

# Evaluating the integration of Lean Startup methodology with Business Model Canvas in SMEs in the hospitality industry: a Case Study of Flavourite Wine

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## **ABSTRACT,**

This research explores the integration of the Lean Startup (LS) methodology with the Business Model Canvas (BMC) within Small and Medium Enterprises (SMEs) in the hospitality industry, using Flavourite Wine as a case study. The study goal is to determine whether integrating these methods impacts SMEs' success and sustainability. Despite comprehensive research on LS and BMC, there was a notable gap in its application to non-digital SMEs in the hospitality industry. In this study, I address this gap by investigating the practical implementation and benefits of LS and BMC in a real-world case in the hospitality industry.

In the extensive literature review, I focused on studies that examined the integration of LS and BMC in SMEs. The review highlighted the advantages of LS, like cost savings, customer-centric focus, and improved processes, with challenges like neglecting crucial aspects and market development. In a similar way, the BMC was noted for its simplicity and effectiveness in business model development but also criticized for its complexity in dynamic businesses.

To identify the research gap, the five-stage grounded theory method by Wolfswinkel et al. (2013) was used to systematically review the literature. The outcome of this systematic review was that there is a research gap between LS and BMC being widely studied in digital and high-tech startups. However, their application in non-digital, hospital industry SMEs is still underexplored.

The case study of Flavourite Wine shows the practical implications of applying both LS and BMC. The outcome showed that both methods can facilitate iterative development, customer feedback integration, and strategic pivots, resulting in contributions to the success, sustainability, and adaptability of businesses. This research offers valuable insight for entrepreneurs and SMEs in the hospitality industry, along with a framework to improve their business strategies and operational efficiency.

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## **Keywords**

Small-medium Enterprise, Lean Startup Methodology, Business Model Canvas, Qualitative Research, Market Research, Hospitality Industry, Non-Digital Enterprise

# 1. INTRODUCTION

When someone produces a new idea for their company, whether it is meant to expand on an already existing company or to start a completely new one, it is necessary to conduct some kind of research or analysis to see whether the initial idea will turn out to be successful. This used to be done by methods such as market research, business planning, product development, financial projections, etc. however, these methods tend to take a long time to give an outcome (Kuratko, 2013). And most of the time the outcome will not provide a definitive answer to the question of whether you should or should not proceed with the idea.

## 1.1 Lean startup

Eric Ries published “The Lean Startup” (Ries, 2011). In this book, he discusses a methodology for developing businesses and products that emphasizes experimentation, iterative development, and customer feedback. Chengbin et al. (2022), Blank and Dorf (2020), and Banks (2013) all concluded the importance of experimentation, iterative development, and customer feedback as described by Ries. Ries tells us that the traditional way of approaching entrepreneurship often wastes time, resources, and effort due to the lack of validation and adaptability.

### 1.1.1 Minimum Viable Product

The lean startup advocates for the creation of a so-called “Minimum Viable Product” (MVP). The MVP is the simplest version of your product, and it will allow you to gain the maximum amount of validated learning from customers with the least effort. Lenarduzzi and Taibi (2016)

Found that the MVP is supposed to assess hypotheses about the viability of the product in the market. So, the MVP typically only contains the most essential features needed to address the core problem or primary need of the targeted customers.

### 1.1.2 Build-Measure-Learn

In the book, Ries also talks about a so-called “Build-Measure-Learn feedback loop.” It is a fundamental concept of the Lean Startup methodology as it allows the entrepreneur to learn and develop their products or services based on customer feedback in a repetitive way (Cook et al. 2022), hence the loop. If we break down each step, we get the following:

**Build:** in this phase, the entrepreneur develops the earlier-named MVP. In this phase, it is crucial to get the product to the customer as quickly as possible.

**Measure:** after the release of the MVP, data must be collected on how the interaction is going with the customer. The data must represent the customer's behavior, preferences, and satisfaction. In the end, this phase is meant to give you a clear insight into what is working and what is not, and what needs to change.

**Learn:** in this phase, the entrepreneur must analyze the results from the Measure phase and must make conclusions on the effectiveness of the product or service. So, it requires decision making and, in this phase, the MVP will be adjusted to the feedback received and after this, a new improved product/service will be handed out. In the case that the product does not comply with the assumptions made before handing it out, the entrepreneur must “pivot,” this means that the entrepreneur must make significant changes to its strategy and/or product.

### 1.1.3 pivoting

Ries also talks about the concept of pivoting. Pivoting means, in the context of Lean Startup, changing your strategy based on what you have learned from the feedback provided by customers. It is a key aspect as it allows entrepreneurs to adapt to ever-changing market conditions. The changes comprise changing your business model, product direction, or core strategy. (Shepherd & Gruber (2020)

## 1.2 Business Model Canvas

A tool that has been strongly related to the Lean Start methodology is the Business Model Canvas (BMC). They are both used by entrepreneurs and startups to refine their business concepts. The BMC was created by Osterwalder and Pigneur (2010) and they first introduced this concept in their book “Business Model Generation” in 2010. The BMC provides you with a visual framework describing, analyzing, and designing business models. The key components are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure. This will help the entrepreneurs to understand how all aspects of their business work and fit together.

If used correctly these two tools (LS & BMC) complement each other. The BMC will help to map out the business model hypotheses and key assumptions whereas LS will provide a framework to assess the hypotheses through experimentation and repetition. (Zott & Amit 2024)

Over the years since the publishing of Ries's and Osterwalder's & Pignuers's book, several studies have been conducted on the critical success factors and challenges of a Lean Startup. (Werwath, 2019) (Kim et al., 2018) (Sevilla-Bernardo et al., 2022)

Also, there have been more than plenty of papers written by researchers implementing the methodology of Ries and Osterwalder's & Pignuers's in real businesses. However, in the research that I have conducted myself to get familiar with both methodologies and to get insights into the implementation of Lean Startup, it became clear that most research has been conducted on completely new startups specifically high-tech digital innovative ideas. The area where research is lacking is in hospitality and small & medium-sized enterprises (SMEs).

## 1.3 Review method.

I have used the five-stage grounded theory method by Wolfswinkel et al. (2013). For the review of articles within the LS domain and finding a research gap I only needed to do steps 1 2 and 3.

### 1.3.1 define

Defining is the first step. To find relevant literature, I defined criteria for inclusion, and exclusion, the fields of research, appropriate sources, and specific search terms.

The research must be focused on the integration of LS with the BMC as this is the focus of this paper. The study will assess the impact of this integration on the success and sustainability of SMEs. The context will fall in the hospitality industry, this is important as the case study I will be performing takes place in the hospitality industry. And the literature must be published after 2015 as LS needs time to be integrated into society.

The inclusion criteria for the literature review are as follows: Literature must address the integration of LS with BMC. It should include studies, articles, and books that examine the impact of LS and BMC on SMEs. The research should focus on the hospitality industry or provide relevant insights applicable to this sector. Additionally, publications with empirical evidence, case studies, or practical applications of the methods. Finally, the articles should discuss success factors, challenges, or best practices for the implementation of the methods in SMEs.

The exclusion criteria are as follows: Studies that do not focus on the hospitality industry are excluded. Articles with no, or insufficient, empirical evidence, theoretical bases, or relevance to my research question are also excluded. Sources published before 2014 and publications that are not in English or Dutch will also be excluded.

Now the last part that needs to be defined is the search terms. I will be looking for articles in Google Scholar and Scopus, this is a database provided to me by the University of Twente. The search terms will be any combination of Lean Startup, SME, Hospitality, and Business Model Canvas.

I will be starting with a broad scope and as I am progressing in the literature search, I will be changing the search terms to be more specific. The idea behind this is to create a funnel with a broad scope at the top and end up with only the most accurate literature for my research.

### 1.3.2 Search & Select

The second and third step is to search and pick literature with the set boundaries in step 1 (Define). I started by looking for articles that ticked the boxes of Lean Startup with SME. The outcome was, based on Google Scholar and Scopus, that there are a total of only 8 articles on Scopus and plenty of literature can be found in Google Scholar. However, most of these articles are not in the Hospitality industry. The few that were in a non-digital sector are the following: (Lizarelli et al., 2021), Bortolini et al. (2018), Ammattikorkeakoulu (2017), and Solaimani et al. (2022).

Next, I used the search terms Lean Startup with Hospitality. Scopus offered me only one article, Jantunen et al. (2023b). Google Scholar offered a lot of articles, but most ignored the term Hospitality. The only 2 articles that ticked both boxes are York (2020) and De La Torre et al. (2019).

After this, I narrowed the scope by combining Hospitality with Lean Startup and SME. The outcome was that Scopus could not offer me any articles and Google Scholar offered plenty of articles but the problem here was that it was either LS with SME or LS with Hospitality. Only 2 articles were related to all 3 criteria. These are, Jantunen et al. (2023b) and York (2020). Note that Jantunen et al. (2023b) were already found in using the search terms Lean Startup with Hospitality.

After this is focused on Business Model Canvas in combination with Hospitality. In Scopus, I found 5 articles with only 2 of them being cited once. Besides, all articles were very recent with the "oldest" stemming from 2020 and all of them are COVID-related. Since the research I will be conducting will not be influenced by this I have decided not to use these articles. In Google Scholar, I found a lot of usable articles. Here are 2 of them, Sipe (2018) and Huang (2020). Again, these are only 2 of a lot of articles. The reason I picked these specifically is that both came from peer-reviewed platforms which tells me these are more trustworthy.

Lastly, I combined Business Model Canvas with Lean Startup. Scopus provided me with 32 articles which tell me that there is plenty of research done by peers into the connection of LS with BMC. Google Scholar gave a lot of articles that explained how LS and BMC are related.

Based on the criteria and findings described above I can make the argument with a strong scientific basis that there is a research gap in the Lean Startup methodology when it comes to applying it to the hospitality industry. Besides, there is a lot of research being done on SMEs with LS but most of these are taking place in a digital environment. My case study will take place in the Hospitality industry in a non-digital environment.

Therefore, this research aims to find out how well the Lean Startup methodology in combination with the Business Model Canvas works when you apply it to an SME in the Hospitality industry.

Based on the criteria and findings described above, it is evident that there is a research gap in the application of LS within the hospitality industry. Even though there is a lot of research

existing on SMEs implementing LS, most of this research is focused on digital environments. My case study will address this gap by applying LS together with BMC in a non-digital, hospitality context.

Therefore, the research question that will be answered in this paper is the following: *"To what extent does the integration of the Lean Startup Methodology with the Business Model Canvas contribute toward the success and sustainability of Small and Medium Enterprises (SMEs) in the hospitality industry?"*

## 2. LITERATURE REVIEW

In the review method paragraph (1.3) I outlined a systematic review method to identify and select relevant literature for this research. This method is involved in defining inclusion and exclusion criteria, selecting relevant fields of search, and utilizing specific search terms in databases Google Scholar and Scopus. By doing this it has been guiding our literature search. We were able to focus on studies that addressed the integration of LS, BMC, and its impact on SMEs in the hospitality industry due to the structured approach. The results of this thorough literature search are presented in this chapter. We discuss LS and BMC and their respective impact on SMEs. Besides, empirical evidence from case studies, success factors, challenges, and best practices for implementing these methods will be discussed. This review will not only show the current situation for the research conducted on these methods, but it will also identify gaps that my study aims to address, especially in the application of LS and BMC in non-digital SMEs in the hospitality industry.

### 2.1 Lean startup

As discussed in the introduction, LS has 3 vital concepts that make it such an effective methodology to apply. The MVP, Build-Measure-Learn Feedback Loop, and Pivoting. These are the 3 concepts proposed by Ries in his book which was published in 2011 (Ries, 2011).

Lizarelli et al. (2021) performed a literature review based on the theory of Ries, Lean Startup. They have found that the LS method saves much time and costs when it comes to testing, matching the business ideas, verifying, and changing all parameters of the business model, and acquiring finance. The most mentioned advantages in the study they performed on 45 studies were the fact that everything went faster, was more focused on the customer and teamwork, and it improved processes which in turn resulted in less waste of time. Disadvantages were less identified as opposed to advantages, so the main finding is that LS has an overall positive impact if implemented correctly. Bortolini et al. (2018) found that LS is a practical-oriented and up-to-date implementation of strategies based on the Learning School of strategy-making. It was also found that the BMC is one of the better tools to use in the implementation of LS. More about this will be explained in the next paragraph. Silva et al. (2020) have found that the implementation of among others LS has led to a change in the mindset of product and startup development. This has helped the organizations to focus more on the customers' needs and helped them to develop products and business models better suited for their respective markets. LS led to an earlier involvement in the development stage resulting in more customer engagement. Uncertainties about innovative ideas were reduced due to the implementation of LS. In the non-digital environment, entrepreneurs apply LS (Solaimani et al., 2022). In the non-digital environment, the physical and logistical limitations influence the applications of LS. This is due to the strict production structure, the high development costs, and the constraints due to the law. Jantunen et al. (2023) show us that the LS has had many benefits related to the current guidance and peer support process, benefits related to design thinking or the Lean

Startup method itself, and benefits related to the effects on the participating companies' operations. The same was found by York (2020). De La Torre et al. (2019) implemented the lean startup by using the lean canvas tool, more of this will be explained in the BMC section below. More of the same type of advantages were found in the case study on flamenco tourism, from faster identification of solutions to being able to focus on building measuring, and learning to find the customer needs. The disadvantages described by De La Torre et al. (2019) were the possibility of neglecting crucial aspects such as identifying important activities and resources which turned out to be crucial in a later stage. Also, the risk of developing a product that is not attracting customer interest can cause project failure. And there is less attention to the development of the market and the company itself as LS focuses on developing a product/service. According to Ammattikorkeakoulu (2017), it is important to know that following a methodology such as Lean Startup alone will not guarantee success. Most often due to a couple of critical mistakes that are being made such as lack of cross-functional teams, insufficient experimenting and testing, and lack of structure and metrics. SMEs should implement innovation into their strategy at an early stage and dedicate a larger amount of time for profound planning, which in return will lead to a precise identification of problems, a suitable environment for experimenting with the structure and limits will be intent, and there will be a clear and actionable metric "system" for measuring success.

## 2.2 Business Model Canvas

As said in the introduction, a tool that is strongly correlated with LS is the Business Model Canvas (BMC). This tool was developed by Osterwalder and Pigneur (2010). The BMC is meant to identify the key aspects of businesses to provide a framework to articulate, analyze, and iterate on the business model. According to Huang (2020), there are several advantages to implementing the BMC. First, it is an effective tool when it comes to developing new or documenting existing business models, second, it is compact and simple to understand making the entire business model formulation process simpler and clearer. Third, the blocks in the BMC cannot be separated from each other as they are mutually influential. This means that there is a rich connection between each of the 9 building blocks. A disadvantage of the BMC is that it is difficult to implement in complex dynamic businesses. So, it is important to use it as a part of a holistic approach to managing and developing your business (Sipe, 2018). Grande and Camprubí (2022) see the BMC as a flexible framework for designing and structuring ideas for enterprises. It gives a holistic view of a business model. This makes it easier to identify key internal and external factors related to the business's cost structure. The main limitation found by Grande and Camprubí (2022) is that it fails to consider all internal and external stakeholders, which can affect the effectiveness of strategic decision-making. The BMC was originally designed for use by large companies, to be able to use it for SMEs the BMC needs to be adapted for SMEs. It is more difficult to identify the factors for an adapted framework. Papadopoulos et al. (2016) describe how the BMC is related to LS by introducing the lean canvas. This is an adaptation of the BMC, but it looks at key aspects relevant to startups. Besides, it is made for iterative use and thus it is easier to find/determine the key aspects. Felin et al. (2020) concluded that the BMC lacks specificity in helping startups make unique, targeted, and critical experiments for testing theories. Sabia et al. (2022) found that the BMC was a crucial part of answering the research question for their case study. For example, they identified the 9 building blocks to visualize and communicate the complex business model of BrewDog clearly and simply. Soesilowati et al. (2024)

concluded that the BMC is a useful tool to use for entrepreneurs however it takes specific requirements for entrepreneurs to be able to utilize the BMC to its full potential. In the case study performed by Soesilowati et al. (2024), they found also that even though the entrepreneur might acknowledge the value of the BMC they will not hesitate to stop using it when they are looking for information for monitoring and refining their business model. The lean canvas is created to help entrepreneurs validate their ideas and maximize their chances of success. It makes the business model easier to create, and it is more compact, and action-oriented (Sparviero, 2019).

## 3. METHODOLOGY

### 3.1 Case study

I will be performing a case study on Flavourite Wine, a company that specializes in serving high-end wine, which can be placed in the hospitality industry. According to Yin (2009), case studies are the best option when performing research in the way I am doing. Case studies lead to a better/deeper understanding of complex and context-specific phenomena. (Denzin & Lincoln, 2011)

This makes interactions between different variables in a unique context possible. Also, case studies offer you much flexibility as they can be used in both quantitative and qualitative research found by Brown (2008). This makes it possible to obtain a wide range of data which leads to a more detailed analysis. Eisenhardt (1989) came to mostly the same conclusions, but she also found that case studies are the perfect opportunity for new theories to be developed leading to new insights and concepts of already existing theories.

Flavourite Wine wants to expand its business by opening a wine & food bar. I am going to investigate whether this idea is something they should pursue or not by applying the Lean Startup methodology along with the Business Model Canvas. It will be qualitative research by conducting interviews. These interviews will be semi-structured to allow a more open-ended approach. The idea is to make open-ended questions or statements that will encourage the interviewee to give in-depth answers. The interview questions will revolve around an MVP obtained from the owners of Flavourite Wine. Based on the answer regarding the MVP I will go through the build-measure-learn phase of the LS. At the end after a few rounds of interviews, it will become clear whether to pivot or not.

The people that I want to interview are potential customers living in the region, current customers, and potential customers. Potential customers will be people living in the region of Twente, for this research, I have conducted 11 interviews to get the necessary information. An example of 1 scripted interview can be found in Appendix A along with the interview questions. All other interviews have been scripted in the same way. As you can see the interviews have been taped in Dutch. The reason for this is that my and the interviewees' native language is Dutch and by taping the interview in Dutch I believe it has resulted in more in-depth results. The quotes that you will see are thus translated from Dutch to English. The interviewees were all people from both genders and the age varied from a minimum of 25 up to 60 years. All people were well educated ranging from secondary vocational education upwards. Of all the interviewees, 11 in total, only 3 of them did not have any experience with a wine & food bar. All of them were employed at the time they were interviewed. And all of them had a medium to high income.

### 3.2 Method & Analysis

#### 3.2.1 method

Now on how to analyze the interviews. I use a qualitative method in the form of open-ended semi-structured interviews I

believe it to be one of, if not the most, important things to have well structured. When your method of analyzing interviews is clear you can repeat the same steps for each interview you have taped leading to a consistent and trustworthy result. It will also lead to improved validation of interpretation of the outcome of the interviews. The method I will be using is the so-called Thematic analysis. This type of analysis consists of 8 steps. It will result in a systematic analysis of data as you will have to follow the steps in this framework step by step. This method of analyzing got a lot of traction back in 2006 when Braun et al. (2019) published a paper on qualitative research in their psychology research.

### 3.2.2 analysis

Step 1, a transcript must be made of the recordings or notes, depending on whether the interviewee accepts being recorded. After this is step 2, I will highlight key phrases, ideas, and recurring themes. Step 3 is coding, there are three actions to be completed in this step. These are the following in order:

- Open coding: this is the first step of coding where you systematically break down the data into smaller, meaningful units called “codes.”
- Axial coding: this is the second step where you group related codes, from open coding, together and identify connections. This is done by organizing codes into categories or themes based on their similarities and relationships.
- Selective coding: this is the third and last step of coding. Here you select the most significant categories or themes that represent the data and focus on developing a consistent story.

Step 4 revolves around identifying overarching themes that emerge from the data. Look for recurring patterns. Then organize them in a hierarchy. Step 5, make visual displays. Things like tables. Metrics or charts. This will allow me to present the data in an easy-to-understand and meaningful way. It will also help to illustrate relationships between codes, categories, and themes. Step 6, here you interpret the meaning of the findings in previous steps to your research question. Also important is to see if there are any contradictions, nuances, or outliers in the data for potential alternative explanations. Step 7, you can contact interviewees if needed and share the preliminary findings with them to receive feedback or validation to ensure the credibility and accuracy of the participant's perspective if they are open to do this. If not, you can go ahead with the data anonymously. Lastly, step 8, write up the findings clearly and coherently. Put the findings in a broader context of LS and BMC about the research question. Discuss the implications of the findings. These steps are based on the method from Dingemans (2021). I will perform a deductive approach as I am basing my research on the Lean Startup Methodology and the Business Model Canvas. I verified this with my supervisors.

## 4. RESULTS

### 4.1 Minimum Viable Product (MVP)

Before the research could be conducted, I needed some type of prototype. The owners of Flavourite Wine provided me with a picture of the building, floorplans, images of the intended interior, and the first setup of the menu, they showed me their warehouse with all their wine, and a fictional blog of how they see the concept when it is realized. The interviewees were asked if they wanted to see the results of their interview. But all the interviewees told me this was not necessary. So, I processed the data anonymously.

The MVP is a vital part of the lean startup methodology as this is used to find out the insights from your target group. The fact that the owners do not have to form the entire building to their wishes to get feedback makes the MVP a very useful tool.

### 4.2 Build

The MVP was the backbone of the interviews. Interviewees explained what the concept is, a wine & food bar, and they were shown the details of the expected interior and exterior, a map of the first and second floor, and the first setup of the menu.

### 4.3 Measure

After the interviewees understood the concept, we went on to the questions which were designed to see whether there is a need for such a concept in the region. Besides, the questions gave me insight into what people thought of the building (exterior), interior, menu, ambiance, and price. The questions asked can be categorized as follows: general interest & context, user context, Product offering preferences, first impression visual elements, product evaluation, and improvements.

### 4.4 Learn

After all the interviews were conducted, scripted, and coded, I got a clear overview of the main findings. The most discussed themes turned out to be the interior, menu, and opening time.

Regarding interior design, the MVP pictures shown resulted in interviewees telling me that the concept looked luxurious, warm, romantic, modern, and neat. These are some quotes from the interviews, *“look is just very neat, very classy. I like that very much. Very chic. It looks warm. It has a warm, fun, modern, classic look.”* However, some aspects needed improvement. The pictures shown were a bit too much in the sense that they were too crowded, and there were too many details which resulted in a less luxurious outcome. *“It is a bit over the top. It is quite luxurious, but it gets a bit jap jap.”* On the first floor, where the idea is to have only bar stools, the outcome was that mostly the older people (45+) wished to see seating areas with “normal” chairs because it would be more accessible for them to sit there for a couple of hours. *“tables with just normal chairs just like this. Yes, I would definitely appreciate that. if there could be tables with regular chairs you can sit at, that would be a plus for me...”* Also, it is important to show the customer in some sort of way how diverse the wine collection is, having some, not all, on display would be highly appreciated. The big square bar in the middle of the room on the first floor is the eye-catcher of the concept. And there was also the wish for the toilets to be on the first floor instead of on the second floor.

Regarding the menu and opening time, it became clear that it is a must to have small dishes/tapas in combination with the wine that you order. *“No, tapas-like, though. Really small bites. small bites that go with that wine. I expect tapas then. If you want a combination of wine tasting, stick to tapas.”*

As the wine is from a higher segment, the food must be as well. *“no one feels like fucking bitter balls and a simple cheese and sausage board anymore. Fuck nuts, first of all, nuts, fuck that, you know, who wants a nut? Those cold dishes and bites also fall under the higher end”* An important note is that no matter what food you serve it must be complementary to the wine. *“Fine if they complement each other... but if I go to a wine bar... then I do expect their priority to be the wine.”* So, in other words, wine is number 1 and food is number 2. So, the type of food must be high-end, which means that serving cheaper snacks such as olives or cheese is something that cannot be done as it will result in a less luxurious feeling. One interviewee said that offering cheap snacks will result in a *“cheap feel.”* Besides the wines the company also wants to offer specially crafted beers. This is something that is advised not to do because most cafes and

restaurants in the region are already offering this. *“Anything but focus on that because, of course, you have plenty of special beer pubs here.”* Instead, it was advised to expand the menu with high-quality cocktails and whisky, which are in line with the luxury trend the company is going for. Think about cocktails such as a martini or mojito. This does not have to be a lot but 5 or 6 cocktails with another 5 or 6 whiskeys will be satisfactory. *“I mean more just the gin, the gin tonics, the poinsettia martinis, you name it, a bit of that. Good spirits, people just flock to that. a couple of good whiskeys. three, four good gins. Tequila. offer more luxurious spirits.”*

As the menu provided by the owners was a first setup, it lacked some content. Most questions that came back were about the price and desserts. Regarding the opening and closing times. The opening times will be the same as other venues in the area. The closing time of the kitchen is set to be at 10 pm. However, most interviewees believe that as the food is served in small dishes the kitchen should open till later. Most said the kitchen should close after 11 pm and some even said 12 pm. *“So, you can also do those after 11 o'clock, or 12 o'clock. So yes, for sociability, this is not conducive. I think also as in dishes, also after 10 o'clock. I do think it is early that it closes at 10 o'clock then.”*

Besides the themes discussed above, there were other important findings. These are regarding the exterior, in other words, the building. The building did not seem to be a good fit for the interior. It does fit well with the concept but the building from outside, being classic and old-fashioned, contrasts sharply with the intended interior. *“Maybe some decoration. Maybe just the signs or indications. Making them look a bit luxurious. So that you have a little contrast of old and... is quite a contrast, I think. This is a bit old-fashioned, but inside it looks very modern and sleek.”* Besides, it is unclear from the outside what you can expect to be inside. *“The building... At first glance, I would not think there was anything like it.”* It must be indicated in some way that there is a wine & food bar insight. The most recurring idea was a sign, and the most authentic idea was placing some kind of wine barrel outside. *“Maybe some decoration. Maybe just the signs or indications. Making them look a bit luxurious. So that you have a little contrast of old and... A great wine... Ton? What are you doing? Wine barrel? Or something along those lines, something you think...”*

Furthermore, the ambiance is going to be a vitally important part. As the idea is to ooze luxury, the customer must feel this the second they set foot in the building. Upon entering the building, they should be greeted by a host/hostess. The music needs to be classy; you cannot just play a random hitlist from Spotify for example. And the most important thing the ooze luxury is to have professional employees. Professional chefs and waiters are a must. Someone who really understands the profession of working in a high-end restaurant and preferably has been doing it for a long time. Besides, all employees should have an extensive knowledge of wine and what food to eat with it so they can advise the customers. And the personal attention that the waiter gives you will make a difference. *“I think the staff is a very important one. It would become interesting if, when you choose wine, you also get a suggestion of what appetizers you get. But you have to be able to serve that well. And that the people serving it also know what they are doing. That saves a lot of.”*

Pricing was not discussed as much but it is in the results. As the wine and food are going to be from a higher segment there was some concern about the prices. Especially for the food, as the food is going to be served in small tapas dishes the price cannot be too high as customers are going to want to order multiple dishes throughout the evening with multiple wines and each wine having to be mixed with different foods. The average price for a

wine should be around 5 or 6 euros and the same should be set for the food. *“I can imagine that a wine served thereby de Twee Wezen, for example, costs 2 or 3 euros, which is okay because you know that. If you go, there. But it should not be that it is 20 euros more expensive per wine. When it says 5.95, I do think of, oh, just do that, that, that, you know. 5 euros, 6 euros per dish”*

Overall, the prospect of this idea is looking bright. The interviewees do believe there to be room for improvement in the offering of entertainment venues here in the city center of Hengelo. And the concept of a high-end wine & food bar does have the potential to be an outcome. *“a wine bar or just something where we can have cozy drinks in instead of always in the backyard. Yes, something along those lines. Something that is also fun when you are not 18 to 21 anymore.”*

#### 4.4.1 Customer-centric approach

In the lean startup methodology understanding and addressing customer needs early and continuously is very important. This often leads to faster and more focused, efficient, development processes. The interviews conducted are a perfect example of how and why this is such an important and effective way to work. As you are speaking with potential customers who give you their insight into what they would like to see helps you prevent making unnecessary mistakes in the development process, saving you from making unnecessary costs.

#### 4.4.2 Efficiency in Time and Cost

The customer feedback we received helped us to identify key aspects that needed to be changed or not. By implementing the feedback, we were able to assess, verify, and change the business model. This was done in a very efficient way, saving us time and costs.

#### 4.4.3 Challenges in non-digital environment

In the literature review, we talked about the challenges in a non-digital environment. It was found that the lean startup methodology faced challenges due to physical and logical limitations, strict production structures, high development costs, and legal constraints.

While conducting this research I did not find this to be a problem for me. Even though there was no physical prototype to be shown, the outcome of the interviews was very clear and profound. There were no costs involved in developing the MVP nor were there issues regarding law.

### 4.5 Pivot or Persevere

After discussing the main findings from the interviews with the owners, we concluded that most changes regarding the menu need to be implemented. On the other hand, we had the building itself with mixed results from the interviews. However, since the location is perfect for such a concept in the city center of Hengelo, this will not be changed. The outcome of this stage will be a mix of pivoting and persevering. The owners recognize the need for change in some areas but also see that they are already on the right track as they started with this idea approximately 8 months ago.

In the context of the research question. The results based on the research regarding the contribution towards success and sustainability are the following. First, the decisions you make are data-driven. You choose to pivot or persevere based on the results of the interviews, making the concept better as you implement customer feedback. This makes the decision-making process based on a customer-centric approach. The pivoting or persevering process increases innovation. It opened the door for the company to investigate opportunities to increase its revenue stream, e.g., adding whiskeys and cocktails to the menu. It results in offering what the customers desire. This ultimately results in



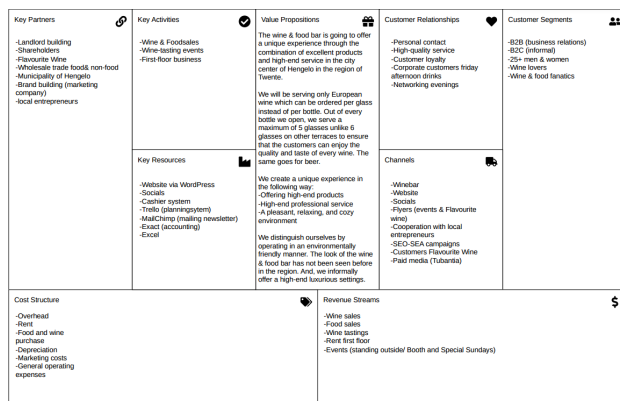
fewer and unnecessary costs. So, in short, it helps to become more successful and sustainable.

## 4.6 Business Model Canvas

The business model canvas was filled in together with the owners. It helped us identify all the important aspects needed to ensure we did not overlook anything important to the concept's creation. It became clear who the key partners were, what the wine & food bar would focus on, what it would provide the customers in terms of products (wine & food), and value creation. We got a clear overview of key resources, channels, cost structure, revenue streams, and customer segments.

In Figure 1 you can see the final version of the BMC after iterative talks with the owners.

Figure 1. Business Model Canvas Flavourite Wine for Wine & Food Bar



Having the BMC filled in correctly helps the company create a well-structured and strategic approach for planning and executing its business. The BMC provided us with a holistic view of the entire business model, and we were able to identify interconnections between components. It took us several attempts to get the BMC filled in correctly, after we initially filled it in, we noticed that some things were missing or unclear in the next couple of days we looked at it. This was especially the case in customer segments and channels.

Overall, the impact of the BMC was not as significant as implementing the Lean Startup Methodology. The BMC did, however, give a clear and holistic view of the concept. In terms of the research question, we can argue that the BMC is an effective tool to use towards success more than it is for sustainability. The holistic view it provides makes it clear what is needed in terms of resources and partners. It shows you what your concept is going to be providing and to who you will be providing. This will help us to become successful. Lastly, the BMC also shows you your cost structure and revenue streams. By having these clear, sustainability will be increased.

Table 1 summary of results.

Lean startup elements	Description	Findings
MVP	A simplified version of the concept to maximize learning with the least effort	prototype was needed for research. Provided were the following: floorplans, interior images, initial menu setup, wine warehouse overview, and fictional blog. MVP helped get insights from the target group without full implementation of the concept in real life.
Build	Developing the MVP based on initial ideas and making an interview	MVP backbone of interview. Concept: high-end wine & food bar. Insights gathered from potential customers.
Measure	The phase of gathering data and getting feedback from interviewees who evaluate the concept by answering questions	The questions asked are categorized as follows: general interest & context, user context, Product offering preferences, first impression visual elements, product evaluation, and improvements.
Learn	The phase of analyzing data and feedback to get insights	Feedback provided a basis for improvement. most recurring theme for improvement was the interior, menu, and opening time
Pivot	Making changes based on feedback and learning	Mixed results from interviews led to a change in the menu but not the location. There was room for improvement in some areas but overall, it was already a solid concept. Results gave opportunities for increased revenue streams.
BMC	A management tool for developing new business models	Provided a holistic view of the business model. Helped to ensure there were no aspects overlooked. More effective for planning and structuring than LS.

## 5. DISCUSSION & CONCLUSION

### 5.1 Summary of Results

The main results, in summary, are that the lean startup methodology is an effective way of analyzing a new business idea. If you can make a prototype (MVP) easy and without high cost. If you follow the systematic process of build-measure-learn you will be able to get results of high quality in terms of it being useful to your situation. The lean startup method focuses on the customers which will result in getting knowledge directly from your (potential) customers. This will result in a highly effective and efficient way of analyzing a business idea without spending too much money and time on other forms of market research. I did not encounter any trouble with the typically occurring challenges for innovations in a non-digital environment.

### 5.2 Interpretation of results

If you look at the research question of this paper, “To what extent does the integration of the Lean Startup Methodology with the Business Model Canvas contribute toward the success and sustainability of Small and Medium Enterprises (SMEs) in the hospitality industry?” it becomes difficult to answer this question. If we talk about success and/or sustainability, we find that the MVP and the build-measure-learn process do help to identify the needs and problem areas. This is important for the process of developing a product or service and making sure it becomes a successful innovation. The fact that the Lean Startup methodology is customer-focused makes it highly effective in the process of developing a successful idea. It also results in a more sustainable way of developing an innovation due to the efficiency in time and costs. You do not have to invest a lot of money and/or time into getting to know the opinions of potential customers. It gives you the ability to quickly change/adjust/improve your innovation. So, in short, the Lean Startup Methodology is a very useful way to assess your innovation in the hospitality industry for SMEs.

Regarding the business model canvas, it provided us with a clear holistic view of the business model canvas. This can lead to more success and sustainability, but I would not say it is the best tool to use for this. However, as it gives you a holistic view of the business model, it is highly effective and recommended to use it to get everything of importance in one overview.

### 5.3 Comparison to literature

When we compare the findings of my research with what the literature that I found says about LS. We see that it does save much time and costs when it comes to testing, verifying, and changing the innovation, this was also found in the literature review by Lizarelli et al. (2021). The implementation of LS has changed my mindset about the product. In the beginning, when the idea was presented to me, I was a bit skeptical. But, after the interviews were conducted and analyzed it became clear to me that there is much need for such a high-end entertainment venue in the region. The production process became more focused on the customer needs resulting in a product/service better suited for its respective market. This is in line with the findings of Silva et al. (2020). According to Solaimani et al., (2022), there are quite a lot of limitations in a non-digital environment. My findings are that this is not the case. There were no high development costs or constraints due to the law. And the physical/ logistical limitations were not an issue at all in my research. As talked about a lot so far, LS focuses on the customers’ needs, this was also the case for my research. It resulted in finding the needs of the customer and we were able to implement changes and learn from the customer’s input. This was also found by De La Torre et al. (2019) in their case study on flamenco tourism. They also talked about the possible disadvantages of neglecting crucial aspects such as identifying important activities and resources that

may become important at a later stage. The research I conducted is too limited to answer this question. Ammattikorkeakoulu (2017) talked about LS alone not being a guarantee for success. Again, I cannot agree or disagree with this as the wine & food bar of Flavourite Wine does not yet exist so time will tell whether this is true or not.

When we compare the results to the literature found regarding BMC, we see that the results are in line with key aspects of the literature. The BMC does provide a holistic overview which is beneficial to strategic planning, and it makes sure that all aspects are considered for the business. In the literature, an iterative process helps toward getting a better result. In “real life” this is also the case. After we initially filled in the BMC the owners took a good look at it twice, in the end, we were able to make some adjustments to get the BMC to the best of our knowledge. Both the literature and my findings recognize the effectiveness of providing a structured approach to business modeling. However, I have found that there are limitations to the BMC tool. If we compare it with LS, it shows that it is not as effective in improving sustainability and success. The BMC's main purpose is to get a well-structured holistic overview of the business model.

### 5.4 Implications of results to existing theories

The results of my research have different implications for the existing theories regarding the Lean Startup methodology. The effectiveness of using an MVP in a non-digital environment such as a wine & food bar is not reduced. My findings are that it is just as effective as in a digital environment. This is mainly because the found disadvantages in this area were not coherent with my research. So, in short, it proves that the MVP concept is a universal concept that can be used for any innovation if applied in the correct way.

The value of customer feedback is yet again confirmed. The early adoption of customer insights helps the company to improve the innovation leading to more customer satisfaction and success in the long term.

Regarding the implementation in a non-digital environment. In my research, it applied to an SME in the hospitality industry. The physical and logistical challenges were not an issue for me. So, if applied well it can be a success. This shows that LS is a flexible method that can be applied to multiple sectors.

The BMC's strength in getting a holistic overview can be confirmed based on my research. The same goes for the importance of having an iterative approach to refine the BMC over time. Also, I found that even though the BMC is an effective tool you need an additional method to ensure business success and sustainability. In my case, this was the Lean Startup Methodology.

### 5.5 Practical implications

From a practical perspective, the results that emerged from this research give Flavourite Wine concrete information provided by customers to improve their business idea of a Wine & Food bar. To be precise, they need to improve what they offer on the menu, exterior, interior and ambiance are highly important, as well as service quality, kitchen opening hours, and pricing. Flavourite Wine should be repeating this type of research on its own to improve its business by having a customer-centric approach.

### 5.6 Conclusion

The research question posed in this study was: “To what extent does the integration of the Lean Startup Methodology with the Business Model Canvas contribute toward the success and



*sustainability of Small and Medium Enterprises (SMEs) in the Hospitality industry?"*

The findings in my research show that the integration of LS with BMC does have a significant contribution to the success and sustainability of SMEs in the hospitality industry. Especially, the Lean Startup Methodology provides a solid framework for understanding and meeting customer demands/needs efficiently. This is because LS focuses on customer feedback and iterative development through the build-measure-learn cycle. LS ensures that businesses can quickly adapt to market demands. This will result in an enhanced chance of success and long-term sustainability.

The Business Model Canvas aids LS by offering a structured and holistic view of the business model. BMC helps in identifying key components such as key partners, customer segments, value propositions, revenue streams, and cost structures. This makes it easy not to overlook any vital aspect of the business. This complete view the BMC offers helps in strategic planning and execution, which is crucial for the sustained success of SMEs.

In conclusion, integrating the Lean Startup Methodology in combination with the Business Model Canvas is a powerful toolset for SMEs in the hospitality industry. The customer-centric approach and iterative process of LS combined with the structured overview of BMC provides a balanced and effective strategy for achieving business success and sustainability. The business remains adaptable and resilient in a competitive market due to the integration of this approach. Also, it encourages innovation.

## **6. LIMITATION & RECOMMENDATIONS**

In this part, I will discuss the limitations and recommendations for future research.

### **6.1 limitations**

The research was limited to 11 participants due to a lack of time. This fact can make the results less generalizable. Besides, most of the participants were people who already had some experience with wine & food bars. This selective bias can lead to a non-representative outcome for people from a different background. We used a fictional prototype. This can lead to a biased perception. If the interviewees were able to sit in the actual room and "feel" the operational wine & food bar, the results would have been more accurate. The Lean Startup method is meant to be implemented with iterative feedback sessions. In my research, there was only time to perform 1 round of feedback. This can affect the effectiveness and relevance of customer preference towards the concept. If the research were conducted over a longer period, we would have insights into the development of customers' preferences and needs.

### **6.2 Recommendation for future research**

For future research, I would recommend having a larger and more diverse sample size. So, in other words, more people would have to be found and interviewed. This is important to make the research more generalizable and this will improve the representativeness. The research should be conducted over a longer period to be able to implement the iterative process. The prototype, if possible and not at the cost of too much money, should be a "real" one to get a more accurate feedback loop from participants.

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## 9. APPENDIX

### Appendix A: Interview Questions and Interview script

#### Interview Questions

1. Vind je dat er iets ontbreekt in het centrum van Hengelo op het gebied van uitgaansgelegenheden?
2. Heb je ooit een wijn & food bar bezocht en was je ervaring hier?
3. Is een wijn & food bar iets waar je in je vrije tijd naartoe zou gaan?
4. In welke context zou je een wijn & food bar bezoeken? Bijvoorbeeld voor informele drankjes, speciale gelegenheden, wijnproeverijen bedrijfsuitjes.
5. Wil je een wijn & food bar die zich uitsluitend richt op wijn, of zou je ook de mogelijkheid willen hebben om eten te bestellen? Zo ja, wat voor soort eten zou je verkiezen? Complete maaltijden of hapjes?
6. Wat voor soort wijnen zou je graag drinken in een wijn & foodbar die wijn, bier en eten aanbiedt uit een hoger segment?
7. Kun je jouw eerste indruk delen over het volgende (toon de MVP)? Welke aspecten vind je het meest overtuigend, en zijn er gebieden die verbetering nodig hebben?
8. Als je naar dit (toon MVP-interieur) kijkt, zijn er dan elementen die jou als klant zouden aantrekken?
9. Als je deze menukaart (toon MVP-MENUKAART) ziet met tot 2200 warme maaltijden en daarna tot 0000 hapjes, vind je dit een goed idee en wat vind je de gerechten die besteld kunnen worden?
10. Zou je zeggen dat een bezoek aan deze wijn & food bar zal resulteren in een memorabele ervaring?
11. Wat zou je toevoegen aan de wijn & food bar om de ervaring te verbeteren?

#### Interview Script

Speaker 3= me

speaker 4=interviewee

Speaker 3: [00:00:00] Zoals ik net al zei, ik heb het concept al uitgelegd een beetje van hoe het eruit komt te zien. Ik maak ook gelijk even een sprongetje naar de vragen toe. [00:00:15] Is het deze? Nee. Oh, wacht. Even kijken. De eerste vraag is, vind je of er iets ontbreekt in het centrum van Hengelo, op het gebied van uitgaansgelegenheden?

Speaker 4: Ja. [00:00:30] Nou ja weet je, in Hengelo is het allemaal een beetje hetzelfde in de zin van er is veel terras. Je hebt natuurlijk De Appel, Stravinsky, Blauwe [00:00:45] Engel, twee wezen, dat is een beetje waar de meeste mensen naartoe gaan, dat is gewoon hetzelfde en dan heb je qua uitgaan heb je waar de meeste mensen naartoe gaan is Goodfellows, Drie Musketeers of Merlijn.

Speaker 3: Maar dat is eigenlijk meer een club, is dat? [00:01:00]

Speaker 4: Nou ja, kijk Marlijn is echt een club. Goodfellows is echt een kroeg. Slash, ja, daar ga je wel dansen en zo. Dan heb je nog een aantal andere kroegen natuurlijk. De Pastorie en Tante Jo en dat soort dingen. Maar dat is een beetje specifiek, want daar [00:01:15] ga je naartoe omdat je vrienden en zo er naartoe gaan.

En dan heb je de Drie musketiers is ook wel een beetje een club natuurlijk. En dan heb je het Neutje. En het Neutje dat focust zich echt een beetje op de wat oudere groepen. ...wat [00:01:30] ouder segment. Ik denk dat zij dat heel slim doen. En ik denk dat dat ook wel... ..een beetje mist nog extra. Want voor de ouderen...

...wat gaan ze doen? Ze gaan of op het terras zitten, bij de tweeën of Stravinsky ofzo. Ja,

Speaker 3: [00:01:45] die gaan niet uit de club in tot het uur is nacht dansen. Nee, precies. En ik denk ook

Speaker 4: wel dat er een hele grote groep is qua mensen die bijvoorbeeld hier in de Slangenbeek of in Dalmere of wat dan ook [00:02:00] wonen, die niet zo snel naar Hengelo zouden gaan en die gaan dan eerder naar Enschede of wat dan ook omdat er daar wat chiquere tenten zijn.

Speaker 3: Heb jij zelf ooit ervaring gehad met wijn & food bar?

Speaker 4: Zeker, genoeg, vooral ook in [00:02:15] veel in het buitenland, grote steden, in Berlijn vorig jaar nog een paar hele mooie bezocht.

Speaker 3: Wat was je ervaring daar?

Speaker 4: Nou, eigenlijk wel dat het... [00:02:30] Het heeft een wat luxere feel. Ze kleden alles mooi aan, ik hou van tequila, je kunt er wel 10 of [00:02:45] meer verschillende tequila's bestellen, verschillende prijscategorieën, ik vind dat leuk. Dus ik heb daar wel een hele goede ervaring in.

Speaker 3: Dus stel dat het hier in de buurt zou komen, je zou er wel naartoe gaan?

Speaker 4: Ja, ik [00:03:00] denk dat ik er wel een keer naartoe zou gaan, ja.

Speaker 3: Dan was dus de vraag, zal een wijnbar in de vrije tijd iets bij je naartoe gaat?

Speaker 4: Ja, ik denk het wel. Ik ben niet iemand die daar dan wekelijks naartoe gaat, absoluut niet.

Maar als er een wat [00:03:15] chiquere tent zou komen in Hengelo, ja, ik ben daar wel voor in, zeker, absoluut.

Speaker 3: Dat is altijd top. In welke context zou je over het algemeen naar zulke wat chiquere locaties gaan? Denk daarbij bijvoorbeeld aan gewoon met je vrienden drankjes doen, of is het meer met [00:03:30] bedrijfsuitjes, wijnproeverijen?

Speaker 4: Dat is wel een hele goede vraag. Ik denk...

In alle, in elke zin wel, want ik ben in die zin wel een klein beetje, ik [00:03:45] hou wel van luxe, dus als mijn vrienden er naartoe zouden willen, zou ik absoluut wel eens gaan zitten. Ik zou mijn vriendin ook wel ermee naartoe nemen, om gewoon met z'n tweede een drankje te doen. Maar bedrijfstechnisch, als het [00:04:00] echt...

Als dus feel en de uitstraling en alles kloppend is van zo'n bedrijf en het is echt wat chique en wat luxer dan de rest wat er is zou ik daar [00:04:15] direct mijn zakelijke contacten mee naartoe nemen en dan zou ik niet bij de twee wezen gaan zitten als wat ik nu doe maar

Speaker 3: dat is dan meer uit het aspect van dit is chique en Dus het komt [00:04:30] professioneel over denk ik dan?

Speaker 4 Ja, inderdaad.

Speaker 3: Duidelijk, maar voor verjaardagen bijvoorbeeld, zou je dat eerder daar doen of?

Speaker 4: Ik doe dat altijd thuis eigenlijk, dat soort dingen, dat vind ik gewoon leuker.

Speaker 3: [00:04:45] Ja, je ziet hier vraag nummer vijf, wil je een wijn en food bar die zich uitsluit en ligt op de wijnen, of heb je liever dat een, zo een soort iets ook, ja, eten in?

Speaker 4: Ja, ik denk dat het idee van wat luxere hapjes, [00:05:00] ik denk dat dat helemaal top is, want dat heb je gewoon nog niet in Hengelo. Echt niet. Ja, oké, als mensen zeggen bij Stravinsky, dan ben ik het daar niet helemaal mee eens.

Want oké, ze hebben een wat nieuw concept... [00:05:15] Nu, sinds anderhalf, twee jaar of zo. Ik weet niet precies hoor. En het is op zich wel leuk. Alleen het blijft gewoon dat terras daar. Het blijft gewoon op terras zitten.

Speaker 3: Het is geen nieuwe ervaring.

Speaker 4: Dat is het.

Speaker 3: Als ik het zo hoor, het is [00:05:30] meer een nieuwe menukaart, maar het concept is hetzelfde.

Speaker 4: Precies. Dus honderd procent dat als er gewoon lekkere wat luxere hapjes zijn. Honderd procent, want dat is Ja, dat [00:05:45] trekt mij zeker.

Speaker 3: Je houdt gewoon van de luxe eigenlijk? Gewoon van die nieuwe ervaring?

Speaker 4: Ja, zeker.

Ik persoonlijk zou het ook heel leuk vinden als ze wat luxere [00:06:00] sterke dranken aanbieden.

Speaker 3: Oké, dus buiten de wijnen. Ja, het hoeft niet. Wat je net zei met de tequila. Ja,

Speaker 4: het hoeft niet veel te zijn, maar ik denk dat er wel een aantal dranken zijn Die je er neer kan zetten, die echt wel aan die bepaalde mensen [00:06:15] aanspreekt.

Kijk, mij spreekt dan tequila aan, maar als jij gewoon drie, vier goede gins, wat de gin-tonics op de kaart hebben staan, en dan een paar goede whisky's, en noem nog een paar drankjes waarin je wel... [00:06:30] ...een uitgebreid segment kunt hebben. Bijvoorbeeld whisky. Je kunt een troep whisky drinken en je kunt er één drinken van...

Speaker 3: Van 20.000 euro dus.

Speaker 4: En er zitten er nog duizenden tussen.

Speaker 3: Precies.

Speaker 4: Ik denk als je dat soort dranken gewoon wat [00:06:45] luxe aanbiedt... ..want, kijk, het spreekt mij aan, ik denk dat er ook genoeg... Laat ik zo zeggen, "tukkers" zijn die dat absoluut niet aanspreekt. Ik denk daarnaast wel dat die markt zeker groot genoeg is.

[00:07:00] Absoluut hier in Hengelo. Want geloof me, we hebben best wel... ..Hengelo heeft best wel veel mensen met geld. Of in ieder geval hoge middenklassen. En die spreken dat allemaal aan. Die vinden dat allemaal mooi. Een beetje wat luxe. Maar ook nu met [00:07:15] Instagram, met sociale media. Als je dat mooi op een goede manier aankleedt...

...ook met de glazen erbij. Weet ik veel. Je schenkt, ik zeg nog wat... ..Johnny Walker Black Label. Of Blue Label of zo. [00:07:30] Volgens mij is dat een wat duurdere. En je hebt ook nog dat glas erbij... Kijk als je daar een foto van maakt, dat is leuk want dan zien mensen ook, hij is een Blue Label aan het drinken.

Nou en dan als jij je logo op je servetjes of weet ik veel [00:07:45] wat hebt, dan komt dat waarschijnlijk ook op de foto te staan. En ik denk naast wijn, dat dat heel veel mensen wel aanspreekt. Dit heb je gewoon echt niet in Hengelo.

Speaker 3: Oké, dus eigenlijk naast de wijnen ook wat met de sterke [00:08:00] drank doen?

Speaker 4: Ik zou dat zeker doen, 100%.

Speaker 3: Ze hebben dus verder ook naast, het is een wijnenfoodbar, maar ze hebben ook, laten we zeggen, als ik het in percentage zou uitdrukken, 5% assortiment is bier, sociaal biertjes. Trekt jou dat aan, of zou je zeggen van leuk erbij, maar ik zou [00:08:15] het zelf niet doen?

Speaker 4: Ik zou er zeker een paar op de kaart hebben staan.

Gewoon puur omdat het heel toegankelijk is en de meeste mensen vinden een speciaal biertje heel lekker. Maar ik zou [00:08:30] me allesbehalve daarop focussen omdat je natuurlijk genoeg speciaal biercafés hebt in Hengelo.

Speaker 3: Nou, top. Duidelijk. Ja, en dan wat je net al zei, even terugkomen naar de hapjes, dat is een beetje ook wel aan natuurlijk, [00:08:45] hè?

Speaker 4: Tuurlijk, weet je. Je moet een hapje, als je een bar hebt, moet je hapjes hebben. En niemand heeft meer zin in fucking bitterballen en een simpel kaas- en worstplankje. Want [00:09:00] je kunt overal een kaas- en worstplankje bestellen en ik denk dat een kaas- en worstplank Super goed is sowieso borrelplankjes in het algemeen ja die zijn super goed helemaal als je verschillende keuzes daarin hebt [00:09:15] verschillende keuzes borrelplankjes warm koud warm en koud luxe super maar doe het dan ook goed

Zet er echt iets meer wat lekker is en niet fucking ja van die gewoon goedkope [00:09:30] kaas met een met een paar van die olijfjes kijk ik vind een olijfe echt wel lekker

Speaker 3: Na de derde olijf ben je er ook al klaar mee.

Speaker 4: Na de derde olijf ben je er klaar mee. En ze zetten dan vaak bij die borrelplankjes, zetten ze bepaalde dingen, doen ze helemaal vol. [00:09:45] Bijvoorbeeld olijven, of noem iets anders goedkoops, of nootjes bijvoorbeeld. Heb je zo'n nootjesmix. Fuck nootjes, ten eerste, nootjes, fuck dat, weet je wel, wie wil een nootje?

En dan doen ze daar heel veel van, en die olijven heel veel [00:10:00] van. En dan een paar blokjes kaas, een paar worstjes en weet ik veel wat. En dan zijn die blokjes kaas nog niet eens echt lekker. En dan kun je, het is een cheap feel. Snap je een beetje wat ik bedoel? En mensen, in ieder geval ik heb dat door.

[00:10:15] "Anoniem naam" waarschijnlijk niet maar ik heb dat wel door en op dat moment en dan dit ik heb het nu over De Appel bijvoorbeeld op dat moment denk over ja dit bestel ik hier gewoon nooit weer want het is gewoon het voelt cheap en als je die denk als je dat goed doet als [00:10:30] de feel duur is dus de feel van sowieso de het pand de aankleding De menukaart, en ook wat je op tafel krijgt, daarnaast ook nog de mensen, dus de [00:10:45] bediening.

Als het allemaal duur voelt, dan is dat sowieso een...

Speaker 3: Als je dan naar de menukaart terecht stopt met 10 uur, kijk dan zijn het de warme tapas gerechten, dat zijn ook wat meer de gerechten uit het hoger segment. [00:11:00] Dus dat valt wel binnen dat plaatje wat je net zegt denk ik. Dat het wat duurdere, luxere gerechten zijn.

Speaker 4: Ja, tuurlijk weet je wel. Ik zag net ook kaviaar trouwens, maar dat staat bij die andere. Ja, oh daar wel toch [00:11:15] wel ja. Ja, tuurlijk. Dat is een duurdere feel en ik zou hier zeker in combinaties, waar ik net over had, die plankjes. Dat werkt gewoon top.

Speaker 3: Het idee van het bedrijf is dus [00:11:30] De wijnen dat staat op nummer 1 en in combinatie met de wijnen krijg je dan de hapjes en de gerechten.

Dat spreekt je aan?

Speaker 4: Tuurlijk. Ik wil altijd gewoon wat lekkers te eten bij mijn drankje.

Speaker 3: Even kijken [00:11:45] welke vragen er waren bij die.

In principe hebben we al vijf of zes vragen gehad. Dan ga ik even terug naar de foto die ik je net al heb laten zien. Eerst even de patroon erbij pakken. Nou, dit is dus het [00:12:00] plattegrond van de begane grond.....

Dit is dus de plattegrond van de begane grond. Je ziet al hier in het midden die bar, die vierkante bar. Dat is zeg maar, ja, dat staat echt [00:12:15] midden in het pand. Dat is een beetje de eyecatcher ook. Alle stoelen gaan de lucht in. Of ja, lucht in. Ja, ze zijn allemaal hoog, ze zijn allemaal hoog. Om echt de bar, het bar-idee te creëren.

Speaker 4: Ja.

Speaker 3: Even kijken. [00:12:30] Dan deze foto, ik heb net uitgelegd, hoef je denk je niet op de uitleg te horen.

Speaker 4: Nee, kijk, ik denk als ik wat zou mogen zeggen, ik denk dat het goed is als je beneden op gewoon waar je normaal een drankje gaat doen. Ik denk dat het goed is [00:12:45] dat je altijd mogelijkheid hebt om er te zitten met grotere groepen.

Speaker 3: Nou dus die eerste verdieping.

Speaker 4: Ja, maar ik denk, kijk want. Ik ga ook wel eens met m'n vrienden gewoon ergens borrelen en dan gaan de dames erbij. [00:13:00] Dan ben je gauw een keer met twintig man.

Speaker 3: Ja, precies.

Speaker 4: En ik denk als je dan een klein beetje bij elkaar kan zitten, dat dat leuk is. Ja,

Speaker 3: ik geloof ook wel dat er ten alle tijden geschoven kan worden.

Speaker 4: Ja, precies. Ik zou daar wel rekening mee houden, niet dat je alles vastzet en dat soort dingen.

Speaker 3: Dit is dus het pand. [00:13:15] Daar wilde ik eigenlijk mee beginnen, maar goed, maakt niet zoveel uit. Als je dit zo ziet, met het concept dat ik je net uitgelegd heb. Als je het pand van buiten ziet, past het bij het concept?

Speaker 4: Ja, volgens mij wel. Het ziet er gewoon netjes uit...

Speaker 3: Ja, oké Top. [00:13:30] Dan komen we nu bij de interieurvraag. Ja, interieur. Wat vind je daar mooi aan? Laat ze het nog even een keertje zien. Dit is van buiten. Maar dit is een beetje hoe het eruit komt te zien.

Speaker 4: Ik kreeg met het [00:13:45] interieur, de foto's, kreeg ik direct het gevoel van die De wijnbar die ik ook had gezien en waar ik ben geweest in Berlijn een tijdje geleden, dat was gewoon echt een topervaring.

Dus ik denk als je dit kunt verwezenlijken [00:14:00] dat dat echt geniaal is.

Speaker 3: Geeft het je een warm gevoel, een luxe gevoel?

Speaker 4: Ja, luxe. En ik zou daar echt op focussen.

Speaker 3: Dat is echt...

Speaker 4: high-end

Speaker 3: en op die manier proberen te concurreren met...

Speaker 4: honderd procent... je hoeft niet te concurreren in [00:14:15] Hengelo want er is niks nou

Speaker 3: ja oké

Speaker 4: ja maar het is wel belangrijk en ga niet proberen ik zou als zeg maar als ik als ik dit zou willen doen zal ik niet [00:14:30] zoiets hebben van misschien niet nodig misschien niet nodig weet je wel ik zou gewoon echt...

Speaker 3: Pak het gewoon lekker uit.

Speaker 4: Pak het gewoon volledig uit want dat kan niet misgaan als je het goed doet.

Speaker 3: Nou duidelijk. [00:14:45]

De menu kaart hebben we in principe al over gehad. Met de warme gerechten en de koude gerechten na 10 uur.

Speaker 4: die olijven mogen er wel af.

Speaker 3: Ja, specifiek de olijven?

Speaker 4: Ik [00:15:00] vind de olijven wel lekker en ik zet zelf ook wel eens op tafel.

Speaker 3: Maar dan kom je bij met wat je net zei, met die cheap feel.

Speaker 4: Ja kijk en als het ook wel lekkere olijven zijn.

Tuurlijk, het is een standaard iets wat erbij hoort. Kijk, ik weet niet op wat voor manier ze dit willen aanbieden. Wil ze het als een soort [00:15:15] tapas aanbieden?

Speaker 3: Nou, in principe is de tapas tot 10 uur en na 10 uur is het echt een hapje schoon, als erbij.

Speaker 4: Ja, dan zou ik de tapas lekker zo laten misschien, dat je ze per gerechtje kan bestellen.

Ik [00:15:30] denk, als je dat doet... Zorg er dan voor dat het niet al te duur is en dat de gerechtjes gewoon klein zijn. Zodat je echt gewoon 4, 5 gerechtjes easy kan bestellen voor zeg maar 5 euro,

6 euro per [00:15:45] gerechtje. Kijk, want als jij 4, 5 gamba's in zo'n dingetje doet en gewoon wel goeie gamba's wel lekker maakt.

Ik denk dat dat prima dan een euro per gamba's of anderhalve euro per gamba's kan kosten. [00:16:00] Kijk, en dan, als er staat 5,95, dan denk ik wel van, oh, doe maar die, die, die, weet je wel. Maar als je dat 9 euro of over de 10 euro gaat maken, en dan, ja, dat idee heb ik er [00:16:15] in ieder geval nu bij. Maar ik zou met de koude dingen...

Zou ik dan gewoon echt misschien wat meer die plankjes gaan doen.

Speaker 3: Ja oké duidelijk. Dus niet aanbieden in de zin van alleen olijven en als pakket?

Speaker 4: Nee, nee. Tuurlijk gewoon verschillende plankjes. Je [00:16:30] hebt drie verschillende plankjes, whatever zoiets.

Speaker 3: Ja duidelijk. Nou, interieur hebben we net gehad, menu kaart gehad.

Je zegt zelf dat je al in het verleden in Berlijn was, was dat een ervaring [00:16:45] die je echt bij is gebleven?

Speaker 4: Ja, 100% en dat komt vooral door die tequila denk ik.

Speaker 3: Oké, duidelijk.

Speaker 4: Het was ook echt supermooi. Dit heb je waarschijnlijk alleen zo'n beetje in Amsterdam of... Kijk, ik weet het [00:17:00] niet, want ik ben niet in Groningen of wat dan ook in zo'n bar geweest.

Speaker 3: Ja zover wat ik zelf weet dat wist ik via de eigenaar dat je in Utrecht volgens mij of Amersfoort weten zij in ieder geval kennen ze iemand die altijd er een is dat

Speaker 4: geloof ik best maar het is gewoon [00:17:15] niet hier dat meer maar

Speaker 3: het is ook als je die foto's wat je net zag qua interieur dat zal wel bij je blijven en zou je kunnen adviseren aan andere mensen die er nog niet zijn geweest

Speaker 4: 100%, tuurlijk en ik denk ook wel ook al zijn we misschien wat [00:17:30] nuchterder hier je merkt ook wel dat Wij hier in Twente, we wonen ook luxe en we houden ook wel van die dingen.

Alleen spreken we het misschien wat minder uit en doen we er wat minder popioopje over.

Speaker 3: Ja, duidelijk. En als laatste jaar, wat zou [00:17:45] je toevoegen aan de wijn en food bar om je ervaring te verbeteren?

Speaker 4: Goeie tequila, Don Julio, 1942, dan kom ik sowieso langs. [00:18:00]

Goede sterke dranken, daar komen mensen gewoon op af. Focus gewoon op de wijn, dat is gewoon altijd goed. En dan die plankjes zou ik doen. Verder, gewoon [00:18:15] zorg ervoor dat het altijd kloppend is. Luxe feel, luxe mensen, dus de bediening die weten wat ze doen, die zijn altijd netjes. Is ook wat extra, zeg maar, als jij zorgt dat je een bepaald extraatje hebt, ook [00:18:30] als bediening, dus niet alleen de kaart en al die dingen, dat je ook bij je blijft.

Die bediening was netjes en, nou ja, kijk, ik heb geen hoge hotelschool gedaan, maar er zijn vast wel dingetjes [00:18:45] die een beetje luxe uitstraling hebben, omdat ze vragen naar... Weet ik veel, bijvoorbeeld als ik bij een restaurant kom en ik krijg zo'n warm handdoekje ofzo aan het [00:19:00] begin als ik ga zitten,

Ik zeg maar wat, en als ik zo'n warm handdoekje krijg en ik kan even mijn gezicht wassen en mijn handen, dan denk ik altijd direct van oh, nu heb ik al zin om 50 euro extra uit te geven, omdat het gewoon een top feel is. [00:19:15]

Speaker 3: Dus even kort samengevat, die luxe in details moet gewoon mooi erin zitten en het assortiment uitbreiden met sterke drank, met tequila in jouw geval specifiek. Maar ook whisky is [00:19:30] zeer dat soort dingen.

Speaker 4: Dat zal ik wel doen. Ik denk dat het belangrijkste erin gewoon is dat elk aspect van de bar luxe uitstraalt.

Dus dat is de uitsluiting van de bar zelf, dat is de menukaart, dat is de bediening, dat is gewoon [00:19:45] de hapjes, dat is alles.

Speaker 3: Oké, top. Dat was hem.

Speaker 4: Top.

## Appendix B

**Figure 1. Business Model Canvas Flavourite Wine for Wine & Food Bar**

<b>Key Partners</b> <ul style="list-style-type: none"> <li>-Landlord building</li> <li>-Shareholders</li> <li>-Flavourite Wine</li> <li>-Wholesale trade foods non food</li> <li>-Municipality of Hooglelo</li> <li>-Brand building (marketing company)</li> <li>-local entrepreneurs</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>-Wine &amp; Foodsales</li> <li>-Wine-tasting events</li> <li>-first-floor business</li> </ul>	<b>Value Propositions</b> <p>The wine &amp; food bar is going to offer a unique experience through the combination of excellent products and high-end service in the city center of Hooglelo in the region of Tienre.</p> <p>We will be serving only European wine which can be ordered per glass instead of per bottle. Out of every bottle we open, we serve a maximum of 5 glasses unless 6 glasses on other terraces to ensure that the customers can enjoy the quality and taste of every wine. The same goes for beer.</p>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>-Personal contact</li> <li>-High-quality service</li> <li>-Customer loyalty</li> <li>-Corporate customers Friday afternoon drinks</li> <li>-Networking evenings</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>-B2B (business relations)</li> <li>-B2C (informal)</li> <li>-25+ men &amp; women</li> <li>-Wine lovers</li> <li>-Wine &amp; food fanatics</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>-Website via WordPress</li> <li>-Socials</li> <li>-Cashier system</li> <li>-Thello (planning system)</li> <li>-MailChimp (marketing newsletter)</li> <li>-Excel (accounting)</li> <li>-Excel</li> </ul> <p>We create a unique experience in the following way:</p> <ul style="list-style-type: none"> <li>-Offering high-end products</li> <li>-High-end professional service</li> <li>-A pleasant, relaxing, and cozy environment</li> </ul> <p>We distinguish ourselves by operating in an environmentally friendly manner. The taste of the wine &amp; food bar has not been seen before in the region. And, we informally offer a high-end luxurious settings.</p>		<b>Channels</b> <ul style="list-style-type: none"> <li>-Winebar</li> <li>-Website</li> <li>-Socials</li> <li>-Flyers (events &amp; Flavourite wine)</li> <li>-Cooperation with local entrepreneurs</li> <li>-SEO-SEA campaigns</li> <li>-Customer Flavourite Wine</li> <li>-Paid media (Tubantia)</li> </ul>		
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>-Overhead</li> <li>-Rent</li> <li>-Food and wine purchase</li> <li>-Depreciation</li> <li>-Marketing costs</li> <li>-General operating expenses</li> </ul>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>-Wine sales</li> <li>-Food sales</li> <li>-Wine tastings</li> <li>-Rent first floor</li> <li>-Events (standing outside/ Booth and Special Sundays)</li> </ul>		