trying to maintain.
- Another reason for not visiting restaurants and home delivery services seems to be due to unsatisfactory experiences. This is visible by “Taste & Quality of food” and “Late order delivery and staff behaviour”.
- Reasons like “Delivery and packaging charges too high” shows customers are

not willing to pay not for extra charges but only for food, hence the demand is inclined towards a reasonable price.

- Other reasons like “Transportation” and “Time Constraints” lights on saving time and investing less time for food service.

Based on the above pointers, our business will be developed considering customer’s behaviour and demand. This shows that there is a huge opportunity in the market, only if we acknowledge solutions to the given problems.

3. Business Proposal

Food is the basic need of every living being and there will always be a demand in the foodservice industry. This industry includes restaurants, fast food and cafeterias, catering opportunities, food carts, food trucks and alike. The rapid evolution in food habits opens a vast opportunity for a sustainable business. Introducing a new collaboration between the real estate and foodservice industry will offer residents of the housing complex a hygienic food habit.

The occurrence of the unexpected pandemic has made us realise that the practice of work from home is effective for both employers and employees. Therefore, companies have implemented remote working for the continuity of their business and especially the leading IT/BPO companies are aiming to carry on the same practice. Hence there will be a good opportunity for food providers of commercial areas to shift their businesses to residential areas which are mainly occupied by office goers and well-populated.

The COVID-19 age reflects a fundamentally altered immobilising market with a preference for new market realities shifting. With home-based jobs a viable choice even after lock-down, many prospective homebuyers will move to the outskirts for bigger homes and a more affordable way of living, reports indicate Patil, 2020). Investors should now be more conscious than ever of the physical space they rent out and the markets they invest in. Is dedicated office space that can be separated from bedrooms far more important? (Cartier, 2020).

The real estate industry always comes up with new facilities to ease the life of new and old tenants. For instance providing facilities such as a gym, a swimming pool, a garden area, a spa and new community halls for organising events within the same complex are the main attractions that are the deciding factors for new tenants. Even the introduction of restaurants within the complex is also a followed practice these days. However, having a food court for the residents of that particular complex is like adding a precious gem in the lifestyle. It will be an availability of food of their own choice just an elevator away.

Short stays consisted of food and lodging. This could mean hotels or resorts. The same concept can be applied on long term stays in residential areas such as housing complexes or in other cases, condominiums. Currently, food providers in housing complexes do not exist therefore, the habitats orders food from outside of the complex. It will be novel and innovative if the food service gets introduced inside the complex itself so that customers can avail foods on their own and have a time advantage. It will also facilitate the customers to get visibility on hygiene maintenance.

Normally, many of the full-timers of the offices are used to get their meals from office cafeterias where hygiene is maintained and provided home food so that employees can maintain their health. Since office goers are stuck in their own homes because of the trend of work from home, the eating habits are demanding the change

as well. The idea of launching food courts in residential complex areas will benefit the employees to get quality food, at the same time they can go out of their home within the complex for a refreshment and enjoy snacks as served in office cafeterias. This leads to maintaining good health for the working people. Besides, the real estate industry will attract more residents by providing a unique service.

It has become challenging for working people to get prepared food as they are already accustomed to the hygienic food by the service providers in the office cafeterias. There is also a trust issue for the same level of quality on outside food. Since the service providers were associated by the companies, similarly the food providers will be obliged to maintain the quality as a commitment to the constructors.

3.1 Service as a Product

The whole business plan would be introducing the concept of providing food service as a food court in the housing complex. It will be applicable to both upcoming housing complexes and the existing ones. To come up with a start-up, the introduction of the service will be done on the existing ones which are already populated. In a long run, the approach to have Real estate owners get into partnerships with us to design new complexes bearing in mind that an area needs to be allocated for the food court.

The feature of the collaboration will be having a food service provider on lease in the premises. It will be a contract based service with a particular duration of time. This would benefit the real estate contractors to be flexible in replacing the service provider based on the feedback of the residents to maintain customer's interest. Thus, enabling them to gain the customer's trust for improving the service.

It is very obvious that the construction companies can design their own food court and provide direct services, but having their own food service will also require a separate administration. This could be a challenging move considering the extra investment involved. As a safe move, leasing the food court would save them from extra investment burden.



3.2 Benefit for real estate contractors or construction companies

3.2.1 Short term (As a start-up)

- Since the project will be on lease, the contractors will receive an agreed amount for the usage of the allocated space. This results in a constant of income for the contractor regardless of the fluctuation in the income generation of the business.
- Adopting a new concept in the designing of the new building would create uniqueness giving the contractors a competitive advantage in the real estate market. This will attract new tenants who are looking to change their locations. Thus they will have wide exposure in the market.
- It will increase the residents' trust and satisfaction by providing them with food within the premises.
- They don't have to make any investments in order to introduce the service.

3.2.2 Long term(After a successful response)

- Leasing could be converted to a partnership or contractual basis where the construction company will receive a percentage of the profit from the business.
- Construction companies can advertise their new projects introducing the food court concept as the brand new facility apart from the common facilities. This could be used as a strategy to attract new clients.
- Prospective clients are very particular about buying flats due to the consideration of the investment they would need to make. Having the facility of the food court would be an added advantage in order to influence the decision of the prospective clients.
- The construction companies will have no administration cost due to collaboration where the foodservice provider would be solely responsible.

- The investment made on the food court would be a one-time affair. The revenue generated from the leasing or partnership would be constant and will be subject to change on the renewal of the contract. For instance, construction companies produce revenue by selling every apartment or unit. Revenue is generated only till all of these units are sold to the owners and then they have to construct another complex and so on. By having this space they can have a sustainable business because of the collaboration.
- Brand recognition.

3.3 Benefit for the foodservice provider

3.3.1 Short term(As a start-up)

- A platform for a unique start-up business for both real estate and foodservice industry.
- It will be convenient to reach the target niche, which will be residents in this case.
- The feature of leasing the space instead of owning a one will be of huge financial advantage where the investment is concerned. Additionally, there will be a financial benefit once the business starts spreading.

3.3.2 Long term(After a successful response)

- As the target consumers are residing within the premise, hence we will have customers for relatively a longer duration than any restaurant or home delivery service.
- Since the residents will be the customers, we will have a better understanding of their likes, dislikes and preferences which will help us to meet their expectations.
- Sustainable business due to collaborations with construction companies. The trend of having a food court within the premises will invite the foodservice providers on any new project and would be settling up.
- Gaining a good partnership with a real estate company will give the opportunity to serve their residents in other projects too. Hence getting exposure to a wide range of customers.

3.4 Business Model and pricing

The below is the business model canvas for the service:

The Business Model Canvas

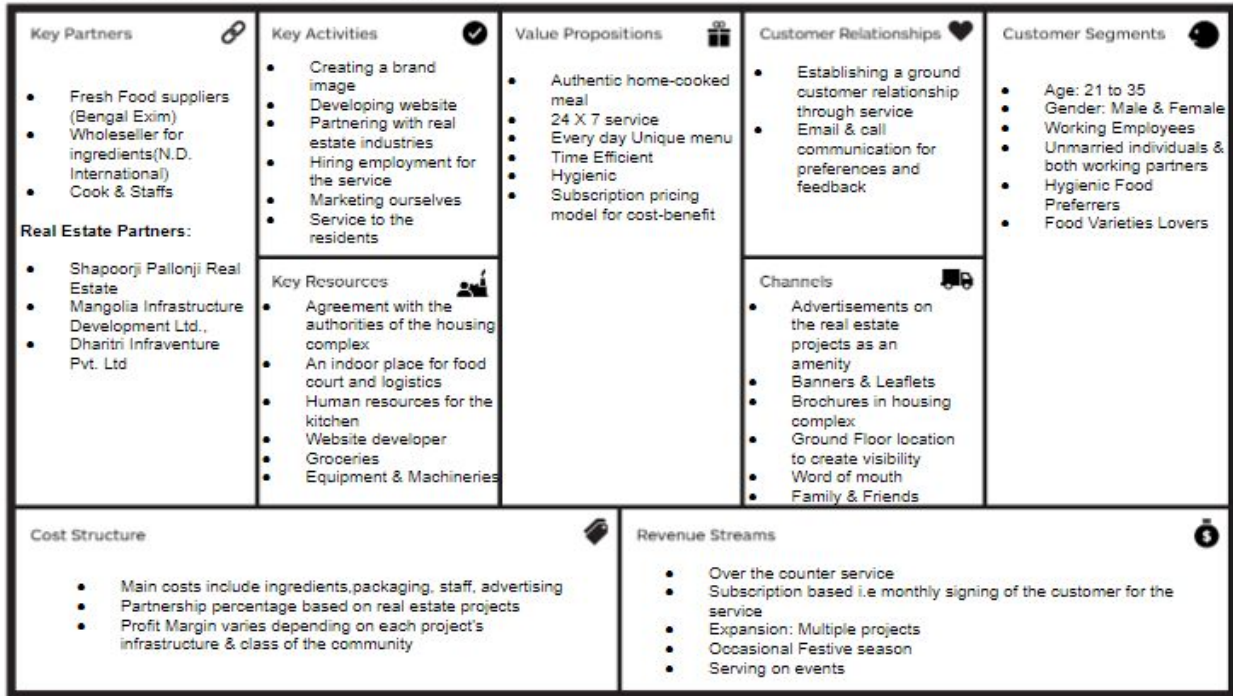


Figure 14: Business Model Canvas

3.4.1 Value Proposition

(Explained above in 1.4 in detail)

- Authentic home-cooked meal
- 24 X 7 service
- Every day Unique menu
- Cost advantage
- Time Efficient
- Hygienic
- Subscription pricing model for cost-benefit

3.4.2 Customer segmentation

The office goes within the age group from 21 to 35, both male and female, unmarried would be the potential customers as they generally don't have families residing with them or both working partners as both holds tight schedules, they use their time in other activities, therefore, they look forward to having easily available and hygienic food services. They also feel bored of cooking the recipes they are aware of so they are keen to eat varieties cherishing their taste buds. Some samples of customer's profile are as followed:

Profile 1:

Name: Romi Das

Age: 32 yrs old

Gender: Female

Marital Status: Married

Details:

- Both partners are working
- She works in a BPO company
- Doing 10 hours shift at a stretch with only 1 hour break
- Need to take care of all household activities
- Cautious about hygiene
- Food lover and prefers less spicy.

Profile 2:

Name: Rahul Chaurasia

Age: 27 yrs old

Gender: Male

Marital Status: Unmarried

Details:

- From a village but live in a metropolitan city
- Shares an apartment with 2 friends
- Working as a freelancer
- Fluctuating income
- No proper work schedule
- Looks for healthy food with reasonable price.

Profile 3:

Name: Shubhankar Chatterjee

Age: 29 yrs old

Gender: Male

Marital Status: Married

Details:

- Family lives in a village but he lives in a metropolitan city for a job
- Owns an apartment in nearby workplace
- Manager in a MNC, busy work life
- No proper work schedule due to international clients
- Looks for quick healthy food service.

3.4.3 Channels

- Advertisements on the real estate projects as an amenity
- Banners & Leaflets
- Brochures in housing complex
- Ground Floor location to create visibility
- Word of mouth

- Family & Friends

3.4.4 Customer relationship

Taking care of the individual tastes and preparing the menu according to their preferences. Customization in the recipes on their demand to be considered.

- Establishing a ground customer relationship through service on the counter with humble & friendly gesture
- Email & call communication for preferences and feedback on the service, also any specific requests like guests visit on their place and demand for a specific dish will be considered.

3.4.5 Revenue streams

- Of Course the revenue will be generated by customer's payment. However, there will be a two ways of payment:

First way: We will be receiving payments on the counter right on serving, this includes the service rendered as delivery in an apartment.

Second way: Monthly Subscription based model, in which customers can make a monthly payment which will be cost benefit for them and will be liable to avail the meal for a month. It will be named as "One meal monthly subscription" and "Two meal subscription" for availing one meal each day and two meal each day respectively.

A meal here denotes the combo plate of a starter, a main course and a desert prepared for per person. For regular customers, they can opt for a monthly payment to have meals on a daily basis at a good price.

For instance, one meal will cost ₹80.00 but buying "One meal monthly subscription" which is worth ₹1950.00(=65.00*30) for a month will cost ₹65.00 per meal for 30 days to customers.

- Another revenue generation would be on expansion on multiple housing complexes, which would multiply the net income.
- Another revenue will be generated on occasional festive seasons and events by signing deals for serving on request.

3.4.6 Key Resources

- Agreement with the authorities of the housing complex: To deal in a particular residential area, we need permission from the municipality and authorities of the place.
- An indoor place for food court and logistics: This refers to the space of food court service and utilities availability. Here Logistics refers to tables, chairs, counters

and relevant things.

- Human resources: This involves cooks, servers, drivers and administrative managers.
- Website developer: To develop the website for the business and social networking platforms.
- Groceries: Food ingredients and water supplies for preparing dishes.
- Equipment & Machineries: This includes kitchen equipment & machineries like utensils, refrigerators, Microwave oven, blender, grinder etc. and official machines like computer, phone, cash counter etc.

3.4.7 Key activities

- Creating a brand image: We need to advertise ourselves from brand awareness on initial stage, proceeding to brand image.
- Developing website: A user friendly website in which customers can interact with us for feedback, preference, requests etc.
- Partnering with real estate industries: We need to partner with the authorities to serve in their existing housing complexes and for future projects.
- Hiring employment for the service: Recruiting the agile cook and value adding employees with customer focus for the business.
- Marketing ourselves: On an initial level providing free food packets to the doorsteps of the housing complex we will be serving to introduce ourselves in the society, followed by posting banners and distributing leaflets.
- Service to the residents: This involves the regular service we will be offering to the customers of cooking food, serving and delivering.

3.4.8 Key Partnerships

- As we always need fresh vegetables, hence we would have a strong partnership with groceries, food and water suppliers for the smooth running of the business.
 - Fresh Food suppliers (Bengal Exim)
 - Wholesaler for ingredients(N.D. International)
- Cook & Staffs: For serving our customers on daily basis
- Real Estate Partners which can be our potential real estate partners are:
 - Shapoorji Pallonji Real Estate
 - Mangolia Infrastructure Development Ltd.,
 - Dharitri Infraventure Pvt. Ltd

3.4.9 Cost Structure

- Main costs include ingredients,packaging, staff, advertising based on monthly expenditures.
- Partnership percentage based on real estate projects : An agreement will be made with the real estate owners for sharing a percentage of revenue with them as a partnership deal. In return, they will provide us with the space in their housing complexes to provide the service to the residents.

- Profit Margin varies depending on each project's infrastructure & class of the community, which means if the project is for high class profile customers with high earnings or targeting middle class population with moderate income.

3.5 Prototype

It takes years to set up a project for the real estate industry. It needs planning and an immense expenditure. Hence, to find out the likeability and feasibility of the business we would like to start on small scale. This will also help us in the thorough awareness of the market from very close and fixing the flaws if required. Therefore, from the outset, we'll concentrate on the current housing complex. Since this canteen or a food court has never been part of any infrastructure until now, we will have no proper rooms.

The way to have a place is to rent an apartment and use kitchen space. Advertise residents' services by supplying food and welcoming them to the specific house. Since residents are living on the same premise, the food supply is faster and the temperature is also preserved. This will help to draw customers, food will thus be served directly after being prepared.

Residents will walk through the apartment and share their interests with them. This will help us to know the taste buds of the customer better and to plan the menu. The marketing approach from word of mouth will better work for expansion. The company will grow based on the success rate, as will leasing apartments in various residential complexes.

3.6 Operational Plan (During Startup)

Since it takes time to cooperate with real estate developments and to get the right location in which to offer food court services, we expect to run for the prototype. To start the company, we will lease an apartment to use the area accordingly.

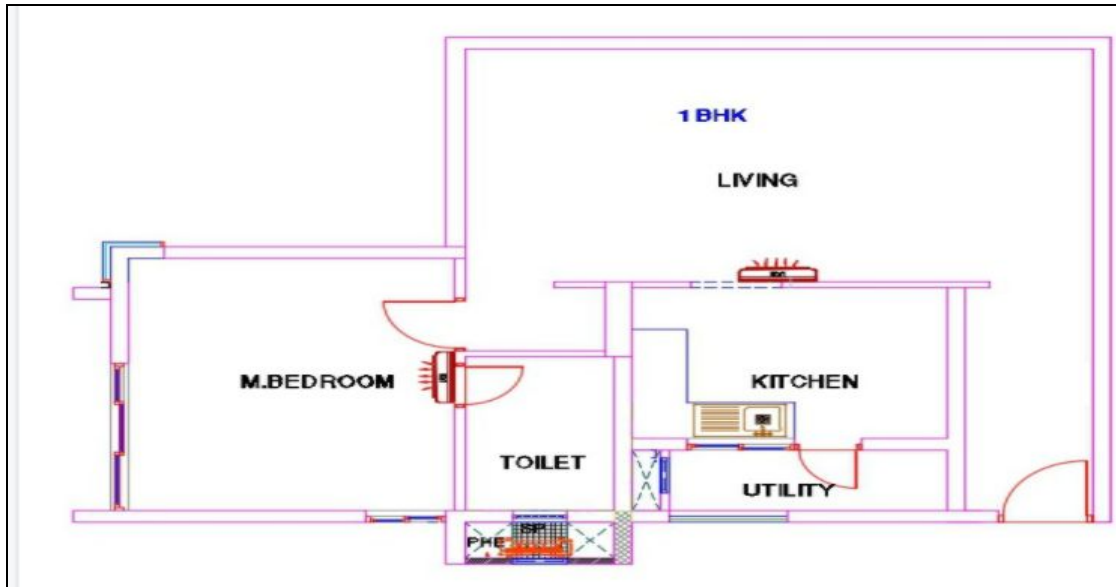


Figure 15: A general apartment structure in a housing complex

- For serving and sitting areas, the common area of the apartment in the complex is estimated and divided into the 1:2 ratio.
- The master bedroom will be converted into a kitchen, with all essential kitchen utensils.
- The actual kitchen of the apartment will be used for the stock storage, and the sink for the cleaning of the apartment.

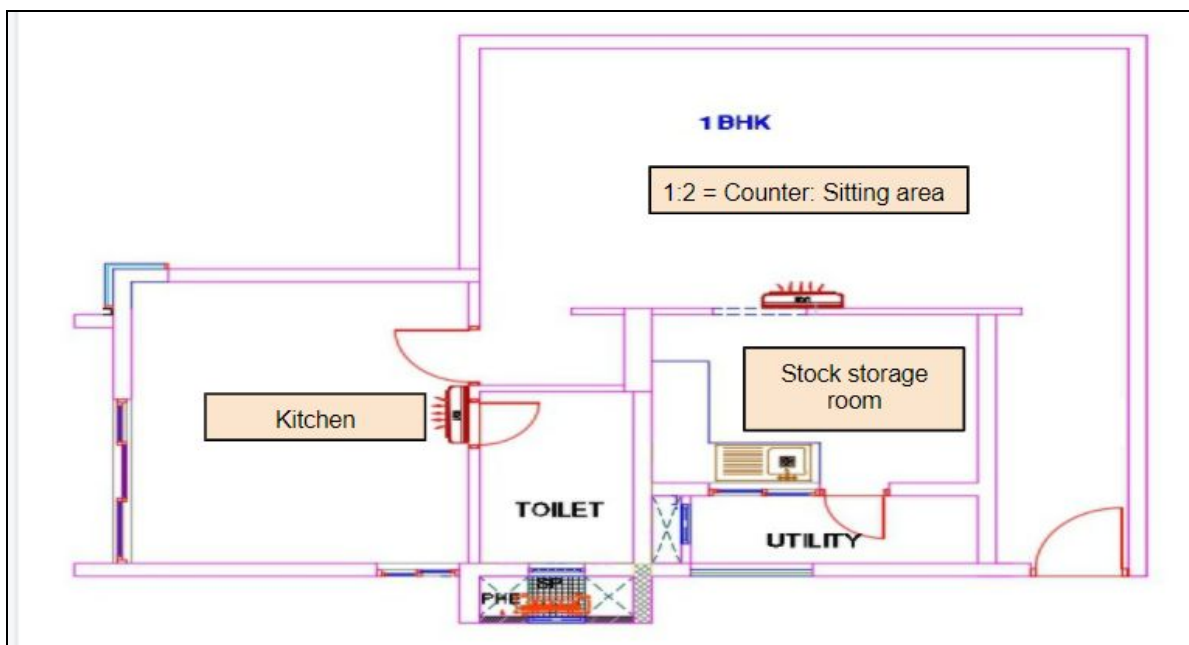


Figure 16: Transforming the area for start up business

- The serving area consists of a table, which displays one meal plate per day as a sample. This enables customers to get the visual idea of the cooking of the dishes.
- To accept the order and payment from the customer, a cashier is on the counter. The cashier transfers the orders to the kitchen where two chefs will prepare the food. All three of them will be qualified to take care of the process each other's job in their absence.
- If the customer wishes a customised taste, the chef will speak to him on the counter before preparing the meal to suit his taste exactly. On request and taking account of the extra fees, ingredients can be added to or reduced.
- Upon ordering, the customer may choose to dine in and take or submit to the apartment.
- Since the food court is situated in the residential complex, no distribution costs are added. In view of the fact that in the initial days we will have less order, each of the 3 employees can immediately deliver the food to the apartment once the food is prepared. It won't take much time to deliver on the premises. We just need a delivery guy to work part-time in rush hours on high-demand days.
- To provide 24*7 service the workers will be rotated. During the day a total of 3 cooks will work 8 hours, every shift (9-hour shift with a 45-minute break).
- The shifts are split so as to provide a total of 1 server and 2 cooks during the hours of office, i.e. from 8 a.m. to 10 p.m. In the evening from 10 pm (22hr) to 8 a.m. there will only be 1 cook and 1 server working in the night. An employee's week off on weekdays is also included.
- The senior chef will evaluate the daily menu, taking into account the various varieties and draw up a list of the ingredients that are not appropriate in stock, or that are needed for the first time a night.
- Every morning there will be a personal van to select our suppliers' ingredients. We would also ask customers to select their favourite food choices so that their needs can be considered after days.
- Twice a day, the whole region will be sanitised. And the practitioners are preparing to ensure hygiene monthly disinfection.

3.7 Organization/management/structure

We plan to start a business in Kolkata, India with a food service court. Although it is with a new concept, not as common as some of the leading foodservice companies, it will ensure we build the right framework to sustain our growth in the company. We ensure we recruit trained, qualified, trustworthy, client-centred workers who are ready to help us create a profitable company for all players. In fact, profit-sharing deals are made available to all our senior managers in the long run for a duration of ten years or more. This agreement is dependent on their success. I believe that the organization should operate freely where there will always be room for improvement, creativity and utilization of resources at optimum level. My experience in a corporate environment and I have also specialized in psychology which will help me to man-manage, understand human behaviour and my passion for cooking will help me to strive hard for this business to be successful.

In view of this, we agreed to employ the following roles in capable hands (Nwokoro, 2020)

- Chief Executive Officer (Owner)
- Chief Financial Officer/Accountant
- Chief Operating Officer/ Operational Manager
- Chef/Kitchen Staffs
- Information Technologist
- Drivers
- Servers

3.7.1 Job Roles and Responsibilities (Nwokoro, 2020)

3.7.1.1 Chief Executive Officer – CEO

- Responsible for pricing and enterprise agreements.
- Responsible for handling the company direction.
- Establish, communicate and execute the vision, mission and general direction of the organisation - i.e. lead the development and execution of the overall strategy of the organisation.
- Responsible on behalf of the organisation for signing inspections and documents.
- Assesses the company's success.
- Enhance management performance through hiring, selecting, directing, teaching, coaching, advising and disciplining managers: communication of principles, goals and priorities, allocation of accountability; preparation, tracking and evaluation of jobs outcomes.
- identifying new partners and market prospects, prioritising them and reaching them.
- Identifies opportunities for progress; tracks development guidelines and contacts; participates in project structuring and financing; ensures the execution of development projects.
- Head of implementation supervision, advocate customer's requirements and engage with customers.
- Head of travels, meetings and meetings.

3.7.1.2 Chief Financial Officer/Accountant

- Responsible for preparing the organisation's financial reports, budgets and accounts.
- Offers financial analyses, production and accounting reports for management; analyses the financial viability for the most challenging ventures proposed; performs market analysis in order to predict patterns and economic conditions.
- Financial predictions and risk mitigation obligations.
- Carries out cash management, accounting and financial statements.
- Responsible for financial structures and policies implementation and management.

- Responsible for payroll administration.
- Ensures compliance with tax law.
- Manages the organization's financial transactions.
- Operates as the organization's internal auditor.

3.7.1.3 Chief Operating Officer/Operational Manager

- Responsible for the smooth execution of the daily management activities of the food court.
- Office supplies are managed by review of inventory; order placement and shipments; quality evaluation of the items used.
- Ensures equipment service by meeting the criteria for preventive maintenance.
- Recruitment for a smooth daily market.
- Carries out duties for the new team members' induction.
- Responsible for the management of everyday food activities (kitchen inclusive).
- Ensures that consumers are welcome in the food tribunal.
- Third-party service interfaces (vendors).
- Pleases and enquiries are issued.
- Handle any other responsibility which the CEO assigns.

3.7.1.4 Chef/Kitchen Staff

- Responsible for the preparation of truly influenced specialities and other delicacies, under the supervision of the supervisor of operations.
- Responsible for the daily meal planning and for the stock of ingredients with the operating officer.
- Responsible for the distribution of food packaging.
- Perform every other function as the operating officer assigns.

3.7.1.5 Information Technologist

- Manages the website of the company.
- Handles the business's eCommerce element.
- Responsible for the computer programme and organisational hardware installation and maintenance.
- Manages logistics and applications of the supply chain, web servers, e-commerce and POS (Point of Sale).
- Manage CCTV is run by the corporation.
- Conducts all other IT and technical roles.
- Maintain all contact records and information for the customer.
- Represents the organisation at strategic meetings.

3.7.1.6 Van Drivers

- Responsible for the timely delivery of orders to customers.
- Issuing the Food Court correspondence.

- Executes assigned errands.
- Any other duties that the manager assigns.
- Drives employees from the office to their homes after the midnight shift.

3.7.1.7 Servers

- In a comfortable and knowledgeable way, customer service is a cashier
- Receiving orders and serving the meals on the counter
- Responsible for the constant cleanliness of the food court.
- Make sure that the tables that are unoccupied are set and ready for customers.
- Ensures that there is no shortage of toiletries and supplies.
- Deals with any other duties that the operating officer assigns.

3.8 Corporate Social Responsibility

Restaurant owner AD Singh sifted to the hospitality industry 35 years ago when he worked as a software engineer. He and his friends would frequently joke about changing industries. They figured that they'd find in the line some "sweet ladies." For them, the choice of occupation for women seemed simple, offering the opportunity to become professional chefs. Singh says that the Indian cuisine is still dominated by male chefs. "But I was so shocked to find that it was dominated by men," Singh says. "There has been a limited improvement in things, but the ratio of men and women is still horribly skewed." Of the total number of chefs in India, Singh reports that between 80 and 90% are males (Mathur, 2016).

The number of female chefs in the United Kingdom is just 17%. It's more apparent in India. India, with its fascinating F&B market, has 3% of the workforce of female chefs (Puri, 2020). It would seem that sexist gender roles continue to govern the place of women in the kitchen and in the home while men are working outside the world and the kitchens. The few female chefs in kitchens of top Indian restaurants and cafés share girls' stories in the hospitality schools who are not allowed to undergo rigorous training as chefs, and the absence of training leads to a man-made working environment (Tarshi.net, n.d.).

There are many housewives in India who cook their food every day for their families and who also enjoy cooking. Their talents and abilities are still unknown as women are not exposed to employment in society. Despite its presence in the 21st century, women who work in many parts of India are not recognised by society. This diminishes their enthusiasm and dedication to work. Our company will offer the opportunity to use their cooking skills. The food will give its residents the homely and genuine taste. The first choice in our company is to be a woman for a chef in the kitchen. By saying that, it does not mean sexuality, the whole idea behind the definition is to contribute to a cultural change in the direction of empowerment of women. For example, when there are two possible candidates for an equal skill level, the ultimate decision is aimed at prioritising a woman, while skill levels are extremely significant.

3.9 Housing Complex for Startup

Considering the location as Kolkata, India, for the start-up development, we have researched on the housing complex which is most suitable for business planning, and it has been noted that many of the building complexes are under construction, and others are planning a new building in Kolkata New Town and Rajarhat, with the intention to capture the current IT/BPO hub in the same place. Shapoorji Palanji, Magic Bricks, Mongolia, Utsav, Elite, Dharitri, Sanghita etc. are some of the property's owners and the residents already are occupied. The bulk of these residents work in the IT/BPO sector. Therefore, because of remote jobs, the proposal to cooperate with the food and real estate industries of those areas would prove beneficial.

One of the attractive real estate projects is “Shukhobrishti” by Shapoorji Palonji. The largest mass residential project in the country is Shukhobrishti. A 150-acre township with 20,000 apartments designed primarily for middle and low-income classes, typically with high-end residential complexes (Shapoorji Pallonji Group, 2020). In view of the above study, the company still shows a remarkable profit for a startup company even though it considers only 1 per cent of estimated residents of this complex as our clients. This 1% resident (300 customers) of this project is focused on the entire financial forecast over seven years and the business shows financial growth per year.



Figure 17: Example of a housing complex. Source: <http://www.shukhobrishti.com/gallery>

3.10 Marketing Plan

One of the basic marketing strategies is the word of mouth advertising in this business plan. Since we have to capture the attention of the residents', the process will be as followed:

- **Awareness:** To create awareness, the first step will be designing user friendly website
 - Posting a hoarding at the main entrance and banners will be displayed in each block within the housing area.
 - A food packet will be distributed to the doorsteps of each apartment and inviting them to visit our food court.
 - Distributing leaflets to the residents.
- **Interest:** First two days of opening we will serve free hot beverages with appetizers (to introduce the quality of our preparation) to the customers visiting the food court.
- **Decision:** Residents will be given the opportunity to try customized options on their will.
- **Action:** On receiving orders, monthly subscriptions will be introduced which will give them cost-benefit on meals via email marketing and whatsapp group.



Figure 18: Transforming the area for start up business

Duration of each marketing step will depend on the response received from the customers.

3.11 Competitors

The bigger the industry is, the more the competitions are. Indeed the food industry has a huge opportunity for the business in India, but to survive the long race, the competition cannot be overlooked. There are various direct and indirect competitors to this business as well. To hold the market we need to understand our competitors and their features. So, we can strengthen ourselves better than others to meet customer demand.

The below are the **direct competitors**:

Restaurants: Restaurants will always be our competition in multiple ways. As they can attract customers through food delivery applications and people search for specific tastes/cuisines which restaurants are specialized to provide. Customers are not bound to a specific one and so for multi cuisine consumers can opt for different restaurants everytime. Introduction of restaurants nearby housing complexes can also draw customers towards themselves.

Home delivery services: Companies like zomato, uber eats, swiggy etc. have been improving their customer services and offering new deals too. Their marketing strategy gives them the upper hand in the market and their already existing customer base can affect our business. These home delivery services are partnered with several restaurants which allows them to satisfy their customers by providing different cuisines from different restaurants without stressing for travel. As these companies also serve food to the door steps, this can impact our business largely, hence we need to assure that we are always one step ahead of them. In terms of time & cost benefit we can stand out ourselves from them.

Food service vendors in Commercial buildings: The vendors serving in commercial buildings already hold a customer's and real estate trust in the market. Their movement from commercial to residential can be a major threat to our business, which is obvious for their survival and expansion too. Also, for partnership, the real estate authorities would prefer the ones whom they already know, trust and dealt with, in commercial projects. Companies like Rozanna and Saffron hold commercial markets in Kolkata. We need to assure that we are meeting our commitments, building up trust as soon as possible to grab the residential zones prior to them.

Street vendors: They seem to be a small business but they are big competitors too. Small tea stalls are chilling zones in India. People prefer small conversations in tea stalls with tea in one hand and cigarette in the other. These vendors offer basic things at a very reasonable price. We need to take care of our process to be able to offer competitive prices with other important factors like hygiene.

The features difference can be explained better as below, each feature is rated under a scale of five of each service provider, 1 denoting the weak factor and 5 being the strongest factor.

Weak	1	2	3	4	5	Strong
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Service providers	Restaurants	Home Delivery Services	Street Vendors	Food service vendors in Commercial buildings	Food court in housing complex
Features					
Time benefit	3	2	3	5	5
24*7 service	1	2	1	5	5
Cost benefit	3	3	5	4	4
Hygienic food	5	3	1	5	5
Multi cuisine	5	5	1	3	3
Homely Cooked food	3	4	1	5	5
Customization option	1	1	1	1	4

Table 1: Features comparison

The above table demonstrates how our business is better than the current competitors. The customer ordering from a food court within a housing complex has a time and cost benefit with the touch of home-made food cooked in a hygienic environment. The business also offers customization options which allows customers to choose according to their preferences which is not offered by my competitors.

4. Financial Projection

4.1 Investors

An investor is any individual or other entity (for example an enterprise or mutual fund) that contributes capital intended to be repaid. Investors rely on a variety of financial instruments to produce a return and meet key financial goals, such as spending on pensions, supporting higher education, or just accumulating additional money (Chen, 2020). There are various investors looking for startups to invest in. Some are given below.

4.1.1 Government Schemes for Food Startups

The government of India initiated Start-Up India which was a flagship programme. Thus there have been many more schemes created to support start-ups (Realtors, 2018).

4.1.2 FSSAI's Contribution toward Startups

FSSAI (Food Safety and Standards Authority of India) brings together inventors and start-up pioneers to provide creative solutions and change the country's food and nutrition safety environment in accordance with the government's "Start-Up India" and "Digital India" initiative. FSSAI launched the FINE project: the FoodInnovator Network (<https://fssai.gov.in/fine/>) as well as a Fostac Plus training course for start-ups in particular. Via FINE, FSSAI helps start-ups, offering accelerators, content partners, laboratory experts, mentors, government initiatives and so on with one point of assistance (Realtors, 2018).

4.1.3 AFSTI Support for Startups

Association of Food Scientists and Technologists of India (AFST), particularly in

Mumbai, Hyderabad, Chennai and Delhi, supports start-ups in which its chapters establish a strong initiative. It helps over 250 start-ups across the AFST network, and many AFST members broaden support for themselves without cost (Realtors, 2018).

We will therefore apply for the loan at an initial stage under the below-mentioned Government scheme in India. The whole budget is focused on the amount of the loan provided.

4.1.4 MSME Loans: Get MSME loans up to Rs 1 crore in 59 minutes

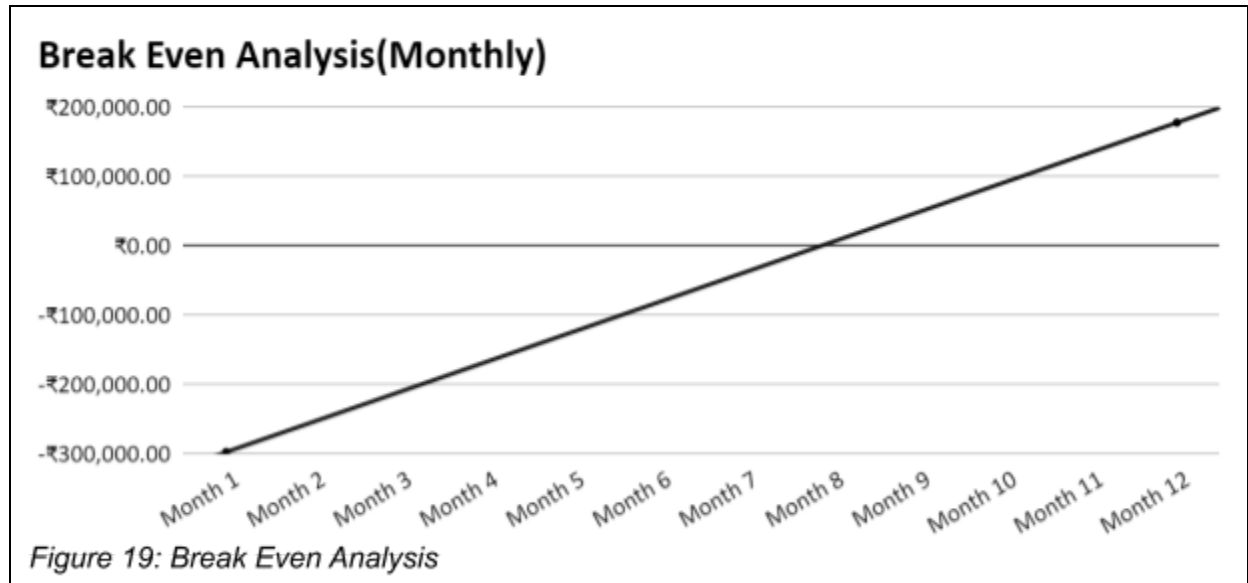
The Indian government recently announced that it will offer Micro, Small & Medium Enterprises (MSME) loans with interest rates of up to 1 crore, starting at 8% and starting in 59 minutes. This historic initiative aims to expand the MSME market, which will further increase the availability of loans. A new web portal has been launched in this link. For this reason, this is a digital platform (ClearTax, 2020).

This organisation is expected to retain a strong financial position in the following three years according to our optimistic estimates. The next plan explains our company's financial growth. The company will first be funded from a 5-year loan of ₹20,00,000,00 per cent at a cost of 8% according to MSME loans. The cash flow generated from operations is the source for reimbursing the loan. Furthermore, the company will fund cash flow growth. The company will be in a position to further grow after an initial duration of three years. In addition to the retained earnings, a banking loan is then arranged to support the new growth.

The expected financial statements were prepared according to the basic principles of accounting and necessarily contain such sums based on fair assumptions and judgement. The long-term assets are paid using the straight-line depreciation method for accounting purposes, and inventory is accounted for using the First-In, First-Out (FIFO) method. The parts below detail essential financial details.

4.2 Break-even Analysis

- For our break-even study, including wages, utilities, insurance, leases and other fixed costs, we expect running costs of about ₹239,844.13/month.
- Based on our assumptions, we will sell about 7,529 items at least ₹374,846.86 per month.
- As we have explained in the section of the Sales Forecasts, it is anticipated that we will reach, or maintain, profitability much higher than the computed break-even phase, at a minimum of 357 items a day (10,702 items ₹5,33801.67 per month).



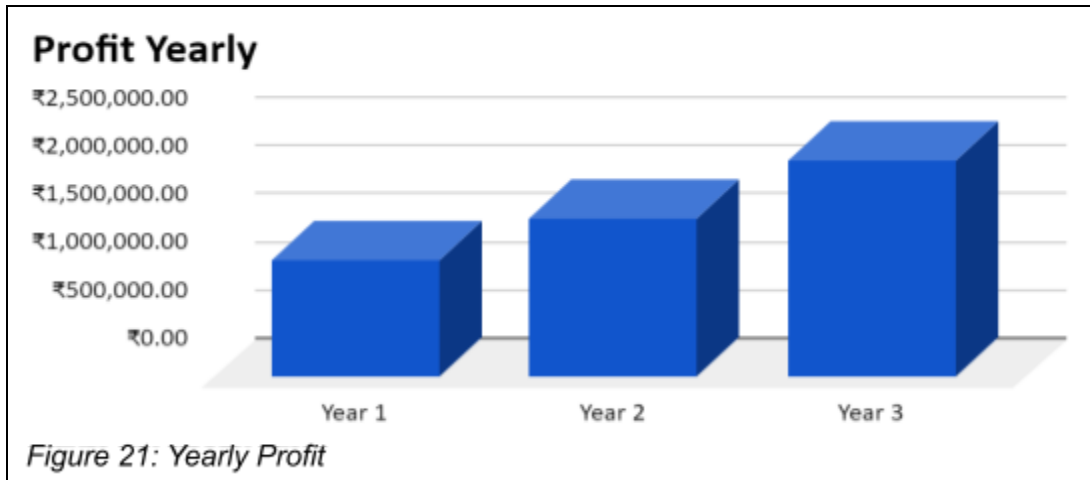
This company is predicted to start covering after eight months of smooth service.

4.3 Projected Profit and Loss

In our first year of operations, our customer base is rising and growing and earnings are increasing in the next two years. The following table and charts account for three years of benefit and loss:

Revenue	First Year	Second Year	Third Year
Combo plate	4,046,000	4,329,220	4,892,019
Average Individual Item	2,325,000	2,487,750	2,811,158
Subscription	22,620	24,203	27,350
Total Revenue	₹6,393,620.00	₹6,841,173.40	₹7,730,525.94
Cost of Goods Sold			
Combo plate	1,517,250	1,623,458	1,834,507
Average Individual Item	775,000	829,250	937,053
Subscription	10,440	11,171	12,623
Total Cost of Goods Sold	2,302,690	2,463,878	2,784,182
Gross Margin	4,090,930	4,377,295	4,946,343
Payroll	1,677,600	1,677,600	1,677,600
Operating Expenses			
Advertising	77,500	25,000	25,000
Insurance (other than health)	150,000	150,000	150,000
Website Development	40,000	-	-
Licenses	35,000	-	-
Office Expense	18,000	18,000	18,000
Rent or Lease -- Other Business Property	510,000	510,000	510,000
Utilities	96,000	96,000	96,000
Total Operating Expenses	₹926,500.00	₹799,000.00	₹799,000.00
Income (Before Other Expenses)	₹1,486,830.00	₹1,900,695.10	₹2,469,743.46
Other Expenses			
Depreciation	120,000	120,000	110,000
Interest			
Commercial Loan	147,753	119,626	89,165
Line of Credit	6,276	7,284	7,284
Total Other Expenses	₹274,029.61	₹246,910.30	₹206,448.89
Net Income Before Income Tax	₹1,212,800.39	₹1,653,784.80	₹2,263,294.57
Income Tax	₹0.00	₹0.00	₹0.00
Net Income/Loss	₹1,212,800.39	₹1,653,784.80	₹2,263,294.57

Table 2: Profit and Loss projection



4.4 Projected Balance Sheet

The net value growth we expect is stable and the financial situation is good. Until we accomplish our basic goal, we are not planning to satisfy our debt obligations as a real obstacle. This table contains the three-year budget projection.

ASSETS	First Year	Second Year	Third Year
Current Assets			
Cash	1,090,482	2,117,995	3,707,476
Accounts Receivable	62,293	71,013	88,343
Inventory	420,450	797,332	1,178,940
Prepaid Expenses	908,500	908,500	908,500
Other Initial Costs	1,500	1,500	1,500
Total Current Assets	₹2,483,224.02	₹3,896,339.53	₹5,884,759.71
Fixed Assets			
Equipment	350,000	350,000	350,000
Furniture and Fixtures	100,000	100,000	100,000
Vehicles	250,000	250,000	250,000
Total Fixed Assets	₹700,000.00	₹700,000.00	₹700,000.00
(Less Accumulated Depreciation)	₹120,000.00	₹240,000.00	₹350,000.00
Total Assets	₹3,063,224.00	₹4,356,339.00	₹6,234,759.00
LIABILITIES & EQUITY			
Liabilities			
Accounts Payable	67,905	74,243	86,837
Commercial Loan Balance	1,661,120	1,294,113	896,644
Line of Credit Balance	121,399	121,399	121,399
Total Liabilities	₹1,850,423.63	₹1,489,754.34	₹1,104,879.95
Equity			
Retained Earnings	1,212,800	2,866,585	5,129,880
Total Equity	₹1,212,800.39	₹2,866,585.19	₹5,129,879.76
Total Liabilities and Equity	₹3,063,224.00	₹4,356,339.00	₹6,234,759.00
Balance sheet in or out of balance?	₹0.00	₹0.00	₹0.00
	Balanced!	Balanced!	Balanced!

Table 3: Projected Balance Sheet

4.5 Business Ratios

Business ratios for the three years of this plan are shown below. The first year would be a growing year, hence ratios don't seem to be perfectly favourable, however in the next years business is showing remarkable progress. Overall, the ratios show a plan for a balanced, healthy growth.

Ratios	Year One	Year Two	Year Three	Notes
Liquidity				
Current Ratio	1.3	2.6	5.3	Company is capable to pay off its short-term liabilities with its current assets.
Quick Ratio	0.6	1.5	3.4	First year it will be difficult for company to pay its current liabilities when they come due with only quick assets liabilities, but from the second year it will be favourable.
Safety				
Debt to Equity Ratio	1.5	0.5	0.2	Company will take time to stable only for one year, for the rest years it will be very stable.
Debt-Service Coverage Ratio - DSCR	0.7	1.2	2.1	
Profitability				
Sales Growth	0.0%	7.0%	13.0%	The profit margin is kept constant, on which net profit margin is growing consecutively. Profitability ratios indicates a growth of the company.
COGS to Sales	36.0%	36.0%	36.0%	
Gross Profit Margin	64.0%	64.0%	64.0%	
SG&A to Sales	40.7%	36.2%	32.0%	
Net Profit Margin	19.0%	24.2%	29.3%	
Return on Equity (ROE)	100.0%	57.7%	44.1%	
Return on Assets	39.6%	38.0%	36.3%	
Owner's Compensation to Sales	11.3%	10.5%	9.3%	

Table 4: Ratio

Here is the link to the Financial Projection spreadsheet:

https://docs.google.com/spreadsheets/d/1gE11oc2MEtto_EFIj3vcUdEOVvUHnU-R/edit#gid=1557762591

5. Conclusion

The food service sector is an endless enterprise, and so is business growth. Obtaining service daily, but in unwanted situations, such as pandemics, lock-ups, limitations etc., it lacks continuity. The mission of our company is to allow customers to find the food they want even under unfavourable circumstances. We believe we can achieve our goals by being the first consumer desires in the industry. The new community of WFH supports the residential areas for brand awareness. After the pandemic is over, the society continues to evolve. It would be a sustainable business practice to collaborate with immobilen.

From an ambitious point of view, our growth in the fields of industry will allow us to continue to serve our customers. In a developing countries like India, where the food service industry has a massive population, the industry has an enormous opportunity. Customers look forward to programmes that suit their business strategy. All this business idea fits them well within their budget and continues to provide us with financial growth. Our international experience of understanding the business in depth will help us in bringing a revolution in the lifestyle of the population in India. As the concept is driven by the developed countries, it becomes a very important factor to understand the difference between the administration taken care by experienced ones and inexperienced ones when it comes to implementing in developing countries. The business is not only about the unique idea, it is also about the unique strategies which are followed for smooth running of the business.

Our team members have been part of the both sides of the table, which will help us in offering based on self experience. Their expertise in lean six sigma will contribute in reduction of operating expenses, which will undoubtedly increase the gross margin.

The team holds a good research of the market with a sense of the changing environment and is agile in adapting to the market which will play a key role in the continuous growth and expansion of the company.

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