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SUSTAINABLE AND RESILIENT ENTREPRENEURSHIP FOR LAUNCHING AND OPERATING A SMART CAFÉ IN CHALLENGING ENVIRONMENTS

Abstract. *The article discusses the topic of business as an income-generating occupation, its development, limitations, advantages and disadvantages. An example of creating a business step-by-step on the example of a smart cafe under martial law in the country, advice on doing business in such a situation is considered. It is emphasized how to properly use certain strategies to improve the capital and recognizability of the business. It also gives examples of productive free advertising and explains why advertising and marketing play a big role in building a quality business. Finally, some tips for your business if you have strong competitors are given.*

Introduction. The business of business should not just be about money, it should be about responsibility. It should be about public good, not private greed [1]. This quote emphasizes the importance of considering the larger social and environmental impact of business activities, beyond just financial gains. It suggests that companies should strive to make a positive contribution to society, the environment, and the well-being of their employees, customers, and stakeholders. By focusing on the greater good, businesses can foster sustainable growth, enhance their reputation, and ultimately create more value for all involved parties. This perspective encourages companies to adopt responsible and ethical practices, as well as to contribute to the overall betterment of the world.

Business is a term that refers to an activity aimed at producing, selling or exchanging goods, services for profit. An effective business is built on understanding its target audience and market. Understanding the needs of customers helps to create goods or services that will be in demand.

Cafes are some of the most popular places where people like to spend their free hours, relax and enjoy delicious food and drinks. Creating a successful cafe-based business can be quite a lucrative and exciting venture. Setting up a cafe during a war can be challenging, given that during a military conflict there may be restrictions on access to resources, changes in the economy and instability in society. When establishing a café, it is critical to systematically evaluate a range of factors to ensure a successful launch and sustained operation.

Research results. The genesis of business ventures fundamentally relies on the principles of entrepreneurialism. An entrepreneur, or business person, is an individual who initiates, administers, and evolves a business enterprise with the objective of generating profit. This role necessitates possessing a distinct entrepreneurial spirit characterized by proactive initiative, an adeptness at identifying and leveraging opportunities, and a vision that transforms perceived challenges or unmet needs into viable business prospects.

Moreover, successful entrepreneurship demands adept management of critical resources, including financial capital, human resources, and time. These competencies are essential for navigating the complexities of business operations and achieving long-term strategic goals. The

concept of entrepreneurialism serves as the foundation for launching and sustaining business ventures, emphasizing innovation, risk management, and the pursuit of economic opportunities [9].

Smart Cafe represents a thriving business model, demonstrating significant competitiveness and resilience even amidst challenging conditions such as wartime. The ability of businesses to remain competitive and operational during adverse conditions, such as economic downturns or conflicts, is critical for their sustained success [8]. This enterprise exhibits substantial growth potential, characterized by its capacity for business expansion, the attraction of a broad customer base, and the creation of sustained demand for its offerings. Additionally, Smart Cafe demonstrates robust profitability, indicating its ability to generate consistent financial returns and maintain long-term economic viability. Finally, the feasibility of this business concept is supported by its alignment with existing resources and the competitive market landscape, suggesting a realistic likelihood of success.

Why a smart cafe? Establishing a smart cafe offers a cost-efficient alternative to launching a large-scale restaurant. The financial requirements for a smart cafe are significantly lower, primarily due to the reduced need for extensive infrastructure, substantial inventory, and large staff. This makes it an appealing option for entrepreneurs seeking to enter the food and beverage market with limited capital investment.

Contemporary consumer preferences indicate a tendency for shorter visits to cafes, where patrons typically consume beverages like coffee or tea quickly rather than engaging in prolonged dining experiences. This behavioral pattern reduces the necessity for expansive seating areas and extensive menu offerings. A smart cafe can cater effectively to this need by providing a cozy, efficient space with essentials such as a comfortable chair and minimalistic menu items, focusing on quality over quantity [10].

The modern pace of life often demands quick and convenient dining options. A smart cafe model typically incorporates 'takeaway' services, allowing customers to purchase and enjoy their beverages and snacks on the go. This flexibility aligns with the increasing demand for convenience in urban environments, catering to busy individuals who require prompt service without the necessity for on-site consumption [13].

Starting a business is a pivotal and exhilarating phase in any entrepreneurial journey. The process typically begins with formulating a clear idea and developing a concept. This initial stage involves comprehensive market research to understand customer demographics and preferences. Selecting a strategic location is crucial, aiming for areas with a high density of potential customers to maximize market reach. Additionally, a thorough analysis of competitors is essential. This involves identifying their strengths and weaknesses and using these insights to craft and implement a unique business idea that addresses specific gaps or problems within the industry.

To successfully establish and run a café in a challenging environment, it is essential to first identify which category of customers will frequent your establishment. This might include military personnel, employees of key organizations, or others who are active in the area. Understanding the specific needs and preferences of these customers is crucial, as it allows you to tailor your food and beverage offerings to meet their tastes and requirements.

Selecting the right location for your café is another critical decision. The location must ensure the safety of both customers and employees, which is paramount in a war-torn environment. Additionally, the site should be easily accessible and convenient for your target audience, making sure it supports the logistical needs of running a café under these conditions [5].

With these factors in mind, developing a robust business plan becomes the next step. This plan should start by articulating the core purpose of the business, answering the fundamental question, "Why do I need this business?" It should then outline the overarching idea, set clear goals, and devise strategies for growth. The business plan should also detail the products and services you will offer, establish pricing strategies, and define marketing and financial plans.

A thorough market analysis is integral to the business plan. This includes examining the target audience, understanding the competitive landscape, and formulating a strategy to promote your offerings effectively. The plan should also include a comprehensive financial projection, detailing expected revenues, expenses, profits, and cash flow, along with any investment needs. This financial blueprint is crucial for managing the business sustainably, especially in an unpredictable economic environment [12].

Resource management becomes particularly important during times of war, where there may be significant restrictions on imports and exports, affecting the availability and cost of ingredients. Prioritizing the use of local products and resources can help minimize reliance on external supplies and control costs.

Financial planning must also consider potential economic instability, which could impact the availability of credit and financial resources. It is vital to budget meticulously, accounting for possible fluctuations in the economic environment to ensure the business remains viable.

A well-crafted business plan not only helps in organizing and analyzing your business idea but also serves as a strategic guide to achieving your goals. It is an essential tool for attracting external help, such as investors or lenders, who will want to understand the potential for returns on their investment. Additionally, the business plan provides a framework for evaluating the business's performance, identifying weaknesses, and anticipating potential threats and opportunities.

Finally, in a war environment, ensuring security is paramount. Your café must meet rigorous safety standards to protect against possible threats. This includes installing security systems, controlling access, and evaluating perceived risks to create a safe haven for both customers and staff [2].

In contemporary consumer culture, the influence of visual appeal on product perception and consumer behavior is widely recognized. According to research, the visual presentation of products significantly affects consumer preferences and purchasing decisions [16]. This concept extends beyond mere functionality or taste, encompassing elements such as design, ambiance, and aesthetic appeal.

For instance, in the context of a cafe, the visual aspects of the environment play a crucial role in attracting and retaining customers. Consumers often seek aesthetic experiences that are visually appealing and shareable on platforms like social media [15]. Therefore, investing in the design of the cafe, including the logo, facade, and interior decor, can enhance its attractiveness to potential customers who value such aesthetics.

Moreover, the creation of a cozy and inviting atmosphere is essential for both locals and tourists. This ambiance not only encourages customers to spend more time but also contributes to positive word-of-mouth and online reviews, which are increasingly influential in consumer decision-making [6].

In terms of the menu, offering a unique and varied selection that aligns with the cafe's concept is critical. Menu design can influence perceptions of food quality and overall dining experience [7]. Therefore, attention to menu items that resonate with the target audience's preferences and dietary trends can enhance customer satisfaction and loyalty.

After finalizing the location, approved design, and acquiring quality products and equipment, the next crucial step is to complete the formalization and legalization of the business. This involves obtaining essential licenses and permits such as a business permit for the location, an alcoholic beverage license if serving alcohol, a music event permit, and any other necessary permits required to operate a cafe legally.

In the realm of small business operations, particularly in the cafe industry, effective marketing and advertising strategies are crucial for success. Marketing involves a comprehensive approach to communicating the value proposition of your cafe to potential customers, encompassing market analysis, product development, pricing strategies, distribution channels, and

brand promotion. This strategic framework not only enhances visibility but also establishes a connection with the target audience, fostering brand loyalty and driving sales [11].

Advertising, a subset of marketing, plays a pivotal role by systematically disseminating paid messages about the cafe's offerings, thereby increasing its presence in a competitive marketplace. By attracting new customers and sustaining their interest over time, advertising contributes significantly to maintaining market share and sustaining growth [3].

In essence, for a cafe business, leveraging effective marketing and advertising strategies is essential not only for initial customer acquisition but also for cultivating a loyal customer base and achieving sustained business success.

One effective approach is to collaborate with nearby businesses. Forming partnerships with local enterprises, particularly those operating in conflict zones, can significantly benefit your café. Such collaboration may involve sharing resources, coordinating joint marketing efforts, and engaging in various forms of cooperation.

During times of conflict, community support is crucial. Engaging in socially impactful initiatives, such as fundraising for the needy or aiding the military, enhances your café's reputation and draws in more customers.

Continuously enhancing product or service quality, pursuing innovations, and staying attuned to trends are essential. These efforts ensure the business maintains competitiveness in the market.

Creating an effective team involves assembling individuals with diverse skills, competencies, and experiences that complement each other to achieve the company's goals. Key positions and tasks must be clearly defined and matched with candidates possessing the required skills. Conducting thorough interviews and selection processes ensures the best fit. Once hired, manage the onboarding process efficiently, including paperwork and orientation to work processes.

Building team cohesion is of great importance. Organize activities that promote interaction and trust among team members. Offer training and development opportunities to enhance skills and effectiveness. This holistic approach fosters a cohesive and productive team environment [14].

To thrive amid strong competition, focus on developing unique advantages that your rivals overlook. For instance, a leading café excels with low prices, quick service, and a charismatic barista. However, a new competitor could undercut prices and enhance speed using advanced technology. To stay competitive, identify and cultivate strengths beyond their reach. Instead of mimicking their offerings, innovate by expanding your product range, implementing a rewards app, enhancing interior design, or hosting exclusive cocktail masterclasses. Such strategic differentiation not only attracts customers but also fortifies your position against competitors' advancements [4].

The advent of social media, the Internet of Things, artificial intelligence, and big data demands adherence to novel paradigms. Integrating these technologies into one's enterprise, and thereby securing a competitive edge, can only be accomplished through the painstaking process of trial and error. By studying the strategies employed by leading firms in these domains, one can distill a set of guiding principles that underpin the creation of a prosperous business.

Maintaining close proximity to consumers is essential for understanding and responding to their evolving needs, a strategy exemplified by companies like McDonald's that continually adapt to customer preferences. By nurturing leaders and fostering innovation, successful firms ensure they remain agile and competitive in an ever-changing market.

People are intrinsic to organizational productivity. Successful managers understand that rank-and-file employees are pivotal in driving quality and enhancing productivity. They cultivate a work environment that values each employee's contribution, fostering a culture of continuous improvement and empowerment. By investing in employee development, encouraging collaboration, and recognizing individual efforts, these organizations harness the full potential of

their workforce, thereby achieving superior operational performance and sustained competitive advantage.

Organizations must prioritize a strong alignment with their core values. It is crucial that employees possess a thorough comprehension of the company's mission and fundamental principles. Furthermore, as Robert Johnson, former chairman of Johnson & Johnson, advised, one should never acquire a business without a clear understanding of its management dynamics. Maintaining a streamlined structure and a compact team is essential for businesses, as it affords them the agility and responsiveness necessary to adapt swiftly to changing conditions and configurations.

Conclusions. Establishing a café, especially under challenging circumstances, demands meticulous planning and attention to detail. Success hinges on a blend of strategic foresight, exceptional service, and unwavering commitment to quality. By prioritizing customer satisfaction and consistently evolving, a café can transform into a beloved community hub. The journey of building a business is intricate, requiring robust management skills, effective communication, and adept problem-solving. Embracing these elements ensures resilience and growth, turning aspirations into a thriving enterprise despite any obstacles. Future research on the intersection of business responsibility and public good should explore innovative models of corporate social responsibility that integrate sustainable practices into core business strategies. Additionally, examining the impact of these practices on long-term financial performance and stakeholder trust could provide deeper insights into how companies can align profit motives with societal and environmental well-being.

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