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Degree Programme of International Business/ International Trade

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Business Plan for a Café for the “Erdbeerplantage Mecke” in Göttingen, Germany

Bachelor's Thesis 2015

## ABSTRACT

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in Göttingen, Germany

Bachelor’s Thesis

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This study was created in order to open a new café in the summer of 2015 at the “pick-it-yourself” strawberry field of “Erdbeerplantage Mecke”. In order to support the process of the study, a business plan was created. The café will be built upon and according to the customers’ wishes and expectations.

The aim of this research was to find out what “Erdbeerplantage Mecke” needs to open a café, what the customers of “Erdbeerplantage Mecke” expect of the café and its products, and how profitable such a café can be. This business plan was written to help “Erdbeerplantage Mecke” in the process of opening up the café.

The research method was quantitative. Primary market research had been conducted with a customer survey. The purpose of the questionnaire was to outline the customers’ wishes and expectations. A secondary market research was conducted by reading literature connected with business planning. In addition, the market research was accompanied by a SWOT- and PEST-Analysis.

The results of the research reveal that “Erdbeerplantage Mecke” should open a self-service café, which sells cake, coffee, tea and cold drinks in order to meet the customers’ needs and wants. The café can be profitable, if there will be more than 340 customers each weekend.

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## 1 INTRODUCTION

### 1.1 Research and Development Problem

This study is about creating a business plan for establishing a café for “Erdbeerplantage Mecke”. “Erdbeerplantage Mecke” is a family owned farming company. They originally established a small “pick-it-yourself” strawberry field in Holtensen, Germany in 1984. Customers could come to the field and pick the strawberries on their own. This was a new attraction for this area and has become a big success. The heads of the company are second generation, and they are Kay and Mareike Mecke. Currently there are two big “pick-it-yourself” strawberry fields as well as an additional one for strawberries, which are picked for their own sales stands and direct distribution. (Erdbeerplantage Mecke 2014.)

“Erdbeerplantage Mecke” also belongs to the registered association “Die Pflückfrischen e.V.”. It is an association which was founded in 1988 in Walsrode, Germany and now has 29 members from Lower Saxony, Schleswig-Holstein and Saxony-Anhalt. All members offer their customers “pick-it-yourself” strawberry fields and grow their plants by mutually agreed upon principles. (Die Pflückfrischen 2014.) In addition, “Erdbeerplantage Mecke” is cooperating with other farms in the Göttingen region, which grow all different kinds of fruits, vegetables and also raise cattle and have dairy cows.

Normally, the strawberry season is from about the end of May until around the beginning of August. Due to the fact that strawberries are natural products and grow outside in the field, the strawberry season cannot be set by exact dates, however, it depends on the weather conditions. During the strawberry season “Erdbeerplantage Mecke” offers two big “pick-it-yourself” fields, 6 stalls and the direct distribution to bakeries and cafés in the area of Göttingen. This includes about 10-15 pickers, 15-20 sellers, 3-4 drivers and 4-5 supervisors. Most of the employees are seasonal workers.

The company “Erdbeerplantage Mecke” is planning to open a café directly at the field in the summer of 2015. In order to find out whether or not opening a café is profitable the company wants to know what kind of café the customers would like to visit. The café will be located next to a field, where customers can collect strawberries on their own near by the city Göttingen in Germany. The café would offer a new source of

revenue for the company. During the strawberry season the source of revenue for “Erdbeerplantage Mecke” comes from the selling of strawberries at several stands in Göttingen as well as its environs. Moreover, the company collects the source of revenue by selling strawberries to bakeries in Göttingen and from the customers who are visiting the field to pick the strawberries on their own. Additionally, the café would improve the image of the company by creating a more complex and unique leisure time experience for the customers in the summer.

People are visiting to the strawberry fields from about 20 kilometres away. On a regular weekend (Saturday and Sunday) with good weather conditions there are approximately 300 customers visiting the strawberry fields to pick their own strawberries. This is the reason opening up a café right at the strawberry field could be the deciding factor for customers to come to this specific field. If they had the possibility to not only pick strawberries there, but also to enjoy a cup of coffee with friends and family, it could be more attractive. Furthermore it would improve the customers’ experience of collecting strawberries, if the customers would have the chance to enjoy a drink or something to eat, before or after picking strawberries. In addition, by creating a more complex experience as well as offering additional services at the field it may attract new customers, even from other cities, to visit “Erdbeerplantage Mecke”.

The café would also precede the company’s planned steps of building up a regional known brand. At the moment the brand “Erdbeerplantage Mecke” is known for regional and fresh strawberries from Göttingen, which they sell at several stands in Göttingen and deliver to local bakeries. At the stands where they sell the strawberries, they also offer strawberry champagne and strawberry wine, which are made from their strawberries. In 2014 they added a homemade strawberry marmalade to their product range, which is also made from their own strawberries. Adding a café to the brand “Erdbeerplantage Mecke” would offer the customers a more complete experience of the brand including food and drinks.

## 1.2 Research and Development Objective and Limitation

The objective of this study is to gather information from the customers of the “Erdbeerplantage Mecke” about what kind of café they would prefer and what kind of products they would like to buy and enjoy. This study will collect this information on the basis of a survey, which will be published at the Facebook fan page of “Erdbeer-

plantage Mecke” and will be sent to customers via e-mail. Hereby the survey will exclusively be answered by the target group, which includes all of the customers of “Erdbeerplantage Mecke”. Based on these findings this study will create a business plan for a café at the strawberry field of the “Erdbeerplantage Mecke”. In order to design a complete and detailed business plan this study will also conduct a market research and a PEST-Analysis for the Göttingen region, as well as a SWOT-Analysis for the café at the strawberry field and collect the financial information.

The limitations of this study are based on the objectives. This study concentrates on opening a café in the Göttingen region, which is why the market research will be limited to this area. Another limitation is that the café will be linked to the strawberry season, which means that it will be opened for three to six weeks during the summer time. Due to the short opening time of the café, there will also be limitations on investments. These limitations are based on the equipment needed including a coffee-machine, for instance. It will be rented instead of bought, due to the short time of using it.

### 1.3 Research and Development Question

The research question of this study is the following:

*How to open a café in the Göttingen region, according to the customers' interests?*

In order to answer to the research question it is divided in the following sub-questions:

*What type of café do the customers wish to have?*

*What kind of products would the customers buy from the café?*

*What does the company need to open a café?*

*How profitable will the café be?*

### 1.4 Research and Development Methodology

The process of finding information and developing the business plan will consist of different methodologies. The information will be collected by quantitative research methods, because this research method provides the information in numbers. More-



over, it is based on the belief that there is a public reality which all customers could agree on (Glenn 2010, 36).

The study is divided into four parts. First, there will be a questionnaire, which will be used to find out the customers' interests and wishes for the café at the strawberry field as well as for what kind of products they would like to enjoy and buy from such a café. Second, the study will include a SWOT-Analysis to work out the strengths, weaknesses, objectives and threats of this project. Third, a PEST-Analysis for the Göttingen region will show the actual condition of the area and the situation of competitors for a café. Fourth, the study will contain a financial calculation to illustrate the financial extent the café will have at the disposal of "Erdbeerplantage Mecke" and to work out the possibilities and restrictions for the café.

At the end of conducting the four parts during the study the information will be gathered in a business plan. The business plan will be a detailed source of information in order to open a new business, which can as well be used as a benchmark to show whether the café is successful.

## 2 A NEW BUSINESS

### 2.1 Creating a Business Plan

A business plan offers help to opening a new business. It can be used as a guide for businesses and the individual steps, which are carried out throughout the process of building up and establishing the business. It basically summarizes location, organizational and financial requirements in one paper (Olfert & Rahn 2005, 89-91). Furthermore, it is a documentation of how efficiently the work of establishing a new business is conducted and how successful the plan and the business are. In addition, a business plan shows the public demand for the new business and whether the ideas are realistic. (Pinson 2004, 9.) A business plan also functions as a marketing paper to introduce ideas to possible investors or banks (Smith 2012, 45). Additionally, Graham Friend and Stefan Zehle (2004, 8) describe the business plan as a tool to clarify the ideas and thoughts of an entrepreneur. They mention the fact that if an entrepreneur is not able to convincingly write down his or her ideas of a business, the ideas are not well thought out enough for being successful in real life. 'A rule of thumb [is] if you can't describe your idea clearly and simply, you haven't thought it through' (Bangs 2002, 13) A recap of all the above-mentioned purposes for a business plan are defined by Robert Brown and Alan Guttermann (2003, 6-7). Moreover they state that a business plan is the path from vision to practise.

Before starting the process of writing a business plan the entrepreneur should take stock of what the overall purpose of the business plan is. For instance, whether it will be used to find investors, to secure the finances or for the management team to display a project's schedule. (Friend & Zehle 2004, 8-11.) A business plan basically consists of the following steps: executive summary, description of the business and products or services. It also includes a part about sales and marketing, the business operations, a financial forecast and a competitor analysis. (Bangs 2002, 3.) Pinson (2004, 25-36) describes this part as the organizational plan and adds a SWOT-Analysis to it. Following in both business plan models is the part of the financial data, which includes the financial needs, funds, balance sheet as well as a profit and loss statement (Bangs 2002, 3; Pinson 2004, 71). The exact layout and extent of the business plan is an individual matter. Every plan varies in its scope, depending on the characteristics of the

business and entrepreneur as well as on the purpose of the business plan (Brown & Gutterman 2003, 10).

The content of the business plan for “Erdbeerplantage Mecke” will look as follows:

1. Executive Summary
2. Description of the Business
  - a. SWOT-Analysis
3. Products and Services
4. The Market
  - a. PEST-Analysis
  - b. Competitors
5. Financial Documents

#### 2.1.1 Executive Summary

The Executive Summary is written at the beginning of a business plan and briefly answers the following six questions:

1. **Who** is opening a new business?
2. **What** is going to happen?
3. **Where** is it going to happen?
4. **When** is it going to happen?
5. **Why** is this needed / useful?
6. **How** is it happening?

This summary gives a short overview of the project and the actions the company is going to take. (Pinson 2004, 19.) Additionally, the executive summary should be the most carefully written part of the business plan, because it is the first and maybe the only part the potential investors will read. Any mistakes or irregularities may irritate the reader and give a negative influence on the decision-making process. Therefore writing the executive summary is crucial. Moreover it engages as well as may convinces the reader to invest in the business idea. (Friend & Zehle 2004, 18.) Due to this the executive summary should be kept short, informative and easy to read (Gerson & Shotwell 1991, 12) Brown and Gutterman (2003, 17. 57) agree on the importance of the executive summary. However, they advise entrepreneurs to write it at the end of

the business planning process. This is due to the fact that entrepreneurs will gather all of the information and facts about their business and the plan needed throughout the process. Once all of the information is collected at the end the entrepreneur is able to write down the executive summary the best.

In addition, the executive summary defines the vision, the mission and the objectives of the business. The vision statement identifies the business area in which the company is going to operate and gives a perspective on which direction the company is going to go. The mission statement conduces how the business is planning to achieve the set goals from the vision statement. (Brown & Gutterman 2003, 58) The objectives of the business plan help to control and measure the success of the plan. To organise the importance of the different statements the company uses the pyramid of goals, which is shown in figure 1. It visualizes the action plan, which is the base of every mission and which regulates the tasks that should be done. By fulfilling these tasks the objectives and mission statement can be reached.

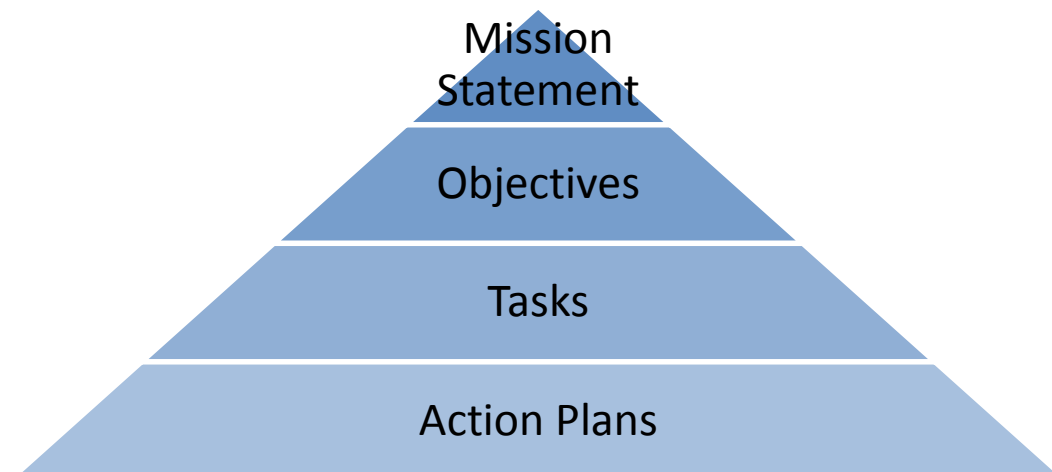


Figure 1: The pyramid of goals (according to Barrow 2001, 25)

The objectives should meet the SMART-criteria. SMART-criteria means that the objectives are

- **Specific**
- **Measurable**
- **Achievable** in the set conditions
- **Relevant** for achieving the aims and
- **Time bound** (Friend & Zehle 2004, 28.)

The executive summary for “Erdbeerplantage Mecke” answers the six basic questions and therefore delivers the basic information as follows.

“Erdbeerplantage Mecke” is a family-owned farming company from Göttingen, Germany. They are planning to open a café at their “pick-it-yourself” strawberry field nearby to Göttingen. They are considering first opening the café on the weekends in the summer of 2015 during the strawberry season. The café will be established for the current customers so that they will have a place where they could have food and drinks before, while or after picking strawberries. It will also be made for new customers, who are looking for a place where they could have for example a coffee outside the city centre of Göttingen. The vision is to create a more complete experience for the customers. Instead of solely picking strawberries at the field they now have the possibility to enjoy the nature and atmosphere of the strawberry fields more intensely while having a drink or a meal. By opening a café right next to the strawberry field customers have a great possibility to relax and appreciate the nature while perhaps enjoying a piece of strawberry cake and a cup of coffee.

A more detailed executive summary can be found in the business plan for “Erdbeerplantage Mecke” in appendix 1.

### 2.1.2 Description of the Business

The description of the business gives a detailed explanation of what the new business will be, in which business area it will operate, what the legal form of the company is and at what stage of operation the company is at nowadays. Furthermore, the description will include a statement of how profitable the business will be as well as the exact point in time the business is going to open, the opening hours and whether the business will be seasonal. Equally important is to illustrate the reason why the new business will be successful and how much experience the entrepreneur can provide.

(Bangs 2002, 14-16.) Furthermore, the description of the business contains a SWOT-Analysis, in which the strengths, weaknesses, opportunities and threats of the project will be outlined. It can be an advantage to know the strengths and weaknesses of the business. However, it is of high importance to identify the weaknesses and threats, in order to be able to avoid and counteract these. (Friend & Zehle 2004, 88) Concurrently, the focus can be on the strengths of the business and its weaknesses, which can be eliminated by conducting plans for avoiding weaknesses. (Pinson 2004, 26-27.)

Another approach for the description of the business could be to give detailed information of the affected company. This can be done by describing the historical development, the business activities, the products which the company sells and in which markets the company is operating. (Brown & Gutterman 2003, 59.) This basic information about the company is also included in the description of business from Pinson (2004, 26) but in a short summary of the basic facts about the company.

When the business plan is about opening a new business it is also important to organise the management structures, because ‘research shows that the most important factors for investors in evaluating a proposal is the management team they back’ (Finch 2006, 49). Including a management structure of the company in the business plan is crucial for new businesses in order to find investors. It can be relevant to show how experienced the employees are and how strict the organisational structures is.

For the description of the business for the business plan of “Erdbeerplantage Mecke” the methods of Pinson (2004, 26-28) and Bangs (2002, 14-20) were chosen. That means that the description of the business should include a short summary of the company “Erdbeerplantage Mecke” and their development and main products. In this case this particular information is already given in the executive summary. That is why the description of the business for “Erdbeerplantage Mecke” will start by outlining the mission of the business and the plans and by explaining why the business will be successful. Next in this chapter will be a SWOT-Analysis, which states the strength and weaknesses of the business idea. A short description of the business of “Erdbeerplantage Mecke” follows in this paragraph including the SWOT-Analysis. A more detailed description of the business can be found in appendix 1.

“Erdbeerplantage Mecke” is continuously improving their brand image mainly in the Göttingen region. One step of this plan is to offer a new service to their customers. At the “pick-it-yourself” strawberry field; they will open a café to create a more complete brand experience. Instead of only visiting the field and picking strawberries then proceeding to leave afterwards, customers would have the possibility to stay and enjoy the nature in a different way. They can enjoy a nice cup of coffee and a fresh piece of strawberry cake in the café for instance. This is a unique offer in the Göttingen region and will not only excite the current customers but also attract new customers. People might not only come for picking strawberries, but also for a coffee and other refresh-

ments provided. According to citizens of the Göttingen area it is not easy to find suitable cafés which are not located in the city centre. Opening a café at the strawberry field would offer one more chance for people to easily reach a café by car in the Göttingen region.

The SWOT-Analysis in table 1 and 2 shows that the weaknesses are the weather conditions, as well as the lack of experience in gastronomy and gastronomically procedures. The threats for the café result from the competition. All cafés in the Göttingen region become competitors now too.

Table 1: SWOT-Analysis; Strengths and Weaknesses (according to Pinson 2004, 27)

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Uniqueness of the offer; offering a wider range of services than before</li> <li>• Good reachable location; outside the city centre</li> <li>• Located at one of the main roads and close to the highway</li> <li>• Building upon already existing customer network and brand image</li> <li>• Special and long experience in working with strawberries</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertainty of the weather conditions and the dependent strawberry season</li> <li>• Lack of experience in gastronomy</li> <li>• Lack of experience in procedures</li> </ul>

Table 2: SWOT-Analysis; Opportunities and Threats (according to Pinson 2004, 28)

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Developing an all year round open café</li> <li>• Including a small farm shop to the</li> </ul>	<ul style="list-style-type: none"> <li>• Competitors establish a café too</li> <li>• Cafés become competitors too</li> </ul>

### 2.1.3 Product or Service

The business plan describes the products or services which the business is going to sell or produce. It includes the already existing products as well as the new products, which are introduced in the business plan. For the new products this part should answer the following questions:

- What is the product or service the company is selling?
- What makes the product or service special?
- Why would people buy this product or service? (Bangs 2002, 21-22.)

Pinson (2004, 29) advises the entrepreneurs to create a timeline to visualise the production process from the raw material to the distribution. Included in this timeline is a detailed description of the costs for the products. In case the business functions as the manufacturer this chapter should identify the ones who are doing the work. In case the products will be purchased it should clarify from where the products will be delivered. (Brown & Gutterman 2003, 66.) Bangs (2002, 21-23), on the other hand, concentrates in his description of the products and services on the advantages and uniqueness of the products or services. He states that it is important to realise the products' advantages and potentials to be competitive in the market. A summary of these advantages is included in the tasks in this chapter. Additionally, the description includes a presentation of the revenue and costs to visualise the dimensions of the financial needs for the production or selling of the product or service (Brown & Gutterman 2003, 68-69).

The chapter about the products and services for “Erdbeerplantage Mecke” will focus on the advantages and uniqueness of the products according to Bangs (2002, 21-23) and add an overview of the costs for the needed products. A summary of the products and services chapter of the business plan follows this paragraph and the whole chapter can be found in the appendix 1.

“Erdbeerplantage Mecke” currently stands for fresh strawberries and excellent quality in Göttingen and its region. They are selling fresh picked strawberries, strawberry



wine and champagne, as well as self-made strawberry marmalade in 6 stands in Göttingen and its environs. In addition, they offer their customers to pick strawberries themselves at two big strawberry fields. To provide a more complex experience at the strawberry field to their customers they would like to open a café in the summer of 2015 right next to the strawberry field. In this café they will offer cake, coffee, tea and cold drinks and some additional varying food. In the first year (meaning the season during the year 2015) the café will be opened at the weekends.

The cake will be delivered from the cooperating bakery “5-Sterne Bäckerei Hildebrand” from Barterode, Germany and the equipment will be rented from different renting services at the beginning.

The price calculation for the different products can be seen in Table 3. A more detailed overview of the costs calculation for the products can be found in appendix 1.

Table 3: Price calculation for the Products

Price Calculation	Costs per Day	Costs per Piece	Price	Profit per Piece
Cake	€ 250	€ 2	€ 2.50	€ 0.50
Waffles (24pieces)	€ 4.90	€ 0.21	€ 1.50	€ 1.29
Coffee (150 cups)	€ 9.99	€ 0.06	€ 2	€ 1.94
Tea (16 cups)	€ 1.02	€ 0.07	€ 2	€ 1.93
Cappuccino (40 cups)	€ 7.20	€ 0.18	€ 2.20	€ 2.02
Latte Macchiato (40 cups)	€ 10.40	€ 0.26	€ 2.60	€ 2.34
Chocolate (50 cups)	€ 10.40	€ 0.26	€ 2.40	€ 2.14
Cold drinks	€ 63	€ 0.63	€ 2	€1.37

#### 2.1.4 The Market

At the beginning of the market chapter the entrepreneur defines the market itself and describes the market the company will be located in. This can be done with a PEST-

Analysis. Moreover, it uncovers the environmental influence on the market and company (Friend & Zehle 2004, 32). In the market analysis it is important to understand the customers' behaviour, needs, and to identify the target market. Analysing the current customers and their behaviour as well as their complaints can do this. For new businesses without any current customers, the business plan clearly defines the target group and names their needs and wants. (Bangs 2002, 24.) Additionally, the business plan provides the reader with a detailed description of the location of the business and an explanation why this area is beneficial for the business (Pinson 2004, 31). This chapter of a business plan should also include a section about customers, sales and distribution, competition and pricing. (Brown & Gutterman 2003, 78-88; Pinson 2004, 69; Bangs 2002, 23-41)

The part of the market analysis about the customers outlines the market the company is in and the company's customers. To define the customers of the company an entrepreneur should be able to answer the following questions:

- 'What are your markets?
- Which ones are buying from you now?
- What products are they buying?
- Who are the people who are buying from you?' (Bangs 2002, 26)

By answering these question a company can basically define their customers and market. For companies that already have customers, it is important to analyse who these customers are and what they find important (Bangs 2002, 27). It can be an advantage to focus on the already existing customers, because it is cheaper to keep customers than finding new ones (Pinson 2004, 56; Brown & Gutterman 2003, 80). From this fact originates the plan to build up well-working customer relationship management. Brown and Gutterman (2003, 79) state that for keeping good customer relationship management it is essential to know the customers' needs and therefore present these in the business plan. Bangs (2002, 23) phrases this information differently; he states that customer dissatisfaction might lead to a slump in sales, which is why the company should keep customer dissatisfaction to a minimum.

"Erdbeerplantage Mecke" will operate in the Göttingen region. The market analysis will be done by a PEST-Analysis. The following PEST-Analysis for Göttingen and its

environs illustrates that Göttingen is a relatively safe place to do business. The region has a high level of education, a stable political situation, strong awareness for environmental issues as well as a good purchasing power of the inhabitants.

Table 4: PEST-Analysis for Göttingen region

<b>Political</b>	<ul style="list-style-type: none"> <li>• Stabile political situation</li> <li>• Democracy</li> <li>• Part of the European Union</li> <li>• Farming companies get supported by the government and the EU</li> <li>• No corruption</li> <li>• High level of education in the Göttingen region, due to number of universities</li> <li>• VAT: 19%</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• German economy is growing (GDP +0.4% in 2013) (Statista – Das Statistik Portal 2014)</li> <li>• Low unemployment rate of 6.6% (May 2014) (Agentur für Arbeit Göttingen 2014)</li> <li>• Inflation rate is stabile at 0.8% (October 2014) (Statista – Das Statistik Portal 2014)</li> <li>• Göttingen region is growing, more people move here</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Negative estimated population growth in the Göttingen region (Mayor of Göttingen 2014)</li> <li>• Many young inhabitants, because of the universities (Mayor of Göttingen 2014)</li> <li>• High educational level, due to universities and academic high schools</li> <li>• Awareness for environmental issues</li> <li>• Wide market for eco-product</li> <li>• Good purchasing power of inhabitants</li> </ul>

**Technological**

- High technological level
- Many institutes and research facilities, due to the university facilities

For the business plan for “Erdbeerplantage Mecke” the customers’ analysis is supported by a questionnaire to find out the customers’ needs and wants and to maximise their satisfaction with the café. According to the questionnaire results the majority of the customers are female aged between 20 and 35 years. Most of them visit to the strawberry field at the weekends together with their families. Their reason for visiting the strawberry field is because they like the freshness of the strawberries and like to know where the strawberries they consume are coming from. For a café most of them would like to have a café with self-service and they would like to buy coffee, tea, cake and ice cream from the café. In order to make customers aware of the new café, “Erdbeerplantage Mecke” will hand out flyers at their sales stands and offer vouchers for picking strawberries. This way people are invited to enjoy the current services offered and get simultaneously aware of the new café. Another way for gathering attention is the local newspaper, which annually publishes an article about “Erdbeerplantage Mecke” when the strawberry season starts; the café could be also mentioned there.

The next part of the market chapter is about sales and distribution. One important point for the distribution of the company’s products is the location of its premises. If it is easy to reach the company for the customers, they will come and buy the products. If it is difficult to reach the company they might not come and buy the products (Bangs 2002, 32). Pinson (2004, 45), on the other hand, concentrates on describing the best method of sales and distribution in this chapter. She mentions that it is the entrepreneur’s decision to make in terms of which distribution method he or she would like to choose and which method would be best for the company. The distribution methods, Pinson (2004, 45) explains, are inside stores by direct distribution, in catalogues to reach the customers at home or through websites to also contact the customers at home. A distribution method should be fast, dependable and economical; otherwise customers might not show affection for the marketed products (Brown & Gutterman 2003, 86). This is why it is important to find the most suitable distribution method for the company and its products. For finding the right step of choosing the distribution

method for the different customers, Bangs (2002, 34) visualises the different stages the customers can be in on the basis of a pyramid. Figure 2 illustrates the promotion pyramid. If a customer is unaware of the company, introduce it to him/her. Are customers aware that the company is on the market, draw their attention to the company. If the customers are aware of the company's products, what does it take to convince them to buy these products. Moreover if they are convinced that the company's products are the best, what does it take to make them buy those.

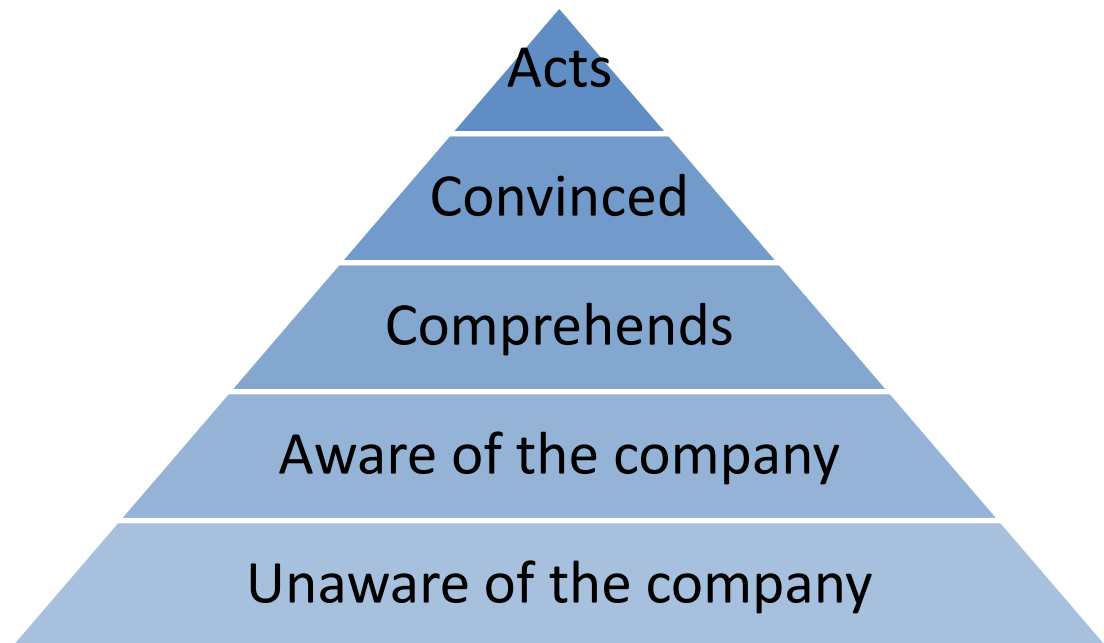


Figure 2: Promotion Pyramid (according to Bangs 2002, 34)

For “Erdbeerplantage Mecke” the distribution method is easy to choose. They are already selling their products at their stands, which can be, according to Pinson (2004, 34) referred to direct distribution method.

The following part of the chapter is about the company's competitors. The business plan lists the competitors in the area and their strengths and weaknesses. By analysing the competitors' behaviour on the market, it is possible to gain information about how they proceed in the business and therefore avoid mistakes regarding their own business. At this point networking becomes an important factor. Through networking the company can gather information about their competitors and in case of obtaining a good networking opportunity the competitors might provide some detailed information and advice about the market and customers. Bangs (2002, 32) explains that an entrepreneur can learn from his/her competitors. In order to observe what they do wrong and hence avoid these mistakes as well as in order to notice what they do well and

imitate these qualities. ‘Information is power’ says Bangs (2002, 32) and advises the entrepreneurs to visit competitive companies and watch the competition to gain a competitive advantage. Pinson (2004, 42) does not mention the importance of the competitors’ analysis but explains the methods and places where to find the particular information. For example, the easiest and fastest way to find information is the internet, but calling companies or looking for brochures of the competitors are other ways to find information. Additionally, a visit at the competitors company can be a good source for information as well. (Bangs 2002, 32)

Competitors of “Erdbeerplantage Mecke” are very few in the Göttingen region. Only the “Werderhof” in Geismar, Göttingen offers “pick-it-yourself” strawberry fields but without a café or a comparable service (Gutes aus dem Göttinger Land - Direktvermarkter und Landwirtschaft 2014). There are no similar offers with a “pick-it-yourself” field including a café at the moment. The combination of picking strawberries and a café is unique in Göttingen and its environs. Competition comes from other cafés and other strawberry fields, which offer picking for the customers.

The last part of the market chapter is pricing. Many authors agree that pricing is a very important fragment in the marketing process (Bangs 2002, 36; Pinson 2004, 46; Brown & Gutterman 2003, 81). However, it can be a mistake to try to offer the cheapest products in the market. The company might not be able to afford that (Bangs 2002, 36). The company needs to find a competitive price for its products which is adequate for the product and its value (Pinson 2004, 46).

The pricing decision for “Erdbeerplantage Mecke” results from the product costs, which were outlined in chapter 2.2.3. The prices will be:

- Cup of Coffee: € 2
- Cup of Tea: € 2
- Cake: € 2.50
- Waffles: € 2
- Cappuccino: € 2.20
- Latte Macchiato: € 2.60
- Hot or cold chocolate: € 2.40
- Cold drinks: € 2

A more detailed version of the market chapter in the business plan of “Erdbeerplantage Mecke” can be found in appendix 1.

### 2.1.5 Financial Information

The chapter about the financial information contains different segments, depending on the source the entrepreneur relies to. Friend and Zehle (2004, 152-157), as well as Brown and Gutterman (2003, 107-115) advise the entrepreneur to add an income statement, a balance sheet and a cash flow statement to the overall financial statement. These are the basic three documents of a financial statement. They should provide the reader with a forecast of three to five years. Start-ups can only offer a suggestion of the forecast, because they do not know how the business will go (Brown & Gutterman 2003, 104). Bangs (2002, 72) includes a statement about the sources and application of funding, a capital equipment list, a breakeven-analysis, a deviation analysis and historical records to this basic version of the financial data mentioned above. Pinson (2004, 71) adds a summary of the financial needs, a three-year income projection and a financial data analysis to David Bangs’ design of the financial statement chapter of the business plan. The financial statement is a quantitative summary of the explanation and a description from the chapter before within the business plan (Pinson 2004, 72). The financial forecast and history is important for the investors, because it contains information about the liquidity of the company. The financial statement of the business plan provides the reader with a summary of the budget, which will be necessary for starting the business. Furthermore, it shows expenses of the company, such as inventory, materials, equipment and licenses. (Brown & Gutterman 2003, 106.)

The financial part of the business plan helps to analyse whether the new business can be profitable or not and it is important to update this information frequently. The financial part as well supports to show the progress of the company and if it is still profitable. A business plan should be used as a guide during the business activities of a company, which is why the updating is essential. Additionally, new businesses should include a three-year income plan to convince investors to invest in the business and to clarify that the business will be successful based on the information available at this moment. (Pinson 2004, 71-73.)

The financial statement of “Erdbeerplantage Mecke” will be based on the directions given by Friend and Zehle (2004, 152-157) and Brown and Gutterman (2003, 107-

115). It will include a balance sheet, an income statement for the café and a cash flow statement. In addition, it will include a statement of the financial needs of the business, according to Pinson (2004, 75). Considering the fact that “Erdbeerplantage Mecke” is not looking for any investors, the financial statement’s purpose is to organise and plan the financial needs of the project. The investments that “Erdbeerplantage Mecke” has to take for the café are as follows.

Table 5: List of Investments

	Price	Pieces	Sum	From
Group tables and chairs (1 for about 8 people)	€8.50	4	€34	(KKG Göttingen 2014)
Toilet wagon	€360	1	€360	(Erento 2014)
Refrigerator (for bottles 350l)	€35	1	€35	(KKG Göttingen 2014)
Coffee Machine (for coffee, cappuccino, latte macchiato and hot milk)	€180	1	€180	(KKG Göttingen 2014)
Plates	€0.35	50	€17.50	(KKG Göttingen 2014)
Forks	€0.27	50	€13.50	(KKG Göttingen 2014)
Spoons	€0.27	50	€13.50	(KKG Göttingen 2014)
Cups	€0.59	40	€23.60	(IKEA 2014)



Latte Macchiato Glasses	€0.49	20	€9.80	(IKEA 2014)
Long Spoons (6 pieces in one pack)	€4.99	4	€19.96	(IKEA 2014)

The rent of the equipment for one weekend will cost €653.50 and for the whole season, approximately three weekends it will be €1 960.50. The investment for buying the equipment, which cannot be rented, will be €53.36. Furthermore, “Erdbeerplantage Mecke” has to register the café at the regulatory agency of Göttingen. This includes a registration fee, based on the Niedersächsischen Gaststättengesetz (NGastG) (Restaurant Law of Lower Saxony) from January 2012, and the permission under building law and that the location match the food regulatory requirements (compare appendix 2). The costs for the registration will be between €22.50 and €99.75. Due to the fact, that “Erdbeerplantage Mecke” will open a small café the costs will be calculated with €50. Taking all the mentioned costs together the sum will be €2 063.86 for the investment in equipment. Before this research started, “Erdbeerplantage Mecke” already bought a sales stand worth €500. The main reason for renting most of the equipment is of economical nature. It minimises the financial risks for “Erdbeerplantage Mecke”. In case the strawberry season ends by the extreme weather conditions after for instance one weekend, “Erdbeerplantage Mecke” will only have to bear the costs for one weekend. Another reason for renting the equipment is of logistical nature, the warehousing of all the needed equipment, such as chairs, tables, cups, glasses and others, would take a lot of space which is not available at the moment.

Running costs for “Erdbeerplantage Mecke” includes personnel, electricity, water and garbage as seen in table 6.

Table 6: Running costs for “Erdbeerplantage Mecke”

Costs	Apprx. per day	per weekend
-------	----------------	-------------

Personnel	€140	€280
3 times €8.50/Sat: 11-17 o'clock Sun: 10-15 o'clock		
Electricity	€47.80	€95.60
3 times 54.8kWh per employee per day		
Water	€0.31	€0.62
Apprx. 250 l per day/€0.00123 per liter		
Garbage	€23.70	€47.40
120 l barrel/€142.33		
Sum		€423.62

The running costs for one weekend will be €423.62 and for the whole season of approximately 3 weekends the running costs will be €1 270.86. The sum of running costs and investment costs is €3 334.72. The Profit of the sales from all products, when there will be about 340 paying guests at the café will be € 1 195.34 per weekend and for the whole season that makes € 3 586.02. In conclusion, the café will be profitable, when 340 paying guests will visit the strawberry field per weekend. This would be 40 more customers than on a regular weekend in the last season (summer of 2014).

The statements of the business plan for “Erdbeerplantage Mecke” can be found in appendix 1.

## 2.2 International Examples for Strawberry Farms in Combination with a Café

There are also examples for strawberry farms in Finland. Namely the “Rossitarhat” in Espoo (Rossitarhat 2014), the “Koivistoisen Mansikkapaikka” in Lahti and Vantaa (Koivistoisen Mansikkamies 2014) and “Rajakallion Marjatila” near by Espoo (Rajakallion Marjatila 2014). All three places offer their customers “pick-it-yourself” strawberry fields. “Rossitarhat” markets the picking of strawberries as an active summer activity close to the nature, where customers can enjoy the summertime outside. Moreover, they offer recipe ideas and sell strawberry products (Rossitarhat 2014). “Koivistoisen Mansikkapaikka” offers “pick-it-yourself” Strawberry farms in two different locations, in Lahti and Vantaa (Koivistoisen Mansikkamies 2014). “Rajakallion Marjatila” as well offers a “pick-it-yourself” strawberry field and introduces it as a family activity (Rajakallion Marjatila 2014). None of the above mentioned strawberry

farms offer a similar service as “Erdbeerplantage Mecke” is going to offer in the summer 2015. The combination of “pick-it-yourself” strawberry fields and a café seems to be a distinctive idea.

Some examples of similar offers can also be found in the United Kingdom. One is found in Herts called “Pearce’s Farmshop and Café”. Customers there are invited to pick their own strawberries and raspberries. Additionally, they have a farm shop in which they sell farm products and a café in which they offer fresh products produced from their farm. The café offers a full menu with warm food and drinks (Pearce’s Farmshop and Café 2014). Another example is “The Balloon Tree Farm shop and café” in York. It offers pick your own strawberries, raspberries, gooseberries, red currants, black currants, white currants, blackberries, blueberries and plums. Additionally, they offer a farm shop where they sell their products and a café in which they sell cakes and coffee and other products. (The Balloon Tree Farmshop and Café 2014).

The main difference between the farms from the United Kingdom and “Erdbeerplantage Mecke” is that the “Pearce’s” and “The Balloon Tree” farm have already established a farmshop and offer a variety of products. For example “The Balloon Tree” farm offers pick your own strawberries, raspberries, gooseberries, red currants, black currants, white currants, blackberries, blueberries and plums (The Balloon Tree Farmshop and Café 2014) which is much more than the strawberries of “Erdbeerplantage Mecke” and this of course attracts more different customers. Another difference is that the cafés of “Pearce’s” and “The Balloon Tree” farm are inside. The café of “Erdbeerplantage Mecke” would be open air.

For “Erdbeerplantage Mecke” the café at the strawberry field could be the first step towards establishing a more complete brand image. For example through establishing a café, which will be opened the whole year, plus a farm shop.

“Erdbeerplantage Mecke” is cooperating with other farms in the Göttingen region, which grow all different kinds of fruits, vegetables and also raise cattle and have dairy cows. Out of this variety of products a well-stocked farm shop can be established. Additionally, “Erdbeerplantage Mecke” could create new cooperation with, as an example, a regional beekeeper. Another cooperation could be made with “Die Senfmühle”, a regional business, which creates homemade mustard (Die Senfmühle 2014). At the beginning of this approach “Erdbeerplantage Mecke” could concentrate on non-

perishable products or products which are long-lasting, such as honey, mustard, soaps, potatoes, marmalade, flour, and juices. All of these products should be handmade and from the regional producers. Most of those producers do so as a hobby. When the customers already know the farmshop, “Erdbeerplantage Mecke” could start to include fresh products with a limited shelf life to their products range, because at this point they already have a good frequency of customers visiting the farmshop to buy products. Those fresh products could be any kind of dairy, bread, vegetables, fruits, eggs and sausage products. Important is that all the products are from regional producers, because the questionnaire results showed that this is an important characteristic for the customers. Another option for customers` attractiveness is to adjust the product range to seasonal changes, which would also indicate the freshness of the products.

### 3 METHODOLOGY

#### 3.1 Choice and Justification and Applying of Data Acquisition Methods

The question of choosing the adequate research method seems to be uncomplicated to answer, depending on what kind of research the study should be conducted through, for example an interview or a questionnaire. Many authors in academic writing give advice as to which research method is the best to use in a study and it seems to be easy to make this decision. On the contrary, it is not easy to find the “appropriate research method”. Blaxter (2010, 59) states that, “for those new to research a key question is, which method is best?” and also Arbnor and Bjerke (1997, 3) ask, “why can’t we “just” collect data and make statements?”. Besides, academic articles offer support for making the right decision on the research method. For instance there are six questions, which help the researcher to find the adequate research method.

1. What is your research question?
2. Will you do a comparison or study a case in detail?
3. How did other authors deal with similar topics before?
4. From where and how will you find your information?
5. Which research method might bring you the most useful information?
6. Which research method would you feel more comfortable with?

(Punch 2005, 239-240.)

These questions should help the researcher to find the main interest and idea of the study and support the decision making process on which method the researcher should choose.

This study was conducted by a quantitative research method, because it will include a questionnaire to gather information from the customers of “Erdbeerplantage Mecke”. A questionnaire is one basic characteristic for the quantitative research method (Punch 2005, 3). During this study the customers will be asked what they would find most interesting in a café and what they would like to buy from this café. Furthermore, this study will concentrate on the objective facts about the Göttingen region and the project while conducting the PEST- and SWOT- Analysis, as well as a market research. Additionally, the study is generalisable to all customers and it is outcome oriented,

because the outcome is already known in an unspecific way and should be justified by this research. The outcome is the need of a café for the customers of “Erdbeerplantage Mecke” and in the questionnaire the data should be collected to prove this need. According to Oakley (1999, 156) the above-mentioned factors are characteristics for a quantitative research method. Quantitative research methods are ‘empirical research where the data are in the form of number’ (Punch 2005, 3). Regarding the statements and facts made by the authors mentioned this study uses a quantitative research method for the data acquisition.

The main part of this research paper will be a questionnaire, which will be answered by the customers of “Erdbeerplantage Mecke”. This questionnaire is designed to find out the demands and wishes the customers would have for a café based right next to the strawberry field. The questionnaire consists of closed questions. Closed questions are used to describe and study behaviour (Brace 2008, 47). They will offer a certain amount of answers to the interviewee, which they can choose from. This kind of questions makes the questionnaire most effective and useful to the researcher and “Erdbeerplantage Mecke”. Due to this layout of the questionnaire they will get very specific answers from which they can build up a plan to create a café, according to the customers’ wishes and ideas. The closed questions are list or multiple-choice questions, which offer a range of concrete answers to the interviewee. Additionally, the questionnaire includes a few “yes-or-no” questions to gather basic information, such as is the interviewee a customer of “Erdbeerplantage Mecke”? Supplementarily, it is important to keep the questions clear and understandable for the interviewee as well as the instructions for the questionnaire. Furthermore it is important to keep the questionnaire at an acceptable length, so that the interviewees will not lose their concentration while answering the questions. (Blaxter 2010, 204-205.)

While creating the questionnaire for the customers of “Erdbeerplantage Mecke” these advices were kept on hand and the questionnaire was created, with clear instructions and 14 questions. The approximate time answering the questionnaire is five to seven minutes. The time designation was set by undergoing several tests before handing out the questionnaire to the costumers. The questionnaire will be divided into three parts. The first part will ask for different visiting habits, such as how often do the customers come to pick strawberries, with whom they visit to the field or how much time they spend there. The second part employs questions about the café, for instance, “what

would you like to buy at the café”, “how much would you be willing to pay” or “what kind of café would you like best”. The third part asks about personal information. The questionnaire will be conducted in German, because the customers of “Erdbeerplantage Mecke” are German. The original version and a translation of the questionnaire can be found in the Appendix 3 and 4.

### 3.2 Choice, Justification and Applying of Data Analysis Methods

There are many different ways to analyse quantitative research data such as revisiting, selection of relevance, sorting and categorising, comparing and contrasting sub-samples and matrices. Matrices are a mixture of sorting and categorizing and comparing and contrasting samples. Choosing the most suitable analysing method depends on the collected data as well as on the purpose the data was collected for. For difficult and complex projects revisiting should be a useful method to find indications. For large studies the matrices analysing method is useful to keep the process clear and for understanding the interviewees motivations categorising is a useful analysing method. (Ereaut 2002, 70-73.)

This research paper was analysed by the categorising data analysing method (Ereaut 2002, 70-73). The questionnaire was designed to study the customers’ motivations and interests for the café at the strawberry field. Categorising would be most useful to sort customer groups with similar personal information together. This analysing method would also make it possible to work out the percentage share of the different interests towards a café at the strawberry field.

The most interesting group for this research are the customers who come to the strawberry field on the weekends. The company “Erdbeerplantage Mecke” is planning to open the café exclusively on the weekends at the beginning. For that reason it is of high importance to know what the weekend customers think about a café and what their expectations are. Another important group regarding the café are those interviewees who would stay longer at the strawberry field, if there was a café. Additionally, a central point of the questionnaire is the product range of the café and which kind of café it should be, namely a self-service or a regular service approach.

Analysing the data from the questionnaire through the categorising method will outline the interest group for “Erdbeerplantage Mecke”. Moreover, it will show their interest and wishes for the café as well as their ideas of the prices they would pay for the products. To gain a representative result of the questionnaire at least 50 customers should answer the questions.



## 4 QUESTIONNAIRE RESULTS

In this chapter the results of the survey will be presented and analysed. The questions were designed in cooperation with the company “Erdbeerplantage Mecke”. The questionnaire was published on the company’s Facebook fan page to reach as many customers as possible. Additionally, the questionnaire was sent out to costumers through an e-mail in order to increase the response rate. At the end there were 50 answers, which was the minimum number of replies to get a representative answer with. This is based on the number of “likes” that “Erdbeerplantage Mecke” has on their Facebook fan page. They have 257 “likes” however only 27 of them are actually actively following the company on Facebook and marked that they are visiting there. If every fifth Facebook “friend” of “Erdbeerplantage Mecke” would answer the survey it would be an adequate result and the minimum of answers. A questionnaire result is representative if the participants reflect the actual nature of the customers. In the case of this study the results are representative. A summary of all the answers from the questionnaire can be found in appendix 5.

### 4.1 Personal Information about the Customers

This chapter shows the personal information of the respondents. It will illustrate the age groups that participated in the questionnaire as well as the male and female groups.

The respondents of this questionnaire are mainly female. Out of the 50 participants there were 10 male and 40 female customers. This result is shown in Figure 3.

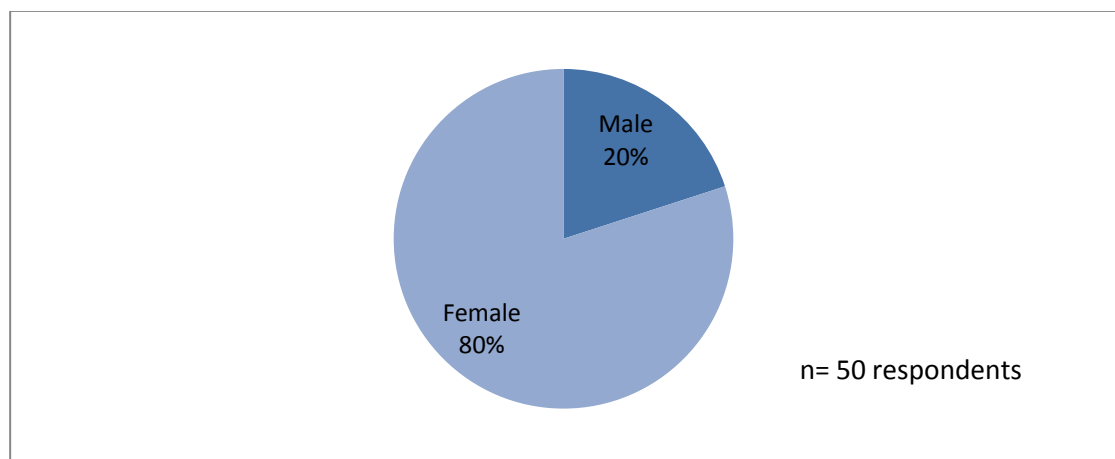


Figure 3: Sex of the customers

The age groups of the questionnaire were divided in 4 groups. The first group was the young costumers with an age range of 0-19 years old. The second group consisted of students and young families from the age 20 to 35 years. The third group was families from aged 36 to 50 years and the last was the senior group aged 50 years and upward. The main customer group of “Erdbeerplantage Mecke” are young families and the senior group, which was verified by the questionnaire. The main group, which participated in filling out the questionnaire, was the group in the ages from 20 to 35 years. The senior group is not a big part of the questionnaire, with the reason that they are not strongly represented on Facebook.

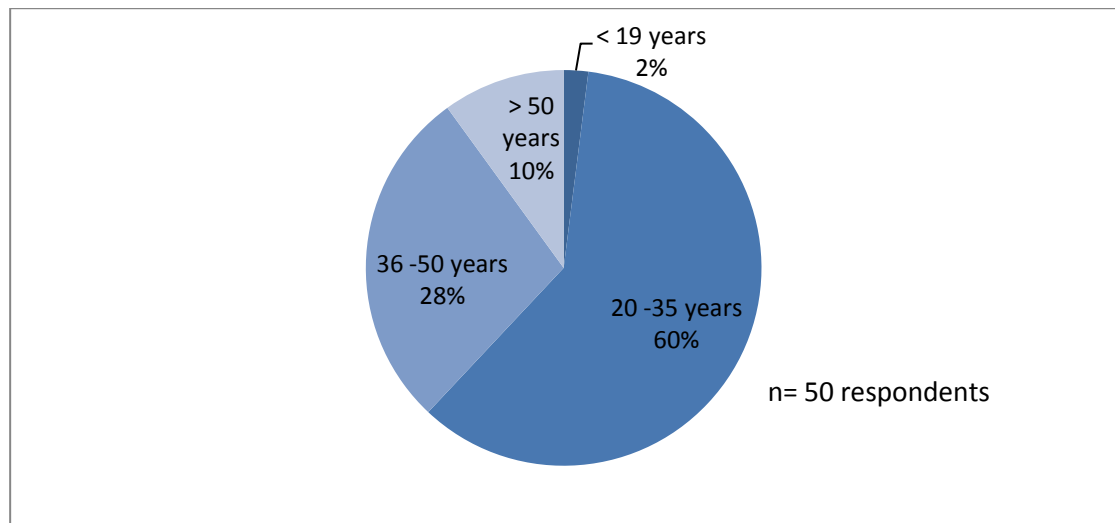


Figure 4: Customers' age

Figure 4 shows that the biggest group of interviewees is the group of students and young families with 30 out of 50 respondents, which makes 60 in percentage terms. The second largest group is the group of families, with 15 out of 50 respondents, which makes 28 in percentage terms and the third biggest group is the senior group with 5 out of 50 respondents, which makes 10 in percentage terms and the smallest group is the young group with 1 out of 50 respondents, which makes 2 in percentage terms.

#### 4.2 Basic Information about the Customers' Habits at the Strawberry Field

In this chapter the results of the customers' habits will be summarised. It will show how much time the customers spend at the strawberry field, for what reasons they come to the field and with whom they visit to the field.

The first question in this part was if the interviewees actually pick strawberries themselves at the strawberry field. Most of the interviewees are customers at “Erdbeerplantage Mecke” and pick strawberries at the field. Figure 5 shows that only 2 out of 50 interviewees do not pick strawberries themselves at the strawberry field, which makes 4 in percentage terms.

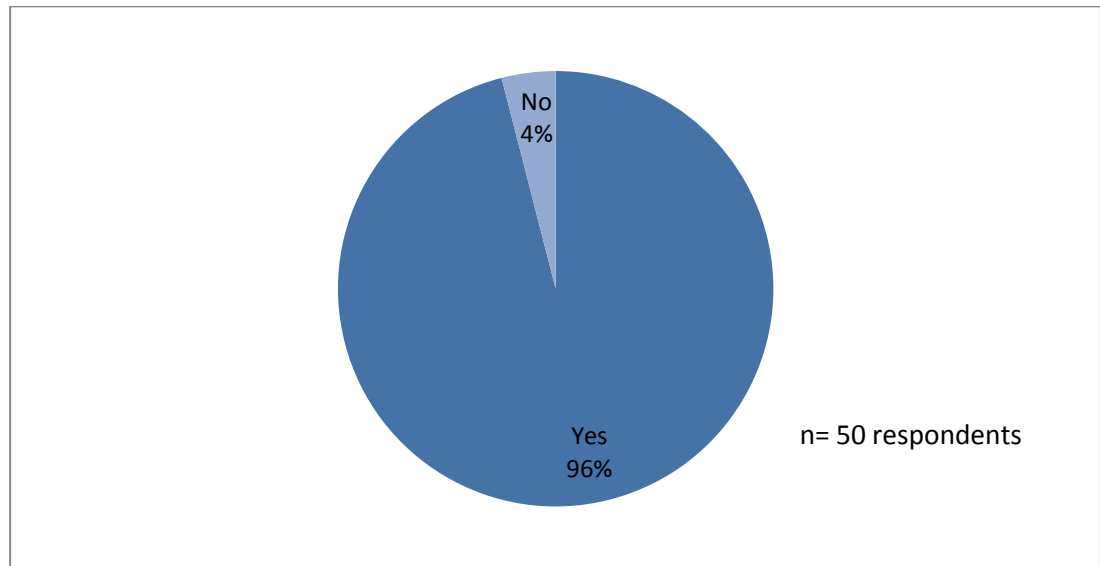


Figure 5: Do interviewees pick strawberries themselves?

The second question in the survey was how often the customers come to pick strawberries at the field in a week or do they only come at the weekends. This is a very important question, because “Erdbeerplantage Mecke” is planning to open the café only on the weekends in the first year on the basis of the company’s experience of their costumers. The reason for that is that most customers visit on the weekends. The result of this question is shown in figure 6. The figure shows that 22 out of 50 respondents only visit the strawberry field on the weekends, which makes 44 in percentage terms. Another big group of the customers visit the field once per week; in percentage terms it is 30, which are 15 out of 50 respondents. Smaller groups are those customers who come twice, or more than two times a week with 10 and 4 in percentage terms. In the answer segment ”Other” four interviewees mentioned that they come two times in a season and one said that he/she comes whenever it is possible.

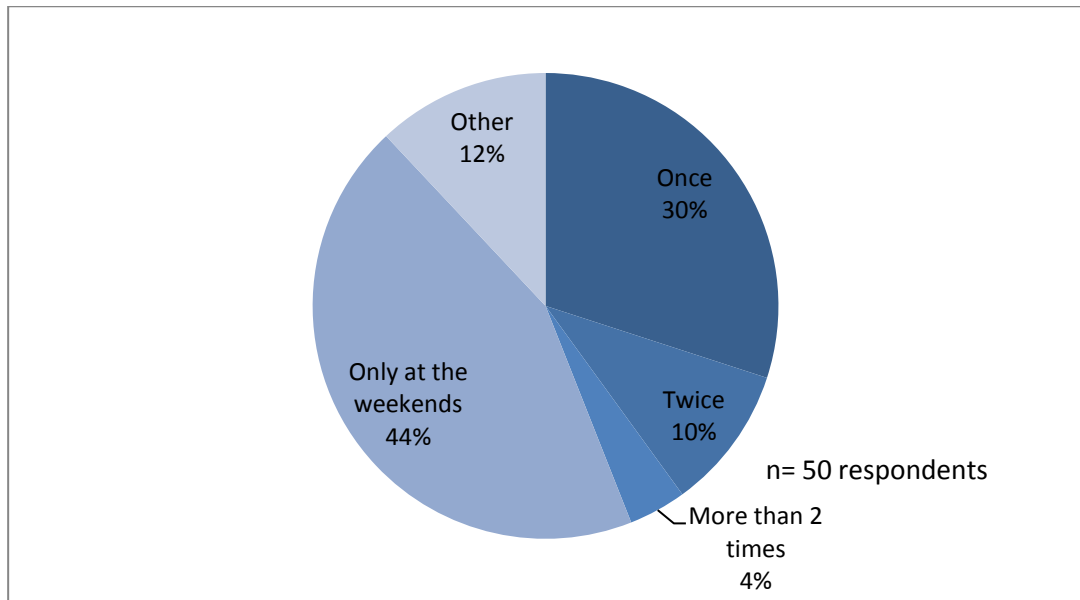


Figure 6: How often do the customers come to pick strawberries per week?

The following question was asked in order to find out with whom the customers come to pick strawberries. Figure 7 shows the results. It illustrates that the most customers come with their family (38 in percentage terms), but also with the partner (24 in percentage terms) or with friends (20 in percentage terms). Only 7 out of 50 respondents come alone to pick strawberries and 2 interviewees mentioned, that they come with their children, which makes 4 in percentage terms from the answer “Other”.

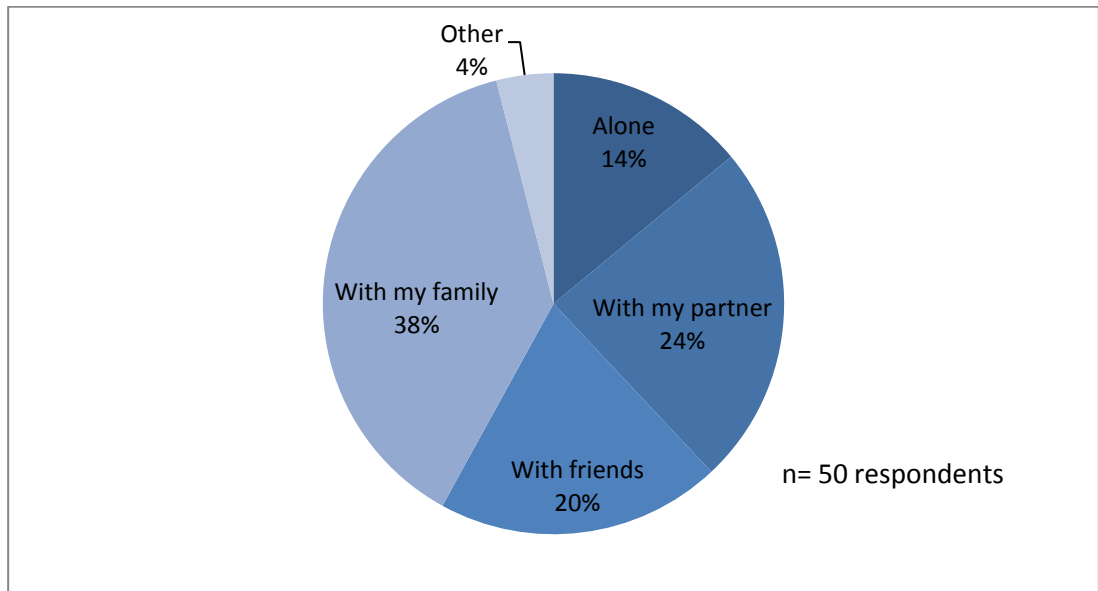


Figure 7: With whom do the customers come to the strawberry field?

The next question is about the reasons, why the interviewees visit the field. They have several answer possibilities, such as they like to pick strawberries, they enjoy the nature or they like to know where the strawberries are coming from.

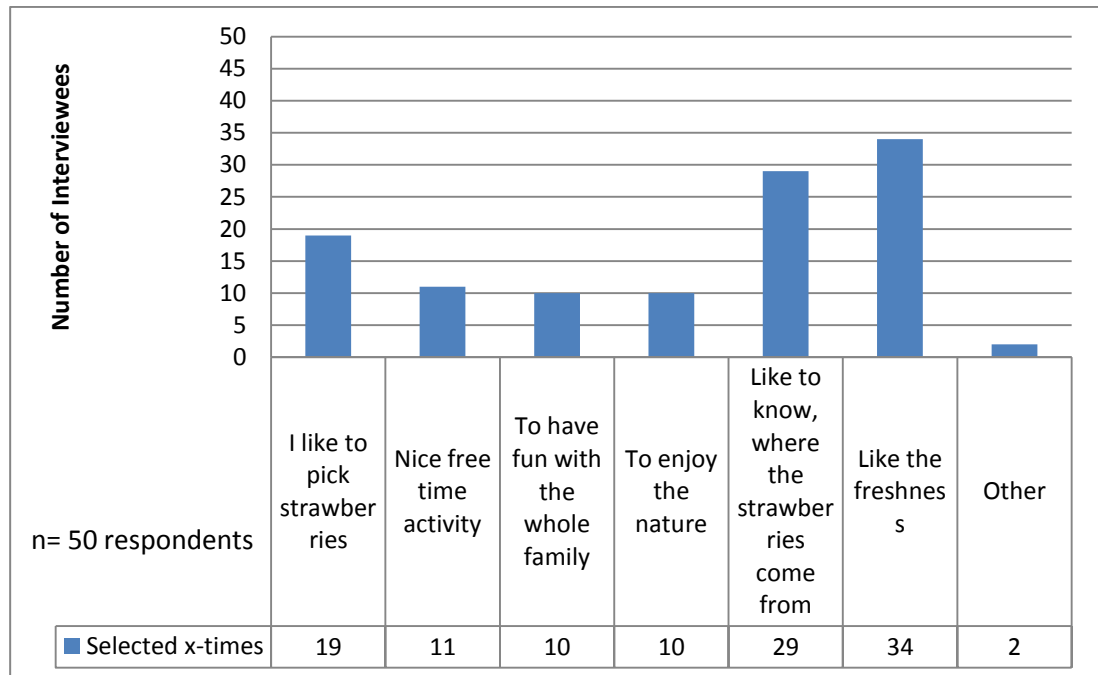


Figure 8: Reasons for the customers to come to pick strawberries

Figure 8 shows that many customers appreciate the organic factor of picking the strawberries by themselves. 34 out of 50 respondents like the freshness of the strawberries and 29 out of 50 respondents like the fact that they know where the strawberries are coming from. A few less interviewees only like the fact of picking strawberries on their own and only a few interviewees like the nature. Some use it as a free time activity, and 10 out of 50 respondents like to come to the field to have fun with the whole family.

Figure 9 illustrates the results for the questions about how much time the customers spend at the strawberry field per visit. This is an important question, because it shows how many customers only come to pick up the strawberries and leave and how many come to the field to spend some time there and enjoy the experience of picking strawberries. The results from this question, more than half of the respondents like to spend between 30 and 60 minutes at the strawberry field, which shows that most customers not only come to pick the strawberries, but spend some time at the field.

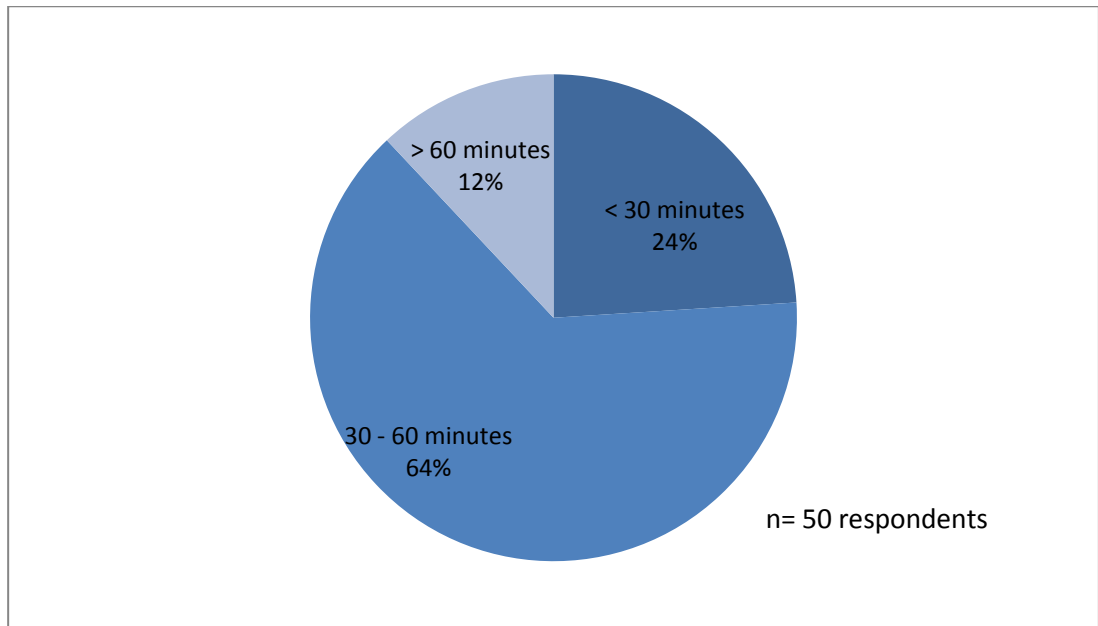


Figure 9: How much time do the customers spend at the strawberry field?

The following question builds upon the last question; it asks the interviewees if they would spend more time at the field if there was a café, and where they could spend even more time. Figure 10 illustrates that 43 out of 50 respondents would spend more time at the strawberry field if they would had the chance to enjoy some cold refreshing drinks in a café, which would make 86 in percentage terms.

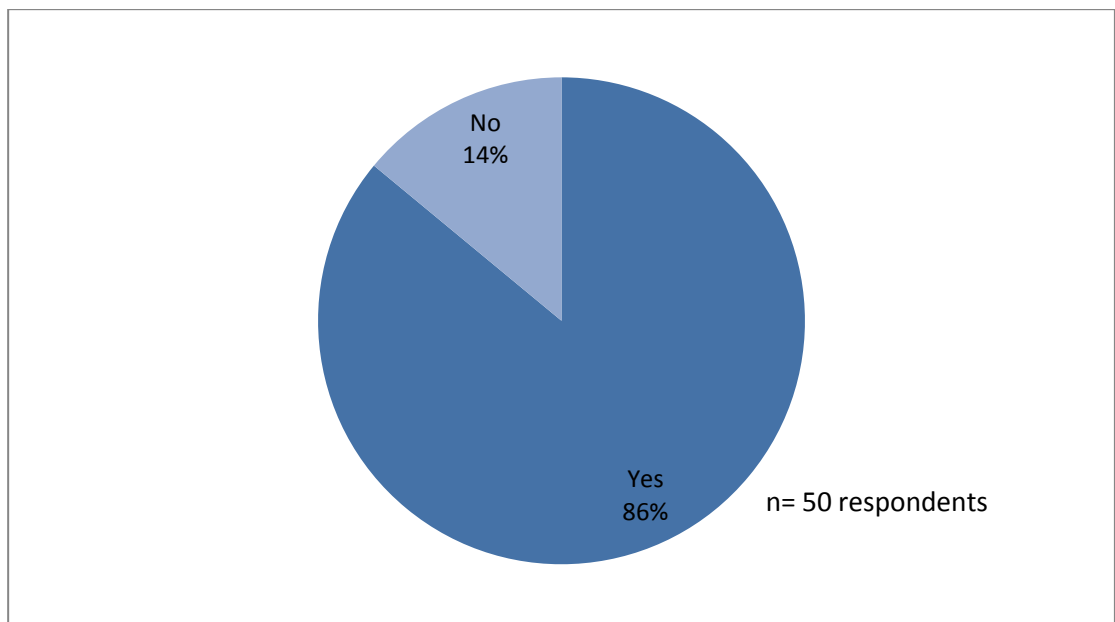


Figure 10: Would the customers spend more time at the strawberry field, if there would be a café?

### 4.3 Customers' Wishes for the Café

This chapter will summarise the results of the part of the questionnaire about the customers' wishes and ideas for the café. It will show which products the customers would like to buy, and how much they would be willing to pay. Additionally, it reviews what kind of café the customers would prefer and what characteristics would be most important for them. This is an important part of the questionnaire, because it helps “Erdbeerplantage Mecke” to create a café, which most of the customers will appreciate.

The first question of this part is an essential question and asks the interviewees which kind of café they would like: a café with a regular service or self-service. Figure 11 illustrates that more than half of the respondents would like to have a café with self-service, even though 19 out of 50 respondents would like to have a café with regular service.

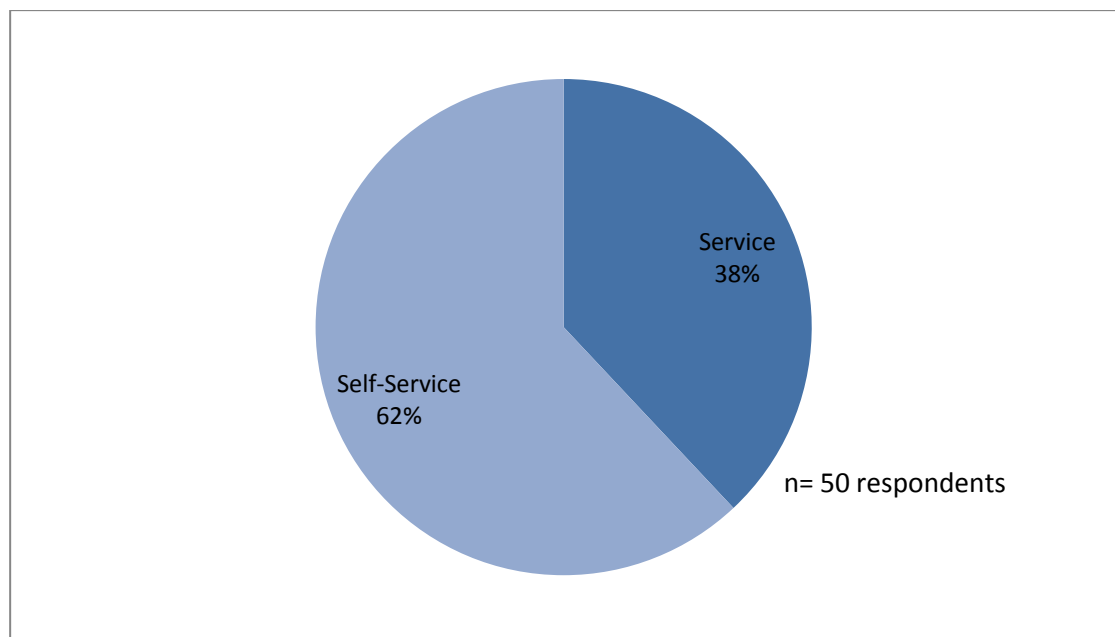


Figure 11: What kind of café would the customers like to have?

The second question asks the interviewees about the products they would like to buy from the café. It is important to know for “Erdbeerplantage Mecke” what kind of products the customers would like to buy from the café. From the result of this question the company can stock their product range according to the wishes of their customers.

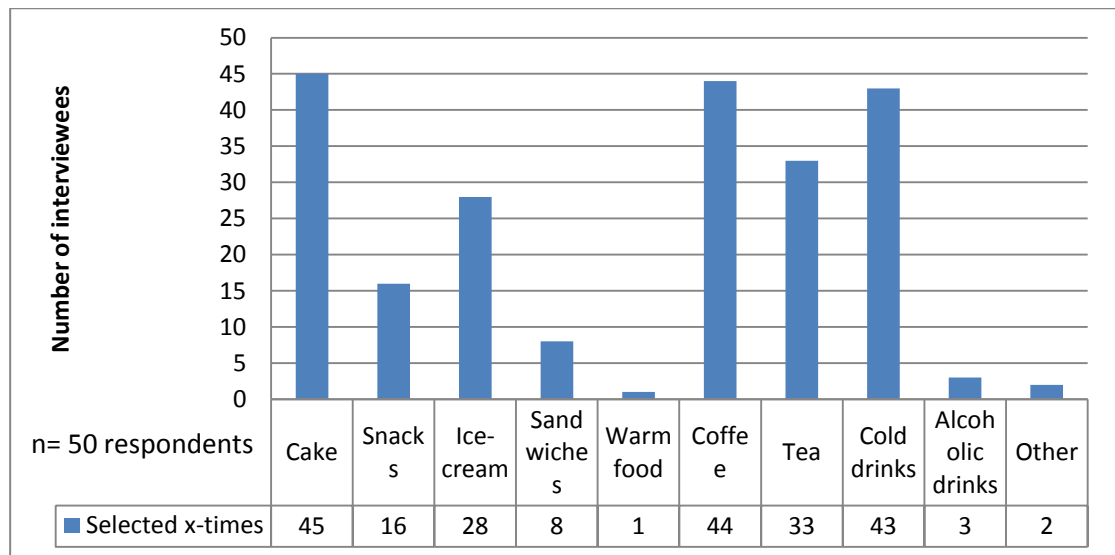


Figure 12: What kind of products do the customers like to buy from a café?

The results in figure 12 show that interviewees rated the products cake coffee, tea and cold drinks as the most important. Additionally, some interviewees would like to buy ice cream and some snacks. Not that important for the interviewees are sandwiches, warm food and alcoholic drinks. Two customers mentioned that they would like to buy fresh strawberries at the café.

In the next two questions the interviewees were asked how much they are willing to pay for a cup of coffee or a piece of strawberry cake. The question offered the interviewees different price ranges, which they could choose from. The results give “Erdbeerplantage Mecke” an overview of how expensive the products can be.

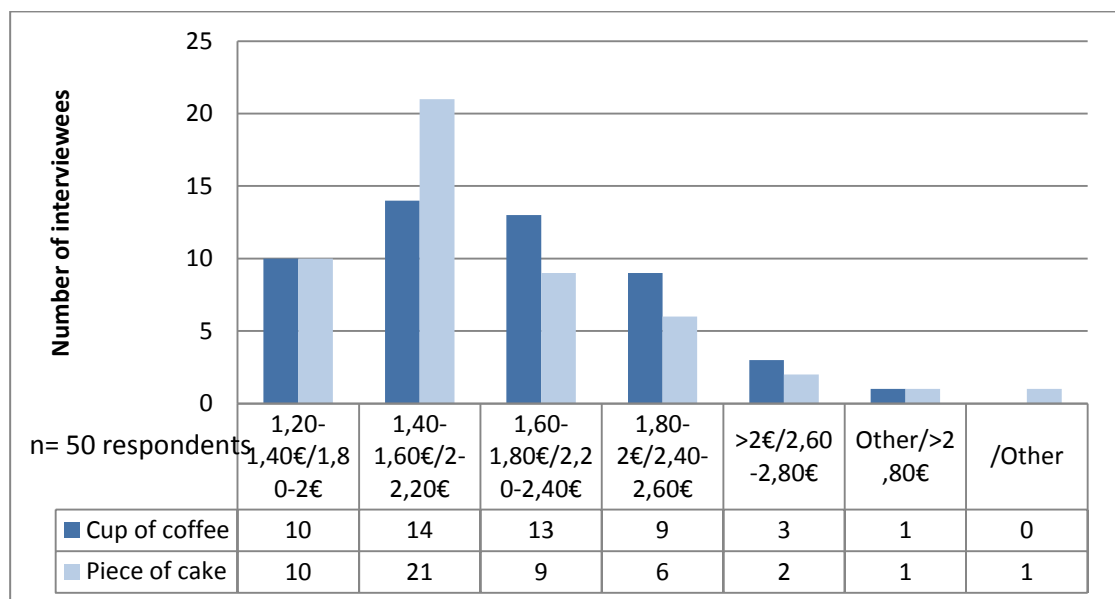


Figure 13: How much are the customers willing to pay?



Figure 13 shows that the respondents are willing to pay between €1.20 and €1.90 for a cup of coffee and between €1.80 and €2.40 for a piece of cake. Only a few of the respondents would pay more than €2 for a cup of coffee or more than €2.60 for a piece of cake. One interviewee said that he or she only drinks tea and therefore can not answer the question and another interviewee would only pay €1.50 for a piece of cake. Depending on the offer from the bakery and according to the interviewees' answers a price plan can be created for the coffee and cake.

The following questions could adjust the results from the earlier questions. It asks if the interviewees would be willing to pay more if the products would be from the region. Almost all interviewees would pay more for regional products and only 8 out of 50 respondents said that they would not pay more, which is illustrated in figure 14. These responses give "Erdbeerplantage Mecke" the possibility to raise the prices a little more than the suggestions from the questions before.

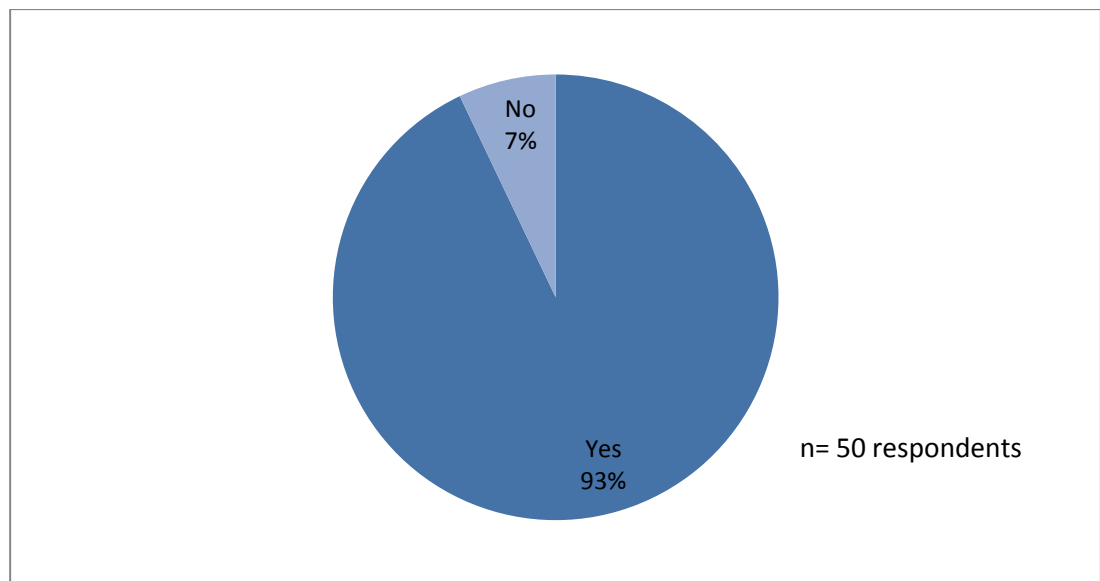


Figure 14: Would the customers pay more for regional products?

The last question from the questionnaire asks the interviewees what kinds of characteristics are the most important for them in a café. This will help to create a range of products according to the ideas of the customers.

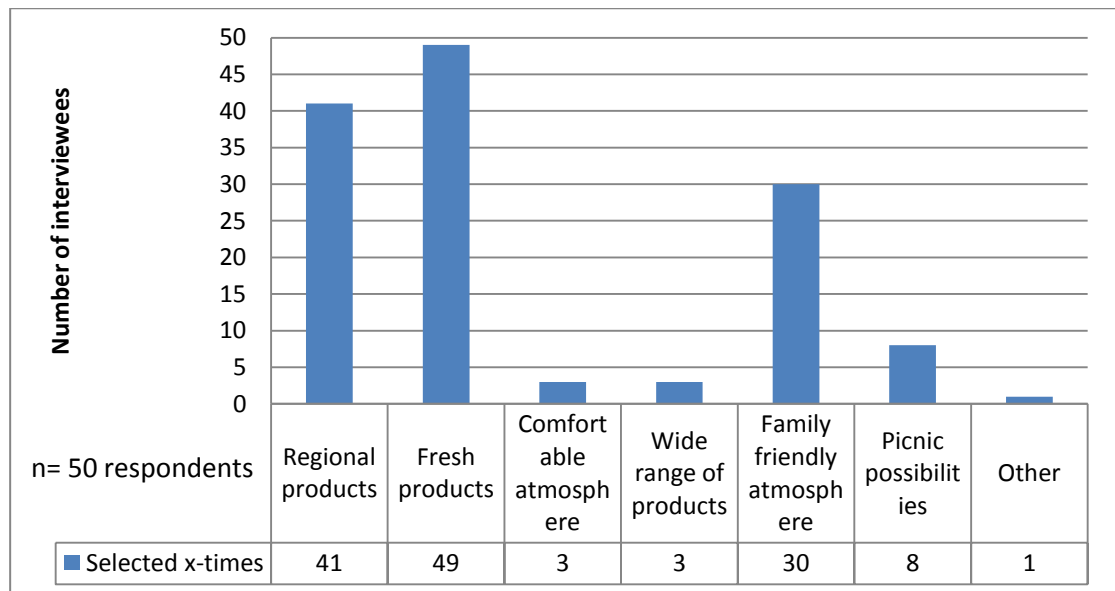


Figure 15: What characteristics are most important for the customers in a café?

The results from figure 15 show clearly which characteristics are most important for the customers of “Erdbeerplantage Mecke”. They would rather appreciate regional and fresh products. They also prefer a family friendly atmosphere. A comfortable atmosphere and a wide range of products are not important for the most respondents and only 8 of them would like to have picnic possibilities. One interviewee mentioned that they would like to have some kind of playground for children.

## 5 DISCUSSION AND ANALYSIS

The questionnaire's results help to write the business plan chapter about the product and service and about the market, specifically about the customers, which is a part of the market chapter. The answers help to measure the customers of "Erdbeerplantage Mecke" and to create a more suitable café according to their wishes and ideas. On the basis of previous research, the business plan needs to describe among other things the products which the company is selling at the moment and which they are planning to sell in the future (Pinson 2004, 25-37). Additionally, the business plan should describe the customers' structure (Bangs 2002, 26).

The results of the questionnaire not only show the nature of a representative number of customers of "Erdbeerplantage Mecke", it also illustrates their wishes and ideas for the new café at the "pick-it-yourself" strawberry field of "Erdbeerplantage Mecke". The number of respondents reflects the nature of the customers of "Erdbeerplantage Mecke", because they are mainly female aged between 20 and 35 years (compare figure 3 and 4). One group of customers is not well represented in the questionnaire, which is the group of customers who are older than 50 years. This can be explained by the fact that those customers might not use Facebook that often and did not hand out their e-mail address on the loyalty card. From this loyalty card "Erdbeerplantage Mecke" creates their customer database. Hence this group can slightly be excluded of the research, because from the personal experience of the researcher during work at the "pick-it-yourself" strawberry field, these group of customers are coming early in the morning and do not stay longer than 30 minutes at the field.

In the following pages the results from the questionnaire will be interrelated to the research findings for the market chapter and the product and service chapter of a business plan.

### 5.1 Customers

At the beginning of this chapter it is essential to outline who the customers are and what their needs are (Bangs 2002, 27). This can bring an advantage in business planning and marketing as well as to establish good customer relationship management (Brown & Gutterman 2003, 79).

As mentioned earlier the customers of “Erdbeerplantage Mecke” are mainly female and between 20 and 35 years (compare figure 3 and 4). Almost all of the customers visit the field with some one else, only 14% of the customers come alone to the strawberry field (compare figure 7). The assumption is that customers who come alone to pick strawberries, only come to get the strawberries and leave again, and they are not spending a lot of time at the strawberry field. Figure 16 shows that 71% of the customers who visit the strawberry field by themselves spend less than 30 minutes there. This validates the assumption that those customers are not coming to enjoy the atmosphere and nature of the strawberry field, but rather come to only pick he strawberries.

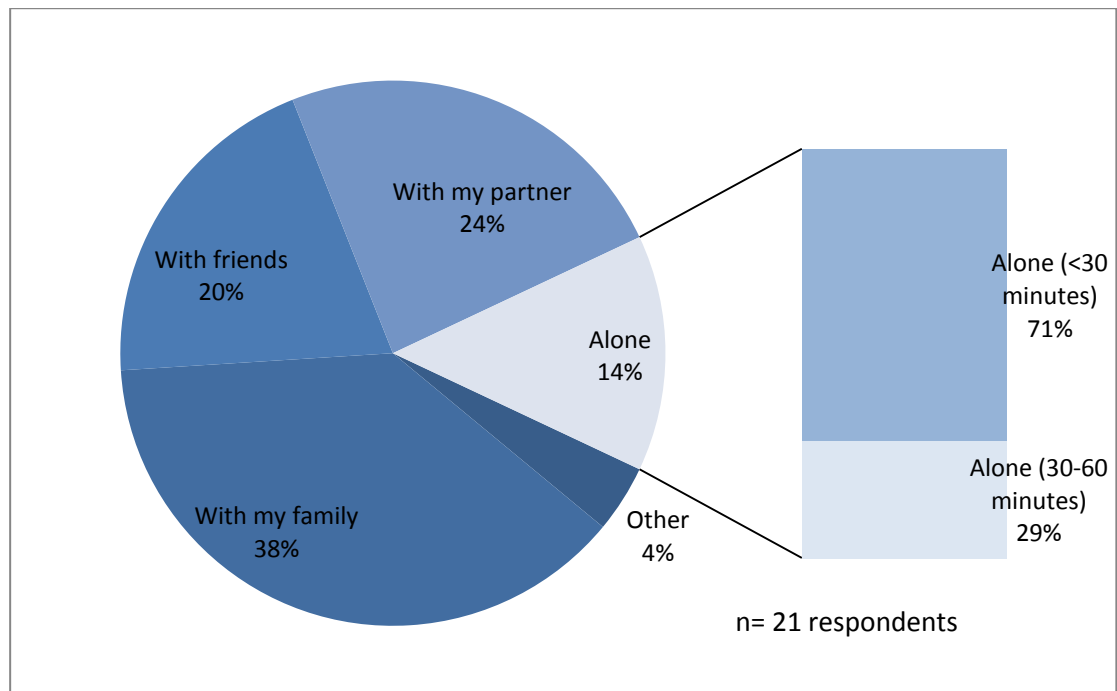


Figure 16: How much time do customers spend at the field when they come alone?

The results from figure 16 lead to the conclusion that it is more important to focus on the customers, who are not coming alone to the strawberry field. The most interesting customers for “Erdbeerplantage Mecke” are those who are coming to the strawberry field at the weekends, due to the fact that the café will be only opened at the weekends in the first year. Resulting, the customers who are coming to the strawberry field with friends, a partner or with the family at the weekends are the target group for this research and therefore their characteristics are now to outline.

In this group of customers are 86% female and 14% male. Additionally, 76% out of this group are between 20 and 35 years old, 19% are between 36 and 50 years old and

only 5% are older than 50 years (compare appendix 6). As seen in figure 17 most of the customers of this group spend between 30 and 60 minutes at the strawberry field.

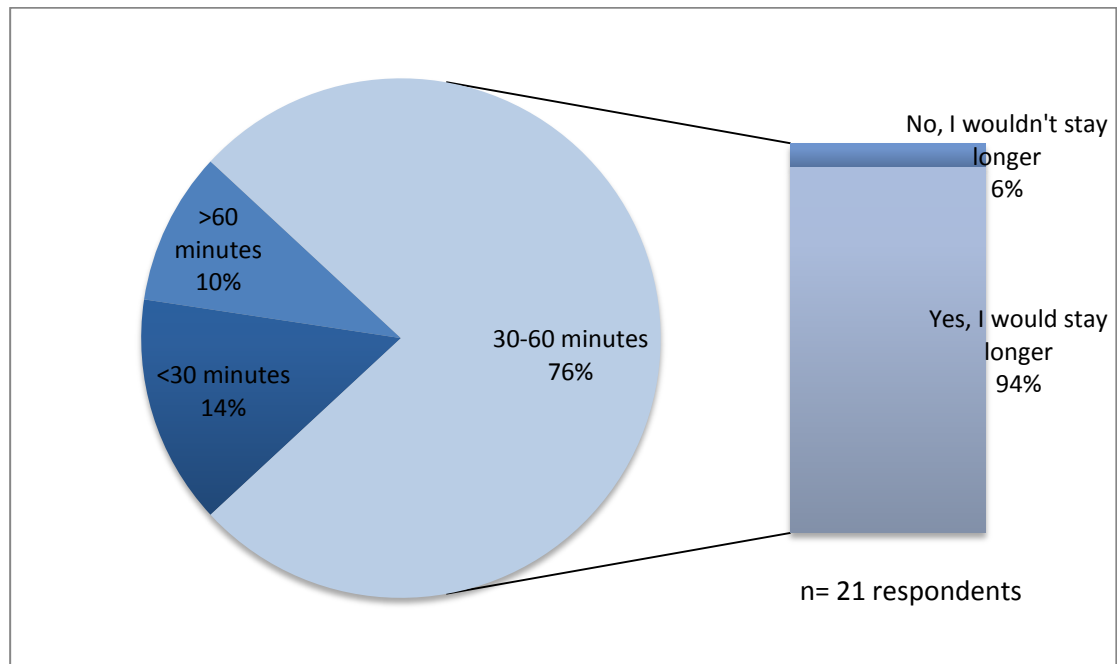


Figure 17: Would customers stay longer at the strawberry field?

In the questionnaire the interviewees were asked whether they would stay longer at the strawberry field if there was a café. 93.75% of the largest group said “yes” they would stay longer. This leads to the conclusion that there is a need for opening a café.

For the customers who are coming to the strawberry field at the weekends the organic-factor of the strawberries is important. An open question in the questionnaire gave respondents the possibility to disclose which characteristics of the products are essential for them. Figure 18 illustrates that regionality and freshness are the most important characteristics for most of the customers and the characteristics of fresh strawberries reach an importance of 100%. Another characteristic that should be taken into consideration is family friendliness. Especially for families with small children it can be of high significance. The café will not need a wide range of products or a comfortable atmosphere. Customers do not wish for that in a café at the strawberry field. Figure 18 illustrates these findings.

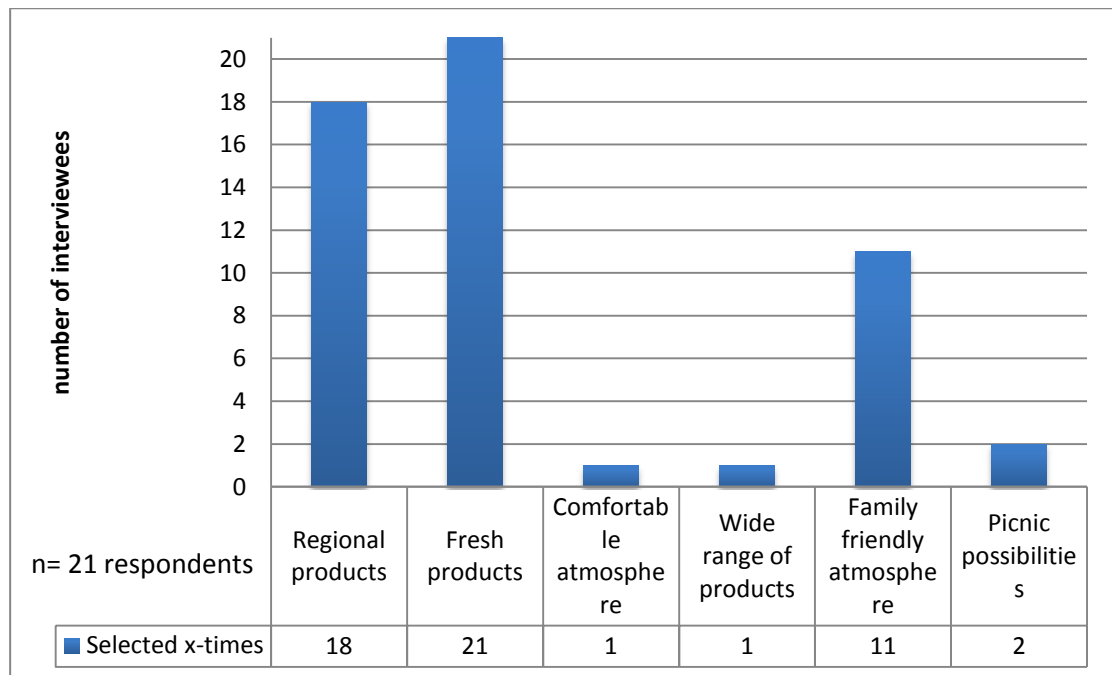


Figure 18: What characteristics of the products are important?

The results from the questionnaire lead to the assumption that the majority of the customers who are coming to the strawberry field to pick strawberries during the weekend are between 20 and 35 years old and do not come alone, however they visit the field with friends, a partner or family. These customers usually spend between 30 and 60 minutes at the strawberry field but most of them would spend more time if they would have the chance to enjoy a coffee or cake in a café. According to the current research findings the products these customers would like to buy should be regional and fresh.

## 5.2 Product

Another essential purpose of the questionnaire is to find out what kind of products the customers would like to buy from the café and what they would be willing to pay for the products. A business plan should describe the products as well as possible (Pinson 2004, 25-37). As mentioned earlier the most interesting group of customers are those who are coming to the strawberry field at the weekends, because “Erdbeerplantage Mecke” will open the café only at the weekends in the first year.

The first important question is what kind of service should the café offer? The respondents from the questionnaire answered that 81% of them would like to have a café with self-service and only 19% would prefer a café with regular service (compare ap-

pendix 6). This is an advantage for “Erdbeerplantage Mecke”, because not serving the customers at the table saves service personnel, time and money.

From the answers of the questionnaire it can also be shown what the customer would like to buy from the café. Figure 19 illustrates that cold drinks and cake are the most wanted products, followed by coffee and tea. Sandwiches, ice cream and snacks are the most irrelevant products for the café. For creating the business plan, this shows that cake, coffee, tea and cold drinks should be offered in the café. These products highly fulfil the customers’ needs and will lead to high customer satisfaction, which is important for the company (Bangs 2002, 23).

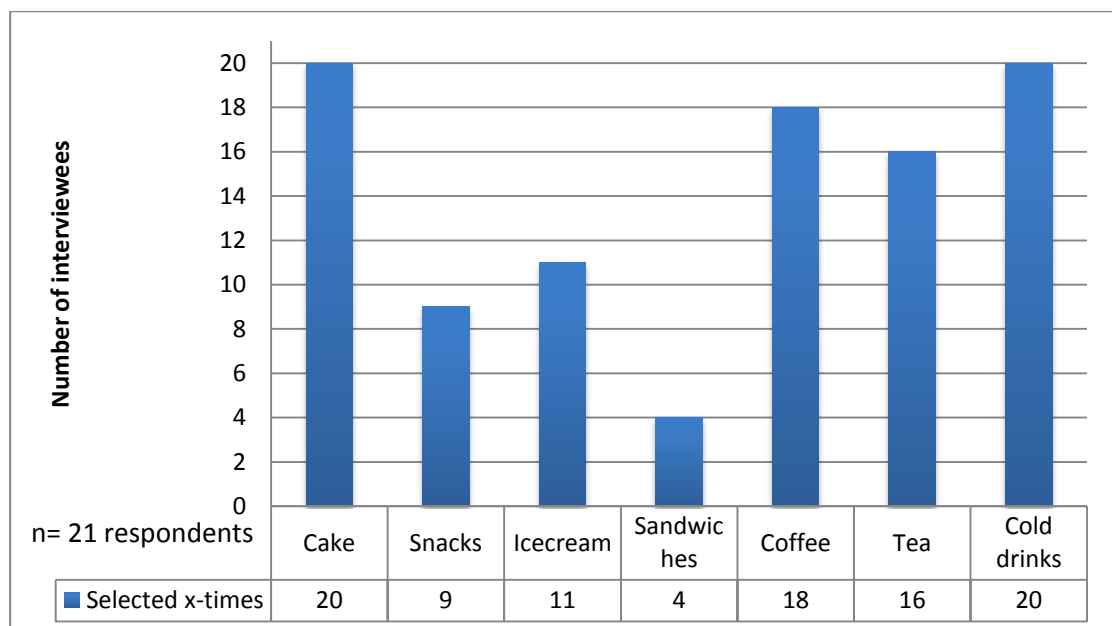


Figure 19: What would the customer like to buy at the weekends?

The price of a product usually depends on the production or purchasing costs (Pinson 2004, 29) however it can help to keep the customers dissatisfaction to a minimum, if the prices can be adjusted to the customers’ wishes and ideas for the prices, as long as their suggestions are realistic (Bangs 2002, 23). To find a tendency of a possible price range for a cup of coffee and a piece of strawberry cake the question asked the interviewees to indicate how much they would be willing to pay. Figure 20 visualises these results. One answer is not listed in figure 20, because the respondent only drinks tea and would not be willing to pay any price for a cup of coffee. This answer was listed in the answer choice “other” and is left out of the figure for keeping the figure clear.

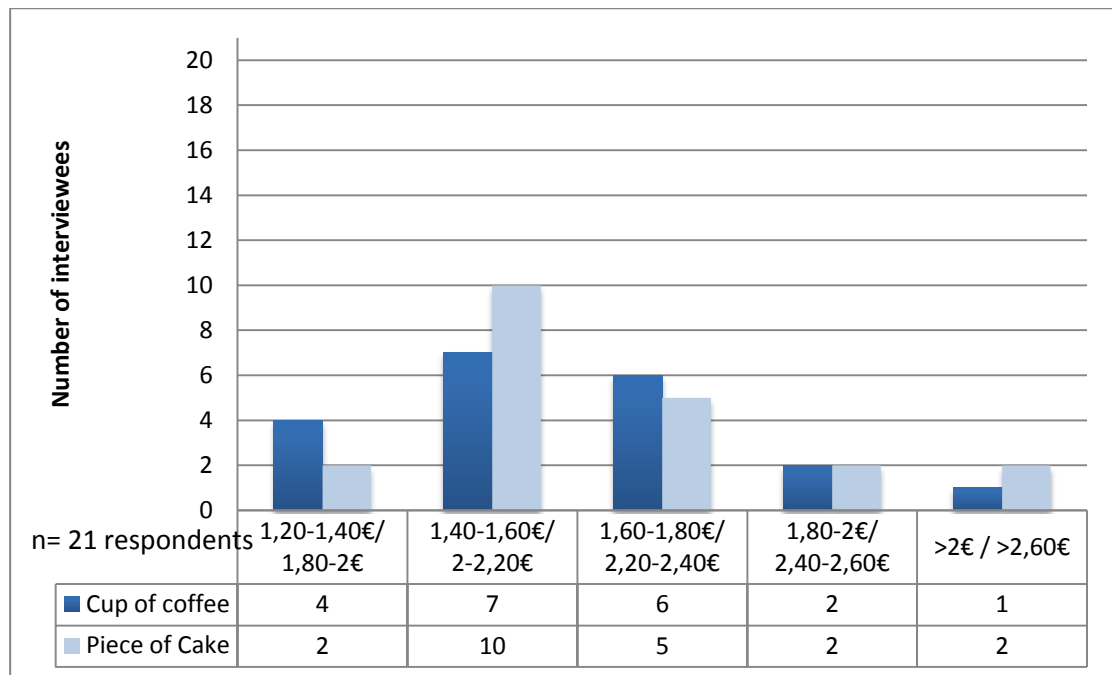


Figure 20: What price would the customers pay?

For a cup of coffee the majority of the customer would be willing to pay between €1.40 and €1.80. This gives a range of 40 Cents for “Erdbeerplantage Mecke” to set the price of a cup of coffee and the customers will still be satisfied. Only a few customers think the price is too high, on the contrary the customer who would be willing to pay more than €1.80 for a cup of coffee would be very satisfied, because the coffee is cheaper than they would have expected.

For a piece of cake the price range is a little smaller. The majority of the customers is willing to pay between €2 and €2.20 for a piece of strawberry cake. But nine respondents of the questionnaire answered that they would be willing to pay more than €2.20 for a piece of cake. It would be good to find a price between €2 and €2.20, because in that way most of the customers will be satisfied with the price. Only two of the respondents from the questionnaire would not be pleased by the price, because in their opinion it would be too high.

An advantage in setting the prices for the products is one question asked in the survey: would the customer be willing to pay more for the products if they would be regional? This question was designed because the characteristic of selling regional products is increasing in popularity. The Rhine-Waal University of Applied Sciences conducted a study this year, which was about the importance of regional products in the lower Rhine region. The study had 1 000 participants. Half of the participants answered that



they are spending a third of their budget for groceries of regional products and more than half of the participants would even spend more money on regional products. (Wirtschaftsblatt-Das deutsche Mittelstadportal 2014.) This study confirms the findings of this research paper. Figure 14 illustrates that 93% of all respondents of the questionnaire would be willing to pay more for regional products and figure 21 visualises that 86% of the customers who visit the strawberry field on the weekend would be willing to pay more money for regional products. These findings correspond with the findings of the study by Rhine-Waal University of Applied Sciences.

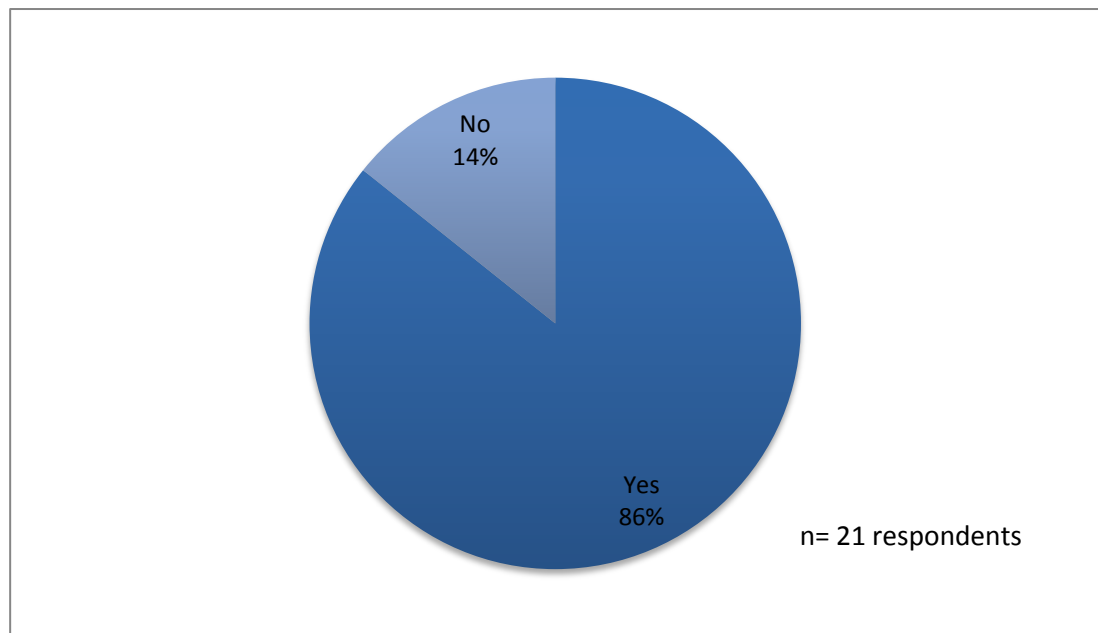


Figure 21: Would the customers on the weekend be willing to pay more for regional products?

The results from the questionnaire based on the respondents who are coming to the strawberry farm to pick strawberries on the weekend show that most of the customer would like to have a self-service café. From this café they would like buy coffee, tea, cake and cold drinks for a price range between €1.40 and €1.80 for a cup of coffee and €2 and €2.20 for a piece of cake with a slight option to raise the prices if the products are from the Göttingen region. This gives a basis for “Erdbeerplantage Mecke” to create the price on their products in consideration with the production and purchasing costs.

## 6 CONCLUSION

### 6.1 Summary of Main Findings

During the research for creating a business plan for the café of “Erdbeerplantage Mecke” information was gathered and analysed. Additionally, a customer questionnaire pointed out some interesting facts about the customers’ wishes for the café. Furthermore, the collecting of information about service partners brought a list of results.

The SWOT-Analysis in the business plan for the café of “Erdbeerplantage Mecke” showed that the threats are the new competitors (compare appendix 1). By opening a café all Cafés in the Göttingen region become a competition for “Erdbeerplantage Mecke”. The advantage of “Erdbeerplantage Mecke” is the unique offer at their café. They not only offer a café, but also the activity of picking the strawberries. There is no other café in the Göttingen region which offers this kind of service planned for “Erdbeerplantage Mecke”. Another threat is that the main competitor “Werderhof” for the “pick-it-yourself” strawberry field will open a café too. In that case former customers of “Werderhof”, who would choose to come to “Erdbeerplantage Mecke” because of the café, would now maybe go back to the “Werderhof” again. The SWOT-Analysis shows the weaknesses of the café as well (compare appendix 1). The weaknesses are the uncertainty of the weather conditions, the lack of experience in gastronomy and the lack of experience in the gastronomically procedures. There is no real solution for the uncertainty of the weather, because the strawberry season will always depend on the weather. But the café could be changed into an indoor café, which would make the dependency on the weather at least for the café disappear. For the lack of experience in gastronomy and gastronomically procedures the solution is to get assistant from experienced helpers. “Erdbeerplantage Mecke” has these helpers at their disposal. They have friends who have experience in all different kinds of gastronomy areas. They have sales people, chefs and a baker, who will like to help with what they can.

“According to the wishes of the costumers, which had been identified by the current questionnaire ”Erdbeerplantage Mecke” will sell cake, coffee, tea and cold drinks. Additionally, the café will offer hot and cold chocolate and waffles, with fresh strawberry marmalade and cream to expand the offer. The prices for the products are based on the production and purchasing costs. A cup of coffee will cost €2, a cup of tea €2, the plain waffles will cost €2, a cappuccino €2.20, a latte macchiato €2.60 and a hot or

cold chocolate will cost €2.40. The equipment will be rented from local gastro renting services, such as “Erento” or “KKG Göttingen” and some small things will be bought from “Ikea”, such as cups, glasses and long spoons (compare appendix 1). The sum of the investment for the equipment will be €2 013.86, plus the sales stand, which has been bought by “Erdbeerplantage Mecke” for €500 before this study has started. The main reason for only renting most of the equipment is primarily based on financial reasons. It will minimize the financial risk for “Erdbeerplantage Mecke”. In case the strawberry season will be ended rapidly due to bad weather conditions, the investment is only partly made for one weekend and not on the full equipment for the whole time. To be sure to not be bound to 100% to the renting contract, it should be stipulated that “Erdbeerplantage Mecke” has a right to step back from the contract. Another reason for renting the equipment is of logistical nature, the warehousing of all the needed equipment, such as chairs, tables, cups, glasses and others, would take a lot of space which is not available at the moment.

The customers’ research which was conducted by a customers’ questionnaire yield the customers wishes and expectations for the café. The most interesting group of the customers are those who only come to the strawberry field on the weekends, because the café will only be opened on the weekends at the beginning. This main part of the group would prefer a self-service café from where they could buy coffee, tea, cake and cold drinks for a price between €1.40 and €1.80 for a cup of coffee and €2 and €2.20 for a piece of cake. This specific group of customers as well as most of the interviewees of the questionnaire would also be willing to pay more for the products if they were from a regional origin. Only a small group of these customers are coming alone to the field. Most of these customers are coming with the family, but also with friends or a partner. This is the reason why the café and the field area should be family friendly. Furthermore, this research outlined that the Göttingen region is a safe place to do business. Additionally, “Erdbeerplantage Mecke” is bound to this region, due to their property however they have an advantage from this area. They have already built up a brand name for “Erdbeerplantage Mecke” in the Göttingen region, which stands for fresh strawberries of high quality. This positive reputation helps “Erdbeerplantage Mecke” to establish their café. However, they will not only rely on the already existing customers, but will try to attract new customers to the café. This can be done through flyers at the strawberry stands and vouchers for picking strawberries. At the street on the way to the strawberry field will be signs with the information about the

“pick-it-yourself” field and the café. The field is located at a high-frequented street, which is a good marketing step. That draws the attention of those people who do not like to pick strawberries, or might not even know the brand “Erdbeerplantage Mecke” and their café. Additionally, the local newspaper annually publishes an article about “Erdbeerplantage Mecke” as soon as the strawberry season will start. This article could also mention the café, which will attract more customers.

In international comparison, there are two kinds of farms, the ones that offer “pick-it-yourself” fruits and vegetables without additional services or the farms, which build up a whole brand around their products. They offer “pick-your-own” fields, farm shops and a café where customers are welcome the whole year. “Erdbeerplantage Mecke” is between those two kinds of farms. They offer a “pick-it-yourself” strawberry field and a café, however still have space to develop their brand. For instance by establishing a café, which will be opened the whole year as well as a farm shop.

## 6.2 Implications for the Commissioner

This study functions as a guideline for the future steps that “Erdbeerplantage Mecke” has to take in order to open the café at the “pick-it-yourself” strawberry field this summer. Based on these instructions, the findings of the business plan for the café and the results of the customer questionnaire are the recommendations for “Erdbeerplantage Mecke” implementing this study in the development of the café:

The contract with the rental service should include that it is possible to cancel it on short notice. Due to the fact that the strawberry season and with that the café depend on good weather conditions. In case that the weather conditions will change “Erdbeerplantage Mecke” needs to have the chance to terminate the contract. Otherwise renting the equipment would lose the benefit of being more effective than buying it. Aside from that, the contract with “5 Sterne Bäckerei Hildebrandt” should as well include a part concerning the adjustment of the order quantity. For the reason the “Erdbeerplantage Mecke” can only estimate the number of customers who will visit the café and buy a piece of cake, thus they might have to adjust the order to the actual number of customers after the first weekend.

The marketing for the café could be increased by for example handing out flyers in the city centre and by publishing the “coming soon”-café at the internet page of “Erdbeer-

plantage Mecke” and in their Facebook fan page. Additionally, “Erdbeerplantage Mecke” could offer some special offers upon the opening of the café to attract more new interested customers. For example, the customers could get a voucher for 500g of self picked strawberries for free with every coffee.

### 6.3 Suggestions for Further Research and Development Based on Evaluation of the Current Study

This research is a theoretical guideline for the steps that “Erdbeerplantage Mecke” should take to opening the café. It outlines the purchasing partners for food and drinks, as well as the renting services for the needed equipment, which “Erdbeerplantage Mecke” will need for their café. The research questions for which answers were looked for with this study are answered. The sub questions ‘What type of café the customers would like to have?’ and ‘What kind of products the customers would like to buy?’ can also be answered. The customer survey answers these questions. Finding the renting services and purchasing partners answered the question ‘What does the company need to open a café?’. The question, if the café will be profitable can only be answered theoretically. In theory the café will be profitable, if there are more than 340 paying customer visiting the café on one weekend, which is Saturday and Sunday. It is a realistic number of customers, because on a regular weekend with good weather conditions in 2014, about 300 customers visited the strawberry fields to pick strawberries themselves. The whole research paper and the corresponding business plan in appendix 1 answer to the research question ‘How to open a café in the Göttingen region, according to the customers’ interests?’.

The chapters about the business plan function as a guideline for the creation of a business plan, in explicit way for “Erdbeerplantage Mecke”. In Chapter 2.1.4 about the market the focus lies upon the Göttingen region and the economical environment for this area. Additionally, the chapter describes the customers, competitors, sales and pricing for the project. Intentionally the marketing part of a business plan has been kept to a minimum. “Erdbeerplantage Mecke” already has a working network in the Göttingen region and can rely on buzz marketing. To support this marketing strategy they will take the above-mentioned actions, such as vouchers, flyers and information signs at the road.

This study was based on establishing a café for “Erdbeerplantage Mecke” at their “pick-it-yourself” strawberry field. The research was focused on the Göttingen region

and the gastronomy topic. The customer questionnaire concentrated on the customers of “Erdbeerplantage Mecke”. Altogether the research scope of this study was focused on a small area. This fact leads to a very specific outcome of this study, which can basically only be used for “Erdbeerplantage Mecke”. Divergent from this small scope of the study it offers a guideline for opening a small business. This guideline is presented in a business plan. It should be kept in mind that every business plan is an individual matter. As mentioned in chapter 2.1 each plan differs in its layout and scope depending on the author, the purpose of the plan and the business it is used for. Depending on this fact, the business plan, which is presented in this research paper, can be used as an incentive, however, truly cannot be seen as a static manual for business planning. Even in the literature a lot of different thoughts and basic approaches for creating a business plan are brought out, which is why a business plan cannot be measured on its layout but rather on the success of the project.

In the specific case of this study the success of the café depends on the fact whether it can be opened again in the next strawberry season, in other words in 2016. For this it would be interesting to conduct a new study. This study would delve into the matter of customer satisfaction. In this current study the customers of “Erdbeerplantage Mecke” indicated their wishes and expectations for a café at the strawberry field. In the following study a customer survey could research on how satisfied the customers are with the café, its products and service. Additionally, the customers could vent their improvement suggestions. Based on this study “Erdbeerplantage Mecke” could improve the café, to gain a higher customer satisfaction.

Another approach for further studies are the possible future steps of “Erdbeerplantage Mecke” to develop the open air café at the strawberry field to a café which will be indoors and open year round. The next step would be a farm shop. For these topics it would be interesting to know how good the location can be reached, how big the demand is for this kind of shop in the Göttingen region and whether the products should be purchased or mainly self-made.

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## APPENDICES

Appendix 1. Business Plan for “Erdbeerplantage Mecke”

Appendix 1/1

**Business Plan**

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## 1 EXECUTIVE SUMMARY

“Erdbeerplantage Mecke” is a family owned farming company from Göttingen, Germany. They started to establish a small “pick-it-yourself” strawberry field in Holtensen, Germany in 1984. Customers could come to the field and pick the strawberries on their own. This was a new attraction for this area and became a big success. Kay and Mareike Mecke are the head of the company in the second generation. Nowadays there are two big “pick-it-yourself” strawberry fields.

They are now planning to open a Café at their “pick-it-yourself” strawberry field near by Göttingen. The Café should first be opened in the summer 2015 during the strawberry season at the weekends. The Café will be established for the current customers that they will have a place where they could have food and drinks before, while or after picking strawberries, but also for new customers, who are looking for a place, where they could have for example a coffee outside the city centre of Göttingen.

People are coming to the strawberry fields from about 20 kilometres away. That is why a café at the strawberry field could help those customers to choose to come to this specific field, if they could not only pick strawberries there but also enjoy a cup of coffee, tea or chocolate. Furthermore, it would improve the experience of collecting strawberries, if the customers would have the chance to enjoy a coffee or cake, before or after. Additional, it might also attract more customers to come to the strawberry field and customers from further away by creating a more complex experience and offering additional service at the field.

The Café will be an experience for the customer and for the whole family. It will offer strawberry cake made from regional products and with “Mecke”-strawberries. Additionally, the Café will sell waffles with homemade strawberry marmalade and cream. For drinking the café will offer fresh brewed coffee and tea, as well as fresh and cold drinks for the very warm days.

## 2 DESCRIPTION OF THE BUSINESS

“Erdbeerplantage Mecke” will keep improving their brand image in the Göttingen region. One step of this plan is to offer a new service to their customers. At the “pick-it-yourself” strawberry field they will open a Café to create a more complex brand experience. Instead of just come to the field, pick the strawberries and go home again the customers have a chance to find a place of calm in the nature. They can enjoy a nice cup of coffee and a fresh piece of strawberry cake for example. This is a unique offer in the Göttingen region and will not only excite the current customers but also attract more customers. People might not only come for picking strawberries, but also for a coffee. Talking from my own experience, in Göttingen region it is not easy to find nice Cafés, which are not in the city centre. Opening a Café at the strawberry field would offer one more chance for people to easily get to a Café by car.

Table 1: SWOT-Analysis; Strengths and Weaknesses

Strengths	Weaknesses
Uniqueness of the offer; offering a wider range of services than before	Uncertainty of the weather and the dependent strawberry season
Good reachable location; outside the city centre	Lack of experience in gastronomy
Located at one of the main roads and close to the highway	Lack of experience in procedures
Building up on already existing customer network and brand image	
Special and long experience in working with strawberries	

Table 2: SWOT-Analysis; Opportunities and Threats

<b>Opportunities</b>	<b>Threats</b>
Developing an all year opened Café  Including a small farm shop to the Café	Competitors establish a Café too  Cafés become competitors too

The Café will offer strawberry cake from the bakery Hildebrand in Barterode, Adelebsen and waffles, which will be freshly made at the Café. Additionally, the Café will offer coffee, cappuccino, latte macchiato, tea and hot or cold chocolate.

The opening hours of the Café will be:

- Saturday: 11.00-17.00 o'clock
- Sunday: 10.00-15.00 o'clock

From the opening hours result the costs for the personnel. There will be 3 Service people, who will earn € 8.50 per working hour, according to the new regulations on minimum wage, which will enter into force as from the 1 January 2015.

Most of the equipment for the Café will be rented in the first year, due to the fact that the Café will only be at the weekends.

“Erdbeerplantage Mecke” already bought a sale stand, before this research was started. Tables, chairs, a toilet wagon, the coffee machine and the refrigerator will be rented from different renting services.

Table 3: Investments

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	Price per weekend	Pieces	Sum	From
Sales stand	€ 167	1	€ 500	Unknown
Group tables and chairs (1 for about 8 people)	€ 8.50	4	€ 34	<a href="http://www.geschirrverleih-gottingen.de">www.geschirrverleih-gottingen.de</a>
Toilette wagon	€ 360	1	€ 360	<a href="http://www.erento.com">www.erento.com</a>
Refrigerator (for bottles 350l)	€ 35	1	€ 35	<a href="http://www.geschirrverleih-gottingen.de">www.geschirrverleih-gottingen.de</a>
Coffee Machine (for coffee, cappuccino, latte macchiato and hot milk)	€ 180	1	€ 180	<a href="http://www.geschirrverleih-gottingen.de">www.geschirrverleih-gottingen.de</a>

The price for the equipment per weekend is € 776. The estimated number of weekends, on which the Café can be opened, will be three. For the whole season, the price would be € 2 328.

### 3 PRODUCTS AND SERVICES

“Erdbeerplantage Mecke” is already known in the Göttingen region for fresh strawberries with an excellent quality. They are selling fresh picked strawberries, strawberry wine and champagne, as well as self-made strawberry marmalade in 6 stands in

Göttingen and its environs. In addition, they offer to their customers to pick strawberries themselves at two big strawberry fields. To offer their customers a more complex experience at the strawberry field they would like to open a Café next summer at the strawberry field. In this Café they will offer cake, coffee, tea and cold drinks and some additional varying food. In the first year the Café will be opened at the weekends.

The cake will be delivered from the cooperating bakery “5-Sterne Bäckerei Hildebrand” from Barterode, Adelebsen and the equipment will be rented from different renting services at the beginning. The different prices for the different products are calculated as followed:

- Cake
  - One baking sheet with 40 pieces of Strawberry cake will cost € 80
    - For one weekend will be needed 250 pieces of cake
    - The costs will be € 500 per weekend
- Waffles
  - 24 waffles need
  - Table 4: Costs for Waffles

<b>300ml Milk</b>	1l costs € 0.80	€ 0.24
<b>500g Sugar</b>	1kg costs € 0.40	€ 0.20
<b>1 Package Vanilla Sugar</b>	5 Packages cost € 1.50	€ 0.30
<b>500g Butter</b>		€ 1.80
<b>600g Flour</b>	1kg costs € 0.60	€ 0.36
<b>6 Eggs</b>		€ 1
<b>1 Package Baking Soda</b>	5 Packages cost € 1.50	€ 0.30
<b>Sum</b>		€4.30



- Coffee
  - 150 cups of coffee approximately need 1kg of coffee beans
  - 1kg of Lavazza Caff  Crema costs € 9.99
- Tea
  - 3 different kinds of tea
    - Earl grey tea: 50 bags = € 2.99
    - Peppermint tea: 50 bags = € 2.99
    - Rooibos tea: 40 bags = € 3.18
    - All together: € 9.16
- Cappuccino
  - A cappuccino is a cup of coffee and 150 ml of milk
    - For 40 cappuccini will be needed 6 l of milk that makes € 4.80
    - The coffee will cost € 2.66
- Latte macchiato
  - A latte macchiato is a cup of coffee and 250 ml of milk
    - For 40 latte macchiati will be needed 8 l of milk that makes € 6.40
    - The coffee will cost € 2.66
- Hot/Cold chocolate
  - Hot or cold chocolate will be made with 200 ml of milk and 20 g of chocolate powder
    - For 50 cups of hot or cold chocolate will be needed 10 l of milk that makes € 8
    - The powder will cost € 5.98
- Cold drinks
  - A box of 24 bottles (Coke, Fanta, Sprite, Water, “Apfelschorle” (Mix of water and apple juice)) costs € 15
  - For one weekend will be needed 150 cold drinks, that makes € 94.5

This leads to the following costs calculation for the products of “Erdbeerplantage Mecke”

Table 5: Costs calculation for the Products per piece

Costs	Costs per Day	Costs per Piece
Cake	€ 250	€ 2
Waffles (24pieces)	€ 4.90	€ 0.21
Coffee (150 cups)	€ 9.99	€ 0.06
Tea (16 cups)	€ 1.02	€ 0.07
Cappuccino (40 cups)	€ 7.20	€ 0.18
Latte Macchiato (40 cups)	€ 10.40	€ 0.26
Chocolate (40 cups)	€ 10.40	€ 0.26
Cold drinks	€ 63	€ 0.63

#### 4 MARKET

“Erdbeerplantage Mecke” will operate in the Göttingen region. The market analysis will be done by a PEST-Analysis. The following comes the PEST-Analysis for Göttingen and its environs.

Table 6: PEST-Analysis for Göttingen region

##### **Political**

Stabile political situation

Democracy

Part of the European Union

Farming companies get supported by the government and the EU

No corruption

High level of education in the Göttingen region

VAT: 19%

Environmental	<p>German economy is growing (GDP +0.4% in 2013) (<a href="http://www.destatis.de">www.destatis.de</a>)</p> <p>Low unemployment rate of 6.6% (May 2014) (<a href="http://www.goettingen.de">www.goettingen.de</a>)</p> <p>Inflation rate is stabil at 0.8% (October 2014) (<a href="http://de.statista.com">de.statista.com</a>)</p> <p>Göttingen region is growing, more people move here</p>
<b>Social</b>	<p>Negative estimated population growth in the Göttingen region (<a href="http://www.goesis.goettingen.de">www.goesis.goettingen.de</a>)</p> <p>Many young inhabitants, because of the university. (<a href="http://www.goesis.goettingen.de">www.goesis.goettingen.de</a>)</p> <p>High educational level, due to universities and academic high schools</p> <p>Awareness for environmental issues</p> <p>Wide market for eco-product</p> <p>Good purchasing power of inhabitants</p>
<b>Technological</b>	<p>High technological level</p> <p>Many institutes and research facilities, due to the university facilities</p>

For the business plan of “Erdbeerplantage Mecke” the customers’ analysis is supported by a questionnaire to find out the customers’ needs and wishes and maximize

their satisfaction with the Café. The majority of the customers is female and between 20

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and 35 years old. Most of them come to the strawberry field at the weekends with their families, because they like the freshness of the strawberries and like the fact to know where the strawberries they consume are coming from. For a Café most of them would like to have a Café with self-service and they would like to buy coffee, tea, cake and ice cream from the Café. For “Erdbeerplantage Mecke” the distribution method is easy to choose. They are already selling their products in stands, which makes it the direct distribution method. Competitors of “Erdbeerplantage Mecke” are very few in the Göttingen region. Only the “Werderhof” in Geismar, Göttingen offers “pick-it-yourself” strawberry fields but without a café or a comparable service (Gutes aus dem Göttinger Land - Direktvermarkter und Landwirtschaft 2014). There are no similar offers with a “pick-it-yourself” field including a café at the moment. The combination of picking strawberries and a café is unique in Göttingen and its environs. Competition comes from other cafés and other strawberry fields, which offer picking for the customers. The pricing decision for “Erdbeerplantage Mecke” results from the product costs, which were outlined in chapter 3.

Table 7: Price calculation for the Products

Price Calculation	Costs per Day	Costs per Piece	Price	Profit per Piece
Cake	€ 250	€ 2	€ 2.50	€ 0.50
Waffles (24pieces)	€ 4.90	€ 0.21	€ 2	€ 1.79
Coffee (150 cups)	€ 9.99	€ 0.06	€ 2	€ 1.94
Tea (16 cups)	€ 1.02	€ 0.07	€ 2	€ 1.93
Cappuccino (40 cups)	€ 7.20	€ 0.18	€ 2.20	€ 2.02
Latte Macchiato (40 cups)	€ 10.40	€ 0.26	€ 2.60	€ 2.34
Chocolate (40 cups)	€ 10.40	€ 0.26	€ 2.40	€ 2.14
Cold drinks	€ 63	€ 0.63	€ 2	€ 1.37

Per weekend the Profit from selling the products to 340 paying customers would be € 1 195.34 and for the whole season it would be € 3 586.02.

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## 5 FINANACIAL DOCUMENTS

The financial statement of “Erdbeerplantage Mecke” will be based on the advices by Friend and Zehle (2004, 152-157) and Brown and Gutterman (2003, 107-115). It will include a balance sheet, an income statement for the Café and a cash flow statement. In addition, it will include a statement of the financial needs of the business, according to Pinson (2004, 75). Considering the fact that “Erdbeerplantage Mecke” is not looking for any investors, the financial statement’s purpose is to organise and plan the financial needs of the project. The investments that “Erdbeerplantage Mecke has to take for the café are as followed.

Table 8: List of Investments

	Price per weekend	Pieces	Sum	From
Group tables and chairs (1 for about 8 people)	€ 8.50	4	€ 34	(KKG Göttingen 2014)
Toilette wagon	€ 360	1	€ 360	(Ereto 2014)
Refrigerator (for bottles 350l)	€ 35	1	€ 35	(KKG Göttingen 2014)
Coffee Machine (for coffee, cappuccino, latte macchiato and hot milk)	€ 180	1	€ 180	(KKG Göttingen 2014)

Plates	€ 0.35	50	€ 17.50	(KKG Göttingen 2014)
Forks	€ 0.27	50	€ 13.50	(KKG Göttingen 2014)
Spoons	€ 0.27	50	€ 13.50	(KKG Göttingen 2014)
Cups	€ 0.59	40	€ 23.60	(IKEA 2014)
Latte Macchiato Glasses	€ 0.49	20	€ 9.80	(IKEA 2014)
Long Spoons (6 pieces in one pack)	€ 4.99	4	€ 19.96	(IKEA 2014)

The rent for one weekend will cost €653.50 and for the whole season, approximately three weekends it will be €1 960.50. The investment for buying the equipment, which cannot be rented, will be €53.36. Furthermore, “Erdbeerplantage Mecke” has to register the café at the regulatory agency of Göttingen. This includes the registration itself, based on the Niedersächsischen Gaststättengesetz (NGastG) (Restaurant Law of Lower Saxony) from January 2012, and the permission under building law and that the location match the food regulatory requirements (compare appendix 2). The costs for the registration will be between €22.50 and €99.75, due to the fact, that “Erdbeerplantage Mecke” will open a small café, the costs will be around €50. This makes a sum of €2 063.86 for the investment in equipment. Additionally, “Erdbeerplantage Mecke” has already bought a sales stand before this study has started for €500. The main reason for renting the most of the equipment is of economical nature. It minimizes the financial risks for “Erdbeerplantage Mecke”. In case the strawberry season will be ended by the weather after for example one weekend, “Erdbeerplantage Mecke” will only have to bear the costs for one weekend. Another reason for renting the equipment is of logistical nature, the warehousing of all the needed equipment,

such as chairs, tables, cups, glasses and others, would take a lot of space which is not available at the moment.

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Running costs for “Erdbeerplantage Mecke” will be the costs for personnel, electricity, water and garbage.

Table 9: Running costs for “Erdbeerplantage Mecke”

Costs	Approx. per day	per weekend
Personnel	€ 140	€ 280
	3 times € 8.50/Sat: 11-17 o'clock Sun: 10-15 o'clock	
Electricity	€ 47.80	€ 95.60
	3 times 54.8kWh per employee per day	
Water	€ 0.31	€ 0.62
	Approx. 250 l per day/€ 0.00123 per litre	
Garbage	€ 23.70	€ 47.40
	120 l barrel/€ 142.33	
Sum		€ 423.62

The running costs for one weekend will be €423.62 and for the whole season of approximately 3 weekends the running costs will be €1 270.86. The sum of running costs and investment costs is €3 334.72. The Profit of the sales from all products, when there will be about 340 paying guests at the café will be € 1 195.34 per weekend and for the whole season that makes € 3 586.02. In conclusion, the café will be profitable, when 340 paying guests will visit the strawberry field per weekend.

## 5.1 Balance Sheet

Assets				Liabilities	
Capital assets:	Intangible assets:	Registration	€ 50	Owner's equity	€ 10 000
	Fixed assets:	Tables & Chairs	€ 102		

Sales stand	€ 500	
Toilette wagon	€ 1 080	
Refrigerator	€ 105	

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		Coffee machine	€ 540	
		Plates	€ 52.50	
		Forks	€ 40.50	
		Spoons	€ 40.50	
		Cups	€ 23.60	
		Latte Macchiato Glasses	€ 9.80	
		Long Spoons	€19.96	
<b>Floating assets:</b>	Stock-in-trade:	Waffles	€ 25.80	
		Coffee	€ 91.86	
		Tea	€ 27.48	
		Milk	€ 115.20	
		Chocolate powder	€ 35.80	
		Cold Drinks	€ 378	
		Cake	€ 1 500	
	Other receivables and other payables	Personnel	€ 840	
		Electricity	€ 286.80	
		Water	€ 1.86	
		Garbage	€ 142.33	
	Balance		€ 4 491.01	
	Sum		€ 10 000	€ 10 000



## 5.2 Income Statement

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	Debit	Credit
Revenue:		
	Gross Revenue	€ 5 571
Expenses:		
	License	€ 50
	Rent	€ 1 961
	Material	€ 2 174.14
	Utilities	€ 430.99
	Personnel	€ 840
Total expenses:		- € 5 455.63
Net income:		<b>€ 115.37</b>

## 5.3 Cash Flow Statement

Cash flow from operations	€ 5 571.00
---------------------------	------------

Cash flow from investing	- € 103.36
Cash flow from financing	- € 1 960.50
Net cash flow	€ 3 507.14

Appendix 2. Information about the Registration of Restaurants

Appendix 2/1

### Information zur Anzeige eines Gaststättengewerbes

#### Niedersächsisches Gaststättengesetz

Zum 01.01.2012 ist das Niedersächsische Gaststättengesetz (NGastG) in Kraft getreten und ersetzt das Bundesgaststättengesetz. Mit Inkrafttreten des Gesetzes ist die Erlaubnispflicht für Gaststättenbetriebe entfallen und anstelle dessen tritt für Betreiber von Gaststättenbetrieben die Verpflichtung, die Aufnahme einer gastronomischen Tätigkeit mindestens 4 Wochen vor Beginn auf einem hierfür vorgesehenen Vordruck anzuzeigen.

Ein entsprechender Vordruck steht im Internet unter [www.rathaus.goettingen.de](http://www.rathaus.goettingen.de) zur Verfügung bzw. kann direkt bei der Gewerbebehörde im neuen Rathaus ausgefüllt werden.

Sofern alkoholische Getränke abgegeben werden, sind zugleich mit der Anzeige ein

- Führungszeugnis (für Behörden) und ein
- Auszug aus dem Gewerbezentralregister

vorzulegen bzw. zu beantragen.

Weitergehende Informationen erhalten Sie vom Fachdienst Ordnungs- und Gewerbeangelegenheiten über Tel. 0551-400-2257 oder per Mail : [k.roettger@goettingen.de](mailto:k.roettger@goettingen.de)

#### Baurechtliche Bestimmungen

Beachten Sie bitte, dass als Gaststätte, Cafe o.ä. genutzte Räumlichkeiten entsprechend baurechtlich genehmigt sein müssen.

Auch für eine vorübergehende Veranstaltung in dafür nicht bauaufsichtlich genehmigten Räumlichkeiten kann z.B. eine Genehmigung nach der Versammlungsstättenverordnung erforderlich sein. Bei einer Nutzung ohne Baugenehmigung müssen Sie mit einer Nutzungsuntersagung und zusätzlich mit einem Ordnungswidrigkeitenverfahren rechnen.

Berücksichtigen Sie deshalb bitte bei Ihrer Zeitplanung, dass die ggf. erforderliche baurechtliche Genehmigung frühzeitig mit den jeweiligen Unterlagen beantragt werden muss, weil die Bearbeitungszeit i.d.R. mehrere Wochen beträgt.

Weitere Auskünfte erhalten Sie vom Fachdienst Bauordnung, Denkmalschutz und Archäologie über Tel. 0551-4002511, E-Mail: [bauordnungsamt@goettingen.de](mailto:bauordnungsamt@goettingen.de).

#### Lebensmittelüberwachung

Sie haben einen Gewerbebetrieb angemeldet, in dem Lebensmittel (u. a. Speisen und Getränke) hergestellt, behandelt und in den Verkehr gebracht werden sollen.

Hierfür gelten besondere lebensmittelrechtliche Vorschriften, die sowohl bauliche als auch hygienische und kennzeichnungspflichtige Bestimmungen sowie ein ausreichendes Eigenkontrollsystem mit einschließen.

Als Lebensmitteunternehmer haben Sie gemäß Artikel 6 der VO (EG) 852/2004 des Europäischen Parlaments und des Rates über Lebensmittelhygiene

- die Verpflichtung der zuständigen Behörde Ihren Betrieb zwecks Eintragung zu melden. Ferner stellen Sie sicher, dass die Kenntnisse der Lebensmittelüberwachungsbehörde stets auf dem aktuellen Stand sind, indem Sie u. a. alle wichtigen Veränderungen bei den Tätigkeiten und bei Betriebsschließung melden; [s. Meldeformular](#).
- **Wenden Sie sich bitte rechtzeitig vor der Inbetriebnahme an das Veterinär- und Verbraucherschutzamt für den Landkreis und die Stadt Göttingen.**  
Telefon-Nr: 0551/525-556, E-Mail: [Veterinaeramt@Landkreisgoettingen.de](mailto:Veterinaeramt@Landkreisgoettingen.de), um abklären zu können, ob Ihr Betrieb den lebensmittelrechtlichen Anforderungen genügt. Weitere Informationen erhalten Sie über das Internet auf der Seite des Landkreises Göttingen <http://www.landkreisgoettingen.de/magazin/magazin.php?menuid=146&topmenu=14> .

weiter siehe Rückseite

### Brandschutz

In Gebäuden, Anlagen und Einrichtungen des Gaststättengewerbes besteht u. a. durch die Nutzung von Kerzen, von brennbaren Dekorationen, durch den Küchenbetrieb, ... ein erhöhtes Brandrisiko. Der Gastraum ist für den gleichzeitigen Aufenthalt einer größeren Anzahl von Personen vor- gesehen, die bei einem Brand gefährdet wären. Damit sind gleich zwei Bedingungen erfüllt, die die Durchführung einer Hauptamtlichen Brandschau nach § 23 des Niedersächsischen Brandschutzgesetzes erfordern.

Bei einer Hauptamtlichen Brandschau wird Ihr Gaststättenbetrieb auf Brandsicherheit überprüft. Dabei kontrollieren Mitarbeiter der Berufsfeuerwehr Göttingen, Fachdienst Vorbeugender Brandschutz u. a. die Zufahrten und Zugänglichkeiten zu Ihrem Gaststättenbetrieb, die Rettungswegesituation in den Gebäuden (Rettungswegekennzeichnung, Rettungswegebreiten, Möglichkeiten zur Sicherstellung des zweiten Rettungsweges über Rettungsgeräte der Feuerwehr) und vieles mehr. Auffälligkeiten werden in einem schriftlichen Brandschaubericht erfasst und Ihnen als Eigentümer und/oder Betreiber und damit als Verantwortlicher zugesandt. Der Brandschaubericht kann Anordnungen enthalten, mit denen Sie aufgefordert werden, die Brandsicherheit in Ihrem Betrieb wieder- herzustellen.

Die Durchführung der Hauptamtlichen Brandschau ist kostenpflichtig.

Für weitere Fragen zu diesem Thema stehen Ihnen die Mitarbeiter des Fachdienstes Vorbeugen- der Brandschutz:

Herr Schwanke, [s.schwanke@goettingen.de](mailto:s.schwanke@goettingen.de), Tel.: 0551 / 7075 224  
 Herr Ballhausen, [m.ballhausen@goettingen.de](mailto:m.ballhausen@goettingen.de), Tel.: 0551 / 7075 213  
 Herr Sander, [t.sander@goettingen.de](mailto:t.sander@goettingen.de), Tel.: 0551 / 7075 253

zur Verfügung.

### Schutz der Nachbarschaft vor Lärmbelästigungen

Die Nachbarschaft darf keiner erheblichen Lärmbelästigung durch den Betrieb Ihrer Gaststätte ausgesetzt sein. Insbesondere in der Nachtruhezeit von 22.00 Uhr bis 6.00 Uhr gelten strenge Lärmrichtwerte. Wie laut es sein darf, bestimmt auch die örtliche Lage ihrer Gaststätte. Eine Gaststätte in einer Gegend, wo in der Nachbarschaft nur gewohnt wird, muss „leiser“ betrieben werden als z.B. eine Gaststätte in einem Gewerbegebiet.

Bei Problemfällen (z.B: Lage in einem Wohngebiet, Livemusik, Nutzung eines Außenbereichs wie Terrasse etc.) können Sie behördlicherseits auch vor Inbetriebnahme der Gaststätte zur Erstellung eines Lärmgutachtens durch ein unabhängiges Gutachterbüro aufgefordert werden.

Für weitere Fragen zu dieser Thematik steht Ihnen der Fachdienst Umwelt oder der Fachdienst Ordnungs- und Gewerbeangelegenheiten zur Verfügung: Fachdienst Ordnung/Gewerbe: Herr Röttger, [k.roettger@goettengen.de](mailto:k.roettger@goettengen.de) , Tel.: 0551/4002257 Fachdienst Umwelt: Frau Linkersdörfer, [u.linkersdoerfer@goettingen.de](mailto:u.linkersdoerfer@goettingen.de), Tel.:0551/4002498

Liebe Kunden der "Erdbeerplantage Mecke"

Mein Name ist Inga Schrader und ich studiere International Business. Im Moment schreibe ich meine Bachelorarbeit für die "Erdbeerplantage Mecke" und entwerfe einen Business Plan für ein Café auf dem Selbstpflückfeld.

Diese Umfrage erfolgt im Laufe meiner Arbeit und ich würde gerne wissen, welche Interessen und Vorstellungen bei Ihnen als Kunden der "Erdbeerplantage Mecke" für die Eröffnung eines Cafés an dem Selbstpflückfeld bestehen.

Ich bedanke mich schon einmal im Voraus für Ihre Antworten!

**\* Erforderlich**

**1. Pflücken Sie selbst Erdbeeren bei der "Erdbeerplantage Mecke"? \***

☐

Ja

☐

Nein

**2. Wie oft pro Woche pflücken Sie auf dem Selbstpflückfeld Erdbeeren? \***

☐

1-mal

☐

2-mal

☐

mehr als 2-mal

☐

nur am Wochenende

☐

Sonstiges: \_\_\_\_\_

**3. Mit wem kommen Sie normalerweise auf das Selbstpflückfeld? \***

☐

Alleine

☐

Mit meinem Ehepartner/Freund

☐

Mit der ganzen Familie

☐

Mit Freunden

☐

Mit einer großen Gruppe

☐

Sonstiges: \_\_\_\_\_

**4. Aus welchen Gründen kommen Sie auf das Selbstpflückfeld? \*** Mehr als eine Antwort möglich

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☐

Weil ich gerne Erdbeeren pflücke

☐

Ich nutze es als aktive Freizeitbeschäftigung

☐

Ich komme gerne mit der ganzen Familie zum Spaß auf das Feld

☐

Ich genieße die Natur

☐

Weil ich es gut finde, wenn ich weiß wo die Erdbeeren herkommen

☐

Weil ich die Frische der Erdbeeren mag

☐

Sonstiges: \_\_\_\_\_

**5. Wie viel Zeit verbringen Sie normalerweise pro Besuch auf dem Selbstpflückfeld? \***

- ☐ bis zu 30 Minuten
- ☐ 30 - 60 Minuten
- ☐ mehr als 60 Minuten

6. Würden Sie mehr Zeit auf dem Feld verbringen, wenn es dort ein Café gäbe? \*

- ☐ Ja
- ☐ Nein

### Das Café

Auf dieser Seite werde ich Sie nach Ihren Wünschen über das Angebot des Cafés auf dem Selbstpflückfeld fragen.

7. Was für eine Art Café würden Sie bevorzugen? \*

- ☐ Ein Café mit Bedienung
- ☐ Ein Café mit Selbstbedienung

8. Was für Produkte würden Sie gerne in einem Café auf dem Selbstpflückfeld kaufen? \* Mehr als eine Antwort möglich

- ☐ Kuchen
- ☐ Kleine Snacks
- ☐ Eis
- ☐ Belegte Brötchen
- ☐ Warmes Essen
- ☐ Kaffee
- ☐ Tee
- ☐ Kalte Getränke
- ☐ alkoholische Getränke
- ☐ Sonstiges: \_\_\_\_\_

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9. Wie viel wären Sie bereit für beispielsweise eine Tasse Kaffee zu bezahlen? \*

- ☐ zwischen 1,20 € und 1,40 €
- ☐ zwischen 1,40 € und 1,60 €
- ☐ zwischen 1,60 € und 1,80 €
- ☐ zwischen 1,80 € und 2€
- ☐ mehr als 2 €
- ☐ Sonstiges: \_\_\_\_\_

10. Wie viel wären Sie bereit für beispielsweise ein Stück Erdbeerkuchen zu bezahlen? \*

- ☐ zwischen 1,80 € und 2 €
- ☐ zwischen 2 € und 2,20 €
- ☐ zwischen 2,20 € und 2,40 €
- ☐ zwischen 2,40 € und 2,60 €
- ☐ zwischen 2,60 € und 2,80 €
- ☐ mehr als 2,80 €
- ☐ Sonstiges: \_\_\_\_\_

11. Wären Sie bereit für regionale Produkte mehr zu bezahlen? \*

- ☐ Ja
- ☐ Nein

Appendix 3/4

12. Welche Merkmale wären Ihnen bei einem Café am Selbstpflückfeld am wichtigsten? \* Mehr als eine Antwort möglich

- ☐ Regionalität
- ☐ Frische
- ☐ Komfort
- ☐ Große Auswahl
- ☐ Familienfreundlichkeit
- ☐ Picknick - Möglichkeiten
- ☐ Sonstiges: \_\_\_\_\_

### Persönlich Informationen

Diese Umfrage findet anonym statt. Dennoch benötige ich einige allgemeinen Informationen.

13. Geschlecht \*

- ☐ Männlich
- ☐ Weiblich

14. Alter \*

- ☐ bis 19 Jahre
- ☐ 20 - 35 Jahre
- ☐ 36 - 50 Jahre
- ☐ älter als 50

Bereitgestellt von



### Online Questionnaire for a Café at the Strawberry field

Dear Customers of "Erdbeerplantage Mecke"

My name is Inga Schrader and I study International Business. At the moment I am writing my Thesis for "Erdbeerplantag Mecke" and create a Business Plan for a café at the "Pick-it-yourself"-strawberryfield.

I am doing this Survey to support my research work and I would like to know, which interests and ideas you have for the opening of a café at the "Pick-it-yourself"-strawberry field.

I thank you for your answers!

\* Necessary

1. Do you pick strawberries yourself at "Erdbeerplantage Mecke"? \*

☐ Yes

☐ No

2. How many times in a week do you pick strawberries? \*

☐ Once

☐ Twice

☐ More than two times

☐ Only at the weekend

☐ Other: \_\_\_\_\_

3. With whom do you usually come to the strawberry field? \*



- ☐ Alone
- ☐ With my husband/wife/boyfriend/girlfriend
- ☐ With my family
- ☐ With friends

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- ☐ With a group
- ☐ Other: \_\_\_\_\_

**4. For what reasons do you come to pick strawberries? \*** More than one answer possible

- ☐ I like to pick strawberries
- ☐ It is a nice free time activity
- ☐ I like to come with my family to have fun
- ☐ I enjoy the nature
- ☐ Because I like to know, where the strawberries come from
- ☐ I like that the strawberries are that fresh
- ☐ Other: \_\_\_\_\_

**5. How much time do you usually spend at the field per visit? \***

- ☐ Up to 30 minutes
- ☐ 30 - 60 minutes
- ☐ More than 60 minutes

**6. Would you spend more time at the strawberry field, if there would be a café? \***

- ☐ Yes
- ☐ No

## The Café

At this page I will ask you questions about your wishes for the offer at the café at the “pick-it-yourself”-strawberry field.

**7. What kind of café would you prefer? \***

Appendix 4/3

☐ A café with service☐ A café with self-service**8. What kind of products would you like to buy from a café at the strawberry field? \*** More than one answer possible☐ Cake☐ Snacks☐ Ice-cream☐ Sandwiches☐ Warm food☐ Coffee☐ Tea☐ Cold drinks☐ Alcoholic drinks☐ Other: \_\_\_\_\_**9. What price would you be willing to pay for a cup of coffee? \***☐ €1.20 to €1.40☐ €1.40 to €1.60☐ €1.60 to €1.80☐ €1.80 to €2☐ More than €2

☐ Other: \_\_\_\_\_

## Appendix 4/4

10. What price would you be willing to pay for a piece of strawberry cake? \*

☐ €1.80 to €2

☐ €2 to €2.20

☐ €2.20 to €2.40

☐ €2.40 to €2.60

☐ €2.60 to €2.80

☐ More than €2.80

☐ Other: \_\_\_\_\_

11. Would you be willing to pay more for regional products? \*

☐ Yes

☐ No

12. What characteristics of the café are important for you? \* More than one answer possible

☐ Regional products

☐ Fresh Products

☐ Comfortable atmosphere

☐ Wide range of products

☐ Family friendly

☐ Picnic - Possibilities

☐ Other: \_\_\_\_\_

**Personal Information**

This survey is anonymous. Anyways I will need some general information about you.

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13. **Sex \***

☐ Male

☐ Female

14. **Age \***

☐ < 19 Years

☐ 20 - 35 Years

☐ 36 - 50 Years

☐ > 50 Years

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## Appendix 5. Summary of the Results of the Questionnaire

## Appendix 5/1

**1. Do you pick strawberries yourself at "Erdbeerplantage Mecke"?**

YES	No	$\Sigma$
48	2	50

**2. How many times in a week do you pick strawberries?**

Once	Twice	More than 2-times	Only at the weekends	Other	$\Sigma$
15	5	2	22	6 *	50

\* 4x 2-times in a season; 1x only once yet; 1x as many times as possible

**3. With whom do you usually come to the strawberry field?**

Alone	With my partner	With friends	With family	In a group	Other	$\Sigma$
7	12	10	19	0	2*	50

\* with my kids

**4. For what reasons do you come to pick strawberries?**

I like to pick strawberries	Free time activity	To have fun with my family	Enjoy the nature	Like to know, where the strawberries come from	Like fresh strawberries	Other
19	11	10	10	29	34	2*

\* 1x good price; 1x I can eat while picking

**5. How much time do you usually spend at the field per visit?**

## Appendix 5/2

<30 minutes	30-60 minutes	>60 minutes	$\Sigma$
-------------	---------------	-------------	----------

12	32	6	50
----	----	---	----

**6. Would you spend more time at the strawberry field, if there would be a café?**

Yes	No	$\Sigma$
43	7	50

**7. What kind of café would you prefer?**

Service	Self-service	$\Sigma$
19	31	50

**8. What kind of products would you like to buy from a café at the strawberry field?**

Cake	Snacks	Ice-cream	Sandwiches	Warm food	Coffee	Tea	Cold drinks	Alcoholic Drinks	Other
45	16	28	8	1	44	33	43	3	2*

\* 1x fresh strawberry cake; 1x strawberries

**9. What price would you be willing to pay for a cup of coffee?**

€ 1.20–1.40	€ 1.40-1.60	€ 1.60-1.80	€ 1.80-2	> € 2	Other	$\Sigma$
10	14	13	9	3	1*	50

\* Only drinks tea

Appendix 5/3

**10. What price would you be willing to pay for a piece of strawberry cake?**

€ 1.80-2	€ 2-2.20	€ 2.20-2.40	€ 2.40-2.60	€ 2.60-2.80	>€ 2.80	Other	$\Sigma$
10	21	9	6	2	1	1*	50

\* € 1.50

**11. Would you be willing to pay more for regional products?**

Yes	No	$\Sigma$
42	8	50

### 12. What characteristics of the café are important for you?

Regional	Fresh	Comfortable	Wide range	Family friendly	Picnic-possibilities	Other
41	49	3	3	30	8	1*

\*Playground for children

### 13. Sex

Male	Female	$\Sigma$
10	40	50

### 14. Age

< 19 years	20 – 35 years	36 – 50 years	> 50 years	$\Sigma$
1	30	14	5	50

Appendix 6/1

## Appendix 6. Summary of the Results of the Questionnaire for the Group “Only on the Weekends”

### 1. Do you pick strawberries yourself at "Erdbeerplantage Mecke"?

YES	No	$\Sigma$
21	0	21

### 2. How many times in a week do you pick strawberries?

21x only at the weekends

**3. With whom do you usually come to the strawberry field?**

Alone	With my partner	With friends	With family	In a group	Other	$\Sigma$
0	7	8	5	0	1	21

\* with my kids

**4. For what reasons do you come to pick strawberries?**

I like to pick strawberries	Free time activity	To have fun with my family	Enjoy the nature	Like to know, where the strawberries come from	Like fresh strawberries	Other
8	4	3	5	12	16	1*

\* good price

**5. How much time do you usually spend at the field per visit?**

<30 minutes	30-60 minutes	>60 minutes	$\Sigma$
3	16	2	21

**6. Would you spend more time at the strawberry field, if there would be a café?**

Appendix 6/2

Yes	No	$\Sigma$
18	3	21

**7. What kind of café would you prefer?**

Service	Self-service	$\Sigma$
4	17	21

**8. What kind of products would you like to buy from a café at the strawberry field?**

Cake	Snacks	Ice-cream	Sandwiches	Warm food	Coffee	Tea	Cold drinks	Alcoholic Drinks	Other
20	9	11	4	0	18	16	20	0	0

**9. What price would you be willing to pay for a cup of coffee?**



€ 1.20–1.40	€ 1.40-1.60	€ 1.60-1.80	€ 1.80-2	> € 2	Other	$\Sigma$
4	7	6	2	1	1*	21

\* Only drinks tea

**10. What price would you be willing to pay for a piece of strawberry cake?**

€ 1.80-2	€ 2-2.20	€ 2.20-2.40	€ 2.40-2.60	€ 2.60-2.80	>€ 2.80	Other	$\Sigma$
2	10	5	2	2	0	0	21

**11. Would you be willing to pay more for regional products?**

Appendix 6/3

Yes	No	$\Sigma$
18	3	21

**12. What characteristics of the café are important for you?**

Regional	Fresh	Comfortable	Wide range	Family friendly	Picnic-possibilities	Other
18	21	1	1	11	2	0

**13. Sex**

Male	Female	$\Sigma$
3	18	21

**14. Age**

< 19 years	20 – 35 years	36 – 50 years	> 50 years	$\Sigma$
0	16	4	1	21