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**Feasibility study for business creation: opening a non-alcoholic bar in
Brussels.**

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INTRODUCTION

"I do not want to wait for doors to be opened for me. I want to build them and open them ourselves." This powerful statement by C.J. Walker resonates particularly in today's context, where the world is constantly evolving, shaping, and redefining beliefs and practices. Indeed, our ability to question and rebuild these beliefs is essential for our progress and innovation. These two themes, evolution, and innovation, are central to this thesis, exploring the role of women in entrepreneurship and the emergence of innovative businesses, such as a non-alcoholic bar in Brussels.

Viewing women as entrepreneurs and innovators might seem commonplace today, but this has not always been the case. Historically, the role of women in the professional world has undergone significant transformations. Therefore, it is crucial for women to understand the place society assigns us, to be prepared to seize all opportunities or counter any threats. This is indispensable and preventive in anticipation of future forays into the world of entrepreneurship.

The second part of this work is driven by a desire to innovate. We were motivated to study the feasibility of launching a project in a still underexploited market: non-alcoholic beverages, which are gradually gaining popularity. Inspired by similar initiatives in other countries, we found it relevant to examine the viability of such businesses in Brussels.

Given Belgium's reputation as the "country of beer," the idea of developing a bar offering only non-alcoholic beverages raises intriguing questions. Is it feasible to create such an establishment, and could this project have a particular impact if led by a woman? We chose to examine this question because it is essential to propose alternatives to alcohol, which are often perceived as boring and insufficient to replace alcohol's festive image.

This thesis begins by assessing female entrepreneurship, from global analysis to specific case studies, leading to concrete recommendations for women entrepreneurs. We will then explore the feasibility of a non-alcoholic bar in Brussels, starting with a methodological analysis of the Horeca environment, from macro to micro. Interviews and a public survey will help us better understand our target market.

Finally, we will develop a detailed business plan outlining our project and strategies, including marketing, operational, human resources, and financial aspects. This plan will provide a comprehensive overview of everything that needs to be considered in starting a business.

In the concluding stages of this thesis, a SWOT analysis will encapsulate the key findings from our comprehensive exploration into the realms of female entrepreneurship and the potential establishment of a non-alcoholic bar in Brussels. The SWOT framework—identifying Strengths, Weaknesses, Opportunities, and Threats—will provide a structured lens through which to view the viability, challenges, and strategic advantages of our proposed business model.

The conclusion of this thesis synthesizes the answers to our research question, bringing together insights gained from both the literature review and empirical data collected through interviews and

surveys. It addresses the core question of whether a non-alcoholic bar led by a woman in Brussels can not only exist but thrive within the current social and economic landscape. This section reflects on the broader implications of our findings for the fields of entrepreneurship and business innovation, particularly focusing on gender dynamics and market innovation.

Ultimately, this synthesis aims to provide a comprehensive understanding of the strategic considerations needed for women entering entrepreneurship in niche markets. It also offers recommendations for future research and practical actions for prospective entrepreneurs, possibly paving the way for more inclusive and diverse business practices in the hospitality industry.

PART I: FEMALE ENTREPRENEURSHIP IN THE HORECA SECTOR

In the initial segment of our thesis, we will delve into the entrepreneurship concept, with a special emphasis on female entrepreneurship within the HORECA sector. This focus will assist us in framing the context of our project, enabling an in-depth examination of the opportunities and the barriers and challenges inherent to these three components in the business development process.

Given the objective of launching a non-alcoholic bar in Brussels, it becomes essential to thoroughly investigate the entrepreneurship environment, particularly the role of women in this sphere, and the dynamics of the HORECA sector in Brussels. This examination will encompass the exploration of general characteristics and strategies for success among women in the HORECA industry. Lastly, we aim to understand how these factors converge to influence the feasibility and potential success of a non-alcoholic bar concept, in response to specific market needs, trends, and the challenges presented by the current HORECA landscape in Brussels.

1 INTRODUCTION TO ENTREPRENEURSHIP

1.1 DEFINITION AND GLOBAL CONTEXT

Entrepreneurship, a dynamic force driving economic and social development (Team & Team, 2023), has evolved significantly from its historical roots until now. Richard Cantillon's 18th-century conceptualization of the entrepreneur as a risk-taker navigating market uncertainties laid the groundwork for understanding the entrepreneurial spirit. This foundational idea was expanded upon by Peter F. Drucker in the 20th century, who saw innovation and entrepreneurship as essential for societal progress, transforming challenges into opportunities.

The realm of entrepreneurship is characterized by its diversity, encompassing various forms such as social entrepreneurship, focused on addressing societal issues; technological entrepreneurship, driven by innovation in science and technology; and craft entrepreneurship, which emphasizes the artisan's skill and creativity. Moreover, the concept of entrepreneurship *ex-nihilo* represents the creation of businesses from scratch, showcasing the quintessential entrepreneurial venture of bringing new ideas to life.

Further enriching our understanding, the young entrepreneurs of tomorrow (yet) define entrepreneurship as the capacity to identify and seize opportunities, blending creativity, innovation, and risk-taking to transform ideas into actionable ventures. This definition underscores the essence of entrepreneurship: a proactive, innovative approach to solving problems and generating value.

The exploration of entrepreneurship through these lenses—historical insights, theoretical developments, and contemporary definitions—provides a comprehensive framework for understanding the entrepreneurial process. From Cantillon's early observations to the multifaceted entrepreneurship landscape of today, we observe a field that is continually adapting, evolving, and influencing global economic and social landscapes.

Entrepreneurial skills, highlighted by Eric Michaël Laviolette and Christophe Loué, play a pivotal role in navigating the uncertainties inherent in the entrepreneurial journey. Developing a competency framework for entrepreneurship is essential for aspiring entrepreneurs to succeed in the highly competitive and ever-changing business environment.

As we dig deep into the study of entrepreneurship, we recognize its complexity and the need for a nuanced understanding of its various forms. The entrepreneurial journey is not a one-size-fits-all path but a diverse spectrum of activities that all contribute to economic dynamism and innovation.

1.2 FEMALE ENTREPRENEURSHIP

Female entrepreneurship, while a phenomenon as old as entrepreneurship itself, remains largely under-documented before the 20th century. Historically, female entrepreneurs had to navigate a world dominated by social and economic structures designed to favor their male counterparts. Despite their active presence and significant contribution to the economy and society, these pioneering women were often relegated to the shadows, with their success and innovation going unnoticed in traditional

historical narratives. It is important to recognize that documentation and acknowledgment of women's achievements in entrepreneurship before the 20th century are scarce. This is partly due to systemic barriers that limited women's access to formal education, financial resources, and legal autonomy, making it difficult for them to not only start businesses but also to be recognized for their accomplishments.

The emergence of iconic female figures in entrepreneurship was often the result of either exceptional global success or a slow evolution toward greater societal open-mindedness, finally allowing their contributions to be celebrated and acknowledged. The 20th century marked a significant turning point, with the advent of women's rights movements that helped highlight gender inequalities in the business world and encourage greater recognition of female entrepreneurs.

Thus, the history of female entrepreneurship is not only a story of perseverance and innovation despite obstacles but also a testament to the ongoing struggle for equality and recognition in the economic world.

For example, Rebecca Lukens is recognized as America's first female industrialist. After inheriting the family iron foundry, she not only survived financial crises but also managed to turn it into an industrial giant specializing in plates for locomotives and steamboats. (Wong, 2023)

Elizabeth Hobbs Keckley, born a slave, became a renowned dressmaker in Washington, D.C., and a close friend of Mary Todd Lincoln. She used her sewing skills to buy her freedom and that of her son, and later founded an association to aid freed people and wounded union soldiers. (McNeill, 2019)

Lydia Estes Pinkham created a business around herbal remedies centered on women, addressing a need for accessible and safe women's healthcare at a time when women had few remedies for their specific health issues. (McNeill, 2019)

Madam C.J. Walker, famous for becoming America's first self-made female millionaire, built an empire in the hair care industry for African American women, changing the game in terms of hair care and economic independence for many black women. (Wong, 2023)

Coco Chanel revolutionized the fashion industry with her innovative designs, such as the little black dress and male wardrobe-inspired suits, deeply influencing women's fashion and promoting an image of the modern, independent woman. (McNeill, 2019)

These women not only marked their era with their business successes but also helped reshape the landscape of female entrepreneurship, demonstrating that genius and determination know no gender. Their legacy endures, inspiring new generations of female entrepreneurs to pursue their dreams with boldness and creativity.

1.2.1 Let's enter into some data for Belgian Women Entrepreneurship.

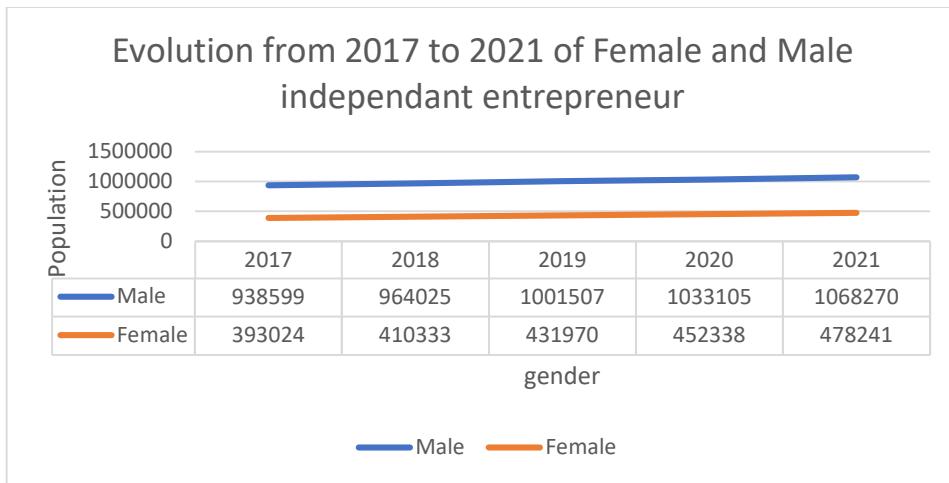


Figure 1 : gathering data from 2017 to 2021 from statbel.

In the graph compiling data from 2017 to 2021, we observe a steady increase in the number of both male and female entrepreneurs in Belgium. The trends for both genders display similar trajectories, with male entrepreneurs rising from 938,599 to 1,068,270, and female entrepreneurs increasing from 393,024 to 478,241. Despite this growth, the number of women entrepreneurs remain significantly lower than men.

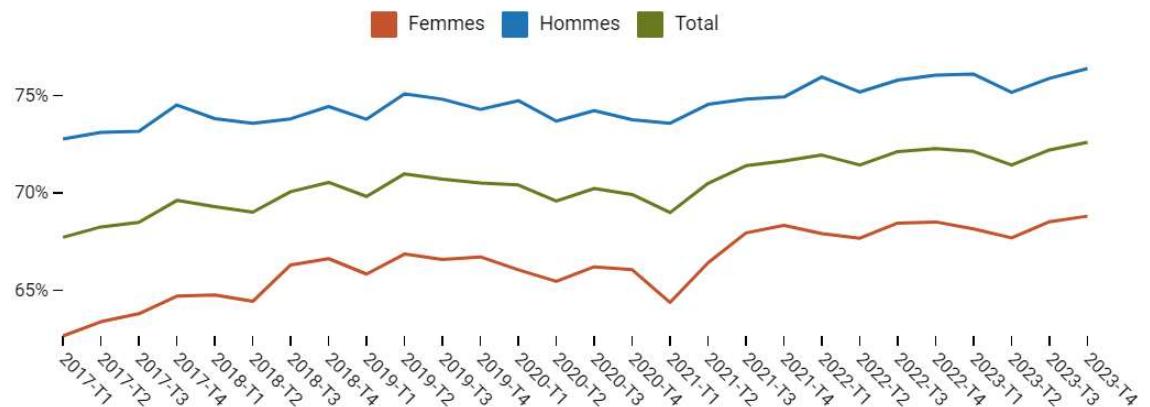
A conversation with Aurélie Couvreur sheds additional light on these statistics. She points out a critical perspective often overlooked: the proportion of these figures relative to the total number of women of working age. This insight is crucial for a deeper understanding of the data, as it suggests that the increase in female entrepreneurship might not merely reflect a broad cultural shift towards more inclusive entrepreneurship but could also be influenced by other factors such as population growth or changes in employment patterns among women.

This analysis raises important questions about the underlying causes of these trends. Are there structural barriers that still hinder women from entering the entrepreneurial field? Or are there insufficient supports and resources available to women who might wish to start their own businesses? Furthermore, the steady increase in both male and female entrepreneurs must be scrutinized within the broader economic context, such as economic growth, labor market conditions, and policy changes during this period.

Critically, while the raw numbers indicate growth, the persistent gap between male and female entrepreneurs highlights ongoing challenges in achieving gender equality in the business sector. It is essential to delve deeper into these trends, examining not just the entrepreneurial ecosystem but also the societal norms and economic policies that shape opportunities for men and women differently.

Let's take a look to the stats about employment:

Taux d'emploi (20-64 ans)



Analyzing the employment rates from 2017 to 2021 by gender reveals a distinct pattern: the employment rate among women is consistently lower than that of men. This statistical trend suggests a gender disparity in the workforce and may offer context for the entrepreneurial landscape in Belgium.

This gap between male and female employment rates prompts consideration of several neutral, contributing factors. Differences in industry sector employment, variations in part-time versus full-time work preferences, and disparities in professional advancement opportunities may all play a role in these statistics. It is also important to consider societal and economic shifts that might influence these trends, such as changing family dynamics, availability of childcare, and educational opportunities that disproportionately affect one gender over the other.

In relation to entrepreneurship, the employment rates might influence the number of female entrepreneurs indirectly. If a smaller proportion of women are engaged in the workforce, there may be a corresponding reduction in the number establishing their own businesses. This correlation requires careful analysis to understand the extent to which employment status directly impacts entrepreneurial ventures.

1.3 CHARACTERISTICS OF THE FEMALE ENTREPRENEUR AND KEY FACTORS OF SUCCESS

The characteristics of successful women entrepreneurs include a combination of personal traits, skills, and strategic approaches. Factors for success range from confidence to adaptability. Let's get into these characteristics with appropriate references.

Characteristics of successful women entrepreneurs

Resilience is a fundamental trait for women entrepreneurs. A report from BPIfrance indicated that 60% of women entrepreneurs consider resilience a key factor for success in business (BPIfrance, 2020). This determination allows them to overcome obstacles like gender-based biases and funding disparities.

Confidence is another crucial characteristic. Women entrepreneurs often face imposter syndrome, leading to self-doubt. Aurélie Couvreur emphasized the importance of self-belief, stating, "it's essential to have confidence in yourself. It's often what holds people back from taking the leap" (Couvreur, 2024).

Networking is vital for business growth. Strong networks can lead to new opportunities. Aurélie Couvreur pointed out that building a network is crucial, noting, "having a solid network is essential for success. It provides support, guidance, and access to resources" (Couvreur, 2024). This is consistent with data from BPIfrance, which shows that 70% of successful women entrepreneurs build robust networks to connect with clients and industry experts (BPIfrance, 2020).

Adaptability is essential for entrepreneurial success. BPIfrance's study shows that 70% of women entrepreneurs consider adaptability crucial for overcoming challenges (BPIfrance, 2020). This adaptability helps entrepreneurs navigate unexpected changes and new business trends.

Key success factors for women entrepreneurs

Mentorship and support systems are critical for women entrepreneurs. These networks offer guidance and resources. Aurélie Couvreur noted, "having a mentor or a support system can make a significant difference" (Couvreur, 2024). Such support systems help entrepreneurs overcome barriers and gain valuable insights.

Collaboration over competition fosters a supportive environment. Women entrepreneurs often focus on creating communities where businesses can thrive through partnerships and shared knowledge. Aurélie Couvreur mentioned that this collaborative mindset is crucial for success, especially in the HORECA sector (Couvreur, 2024).

Continuous learning is a key success factor. Women entrepreneurs who actively seek education or training are better equipped to navigate the business landscape. BPIfrance noted that 75% of women entrepreneurs engage in continuous learning to enhance their skills (BPIfrance, 2020).

Women entrepreneurs often face stereotypes and gender biases. Overcoming these requires assertiveness and demonstrating competence. Barbara Hoornaert shared her experience dealing with gender-based comments, illustrating the need to challenge biases and assert her role in the business (Hoornaert, 2024).

By focusing on these characteristics and success factors, women entrepreneurs can create successful businesses and positively impact their industries and communities. Despite the challenges, these traits and factors contribute to a more inclusive and innovative entrepreneurial landscape.

2 L'ENTREPRENEURIAT FÉMININ DANS LE SECTEUR HORECA

Various initiatives aim to support women in HORECA, providing mentorship, scholarships, and leadership programs. These initiatives foster a more inclusive workplace, offering new career opportunities and promoting female entrepreneurship.

As the HORECA industry evolves, women are beginning to take on leadership roles and drive positive change, making the sector more diverse and welcoming for future generations.

Nevertheless, women in the HORECA (hotels, restaurants, cafés) sector are still facing challenges like gender stereotypes and limited career progression. Despite making up a significant portion of the workforce, they often find it harder to advance in their careers.

2.1 OVERVIEW OF THE HORECA SECTOR

The position of women in the HORECA sector (hotels, restaurants, cafés) reflects a complex mix of progress and ongoing challenges. This industry has seen an increase in the number of women taking on entrepreneurial roles, but they continue to face significant barriers, requiring unique strategies for success.

According to data, the HORECA sector in Belgium comprises about 55,000 businesses, representing roughly 8% of all companies in the country (Deguel et al., 2004). Women make up a considerable portion of the workforce. For instance, nearly 48.5% of HORECA workers in West-Flanders being women (Guidea, 2022). This proportion is consistent with the broader trend in Belgium, where women represent almost half of the sector's workforce (Federal Planning Bureau, 2004).

However, women often encounter obstacles such as gender-based stereotypes and limited career progression. Barbara Hoornaert's experience in HORECA highlighted the additional effort required for women to establish credibility in a male-dominated environment. She noted that women often need to assert themselves more than their male counterparts to be taken seriously (Hoornaert, 2024). This sentiment is echoed by other women in the industry, like Tania Shamshur, who found the bartender industry to be male-centric, requiring women to break through traditional norms (Shamshur, 2023).

The challenges women face in the HORECA sector also extend to funding and networking. Access to capital is often more difficult for women entrepreneurs, with disparities in funding. Additionally, women sometimes find it harder to access professional networks, which are crucial for business growth and development (Couvreur, 2024). Aurélie Couvreur mentioned the importance of building relationships and seeking mentorship to overcome these barriers (Couvreur, 2024).

Despite these challenges, women bring unique strengths to the HORECA sector. They often focus on creating inclusive and welcoming environments, fostering a sense of community, and embracing collaboration. This approach contributes to a more supportive workplace, where businesses can thrive through partnerships and shared knowledge (Couvreur, 2024).

In terms of success factors, adaptability and flexibility are essential for women entrepreneurs in HORECA. BPIfrance reported that 70% of successful women entrepreneurs attribute their success to

adaptability, demonstrating the ability to adjust to changing circumstances and business trends (BPIfrance, 2020). Additionally, continuous learning and skill development are critical for success, with 75% of women entrepreneurs actively seeking learning opportunities to improve their skills (BPIfrance, 2020).

Overall, women in the HORECA sector are driving change and contributing to a more inclusive and diverse industry. Their ability to overcome challenges and bring innovative approaches to the sector is paving the way for future generations of women entrepreneurs. Despite ongoing barriers, women continue to demonstrate resilience, creativity, and a commitment to success in the HORECA sector.

2.2 TENDENCY AND EVOLUTION OF THE WOMAN ROLE

There are various initiatives highlighting women in the hotel, restaurant, and café (HORECA) industry, emphasizing their crucial role and fostering their leadership. For example, the **50 best BBVA scholarship** provides scholarships to young chefs, focusing on women to encourage diversity and equality in high-end cuisine. Similarly, the **James Beard foundation** offers leadership programs for women in gastronomy, including scholarships, workshops, and events for female chefs and restaurateurs (CofoHORECA).

The **world association of chefs' societies (WACS)** has a committee dedicated to promoting women in the culinary world, organizing events and competitions to showcase their talents. The **women chefs & restaurateurs (WCR)** supports and promotes women chefs and restaurateurs through mentorship programs, scholarships, recognition awards, and networking events. The **lean in food industry** movement offers resources, support circles, and events to encourage female leadership in the HORECA sector (hospitality news magazine).

Simultaneously, initiatives like **ethical coffee sourcing and sustainability** recognize the role of women in the supply chain, promoting ethical practices that include increased women's participation in the industry (FHA). These efforts show an ongoing commitment to spotlight women's achievements in HORECA while creating growth opportunities and professional development, contributing to a more inclusive and welcoming environment for women (CofoHORECA, n.d.).

As a result of these initiatives, women in HORECA are gaining greater access to leadership roles, better compensation, and an increased voice in business decisions. Mentorship programs guide and support women seeking career advancement, leading to faster promotions and more meaningful career development. These initiatives also encourage female entrepreneurship, resulting in new women-led businesses and fostering diversity within the industry (CIO women leaders, n.d.).

Overall, these positive outcomes inspire more women to pursue careers in HORECA, bringing new ideas and perspectives to the industry (hospitality news magazine, n.d.).

These initiatives lead to long-term positive outcomes for women, creating new career opportunities and fostering a more equitable work environment:

Access to leadership positions: as a result of these initiatives, women have greater opportunities to reach leadership roles in the HORECA industry, leading to better compensation and a stronger voice in business decisions (CIO women leaders, n.d.).

Mentoring and professional development: mentorship programs guide and support women seeking to advance in the sector, which can result in faster promotions and more meaningful career development (CofoHORECA, n.d.).

Entrepreneurship and independence: initiatives focused on women also encourage female entrepreneurship, leading to new businesses run by women, adding diversity to the sector (CIO women leaders, n.d.).

These positive consequences for women in HORECA include greater career opportunities, increased access to leadership roles, a more inclusive work environment, and enhanced recognition of their contributions to the industry (CIO women leaders, n.d.). This also encourages more women to pursue careers in this sector, bringing new ideas and perspectives (hospitality news magazine, n.d.).

3 CHALLENGES AND OPPORTUNITIES FOR WOMEN ENTREPRENEURS IN THE HORECA INDUSTRY

3.1 BARRIERS TO ENTRY AND OPERATIONAL CHALLENGES

Women in the HORECA sector face a variety of barriers to entry and operational challenges. Barbara Hoornaert's interview reveals subtle gender-based discrimination she faced during her education at hotel school and her early career. She mentioned that she often encountered comments about her strength and physical abilities, indicating an undercurrent of gender stereotypes. For example, when asked to carry heavy pots, she received remarks suggesting that women might not be physically capable of such tasks. These remarks were often made in a joking manner, but they contribute to an environment where women have to work harder to prove their competence.

Aurélie Couvreur, with her extensive experience in entrepreneurship, highlighted a similar challenge. She indicated that women entrepreneurs often have to work harder to establish credibility and gain recognition, especially in male-dominated industries. Aurélie noted that women are often expected to balance more responsibilities at home, adding to the difficulty of building a business. This additional burden can hinder women's progress and limit their opportunities for growth.

Funding is another significant barrier for women entrepreneurs. According to Cairn.Info (2022), women entrepreneurs receive, on average, 23% less funding than their male counterparts, even for businesses with similar performances. This disparity in funding can impact women's ability to grow and expand their businesses. Aurélie Couvreur also mentioned that women tend to undervalue their work and often struggle with setting appropriate prices for their services. This issue with pricing can lead to reduced revenue, further complicating the funding landscape.

Networking and access to professional opportunities are also challenging for women entrepreneurs. Barbara Hoornaert noted that women often find it harder to access influential professional networks,

which can limit their business growth. In the context of HORECA, these networks are critical for building relationships, finding clients, and gaining industry insights. Aurélie Couvreur emphasized the importance of building a strong network but acknowledged that women often face barriers when trying to connect with influential industry figures.

Additionally, balancing work and personal life is a significant challenge for women entrepreneurs in HORECA. Barbara Hoornaert shared that the administrative burden can be overwhelming, especially when combined with family responsibilities. She noted that she often worked late into the night after a full day at her bar, highlighting the struggle to maintain a work-life balance. This challenge is compounded by societal expectations, where women are often expected to manage both professional and personal responsibilities.

3.2 MARKET OPPORTUNITIES AND INNOVATION

Despite these challenges, women entrepreneurs in the HORECA sector have significant opportunities for innovation and market growth. Aurélie Couvreur discussed the flexibility that entrepreneurship offers, allowing women to create businesses that align with their values and personal goals. This flexibility can lead to innovative approaches within the HORECA sector (Couvreur,2024).

Barbara Hoornaert's journey as an entrepreneur in HORECA illustrates this flexibility and adaptability. She started as a sommelier and eventually opened her own bar, Bab's, in Brussels. Bab's has a unique concept focusing on customer service and creating a welcoming environment. Barbara highlighted the importance of customer feedback in shaping her business decisions, demonstrating a customer-centric approach to innovation (Hoornaert, 2024).

Aurélie Couvreur emphasized the importance of networking and mentorship for business growth. She noted that inclusive networking events and mentorship programs can support women entrepreneurs in overcoming obstacles and building successful businesses (Couvreur,2024).

Barbara Hoornaert mentioned that the HORECA sector is evolving, with more women entering roles previously dominated by men. However, she noted that progress is slow and that women often face additional scrutiny. For example, customers at her bar would ask if the "real sommelier" could come, reflecting underlying biases against women in professional roles (Hoornaert, 2024).

Both Barbara Hoornaert and Aurélie Couvreur provide valuable insights into the challenges and opportunities for women entrepreneurs in the HORECA sector. Their experiences highlight the need for flexibility, networking, and customer-centric innovation to succeed. The administrative burden and work-life balance remain key challenges, but with the right support and strategies, women can overcome these obstacles.

The experiences of these two entrepreneurs underline the importance of building supportive networks, addressing gender-based biases, and recognizing women's contributions to the HORECA sector (Couvreur,2024) (Hoornaert's, 2024). By focusing on these elements, women entrepreneurs can create successful businesses and drive innovation within the industry.

4 CASE STUDIES AND SUCCESS MODELS

4.1 ANALYSE OF SPECIFIC CASE OF SUCCESSFUL WOMEN ENTREPRENEURS IN THE HORECA INDUSTRY

Barbara Hoornaert's trajectory in the hospitality sector stands as a reflective example of strategic career progression in an industry known for its demanding nature. Her shift from scientific studies to hospitality was not impulsive but a measured decision, aligning with her core interests and passion for gastronomie. Throughout her educational endeavors, despite the challenges of a male-dominated environment, she persevered, gaining a diploma that set her career in motion.

Barbara's professional beginnings in the kitchens of Namur provided her with invaluable culinary experience, but it was her transition to front-of-house operations that marked a pivotal moment in her career. The decision to specialize in oenology while actively working in the field underscored her commitment to continuous learning and mastery of her craft.

The entrepreneurial chapter of Barbara's career began with the opening of "Barge" in Brussels, carefully chosen for its vibrant atmosphere and market potential. This venture, though temporal, paved the way for her independent success with "Bab's." The wine bar is more than a business establishment; it is the materialization of Barbara's vision and a testament to her methodical approach to entrepreneurship in the HORECA sector.

In terms of learned lessons and best practices, Barbara's experience highlights the importance of seeking targeted support, such as that provided by "Hub.Brussels," which she credits for offering business guidance and financial backing. Her advice to budding entrepreneurs is to embrace the journey with confidence and to view challenges as integral parts of the entrepreneurial experience.

At the heart of Barbara's operational philosophy is a commitment to building a welcoming community. This is evident in the customer-centric ethos of "Bab's," where remembering names and preferences is standard practice, fostering a sense of belonging among patrons. It's a strategic choice that has not only distinguished her wine bar but also strengthened its position in the market.

Barbara's approach to overcoming industry stereotypes is characterized by an analytical lens; she views gender not as an obstacle but as a unique asset that has informed her business perspective and allowed her to carve out a distinct place in the HORECA landscape. Her journey elucidates that with thoughtful planning, industry expertise, and a focus on community engagement, entrepreneurial aspirations are within reach.

4.2 LESSONS LEARNED AND BEST PRACTICES

After conducting this research and the literature review, we find it important to analyze and extract the advice and best practices be integrated as a female entrepreneur. We are exactly in these conditions, and it seems crucial to us to learn from others before embarking on our entrepreneurial journey.

We first identified advice related to personality. We learned that resilience is essential to overcome challenges like prejudices and sexist stereotypes. For this, we were advised to persevere beyond adversity by developing a resilient mindset to stay focused on our goals. Complementing personality, our research highlighted the importance of self-confidence to establish credibility and gain recognition. To achieve this, adopting a bold and assertive attitude to counter prejudices is advisable. Aurélie Couvreur made it clear that having confidence in oneself is essential for success. To achieve this, we believe it's important to take things step by step to celebrate each accomplishment and have multiple victories.

Next, we noticed that adaptability and flexibility are keys to progress. Adapting to market trends and customer preferences is essential. We must remain agile and open to feedback. Barbara Hoornaert emphasized the importance of listening to customers to guide some of her business decisions. Continuous learning and skill development are also indispensable. We recognized that staying informed about trends and improving skills are crucial for success. This is a significant strength of women in the entrepreneurial world, and we believe it is equally essential.

Finally, we believe it's crucial to emphasize work-life balance. Managing personal and professional responsibilities is challenging but very necessary. Both Aurélie Couvreur and Barbara Hoornaert insisted on working on this balance. Good organization is essential to achieve this.

There are, of course, threats and challenges as a woman entering entrepreneurship. The first is that of stereotypes and prejudices. Although they are not always present and are becoming less frequent, they still exist. Therefore, women must be careful not to let our legitimacy and skills be undervalued for these reasons. While Barbara and Aurélie do not entirely agree on this point, access to funding can be more challenging for Women. Women will need to prepare a solid file to put all the chances on our side. The last point addressed above on work-life balance is a key challenge. It's essential to carefully consider working hours and staff to best manage this balance. Finally, on a more personal note, it will be crucial not to undervalue or underestimate our work. We must remain honest and viable in managing prices, etc.

We will try to put into practice all this advice and the threats and challenges to consider in the rest of the project's development.

PART II: METHODOLOGY

the methodology is an important part of this study as it sets the framework for gathering and analyzing the essential information. Relying on a rigorous methodical approach, this section aims to precisely define the data collection techniques and strategies from both direct and indirect competitors as well as potential customers. By employing both qualitative and quantitative approaches, our goal is to fully grasp the market dynamics, clearly identify the opportunities and challenges within the sector, and understand consumer expectations and needs. This dual analysis will shed light on current and potential trends, thereby facilitating the development of adapted and effective responses to demand. In the following sections, we will elaborate on the selected methods, the criteria for choosing questionnaires, the practical implementation of data collection, and finally, how these elements converge towards meaningful conclusions for our project.

5 QUALITATIVE STUDY

The qualitative study involves collecting data from professionals in the HORECA industry, both in terms of players and suppliers.

5.1 INTERVIEW METHODOLOGY.

5.1.1 Survey objectives.

The aim of our qualitative research is to gain a deeper understanding of how our competitors in the hospitality sector operate. I intend to explore the factors behind their successes or failures, examine how they manage logistics, business concepts, marketing, and learn how they choose their suppliers. Additionally, we are interested in identifying the challenges they encounter. From a financial perspective, we want to find out how they financed their bar startups, whether they received any financial support, and how they determine their pricing strategies. Understanding their target customers and clientele is crucial to comprehending the customer flow in their establishments. WE believe that conducting interviews is an effective method for collecting valuable information. Face-to-face interactions facilitate better communication, encouraging respondents to give thorough answers. Furthermore, considering the inherently social and interactive nature of the hospitality industry, opting for any other approach would seem unsuitable.

5.1.2 Sample choice.

For our sample selection, we havee chosen three stakeholders. Since there are currently no alcohol-free bars in Brussels, we havee decided to focus on a bar located in the area where we would like to establish our business, a brewery in Brussels that produces a non-alcoholic beer, and finally, an alcohol-free bar in another city. WE think it's interesting to diversify the interviewees based on their experiences and specialties. Since all three are in different neighborhoods, this will allow me to also understand the trends in each area and see if our concept aligns with the chosen neighborhood. We will also consider our interview with Barbara Hoornaert, which we conducted more in the context of female entrepreneurship. However, the interview seems relevant nonetheless, as we discussed her operational strategies as well.

To have the opportunity to interview them and discuss with them without disrupting their work, we decided to contact them via email and through social media.

we first interviewed Barbara Hoornaert, founder of Bab's, a wine bar located in Schaerbeek. After working for about ten years in prestigious restaurants in Belgium, she launched her first restaurant in partnership with Grégoire Gillard and then decided to embark on a solo venture to create her own wine bar. Today, she manages the bar by herself with the help of one employee for serving customers. She was a real source of inspiration for obtaining answers regarding launching an establishment on one's own.



Figure 2 Bab's wine Bar

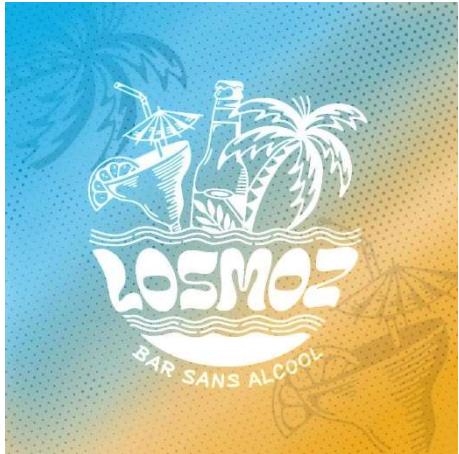


Figure 3 Lozmoz - bar sans alcool Liège

in our second interview, we explored Losmoz, Belgium's second alcohol-free bar, which opened in Liège in August 2023. Founded by Xavier Mottin, a tattoo artist with a personal commitment to abstaining from alcohol, Losmoz stands out for its unique offering of 0% alcohol drinks, including creative mocktails and non-alcoholic beers and wines. Mottin's initiative reflects a growing desire for social spaces that don't compromise health. Losmoz, located at 12 rue souverain pont, functions not just as a bar but also as a coworking space and art exhibition venue, operating Tuesday to Saturday, 11 a.m. to 7 p.m.



Figure 4: Logo Belgian Balance 2023

For our third interview, we had the opportunity to speak with one of the creators of Belgian Balance, one of our suppliers. After several years in the beverage industry, they decided to embark on this project to create a flavorful non-alcoholic IPA beer. They launched Belgian Balance in 2023. They are still at the beginning stages of their enterprise but with more experience in the field than us. This will allow us to gain useful advice as well as information about our collaboration.

5.1.3 Construction of questionnaires

5.1.3.1 Interview with restaurateurs.

In order to gain a clearer perspective on the operations of a restaurant/bar, we conducted two interviews with bars. To obtain a comprehensive view capable of addressing various inquiries in our work, we divided our questionnaire into several parts. We decided to proceed with a technique where we begin with the overall management and operations. Next, we continued by questioning about the type of clientele and their habits. We then moved on to the financial section. It was important for us not to start with this section because often one needs to feel comfortable to talk about money. Finally, we concluded by understanding their marketing and communication strategy as well as their mission and vision. This allowed us to better understand how restaurateurs who are located in the same neighborhood or offer the same concept as us operate.

5.1.3.2 Interview with suppliers.

After conducting interviews with restaurants, it was important for us to gain the perspective of suppliers. Therefore, we wanted to interview a non-alcoholic beer producer. This will allow us to understand how to enter this market, gather information about production, and assess a potential supplier. We will inquire about their other partnerships and assess if their buyers are satisfied with their production. Understanding the processes they have in place to ensure delivery, etc. What initiatives they have regarding environmental concerns in their logistics will also be explored.

5.1.4 Results

Launching a bar involves navigating numerous strategic decisions, from choosing the right location to setting appropriate prices and effectively marketing the concept. To better understand these dynamics, we conducted interviews with four entrepreneurs in the hospitality industry. These insights, although not exhaustive, offer valuable guidance for anyone looking to establish a successful bar. By analyzing their experiences, we can identify key factors across various categories such as location, pricing, marketing, quality, daily management, inventory, clientele, finance, and overall strategy. This analysis will provide a nuanced understanding of what it takes to launch and sustain a thriving bar.

Location:

1. Importance of the Location: The location is crucial for attracting a regular clientele. For instance, Losmoz established itself in the center of Liège, benefiting from high foot traffic, which generates half of its clientele. Barbara Hoornaert chose a developing area where residents needed a place to gather.
2. Accessibility and attractiveness: The location must be easily accessible and attractive to a diverse clientele. In Brussels, proximity to public transport is essential due to parking difficulties.

Pricing:

1. Affordable pricing: Prices should remain affordable while using quality products. Barbara emphasized the importance of making her beverages accessible, even though they are high quality. Xavier also mentioned that affordable prices allow a diverse clientele to discover new products.
2. Avoiding Undervaluation: It is crucial to accurately evaluate products and services to avoid hindering growth. Pricing should reflect the quality of the products and not be set too low.

Marketing:

1. Use of social media: A strong presence on social media (Instagram, Facebook) is essential for attracting and retaining customers. All interviewees highlighted the importance of social media for promoting their products and services.
2. Organizing events: Regular events, such as exhibitions, poker tournaments, and game nights, help maintain customer interest. Both Barbara and Xavier organize events to showcase their unique products and venues.
3. Promoting a Unique Concept: If the bar has a unique concept, like a non-alcoholic bar, it is important to communicate this clearly to attract a specific clientele.

Quality:

1. Maintaining quality: Consistency and quality of products are crucial. The owner of Belgian Balance emphasized the ongoing challenge of maintaining taste and production stability.
2. Research and Development: Innovating and developing new products to meet customer needs and expectations is essential. A simple, high-quality menu is more valuable than an extensive menu with low-quality products.

Daily Management:

1. Organization and planning: Proper organization of daily tasks, such as shopping and inventory management, is crucial to avoid waste and maintain a consistent offering. Both Losmoz and Barbara highlighted the importance of anticipation and organization.

2. Multitasking and versatility: Being able to manage multiple aspects of the bar, from management to dishwashing to event organization, is an important asset.

3. Seeking help and collaboration: Do not hesitate to seek help from friends, other entrepreneurs, or support structures like hub.Brussels.

Inventory and Waste Management:

1. Stock management: Planning aperitifs with boards helps minimize waste by efficiently using available stock.

2. Regular monitoring: Regularly monitoring stock and anticipating needs helps reduce waste and ensure a constant supply of products.

Clientele:

1. Diverse clientele: Attracting a varied clientele, from young adults to older individuals, including parents and non-drinkers, is beneficial.

2. Customer loyalty: Knowing customers' preferences and creating a personalized connection is crucial for customer retention. Barbara, for example, remembers her customers' names and tastes.

3. Meeting expectations: Adapting the offering based on customer preferences and feedback helps maintain their interest and satisfaction.

Finance:

1. Initial investment: A solid initial investment, without necessarily relying on loans, can facilitate the launch. Barbara used her savings and the sale of shares from another project to finance her bar.

2. Financial aid: Exploring the possibilities of grants and financial support, such as those offered by hub.Brussels, can greatly help secure the necessary funds.

Strategy and Vision:

1. Unique value proposition: Clearly defining what differentiates the bar from others, whether it's the concept, product quality, or ambiance.

2. Growth and expansion: Thinking long-term and considering expansion or the addition of new products/services to stay relevant and competitive in the market.

While the insights derived from these four interviews are not universally representative, they offer significant strategic value for aspiring bar owners. Key takeaways include the critical importance of location and accessibility, the need for affordable yet high-quality pricing, and the power of social media in marketing. Additionally, maintaining consistent product quality, effective daily management, and understanding diverse clientele are essential for success. Financial stability and a clear long-term vision further solidify a bar's foundation. By applying these lessons, entrepreneurs can better navigate the complexities of launching a bar, ultimately creating a unique and sustainable business.

6 QUANTITATIVE STUDY

6.1 SURVEY OBJECTIVES.

This questionnaire forms an integral part of our university thesis, which aims to explore the feasibility and potential success of a non-alcoholic bar concept.

This innovative approach challenges the traditional norms of socializing spaces by offering a venue that omits alcoholic beverages in favor of a healthier, inclusive environment suitable for all ages and lifestyles.

The primary objective of this research is to delve into consumer expectations, preferences, and potential demand for a non-alcoholic bar. By understanding the factors that drive people to choose such establishments over traditional bars, the study seeks to identify key market trends and consumer segments crucial for the concept's success. The questionnaire covers various aspects including demographic information—age, gender, employment status—to understand the background of respondents. It also examines consumption habits, such as patterns and preferences in beverage consumption, frequency of bar visits, and attitudes towards alcoholic and non-alcoholic venues.

Furthermore, the survey explores motivations and preferences that might incline consumers towards a non-alcoholic setting, including health considerations, social factors, and personal beliefs. It also investigates the types of experiences potential customers seek in a non-alcoholic bar, ranging from the desired ambiance to the variety of events and activities offered. Economic factors are also considered, assessing the willingness to spend on non-alcoholic beverages and the economic implications for consumer spending at such venues.

The data collected will provide critical insights into the viability of a non-alcoholic bar, helping to ascertain whether such a concept can not only survive but also thrive in a competitive market environment by meeting contemporary consumer needs for healthier lifestyle choices, increased social interaction without the influence of alcohol, and innovative consumption experiences.

The analysis of this survey data will inform several key aspects of the business model, including marketing strategies, product offerings, pricing models, and location planning. It will also highlight potential challenges and opportunities, facilitating strategic decisions that could pioneer a new segment in the hospitality industry. Participants in this survey are contributing to a groundbreaking study that could redefine the parameters of social entertainment venues. The findings will significantly contribute to academic knowledge and practical applications in hospitality management and consumer behavior studies.

The questionnaire is designed to be comprehensive yet accessible, ensuring that participants can provide meaningful insights within a reasonable timeframe. WE are immensely grateful for the time and effort participants contribute, which is instrumental in shaping the future of non-alcoholic social spaces. This expanded description provides a thorough overview of the study's objectives, the importance of the collected data, and the broader implications of the research. It also emphasizes the academic and practical significance of the thesis.

6.2 CONSTRUCTION OF QUESTIONNAIRES

To construct our questionnaire, we initially discussed the topic with people in our surroundings, including friends, family, and strangers we met while visiting bars. The aim was to understand what they pay attention to when going out to a bar. WE asked them various questions such as "what is important to you when you go to a bar?" and "why do you choose this bar over another?" this helped me identify key elements to include in our questionnaire.

We wanted to create a questionnaire that was as short as possible to maximize response rates, focusing on gathering fewer but more representative pieces of information. As a result, we designed a 25-question survey, primarily consisting of multiple-choice questions (MCQS) or multiple-response questions (MRMS), to simplify the task for respondents and enable a more uniform analysis. WE included a slider scale to rate interest in a non-alcoholic bar from 1 to 10, with 1 being "not at all" and 10 being "definitely yes."

The first part of the survey collected demographic information, such as the respondents' age, place of residence, and current situation.

Considering Brussels is a multilingual area, it was important to address multiple nationalities and languages spoken. WE initially wrote the questions in French to keep them as straightforward as possible. Then, with the assistance of the translation tool Deepl, we translated the questions and responses into English and Dutch. Additionally, we asked four people from our circle to review the questionnaire and provide feedback, which allowed me to refine, reformulate, and add a few questions based on their suggestions.

6.3 RESULTS

When constructing a quantitative questionnaire and collecting responses, it is crucial to interpret the responses with a degree of detachment and critical thinking. Indeed, certain responses may be influenced by initial reactions. For example, when asked if the concept interests them and if they rate their interest as 0 on a scale from 1 to 10, their subsequent responses may not be entirely consistent. However, it is still valuable to consider these responses, as they help us better identify the population's needs. The shared ideas and trends will allow us to identify the most interested audience.

The questionnaire was completed by 200 people, which is a good sample but not representing the entire Belgian or Brussels population yet. It helps us identify initial trends but does not permit broad generalizations. When dealing with quantitative or qualitative statistics, it is pertinent to consider a margin of error. We have a sample size of 200 and have chosen a 95% confidence level. This standard confidence level gives us a z-value of 1.96 for our formula. We are examining the interest of this sample in the non-alcoholic bar. 128 respondents rated their interest at 6 or higher on the interest scale. Following the formula, we reach a margin of error of 6.7%.

This margin of error, which we consider high, necessitates maintaining a critical mindset and not generalizing our results to all Belgian clients.

We must also consider the reach of the respondents. WE shared the questionnaire on social networks, and it was further shared by our acquaintances, leading to respondents who likely share common characteristics. This can result in a lack of heterogeneity.

There is a significant disparity among the respondents. We have 128 (64%) female respondents compared to 72 (36%) male respondents. General bar attendance trends show that 68 (34%) claim to visit bars and cafes weekly. 41% or 82 people say they go rarely, and 49 people (24.5%) say they go monthly.

Our quantitative study on the opening of a non-alcoholic bar collected responses from 201 participants, with a majority of women (64% or 129 responses) compared to men (35% or 71 responses). The age distribution prominently features the 43-58 years (47% or 94 responses) and 16-26 years (28% or 56 responses), suggesting an intergenerational appeal for the concept of a non-alcoholic bar (see appendix 9).

Professionally, 34% of respondents are full-time employees (69 responses) and 30% are self-employed (60 responses), indicating a diversity in the professions interested in the bar. Regarding the educational level, 37% of participants have a higher degree (master's or doctorate, 111 responses) and 37% have a university degree (75 responses), highlighting a potentially well-educated target audience.

The family situation reveals that 55% of respondents are in a relationship with children (110 responses), which could influence the types of services and ambiance sought. Income data shows that 29% of participants earn between €2,500 and €4,000 per month (59 responses), and 26% earn more than €4,000 (53 responses), underlining a relatively high spending capacity among a majority of respondents. Geographically, Brussels (32% or 64 responses) and Walloon Brabant (26% or 53 responses) are the most common places of residence, suggesting target areas for establishing the bar.

In terms of going out frequency, 41% of participants rarely visit bars or cafes (82 responses), while 25% do so monthly (50 responses). When choosing a bar, ambiance and location are the most valued criteria, which is crucial for planning the concept and location of the non-alcoholic bar.

Regarding preferred company for visiting a non-alcoholic bar, 71% of respondents would prefer to go with friends (142 responses) and 61% with family (122 responses), indicating the importance of creating a welcoming environment suited to various social groups. Interest in a non-alcoholic bar is moderate with 21% supporters (43 responses) against 46% detractors (92 responses), requiring a well-targeted marketing strategy.

The main motivations for visiting a non-alcoholic bar include curiosity (60% or 120 responses) and health considerations (55% or 110 responses). Relaxation and entertainment experiences are also significant, suggesting directions for the services and activities offered by the bar. Additionally, 80% of participants highly value eco-friendly practices (80 responses), which could be a major asset for the bar's identity (see appendix 9).

The most requested non-alcoholic drinks are cocktails (79% or 158 responses) and fresh juices and smoothies (64% or 129 responses), with a majority willing to spend between €5 and €10 for these options. This information is crucial for defining the menu and pricing structure of the bar. Finally, although interest in technological innovations such as mobile apps for ordering is limited, this could reduce the need for initial technological investments, allowing resources to be focused on other aspects of bar development.

6.3.1 Target audience result

Now that we have detailed the results from all our respondents, it is crucial to focus on our target audience. Therefore, we will isolate from our sample all respondents who do not live in Brussels, Flanders Brabant and Walloon Brabant. Next, for the age group, we will concentrate on those aged 27-42. Socio-economically, we will primarily focus on employed individuals and self-employed entrepreneurs.

To enable us to conduct meaningful and relevant analyses, we have exported our data to excel and isolated these specific characteristics. Following this, we will attempt to understand the trends within our target audience. **We analyzed individuals working aged between 27 and 42 living in Brussels, Flemish Brabant and Walloon Brabant.**

"we have a total of 26 respondents corresponding to our target audience. 53.8% are women and 46.2% are men. Out of these 26 respondents, 42.3% are self-employed, and the rest are full-time employees. Four respondents are single, 14 are in relationships with children, and eight are in relationships without children.

Regarding their habits of visiting bars, nine respondents say they rarely visit bars and cafes with friends or family. Among the remaining respondents, 27% go every week, while 34.6% go at least once a month. Among those who go weekly, only one respondent has children. One is single, and the rest are in a childless relationship. In contrast, among those who rarely go, only one is in a childless relationship, and one is single. This leads us to believe that having children influences regular attendance at cafes and bars.

We also asked a question about the criteria for selecting a bar. The ambiance comes first with 50% of responses. Then we have 25% of respondents choosing location and 20% choosing drink quality. Only one respondent selected "healthy options". Next, we asked with whom they would go to such bars. The majority responded first with friends, secondly as a couple, and finally with colleagues. The possibility of going with family came in fourth, followed by going with children. Only two respondents said they might go alone.

The average interest in the project, on a scale of 1 to 10 for our target audience, is 7.12. This is relatively high for our target audience. Among those who rated below or equal to 5, we find an equal gender proportion. Also, in terms of the proportion of full-time workers/self-employed individuals. Among those who rated their interest as 10, equivalent to 10 respondents, health and motivation are the most frequent, followed by curiosity. For other ratings, curiosity and health are also the main motivations.

We can therefore conclude that this part of the population has a desire to discover new concepts and also pays attention to their health.

Experiences were part of our action plan and concept. It was therefore important for us to understand what type of experience our audience was looking for. Ten responses indicated culinary discovery, followed by relaxation and themed events with 18% each, and finally, social activities and entertainment. Linked to this question, we wondered about their interest in community events; only three responded "no". Over 50% responded "yes" and 25% responded "maybe". Finally, in one of our last questions, we asked if they had any suggestions. In the collected responses, there were suggestions for small appetizers as well as a corner for children to play.

Regarding technology, most respondents find it either slightly or not important to have access to applications for ordering, etc. This is also reflected in the few responses regarding where they search when they want to discover a new place. Half of the respondents said they don't use anything. The rest mainly use google maps. We also had one response for "instagram" and one for "tripadvisor".

Finally, concerning involvement in eco-responsible practices, the trend is to find it very important or extremely important. Only one person responded, "not important at all", and seven people responded "moderately important" (see appendix 9).

Overall, our target audience comprises individuals who value socializing in bars and cafes, with a significant preference for ambiance when choosing a venue. They are mostly interested in discovering new culinary experiences and are open to community events. They prioritize health and are somewhat tech-savvy, though not heavily reliant on technology for their social experiences. Additionally, they show a strong inclination towards eco-responsible practices, indicating a concern for sustainability."

6.4 LEARNINGS

After describing the results of our quantitative study, it's essential to draw conclusions and lessons that will allow us to make a list of thoughtful and judicious choices.

Based on the data, we can conclude that there is interest in the concept of a non-alcoholic bar. By filtering our respondents to find our most interested target audience, we've identified the following profile: individuals aged 27-42, employed or self-employed, living in Brussels, Flemish Brabant, and Walloon Brabant. These people are motivated by curiosity, health, and new experiences.

We've noticed that family status directly influences consumption habits, and we must consider this in the layout of our venue. We'll need to be mindful of the ambiance we create, as it remains a crucial criterion for consumers. Therefore, we'll prioritize investment in ambiance rather than in technological ordering advances, which are less important to our future customers. The most sought-after experiences include culinary discovery, relaxation, and themed events. We'll have to take this into account in the composition of our tapas, decoration, and special evening programs.

To refine our marketing strategy, we will prioritize our online presence on Google. Instagram will also be a great ally in promoting our concept and stimulating our brand awareness.

Here's a summary of what we will implement based on the results obtained:

Creating a warm and welcoming ambiance is essential to attract different groups. This involves creating distinct spaces that cater to the needs of friends, couples, and families. A children's play area will provide families with a convivial environment, ensuring that parents and children can enjoy the experience. This will encourage families to return regularly, knowing that a dedicated space is available for their children.

To appeal to health-conscious consumers, WE will develop a marketing strategy that emphasizes the health benefits of the non-alcoholic bar. Highlighting the innovative nature of the concept and integrating sustainable and eco-friendly practices will attract environmentally conscious customers. By offering healthy and attractive options, the bar will become a must-visit place for those seeking a healthier lifestyle.

Organizing themed events and culinary discovery experiences will attract the target audience by offering something unique. Community events will strengthen the bar's presence and build loyalty among regular visitors. Whether it's themed evenings, culinary workshops, or tastings, these events will engage customers and create a sense of belonging.

Optimizing the bar's SEO to appear at the top of searches on Google Maps is a priority. Maintaining an active and engaging presence on social media, especially Instagram, will showcase the bar in the best light and attract a wider audience. Regular, engaging content aligned with the bar's values will help create a loyal community.

Setting competitive prices between €5 and €10 for non-alcoholic drinks will ensure accessibility while remaining profitable. Offering a diverse menu focused on cocktails and fresh juices/smoothies will meet the target audience's preferences. The goal is to provide a range of innovative and tasty drinks that entice customers to return and discover new flavors.

Establishing partnerships with local wellness brands and sustainable suppliers will increase the bar's visibility and enrich its offerings. Collaborating with eco-friendly suppliers will strengthen the sustainability message, creating an environment aligned with customers' values. These partnerships will also reinforce the link with the local community, encouraging support from local businesses and consumers.

7 ENVIRONMENT STUDY

Michael Porter's insights, "the essence of strategy is choosing what not to do," and "strategy is about making choices, trade-offs; it's about deliberately choosing to be different," illuminate the crucial process of strategic planning in business. These quotes underscore the importance of a comprehensive environmental analysis before starting a business. They highlight the necessity of making informed decisions, focusing on differentiation, and the strategic avoidance of certain actions to carve out a unique market position, underscoring the nuanced art of strategic choice.

In this chapter, we will start with a competition analysis, followed by Pestel's analysis of the macro-environment. Then, we will enter in our examination to the micro-environment with a Pestel analysis.

7.1 THE MACRO-ENVIRONMENT: PESTEL ANALYSIS

Developed half a century ago by Francis Aguilar from Harvard business school, the Pestel model remains crucial for identifying external factors impacting a business. By examining political, economic, social, technological, environmental, and legal aspects, it unveils opportunities and threats within the macro-environment. As Russell Fralich from HEC Montreal highlights, the model provides "a systematic method" for a comprehensive understanding, effectively guiding strategic planning and swot analysis. ("analyse Pestel: identifier les forces externes qui nuisent à votre organisation," 2024)

7.1.1 Political context

To gain insights into the political context relevant to the HORECA sector, exploration of the resources provided by "star.business.Belgium" proved essential. Understanding the obligations and support offered by the city of Brussels, especially within the Schaerbeek municipality, is critical.

Interviews with Barbara Hoogaert suggest that hub.Brussels serves as a pivotal source for gathering necessary information for establishing a HORECA business in Brussels. Additional support entities such as 1819.Brussels, a subsidiary of hub.Brussels, along with municipal guidance, can also play a significant role in navigating the setup process ("star.business.Belgium").

At the European level, the "General Food Law" (regulation ec no 178/2002) outlines key regulations on food safety, crucial for opening a HORECA establishment in Brussels. The AFSCA is instrumental in ensuring adherence to quality and safety standards, safeguarding consumer protection, and maintaining the integrity of the EU's food market. Support mechanisms for entrepreneurs highlight the authorities' commitment to fostering a conducive environment for HORECA business development ("General Food Law", regulation ec no 178/2002).

Governmental regulations require fulfilling several criteria for business establishment, including legal age, legal capacity, enjoyment of civil and political rights, and the absence of prohibitions related to independent professional activity. A significant update has eliminated the necessity to demonstrate basic management knowledge for starting a business in Brussels as of January 15, 2024 ("1819.Brussels", 2024).

Every HORECA establishment must obtain an operational authorization from the city of Brussels, incurring a fee of 150 euros, mandatory for both public and private venues, though some exceptions exist. Additionally, a protection-related authorization, required for video surveillance or radio frequency usage, among others, can be applied for online at a cost of 25€ ("HORECA - autorisation exploitation (attestation de conformité)", 2023).

Lastly, the VAT legislation in the HORECA sector was updated on December 23, 2009, introducing a reduced VAT rate of 12% for restaurant and catering services from January 1, 2010, excluding beverages still taxed at 21%. The mandatory introduction of a cash register system from January 1, 2014, represents a move towards greater transparency and compliance in the sector ("décision tva n° e.t.117.557"; "décision n° e.t. 123 472 du 30 novembre 2012").

7.1.2 Economic context

The Belgian economic landscape plays a critical role in shaping the fortunes of the HORECA sector, directly influencing both the potential for success of establishments within this sector and consumer spending habits. The prevailing economic circumstances, especially during times of downturn, can adversely affect the solvency of restaurateurs and the overall demand within the sector.

Projections indicate a modest rebound in 2024, with an expected growth rate of 1.3%, as reported by (Chiffres Du Budget Économique 2023, 2023). The slowdown in economic activity during COVID coupled with volatile energy prices generated complex global economic conditions. Belgium has nevertheless managed to avert a recession. This resilience can be attributed to the robustness of its services sector and mechanisms like automatic wage indexing, which have bolstered the purchasing power of Belgians.

Recent statistics from (statbel, n.d.) highlight that in 2022, Belgian households allocated, on average, 7% of their budget to the HORECA sector, with this figure rising to 7.5% for residents of Brussels. This increment from the 6.6% recorded in 2018 emphasizes the enduring appeal of the sector despite prevailing economic headwinds.

In response to these economic challenges, insights from the (Fédération Horeca Bruxelles, 2022) suggest that restaurateurs in Brussels are contemplating price hikes ranging between 6% and 9% for the year 2023. This adjustment has been seen as a necessary response to cope with the energy crisis, the implications of wage indexing, and the escalating costs of raw materials. Nonetheless, there's a widespread sense of caution among restaurateurs, driven by the fear of customer loss — a reality that one-third of them faced following price adjustments in 2022. To navigate these turbulent economic times, restaurateurs are exploring various strategies, including downsizing their workforce (43%) and streamlining their menus (43%), alongside seeking innovative procurement strategies for raw materials (61%).

The approach to setting prices within this challenging economic backdrop primarily revolves around the use of a coefficient (58%) or a margin (31%), with some restaurateurs also taking market supply and competition into account. This nuanced and strategic approach to pricing underscores the critical nature of dynamic price management in maintaining competitiveness and ensuring the sustainability of businesses in the HORECA sector amid an uncertain economic climate.

In conclusion, the economic trajectory of Belgium presents a mixed bag of challenges and opportunities for the HORECA sector. While the economic slowdown and inflationary pressures necessitate strategic adjustments in pricing and operational strategies, the sector's inherent resilience and adaptability offer a pathway to navigate these challenges successfully. As restaurateurs recalibrate their strategies to align with the evolving economic landscape, the sector's capacity for innovation and customer engagement will be key determinants of its long-term success.

7.1.3 Socio-cultural context

Economic and demographic dynamics of schaerbeek

Schaerbeek is distinguished by an average tax income per inhabitant of €20,811 in 2021, placing it in 13th position among Brussels municipalities, where the average is €21,870 (source: ibsa). This data highlights a gap with the regional average, but it is crucial to note that the wealth index of the municipality has seen progression, moving from 65 in 2016 to 69 in 2021. Although modest, this growth indicates a relative improvement in the local economic situation. This evolution is even more notable as the Brussels-capital region saw its wealth index increase more marginally, from 78 to 79 over the same period.

The population of schaerbeek has slightly decreased, with a reduction of 2,235 people between 2018 and 2023, reaching a total of 130,775 residents. This demographic evolution is accompanied by a slight decrease in the portion of those under 18, while the share of other age groups has slightly increased.

Consumption trends

Consumption habits in the region reflect changes in the priorities and lifestyles of its inhabitants. Between 2018 and 2022, a notable decrease in the consumption of alcoholic products was observed, while spending in the HORECA sector (hotels, restaurants, and cafes) as well as on culture and leisure has increased (source: statbel). These trends suggest a shift towards a lifestyle oriented towards enriching social and cultural experiences, likely influenced by an increasing awareness of health and well-being.

Impact on consumption trends in schaerbeek

For schaerbeek, these belgian consumption trends can be interpreted as reflecting a specific local dynamic. The decrease in alcohol consumption could be linked to increased awareness of public health issues, while the increase in spending on HORECA and culture may indicate a growing interest in diverse community and cultural experiences, which is consistent with the ethnic and cultural diversity of the municipality. Therefore, promoting cultural activities and meeting places could represent an opportunity for economic and social development in schaerbeek, capitalizing on its cultural richness and dynamism.

7.1.4 Technological context

From a technological perspective, multiple factors come into play. First and foremost, it's interesting to examine the technologies related to the de-alcoholization of beverages. As these will be the main products of our business, it's important to understand their production process. This will also allow us to select the most relevant ones and evaluate properly the quality of each product.

De-alcoholization technologies

Vacuum evaporation / low-temperature distillation	Reverse osmosis	Spinning cone column (scc)
This approach leverages distillation, heating the beverage to evaporate the more volatile alcohol at around 40°C under vacuum conditions to preserve aromas. The evaporated alcohol is condensed and collected.	Through this method, alcohol is separated from other components by forcing the beverage through a specialized membrane under high pressure. It's often paired with membrane contactor or distillation for complete de-alcoholization.	Scc uses thin-film vacuum evaporation facilitated by rotating cones for alcohol separation. It includes two stages: aroma capture and de-alcoholization, allowing for the potential reintroduction of aromas to the final product.
Advantages: eco-friendly, low maintenance, capable of reducing alcohol content down to 0.02% vol.	Advantages: low investment cost, precise alcohol level adjustment, compact and mobile.	Advantages: effective down to 0.02% vol. Alcohol, retains quality of distilled alcohol, versatile across various beverage types. The technology, though costly upfront and in maintenance, offers efficient essence and alcohol separation.

In exploring de-alcoholization technologies for beverages such as wine, beer, and spirits, three main methods emerge as prominent: (*technologies de désalcoolisation*, 2020)

Each technology presents a distinct approach to de-alcoholization, characterized by its efficiency, cost-effectiveness, and impact on product quality, guiding the selection based on specific goals and quality standards for the de-alcoholized beverage.

IT technologies.

In today's digital age, a vast array of technologies, software and applications, from accounting to HR management, significantly aids restaurateurs in running their establishments more efficiently. Innovations like real-time employee tracking and precision payroll processing enhance both staff management and payroll accuracy. Additionally, advancements in restaurant and order management systems improve operational efficiency and customer service quality by ensuring accurate order tracking and minimizing errors.

However, restaurant owners must carefully assess their actual technological needs to avoid unnecessary expenses and system fragmentation. Notably, the integration of technology in restaurants

has evolved from basic accounting in the 1970s to sophisticated online reservation systems in recent years, which have become crucial for competitive advantage (Bertrand, 2021).

While these tools align with culinary passion and expertise, enhancing service quality and safety, social media platforms also play a critical role in shaping a restaurant's reputation through smart marketing campaigns, direct marketing to loyal clients and prospects... Last but not least, digital methods to capture customer feedback is key information source for continuous improvement.

All this with a clear goal in mind: to create a flawless customer experience.

In conclusion, as the restaurant industry contends with hyper-competition, strategic integration of information technology is key to success, requiring businesses to adapt continually to market trends and ensure organizational agility without overwhelming the system.

7.1.5 Ecological context

Especially in the HORECA sector, a consumption-intensive field, integrating environmental respect at the core of strategies and their implementation is crucial.

Introduced by Rob Hopkins in 2005, the concept of ecological transition, based on experiments aiming for local autonomy and resilience (definitions, 2017), has now become ubiquitous in all facets of our life, profoundly questioning our consumption habits.

In Belgium, food waste per individual amounts to 250 kg annually, a figure significantly exceeding the European average of 131 kg. This average breaks down into 12 kg from the restaurant sector and 28 kg from the production of food products and beverages (Ledroit, 2023). In light of this, Europe has committed to reducing food waste by 50% by 2030. As Renaud De Bruyn from EcoConso points out, without a significant reduction in our food waste, feeding the global population by 2050 will become an insurmountable challenge.

Beyond environmental impact, starting a business requires considering various factors such as noise pollution, pollution, and health impacts. To this end, municipalities like Schaerbeek have established operating permits to minimize the impact on the environment, defining these authorizations as "*an administrative authorization that sets the operating conditions for various activities likely to generate nuisances (noise, pollution, health risks, etc.) to ensure the protection of the environment and the safety of the population against potential dangers and nuisances.*"

In summary, facing current and future environmental challenges, the HORECA sector, among others, must fully integrate the principles of ecological transition into its business strategy. Reducing food waste and minimizing nuisances are essential for ensuring a sustainable and responsible activity, in line with European objectives and requirements for environmental protection and public health (definitions, 2017; ledroit, 2023).

7.1.6 Legal context

The legal dimension is essential to understand the challenges and obligations that businesses must comply with. The "regulation on the operation of a HORECA establishment in the territory of the city of Brussels" provides a rigorous regulatory framework that directly influences the operations of these establishments (city of Brussels, 2017).

Firstly, obtaining a compliance certificate is a mandatory step for any HORECA establishment wishing to operate in the region. This certificate, valid for five years, certifies that the establishment meets safety, hygiene, and city urban regulation standards. It is non-transferable and must be rigorously renewed, including a flat fee for dossier processing (city of Brussels, 2017).

Regular inspections are another crucial aspect of this legal framework. Establishments must ensure free access for inspectors to ensure continuous compliance with standards. In case of non-compliance, the sanctions can be severe, ranging from administrative fines to the temporary or definitive administrative closure of the establishment, thus underscoring the importance of strict adherence to the rules (city of Brussels, 2017).

Specific obligations for HORECA establishments include maintaining cleanliness around the premises, adhering to declared opening hours, and preventing noise nuisances. Moreover, any changes in the operation, such as a change of owner or manager, must be promptly reported to the HORECA cell of the city of Brussels. This ensures that regulatory information is kept up to date and transparency with local authorities is maintained (city of Brussels, 2017).

Lastly, specific activities such as the sale of alcoholic beverages or the operation of gambling games require additional licenses. These licenses, like the patent for the sale of spirits or the favorable opinion for gambling games, are also governed by strict standards and depend on the overall compliance of the establishment with municipal regulations (city of Brussels, 2017).

This rigorous legal framework highlights the city of Brussels' commitment to quality and safety in the HORECA sector, impacting not only current operators but also potential investors in this sector. Businesses must therefore navigate cautiously in this regulated environment to avoid legal pitfalls and successfully operate their establishments in the belgian capital (city of Brussels, 2017).

7.1.7 Pivot variables/ scenarios.

Pivot variables are key factors that significantly influence the success or failure of a project. They help focus attention on the most important aspects to guide strategic decisions. For our alcohol-free bar, variables such as ambiance, menu quality, price, and online presence will help us identify improvement levers. By measuring them regularly, we will be able to adjust our strategies to meet the expectations of our target audience and optimize profitability and customer satisfaction (Création,2022).

Environmental Factors	Nature of Influence	Level of Importance	Strategic Consequences
Political: Understanding the political context relevant to the HORECA sector requires exploring the resources provided by "star.business.Belgium". The obligations and support offered by the city of Brussels, especially within the Schaerbeek municipality, are critical. At the European level, the "General Food Law" (Regulation EC No 178/2002) outlines key regulations on food safety, crucial for opening a HORECA establishment in Brussels.	Threat	++	Stay vigilant regarding European and national regulations to ensure legal compliance.
Economic: Belgium is expecting slow economic growth and suffered from high inflation. This impacted prices in the HORECA sector. Restaurateurs in Brussels had to increase their prices to address the energy crisis and wage indexations.	Threat	+++	Ensure coherence of the pricing strategy to handle rising costs while minimizing customer loss.
Sociocultural: A general shift toward healthier lifestyles and alcohol-free drinks presents an opportunity. In Schaerbeek, low average income and cultural differences may pose specific challenges for the alcohol-free bar. The population has slightly decreased, but spending on HORECA has increased.	Opportunity	+++	The market is favorable. Market monitoring should be implemented to follow sociocultural consumption trends.
Technological: Advanced de-alcoholization technologies and management systems are crucial opportunities for the alcohol-free bar. Social media marketing and customer engagement technologies can also provide significant advantages. Inventory management, staff tracking, and online reservation systems can boost efficiency.	Opportunity	++++	Invest in advanced technologies to improve customer experience, online presence, and operational efficiency. Regularly update training programs to stay competitive in the technological landscape.
Ecological: In Belgium, food waste amounts to 250 kg per individual annually, with the EU aiming to reduce this by 50% by 2030. Operating permits in Schaerbeek aim to reduce nuisances and promote environmentally friendly activities.	Threat	++	Monitoring is required to anticipate regulatory changes.
Legal: The "Regulation on the Operation of a HORECA Establishment in the City of Brussels" provides a strict regulatory framework. Compliance with safety, hygiene, and urban planning standards is paramount.	Threat	++++	Not complying with regulations can harm your activity. Ensure legal compliance of online content and adhere to all legal standards.

It is important to take this analysis of opportunities and threats into consideration when making our strategic decisions and in our final SWOT analysis.

7.2 THE COMPETITORS

To gain a deeper understanding of our environment, it is essential to thoroughly examine our competitors. Identifying both direct and indirect rivals and understanding their strengths and weaknesses is key to comprehensively analyzing the market we intend to enter.

Direct competitors operate within the same industry and market, offering similar products or services that fulfill the same basic consumer needs. Indirect competitors, on the other hand, provide different products or services but still satisfy the same underlying desires or solve the same problems. Direct competition typically involves a clear rivalry focused on price, quality, or feature similarities, making the competition easily recognizable. Indirect competition can be subtler, involving alternative solutions that may not be immediately apparent as competing options. Understanding both types of competition is crucial for effectively strategizing and positioning a business in the marketplace (clermont, 2021). Chimère offers an inclusive and sophisticated social environment aimed at health-conscious consumers or those who choose not to consume alcohol. The bar features a variety of creative mocktails, non-alcoholic beers and wines, as well as special beverages that mimic the experience of traditional alcoholic drinks.

Offerings of direct competitors: **other non-alcoholic bars:** they offer a similar range of non-alcoholic beverages but with less specialization. **Traditional bars and pubs:** although they serve alcohol, they also include non-alcoholic options which are often less sophisticated.

Offerings of indirect competitors: **cafes and tea rooms:** social venues offering coffee and tea, also serving as meeting places. **Juice and smoothie bars:** focused on health, these attract a health-conscious clientele like a segment of your target market. **Restaurants:** often feature a selection of non-alcoholic beverages with their meals, targeting families and those who abstain from alcohol.

7.2.1 Direct competitors

We analyzed two direct competitors. First, an alcohol-free bar in Liège called "Losmoz," and then the bar "BAB's," which is a wine bar located in the neighborhood where we would like to establish ourselves. We chose one for its offering and the other for its location. This will allow us to have different perspectives and to fine tune our concept. What is also interesting about BAB's is that they only offer appetizers and mainly propose wines. We had the opportunity to interview the managers of both establishments (see appendices).

The alcohol-free bar "**Losmoz**" is located near the lively center of the city. Its decoration and furniture have been almost entirely created by Xavier. He wanted to create a "welcoming and artistic place". He emphasized alcohol-free options and novelty. He is also showcasing artists and serves as a gallery to export art works. His goal is to create a menu accessible in terms of price and original for non-drinkers. He meticulously selects all his products by tasting and testing. He only wants to serve what he likes. Cocktails range between €5.5 and €7, which is much lower than the majority of bars for the same product. He followed his instinct to launch the concept and especially believed in the alcohol-free project, having stopped drinking himself a year before.

The wine-bar "BAB's" has been started by Barbara. It's the first time she's opening an establishment alone, but she had already established a superb restaurant called "Barge" with a co-founder. Creating "BAB's" was her dream come true. It is located in Schaerbeek, opposite Josaphat park. A neighborhood

still underdeveloped for this type of establishment but becoming increasingly popular (see appendix). She shared with us that the residents of the neighborhood were delighted to have a new place in the area and that they were missing. Her proposal is directly related to her passion for wine. She wanted to offer something accessible to everyone. According to Barbara, "*we are all capable of tasting and appreciating wine without necessarily being a sommelier*". She also wanted to emphasize this rather than a culinary offer. Therefore, she decided to offer tapas appetizers and not to be a restaurant. She also offered activities and oenology courses for small groups as well as the privatization of her place.

In summary, "Losmoz" and "BAB's" are both driven by the passion of their owners. "Losmoz" offers affordable alcohol-free options in an artistic setting curated by Xavier, while "BAB's" focuses on accessible wine tastings and a friendly atmosphere led by Barbara. Both establishments serve as pass-through spots, providing quality experiences without the expectation of a lengthy stay. This passion-driven and customer-focused approach highlights the importance of authenticity in creating unique and enjoyable experiences.

7.2.2 Indirect competitors

As described earlier, an indirect competitor is a business offering a different product or service but catering to the same need as the one your business seeks to address (BIPfrance, 2022). Therefore, we will analyze venues that offer alcohol-free options to meet the need for beverages, as well as places where one can enjoy a pleasant time with family or friends.

Nowadays, almost any bar and restaurant offers alcohol-free options. Therefore, we will add a criterion, which is the venue. For these venues, we have chosen "1030 café" and "Copain." these bars offer alcohol-free drinks, including beers and mocktails, as well as small appetizers to accompany one's drink. Given that any establishment can offer alcohol-free options, the central idea of our concept, it is important that our value proposition stands out if we want to have the chance to carve out a place in the market.

Located in Schaerbeek, the "1030 café" is a cozy neighborhood spot founded by two brothers, Max and Guillaume. Their commitment to offering a diverse range of alcohol-free options, alongside traditional beverages, ensures there's something for everyone. With its warm atmosphere and welcoming staff, "1030 café" quickly became a beloved fixture in the community, where people can relax, socialize, and enjoy life's simple pleasures. (about — 1030 café, n.d.)

"Copain" is a cozy bar situated on avenue Rogier, managed by Arnaud, Jérémie, and Aivi. They pride themselves on offering quality drinks and homemade snacks, emphasizing their favorite products to delight their clients. With its warm and inviting atmosphere, "Copain" provides the perfect setting for gatherings with friends. Whether enjoying a refreshing beer or savoring a glass of wine, guests can relax and unwind in this friendly establishment. While the interior acoustics may be a minor drawback, it's quickly overshadowed by the genuine smiles and attentive service provided by the staff. Overall, "Copain" is a popular destination in Schaerbeek for those seeking a welcoming environment and excellent drinks (Copain - Gault & Millau pop, 2018).

7.3 THE MICRO-ENVIRONMENT: THE FIVE STRENGTHS OF PORTER

7.3.1 The threat of new entrants

To begin our analysis of Porter's five forces, we will focus on the threat of new entrants in the same segment of the HORECA (hotel, restaurant, and café) market, which is present. According to Forem, there has been a consistent increase in the number of establishments in Brussels. This indicates a rising threat of new entrants in the market ("HORECA", n.d.). However, we also observed a decline in 2020 due to the covid-19 crisis, which heavily impacted the sector.

Regarding employment within the HORECA sector, data from Statbel in 2020 reveal that 20.60% of HORECA staff are employed in Brussels. Meanwhile, governmental sources indicate an increase in bankruptcies since 2014, with a notable decrease in 2020 ("faillites 2023: résultats régionaux contrastés | statbel, 2024").

This analysis points to a dynamic and challenging environment in the HORECA sector in Brussels, influenced by both external economic conditions and internal market movements.

When considering entry barriers in the HORECA sector, they are relatively low. Despite the significant investment required, there are no specific legal restrictions preventing anyone from opening a restaurant. This absence of stringent barriers is less common compared to other industries, subsequently elevating the risk posed by potential new entrants. The ease of entry into this market therefore contributes to an increased competitive threat.

7.3.2 Competitive intensity

In Brussels' HORECA sector, competitive intensity is underscored by a high density of players, predominantly small-scale operations. The majority of these businesses employ no staff, indicating a significant presence of independent and micro-enterprises, fueling heightened competition (*be.stat*, n.d.).

The substantial number of small enterprises suggests a fiercely competitive market where each establishment vies for customer share. This array of competitors contributes to a dynamic competitive landscape, further intensified by the seasonal influx of tourists, making demand unpredictable and elevating the importance of customer loyalty (Waeyaert & SPF economie p.m.e, 2020).

The sheer volume of HORECA businesses, with figures like 42,271 establishments in the sector of Brussels, highlights an intense battle to stand out and attract consumers in a market where novelty and innovation are paramount. Therefore, the ability to innovate and adapt is crucial for success in the Brussels HORECA market (*be.stat*, n.d.).

7.3.3 Negotiation power of suppliers

The bargaining power of suppliers in the non-alcoholic beverage market is currently a negotiable aspect due to the market's relatively undeveloped state and the limited number of suppliers, which constrains our ability to negotiate. Despite this, the market is expected to grow significantly, starting

from \$1.45 trillion in 2023 with a cagr of 4.56% from 2023 to 2027. This growth places suppliers in a critical position to influence market dynamics and pricing structures (Sociallyin, 2024).

The limited choice among suppliers necessitates the establishment of trust-based relationships. Given the projected growth, particularly in segments like sodas, which are expected to hit \$0.85 trillion, and the increasing importance of online and out-of-home consumption (projected to represent 3.8% and 40% of total revenue by 2027, respectively), establishing flexible and precise order processes with reliable suppliers becomes crucial.

Strong, reliable partnerships with suppliers will be key to navigating these market dynamics effectively. As the sector evolves with consumer preferences shifting towards healthier and non-alcoholic options, the ability to secure favorable terms with suppliers who can consistently provide innovative, high-quality products will be essential. The projected increase in market volume to 944.60 billion liters by 2027 underscores the necessity for strategic engagements with suppliers to leverage this expanding market potential effectively. (Sociallyin, 2024)

7.3.4 Negotiation power of buyers

In Brussels, the absence of bars exclusively dedicated to non-alcoholic beverages such as spirits, wines, and non-alcoholic beers limits the bargaining power of consumers interested in these products. Without specialized establishments, options are restricted, thereby reducing consumers' ability to influence prices or quality through direct competition. However, consumers still retain some bargaining leverage because the market for non-alcoholic beverages is not yet fully established, and the products need to prove their worth. Additionally, the multitude of bars offering alcoholic alternatives compels providers of non-alcoholic beverages to maintain high standards and competitive prices to attract and retain customers. Establishments offering these beverages must therefore adopt distinctive strategies, emphasizing quality and innovation, to attract and retain consumers looking for non-alcoholic options.

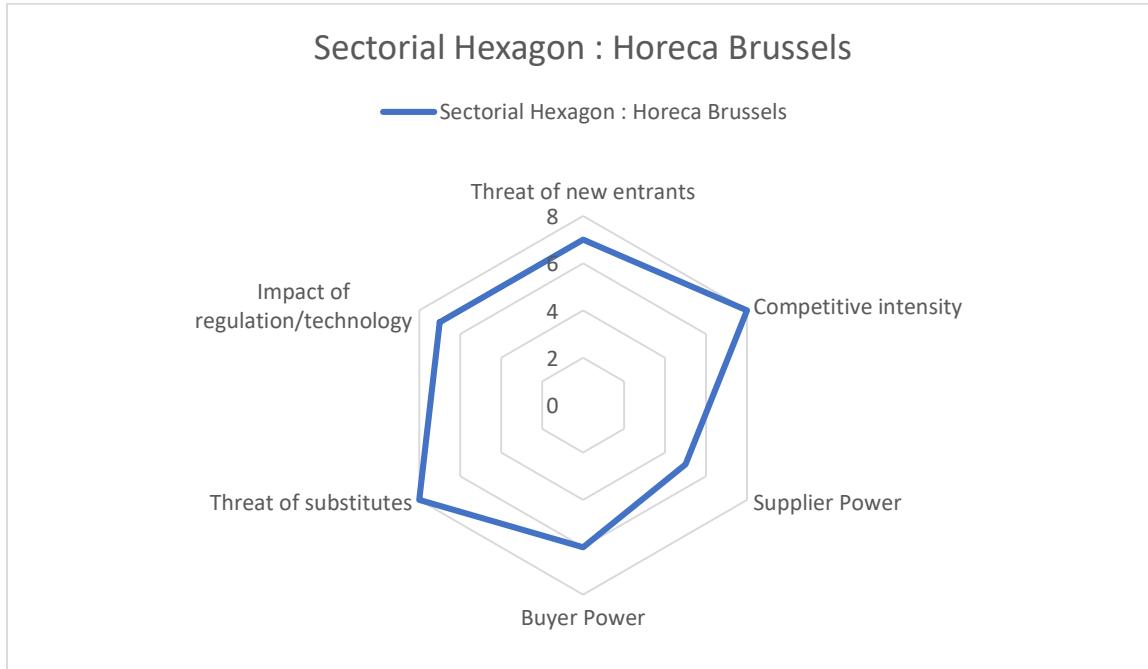
7.3.5 Threat of substitutes products

Consumption of non-alcoholic beverages has increased by 12% in Europe over the past two years (Nielsen, 2023). However, non-alcoholic bars face a major threat due to substitutes available in supermarkets, such as sodas, juices, and kombucha. A 33 cl bottle of kombucha costs an average of €2.50 in supermarkets compared to €5.00 in a specialized bar (Mintel, 2023). Homemade drinks, cafes, and restaurants also represent attractive alternatives.

Customer loyalty is essential, with programs increasing retention by 25% to 30% (loyalty360, 2022). Additionally, 45% of consumers prioritize taste when choosing a non-alcoholic beverage (drinkpreneur, 2022), emphasizing the importance of an innovative offering.

Non-alcoholic bars must differentiate themselves by providing a unique experience with quality mocktails, mixology workshops, and themed evenings. Innovation is crucial, as the global kombucha market is expected to grow by 16.2% by 2030 (grand view research, 2023). Through exclusive events and healthy snacks, bars can overcome the threat of substitutes and thrive.

7.3.6 Sectorial hexagon porter analysis



To better understand the competitive dynamics of the HORECA sector in Brussels, we analyzed porter's five forces, considering the local market's specifics.

1. Threat of new entrants (7/10): the threat of new entrants in the HORECA sector in Brussels is relatively high due to the relatively low entry barriers. According to Forem (2023), the costs of opening a HORECA establishment vary between €80,000 and €200,000, mainly due to high real estate prices and necessary licenses. Although the covid-19 pandemic led to a decline in openings in 2020, a quick recovery in 2022 showed a 5% growth in HORECA establishments (statbel, 2023).

- entry barriers: strict sanitary regulations, licenses, and significant initial investments can be obstacles.
- franchises and chains: international franchises and chains represent 15% of the market and are increasing their share (Forem, 2023).

2. Competitive intensity (8/10): competitive intensity is high in the HORECA sector in Brussels due to the high density of independent players and the growth of franchises. According to be.stat (2023), Brussels has over 42,000 HORECA establishments, most of which are micro-enterprises. Differentiation through innovation, quality, and experience will be essential.

- turnover rate: nearly 40% of establishments close within the first three years (statbel, 2022).
- differentiation: non-alcoholic bars rely on innovative cocktails, workshops, and unique ambiance (visit Brussels, 2022).

3. Supplier power (5/10): supplier power in the non-alcoholic beverage market is moderate. The main suppliers are local, but specialized drinks like non-alcoholic spirits are often imported. Building trust-based relationships is crucial.

- limited supplier base: the key segments are sodas (45%), fermented drinks (kombucha) (25%), and mocktails (20%) (mintel, 2023).

- exclusive relationships: many non-alcoholic bars rely on exclusive suppliers for non-alcoholic spirits like seedlip and lyre's (drinkpreneur, 2022).

4. Buyer power (6/10): buyer power is limited due to the absence of bars exclusively dedicated to non-alcoholic beverages. However, consumers retain some influence due to competition with alcoholic bars.

- limited choice: about 20% of HORECA consumers in Brussels prefer non-alcoholic drinks (visit Brussels, 2023).

- loyalty: loyalty programs increase retention by 25% to 30% (loyalty360, 2022).

5. Threat of substitute products (8/10): the threat of substitute products is high for non-alcoholic bars, as alternatives available in supermarkets and homemade drinks represent fierce competition. A bottle of kombucha costs an average of €2.50 in supermarkets compared to €5.00 in a specialized bar (Mintel, 2023).

- popular alternatives: sodas, fruit juices, kombucha, and flavored waters (Mintel, 2023).

- competition from cafés and restaurants: cafés and restaurants also offer alternatives (Drinks international, 2023).

6. Impact of regulations/technology (7/10): strict regulations and technological innovations significantly influence the sector. Taxes and licenses represent significant obstacles, while digitalization increases competition.

- specific regulations: obtaining a license can take up to six months due to strict sanitary standards (Visit Brussels, 2022).

- taxes on sugary beverages: encourage consumers to choose healthier alternatives (who, 2022).

- digitalization: online reservations and delivery apps create new opportunities (Forbes, 2023).

The hexagonal analysis of Porter's five forces shows a highly competitive market, marked by a high threat of new entrants and substitutes. Differentiation focused on innovation and customer experience, as well as building trust-based relationships with suppliers, will be crucial for non-alcoholic bars aiming to thrive in this dynamic market.

7.4 CONCLUSION

As we wrap up Part II, our methodology has provided a solid understanding of market dynamics and consumer expectations for the proposed non-alcoholic bar, "Chimère." Using both qualitative and quantitative research methods, we've gained insights from competitors and suppliers and captured broader consumer perspectives.

The qualitative interviews show interest in non-alcoholic establishments, suggesting opportunities despite potential challenges. Conversations with bar owners and suppliers reveal operational insights and effective strategies for "Chimère." The quantitative survey data aligns with this, showing consumer interest in healthier lifestyles and alternatives to alcoholic drinks, consistent with market trends towards non-alcoholic beverages.

The findings from our research suggest that "Chimère" can occupy a unique place in the Brussels bar scene by offering a welcoming environment that supports modern social and health-conscious values.

In conclusion, the detailed methodology used in this part of the thesis supports the feasibility of the non-alcoholic bar concept. It prepares us for strategic decision-making crucial for tailoring "Chimère" to meet the needs and preferences of its potential customers, enhancing its chances of success in the competitive market. This conclusion draws together the key findings and sets the stage for the practical steps ahead.

PART III: ANALYSIS OF THE CONCEPT

In this part of the thesis, we explore the concept behind "Chimère," a proposed non-alcoholic bar in Brussels. This analysis justifies the establishment's novelty and relevance by linking it to emerging consumer trends and market data that highlight a growing demand for healthier, alcohol-free alternatives. Through an overview of the bar's vision, mission, and values, we aim to showcase how "Chimère" could not only fill a niche in the Belgian hospitality market but also potentially lead a cultural shift towards more mindful social experiences. This section will articulate why such an initiative is timely and how it aligns with broader societal movements towards wellness and inclusivity.

8 THE CONCEPT

The envisioned concept is the creation of a unique establishment in Brussels: an alcohol-free bar. This project stands out for its commitment to three core values: inclusivity, safety, and surprise.

A bar, as defined by Larousse, is a "commercial establishment where drinks, alcoholic or not, are served for customers to consume standing up or seated at tables or a counter" (source: Larousse). By reinterpreting this definition, the project aims to offer a superior quality experience, providing a diverse and carefully curated menu of non-alcoholic beverages. The goal is to favor local products and to collaborate primarily with female suppliers, thus promoting equity and supporting women-led businesses.

The distinctiveness of this alcohol-free bar lies in its ability to offer a wide range of innovative and non-alcoholic beverages, from creative and unusual cocktails to non-alcoholic wines and beers, an offering that is still rare and diversified in the hospitality industry. The opening hours will target afternoons and evenings, thus meeting the needs of a varied audience looking for healthy and inclusive alternatives for their outings.

Beyond being just a bar, the space also aims to become a specialized retail point, where customers can discover, and purchase carefully selected and expertly advised non-alcoholic beverages. This innovative concept and meticulous selection of products aim to highlight an underexploited facet of the hospitality industry, thereby offering a new perspective and enriching the gastronomic landscape of Brussels.



Figure 5 Illustration of what our "shop" section could look like

We aim to establish a venue that stands out from the rest by incorporating a unique concept that would attract people in addition to our range of non-alcoholic beverages. (the specific concept is still under consideration. It could focus on culture by highlighting young women through conferences, exhibitions, or concerts.) This concept will be refined through a quantitative study by querying our target audience about their desires and what they feel is lacking in the current market.

The name we have considered is "chimère." in French, "chimère" has multiple meanings:

1. A mythical animal with the head and chest of a lion, the belly of a goat, and the tail of a serpent.
2. A bizarre being or object composed of disparate parts, forming a disjointed whole.
3. An enticing but unattainable project; a vain idea that is merely a product of the imagination; an illusion: chasing chimeras. (according to Larousse)

This reflects our concept of offering something new and surprising that gives the illusion of consuming alcohol without its negative effects. Furthermore, the first definition evokes a sense of inclusion, signifying that everyone is welcome regardless of who they are. The term is also internationally recognizable, as it translates to "chimera" in English.

According to hub.Brussels, our establishment's name should be simple, consisting of a single word, distinctive, non-deceptive, and accessible.

Indeed, we wish to emphasize our values of inclusion, surprise, and being a safe place. No other establishment in Belgium is named this, allowing us to be distinctive and accessible.

8.1 PRESENTATION OF THE NON-ALCOHOLIC BAR CONCEPT

8.1.1 Vision

Our vision is to become the top choice for non-alcoholic bars in Brussels, providing a space where everyone feels welcome and free to be themselves. We aim to expand this concept to other parts of Brussels and across Belgium by 2035, creating inclusive and safe spaces for all.

8.1.2 Mission

The mission of our bar "Chimère" is to revolutionize the perception of partying and well-being among friends, fostering an environment of inclusion and kindness, while offering a unique and surprising experience. Our goal is to build a loyal customer base, united by shared values, coming together to enjoy great moments over non-alcoholic drinks. We aim for every visitor to leave our establishment feeling fulfilled. The excellence and variety of our beverage selection are paramount; thus, we prioritize local supply chains and emerging suppliers over large drink corporations.

8.1.3 Values

At the heart of our project lie fundamental values that guide us at every step: inclusion, kindness, and the element of surprise. We are committed to creating an environment where everyone, both our teams and our customers, feels valued and respected, regardless of their background, identity, or preferences. Kindness is the thread that connects our interactions, ensuring a warm welcome and a positive experience for all who enter our doors. We constantly strive to pleasantly surprise our clientele by offering innovative and quality products, carefully selected for their uniqueness and responsible sourcing.

We also pay close attention to our product choices, favoring local suppliers and those who share our commitment to environmental respect. This approach extends to recycling and preserving our planet, aspects we incorporate into all our operations. By adopting sustainable practices and promoting recycling, we help reduce our environmental impact and advocate for a business model that respects our environment. These values and actions reflect our deep conviction that success and ethics can, and should, go hand in hand to create a better future for everyone.

8.2 JUSTIFICATION AND ORIGINALITY OF THE CONCEPT

During our years as hospitality worker in a restaurant, we often noticed a lack of non-alcoholic options, or at least a much less elaborate offering compared to alcoholic beverages. Several customers were looking for non-alcoholic alternatives, a pleasure of tasting something original and a party or cosy

atmosphere and it was rare to have something that truly met their needs, leading to incomplete satisfaction.

As we delved into the subject, we quickly realized there was a largely untapped, even nonexistent, market for such offerings in Belgium a few years ago. Non-alcoholic beer began to gain ground, and further research showed that transatlantic countries were increasingly developing concepts for establishments dedicated to non-alcoholic options. Then, last year, one of the first 100% non-alcoholic bars opened in Paris, and we immediately thought it was a brilliant idea. Subsequently, another bar opened in Liège, marking, in my opinion, the beginning of a new wave in the hospitality sector.

Therefore, the idea to develop this project stemmed from there. Starting from a problem that is evident in the hospitality world since the demand exists, it's clear that the purpose of this thesis is to explore beyond my own observations, examining the feasibility of such a concept in Brussels. This entails conducting both qualitative and quantitative studies on the subject.

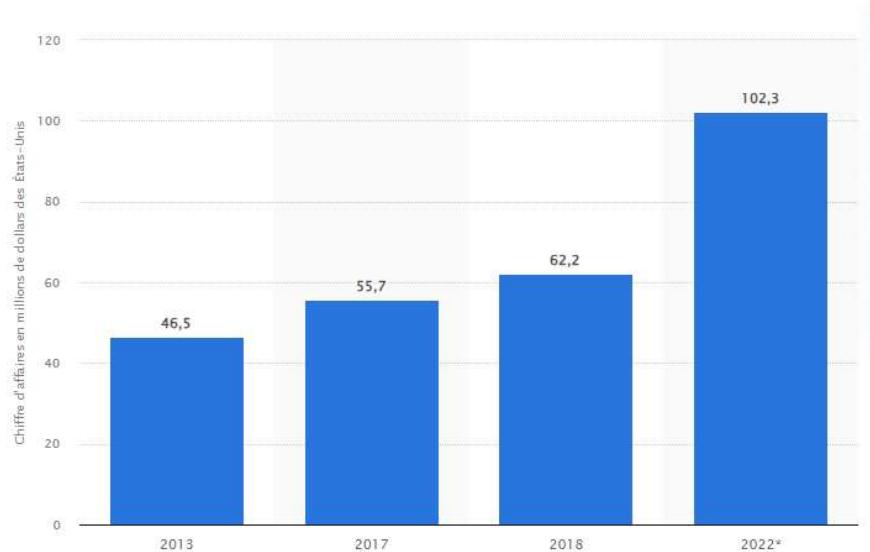


Figure 6 Retail sales value of non-alcoholic beer in Belgium from 2013 to 2022 (in million U.S. dollars)

The trends in the beverage sector show a significant increase in interest for non-alcoholic alternatives, such as non-alcoholic beers and other substitutes. This shift is particularly noticeable in the Belgian context, where data provided by Statista in 2024 highlight an impressive market growth. Indeed, the sales of non-alcoholic beverages in Belgium have seen a substantial rise, moving from 46.5 million US dollars in revenue to 62.2 million US dollars for the year 2018.

This increase not only marks a change in consumption habits but also underlines the considerable potential for the development of non-alcoholic bar concepts in the region. The surge in non-alcoholic beverage sales reflects a growing demand from consumers for healthier and more inclusive alternatives, thus presenting a unique opportunity for entrepreneurs and businesses in the hospitality sector to meet this evolving demand. The Statista data clearly illustrate the momentum gaining in the non-alcoholic beverage market in Belgium, emphasizing the importance and relevance of offering varied and high-quality options in this area.

The rising consumer demand for non-alcoholic beverage options reflects a significant shift towards healthier living and more mindful alcohol consumption. According to a report by Colruyt Group, one in five customers now opts for non-alcoholic substitutes, suggesting that this preference extends beyond temporary initiatives like Dry January or Tournée Minérale to represent a broader, more permanent change in lifestyle (Colruyt Group, January 27, 2023). In response, the market is adapting with a wide array of non-alcoholic products. For instance, Colruyt plans to introduce 35 new non-alcoholic substitutes in 2023, expanding their range to 100 different products (Colruyt Group, January 27, 2023).

Moreover, the non-alcoholic sector is witnessing significant growth, driven by increased health consciousness and advancements in beverage technology that enhance the taste and variety of alcohol-free drinks. As highlighted in Trends-Tendances, new entrants like Kylie Minogue have made successful forays into this market, with over a million bottles of her non-alcoholic sparkling rosé sold since 2020, alongside established companies like Neobulles leading in non-alcoholic wine sales in Belgium (Delannois, 2023). These trends indicate a dynamic shift in consumer behavior and an expanding market, signaling a promising future for non-alcoholic beverages as a permanent fixture in the beverage landscape.

8.3 CONCLUSION

In concluding Part III, our analysis has focused on the underlying dynamics of the non-alcoholic beverage market and the proposed non-alcoholic bar "Chimère" in Brussels. The review of industry reports and market trends has consistently highlighted a growing consumer shift towards non-alcoholic beverages, a trend that is no longer seasonal but becoming a year-round norm. This change is part of a larger societal shift towards healthier lifestyle choices, which includes reducing alcohol consumption.

Companies such as Colruyt have responded to this trend by expanding their non-alcoholic beverage selections, suggesting a robust demand. For example, Colruyt plans to significantly increase its offerings in this category, a strategic move that reflects a broadening consumer base for these products. This market response supports the feasibility of a non-alcoholic bar like "Chimère," which aims to capitalize on this growing demand.

The articles reviewed, including insights from Trends-Tendances and data from the Colruyt Group, underline the potential success of such an initiative. They show not only an increase in sales but also an evolution in consumer preferences, with more people choosing non-alcoholic options not just for health reasons but also as part of a lifestyle choice.

Thus, this section of the thesis has provided a factual and detailed examination of the non-alcoholic market, showing that "Chimère" is well-positioned to meet an emerging consumer need. By aligning with these market and consumer trends, "Chimère" could successfully tap into a new segment of the hospitality industry, filling a gap in the current market offerings.

PART IV: IMPLEMENTATION OF THE CONCEPT

We have concluded the environmental analysis and description of our concept, which included scrutinizing both macro and micro elements. Our research incorporated quantitative and qualitative surveys, providing a comprehensive understanding of our position. With these insights in hand, we are now poised to proceed with the implementation phase of our concept.

For clarity's sake, let us reiterate that our concept centers on a non-alcoholic bar in Brussels, with a particular focus on promoting female entrepreneurship. In this chapter, we aim to meticulously craft our strategic marketing approach and operational tactics, establish a clear organizational plan, and finalize our financial strategy.

9 VALUE-CHAIN

First, we will begin by reviewing the internal functioning of the company. This will allow us to fully understand our operations, added value, and opportunities.

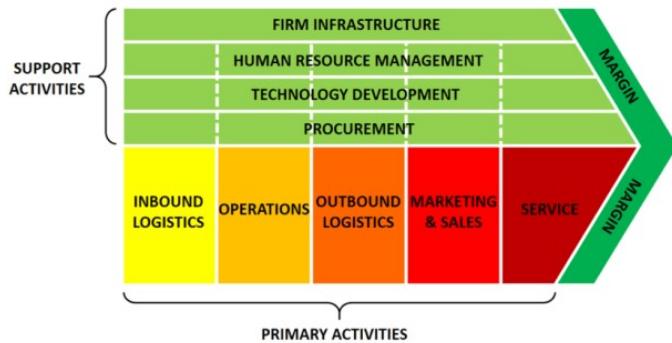


Figure 7 Porter's Chain Value

Primary Activities:

- **Inbound Logistics:** We will order our merchandise from Belgian suppliers for food and, at most, from French suppliers for beverages. We will have contact via the internet for orders and also directly. We will store our raw materials in a designated room near the bar to ensure quick replenishment. The shop section will have a dedicated wall. At the end of each shift, we will restock our fridges and shelves. If we have many customers, we will also do this mid-shift.
- **Production:** We have developed recipes for our bar. These recipes have been verified by a professional cocktail expert, and the same goes for the food. For beverages, in general, we have tasted and conducted tastings and comparisons to select the best products. We aim to choose unique containers that our customers will only find with us.
- **Commercialization:** Our products will be transported via delivery from our suppliers. Everything we sell will be displayed attractively to entice our customers. For example, instead of just selling a bottle of 0.0 gin, we will offer the other ingredients to make their favorite cocktail. Stock management will be done rigorously, noting daily what we have sold to ensure we never run out of stock.
- **Sales and Marketing:** We will start by teasing the renovation on Instagram without revealing the project, then host opening parties and distribute paper advertisements in the streets.
- **Services:** We aim to provide impeccable service to our customers to encourage them to return. We will offer small tastings to introduce the products.

Support Activities:

- **Infrastructure:** The manager will be responsible for supervising tasks and orders, as well as financial management and strategic planning.

- **Human Resources:** Once we reach scenario 2 in terms of sales (see infrastructure), we will hire staff to help, and also in the case of scenario 3. We will hire experienced individuals, considering there will only be two of us initially. Anyone helping with the work will earn money.
- **Technology Development:** In the long term, we plan to develop our own beverages. We will also have automated cash registers to minimize losses.
- **Procurement:** A challenge will be negotiating to get good prices and offer affordable prices to customers. To achieve this, we plan to propose fixed delivery contracts with suppliers after a few months to guarantee them an income. We will, of course, check our goods at each delivery.

Now that we have described our value chain, it is time to move on to its implementation and realization. We will start with marketing and positioning. Next, we will present our product offerings, pricing, and location, followed by our communication and organization.

10 MARKETING STRATEGY

Strategic marketing enables us to think about and set our goals. According to bmd open marketing, a responsible French marketing agency, strategic marketing is essential for establishing marketing objectives. "it determines what products or services should be marketed, identifies the target audience, and outlines strategies for reaching them through appropriate distribution channels. This type of marketing also considers pricing levels and addresses potential barriers to market entry. In essence, strategic marketing defines the 'what' aspects of marketing and is distinct from operational marketing, which focuses on the 'how.'"

10.1 SEGMENTATION AND TARGETING

According to hub Brussels, the purpose of market segmentation is to divide the market into segments based on several criteria. There are three main criteria used: socio-economic factors, demographic factors, and geographic factors. Hubspot suggests that this segmentation can create a significant competitive advantage by allowing us to tailor our offerings and communication strategies to our target audience.

To effectively carry out our segmentation, we conducted a quantitative study that included a series of questions. These questions are designed to help us define each element of our segmentation strategy.

The first criterion is the **geographic criterion**. Having already decided where we are going to establish our non-alcoholic bar, we will focus on a local audience. Having chosen the municipality of Schaerbeek, we will concentrate on the residents of the Brussels-capital region.

The second criterion focuses on **socio-demographic factors**. Our company targets all genders, but especially those between the ages of 27 and 42, also known as generation Y. We aim to attract customers with moderate to high income levels, who possess substantial purchasing power and are willing to spend a portion of their budget on HORECA experiences. Our focus is on individuals who are eager to pay for the opportunity to enjoy and explore new, high-quality dining experiences.

as the third criterion, we consider the **psychographic criterion**, which aims to describe consumer behavior and identity. With the concept of the non-alcoholic bar, we primarily target curious individuals who are open to new experiences. Being an innovative concept, it is initially challenging to attract trend-followers. We also target people who are interested in bars that offer activities in addition to their culinary offerings. These are individuals who want to spend quality time with loved ones and enjoy high-quality products. We find it equally important to welcome consumers who are open to diversity and different consumption habits.

At **chimère**, our non-alcoholic bar located in schaerbeek within the Brussels-capital region, we are strategically focusing on attracting residents with a specific emphasis on individuals between the ages of 27 and 42. These customers typically have moderate to high incomes, granting them sufficient financial freedom to indulge in premium dining experiences that are innovative and of high quality. Our clientele is characterized by their curiosity and openness to new experiences. They appreciate a venue that not only offers unique culinary delights but also enhances their social and cultural experiences through diverse and inclusive activities. By focusing on these attributes, we aim to provide an environment that resonates well with individuals looking for more than just a meal, but a memorable and enriching experience.

10.2 POSITIONING

Positioning is a crucial element in defining our marketing strategy. Indeed, it allows us to differentiate ourselves from our competitors. As defined by BPIfrance, "the strategic positioning of a company involves implementing a strategy that seeks to give an offer a credible, attractive, and distinct position from what already exists in the market."

Continuing, according to BPIfrance, this facilitates the consumer's choice. To define its strategic positioning accurately, a company must address several questions such as its commercial policy and its influence on the consumer. Strategic choices such as price, quality, quantity, or values also need to be considered.

Chimère aims to position itself as a pioneering bar offering a new experience. It will be characterized by being innovative, offering quality and trendiness. We want to provide a welcoming space for workers looking to unwind without consuming alcohol. Customers will come to discover a new concept enlivened by a variety of activities. The products offered will also be one of the reasons for their visit—high-quality products selected with care.

We stands out from other bars as it will be the first in Brussels to offer a menu that is 100% alcohol-free. It will feature an array of non-alcoholic beverages and other original, homemade drinks.

We aims to become a place where one feels at home—a place where there's no need to drink to feel accepted or to have fun. We believe that inclusion, kindness, and enjoyment are the keys to a welcoming environment that stands apart from other venues. Alcohol can also be a dividing factor among religions. By offering an alcohol-free venue, we provide a space where every religion can feel welcomed, which for a bar, is truly different. By hosting talks, exhibitions, or board games, we offer our customers a unifying space.

Through our team, we aim to convey a friendly and warm spirit. A cheerful and joyful atmosphere. A united team that works well but also knows how to have fun. We would like to hire energetic and inclusive employees. It is crucial for us that our team is well-trained on our menu, our offerings, and our values. It is important to us that they are engaged in the project and that the place is more than just their livelihood. They should be encouraged to suggest activities, to organize events if they wish, and if they have something interesting to offer. We will start with a small team and then expand with students to reduce our personnel costs.

Regarding our suppliers and products, it is crucial to have products supplied with careful attention to their manufacturing process, both in terms of their origin and composition. We want to offer quality above all else. For this, we will select suppliers made in europe with precise manufacturing techniques. We do not want to work with multinationals that impose sales obligations.

The raison d'être of the company is to offer a new perspective on the pleasure of drinking, providing an innovative and high-quality experience, all while emphasizing inclusivity and joie de vivre.

We also aim to differentiate ourselves through our decorative image. Second-hand elements are an important aspect of our business as well. Although it's not our primary focus, it remains a fundamental element. It's not part of what we want to communicate, but rather reflects our belief that one cannot even think about starting a business in 2024 without considering this aspect.

We still want to create a harmonious and minimalist space with different areas. While maintaining coherence in colors and decorations, we aim to create varying atmospheres. This includes cozy corners with cushions on the floor that encourage customers to mingle, as tables are not fixed. On the other hand, we will provide areas where groups who wish to have more privacy can gather around tables.

Regarding tableware, we would like to repurpose old bottles into drinking glasses. For the appetizers, we will choose wooden boards. We plan to salvage as much as possible and craft by hand to minimize our decoration costs as much as we can. We will detail this aspect further in a subsequent (see below p. 76)

our brand image will greatly impact our positioning. To build it, we need to adhere to our values and the message we want to convey. We aim to project joviality and quality. The design should be recognizable and simple, ensuring it can be easily remembered and visible in various places. This will help embed our brand in people's minds, making it easier to communicate to our future clients. Below are some logos that have inspired us in creating ours:



ROOFTOP OVER THE SONIAN FOREST



Figure 8 Logo Inspiration

we have therefore designed a logo for chimère that is simple yet original in its script. It is sleek. According to adobe, it is important to select colors to convey the right message. Green signifies generosity and momentum and represents nature, ecology, growth, fertility, and health. Yellow, on the other hand, signifies happiness, positivity, and optimism and is associated with light, the sun, and summer. These values, conveyed through these colors, accurately reflect what we would like to express through our brand.



Figure 9 Brand Logo

Moodbord of the bar:



Figure 10 furniture inspiration

11 Operational marketing

Operational marketing encompasses the techniques and means implemented to achieve marketing objectives (defined upstream in the marketing strategy, following market study and analysis) ('what is operational marketing?' - inseec, 2023). Operational marketing can be defined as focusing on short-term and medium-term actions, in contrast to marketing strategy, which focuses on the long term. Operational marketing is also associated with the 4ps: product, price, place, promotion. These are the four points that we will now analyze.

11.1 PRODUCT

Our products are at the core of our marketing and concept. We will offer a fixed drink menu with weekly suggestions. The purpose of these weekly suggestions is to provide variations and new discoveries for our customers.

We will also offer appetizer tastings that will vary slightly and be offered on a reduced scale. For this reason, we do not provide a fixed menu in order to adapt to the seasons and minimize waste.

We have decided to focus on quality rather than quantity. With this approach, we truly want to provide a thoughtful and appealing offering for most. Each product will be chosen carefully. We will select both our drinks and food based on the quality of our producers' offerings. This is our primary focus. The production method is very important to us. We want to be aware of the entire manufacturing process so that we can share it with our customers and establish a relationship of trust. We will serve what we would have liked to be served with the same promise. We also focus heavily on presentation to differentiate ourselves from others. Whether it's our containers or the shape of our ice cubes, we want everything to be carefully designed to provide a quality experience (Appendix 10).

We will now present the drink menu:

Mocktails			Beers		
Double illusion Bière - Martini - sirop de citron	9.5 €		Belgian Balance IPA - 33 cl	4.5 €	
Holy Monday Hubiscus Vodka - Lemon - Mint - Elderberry - Orange Blossom	9.5 €		Bière des amis Blond - 33 cl	4.5 €	
Front Car Cognac - Orange Liquor - Lemon	9.5 €		Hoegaarden White - 25 cl	4 €	
Gin-iol Fizz Gin - Lemon - Canne Sirop	9.5 €				
Smoked Basil Gin - Basil - Lemon - Canne Sirop	9.5 €				
Mockstar Martini Passion - Vodka - Lime - Vanilla - Prosecco	9.5 €		White Wine	6 €	
Young Cuban Rhum - Prosecco - Mint - Sugar Sirop - Lime - Bitter	9.5 €		Red Wine	6 €	
The Belgian Gold Whiskey - Peach - Orange - Ginger Beer	9.5 €		Rosé	6 €	

Figure 11 Drink Menu

regarding the food, as mentioned earlier, we will offer a variable menu that will adapt according to the season and stock management. The goal is to minimize waste and to consume as locally as possible. Nonetheless, we will present some staple items that will consistently be on the menu. We will offer homemade tapas. For now, we will start by offering a trio of hummus with bread made from excellent local flours. We will also offer fine cheese from the Abbey of Orval and sausage from the Ardennes. It is crucial for us that our customers know where the products come from; therefore, this information will be noted both on the website and on the menus with anecdotes.

For both drinks and food, we will select producers who align with our company's values. Our main values in this regard are quality, local sourcing and the most ecofriendly.

Non-alcoholic spirits will be ordered via the **ankorstore** website, which is the most competitive and is a french company. They have a wide range and offer wholesale prices, which is beneficial. Through this site, we will purchase our spirits and wines.

Belgian balance will be the supplier of its own beer. It is important for us to support new products on the market. For other non-alcoholic beers, we will source them accordingly.

For coffee, we have selected **javry**. Despite our research, we could not find a female roaster meeting our criteria and being affordable. Javry offers ethical, high-quality, and eco-friendly coffee (javry coffee, n.d.).

We will source our tea from **grossiste-thé**. They have a wide range of organic teas. Their quality-price offer is very appealing. We will serve several categories of organic tea and herbal tea. Their products are sold in bulk, which will require us to offer this product in the form of a small teapot. (grossiste-the.com, n.d.)

To facilitate and reduce the number of transports for our products, we will also source our soft drinks and syrups needed for our mocktails from **ankerstore**.

We will offer a selection of products for our appetizer plates with tapenades, hummus, etc. For this, we will likely partner with and seek advice from **c'tout bon**. A company that produces organic, high-quality, and seasonal fruits and vegetables. Moreover, they have created a network of belgian producers who share the same values. With their expertise, we will be well-advised and supplied with belgian ingredients and from a short supply chain. (c' tout bon!, n.d.).

We are well aware that this is a long list of suppliers and that it requires careful organization and flawless logistics.

For taking orders, we will use the lightspeed app. It is very user-friendly and minimizes errors in order taking. It also allows customers to split a bill or receive a detailed receipt of their consumption.

For stock management, we will use the choco app. This french application is increasingly popular. It will help us better manage our orders and stock. The



goal is to minimize waste and avoid ever running out of stock, which could lead to uncomfortable situations. It also works with a large number of suppliers, which facilitates the centralization and management of orders between suppliers and us. If a mistake or omission is made, it can be corrected on the app.

in this part of our planning, we discuss the accessibility of our products. We will not have an e-shop for viewing non-alcoholic products nor will we offer delivery or takeaway services initially. However, we would like to offer our customers the opportunity to purchase products directly at our bar, in the style of a non-alcoholic drinks shop. For this, we will need containers for our customers. We will source from "Comptoir emballage", which offers eco-friendly bottle bags (le comptoir de l'emballage, n.d.).

11.2 PRICE

In this section, we will determine the pricing of our products. To do this, we need to analyze various factors that will shape our pricing policy. According to hubspot, this depends on several elements. First, we will identify what our customers would be willing to pay for our service, primarily our non-alcoholic beverages. Second, we must consider profit margins. We will analyze the costs of production and marketing associated with these profit margins. Finally, it is important to consider our competitors' offerings to understand market price trends for similar products ("quelle stratégie de prix adopter?", n.d.).

The determination of our prices also reflects what we want to convey. We aim to provide a certain quality and stature. We do not want to appear 'cheap.' however, we want to remain affordable for our target audience and cover our costs. The objective is to gain market share and be profitable. We must start by determining the pricing strategy, which varies according to our business strategy and positioning. As mentioned earlier, we want to project quality and accessibility. We are not targeting the luxury segment, nor are we in the low-cost bracket. There are two ways to determine prices: either based on the market or based on our costs. According to wikipreneur, the best approach is to blend these two methods ("quelle stratégie de prix adopter?", n.d.).

Despite the importance of reflecting the price relative to the value perceived by the customer, we believe that the strategy that best fits our business model is that of market penetration (low price, good quality). This will allow us to easily gain market share by offering something affordable. The price is then reviewed upwards once the goal is achieved ("quelle stratégie de prix adopter?", n.d.).

During our quantitative survey, we had the opportunity to ask questions about the price our future customers would be willing to pay for our products. For non-alcoholic beers, 75% of respondents answered "less than 5€" but more than 2€. For a glass of wine, 53% responded they would want to pay less than 5€, and 77 respondents said they would be willing to pay between 5€ and 10€ for the glass of wine. Mocktails received 164 responses, more than 75%, for the answer between 5€ and 10€. Finally, artisanal drinks like kombucha had more respondents for the answer "less than 5€" with 125 votes, and the answer between 5€ and 10€ gathered 66 votes. When analyzing what respondents matching our target audience answered, we notice that they overwhelmingly responded to these options as well.

Summary clients answers:

Mocktails	Between 5 and 10 €
Beers 0.0	Less than 5 €
Wine 0.0	Less than 5 €
Other soft drinks	Less than 5 €

Our pricing will also depend on our costs. We have two types of costs, fixed and variable. Our fixed costs will include our rent, utilities, salaries, equipment costs, etc. In variable costs, we primarily include the costs of products. The details of these calculations will be found in our financial plan.

For this, we have compiled in a spreadsheet the purchase price of our products at the level of beverages. For beverages, we calculate the price that each supplier offers us independently of each other.

As for our appetizer proposals, we have detailed recipes and calculated the cost price per 100g. This analysis will help us get a sense of the pricing scale (appendix 12).

Finally, our price depends on what our competitors can offer. As we do not have direct competitors per se, we will compare the prices of Losmoz, the only 100% non-alcoholic bar in Belgium, with indirect competitors in Brussels. For this, we have selected bars that offer the same standing with alcoholic and non-alcoholic beverages like mocktails. We note the average prices.

When the price is not available, we allow ourselves to consider the price with alcohol. Given that our

	Produit/bar	Losmoz (liège)	Chez félix (schaerbeek)	Copain (schaerbeek)	Gist (schaerbeek)	Average	10%	Prix chimère
A	Mocktails	6 €	12 €	11 €	6 €	8,75 €	9,63 €	9,5 €
	Bière n/a	3,50 €	5,50 €	5,50 €	5 €	4,88 €	5,36 €	4,5 €
	Vin n/a	3,5 €	6 €	/	5 €	5,50 €	6,05 €	6 €
	Club mate	/	/	/	/		0,00 €	4,5 € (guinguettes barc)
	Kambucha	/	4 €	/	4,50 €	4,25 €	4,68 €	4,5 € (guinguettes barc)
E	Limonade maison	2,80 €	4 €	5 €	4,50 €	4,08 €	4,48 €	5 €
R	Ice tea maison	2,80 €	4 €	3,50 €	4,50 €	3,70 €	4,07 €	5 €
A	Café (americano)	2,80 €	2,90 €	2,30 €	2,50 €	2,63 €	2,89 €	2,8 €
G	Thé	2,80 €	4 €	3,50 €	2,50 €	3,20 €	3,52 €	3,2 €
E	Eau (plate/pétillante)	2,50 €	3 €	2,50 €	2 €	2,50 €	2,75 €	2,5 €
S								
	Saucisson	/	17 €	17 €	3 €	12,33 €	13,57 €	13 €
	Fromage	/	17 €	15 €	8 €	13,33 €	14,67 €	14 €
	Taponade	/	8 €	7 €	/	7,50 €	8,25 €	8 €

offerings are non-alcoholic drinks, the cost of the bottle must therefore be considered.

Regarding our suppliers, we have varied prices, but the following averages:

Recap Menu COGS	
Drinks	
Mocktails	2,02 €
Beers	1,66 €
Wine	1,37 €
Softs	0,69 €
Food	
Hummus	0,91 €
Bread	0,60 €
Cheese	2,80 €
Sausage	2,33 €
Chips	0,69 €
cave	
Strong Alcohol 0,0	16,28 €
beers	1,66 €
wine	9,22€

Based on these three sources of information, we were able to estimate our prices and create the menu (see above p. 58). We respect the demands of our customers and what they are willing to pay, as well as the margin suggested by Thomas Rambaud (2022).

11.3 DISTRIBUTION (PLACE)

The distribution aspect, which encompasses various forms, facilitates access to the products and services of the bar. This includes the location, online ordering platforms, delivery services, and partnerships with food delivery apps. (barten, 2024) it is crucial to carefully choose the location where we plan to establish our bar. We need to find a strategic spot where consumers are willing to travel to visit our establishment. Maximizing foot traffic is essential for increasing our clientele and gaining recognition. We should select a neighborhood that is lively or up-and-coming. We have decided to choose the municipality of schaerbeek, but we must still determine the specific part of the neighborhood where we want to set up. Schaerbeek is a borough that is rapidly expanding. It diversifies and becomes more vibrant with each passing year. We will still review various parameters to analyze the compatibility between our concept and the borough.

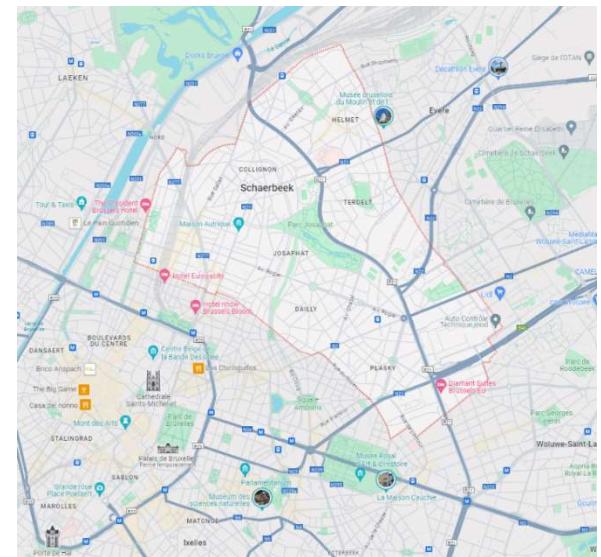


Figure 12 Schaerbeek map

we are targeting an audience aged 27 to 42 years, so it's crucial to confirm their presence and interest in the neighborhood. We are conducting research to gather information about the popularity of the Brussels municipality.

Having already selected Schaerbeek, it would be wise to analyze its different districts to choose the most relevant one for our concept. We aim to attract a young population (27-42 years) with a relatively high average income. Probably the richest neighborhood in Schaerbeek is the Plasky area, located in the center, south, and east of the municipality. This area is mainly characterized by single-family homes and small apartment buildings. The density of buildings and population here is generally lower than in the western part of Schaerbeek, suggesting a more open and potentially more desirable living environment (IBSA 2024).

The area is easily accessible by public transport, car, and bike.

Turning to the space dedicated to our establishment, we plan to rent a place. Buying will require a significant personal investment and involves greater risk. Renting would allow us to launch our project with a smaller initial outlay. Aiming to create a cozy and welcoming atmosphere while being clean and high-quality, it is essential to find the right surface area.

According to modelesdebusinessplan, here are the recommendations for finding the ideal space:

For a bar where customers can both sit and stand, with 30 indoor seats and 10 outdoor, the necessary space can be estimated by considering the density per seat and additional space for circulation and the comfort of standing customers.

1. Indoor seating (30 seats):

- about 1.5 m² per seat is required for a comfortable indoor area. This not only accommodates seating but also ensures sufficient space for circulation. For 30 seats, this corresponds to 45 m².

2. Outdoor seating (10 seats):

- the outdoor space can usually be a bit more compact. Allow about 1.2 m² per seat. For 10 seats, this corresponds to 12 m².

3. Space for standing customers:

- in addition to seated areas, it is important to provide space for standing customers, especially if your bar encourages this arrangement. For standing space, consider about 0.75 m² per person in high-density areas. If you regularly expect about 20 standing customers, this adds about 15 m².

4. Service area and annexes:

- the space for the bar itself, drink preparation, toilets, and storage areas should not be overlooked. A reasonable estimate for these functions might be about 20 to 30 m² additional.

By adding these areas, we will need an indoor space of about 80 to 90 m² and an outdoor area of about 12 m². This totals approximately 92 to 102 m². This calculation will ensure smooth operations and a pleasant experience for our customers, both seated and standing.

The store will have a dedicated area for the "cellar" section, which will allow customers to also purchase non-alcoholic beverages. This will require us to add a few extra square meters dedicated to this area.

Il faut maintenant claculer le prix de notre établissement. Suite à une étude du marché sur ites de locations d'établissmenets comme immoweb(2024) , en ayant comme critère la commune ainsi que la superficie recherchée. Nous avons trouvé un lieu qui correspond à la plupart de nos critères avec ce fond de commerce à mettre au gout du jour pour notre bar (*Horeca À Louer À Schaerbeek - 2 000 € /Mois - 130m² - Immoweb, s. d.*).

11.4 COMMUNICATION (PROMOTION)

Communication will be an integral part of our marketing strategy. Indeed, it will allow us to be visible and recognizable. Through this means, we will also be able to promote our concept, our activities, and our new products. It encompasses all the messages, data, signals, and information that the company disseminates in its markets (granger, 2023).

We must start with a brand identity. We have already described it earlier in our chapter on marketing strategy. As a reminder, brand identity is the set of values, visuals, and messages that have been created to represent the company and its products ("brand identity: definition and guide," 2024). We decided to make a logo that is easily recognizable with a bar name that does not yet exist, which recalls the concept of illusion, which we want to reflect in our drinks. Next, we chose colors that reflect the values we want to convey. We wanted it to be easily recognizable. We also thought about a slogan, which will be as follows: chimère: magical moments, naturally pure. This slogan reminds us of the values we want to convey while maintaining an emphasis on fun.

Online presence

Website

Firstly, we want to develop a website. This website will reach people who first look on google. Indeed, during our quantitative study, we asked where people most look to find new places to go out. As shown earlier, 5 out of 120 respondents answered "google maps". 19 respondents prefer tripadvisor. These two different options shows that the website is directly accessible and allows future consumers to find more information about the restaurant or bar.

It is therefore crucial for us to have an attractive, easy-to-use, and comprehensive website. It will contain several pages:

- A cover page with our logo, our slogan, and our opening hours. Clicking on the "click if you dare" button will send us directly to the homepage.
- A homepage explaining the concept. Our logo and slogan highlighted. It is important that it is striking and brief. It will also include our values, etc. From the homepage, it will also be very easy to navigate to other pages.
- Then, we will have a "menu" page with everything offered on the menu. The prices and compositions are important to us. Customers should be able to expect before coming what they will find in terms of price range.

- A calendar pages. Wanting to organize events in our bar, it is very important for us to have a clear page with a calendar. This will be partly in the form of an agenda and below one can find photos of different events. This will allow one to choose either based on the date or the artist.
- Finally, we will have a contact page. This will allow artists or speakers to contact us to organize something at our place or if necessary to preserve the space for a private event.

We plan to incorporate a touch of humor on each page to engage consumers, aiming to make them laugh and entice them to relax with their loved ones at our venue.

It is essential to optimize a website's visibility so that it doesn't get lost among the hundreds of google listings. For this, several options are available to us. We're talking about sem (search engine marketing), which encompasses both seo and sea in the digital realm. According to custup (2024), sem enables us to connect with the most qualified prospects. It's an online marketing strategy designed to enhance a website's visibility and traffic through search engines (custup 2024).

To have a comprehensive sem strategy, we first need to develop seo (search engine optimization). This term defines all the techniques implemented to improve a website's ranking on search engine results pages (serp) (agence seo.fr, 2024). Through this technique, we must be careful with the keywords we use in our description and on our website. These keywords will enable us to achieve natural, long-lasting, and free seo. It is therefore very important to consider them carefully. Here are examples of keywords that should be found on our website:

1. Non-alcoholic bar Brussels
2. Brussels mocktail bar
3. Sober nightlife Brussels
4. Alcohol-free cocktails Brussels
5. Chimera bar Brussels

Next, we need to develop sea (search engine advertising), which refers to paid advertising. This allows for increased visibility in search engines and on social networks. It's beneficial to implement this at the start of development to boost site visits and increase traffic. Often discussed in terms of cost per click, sea offers six advantages, according to redaction (2023):

1. Rapid visibility increase.
2. A strategy that complements natural referencing.
3. Launch of seasonal campaigns.
4. Flexibility of campaigns.
5. A strategy suitable for all businesses.
6. Visibility on google maps.

We will detail the costs of these ads in our financial plan.

For our online presence, we will ultimately be vigilant about all opportunities to be as visible as possible. However, it's important not to spread ourselves too thin so that we can focus on the quality of our online offering. Google offers many ways to improve visibility and rankings. Therefore, it will be crucial to take advantage of these opportunities.

Social network

Social media platforms today can greatly enhance a brand's visibility, making them essential to leverage. They not only allow us to keep a record of what's happening in the bar, such as events, new offerings, etc., but also help us strengthen our visual identity. According to statistics from degraux et al. (2023), instagram is used by 45.8% of belgians over the age of 12, while facebook leads with a usage rate of 68.9%. These figures underscore the importance of being present on these platforms.

Our proposition could be particularly appealing on these networks given our innovative approach and value proposition. For example, other instagram pages offering the same product as us, such as losmoz in liège, have 1,666 followers, while the already established bu de pris has just under 6,000 followers.

Through social media, we aim to increase our visibility and establish a connection with our consumers by creating a community. We could provide content about the creation, the work, our progress, explain how to launch a bar, and outline the necessary steps. Later, we can promote our events and propose collaborations with influencers who share common values.

According to instagram for business, there are three steps to creating attractive content and succeeding. First, it involves creating visual content with audios, good transitions, and highlighting the keywords of the message. Next, it is important to write good captions, and finally, to add useful tags that will serve a similar role to seo on google, but on instagram (*conseils pour mettre en valeur votre contenu publicitaire sur instagram : comment démarquer vos publications et reels*, n.d.).

It's important to create a posting schedule. According to redaction (2023), it's advised to follow specific hours and days for posting because these are the times when influence is greatest. Here is a schedule that we will attempt to follow, which we have created with the help of chatgpt.

Day	Time	Content focus	Notes
Monday	8 am	Motivational quote or image	Start the week with positive vibes.
	1 pm	Special non-alcoholic drink highlight	Lunchtime post to attract the lunch break crowd.
Wednesday	3 pm	Mid-week highlights or behind-the-scenes	Engage users during the midday slump.
	7 pm	Upcoming events or weekend preparation	Build anticipation for the weekend.
Friday	9 am	Customer testimonials or user-generated content	Build community and trust.
	6 pm	Evening special or unique feature	Attract the after-work crowd for the weekend kickoff.
Saturday	11 am	Post about the day's special event or atmosphere	Capture weekend socializers.

Day	Time	Content focus	Notes
Sunday	9 am	Reflective post or calm image	Catch the early morning weekend crowd.
	4 pm next week	Weekend recap or sneak peeks into	Keep engagement rolling and build excitement for next week.

Offers and promotions.

We aim to feature our bar, chimère, on promotion platforms like the fork and airbnb experiences to offer special rates for evenings that include drinks and appetizers, providing value beyond direct bar purchases. This approach enhances visibility and drives bookings.

Additionally, we plan to be visible on platforms like tripadvisor to boost our reputation and sales. Online communication through these channels, alongside our website, social media, and newsletters, will be pivotal in reaching our audience effectively and maintaining engagement post-opening. This integrated digital strategy ensures chimère stands out in the competitive non-alcoholic bar scene.

Outline presence

Presse et relations publiques

To ensure the success of our non-alcoholic bar, chimère, it is crucial to implement an effective communication strategy that includes a significant presence in the media. The experiences of other non-alcoholic bars in europe show that innovation in this sector can generate substantial media visibility. As pioneers of the concept in Brussels, we plan to leverage this advantage to capture the interest of both the public and the media.

We would like to write a press release to announce the opening of the bar in the media, emphasizing that it is the first non-alcoholic bar in Brussels. We would also like to organize a launch party, inviting people from the industry who share our values. This will help us to maximize our visibility. According to xavier from losmoz, the press has truly helped him gain customers and visibility.

Sponsoring and partnership

As mentioned earlier, we plan to host artistic events and conferences to promote female talent at our bar, chimère. To achieve this, we aim to create partnerships with female artists and speakers. By collaborating with talented women from various fields, we hope to provide a platform that not only showcases their skills but also enhances the cultural richness of our events.

Additionally, we are interested in forming partnerships with female influencers who share our values. These influencers can help amplify our message and reach a wider audience by promoting our events and ethos on their platforms. This strategy will not only increase our visibility but also strengthen our community engagement by aligning with voices that resonate with our brand's commitment to inclusivity and innovation in the non-alcoholic beverage scene.

By fostering these collaborations, we hope to create a vibrant, supportive network that thrives on mutual support and shared success, making chimère a hub for creativity and empowerment.

Word-of-mouth

Word-of-mouth is crucial for the success of our bar, as it builds trust and authenticity. Recommendations from friends and family are more credible than traditional advertising, encouraging people to try our bar. By providing an exceptional experience, our customers naturally become ambassadors for our brand, sharing their satisfaction and thus attracting new visitors.

Aurélie Couvreur has also emphasized the importance of personal and professional networks. By building strong relationships with our customers and understanding their preferences, we encourage them to share their positive experiences. We facilitate this sharing by organizing special events and offering incentives for online reviews and referrals.

In summary, word-of-mouth, bolstered by active engagement in our customers' networks, is essential for building and maintaining chimère's popularity, thus creating a loyal community around our unique concept.

In conclusion, effective communication is pivotal for the successful launch and ongoing promotion of our non-alcoholic bar in Brussels. We aim to establish a strong media presence, leveraging the innovative nature of our business to attract significant attention both from potential customers and from the press. Initiatives such as hosting events that promote female talent and partnering with influencers who align with our values will enhance our visibility and credibility in the market.

By prioritizing a dynamic online presence through a well-maintained website and strategic use of social media platforms, alongside traditional press engagement, we plan to create a comprehensive and engaging brand image. This strategy not only aims to attract a broad audience but also to build lasting relationships with our customers, encouraging word-of-mouth that will sustain our visibility and popularity in the competitive hospitality sector.

12 ORGANIZATIONAL PLAN

In this part of the work, we will establish our organizational plan. Its purpose is to structure our internal management in terms of human resources and operations. It will include our operating hours, sales estimates, and personnel management. Additionally, we will describe our long-term vision for the launch and its progression over the next five years.

12.1 SCHEDULES

Following our discussions, particularly with Xavier from Bar Losmoz, we have decided to open the bar from Tuesday to Saturday.

The bar will be open from Wednesday to Thursday, from 3 p.m. to 8 p.m. at the earliest. We don't want to open before 3 p.m. as we do not offer dishes or individual lunches. Therefore, we believe that the lunchtime crowd won't be very high. However, it seems sensible to open from 3 p.m. to provide a minimum number of guaranteed hours of operation. From 3 p.m., we will kick off the afternoon with snacks and early apéros. Closing at 8 p.m. at the earliest allows us some flexibility regarding attendance or our events. If the bar is empty after 8 p.m., except for "special" evenings, we will allow ourselves to close.

We will communicate special opening hours through our social networks and our website for "special" evenings.

Friday and Saturday will have extended hours. We will open from noon to 9 p.m. at the earliest.

We believe it is important to close the bar two days a week to thoroughly clean and tidy up. Order logistics, accounting, and administration will also be handled on these days.

Lastly, we will also close for 4 weeks a year to take vacations. This can be reconsidered depending on the bar's popularity and efficient functioning. However, for now, we prefer to account for it, as we don't think we can delegate significant responsibilities in the first few years. This means we will be open 48 weeks a year with five days of operation, resulting in a total of 240 days per year.

Day	Opening Hours
Monday	Closed
Tuesday	Closed
Wednesday	3 p.m. - 8 p.m. (at the earliest)
Thursday	3 p.m. - 8 p.m. (at the earliest)
Friday	12 p.m. - 9 p.m. (at the earliest)
Saturday	12 p.m. - 9 p.m. (at the earliest)
Sunday	12 p.m. - 9 p.m. (at the earliest)

12.2 SALES FORECAST

To establish an effective sales forecast for our non-alcoholic bar, we adopted a systematic approach focused on analyzing customer traffic and consumption patterns, taking into account our offerings of both beverages and appetizer platters, as well as non-alcoholic bottled drinks.

We assumed that all our customers would come in pairs at a minimum. Therefore, we calculated our forecasts based on tickets for two people. We understand that not everyone will order the same thing. Some people might come just for a coffee, others for a drink, and others still for drinks and tapas.

We will be open 240 days per year with 37 hours per week over 48 weeks. We consider that our success will not be the same at the beginning as it will be later on. The first few months will be crucial for the launch of our brand, but it will take time to become well-known. Therefore, we estimate an average of 14 visits per day during the first quarter. Then, in the second quarter, with better weather, we hope for 30 visits per day, and finally, in the high season, 45 visits per day. This includes both bar and shop customers.

Taking all this into account, we expect a total of 7,757 visits per year.

Realistic					
# Bills bar/quarter	600	1080	1620	1440	4740
# Bills Shop/Quarter	257	720	1080	960	3017
# Bills/Quarter	857	1800	2700	2400	7757
# Bills/Day	14	30	45	40	

We have also made both pessimistic and optimistic forecasts to have a more comprehensive view and different scenarios.

	Q1	Q2	Q3	Q4	TOTAL
Pessimistic	60	60	60	60	240
# Bills bar/quarter	480	864	1296	1152	3792
Average bill value €	16	16	16	16	
# Bills Shop/Quarter	206	576	864	768	2414
Average bill value €	24	24	24	24	
# Bills/Quarter	686	1440	2160	1920	6206

Optimistic					
# Bills Bar/Quarter	720	1296	1944	1728	5688
# Bills Shop/Quarter	309	864	1296	1152	3621
Quarter bills	1029	2160	3240	2880	9309

Additionally, we considered the impact of monthly special events, which we anticipate will attract more customers and increase both beverage consumption and bottle sales significantly. By multiplying the estimated number of customers by the average consumption per visit and adjusting for peak periods and special event days, we were able to calculate our projected revenues.

This comprehensive approach ensures that our operational and marketing strategies are well-aligned with market expectations, optimizing both the customer experience and the profitability of our bar.

12.3 STAFF

Regarding staffing, given our seating capacity of 30, we are assessing our needs under three scenarios:

The first scenario is pessimistic, reflecting 80% of our initial operational expectations for our bar. In this scenario, we believe it will be possible to manage the clientele alone, allowing us to save on personnel costs. We are confident in this approach, as our experience in the hospitality industry has shown that managing this level of customer traffic single-handedly is feasible.

The second scenario is our baseline estimate. For this, we plan to hire a student to help manage the workload. Employing a student will enable us to save on wages and offers flexibility in scheduling.

Finally, we have the optimistic scenario, set at 120% of our baseline estimates. In this case, we anticipate the need for substantial reinforcement. Therefore, in addition to a student, we will hire a full-time permanent employee. This addition will significantly reduce our workload.

The permanent employee will be responsible for setup, bar service, and maintaining the cleanliness of the establishment. Although not in a managerial role, it is important that they be entrusted with responsibilities akin to those of the managers, ensuring a high level of commitment and quality in service delivery.

12.4 LT OBJECTIVES

We have several long-term goals. Firstly, we aim to become a leading non-alcoholic bar in Brussels. We want to create a strong brand that can initially expand within the region and then throughout the country. For our first bar, we will start by organizing "special" evenings once a week. Once the bar has gained sufficient recognition and we have established an effective operational strategy, we will increase these events to twice a week after one year, and three times a week, including Sunday mornings, after two years. Here is a Gantt chart to illustrate this plan.

Year	Quarter	Activity	Details
Year 1	Q4	Launch	Open the first bar and start operations.
Year 2	Q1	Special Events	Organize one special evening per week.
	Q2	Marketing Campaign	Increase visibility through social media and local advertisements.
	Q3	Customer Feedback	Collect and analyze customer feedback to refine offerings.
	Q4	Expand Special Events	Increase to two special evenings per week.
Year 3	Q1	Brand Development	Develop and strengthen the Chimère brand.
	Q2	Regional Expansion Planning	Begin planning for expansion to other parts of the Brussels region.
	Q3	Operational Strategy Refinement	Refine operational strategies based on data collected.
	Q4	Further Expand Special Events	Increase to three special evenings per week, including Sunday mornings.

13 Legal and regulatory aspects

13.1 CHOICE OF LEGAL STRUCTURE

In establishing our non-alcoholic bar in Brussels, selecting the appropriate legal form for the business is critical. After careful consideration and consultation with legal sources, including the spf econoour, we have decided to opt for a société à responsabilité limitée (srl) or limited liability company. This decision is based on several strategic advantages that an srl offers for a startup like ours in the HORECA sector.

Key features of an srl:

1. Limited liability: one of the most compelling reasons for choosing an srl is the limited liability protection it offers. In this structure, the personal assets of the shareholders are protected. Shareholders are only liable for the amount they have invested into the company. This is crucial for protecting personal investments in case the business faces financial difficulties.
2. Flexibility in ownership: an srl provides significant flexibility in terms of ownership and management. Unlike some other business forms, an srl can be established with just one or more shareholders. This is particularly beneficial for small startups that may not have multiple investors at the outset.
3. No minimum capital requirement: according to the spf econoour, recent legal reforms have eliminated the requirement for a minimum capital contribution to start an srl. This is particularly advantageous for new entrepreneurs who may be starting with limited funds and wish to minimize initial financial pressures.
4. Management structure: the srl allows for a streamlined management structure, typically overseen by one or more managers who may or may not be shareholders. This flexibility in management helps in the efficient operation of small to medium-sized businesses.
5. Tax benefits: for an srl, the taxation is on the corporate earnings rather than being directly linked to the personal income taxes of the owners. This can often result in a lower tax rate compared to personal income tax, depending on the profits generated by the company.
6. Regulatory compliance: while the srl does require the drafting of articles of incorporation and potentially more complex accounting and reporting than a sole proprietorship, these requirements help ensure transparency and good governance, which can be appealing to investors and regulatory bodies.

Incorporation process:

To incorporate an srl, the founders must draft and notarize the articles of incorporation, a process that legally establishes the company. This document outlines the company's business activities, registered office, management structure, and the rules for transferring shares. Additionally, a financial

plan must be submitted, detailing the anticipated revenues and expenses. This plan not only helps in strategic planning but also satisfies legal requirements demonstrating the financial viability of the business, as emphasized by spf econoour guidelines.

In conclusion, choosing an srl as the legal structure for our bar in Brussels offers several advantages in terms of liability protection, management flexibility, and financial requirements. This structure supports our goals of establishing a stable, legally compliant, and financially sound business ready to make a mark in the local market. This approach aligns with the best practices and recommendations provided by spf econoour and business Belgium, ensuring that our business conforms to belgian legal standards while optimizing our operational potential.

13.2 ADMINISTRATIVE AND LEGAL STEPS FOR STARTING A BUSINESS

1. Drafting and notarization of articles of incorporation: the first step in forming an srl is to draft the articles of incorporation. This must be done in the presence of a notary. The articles of incorporation are crucial as they define the company's purpose, structure, and operational guidelines. This document will include the business name, registered address, detailed business activities, and the rules under which the company will operate.

- according to spf econoour, the articles must also outline the initial share capital, shareholder rights, and the responsibilities of directors and officers.

2. registration with the crossroads bank for enterprises (bce): after the articles of incorporation are notarized, the next step is to register the company with the bce. This is a mandatory requirement as outlined by business Belgium. Registration provides the company with a unique business number, which is used in all official documents and transactions, acting as the company's identity for legal and administrative purposes.

3. Opening a corporate bank account: opening a dedicated corporate bank account is essential for managing finances distinctly from personal assets. This account will be used to handle all transactions related to the business. The initial capital, as detailed in the articles of incorporation, must be deposited into this account, which serves as proof of capital contribution when registering the company.

4. Vat registration: all companies in Belgium engaged in taxable supply of goods or services must register for vat. This process can be initiated through the federal public service finance. Once registered, the company receives a vat number, which must be used in all business transactions and invoicing, ensuring compliance with tax regulations.

5. Social security and insurance: as per business Belgium, registering with a social insurance fund is obligatory for all self-employed individuals in Belgium, including company directors. This registration ensures that you are covered for social security benefits.

- additionally, it is mandatory to have specific insurances in place, such as professional liability insurance, fire insurance, and, if applicable, worker's compensation insurance. These insurances protect the business assets, employees, and the business owner against various risks.

6. Compliance with employment regulations: if the company plans to hire employees, it must register as an employer with the national social security office (onss). This involves setting up payroll systems compliant with belgian labor laws, declaring employees to the onss, and fulfilling ongoing reporting requirements.

7. Finalizing legal and regulatory obligations: ensure all regulatory signs and licenses are in place, especially those pertaining to health, safety, and sector-specific regulations. For businesses in the HORECA sector, this might include food safety permits from the federal agency for the safety of the food chain (fasfc) and a music license from sabam if music is played on the premises.

13.3 LEGAL ASPECTS RELATED TO THE HORECA SECTOR

1. Moral character certificate: required from the local municipality for all managers and staff involved in serving food and beverages to certify legal eligibility.

2. Professional competency: proof of professional skills and management knowledge necessary for food preparation and service.

3. Fire safety compliance: a mandatory inspection by the fire service is required to obtain a fire safety certificate, ensuring adherence to fire safety regulations.

4. Surveillance by cameras: if surveillance cameras are installed, a formal declaration must be filed at declarationcamera.be for compliance with privacy laws.

5. Afscsa authorization: registration with the federal agency for the safety of the food chain (afscsa) is essential to meet food safety standards.

6. Hygiene certificate: issued by the local health department after inspecting the premises for health and sanitation standards.

7. Operating permit: this permit from the local municipality confirms compliance with safety, hygiene, and operational standards.

8. Municipal taxes and regulations: awareness of local taxes and regulations, including those on public space usage and commercial signage, is crucial.

These steps are vital to ensure that the business operates within legal frameworks, avoiding legal issues and building customer trust.

AFSCA – Special rules

Here are more detailed guidelines on the AFSCA regulations applicable to your non-alcoholic bar offering appetizer platters:

Authorization and registration Mandatory registration: Every establishment handling food must register with the AFSCA. This involves submitting details about your activities and facilities (AFSCA,2024).

Hygiene Hygiene training: Staff must undergo regular training on hygiene practices for safely handling food. Cleaning and Disinfection: Equipment and surfaces that come into contact with food must be regularly cleaned and disinfected (AFSCA,2024).

Infrastructure Facility layout: Facilities must be designed to prevent cross-contamination, with clearly defined areas for receiving goods, storage, preparation, and sales. Water Access and Sanitation: Adequate sanitary facilities must be available, including a sufficient number of hand-washing stations equipped with soap and hygienic drying methods (AFSCA,2024).

Equipment Refrigeration: Refrigeration equipment must be used to keep perishable goods between 0°C and 8°C. A precise thermometer should be installed to monitor temperatures. Equipment Maintenance: Equipment should be regularly maintained and checked to ensure they function properly and maintain the necessary conditions for safe food storage (AFSCA,2024).

Temperature control Monitoring: The temperature at which food is stored must be constantly monitored and recorded to prevent the cold chain from breaking, which could lead to bacterial proliferation (AFSCA,2024).

Traceability Record keeping: A record of all ingredients used must be maintained. In the event of a product recall or food safety issue, the origin of each ingredient must be traceable (AFSCA,2024).

Staff training Skills and responsibilities: Staff should be clearly informed of their responsibilities regarding food safety. Regular training sessions should be organized to maintain and update their skills (AFSCA,2024).

Pest control Management plan: A pest management plan must be implemented to control or eliminate risks of contamination by animals or insects (AFSCA,2024).

Allergens Customer information: Clear information must be available to customers about the presence of allergens in the products served. This may involve labeling on menus or visible displays (AFSCA,2024).

In conclusion, adhering to AFSCA regulations is crucial for ensuring the safety and quality of the food served in your non-alcoholic bar. By following the detailed guidelines on registration, hygiene, infrastructure, equipment management, temperature control, traceability, staff training, pest control, and allergen information, you can maintain high standards of food safety and customer satisfaction. Regular updates and consultations with AFSCA resources or food safety experts will help keep your practices up to date and compliant with the latest regulations.

14 Financial plan

Creating a financial plan for our project is essential to evaluate its profitability. We have scheduled the business launch for January 1, 2025, and the financial plan will cover a five-year period, up to 2029.

A financial plan is a comprehensive report that outlines the projected financial statements of a business's commercial activities and the required financial resources. It provides a clear picture of profitability prospects and translates strategic goals into numbers. Key components of the plan include revenue projections, expense forecasts, cash flow analysis, and break-even calculations. It helps determine whether the expected income will cover operating costs and generate profits, while also identifying funding needs and potential risks (| Hub.info, 2024).

Nous allons diviser notre plan financier en

14.1 INVESTMENTS PLAN

The first step of our financial plan will be to calculate our investments. We will divide these investments into three parts: establishment costs, intangible assets, and tangible assets. This will allow us to understand the funds we need to start our business.

Assets & set-up costs			
		TVAC	HTVA
I. Establishment costs		1.554,55 €	1.228,09 €
Notary fees	TVAC	1.000,00 €	790,00 €
Notarial deed drafting fees	TVAC	114,95 €	90,81 €
Registration fee of constitutive act at the SPF finance		50,00 €	39,50 €
Constitutive act in the belgian Official Gazette	TVAC	237,10 €	187,31 €
BCE registration fees		92,50 €	73,08 €
VAT nummer activation fees		60,00 €	47,40 €
II. Intangible assets		- €	- €
		- €	- €
III. Tangible Assets		19.944,65 €	15.756,27 €
Detailed in appendix X			
Total		21.499,20 €	16.984,37 €

In preparation for launching our bar, we have meticulously assessed all the necessary initial costs. Establishment expenses include notary fees, registration costs, and the expenses associated with forming a company in Belgium, details of which were obtained from national registration websites.

We have decided not to invest in intangible assets such as a centralized delivery system, as this does not align with our current strategy. Instead, we have focused on acquiring tangible assets, see details annex 20. Following a thorough evaluation of our needs, determined by our menu, our offerings, and

our strategy, we opted to purchase mostly second-hand furniture and equipment of nearly new quality. This approach aligns with our commitment to ecological practices and reusability. Although this required more organization and time, it allowed us to achieve significant savings. After consulting various online resources for restaurateurs to estimate costs, the total for this category amounts to €15,757.

Therefore, the total cost of the investments needed to launch our bar amounts to €16,985, excluding VAT.

To fund this project, we have an initial capital of €10,000, which will be fully injected into the business. Additionally, to complete our financing, we plan to take out a bank loan of €20,000.

14.2 FUNDING FOR INVESTMENTS

In order to finance our launch while keeping some money set aside for unexpected situations, we will therefore take out a loan of €20,000 over a period of 5 years, at an interest rate of 5.75%, which is the legal rate in effect in 2024 for Belgium (Prêt Coup de Pouce - Wallonie Entreprendre, n.d.). Below you will find the calculation of our annuities which will allow us to visualize our costs per year and per month for this loan.

Formula used :

$$20\ 000 = x * \frac{1-(1+0.0575)^{-5}}{0.0575}$$

Constant annuities

$$\text{Amount of loan} = \text{Annuity} * \frac{1 - (1 + i)^{-n}}{i}$$

Loan ANNUITIES						
Loan amount		20.000,00 €		Start date	01-01-25	
Rate		5,75%		End date	31-12-29	
Duration (years)		5				
Year	annuity	interests	Capital	Remaining Balance		
2025	4.715,68 €	1.150,00 €	3.565,68 €	16.434,32 €		
2026	4.715,68 €	944,97 €	3.770,71 €	12.663,61 €	4.715,68 €	393,0
2027	4.715,68 €	728,16 €	3.987,53 €	8.676,08 €		
2028	4.715,68 €	498,87 €	4.216,81 €	4.459,27 €		
2029	4.715,68 €	256,41 €	4.459,27 €	0,00 €		

14.3 COSTS

14.3.1 Cost of goods sold

The Cost of Goods Sold (CoGS) is calculated to assess the direct cost incurred to produce the goods sold by a company during a given period. This measure is crucial for determining the profitability of products, allowing for adjustments in pricing strategies and inventory management. CoGS is typically calculated by adding the cost of beginning inventory to the purchases made during the period and then subtracting the cost of ending inventory. This calculation provides a basis for accurate financial analysis and helps businesses make informed decisions regarding production, pricing, and procurement.

First, we need to calculate the costs for each product. Based on our recipes, we sourced supplier prices. We then calculated the cost of each product according to the required quantity. Finally, we averaged the cost for each type of beverage and an average price for the tapas. This gives us the following CoGS; you will find all the details for each product in the appendices (see Appendix 12).

Recap Menu COGS	
Drinks	
Mocktails	2,02 €
Bières	1,66 €
Vins	1,37 €
Softs	0,69 €
Food	
Hummus	0,91 €
Pain	0,60 €
Fromage	2,80 €
Saucisson	2,33 €
Chips	0,69 €
cave	
Strong Alcohol 0,0	16,28 €
beers	1,66 €
wine	8,22 €

14.3.2 Personnel expenses

As explained earlier (see above p.71), we have planned three scenarios related to sales and customer flow. These three situations will allow us to adapt our costs.

The information regarding employee salaries was sourced from Securex. They enabled us to conduct a simulation to calculate the cost of an employee.

We also benefit from a significant reduction due to the hiring of our first employee. Indeed, when hiring a first employee, we receive a reduction of nearly €7,000 in social charges over one year.

We will also use these scenarios to calculate our cash flow.

Based on our experience in the hospitality industry, we estimate that in the first two scenarios, a significant portion of the tasks can be handled alone or with the help of a part-time student.

Employee costs					
	Owner	Owner	Student	Owner	Employee
Min Gross Salary/hour	14,81 €	14,81 €	14,81 €	14,81 €	14,81 €
# employees	1	1	1	1	1
# weeks/year	52	52	48	52	52
Hours/week	38	38	16	38	38
Annual Salary	29.264,56 €	29.264,56 €	11.374,08 €	29.264,56 €	29.264,56 €
Monthly gross salary	2.438,71 €	2.438,71 €	947,84 €	2.438,71 €	2.438,71 €
Social Security Contribution	731,61 €	731,61 €	51,47 €	731,61 €	731,61 €
Other costs	83,81 €	83,81 €	83,81 €	83,81 €	83,81 €
Total monthly cost/person	3.254,14 €	3.254,14 €	1.083,12 €	3.254,14 €	3.254,14 €
Annualy Subsidies (first employees)	39.049,65 €	39.049,65 €	12.997,41 €	39.049,65 €	39.049,65 €
	- 7.000,00 €	- 7.000,00 €		- 7.000,00 €	- 7.000,00 €
TOTAL	32.049,65 €	45.047,06 €		64.099,30 €	

This initially results in a cost of €32,049, then reaches €45,047 with the manager and a part-time student, and finally a cost of €64,099 in the last scenario.

14.3.3 Services and miscellaneous goods

Operating Costs					
Type	Price	unit	Needed/M	Monthly	Yearly
prestataires					1.110,00 €
Accountant	22,50 €	Month	1	22,50 €	270,00 €
Miscellaneous (technicians)	70,00 €	Hour	1	70,00 €	840,00 €
Local					41.241,44 €
Loyer	2.000,00 €	Month	1	2.000,00 €	24.000,00 €
Assurances	2.000,00 €	Year			2.000,00 €
Internet	34,00 €	Month	1	34,00 €	408,00 €
Téléphone	35,00 €	Month	1	35,00 €	420,00 €
eau	2,80 €	m3	460,8		1.290,24 €
gaz	0,30 €	KWH	1500	450,00 €	5.400,00 €
Electricité	0,09 €	KWH	2867	266,60 €	3.199,20 €
entretien & travaux					1.500,00 €
detection incendie	12,00 €	Month	1	12,00 €	144,00 €
videosurveillance	42,00 €	Month	1	42,00 €	504,00 €
Alarm system	99,00 €	Month	1	99,00 €	1.188,00 €
Abonnement Lightspeed	99,00 €	Mont	1	99,00 €	1.188,00 €
Marketing					3.536,40 €
Pub google	100,00 €	Month	1	100,00 €	1.200,00 €
Pub Meta	100,00 €	Month	1	100,00 €	1.200,00 €
Pub papier	30,35 €	1000	2	60,70 €	728,40 €
Abonnement Wix	34,00 €	Month	1	34,00 €	408,00 €
obligations légales					1.561,57 €
secrétariat social					960,00 €
Afsca					202,22 €
paiement par carte					237,00 €
SABAM					162,35 €
Divers					4.000,00 €
total					51.449,41 €

Our Costs for Services and Various Goods

- Cost of service providers: We have found an application called "Accountable" that will allow us to manage our accounting easily and affordably (Accountable | Vos Impôts D'indépendant ? Déjà Faits. - Accountable, 2024).
- Maintenance costs: Given that our equipment and machinery are likely to wear out, we have budgeted for weekly maintenance costs, estimating €50 per week for a service provider.
- Fixed costs related to the premises: The premises we found in Schaerbeek costs €2,000 per month, totaling €24,000 per year.

- Insurance: It is crucial to have insurance. We conducted a simulation with AXA Insurance (AXA, 2024) and, based on our square footage and product offerings, the annual cost is €2,000.
- Utilities: We also need to calculate our utility expenses, which include water, electricity, and gas. Based on our interviews and research on various supplier websites, we estimate annual costs of €1,290 for water, €5,400 for gas, and €3,200 for electricity.
- Telephone and Internet: Based on a proposal from Proximus (Proximus, 2024), the annual cost for phone and internet services is €830.
- Maintenance provisions: We have set aside a provision of €1,500 for minor repairs and maintenance.
- Security: It is crucial for us to be protected against any accidents. For this, we need a fire detector, a video surveillance system, and an alarm system for when the premises are unoccupied. Each of these items costs just under €3,000.
- Lightspeed POS System: Lightspeed will help us record orders, generate sales statistics, and facilitate payments. The cost is €99 per month (Une Plateforme De Caisse Qui S'adapte À Vos Besoins – SSP, 2023).
- Marketing: We have allocated specific budgets for marketing. While we cannot afford to spend more each month, these amounts are sufficient to generate some visibility.
- Finally, we have all our legal obligations. The social secretariat costs €960, information which we found on Securex (2024). Additionally, AFSCA requires a fee of €202.22 (AFSCA, 2024). When our clients pay by card, there are fees of 5 cents per transaction, which amounts to a total of €162.35.

14.3.4 Depreciation

Amortissements										
Nautre of investissement	montant	Durée (Years)	Amortissement			Exercice				
			L/D	%	1	2	3	4	5	
I. Establishment costs	1.228,09 €	5	L	100%	€ 245,62	€ 245,62	€ 245,62	€ 245,62	€ 245,62	€ 245,62
II. Intangible assets	- €	3	L	100%	€ -	€ -	€ -	€ -	€ -	€ -
III. Tangible Assets	15.756,27 €									
Furniture	5.727,50 €	7	L	100%	€ 818,21	€ 818,21	€ 818,21	€ 818,21	€ 818,21	€ 818,21
Equipment	5.169,18 €	3	L	100%	€ 1.723,06	€ 1.723,06	€ 1.723,06	-	-	-
Computer equipment	1.294,81 €	4	L	100%	€ 323,70	€ 323,70	€ 323,70	€ 323,70	-	-
Machines	3.564,78 €	5	L	100%	€ 712,96	€ 712,96	€ 712,96	€ 712,96	€ 712,96	€ 712,96
Total	16.984,37 €				3.823,55	3.823,55	3.823,55	2.100,49	1.776,79	

Now we move on to the depreciation of our investments. We will use the straight-line method to depreciate our investments. This amount will be depreciated over several years, depending on its nature. In the first year, we will have a depreciation of €3,823.55, and in five years, we will have a depreciation of €1,776.79.

14.4 REVENUE

In our bar, we will be managing two parallel activities. On one side, there will be the service area offering tapas and non-alcoholic drinks, and on the other, the product side featuring a non-alcoholic cellar.

Following our discussions with Xavier and the insights from the bar Le Déjà Bu in Paris, we are making several assumptions. We anticipate that 60% of our sales will come from the bar service and 40% from the cellar sales. Within these percentages, we will also account for three sizes of sales: small, medium, and large, based on our observations. This differentiation will help us calculate the average basket size we expect and, ultimately, our break-even point. These calculations will be directly linked to the customer traffic estimates we have projected for our bar.

Activity 1 = Bar (Food and Beverage)				70%
Hypothesis	2 persons/bill			
	70% of total cost			
	Small	medium	Big	
	2 softs	2 mocktails	2 mocktails + 2 tapas	
Price to pay VAT incl	5,40 €	19,00 €	35,00 €	
Price to pay VAT excl	4,46 €	15,70 €	29,99 €	
Proportion of # sales	25%	50%	25%	
Average ticket value € VAT excl	1,12 €	7,85 €	7,50 €	16,46 €
COGS	1,38 €	4,04 €	5,87 €	3,84 €
Gross margin €	3,08 €	11,66 €	24,12 €	
Gross margin %	69%	74%	80%	
Average margin/ ticket	0,77 €	5,83 €	6,03 €	12,63 €
Other costs shop / month				6.037,29 €
Break even point = # bills / month				478
Minimum sales (VAT excl) / month				7.870,68 €

Activity 2 = Cave (shop)				30%
Hypothesis	30% of total cost			

	Small	Medium	Big	
Examples	1 bottle of 0% wine	1 Rum 0% bottle	6 bottles of 0% wine	
Price per bill € VAT Incl	15,00 €	30,00 €	90,00 €	
Price per bill € VAT excl	12,40 €	24,79 €	74,38 €	
Proportion of # sales	50%	40%	10%	
Average ticket value € VAT excl	6,20 €	9,92 €	7,44 €	23,55 €
COGS	9,22 €	16,28 €	55,32 €	16,65 €
Gross margin €	3,18 €	8,51 €	19,06 €	
Gross margin %	26%	34%	26%	
Average margin/ ticket	1,59 €	3,41 €	1,91 €	6,90 €
Other costs shop / month				2.587,41 €
Break even point = # bills / month				375
Minimum sales (VAT excl) / month				8.831,97 €

From this analysis, we conclude that to achieve our monthly break-even point, we need to sell at least 478 tickets at €19.60 in the bar and 375 tickets at €41.25 in our store section. This requires us to generate a minimum monthly turnover of €16,702.73 VAT, with 70% of our sales expected from the bar and 30% from the cellar. We recognize that reaching this revenue target in the first quarter might be challenging, as business launches can be slow and not immediately profitable. Nonetheless, our objective is to hit this break-even point after the first quarter and to be profitable by the end of the first year. We are particularly optimistic about our launch in January 2025, during the alcohol-free period, which presents an excellent opportunity for us to initiate our operations with effective communication at that time.

Year 1 - Revenue forecast					
	Q1	Q2	Q3	Q4	Year 1
Pessimistic	60	60	60	60	240
# Bills bar/quarter	480	864	1296	1152	3792
Average bill value €	16	16	16	16	
Total revenue bar €	7903	14225	21337	18967	62431

# Bills Shop/Quarter	206	576	864	768	2414
Average bill value €	24	24	24	24	
Total revenue shop €	4845	13567	20350	18089	56852
# Bills/Quarter	686	1440	2160	1920	6206
Total revenue bar + shop		27.792	41.688	37.056	119.283
	12.748 €	€	€	€	€
Cogs		12.906	19.359	17.208	54.739
	5.267 €	€	€	€	€
		14.886	22.329	19.848	64.544
Gross margin	7.481 €	€	€	€	€
HR costs					
		12.862	12.862	12.862	51.449
Other costs	12.862 €	€	€	€	€
		25.768	32.221	30.070	106.189
Total costs	18.129 €	€	€	€	€
Profit before interest & tax	-	2.024	9.467	6.986	13.095
	5.381 €	€	€	€	€

Realistic					
# Bills bar/quarter	600	1080	1620	1440	4740
Average bill value €	16	16	16	16	
Total revenue bar €	9.878 €	17.781 €	26.672 €	23.708 €	78.039 €
# Bills Shop/Quarter	257	720	1080	960	3017
Average bill value €	24	24	24	24	
Total revenue shop €	6.057 €	16.959 €	25.438 €	22.612 €	71.065 €
# Bills/Quarter	857	1800	2700	2400	7757
# Bills/Day	14	30	45	40	
Total revenue bar + shop		34.740	52.110	46.320	149.104
	15.935 €	€	€	€	€
Cogs	6.583 €	€	€	€	€
		18.607	27.911	24.810	80.680
Gross margin	9.352 €	€	€	€	€
		12.862	12.862	12.862	51.449
Other costs	12.862 €	€	€	€	€
		28.995	37.061	34.372	119.874
Total costs	19.446 €	€	€	€	€
Profit before interest & tax	-	5.745	15.049	11.948	29.231
	3.511 €	€	€	€	€

Optimistic					
# Bills Bar/Quarter	720	1296	1944	1728	5688
# Bills Shop/Quarter	309	864	1296	1152	3621
Quarter bills	1029	2160	3240	2880	9309
Revenue	19.122 €	€	€	€	€
		41.688	62.532	55.584	178.925

		19.359	29.038	25.812	82.109
Cogs	7.900 €	€	€	€	€
	12.862	12.862	12.862	12.862	51.449
Other costs	12.862 €	€	€	€	€
	32.221	41.901	38.674	133.558	
Total costs	20.762 €	€	€	€	€
Profit before interest & tax	-	9.467	20.631	16.910	45.367
	1.640 €	€	€	€	€

We calculated these three scenarios quarterly to have a more accurate view of our revenue and to understand their implications on our cash flow and P&L.

14.5 FINANCIAL INDICATORS

14.5.1 Forecasted income statement

	P&L (realistic scenario)				
	2025	2026	2027	2028	2029
Revenue	149.104,25 €	171.469,89 €	197.190,37 €	226.768,93 €	260.784,27 €
Cost of Goods Sold	68.424,15 €	78.687,77 €	90.490,94 €	104.064,58 €	119.674,26 €
Gross Margin	80.680,10 €	92.782,12 €	106.699,44 €	122.704,35 €	141.110,00 €
Gross Margin %	54%	54%	54%	54%	54%
Operating Expenses					
Labour cost	32.049,65 €	45.047,06 €	45.948,00 €	64.099,30 €	65.381,28 €
Rent	24.000,00 €	24.720,00 €	25.461,60 €	26.225,45 €	27.012,21 €
Advertising	3.536,40 €	3.005,94 €	2.555,05 €	2.171,79 €	1.846,02 €
Electricity	3.199,20 €	3.679,08 €	4.230,94 €	4.865,58 €	5.595,42 €
Fuel Oil	5.400,00 €	6.210,00 €	7.141,50 €	8.212,73 €	9.444,63 €
Phone	420,00 €	420,00 €	420,00 €	420,00 €	420,00 €
Internet	408,00 €	408,00 €	408,00 €	408,00 €	408,00 €
Insurance	2.000,00 €	2.300,00 €	2.645,00 €	3.041,75 €	3.498,01 €
Total Operating Expenses	71.013,25 €	85.790,08 €	88.810,09 €	109.444,59 €	113.605,58 €
EBITDA	9.666,85 €	6.992,04 €	17.889,34 €	13.259,76 €	27.504,42 €
Provisions	- €	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €
Amortissement	3.823,55 €	3.823,55 €	3.823,55 €	2.100,49 €	1.776,79 €
EBIT	5.843,30 €	1.668,48 €	12.565,79 €	9.659,27 €	24.227,63 €
Financial cost (interest on loan)	1.150,00 €	944,97 €	498,87 €	256,41 €	- €
EBT	4.693,30 €	723,51 €	12.066,92 €	9.402,86 €	24.227,63 €
Tax	1.173,33 €	180,88 €	3.016,73 €	2.350,71 €	6.056,91 €
Net profit/Loss	3.519,98 €	542,63 €	9.050,19 €	7.052,14 €	18.170,72 €

As you can see here, we decided to use the data from the realistic scenario for our first year. We also adjusted the figures for subsequent years to account for the expected increase in our revenue, as well as changes in costs for electricity, advertising, and depreciation based on our calculations. We also adapted the personnel costs accordingly: in the first year, we estimated that we would manage alone given the sales volume. In the second year, we anticipated hiring a part-time student, and eventually, in the following years, we would be able to hire a full-time employee.

Of course, these adjustments depend on the growth of our business, but if we remain within a reasonable and realistic framework, this is what we can expect. We also note that we are projecting a profit of €3,519 in the first year.

14.5.2 Cash-flow

	2024	2025				
		Q4	Q1	Q2	Q3	Q4
CF / trimestre		-17.984 €	-3.666 €	-1.694 €	4.625 €	2.314 €
cumulated CF		-25.665 €	-39.718 €	-39.877 €	-27.177 €	-20.135 €
Capital	20000					
WCN		-5.665 €	-19.718 €	-19.877 €	-7.177 €	-135 €

In this table, we have calculated the cash flow for our business, starting from September 2024. We plan to open our bar in January 2025, but we will undertake renovations and purchase initial inventory, furniture, and equipment in 2024, so it was important to include these in the cash flow table.

As expected, we see a negative cash flow in the first three quarters of the table. However, the cash flow begins to increase from the third quarter onward, indicating that monthly inflows start to exceed outflows. Despite this improvement, our cumulative cash flow remains negative until the end of 2025.

Let's now analyze our Working Capital Requirement (WCR). With a capital injection of €20,000, we reduce our maximum WCR to -€19,877 in the second quarter. To cover this, we will take out a €20,000 loan from the bank.

14.6 FINANCIAL CONCLUSION

After a thorough analysis of our financial plan, we can draw several key insights and conclusions. Our initial projections and scenarios indicate that, while the first year will present challenges, our business has the potential to become profitable if certain conditions are met.

Profitability Potential

Based on our realistic scenario, we project a modest profit of €3,519 by the end of the first year. This suggests that despite the initial negative cash flow and significant upfront investments, our business model can generate positive returns within a reasonable timeframe. However, achieving this depends on meeting the projected sales volumes and maintaining strict control over costs.

Key Considerations and Risks

Initial Cash Flow: The first three quarters show negative cash flow due to pre-opening expenses like renovations and initial inventory purchases. It is crucial to monitor cash flow closely and ensure we have sufficient working capital to cover these periods.

Revenue growth: Achieving the projected sales growth is essential. Effective marketing, high-quality service, and continuous customer engagement will be key. Seasonal fluctuations and market acceptance of our concept will significantly impact our revenue.

Cost management: Maintaining tight control over costs, particularly in areas like labor, rent, utilities, and marketing, is essential. Unexpected expenses or inefficiencies could quickly erode margins.

Loan repayment: The €20,000 loan we plan to secure will need to be repaid over five years. Ensuring our cash flow can support these repayments without compromising operational needs will be critical.

Market conditions: The non-alcoholic beverage market is growing but also competitive. Staying ahead with innovative offerings and strong customer relationships will be necessary to maintain and grow our market share.

Our financial projections indicate a viable business opportunity, provided we manage our resources effectively and meet our sales targets. We must remain vigilant, adaptable, and proactive in addressing any challenges that arise. Regularly revisiting our financial assumptions and staying informed about market trends will help ensure our long-term success and sustainability. By doing so, we can capitalize on the growing demand for non-alcoholic beverages and create a thriving business.

SWOT ANALYSIS

After analyzing the environment, conducting a swot analysis is crucial to synthesize the key elements from the internal and external analyses in this thesis. As defined by gurel (2017), swot analysis is "a strategic tool that identifies the strengths, weaknesses, opportunities, and threats of an organization." this approach helps maximize strengths, capitalize on opportunities, minimize weaknesses, and mitigate threats to develop a more effective strategy.

The swot analysis will enable us to make strategic decisions for our business. The actions implemented will help us gain a greater market share and become more competitive.

	Positive	Negative
Internal	<p>Strengths:</p> <ul style="list-style-type: none"> - Unique concept: First of its kind in a beer-dominated market, catering to the growing demand for healthier lifestyle options. - High-quality products: Commitment to offering premium non-alcoholic beverages and tapas. - Strong social media presence: Effective use of Instagram and Facebook for promotion and customer engagement. - Strategic location: Situated in Brussels, an area with high foot traffic and a diverse demographic. - Flexible business model: Ability to host a variety of events, such as exhibitions, poker tournaments, and themed nights, to attract different customer segments. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - High initial investment: Significant upfront costs for renovation, equipment, and initial stock purchases. - Need for intensive marketing: Effort required to shift consumer perceptions and establish a market for non-alcoholic bars. - Limited initial customer base: Potential slow start with a niche market focus. - Seasonal variations: Customer flow may vary significantly with seasons, impacting revenue stability.
External	<p>Opportunities:</p> <ul style="list-style-type: none"> - Health trend: Increasing societal shift towards health and wellness, including the popularity of non-alcoholic drinks. 	<p>Threats:</p> <ul style="list-style-type: none"> - Economic instability: Economic downturns could reduce discretionary spending on leisure activities.

	<ul style="list-style-type: none"> - Expansion potential: Opportunities to expand product offerings and services, such as introducing new non-alcoholic beverages. - Government and incubator support: Potential financial and advisory support from local government programs and business incubators. - Partnerships: Opportunities to collaborate with health and wellness brands, enhancing credibility and reach. 	<ul style="list-style-type: none"> - High competition: Existing bars and cafes with established customer bases. - Regulatory challenges: Navigating compliance with local laws and regulations could incur additional costs. - Demand fluctuations: Seasonal demand fluctuations could affect consistent revenue generation. -
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15.1 STRENGTHS

The non-alcoholic bar project has several key strengths. Its unique concept sets it apart in a market largely dominated by alcoholic beverages, particularly beer. This distinctiveness appeals to a niche market interested in healthier lifestyle choices, which are becoming increasingly popular. The bar's commitment to high-quality products enhances its appeal, attracting customers who value premium offerings. Furthermore, a strong social media presence on platforms like Instagram and Facebook will be crucial for engaging potential customers and building a loyal following. Strategically located in Brussels, an area known for high foot traffic and a diverse demographic, the bar is well-positioned to attract a wide range of patrons. Additionally, the business model's flexibility, which includes hosting events such as art exhibitions, poker tournaments, and themed nights, will keep the offerings fresh and appealing to various customer segments.

15.2 WEAKNESSES

Despite its potential, the project faces significant challenges. The high initial investment required for renovations, equipment, and initial stock is a major financial hurdle. Additionally, substantial marketing efforts will be necessary to shift consumer perceptions and establish the bar as a desirable destination. Initially, the bar may attract a limited customer base due to its niche focus, potentially resulting in a slow start. Seasonal variations in customer flow are another concern, as they could lead to fluctuations in revenue and necessitate strategies to ensure consistent patronage throughout the year.

15.3 OPPORTUNITIES

The project can capitalize on several opportunities. There is a growing societal trend towards healthier lifestyles, with increasing demand for non-alcoholic beverages. This trend presents a significant opportunity to expand the bar's product offerings and introduce new, innovative non-alcoholic drinks. Additionally, support from local government entities and business incubators can provide valuable financial assistance and advisory services, aiding in the bar's growth and sustainability.

Forming partnerships with health and wellness brands could further enhance the bar's credibility and broaden its customer base by associating with well-regarded brands in the health sector.

15.4 THREATS

Several external threats could impact the success of the non-alcoholic bar. Economic instability is a major concern, as it can affect consumer spending on leisure activities, including visits to bars and cafes. The bar will also face high competition from existing establishments with established customer bases. Navigating regulatory challenges and ensuring compliance with local laws can incur additional costs and administrative burdens. Furthermore, seasonal demand fluctuations could impact the bar's ability to maintain steady revenue streams, necessitating strategic planning to attract customers year-round and mitigate the effects of off-peak periods.

15.5 STRATEGICS RECOMMENDATIONS

To ensure the success of our alcohol-free bar, it is essential to build a strong brand. This includes highlighting the health benefits and unique experience we offer through social media and partnerships with local wellness communities. Organizing tasting events and health workshops can also attract health-conscious customers and reinforce our market positioning.

Effective financial management is crucial for the bar's sustainability. Adopting a phased approach to renovations and purchases will help manage costs better. It is important to maintain a flexible financial plan with cautious revenue estimates and a margin for unforeseen expenses. Negotiating better terms with suppliers will ensure consistent quality and long-term savings.

Enhancing customer experience and fostering loyalty should be a priority. Offering personalized service, remembering customer preferences, and implementing a loyalty program will encourage regular visits. Gathering and considering customer feedback will continuously improve our offerings and service.

Diversifying our offerings is a key strategy to maintain interest and attract a varied clientele. Introducing seasonal menus, limited-time special offers, and workshops focused on health and wellness can not only attract new customers but also generate additional revenue. Selling branded merchandise can also increase revenue and strengthen brand loyalty.

It is essential to anticipate and address potential weaknesses and threats. Developing a risk management plan to deal with economic slowdowns and regulatory changes will help mitigate these risks. It is also crucial to stay compliant with current regulations and use a variety of marketing channels to reach a wider audience.

Establishing strategic partnerships and actively engaging with the local community will enhance our reach and reputation. Collaborating with local businesses, participating in community events, and exploring partnerships with companies for health-focused events can attract a broader and more diverse clientele.

By implementing these strategies, our alcohol-free bar can overcome challenges, seize opportunities, and build a sustainable and prosperous business. Regularly reviewing and adapting these strategies will ensure that we remain aligned with market trends and the needs of our customers.

CONCLUSION

This study aimed to determine the feasibility of creating and sustaining a non-alcoholic bar run by a woman in Brussels. To address this issue, we conducted a comprehensive analysis, covering essential aspects such as the HORECA sector, female entrepreneurship, market research, and a detailed business plan.

Our SWOT and PESTEL analyses highlighted the main strengths, weaknesses, opportunities, and threats of the project. One of the key strengths lies in our unique value proposition: offering non-alcoholic beverages, which cater to the growing demand among consumers seeking healthier options. This was evident from our market research, which showed substantial interest in non-alcoholic offerings among our target audience. However, we must address significant challenges, notably changing public perceptions and standing out in a market traditionally dominated by alcohol-serving establishments. The competitive analysis (Porter's Five Forces) underscored the need to differentiate our concept through quality and customer experience.

Market research confirmed a solid interest in a non-alcoholic bar, particularly among young professionals and health-conscious individuals. This demographic values innovation and a welcoming atmosphere, which aligns with our concept. To attract and retain this audience, it is crucial to overcome initial consumer skepticism with an effective marketing strategy. Leveraging social media and organizing regular events will be essential for building a loyal customer base, as highlighted in our marketing plan.

Our financial plan, based on realistic, optimistic, and pessimistic scenarios, indicates that the project can achieve long-term profitability. This is contingent upon strict cost management and adaptability to market dynamics. The financial projections, detailed in the business plan, show a gradual increase in cash flow, reaching a positive balance by the end of the first operational year. Prudent cash flow management and the ability to adjust strategies quickly will be critical to maintaining the bar's financial health.

Securing financing, particularly through loans and grants, emerged as a key success factor. Our detailed exploration of available funding options, including the benefits offered by hub.Brussels, highlighted the importance of financial backing in ensuring the project's success. Additionally, effective human resource management, such as hiring part-time students, will help control labor costs while maintaining service quality, as outlined in our operational plan.

In summary, creating a non-alcoholic bar in Brussels presents promising potential but requires constant vigilance regarding market trends, strict financial management, and a robust marketing

strategy. The SWOT analysis, conducted as a final step, provided a comprehensive overview of the project's potential, validating our initial conclusions and offering a solid foundation for strategic planning. Flexibility and adaptability will be crucial to overcoming obstacles and seizing opportunities.

It is important to acknowledge the limitations of this study. The conclusions are based on current assumptions and available data, while the economic and social environment is constantly evolving. Regular reevaluation of our strategies will be essential to ensure the bar's sustainability and growth. By adopting these insights and remaining responsive to opportunities and threats, we are well-positioned to create a unique and successful non-alcoholic bar that will not only thrive financially but also enrich the local community by offering an innovative and inclusive social space.

Our comprehensive analysis demonstrates that, with careful planning and strategic execution, a non-alcoholic bar in Brussels can achieve success. However, ongoing market analysis, financial vigilance, and adaptive strategies will be necessary to navigate the evolving landscape and meet the expectations of our diverse clientele. This approach will ensure the bar's long-term viability and its contribution to the local social scene.

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