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I. Introduction

This chapter introduces a brief background of the juice sector which analyses both the global and local market platforms. This part lines a specific set of questions that focus on the new business activity in Abuja while defining different objectives of the research which leads measure the rationality and significance of this business proposal. The benefit of this study is to determine the feasibility of setting up a fruit bar juice in Abuja, Nigeria. Therefore, a well-defined framework is included in this chapter in order to focus on each and every element of the research objectives.

a) *Industry Background*

Fruit juice is a liquid that is naturally contained in fruits. It is extracted by mechanically squeezing or macerating the fruits. It is produced and consumed for its refreshing character, nutritional benefits and as a good source of instant energy. The juice market is growing at a healthy clip across various developing and developed countries. The mounting focus of consumers toward a healthier consumption of fruits and recent changes in their dietary habits are the key factors driving the evolution of the juice market (Transparency, 2017).

i. *Global Fruit Juice Market*

Changes in lifestyles and awareness regarding the consumption of a healthy and balanced diet have steered the growth of the global fruit juice market. As a result of the growing consumption of fruit juice, the global market for juice is likely to witness strong growth over the forthcoming years. However, the growth of the global juice market is entirely dependent on the geographical distribution and availability of fruits. In the beverage industry, juices constitute the most competitive segment. Emerging players and new entrants in the beverages sector seeking to capture a significant share of the juice market are focusing on varied tastes, flavors, and preferences specific to a region (Euromonitor, 2017).

The advent of products claiming to be diet juices and no-sweetener juices are promising developments in the market. Over the past several years, the fruit juice market has shown strong growth due to shifting trends among health-conscious consumers from carbonated drinks towards natural beverages free from sugars, flavors and preservatives (Farrell, 2015). Several other factors such as increasing disposable incomes, value addition, product innovation and growth in emerging markets have further helped to sustain the growth of this market. According to IMARC, the global market for fruit juice and nectars has grown at a CAGR of around 1.6% during 2009-2016 reaching a volume of 43.6 billion Litters in 2016 (Team, 2014).

ii. *Nigerian Fruit Juice Market*

According to the president of the Manufacturers' Association of Nigeria (MAN), Nigeria spends N165 billion annually to import fruit juice. Therefore, Juice is expected to see an off-trade volume CAGR of 7% over the forecast period. The growth in population and consumer desire for new and more exotic tastes is expected to drive growth for the category. Also, with growing urbanization comes a drop in the availability and sale of natural fruits, thus leading to the desire for convenient fruit juice. During the forecast period, companies are expected to bring a wide diversity of flavors and types of juice and also employ strong marketing activities to drive sales (Euromonitor International, 2017).

The growth of the child population is, in particular, quite important, with juice products being an important product many now take to schools. However, as the category is nearing maturity having seen quite strong growth over the review period, total volume growth over the forecast period is expected to be slower than it was over the review period (Foramfera, 2016).Fruit juices are served at occasions such as a wedding, burial, house warming, seminars, workshops, and so on. The national demand for fruit juices is estimated at 550million litters, while current supply is less than 25% of the demand. The recommended minimum daily requirement of fruit juice has been estimated at 75mg and the present intake in Nigeria is still below this daily requirement (Premiumtimes, 2016).

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b) Business Opportunity and Concept

The business concept juice bar emphasizes on selling a variety of mixed and instantly prepared 100% natural fruit juices which can be consumed in the bar with the pleasant and comfortable environment or can be taken away in the hygienic and stylish container. The global juice market is likely to be driven by the mounting consumer inclination towards juice. The demand for healthy food products from diet and fitness conscious consumers is one of the leading drivers of the local juice market. To meet the requirements of consumers, the juice products must focus on introducing different varieties and flavors of juices along with the innovative concept, and product development (Kanika, 2017).

At present, the demand for orange juice is significantly high owing to its easy availability and health benefits of the fruit. However, single and mixed juice of vegetables and fruits such as grapefruit, tomato, pineapple, grape, and apple are likely to gain popularity over the next couple of years. Juices that contain antioxidants made from fruits such as acai berries are also expected to gain prominence by 2021 (Omeh, 2016). The advent of diet juice and no-sweetener juice is anticipated to provide business with lucrative growth opportunities. There is a high demand for fruit juice in Nigeria. With a population of over 165 million people and an estimated national population growth rate of 5.7% per annum, an average economic growth rate of 3.5% per annum in the past five years, Nigeria has a large market for fruit juice (fresh plaza, 2016).

c) Rationale and Significance

Academically the first concerned go to the ability to organize a research topic around the feasibility study of the natural juice market and different factors that affectits growth in Nigeria. Thus, it is a based skill for this research, as all research the protocol of a theoretical approach is as much as important as the practical feasibility of the activity. Moreover, it is important to underline the importance of explaining and justifying the research topic into the literature review importantly describing and supporting an academically point of view and journal reviews or books of the previous writer on the same topic.

Finally, the world food security, overpopulation faster growing, and human self-consciousness have a serious impact on society, this research comes as a problem-solving in one aspect to tackle these issues. Through the research methods getting the feedback from an external point of view which will give a real feeling impression on the topic and will help to understand better the meeting point between the theory and the practice of this research proposal.

d) Terms of Reference

i. *Research Questions*

The rationale and significance of this study directly related to a number of below questions which as a researcher will attempt to answer while analyzing both secondary and primary data.

- What is the influence of marketing on setting-up a juice bar in Abuja, Nigeria?
- How does an effective business development process will enhance the growth of the juice bar business in Abuja, Nigeria?
- What is the impact of the market on the new juice bar business in Abuja, Nigeria?
- How do the operations can affect the development of the new bar juice business in Abuja, Nigeria?
- What is the influence of management on setting-up a new bar juice business in Abuja, Nigeria?

ii. *Research Objectives*

The research proposal objectives of this paper which are sated below, focus to gain a better understanding of viral factors that have a direct impact on the new business activity.

- To analyze the influence of marketing on setting-up a juice bar in Abuja, Nigeria.
- To understand the role of an effective business development process to enhance the growth of the juice bar business in Abuja, Nigeria.
- To examine the impact of the market on the new juice bar business in Abuja, Nigeria.
- To explore how the operations can affect the development of the new bar juice business in Abuja, Nigeria.
- To determine the influence of management on setting-up a new bar juice business in Abuja, Nigeria.

iii. *Research Framework*

This study looks to comprehend the connection between the dependent variables and dependents variables on studying the feasibility of setting up a new juice bar business in Abuja, Nigeria while utilizing the marketing, business development, market, operations and management as the direct factors having an influence on the new business activity.

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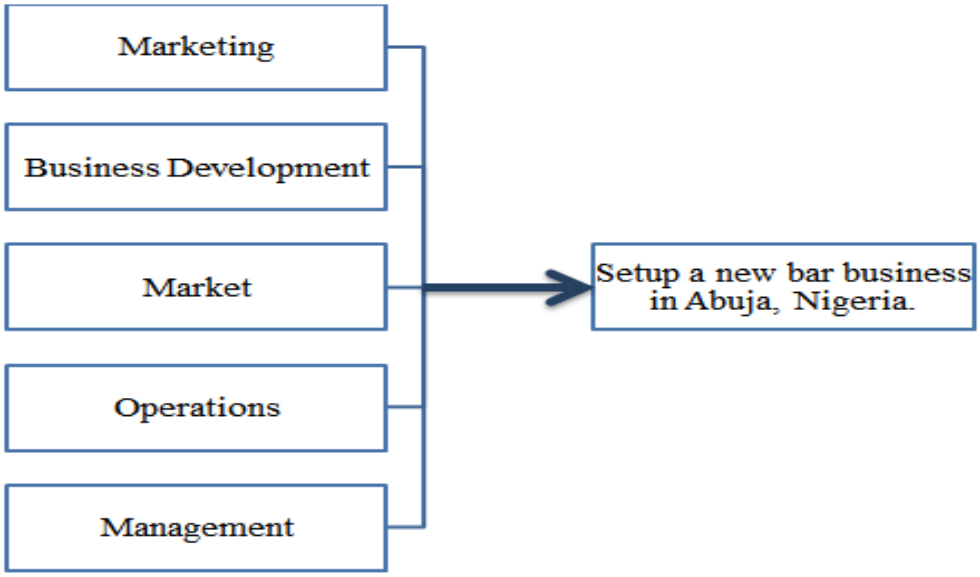

Figure 1.3: Research Framework

II. Business Review

a) *Marketing*

Is the organization expression to consumers, it expressed the company commercial activities in the way where company transmits its plans from the scratch to the end product while ensuring a positive image to the public simply is a research of a best-selling proposition. In this case the understanding of marketing plan and strategy is very important. (Blick, 2011)

i. *Marketing Plan*

Marketing mix as a mix of elements as defined by Borden, in 1964, later on, the low of supply and demand was the base of Smith in 1965 describing differentiation and segmentation strategy. Skimming and penetration by Dean where he explains the strategy behind the product pricing at the introduction, to the life cycle Forrester explain the importance of analyzing opportunities behind the product life cycle (W. Chan Kim, 2015). A good marketing plan after William M. Luther, most content an understanding of marketing environment, based on the study of the organization's market, the business environment, trends, economic situation, and the social and political, moreover an understanding of marketing activity based on the seven pcs or marketing mix.

Understanding of the Implication of the Four P's

Is a combination of activities behind the product, price, place, promotion, Product, people, physical evidence, process, packaging. A product is a piece of physical evidence, it defines anything produce to solve a need or a want, in retails product represent merchandise, they can also be called material when purchasing as raw materials. Price, it is the value of a finished product, is one of the strategies behind a company's profitability, it combining certain elements in respect with the nature of the business, competitor, cost and supply (Smith T., 2012).

Place as physical structures identify the place where the product will expose, is the consideration of the facade plan where to sell and why to sell there. Nowadays the place in marketing mix has gone digital, and talk about the company website (Mohr, 2013). Promotion is applied on the company ability to promote earning new attention, space, from new audience market or existing market, focusing on specific target through the means of advertisement, personal selling, public relation or referrals (Gelder, 2011).

ii. *Marketing Strategy*

Brian Tracy (2014) claims that a good marketing strategy needs to be built around four areas, these are the specialization, differentiation, segmentation, and concentration. He also mentions that many businesses fail because they can really understand this approach and implement it in their business (O. C. Ferrell, 2013).

a. *Specialisation*

Specialization answers the question of the focus of the new company what is the firm going to specialize on talking about product and services, it was important to underline the specialization can be the product the customer or the specific market. While looking at the specialization in the juice sector today the focus is to create an availability of a natural and healthy product at the market so the customers here will be those with the health and natural tendency (Venkatesh Shankar, 2012).

b. *Differentiation*

Differentiation is an ability to think and do different than the competitor, is the real assent of business meaning all business strategy is differentiation strategy, it answers to the question of how it is that you

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are better than your competitor. Brian Tracy justify this point by saying that customer is always wondering why should they buy from you. Differentiation is that competitive advantage, the unique selling proposition, the excellence superiority (Fifield, 2012).

c. *Segmentation*

Is the action of organizing the potential from the one with the high credibility to buy your product to the one with the low credibility? Segmentation zoom into three different aspects the demographic is the identification of the customer's profile based on their age, gender income, education, occupation, location family status (Isobel Doole, 2008). Psychographic part is even more important because it zooms into the customer's goal and ambition, Brian Tracy said people feel motivated to buy because your product is allowing them to realize their dreams and goal or how to eliminate their fear doubt and worries, and how is the firm going to describe our perfect customer. Because the opportunity is there today in the green sector and the increase in the world population development of science, green products have a good future ahead (technology-quarterly, 2017).

d. *Concentration*

Once you have very well defined your market segmentation and you know very well what your customer want and need then you can know to concentrate on then, it is also a close look on how to focus on your customers, especially where to put your time, money and resources. Also to look into the best ways to connect with our customers and on top of that the means of communication (Mintz, 2013).

iii. *Critical Analysis Marketing Risk*

The problem in marketing is the understanding of activities of buying and selling a product or service, incorporating advertising in connection with your customers focus, best-delivering practice, however, a specification must be done and adapted on the green business, product in from agriculture usually doesn't need any much effort on advertising and they are object of a high demand, the problem is farmers forgot to apply the basic rule of selling proposition Although fruit is the raw material business it still have to control and advertise it value added on the process (Smith M. C., 2011). In Africa for instance, more and more people are active on producing fruits which will get to a point of overproduction, the need of marketing will be then highly considered for those with an effort today will be having no issue to sell their product.

b) Business Development

New businesses can pursue various business development directions; from consolidating their current activities through expansion by market penetration, market or product development, or integration, to diversification into different markets and products. For any of the discussed directions, there are different methods companies can use to execute their development strategies (Kennedy, 2015). These range from internal development, when the organization builds up its own resources and competences itself, through joint developments, when the organization shares the resources, activities, and risks with other firms, to acquisitions, by which organizations gain further resources and competencies by taking over another company (Duncan MacPherson, 2010).

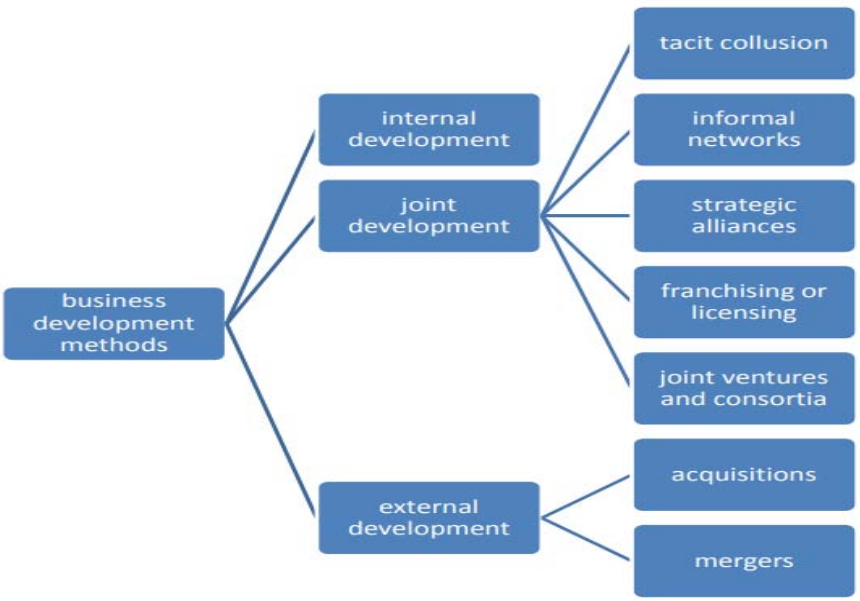

Figure 2.1: Business Development Model

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i. *Internal Development*

The first possible method how to pursue expansion or diversification strategies is to build up further resources, and activities internally. This method is called internal or organic development. In terms of speed, developing and building further competencies and resources on its own is slow and therefore such method is not appropriate for developments in a rapidly changing and competitive environments in which all steps need to be taken fast (Christopher Preece, 2007). On the other hand, developing all activities internally means having all activities under control. Costs of such developments are high as the company needs to invest for instance into product development, new facilities, management and so are the risks involved as R&D expenditures and new geographical areas do not always bring the money back to the company (Butler, 2012).

Even though developing new business activities internally is slow, expensive and risky, high level of control brings many advantages. For new market development, direct involvement means getting the full understanding of the market which could be a competitive advantage over organizations without direct involvement in that market. Also, for product developments of especially highly technical products in design or manufacturing, internal development enables to acquire the necessary competencies to compete successfully. When considering the high costs of internal development activities, these are however spread to a longer time period and therefore represent more realistic expenditures (Russ, 2009).

ii. *Acquisitions and Mergers*

In contrast to expansion or diversification internally, external development of resources, and activities which could be achieved by acquisitions or mergers provide faster development possibilities. Both acquisitions, i.e. takeovers of other companies, and mergers, i.e. voluntary fusions of companies, may provide to firms access to resources, products, services, competencies, and knowledge that were not available internally. Because developing such competencies or products internally would require additional time and costs, acquisitions and mergers are useful mainly in very competitive, globalized, or technologically changing industries and they tend to go in ways (Newton, 2012).

There has been a wide discussion whether acquiring or merging with a firm is cheaper or not than developing all activities internally. When a new company chooses to acquire or merge with another firm, it needs to pay the price for the development activities of the other firm too, but on top of that, it also pays a premium for the risks involved (Annacchino, 2011). The risks need to be also considered for internal development option, and the two sums might be then compared. What is certain is that acquisitions require high initial expenses in comparison to internal development costs which are more spread. When considering the risks and control over the activities gained by acquisitions or mergers, the highest risks with such methods arise with post-acquisition or merger management (Guy Lincoln, 2012).

iii. *Joint Developments*

This method is a joint development where two or more organizations share resources and activities together to pursue common goals and strategy. Indeed, in the complex environment, firms cannot always secure the necessary skills, ideas, technology or market knowledge themselves, and cooperation with another company can help them significantly. There are a number of reasons why new companies should cooperate with other firms (Levitsky, 2000). Firstly, they can focus on the activities they are good at and leave some of the other activities on the other firm if the other firm has better skills, resources or knowledge to undertake them. By joint development, companies can also get access not only to complementary resources and competencies but also to complementary products or services, which can improve the sales of both firms' products and decrease the costs (Scheessele, 2009).

By working closely in a relationship with other organizations, new companies can learn very quickly from their partners and exploit that knowledge later in their internal development activities. This is very important as many of the joint developments result in an acquisition or merger activities which bring the company more control over all activities (Carlo Pietrobelli, 2002). Joint developments can be also used to avoid or counter competition moves of other organizations. In markets with slow market cycles, joint developments are mostly used by firms to gain access to steady or restricted markets, to overcome trade barriers, by cooperation with local partners. On the other hand, in markets with a fast market cycle, joint developments are mostly used to speed up a new product or market entry or to share and reduce costs and risks (Ishikawa, 2008).

c) *Market*

A market strategy emphasizes the attractiveness and dynamics of a particular market within a specific industry. It refers to a part of the industry analysis thus, in turn of the global environmental analysis through the analysis of strengths, weaknesses, opportunities, and threats (SWOT) that an organization can be identified (Shiller, 2002). Therefore, the help of SWOT analysis enables the business strategies of an organization to be defined. and the market analysis is also known as a documented investigation of a market which is utilized to guide a company's planning programs, particularly on decisions related to inventory, purchases of capital equipment, promotional activities, work force expansion and contraction, facility expansion and several other aspects of an organization (Baverstock, How to Market

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Books: The Essential Guide to Maximizing Profit and Exploiting All Channels to Market, 2008).

i. *Market segmentation*

Market segmentation is the base to differentiate a particular market thus differentiation is important and one of the reasons is the saturation of consumption that exists due to the increase of rivalry in offered products. Nowadays, people are asking for more individual products or services and they are well informed about the range of products or services than before they purchase (Baverstock, How to Market Books, 2015). As result, market segmentation is necessary because it includes several market types of research, since it requires a lot of market knowledge in order to segment it. Market strategy is mainly about structuring and processing information which must be done to define the specific market. The knowledge of the relevant market for the specific product is an integral part of the whole market where the organization focuses its activities (Buchanan, 1995).

Market segmentation is a smart way to gain competitive advantage while differentiating in the market, the company will able to concentrate on market power and energy to gain and sustain its competitive advantage. In market strategy, the knowledge of the market is highly required to analyze the structure and process of that particular market since it needs a lot of market research where several pieces of information can be extracted from it. Market segmentation identifies customer needs and requirements in which an organization should develop products based their satisfaction while identifying different products for different groups of people and better match which suits consumers' wants coming from product benefits, resulting on the maximization the product use, allowing the company to focus on marketing expenditures and competitive advantages (Aspers, 2011).

ii. *Dimensions of Market*

As it said earlier, market strategies strive to identify the attractiveness of a particular market in a short and long term basis. New companies can evaluate the long term attractiveness of a specific market by analyzing opportunities and threats while relating to their own strengths and weaknesses them, they use these findings to guide the investment decisions which are made in order to advance their success. Those findings may motivate a firm to revise several aspects of its business investment strategy including inventory levels, facility expansion, purchases of capital equipment, workforce expansion or contraction and promotional activities (Przeworski, 1991).

iii. *Element of Market*

As markets constantly keep changing, companies must analyze several market factors in order to be able to modify their marketing strategies allowing them to sustain their business also, new firms must perform adequate research and analysis of the market so that they can know what products will match with customers' requirements. The elements that allow strategizing on a market include the size of the market, market trends, distribution channels, business strategies, market demand, and business environment and growth rate of the market (Schutz, 2011).

d) Operations

Adam Smith (2006) has defined the operations' concept as the pin factor of any organization. Nowadays, business process has not changed from the initial but, it can be looked at a collection of stages through which the elaboration of attributes while in a particular company's process is the ways to realize its goals (Weske, 2007). In the process of progress, Frederick Winslow (2007) has criticized a definition with respect to standardization through training program thus, the definition of employer and employees roles according to Peter Ducker (2006), a business process is a consequential set of activity with the objective of simplifying and decentralizing daily business requirement which falls into outsourcing as an option for some of the organization especially for start-ups. The business operations with regard to this study's objective are to understand the necessity of business operations in setting up a new organic grocery retail business (Rai, 2015).

i. *Management and Supporting Process*

From the idea creation to the business process including specification of elements, it is mainly the question of managing the initial ideas where managing is related to activity in which knowledge and ability involved. The roles of management are more focus on controlling and organizing the entire business activity process while involving high communication, analysis of different business problems, opportunities and decision making (Burlton, 2001). For Instance, managing the operational process of a juice bar business, there is a physical need for space delimitation and resource sensitivity including the plan to organize employees for different roles (Aquasol, 2016).

Organizations as employers still play an important role in the entire business process while ensuring the control and coordination from logistics to the end delivery (Montani, 2013). The operational process in organic grocery retail business becomes successful when it entirely based on a very specific process which concerns activities behind the expertise of its operations (Dummies, 2016). Supporting the operational process with today's technology has no limit and the more technology is close to the retail sector, the more profit it generates thus communication did not fail since, the organic industry has translated and understood scientific information (Elhendy, 2010).

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ii. *Developing Business Process and Value-Added*

The retailing sector as other businesses today processes its part on an organizational process where the completion involves the progress that follows the creative benefit in this sector which goes from idea development to change it into the business while taking advantages of these opportunities. The fruit juice sector has grown tremendously during the last decade. Vincent Amanor (2006) has come up with a process based on an idea that makes all the difference, which will them create a value addition in the entire business process (Vincent, 2009).

Generally speaking, businesses require a specific attention which mainly depends on their sector of activity however; the development of a business process in juice bar retail is mainly related to a creation of value addition while generating revenue all around a chosen activity, developing Co-owned juice bar business, finding opportunities into new market and a durable business relationship with suppliers. The business operations process plays an important role in generating income opportunities as well as understanding the product development including marketing. Value Chain in retail business while developing a business process in retailing needs to be considered in value chain which creates more value by building alliance or networks of collaboration, it gives a better understanding of a well-managed distribution.

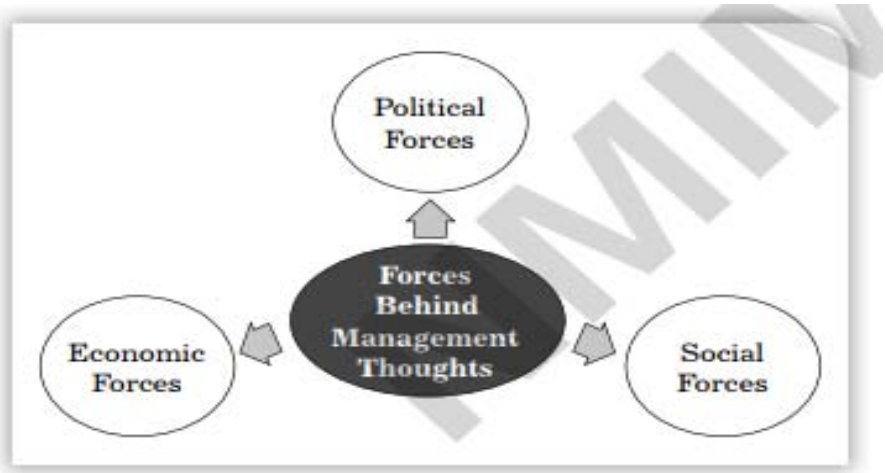
e) Management

Managing is one of the most important human activities. From the time human beings began forming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts. As society continuously relied on group effort, and as many organized groups have become large, the task of managers has been increasing in importance and complexity (Joan Magretta, 2002). Henceforth, the managerial theory has become crucial in the way managers manage complex organizations. Management is the art, or science, of achieving goals through people. Since managers also supervise, management can be interpreted to mean literally looking over (Thomas, 2003).

For instance, making sure people do what they are supposed to do and managers are, therefore, expected to ensure greater productivity or, using the current jargon, continuous improvement. Thus, management refers to the development of bureaucracy that derives its importance from the need for strategic planning, coordination, directing and controlling the large and complex decision-making process. Essentially, management entails the acquisition of managerial competence, and effectiveness in the following key areas; problem-solving, administration, human resource management, and organizational leadership (Daft, Management, 2013).

i. *Forces behind Management*

The concept of management is not new and has emerged as a result of a complex evolutionary process. Management has been practiced for many years right from the time of The Sumerians, Babylonians, and Romans. However, it gained importance during the industrial revolution era and was backed by many forces. Figure 2.2 shows the three main forces of management:



Source: (Burlton, 2001)

Figure 2.2: Force behind Management

Political forces, such as government regulations, political institutions, and trade policies affect in the areas of environmental analysis, organizational design and structure, and employee rights. Political pressure has a major impact on organizations' management as the rights of customers, suppliers, labor, creditors, owners, and other segments keep changing with respect to changes in the political

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environment of a country. Social forces can be in the form of social norms arising from the values and beliefs of people in a society (Daft, 2008).

These forces help in the formation of social contracts, wherein no particular sets are mutually understood. People interact with each other on the basis of these norms. Similarly, social contracts are also formed between organizations and their labor, creditors, investors, and customers. Economic forces are responsible for the formation of a base market economy and other concepts, such as private ownership of property, economic freedom, and competitive markets. These forces also play an important role in determining the distribution of goods and services in a society (Hunsaker, 2004).

ii. *Management Process*

There are five core functions that constitute Scope of Management functions or the process of management. They are Planning, Organizing, Staffing, Directing and Controlling (Patrick J. Montana, 2008).

a. *Planning*

Planning is the first management function in the scope of management functions that managers must perform. Within this function, a plan is created to accomplish the mission and vision of the business entity. Under the mission is considered the reason for the establishment, while under the vision is considered where the business entity is aiming. The plan must define the time component and to plan the necessary resources to fulfill the plan. Accordingly, plan of organization is developed together with required personnel; method of leading people is defined and controlling instruments for monitoring the realization of plans (Griffin, 2010).

b. *Organizing*

Organizing is the second function manager, where he had previously prepared plan, establish an appropriate organizational structure in a business organization. In part, it determines the ranges of management, type of organizational structure, authority in the organization, types and ways of delegating and developing lines of communication (Williams, 2010). The organization and its subsystems are placed under the plan, which was created as part of functions. Organizing basically involves analysis of activities to be performed for achieving organizational objectives, grouping them into various departments and sections so that these can be assigned to various individuals and delegating them appropriate authority so that they can carry their work properly.

c. *Staffing*

Staffing, as the next function of management, consists of a selection of appropriate staff for the organization to reach goals easier and more efficient. According to today's experience is well known that it is difficult to financially evaluate, quality and efficient staff. Staffs are one of the more valuable, if not the most valuable resource in any successful organization. For this reason, good planning of personnel policies, as a function of management, and the corresponding execution of that selection of high-quality people is becoming increasingly important. The task of this management function is to set rules related to employment and personnel policies. Staffing basically involves matching jobs and individuals (Michael Armstrong, 2005).

d. *Directing*

Directing is an important managerial function through which management initiates actions in the organization. It is a function of management which is related to instructing, guiding and inspiring human factor in the organization to achieve organizational objectives. It is a function to be performed at every level of management. The direction is a continuous process and it continues throughout the life of the organization it initiates at the top level in the organization and follows to the bottom through the hierarchy (Best, 2006). It emphasizes that a subordinate is to be directed by his own superior only. The direction has dual objectives. On the one hand, it aims in getting things done by subordinates and, on the other, to provide superiors opportunities for some more important work which their subordinates cannot do.

e. *Controlling*

Controlling is any process that guides activity towards some pre-determined goals. It can be applied in any field such as price control, distribution control; pollution control. It is an element of the management process and is defined as the process of analyzing whether actions are being taken as planned and taking corrective actions to make these to conform to planning (Alexander, 2002). Control process tries to find out deviations between planned performance and actual performance and to suggest corrective actions wherever these are needed. Controlling is a forward-looking function as one can control the future happenings and not the past. Every manager has to perform the control function in the organization. It is a continuous process and control system is a co-ordinate integrated system (Kreitner, 2010).

III. Research Design

This chapter describes the research methodology which we used throughout the study with regards to the feasibility of setting up the fruit juice bar in Abuja, Nigeria.

a) Research Methods

Research Methods are the instruments and methods to conduct research thus, research is a term liberally used for many types of investigation that is intended to discover interesting or new facts. As with all

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type activities, the strictness in which these activities are carried out will reflect accordingly in the quality of the expected results. Research methods are a range of instruments that are used for various sorts of inquiries, just as a diversity of instruments are applied for conducting various practical tasks, for instance, the pick for breaking up the ground or the rake for clearing leaves. In all these cases, it is important to know what the correct instruments for doing particular jobs are and how to utilize them to best effect (Zikmund, 2003).

The descriptive concept involves the acceptance and collection of data on individual issues describing different characteristics of an individual including organizations and it is helpful to the juice sector to study how to come up with a sustainable and profitable business while contributing in environment and social wellbeing in an effective manner thus, different elements such as marketing, business development, market, management and operations which will be taken into consideration. This research uses three designs which will be explorative, descriptive and casual in nature. The questionnaire used in this study will consists of two parts where the first part will indicate the profile of our respondents and the second part be based on research questions which will clarify the importance of business marketing strategies, business market, human resources and business operations on the new organic retail stores activity (Sam, 2011).

b) Sampling Method

Since this study relies on the feasibility of setting up a juice bar in Abuja, its environmental benefits and the impact of socioeconomic on shareholders will be invoked. Thus, the survey is featured to a demographic segment because it utilizes a random sampling technique for choosing the subset of the population. It is adaptable to each research, and there are few types of sampling method where the probability and convenience sampling which is commonly used while responding to certain constraints yet not using or following in any plan in this research. Therefore, we used simple random sampling, basically because of its benefits in term of cost (Arizono, 2014).

c) Sample Size

The sample size considers the number of observation or replicates to add to the statistics sample although its importance is to make inferences of individuals from the sample. A total number of 200 respondents were selected randomly as samples with 3% more or less the questionnaire will be distributed in Abuja, Nigeria. Statistics are needed for big numbers to be reliable and avoid mistake or errors (Che, 2005). Based on the Roscoe approach this research has chosen a particular parcel of respondent where the total population where estimated at 18 million and the respondent at 100 respondents through random consideration where it is justified by the fact that the research is mainly for the academic purpose, therefore, the limited to the number of words and time (Smith K., 2011).

d) Survey Location

It is the location identification for research. However, this research was conducted in Abuja, Nigeria where participants showed their full support and cooperation for us to be able to conduct the research in a comfortable manner (Drexl, 2015).

e) Collection Method

It is quite difficult for us to meet all respondents while conducting this study from all over the city. Therefore, the most logical thing was to select a simple random sample and data collection method of this research study was the survey questionnaire, done through online using both Google drive and face to face fill-up of questionnaires. The collection was done automatically from the in Google drive and via scan where the data was collected and process for the analysis. Combining these two techniques were particularly helpful on the credit of the analysis although the research was conducted remotely from Malaysia, we analyzed and understood the reel situation (Pascal, 2005). The research used the liker scale to measure the respondents' opinions. Using the 5 points scale Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree thus, the respondents were asked to tick or shade in either circle based on the given opinions to indicate their responses to each statement. The responses from the respondents were then analyzed.

f) Ethical Issues

The concept of ethics in research refers to the whole attitude set of researchers or the group of common principles that drive the mind of the attitude of researchers and rapport between them (Sodhi, 2011). In order to attest that the whole research has been conducted in a reliable and ethical manner, the following issues related to morality have been taken into consideration:

i. *Confidentiality and Privacy*

The research will be held in free and fair mind state and it will not be conducted in the willingness to harm any participants, therefore, it will be an assurance that all the participants' information will be protected and will be used for research purpose only. The information that will be taken from the participants will be secured by the data protection of Nigerian law in research and development act 2007 section 79B, indicating that any publication of confidential information without the permission of the concerned person is punishable for twenty-four years and hundred thousand Naira as the penalty.

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ii. *Impartiality and Professionalism*

This concept has been pointed out in order to invoke the major benefit of accuracy and impartiality to accomplish cautions and faithful result for the expected set of goals (Zikmund, 2003). Cardiff Metropolitan University has set guidelines and rules so that the research can be conducted in a good manner.

iii. *Plagiarism*

Forging practices demoralize the whole scholastic work and the unoriginality must be estimated and declared in the entire literature activities from standby document to the academic book. From that perspective, the whole date in this proposal has been genuinely referenced and quoted in order to prevent plagiarism.

iv. *Right To Refuse*

During the research, participants had an option which has allowed them to decide whether they wanted to participate or not in the research and also does not respond to the question that they thought was too much personal (Zikmund, 2003).

IV. Data Analysis

According to Zikmund (2013), data analysis is a process that inspects, transform and model data in order to discover useful information, suggest conclusion or support the decision making in a particular situation. It also includes a certain number of interrelated operations that are performed with the objective to summarize the collected data and organize them in such a way that they will provide answers to the research questions. However, many experts think that data analysis is different from data processing in the context where the processing of data deals, recasts or concentrates more with data so that it makes them as amendable as possible for the analysis and on the other side, data analysis looks at the data based on the research questions, prevails theory and then it draws a conclusion.

a) *Primary Data Analysis*

The collection of primary data for this research has been done through the questionnaires survey which was distributed to participants with the help of the local team who actively participated in this research and the good point of using this method is that the collected information was fast and easy but a bit expensive Though, the questionnaire is attached in the appendices. It is divided into two sections where the first part of the questionnaire survey is designed to gather different personal information of the participants and the second part is tailored to specifically respond to the research questions in order to have a proper finding to the study.

i. *Part 1: Personal Information*

a. *Gender*

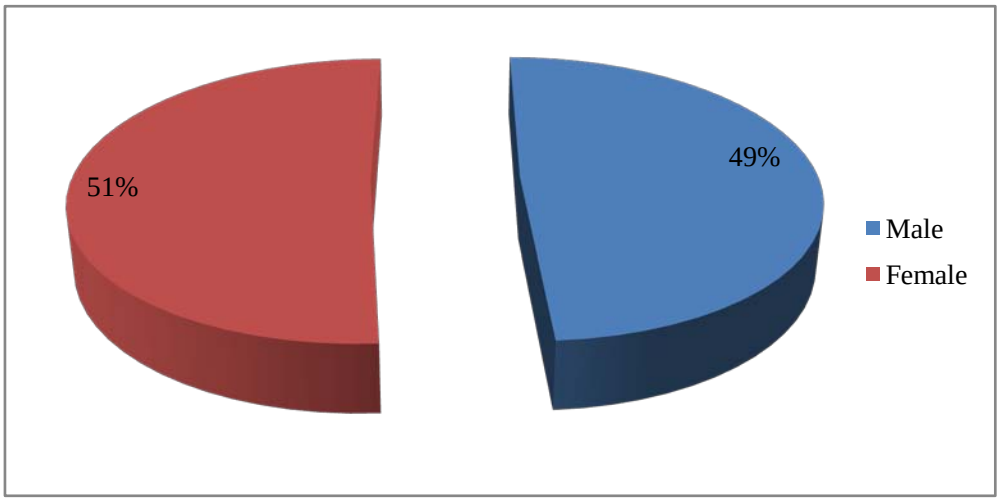

Figure 4.1: Gender

Table 4.1: Gender

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
MALE	49	49%
FEMALE	51	51%

The majority of respondents who participated in this study were female representing 51 percent although there is a slight difference compared to 49 percent of the male who constituted the second group based on gender.

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b. *Age Group*

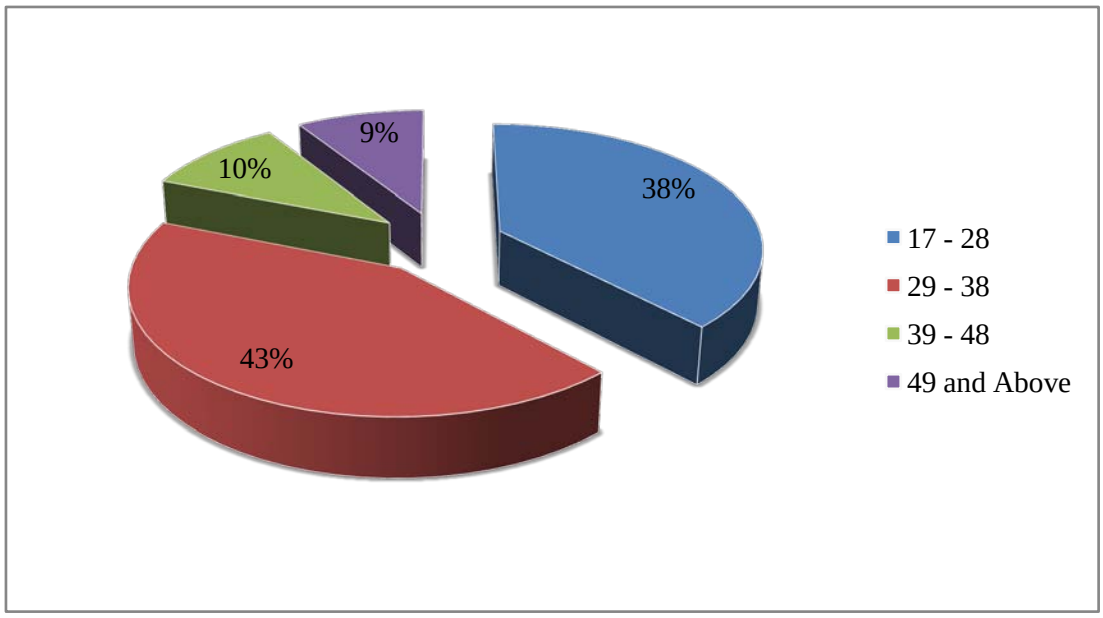

Figure 4.2: Age Group

Table 4.2: Age Group

AGE GROUP	NUMBER OF RESPONDENTS	PERCENTAGE
17 - 28	38	38%
29 - 38	43	43%
39 - 48	10	10%
49 AND ABOVE	9	9%

Referring to the age group, the majority of respondents are between 29 to 38 years old while representing 43 percent, then followed by 38 percent of respondents who are aged from 17 to 28 years old. The third group of the respondent is made of people who are aged between 39 to 48 percent representing 10 percent and the minority of respondents who represent 9 percent are 49 years old and above

c. *Occupation*

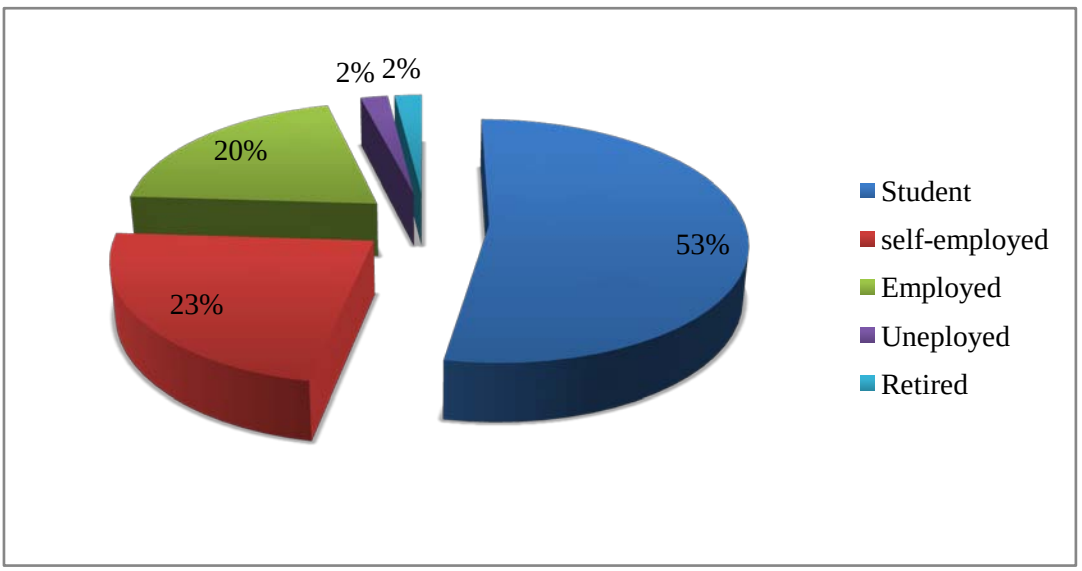

Figure 4.3: Occupation

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Table 4.3: Occupation

OCCUPATION	NUMBER OF RESPONDENTS	PERCENTAGE
STUDENT	53	53%
SELF-EMPLOYED	23	23%
EMPLOYED	20	20%
UNEMPLOYED	2	2%
RETIRED	2	2%

While trying to understand the occupation of respondents, 53 percent are students followed by 23 percent of respondents who are self-employed and another 20 percent are employed. However, 2 percent of the total numbers of respondents are unemployed, followed by another 2 percent who are actually retired

d. *What type of drink do you prefer?*

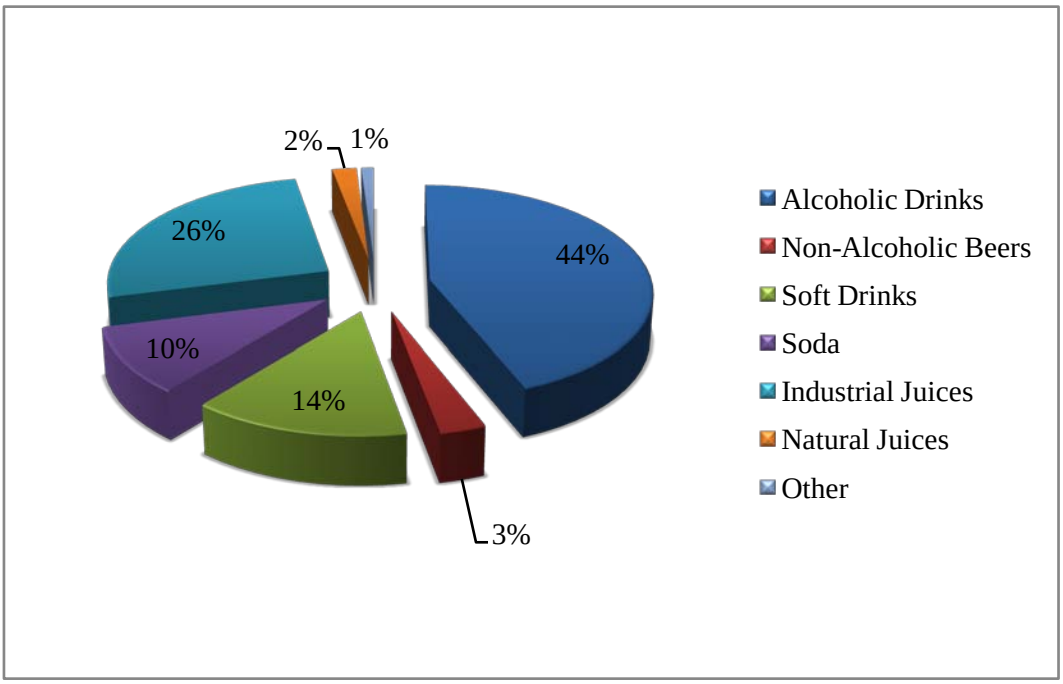

Figure 4.4: Presence of Drink

Table 4.4: Presence of Drink

WHAT TYPE OF DRINK DO YOU PREFER?	NUMBER OF RESPONDENTS	PERCENTAGE
ALCOHOLIC DRINKS	44	44%
NON-ALCOHOLIC BEERS	3	3%
SOFT DRINKS	14	14%
SODA	10	10%
INDUSTRIAL JUICES	26	26%
NATURAL FRUIT JUICES	2	2%
OTHER	1	1%

Based on the results of this survey, the majority of respondents representing 44 percent said that they prefer alcoholic drinks while 26 percent like to drink industrial juices. The 14 percent of respondents said that they prefer soft drinks and another group representing 10 percent like to drink soda followed by 3 percent who prefer non-alcoholic beer, 2 percent of respondents prefer natural fruit juices and one respondent said that he likes water as his favorite type of drink.

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e. *How often do you drink a natural fruit juice?*

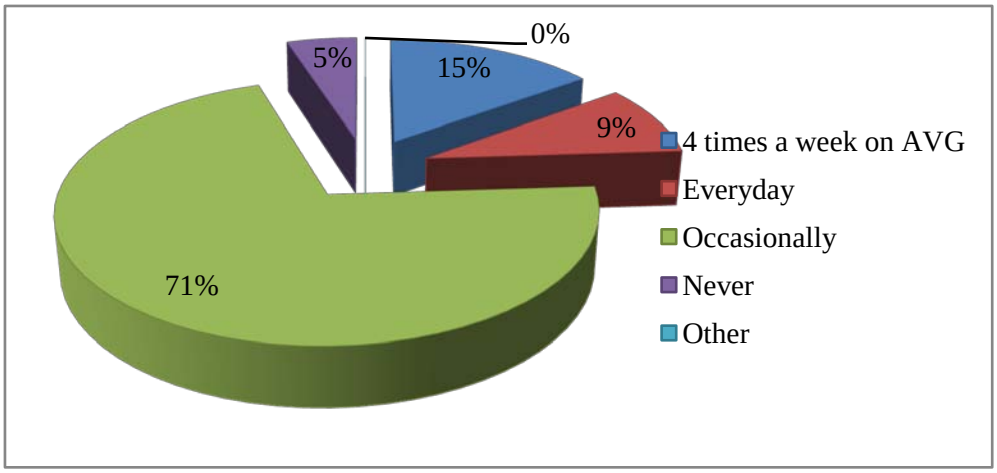

Figure 4.5: Frequency of Drinking Juice

Table 4.5: Frequency of Drinking Juice

HOW OFTEN DO YOU DRINK A NATURAL FRUIT JUICE?	NUMBER OF RESPONDENTS	PERCENTAGE
ON THE AVERAGE OF FOUR TIMES A WEEK	15	15%
AT LEAST EVERY DAY IN A WEEK	9	9%
OCCASIONALLY	71	71%
NEVER	5	5%
OTHER	0	0%

The majority of respondents who represent 71 percent said that they drink a natural fruit juice occasionally followed by 15 percent who said that they drink a natural fruit juice four times on average in a week. 9 percent of respondents drink natural juice every day and another 5 percent said they never drink natural fruit juice.

ii. *Part 2: Research Questions*

a. *Section 1: Marketing*

This section analyses the influence of marketing strategies on setting-up a juice bar business in Abuja.

Do you agree that the price of fruit juice should be as lower as possible to make it accessible to all?

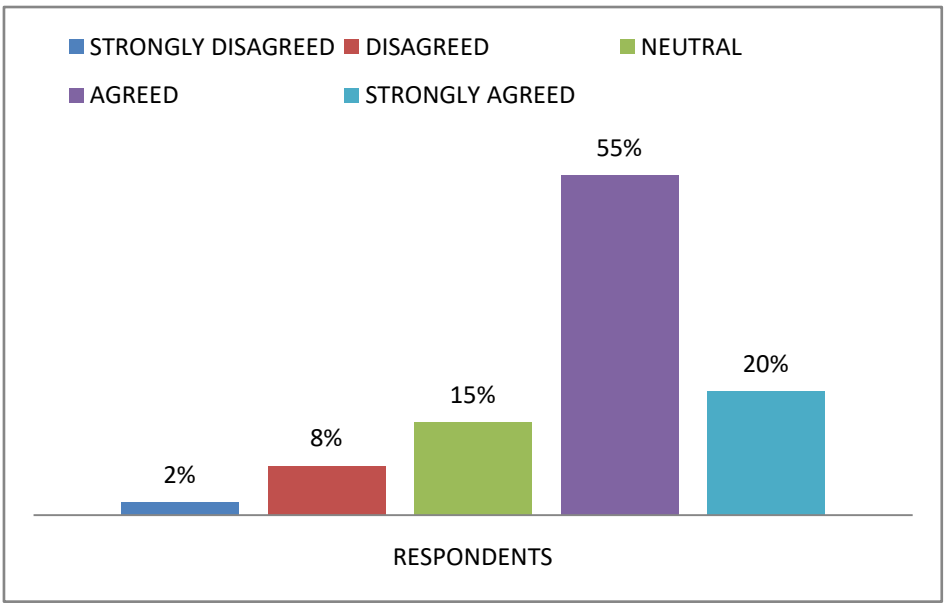

Figure 4.6: Pricing

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Table 4.6: Pricing

Do you agree that the price of fruit juice should be as lower as possible to make it accessible to all?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	2%	8%	15%	55%	20%

The majority of respondents while representing 55 percent agreed on the point that the price of fruit juice should be as lower as possible to make the product accessible to all then, followed by 20 percent who have strongly agreed. Although 15 percent of respondents had no opinion, 8 percent disagreed and the minority of 2 percent strongly disagreed on the statement.

Do you agree that customers should have more variety of flavours?

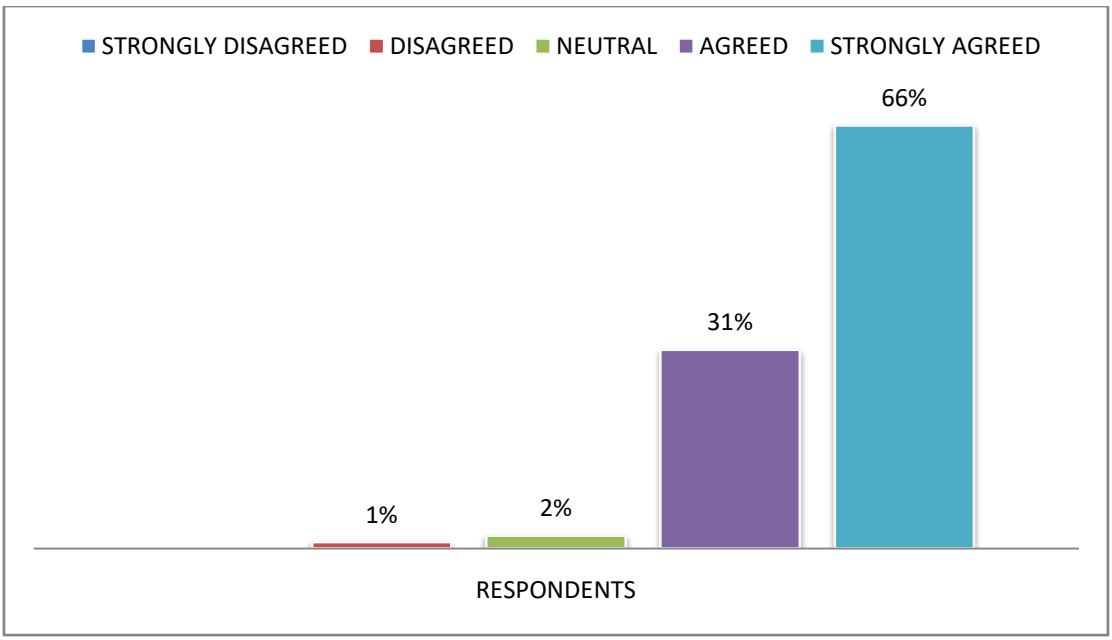

Figure 4.7: Variety of Flavours

Table 4.7: Variety of Flavours

Do you agree that customers should have more variety of flavors?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	1%	2%	31%	66%

The majority representing 66 percent of respondents strongly agreed that as customers, they should have more variety of juice flavors followed by 33 percent who also agreed then 2 percent who had no opinion, only 1 percent disagreed and no respondent has strongly disagreed.

Do you agree that fruit juice should be sold only in social event?

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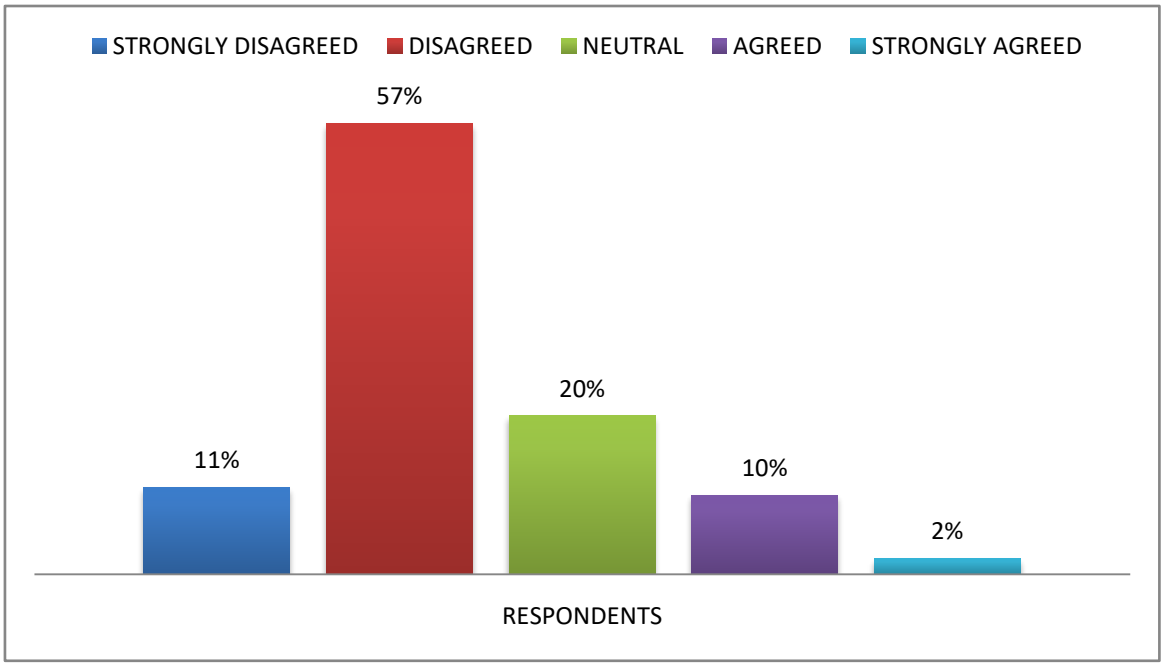

Figure 4.8: Sales

Table 4.8: Sales

Do you agree that fruit juice should be sold only in the social event?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	11%	57%	20%	10%	2%

The majority of respondents who represent 57 percent disagreed on the fact that fruit juice should be sold only in a social event, 20 percent had no opinion, and 11 percent of people who responded to our questionnaires strongly disagreed on that fact. However, 10 percent of respondents have agreed and the minority of 2 percent has strongly agreed.

Do you agree that the fruit juice bar should be on the main place to facilitate the accessibility?

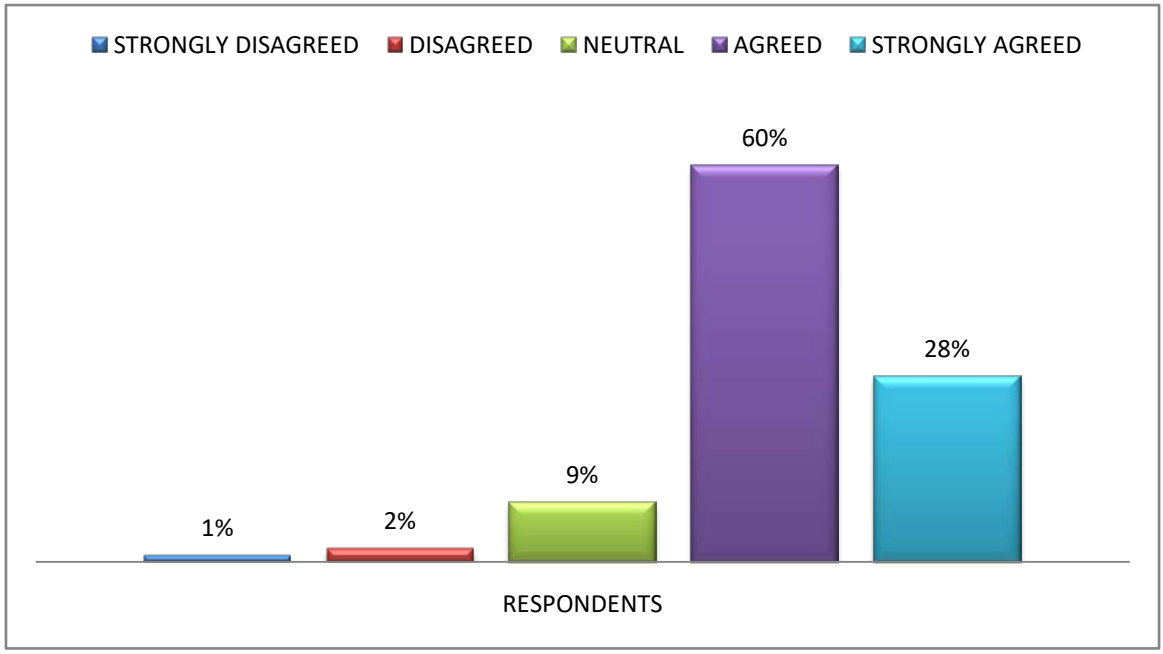

Figure 4.9: Accessibility

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Table 4.9: Accessibility

Do you agree that the fruit juice bar should be on the main place to facilitate the accessibility?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	2%	9%	60%	28%

While understanding how important the accessibility to the bar is important to customers, the majority of respondents agreed that the fruit juice bar should be on the main place to facilitate the accessibility to all then, 28 percent have strongly agreed followed by 9 percent who had no opinion than 2 percent disagreed and only 1 percent has strongly disagreed on the statement.

b. *Section 2: Business Development*

This section investigates on the need of effective business development process to enhance a set-up of new juice bar business in Abuja.

Do you agree that the juice bar should propose new product more often?

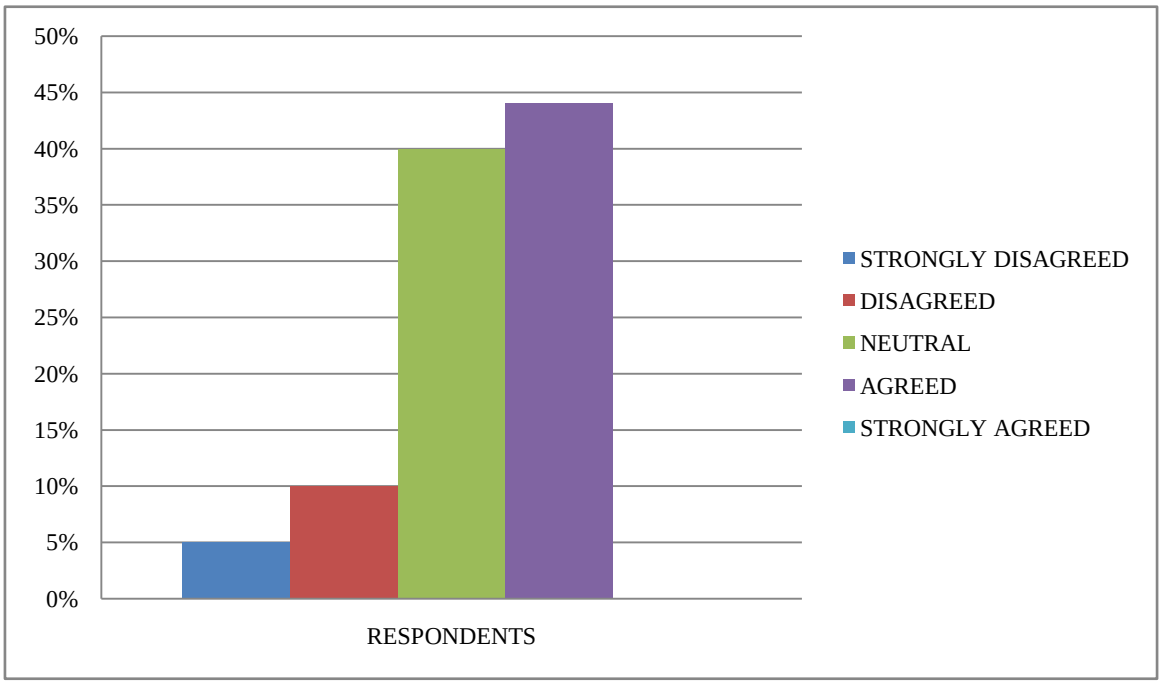

Figure 4.10: Development

Table 4.10: Development

Do you agree that the juice bar should propose new product more often?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	5%	10%	40%	44%	1%

The majority of respondents representing 44 percent agreed on the fact juice bar should propose new product more often followed by 40 percent who had no opinion on the statement. While 10 percent disagreed, 5 percent have strongly disagreed and the minority of 1 percent has strongly agreed.

Do you agree that the bar juice business should be at all the main places in abuja?

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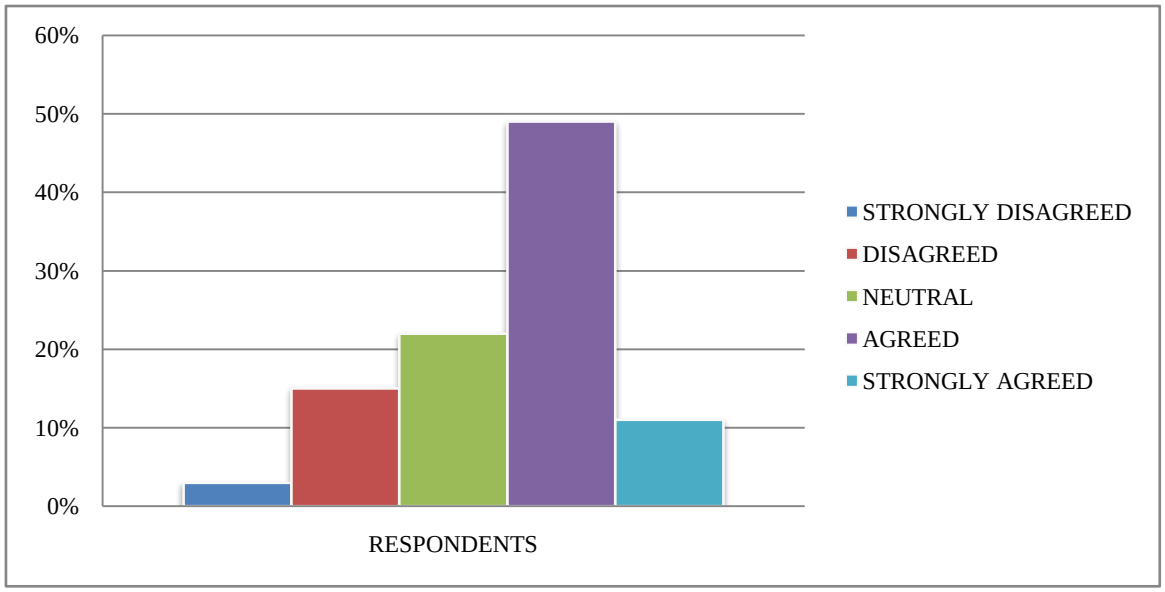

Figure 4.11: Location

Table 4.11: Location

Do you agree that the bar juice business should be at all the main places in Abuja?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	3%	15%	22%	49%	11%

A large number of respondents representing 49 percent agreed that the bar juice business should be at all the main places in Abuja. Even though 22 percent of respondents were neutral, 15 percent disagreed, 11 percent strongly agreed and the smallest group of respondents representing 3 percent have strongly disagreed on the statement.

Do you agree that the new business should time to time award its loyal customers?

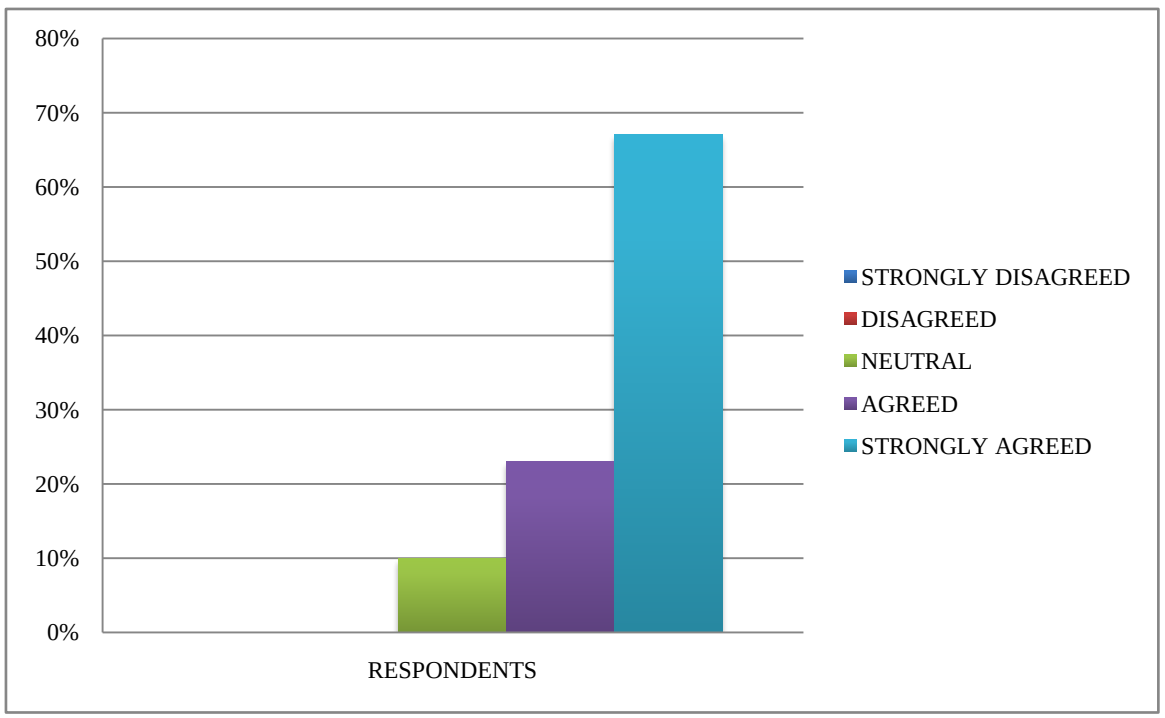

Figure 4.12: Loyalty

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Table 4.12: Loyalty

Do you agree that the new business should time to time award its loyal customers?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	-	10%	23%	67%

The majority of people who participated to this survey while they represent 67 percent have strongly agreed that the new business should time to time award its loyal customers followed by 23 percent who agreed then, 10 percent who had no opinion and no respondent neither disagreed nor strongly disagreed on the statement.

Do you agree that the juice bar should enhance its business concept more often?

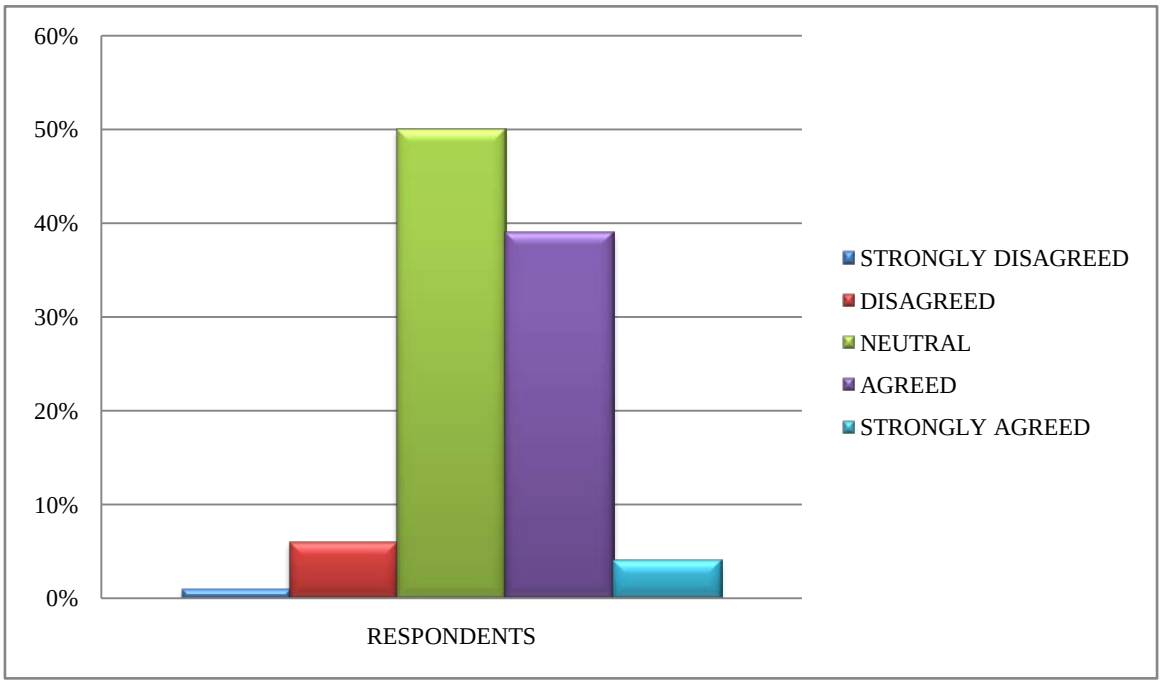

Figure 4.13: Business Concept

Table 4.13: Business Concept

Do you agree that the juice bar should enhance its business concept more often?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	6%	50%	39%	4%

The majority of respondents representing 50 percent were neutral of the fact that juice bar should enhance its business concept more often. On one side, 39 percent of respondents agreed and 4 percent have strongly agreed. On the other side, 6 percent of respondents disagreed and 1 percent has strongly disagreed.

c. *Section 3: Market*

This section examines the impact of the market on setting-up a new juice bar business in Abuja.

Do you agree that people should be aware of the place of juice bar in abuja?

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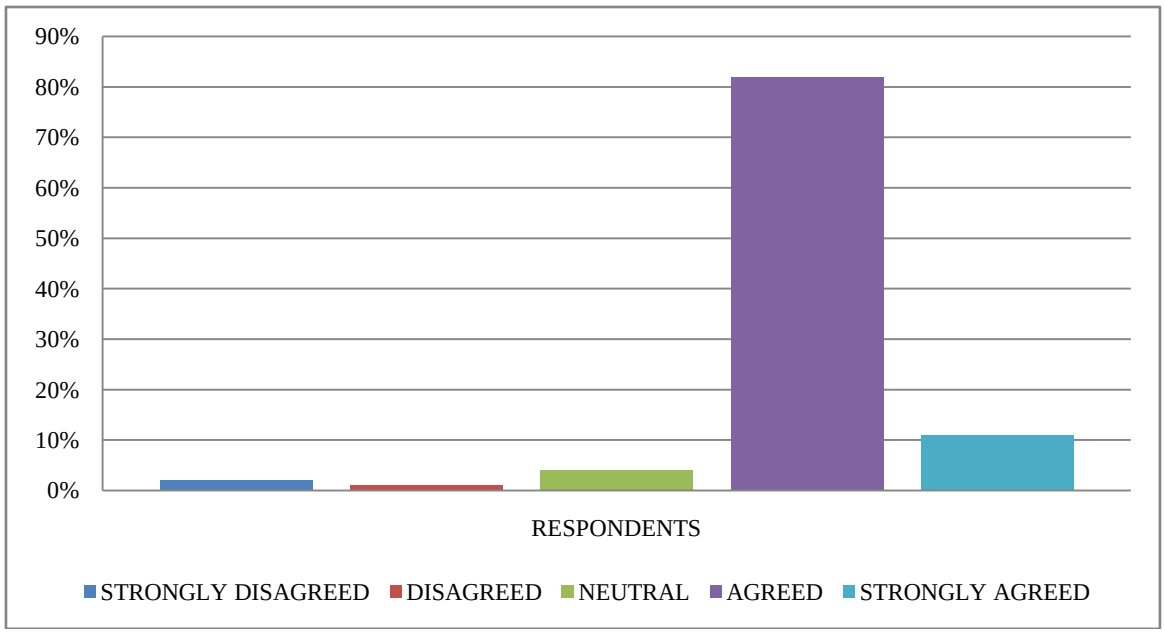

Figure 4.14: Place

Table 4.14: Place

Do you agree that people should be aware of the place of a juice bar in Abuja?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	2%	1%	4%	82%	11%

Most of the respondents who represent 82 percent agreed that people should be aware that the place of the juice bar in Abuja. 11 percent of respondents have strongly agreed, 4 percent were neutral, 2 percent have strongly disagreed and a minority of 1 percent has disagreed on this statement.

Do you agree that they must be more number of juice bars in abuja?

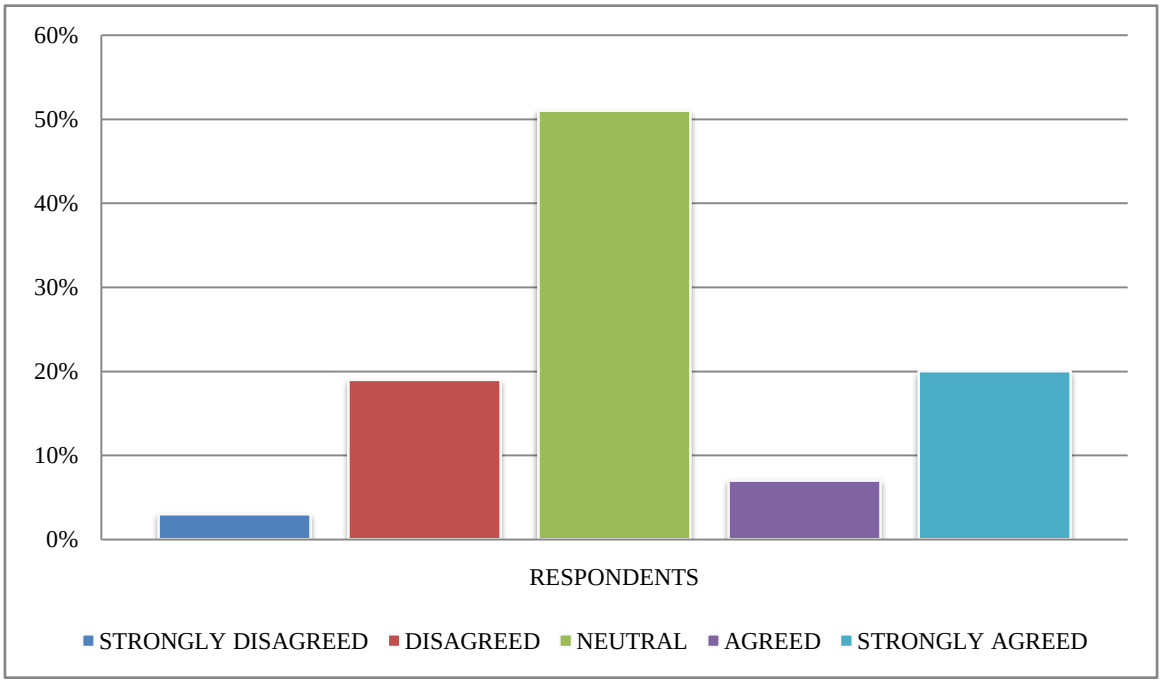

Figure 4.15: Number of Juice Bars

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Table 4.15: Number of Juice Bars

Do you agree that they must be a number of juice bars in Abuja?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	3%	19%	51%	7%	20%

The majority of respondents while they represent 51 percent, they had no opinion on the fact they should be more of juice bars in Abuja. On one hand, 20 percent of respondents have strongly agreed and 7 percent simply agreed. On the other hand, 19 percent of respondents disagreed and 3 percent have strongly disagreed.

Do you agree that strong influence of your friends or children can push you to purchase our juices?

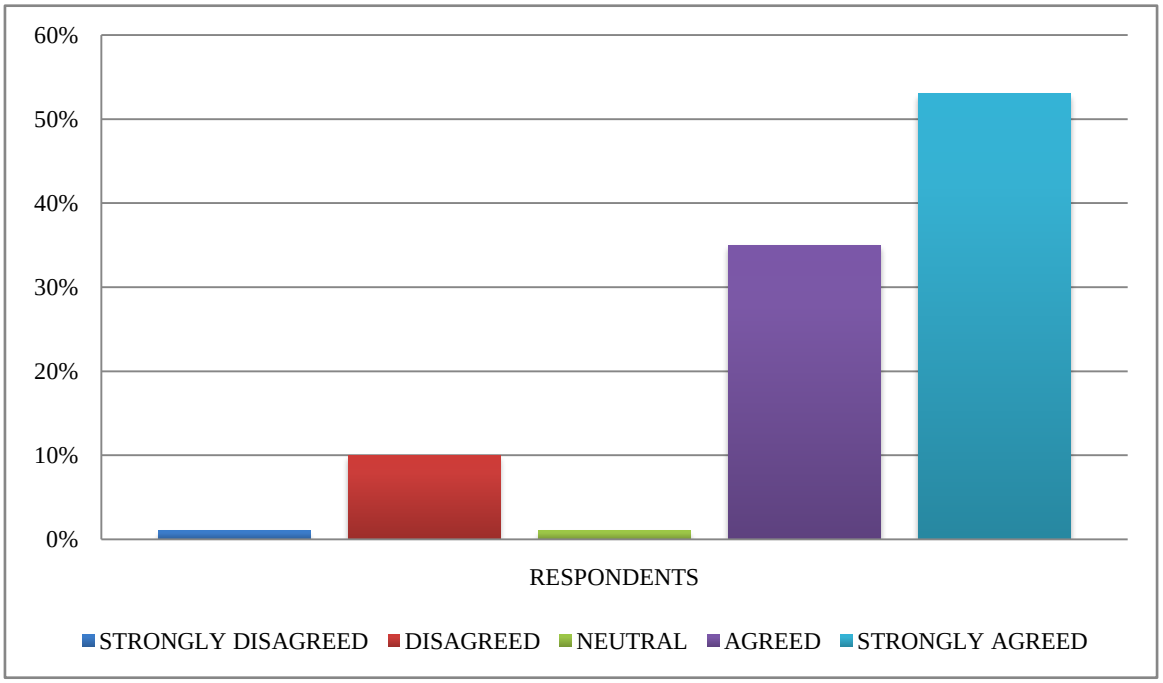

Figure 4.16: Influence

Table 4.16: Influence

Do you agree that the strong influence of your friends or children can push you to purchase our juices?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	10%	1%	35%	53%

The majority of respondents who represent 53 percent have strongly agreed that the strong influence of friends, children or family members can push them to purchase the fruit juice products. Although 35 percent of respondents agreed, 10 percent disagreed while 1 percent had no opinion and another 1 percent has strongly disagreed.

Do you agree that buying the natural fruit juice means that you care more about your health?

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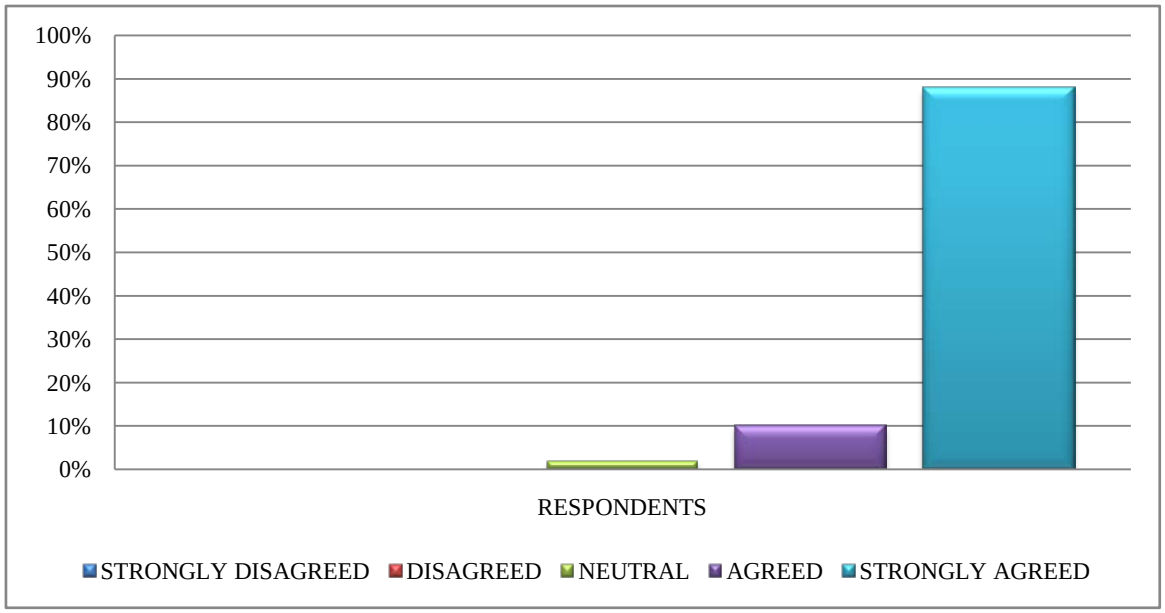

Figure 4.17: Healthy Product

Table 4.17: Healthy Product

Do you agree that buying the natural fruit juice means that you care more about your health?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	-	2%	10%	88%

The majority of respondents who represent 88 percent have strongly agreed on the fact that buying the natural fruit juice means that you care more about your health. 10 percent of respondents agreed and 2 percent were neutral therefore neither respondent disagreed nor strongly disagreed on the statement.

d. *Section 4: Operations*

This section explores the influence of operations on setting-up a new juice bar business in Abuja.

Do you agree that the juice bar should be comfortable to serve customer in a better way?

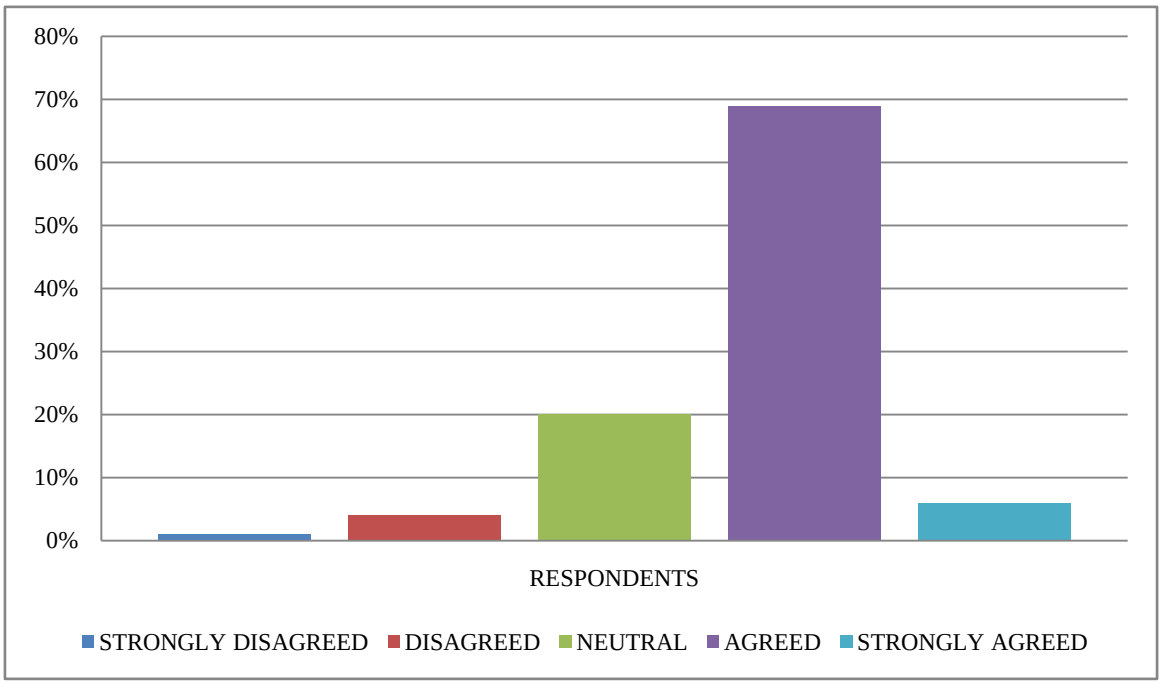

Figure 4.18: Confort

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Table 4.18: Confort

Do you agree that the juice bar should be comfortable to serve the customer in a better way?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	4%	20%	69%	6%

The majority of people who participate in this research while they represent 69 percent have agreed that the fruit juice bar should be comfortable in order to serve customers in the most comfortable way. Although 20 percent were neutral, 6 percent of the respondents have strongly agreed, 4 percent disagreed and only 1 percent of the total number of respondents has strongly disagreed.

Do you agree that the juice bar concept should be unique and accessible?

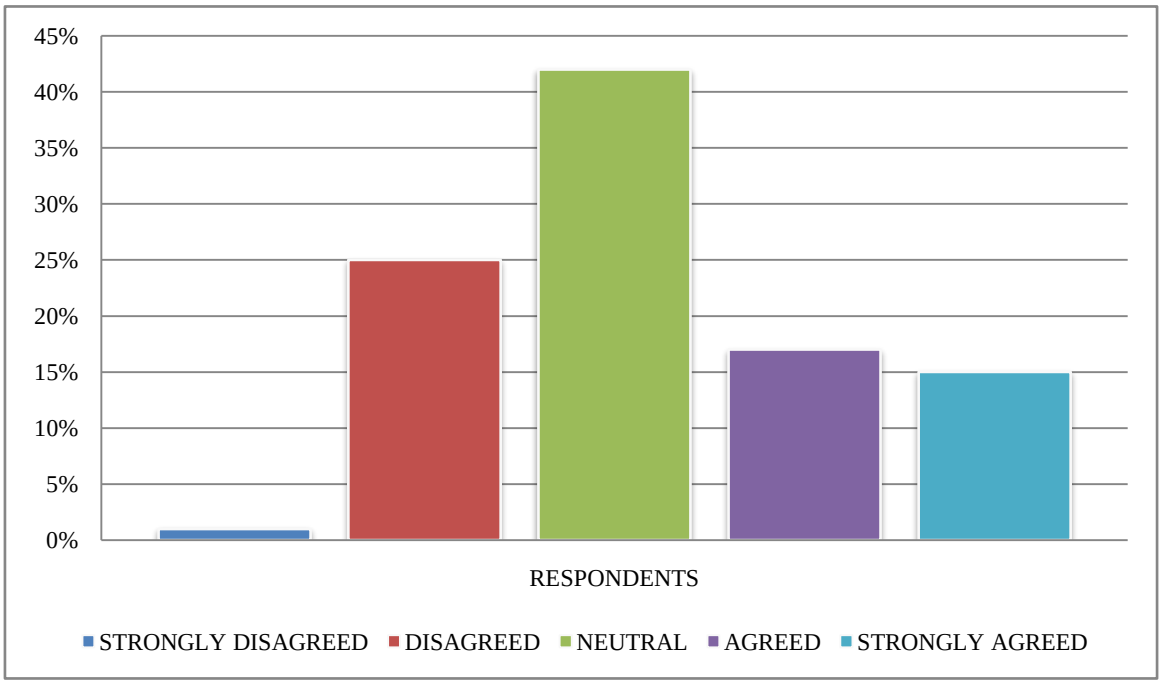

Figure 4.19: Unique Concept

Table 4.19: Unique Concept

Do you agree that the juice bar concept should be unique and accessible?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	25%	42%	17%	15%

The majority of respondents who represent 42 percent did not have an opinion on the fact that the juice bar concept should be unique and accessible. On one side, 25 percent of respondents disagreed and 1 percent strongly disagreed. On the other side, 17 percent of respondents agreed while 15 percent strongly agreed.

Do you agree that fruits should remain fresh to deliver a good quality of juices?

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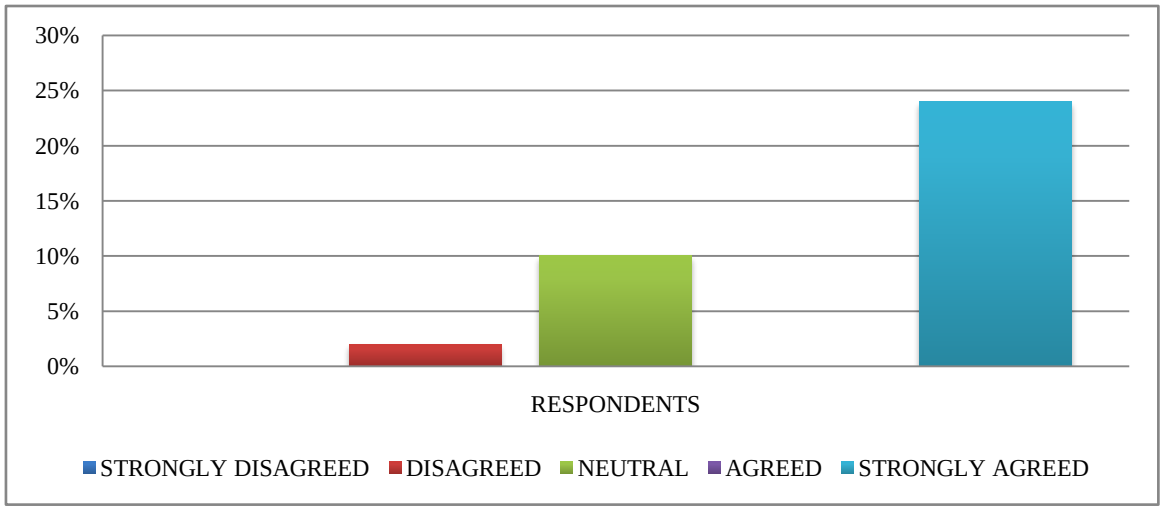

Figure 4.20: Quality

Table 4.20: Quality

Do you agree that fruits should remain fresh to deliver a good quality of juices?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	2%	10%	64%	24%

The majority of respondents who represent 64 percent agreed that fruits should remain fresh in order to deliver a good quality of juices. While 24 percent of respondents strongly agree on the statement, 10 percent were neutral, the minority of 2 percent disagreed and no one has disagreed.

Do you agree that the hygienic condition of the bar is critical for the business reputation?

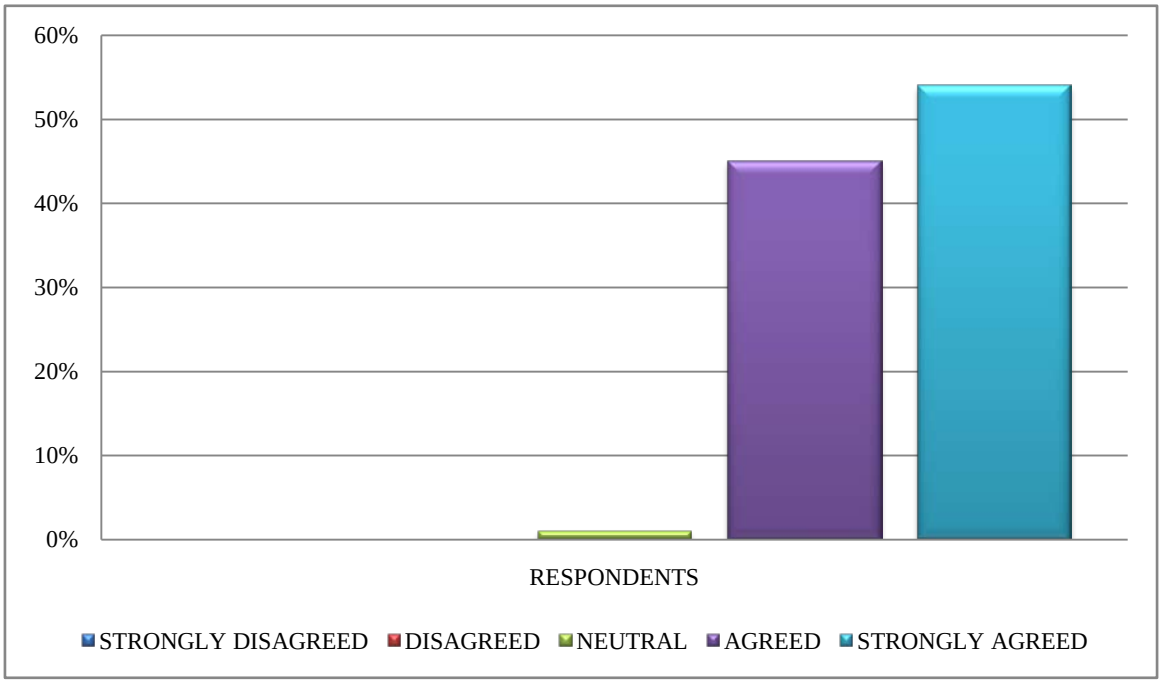

Figure 4.21: Reputation

Table 4.21: Reputation

Do you agree that the hygienic condition of the bar is critical for the business reputation?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	-	1%	45%	54%

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A large number of respondents representing 54 percent strongly agreed that the hygienic condition of the bar is critical for that brand reputation which was supported by 45 percent of respondents who agreed and only 1 percent was neutral. Therefore, none of the respondents disagreed or strongly disagreed.

e. *Section 5: Management*

This part investigates on the role of management in setting-up a juice bar business in Abuja.

Do you agree that people who work in the juice bar should be more helpful to customers?

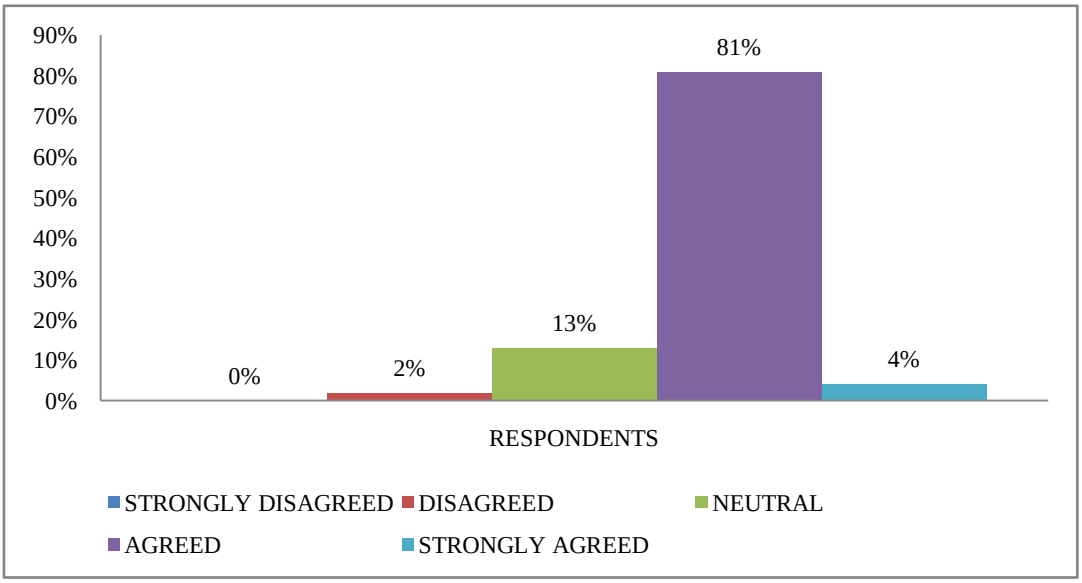

Figure 4.22: Assistance

Table 4.22: Assistance

Do you agree that people who work in the juice bar should be more helpful to customers?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	2%	13%	81%	4%

A large number of respondents representing 81 percent agreed that the employees of the juice bar should be more helpful to customers. Even though 13 percent of respondents were neutral, 4 percent strongly agreed, 2 percent disagreed and no respondent has strongly agreed.

Do you agree that the management should always pay attention to customers' requirement?

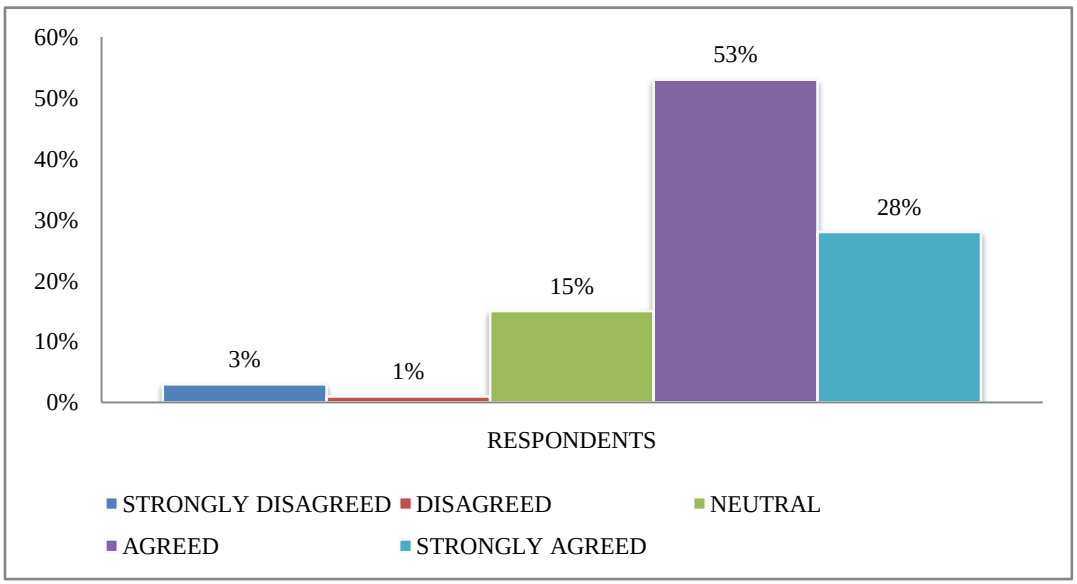

Figure 4.23: Customer Management

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Table 4.23: Customer Management

Do you agree that the management should always pay attention to customers' requirement?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	3%	1%	15%	53%	28%

The majority of respondents who represent 53 percent agreed on the fact that management should always pay attention to customers' requirements. Followed by 28 percent who strongly agreed, 15 percent of respondents had no opinion that the statement, 3 percent have strongly disagreed and only 1 percent of the respondents disagreed.

Do you agree that they must be a good relationship between the management and customers?

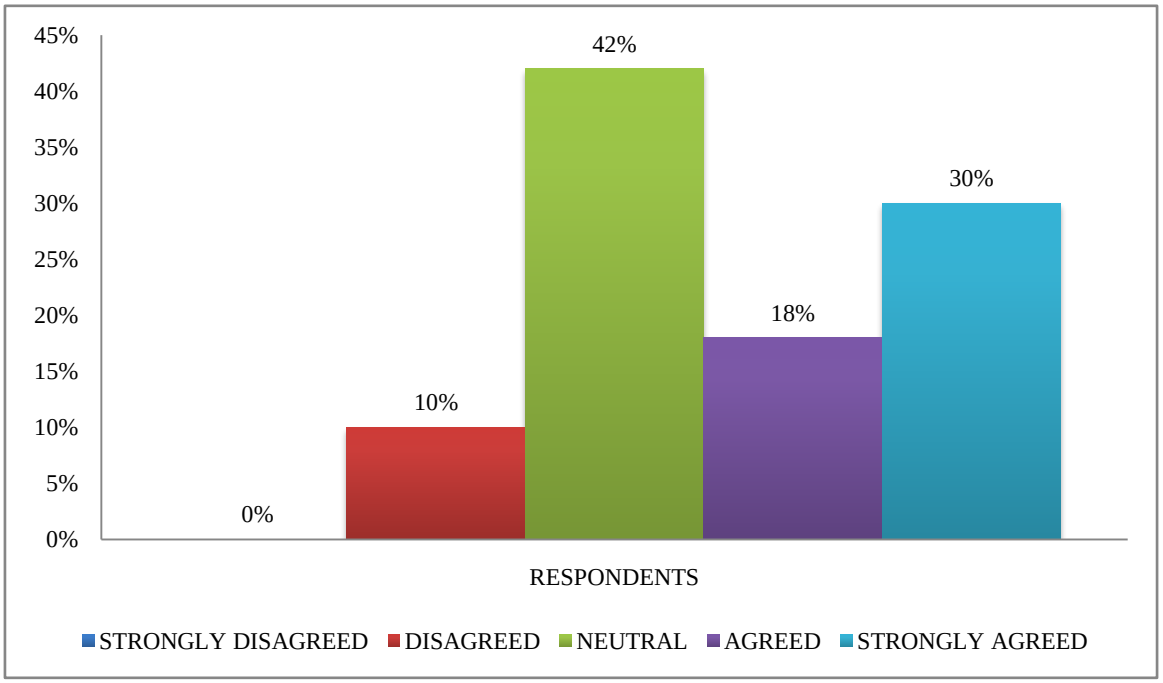

Figure 4.24: Customer Relationship

Table 4.24: Customer Relationship

Do you agree that they must be a good relationship between the management and customers?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	-	10%	42%	18%	30%

Although the majority of respondents who represent 42 percent were neutral on the fact that they must be a good relationship between the management and customers, 30 percent of respondents strongly agreed followed by 18 percent who agreed 10 percent who disagreed and there were no respondents who strongly disagreed on the above statement.

Do you agree that management should exchange more often with customers' experience?

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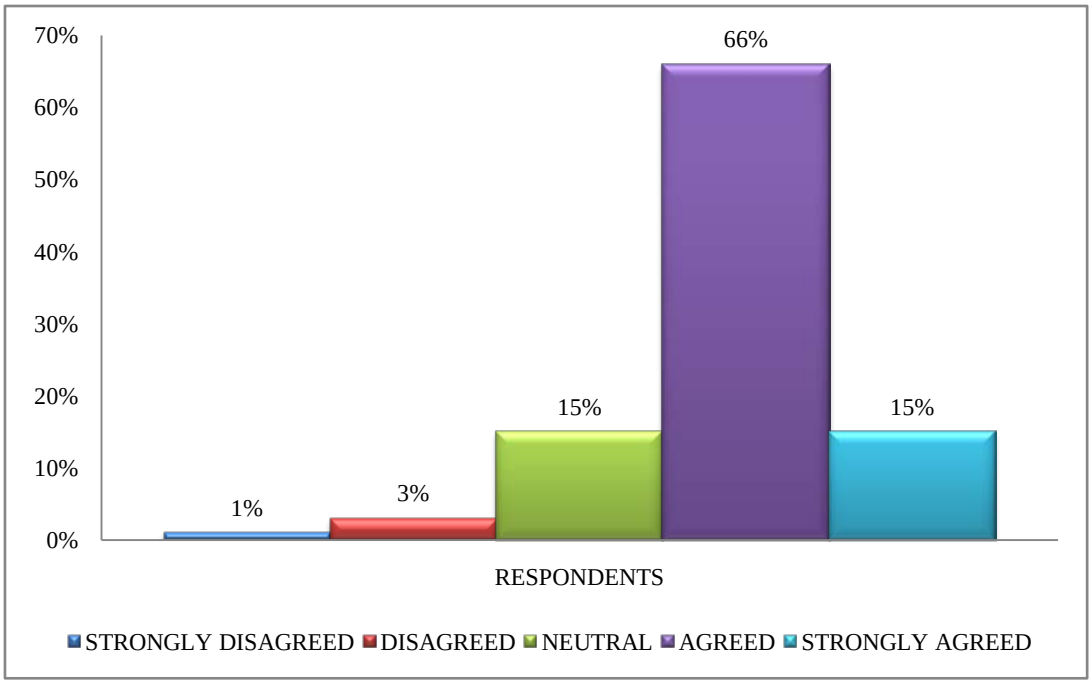

Figure 4.25: Customers' Experience

Table 4.25: Customers' Experience

Do you agree that management should exchange more often with customers' experience?	STRONGLY DISAGREED	DISAGREED	NEUTRAL	AGREED	STRONGLY AGREED
	1%	3%	15%	66%	15%

The majority part of respondents while they represent 66 percent agreed on the fact that the management of fruit bar should exchange more often with its customers' reviews. 15 percent of respondents strongly agreed on that fact and another 15 percent were neutral, therefore, 3 percent of respondents disagreed and another 1 percent has strongly disagreed.

b) Business Implications

The questionnaire survey has provided a lot of useful information to this research and after analyzing all those data from the respondents, A considerable number of facts were taken into consideration, therefore, a cross-checked different feedback of the respondents implied different strategies in order to create an effective business strategy which will be sustainable in the long term and generate profit to the new juice bar business. The marketing of the fruit juice bar should be strongly advertised as the majority of respondent has supported the fact that people should know the existence of such product however due to the high cost of traditional marketing approaches, the social media will be the main channels to promote the brand because it is cheap and very effective strategy matching with the business concept.

Therefore, it does not mean that the start-up will not consider, however; it will try to combine multiple marketing channels in order to have effective visibility and successful promotional campaigns. The customer target strategy will focus more on people within the age segment from 17 to 40 years old referring to the survey result. In addition, some other factors such as to establish more bars in the city will be taken into consideration as the start-up forecast to implement the franchise strategy for the rapid growth and expansion. Based on the survey result, a good relationship with future customers will be the management

V. Business Model

The business model denotes the set of strategies that this new business will focus on so that it maximizes the profit and build a strong value perception toward consumers, therefore, a good relationship between the new startup with the public in order to determine how much the new business is willing to capture the customers' attention toward the new brand.

a) Business Model Canvas

Table 5.1 denotes the business model canvas for a new fruit juice bar business in Abuja, Nigeria.

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Table 5.1: Business Model Canvas

<table>
<tr><th colspan="6">NEW BUSINESS DRIVERS
FOR
FRUIT JUICE BAR IN ABUJA, NIGERIA</th></tr>
<tr><td rowspan="2">PRIORITY CUSTOMERS
-Children
-Youth
-Adults
-Seniors</td><td>SUPERIOR VALUE PROPOSITIONS
-Natural Product
-Healthier Product
-Affordable Price</td><td>CHANNELS
-Word of Mouth
-Social Media
-Flyers and Website
-Sponsorships
-Partnerships</td><td>KEY ACTIVITIES
-Raw Fruits
-Natural Fruit Juice
-Cocktail Juice
-Brand Accessories</td><td rowspan="2">VALUE CHAIN BASED RESOURCES
-ERP
-Fruit Suppliers
-Web services</td><td rowspan="3">IDENTITY
-Expand the business concept all over Africa through franchise</td></tr>
<tr><td>COMPETITIVE STRATEGY
-New concept with - contemporary design
-Affordable pricing
-Healthier Product</td><td>RELATIONSHIPS
-Promotions
-Gifts
-Memberships
-Events</td><td>KEY PARTNERS
-Fruit Farmers
-Local fruit supplier
-Business Partners
-Investors</td></tr>
<tr><td colspan="3">COSTS AND COST BUDGET
-Operational Cost
-Logistic Cost
-Utility Cost
-Depreciation Cost</td><td colspan="2">REVENUE STREAMS AND CASH FLOW
-Raw fruits
-Fruit Juice
-Franchises
-Brand accessories</td></tr>
</table>

b) Business Model Elements

i. *Priority Customers*

As the main activity of this business concept relies on making and selling fresh fruit juice products to customers while office these products in contemporary and comfortable space. However, the priority market will focus on B2C platform meaning that the start-up is going to sell the fresh juice and all derivative products principally to children, youngsters, adults and even to seniors. The business will emphasize the low middle class and above who can more often afford the various range of products even though the business will implement the penetration pricing strategy.

ii. *Superior Value Proposition*

In this start-up business concept, the superior value propositions will emphasize on the fact the business offers a very cool environment where people can discuss while consuming something natural and healthier in less price. Compare to other sales arguments like pesticide free, healthier food, high-quality food, etc… which are good but none of them are really accompanying customers to filling comfortable while consuming the product. That why juice bar will come up with the different approach of value proposition which shows to the customers who visit the bars the different way to chill with their friend or family.

iii. *Channels*

Due to the limited amount of resources, the marketing channels will be based on low-cost promotion activities. Therefore, Social Media such as Instagram, Snap Chat, Whatsapp, Facebook, YouTube, and various Blogs will be used in order to increase the notoriety and visibility of the new brand. The business will utilize the powerful tool of the web through the bar website as another main channel to facilitate the online ordering or booking while boosting the search engine optimization from Google to bring more traffic on our website. Partnerships and sponsorship will be part of the marketing channels where flyers and another marketing approach will be held.

iv. *Key Activities*

Same as in the traditional business activities, the main activity of the juice bar business will be to sell from raw fruits to the natural fruit juice directly to end consumers while more often the business will invent different cocktail with the mixture of various fruits in order to differentiate the products. Thus, the bar will sell all derivative products from fruits as well as different accessories of a brand such as T-Shirt, Cap and another gadget in order to increase the business revenue.

v. *Competitive Strategy*

In Nigeria especially in Abuja, there is opened up these last years including the traditional grocery shops. Although few have come up with new ways of selling organic products, none of them is trying a new strategy of attracting people into their store instead; they are still driving the business as in a traditional activity. We have understood the trend of organic diet as a tendency, people around the world especially Europeans lifestyle have a huge impact Asia especially in Bangladesh. Therefore, we will introduce this new concept of not inviting people to buy organic products but also to learn new recipes which they can replicate

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them at home based on our store products, it is more like a community grocery store.

vi. *Relationships*

The core strategy of this business activity will be based on customer relationship management while retaining customers which will be the first priority as the business can propose the home delivery services for all customers within 5 miles. However, to maintain a good relationship with the future existing customer, different strategies such as membership card which will allow customers to earn points on every purchase and then in a form of money they can use it to buy our products. Gifts and discounts system will be implemented from time to time based on the festival period.

vii. *Key Partners*

This business model relies on a small part to different partners. Therefore, the main partners will be fruit farmers and different fruit suppliers who will commit to deliver a good quality of fruits. However, the serious investigation will be conducted before working with any partners in the context of farmers and suppliers as the bar would like to guaranty and preserve the image that it sells to its consumers. In addition, the start-up will be always in touch its investors while sharing time to time the financial growth progress of the business. In addition, customers and stakeholders will be among the business partners of the activity.

viii. *Value Chain Resource*

The entire business activity will be run by an Enterprise Resources Management Software which will manage all the counters transactions including sales, inventory and human resources also it will link all stores activity together in order to have a daily performance and monitor the whole business performance. However, finding the suitable place to open up stores will be important while focusing on place where there is a lot of attraction such as shopping malls and main roads but on top of all these, the main preoccupation will be to find the closest suppliers to each bar in order to have a smooth and rapid supply for all bars.

ix. *Cost And Cost Budget*

In the retail business activities, the main cost is related to the infrastructure as the start-up has to customize the décor, designs, and furniture of each and every bar with a modern look adding a different point to the business concept which will create more attracting and enhance the quality of services and provide to the customers a feeling of uniqueness. Then, the utility cost which includes a daily basis business requirements, the operational cost mainly includes cost from the acquisition of the raw products adding the logistic. The majority of the machines and fruits are perishable and they perish so fast that their value and price depreciate incredibly fast also. Therefore, depreciation cost related to the lost that the company should bear in the case the products perished and the underperformances of other machines.

x. *Revenue Streams and Cash Flow*

The revenue streams and cash flow of this new business activity will mainly rely on the retail activity of selling fruit derivative products and other brand accessories then, as business grows, the management develop alternatives revenue streams and cash flow through franchise with new investor and also it will look forward to develop other products which can be integrated to the initial concept.

xi. *Identity*

Till now in Nigeria, only a few people can afford to have fruit juice every day and this is also due to the lack of customer awareness on the benefits of fruit juice products which is still low. Therefore, this new start-up wants to be the one who will democratize the accessibility and availability of fruit juice products to the general public while becoming the leader of the organic market in Nigeria and then in whole Africa.

VI. Business Plan

3 Years Forecasted Plan

a) Vision and Mission

i. *Vision*

The vision of this new business activity is to become the leader of a fruit juice bar concept in Nigeria and overseas while providing to customers comfortable places to chill or spend time with their lovers.

ii. *Mission*

Our mission will focus on democratizing fruit juice products to the general public, make them more accessible and available also, boosting the needs to consume fruit juice products by giving customers new varieties of juice cocktail and taste.

b) Objectives

The main objective for the upcoming three years is to generalize the juice bar concept in Nigeria and Abuja, in particular, to attract more people to buy fruit juice products while taking good care of their health conditions and also to achieve the highest performance in fruit juice business through progressive objectives such as:

- To provide to customers, products will be above their expectations.
- To create a community network where customers will exchange and share their experiences.
- To help our partners to produce the best quality of fruit products.
- To become the market leader of the fruit juice bar and establish a strong brand as a good reference in Nigeria.

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c) *Marketing Plan*

In order to achieve an effective marketing plan, the new business should have the first comprehensive elaboration of the blueprint which will explicitly illustrate the future marketing and promotional activities. The description of the fruit juice bar activities should solve different issues of the marketing objective within a certain time frame and be able to understand the marketing plan for the organic grocery retail activity thus, it is crucial to deeply analyze the business concept before incorporating or translating any kind of exchange between the customers and the products. It is important to give the major information on the products that the start-up will provide, therefore; a good understanding of the elements that are discussed below will provide better knowledge to be capable to manage efficiently the fruit juice bar business in Abuja, Nigeria.

i. *Segmentation, Targeting, and Positioning*

a. *Segmentation*

To be able to grow the new business activity, they should be a well understand whether the proposed products will suit the demand and needs. The business will operate in both B2C market platforms for the simple reason that the new company is willing to democratize fruit juice products to all. Therefore, in the upcoming three years the business will be the focus in the city of Abuja while focusing on the areas which have a lot of traction, for instance, certain shopping malls that have more 100,000 visitors per day.

b. *Targeting*

Both segmentation and targeting strategies will be implemented simultaneously while targeting implementing processes, the business will require to specifically designate the end customers to the products. As the main business activity consists of retailing fruit juice products which are directly related to the lifestyle activity, the main targeted customers will include from children to senior living in Abuja and whose age range are from 17 to 40 years old.

c. *Positioning*

For the first three years, the company would like to position itself as a community business activity where every individual, both passionate and those who want to spend time in a comfortable place while enjoying healthier products but, also to learn an share the new experiences with other. The start-up is willing to position its brand as accessible and available as that even the middle lower class that have a minimum household income can come to the bar and experience the concept. Finally, this business activity will position itself over the next three years as the market leader of juice bar concept in Nigeria.

ii. *Marketing Mix (Four P's)*

Once it fully finalizes with the segmentation, targeting and positioning of the new products to the concerned customers, then it comes the part of our company's marketing communication strategies where the business activity will be known to the public and which must also attract more and more customers. The use of the four P's marketing mix strategies should be clearly understood on what it should do and not do based on the products, price, promotion, and place to be able to grow this business activity with minimal cost. The core marketing strategy will basically rely on growth hacking marketing concept which will be repeatedly designed and implemented accordingly to the market situation.

a. *Product*

As a normal retail store, the business activity will commercialize a wide range of fruit products which will include raw fruits, juice and other derivative products based on the brand. However, All the products will be labeled with in-house brand name because the company looks forward to establishing the brand label as a franchise for all investors and partners who would like to be part of this journey.

b. *Price*

Since the business activity will target a wide market, it will use the penetration pricing strategy. The impact of this pricing strategy on this new business activity will consist to encourage customers to reach on their emotional levels rather than logical for instance it will sell based on the value and the image that customers get while consuming the products. The objective behind this strategy is to increase demand while creating an illusion of enhancing value for the consumer; thus, on the other hand, this pricing strategy will consist to sell multiple sorts of products for a lower price than customers would bear if they bought each item separately. The start-up will come up with this strategy due to the fragility of fruit products as raw material which are easily perishable and also to enhance the value perception of the brand in the eyes of customers.

c. *Promotion*

With regard to the promotion, this activity is very important for the awareness of the brand name and business activity. Therefore, it will rely on the majority of the promotional campaign as said earlier for the simple reason that they are more effective in acquiring new customers and lower cost rather than the traditional channels. The new company website will represent the bar online where most of discount and coupon will come from and also it will include many promotional videos on different products which will be available in the bars. The web platform will be backed by SEO powered by Google in order to put the brand on the top fifth list while people try to search for fruit juice in Abuja using Google search engine.

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d. *Place*

During the market research which was conducted through survey research questionnaires, it was understood that most of the targeted customers are not willing to travel for long distance to buy the juice products. It has been mentioned also that the potentiality of shopping mall since the market research via questionnaires were distributed in shopping malls, therefore; it will start setting up few bars in malls where there is an average of minimum 10,000 visitors per day.

iii. *Strategic Growth (Ansoff Matrix)*

It has been preferred to use Ansoff Matrix to design an effective strategic planning instrument which will provide a framework to enable to develop strategies for the sustainability of the business for the long-term growth. From the perspective of the internal business model, fruit juice products have a direct impact on the profitability and growth so, this will focus on both new and existing market analysis on the market penetration, product development, and market development while considering the diversification strategy.

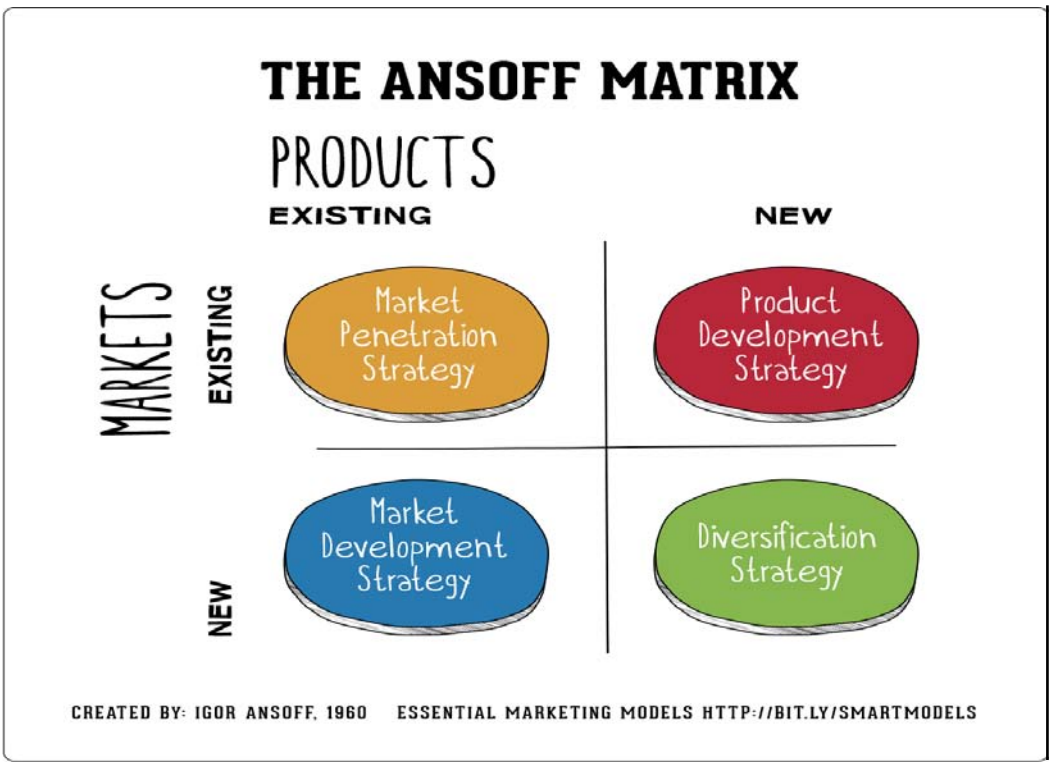

Figure 6.1: Ansoff Matrix

On the market penetration strategy, the main goal will be to maximize the market share over a short period of time and the strategy is simple as it has to start with a good pricing strategy. The activity is principally based on a wide market but as the objective is to democratize the consummation of fruit juice in Nigeria, the strategy for the market penetration will be the bundle pricing strategy which will allow our customers to buy a bunch of the products at lesser price rather than purchasing them separately. On the other hand, this strategy will attract more customers and increase the market share. While pointing out the market development strategy, it will depend on the success of the first move into the first location in Abuja.

Based on the notoriety of products, the company will plan to expand more bars across the capital city while providing derivative and packet fruit products and processing a strong economy of scale. With regard to the product development strategy, the company will continuously invest on research and development in order to develop new cocktail and flavour, where the company will assign more resources in R&D department to come up with efficient way of reducing rapid depreciation of most products while remaining fresh to invent in new derivative and processed products which will meet new demand for either new market or existing ones. Finally, the diversification strategy will be crucial for the growth of this business activity, therefore.

d) Organizational and Operational Plan

i. *Organizational Structure*

The organizational structure of the business will define each and every task allocation which will be well

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coordinated and supervised so that it will be able to achieve the organizational goal. The flat organization known as the horizontal organizational structure will be used as the main organizational strategy due to the fact that few or even no layers of middle management between executives and staffs. This strategy will satisfy many of the requirements in term of self-realization and autonomy thus the idea behind this strategy is that a fully qualified employee is more productive when he is more associated in the process of decision making rather than when he is managed by many levels of management.



Figure 6.2: Organizational Structure

ii. *Human Capital Plan*

Employees will constitute the engine of this business activity in the sense that they will contribute a lot to the growth of our organization. Therefore, the human resources team will be fully supported in term of resources in order to effectively implement the human capital planning strategy thus, all employees will benefit an equal opportunity which the HR planning strategy will include compensation skim where our employees will be well remunerated on the extra hour of working and also the company will provide to the different type of incentive and allowance. Human capital planning strategy involves six different departments as teams where the bar management team will be constituted with one whose role will be to run the entire business activity and taking major decision for the daily run of the business activity.

iii. *Business Process and Value Chain*

The business process of the new business activity is based on different tasks and phases that allow delivering a good product quality to customers. The process is illustrated in a flowchart for both shareholders and customers to be able to visualize the whole activity that is processed. The activity will utilize the business process re-engineering in which will start from a blank slate and gradually recreate major business processes while integrating the information and technology to boost the business performance. The business value chain will consist of the set of our operational activities which will allow us to deliver the products that will be above customers' expectations.

a. *Primary Activities*

The inbound logistics of this business activity will consist of all inbound movement of fruit product from suppliers to the warehouse. The operations will concern the whole management process of conditioning certain products including washing, sorting, packing and labeling into the shelves in the bar. The outbound logistics of this business activity will consist of process related to the storage of the goods to the final movement to the bar including all kind of information which will flow from the finish line of the production to the end consumers. The marketing and sales activity of this business will be based on selling fruit products including the processes that involve the communications, deliveries, and exchanges which will create value for customers and partners.

b. *Support Activities*

The infrastructure will principally consist of activities like strategic management, quality assurance, public relation, audit, finance and legal thus all these activities will enable our business to sustain and grow. The technological development in this business activity will rely on the expertise of different products and the operating system which monitor all moves and manage the entire business. The human resources management will mainly consist of various activities involving the recruitment, training and development, compensation and laying off of employees if necessary. The procurement will involve the acquisition of organic products from different suppliers including the acquisition of equipment.

e) Financial Plan

This three years forecast financial pan will provide to our business project a comprehensive evaluation of the future financial situation with the usage of the current variables and assumptions which are known in order to predict our long term asset values, withdrawal plans and income of the business activity.

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i. *Three Years Forecast Income Statement*

Table 6.1: Actual Income Statement

INCOME STATEMENT	ACTUAL (IN NAIRA)		ACTUAL GROWTH IN %
	2018	2019	
REVENUE	10,000,000	11,000,000	AN OVERALL ESTIMATION OF 10% MORE OR LESS GROWTH FOR THE YEAR 2019
COST OF SALES	2,300,000	6,750,000	
UTILITIES	200,000	220,000	
ADMINISTRATION COST	500,000	550,000	
RETAIL COST	200,000	220,000	
DISTRIBUTION COST	1,000,000	1,100,000	
MAINTENANCE COST	100,000	110,000	
OTHER EXPENSES	500,000	500,000	
GROSS PROFIT	7,700,000	8,470,000	
INTEREST RATE	420,000	420,000	
TAXATION	50,000	55,000	
PROFIT AFTER TAXES	7,230,000	7,953,000	

Table 6.2: Actual Income Statement

INCOME STATEMENT	FORECAST(IN NAIRA)			ACTUAL GROWTH IN %
	2018	2019	2020	
REVENUE	10,000,000	11,000,000	12,100,000	AN OVERALL ESTIMATION OF 10% MORE OR LESS GROWTH FOR THE The YEAR 2019
COST OF SALES	2,300,000	6,750,000	7,575,000	
UTILITIES	200,000	220,000	242,000	
ADMINISTRATION COST	500,000	550,000	605,000	
RETAIL COST	200,000	220,000	242,000	
DISTRIBUTION COST	1,000,000	1,100,000	1,210,000	
MAINTENANCE COST	100,000	110,000	121,000	
OTHER EXPENSES	500,000	500,000	550,000	
GROSS PROFIT	7,700,000	8,470,000	9,317,000	
INTEREST RATE	420,000	420,000	420,000	
TAXATION	50,000	55,000	60,500	
PROFIT AFTER TAXES	7,230,000	7,995,000	8,836,500	

ii. *Three Years Forecast Balance Sheet*

Table 6.3: Forecast Balance Sheet

BALANCE SHEET	FORECAST (IN NAIRA)			ACTUAL GROWTH IN %
	2018	2019	2020	
CURRENT ASSET				AN OVERALL ESTIMATION OF 10% MORE OR LESS GROWTH FOR THE The YEAR 2019
BUILDING	3,500,000	3,850,000	4,235,000	
STORE	2,500,000	2,750,000	3,025,000	
EQUIPMENT	600,000	546,000	4,91,4 00	
TOTAL CURRENT ASSET	6,600,000	7,260,000	7,986,000	
CURRENT LIABILITY				
LOAN	3,000,000	3,420,000	3,420,000	
SALARY	3,600,000	3,840,000	4,566,000	
TOTAL LIABILITY AND EQUITY	6,600,000	7,260,000	7,986,000	

iii. *Assumptions Explanation and Justification*

The juice bar business as other traditional business, the complexity to set up a new plant is not that much high although the success of the business majorly depends on the efficiency and professionalism of different suppliers. Therefore, the main cost that has a huge impact on the retail business activity will be the depreciation cost due to the nature of products that we will be selling. The revenue of the first year will be estimated at 10,000,000 Naira coming mainly stores based the products and their derivative products. The cost of sales will mainly depend on the ability and capacity to handle the logistics and distribution of our organic products in a very effective manner.

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However, when it comes to bar business there will the need of equipment that will be made locally in order to save cost and also marketing campaign which will require a minimum of resources to be able to push our products from day one of the openings. Since the business activity does not emphasize one or two product it will be difficult to enumerate all the pricing for each and every organic product that it is going to sell.

f) Implementation Schedule – Gantt Chart

i. *Critical Success Factors*

Defining the critical success factors of the new retailing business will provide us with the necessary abilities and resources which will guaranty the sustainability and future growth of our new business while unlocking the competitive advantages. These factors will be aligned with our business objectives in which we believe to drive us to the success and growth, therefore, these critical success factors include the operational activities, human resources, brand value, and promotional activities.

a. *Operational Activities*

Good business operations come from the assets processed by a particular business. In the case of the business, the operational activities are like the furniture of the whole business process including supporting acts such as inbound and outbound logistics, procurement and customer service. Therefore, the strategic approaches of the new business activity will basically be aligned accordingly to the requirement of operational activities although there will be many parameters to analyze while implementing other complex strategies with regard to either performance or growth of our business, the operations will always be the main concern since the performance of the entire business model depend totally on it.

b. *Human Resources*

Human resources represent the driving force of any organization in general especially for in the retailing activity like in this business. The most important elements that are strictly monitored on this business activity will be the employees' performance and motivation thus the company believes that the level of performance of the staffs will majorly depend on the level of their motivation. Therefore, in order to boost our employees' motivations, this will directly lead to the good performance, there will various kind of compensation and allowance plans allowing the staffs to fully benefit and enjoy the time that they spend working with us.

c. *Brand Image*

As a new business, the concept is based on the community experiences which require a considerable amount of credit from the community resulting in the trust of the brand. Most the customers will not have the ability of differential a juice product to other. In order to build a positive brand image, people should trust us while on another side, it should also make sure that all the products that will be exposed in our stores should be hundred per healthier and that follow all the required process to be called as organic products. After gaining the positive brand image, it can utilize this competitive advantage in order to furthermore make the brand as a national organic label in Nigeria.

d. *Promotional Activities*

The promotional activities will be the only means that both business concept and business activity will be known to the public. Since the business will begin as a start-up with limited promotional resources; it should be able to utilize channels that will be more effective in the term of customers target as well as the customer acquisition cost. Therefore, one of the main objectives will be to identify such channels and also develop the new channels which will allow the company to expand its brand awareness, attract more targeted customers and all these with the minimum cost as possible.

g) Risks Mitigation and Contingency Plan

i. *Policy Change and Regulatory Risks*

- The degree of risk is medium.
- The change of policy and regulation represent a potential risk in almost all the business sector of activity especially in the beverage industry which is currently booming. However, the contrast of most of the most recent industry is that the government does not have a proper regulation which will regulate all the parameters of the business activity in an effective manner which is the case with the Nigeria government.

ii. *Lack of Internal Talents*

- The degree of risk is low
- The risk related to the lack of internal talents in our sector of activity is very low for the simple reason that in Nigeria, there is plenty of qualified talents who will be able to fully perform with the minimum training and only on top of that there is a considerable level of competition among them which enable us to minimize the cost in term of salary.

iii. *Privacy and Security Risks*

- The degree of risk is medium
- A considerable part of the business activity will rely on corporate information as well as the customer data. Therefore, the level of risks that those data could be corrupted or stolen are medium but, in order to avoid such inconveniences, the business will acquire an exclusive server which will only store the business activity data including our customers' information and no other party will have access to that.

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iv. *Cost Control*

- The degree of risk is high
- In this business, due to the lack of chemical products to boost the development of the plants, the risks related to the cost control can be high because of the rarity of certain fruit products in the market and also due to the fact that most of the local farmers and suppliers do not have enough knowledge on how to regulate their process. It will try to diminish these risks by investing in high tech storage equipment allowing us to make enough stock of different products while preserving their quality and freshness.

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