

“Marketing Plan For SCAFA”

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DEPARTMENT OF MANAGEMENT SCIENCES

BAHRIA UNIVERSITY, LAHORE CAMPUS

RESEARCH PROJECT

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I, _____ being the Principal Supervisor for the above student, certify that project is in a form suitable for examination and the candidate has perused his course in accordance with the Rules of the University.

Signature: [Signature] **Date:** 29/01/2020

Recommendation of Examination

I recommend that the Project be examined.

Principal Supervisor: [Signature] **Date:** 29/01/2020

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Not Recommendation of Examination

I recommend that the Project may not be examined.

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Statement by the Head Faculty/Department

I support the submission of the Project of the above-named students for examination under the University Rules for higher degrees.

Signature: [Signature] **Date:** 29/1/20

BAHRIA UNIVERSITY, LAHORE
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Faculty/Department: Department of Management Sciences

I hereby certify that the above candidate's work, including the project, has been completed to my satisfaction and that the project is in a format and of an editorial standard recognized by the faculty/department as appropriate for examination.

Signature: _____

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Dated: _____

29/01/2020

The undersigned certify that a pre-completion seminar, and overview and major findings of the project, and the work is of a standard and extent appropriate for submission.

I have checked the candidate's project and its scope, format: editorial standards are recognized by the faculty/department as appropriate.

Dean/Head of Faculty/Department _____

Dated: _____

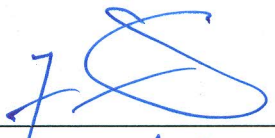

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EXECUTIVE SUMMARY

The main objective of the study is to develop a Marketing Plan of SCAFA (Culinary School). SCAFA is culinary and finishing art school which is situated in Lahore. It is one of the finest cooking school in Pakistan as it has foreign faculty and best place to learn. This business had scope in Pakistan due to emerging interest of people in this field. The study of culinary arts will help the learner to expand horizons in many ways and will help in professional development. The institute has qualified faculty that can direct and influence the growing number of students in the said field. Nevertheless, In Pakistan, this profession is growing but there are many insufficiencies in terms of its awareness and benefits among people that is causing restriction in development of this field of education. Keeping this problem in mind we have identified a grey area in our skill education institutions sector that is being ignored significantly. There are very few institutions available in Pakistan that offers sate of the art skill education. One such example is of School of Culinary and Finishing Arts (SCAFA). In this project, marketing plan of SCAFA is developed for a period of one year by using multiple marketing tools like SWOT analysis, PEST analysis, Ansoff matrix marketing mix, marketing segmentation, positioning and 4 P's of marketing. The report suggested Niche marketing for SCAFA and developed plan accordingly.

1. INTRODUCTION

SCAFA, School of Culinary and Finishing Arts is a full-service culinary arts training institute offering the complete spectrum of culinary arts courses. They have the full time educational environment for the student who really wants to be a professional chef. The School additionally offers courses in professional cooking for people seeking expert skills in this field. They provide an ideal opportunity to fulfill the dreams of becoming a professional chef. They have the best professional instructors so under great guidance students can practice their work and can learn more skill of cooking. With world-class culinary, finishing and etiquette arts training, SCAFA students can take in the abilities so they can convey style, incredibleness in quality and refinement.



SCAFA offers courses and programs for both enthusiasts and amateurs. Moreover, it also offers outstanding programs for children, culinary-centric team building events for corporates and menu development Consulting Services for new restaurant concepts. Be it bloggers, caterers, restaurant owners, consultants, entrepreneurs, authors or food enthusiasts, SCAFA has a course to suit everyone's needs.

2. BACKGROUND

The purpose of selecting this topic is that culinary art education is getting great acceptance worldwide as well as in Pakistan. Culinary education has flourished in recent decades and there are more than 400 postsecondary certificates and degree program in US alone. Culinary art is raising beyond the craft/vocational level to under/postgraduate degree level, educators need to become critically reflective and knowledgeable and enable student to learn how to learn, to become entrepreneurial and technological innovator (Hegarty 2011). SCAFA is a school which

is the only school in Lahore which is giving knowledge and skills in all discipline of cooking and culinary arts while other schools are specified in specific dishes and skills (Fakhar Unisa, 2018).

2.1 Background of strategies and programs

SCAFA is lacking only with proper marketing strategies for their brands. We have choose this to provide them with proper marketing plan for 1 year. We are using different marketing tools to develop this as marketing mix famous 4p's of marketing, Marketing segmentation, SWOT analysis, Competitive analysis Ansoff matrix Cost benefit analysis PEST analysis. We are characterizing this school in Niche marketing and we are using marketing development strategy to give SCAFA world class marketing plan. We are also giving them proper social media plus tv adds plan for proper promotion of their brand. This institution has been the foundation through which its graduates have achieved immense success. It aims to be the best School, equipped with world class facilities available in Pakistan and help its students in every possible way to achieve their desired goals after they graduate.

SCAFA is providing quality services to its students who want to pursue career in cooking, currently they are providing two types of programs:

- Professional Program
- Amateur Program

2.1.2 Professional Program

The professional programs are taught by well acclaimed international visiting faculty, comprising Chef Instructors. All the professional programs are 100% hands on and sessions are conducted at SCAFA Lahore's in-house world class Kitchen Labs. The professional program consists of the following courses:

- Professional Pastry

- Professional Kitchen
- Professional Finishing
- Home Pro Program
- Combination Program

2.1.3 Amateur Program

This program is especially designed and offered to the beginners who want to pursue culinary profession. The following courses are offered at the beginning/amateur level:

- Fundamentals of Cuisine
- Classes for two
- Pastry and Desserts
- Mini Master Chef

People are attracted towards the culinary profession but due to lack of awareness of such schools, the eager learners with potential remain unsuccessful in achieving their goals and targets. For Pakistan it is relatively a new concept and the market has a potential to produce certified professional cooks. The problems highlighted are:

- Lack of public awareness about culinary institutions.
- Nonexistence of marketing strategy, to spread information about offered courses.
 - No benchmark is set to meet the international standards required for professional cooks.

3. PROBLEM STATEMENT

People are attracted towards the culinary profession but due to lack of awareness of such schools there are no such proper platforms for the willing students who even have potential and have interest in cooking. For Pakistan it is new concept and the market has potential to produce professional cooks but there are no proper school and even if there are, they don't

meet standards neither they are marketed enough. There is a lot of potential in people but the problem lies in the marketing of such schools because even with the presence of culinary school, the actual word that needs to be put into the ears of people is not spread

The problem highlighted are:

- No public awareness of culinary institutions
- Lack of marketing strategies to spread the information about the courses offered
- No standard set to meet the international demand of professional cooks

4. **OBJECTIVES**

The objective of this project is to form a marketing plan for a cooking school named SCAFA, as there is less awareness among people regarding the importance and scope of the concept of cooking schools in Pakistan.

5. **PROPOSED SOLUTION:**

We have proposed a marketing strategy and plan for SCAFA keeping in view their target market. In first phase, we will create awareness and educate audience about the institution keeping focused around below mentioned points:

- What is SCAFA?
- What it has to Offer?
- How it can be beneficial for a potential candidate?

This would be achieved through Social Media Marketing platforms available in the market such as Facebook, Instagram etc. Afterwards, gather candidate feedback and use that as an instrument to improve the overall experience of the facility and increase marketing/promotion through social media.

6. **Scope of the work:**

SCAFA can gain large audience around Pakistan, using promotional ads & awareness campaign via social media. Being, the one and only culinary school that provide excellence

in cooking field with extending courses such as Master Chef around the globe. This all will be achieved using marketing techniques as promotional activities such as;

- Free Trials
- Free Testing
- Test Sessions with the Chefs
- Visits to Kitchen
- Performa Determining Examination
- City and guild Prosecutes

6.1.1. Hardware Requirements

Major hardware equipment required for the project are listed below:

- Laptop
- Printer
- Scanner
- Camera

6.1.2. Software Requirements

Following are the software's which will be used for this project:

- Microsoft PowerPoint
- Microsoft Excel
- Microsoft-Project
- Microsoft Word
- Web Browsers
- Voice Recorder

6.1.3. Marketing Tools

Following list of marketing tools will used to execute is project.

- Website Optimization: Hotjar
- Landing pages: WordPress
- Blogging
- Pamphlets
- Brochures
- Social Media

7. COST BENEFIT ANALYSIS:

The actual incurred cost depends upon the marketing strategy being adopted. One of the major cost components will be advertisement. For example, Facebook advertisement of the courses offered will result in boosting the content to reach to the public. As for now a days

Facebook is the core source of spreading the word alone. Meanwhile, there will be TV Commercial being run parallel to social media campaign.

Currently, the expected students for each three months semester are 15 in numbers on an average before the campaign. But with this advertisement, the hopes are that it will reach up to 30 students per course. Marketing not only deals with the distribution but it also looks over the dynamic and emerging trends in the environment. The other modes of advertisement include, printing brochures containing relevant information regarding the courses offered, updating the company's website to attract people and distribution of pamphlets. Marketing covers 4P's, we'll use the 4P's on accurate conditions.

Moreover, with every passing day, people are becoming more hygiene and health conscious, SCAFA has always maintained its hygiene and health standards, therefore, it can also serve as a reason for people availing SCAFA's services.

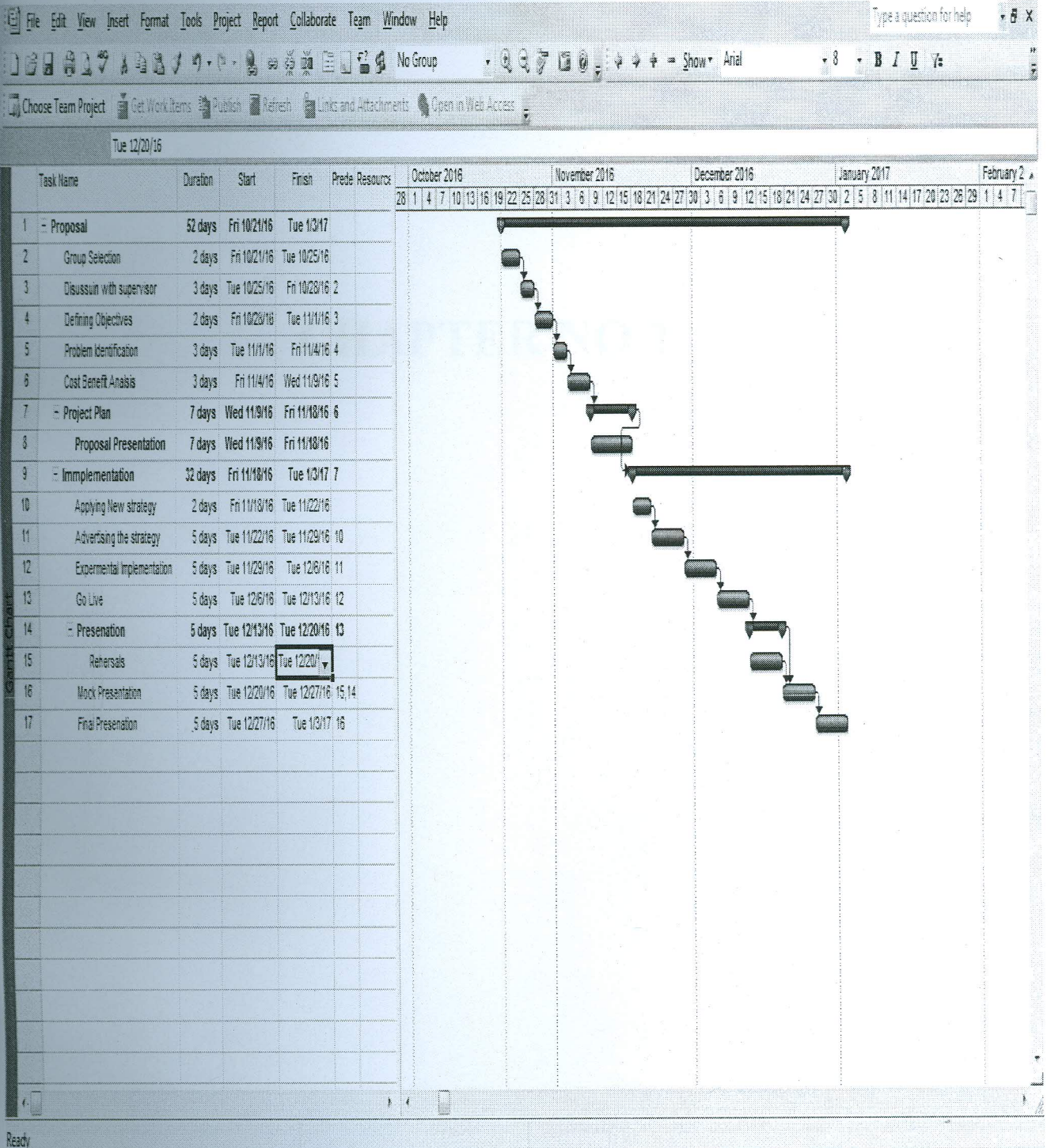
The reachable audience is expected to rise almost 50%, whereas the potential of actual interested people is around 30%. The cost that is going to occur on the surveys will result in giving us the accurate amount of data and precision on our estimate.

Advertising will benefit in many ways. People who are interested in cooking profession can pursue their careers through such institutions. Restaurants and hotels that are always in search of professional chefs can avail this opportunity and can hire chefs through career placement and job fairs in the institutions.

8. **PROJECT PLAN:**

We will be going through the four phases in this project. The 1st phase will be of proposal in which we will define our objectives and scope of the project. Then we will be analyzing the marketing needs and scope of our work in the company. It will lead us to the implementation phase in which we will implement the new strategy that will impact organization and increase revenue by increasing the intake of students, extending the geographic market area and raising the tuition and accommodation fees. Hence, the organizations will set standards to meet the international demand of professional chefs.

8.1. GANTT CHART



CHAPTER NO 2

9. FEASIBILITY STUDY

In this phase we start with the literature review which will help us in finding the variables that affect the customers to shift towards other culinary schools. We will analyze the current service system of SCAFA. We will collect data from the school and conduct different surveys and interview from the staff and customers. Also, we will be using different tools including:

- 4 P's of Marketing
- SWOT Analysis
- PEST
- PORTER 5 FORCES
- PORTER VALUE CHAIN

All the above tools will be used for finding the current background of SCAFA. We will be using SWOT analysis for the internal environment of the school. PESTEL and PORTER five forces will be used for finding the external environment which is affecting the school. We will be analyzing how they are attracting their customer to their school. What strategies are being used for the promotion and achieving their goals.

SCAFA is an Approved Centre of City & Guilds, London, and delivers the International Vocational Qualifications (IVQ) in Food Preparation and Culinary Arts. City & Guild are the leading skills development organization, providing services to training providers, employers, and trainees across a variety of sectors to meet the needs of today's workplace. These qualifications have been developed for those working within the catering industry and cover all the main elements of food preparation as well as specialist patisserie knowledge and skills.

Currently their marketing segmentation is divided as following according to survey:

9.1 4 P's of Marketing

9.1.1. Place

SCAFA is located in the prime location of Lahore at Gulberg, Jail Road catering the customer from various posh locality including Gulberg, DHA, Cantonment etc. Their main school is in Dubai from where it started.

9.1.2. Product

SCAFA is providing quality services to its students who want to pursue career in cooking.

Currently they are providing two types of program:

- Professional Program
- Amateur Program

9.1.3. Price

They are offering different type of courses and they have different prices. The courses price fluctuates according to the program the student wants to enroll in it.

9.1.4. 3.1.4 Promotion

SCAFA does not have much promotional strategies. They are currently had only a website www.scafa.pk which serves the purpose. No such social media is been used to the promotion of SCAFA.

9.1.5. 3.1.4.1 Current Courses offered by SCAFA

As discussed earlier, the following two main categories of courses are available at SCAFA

- Professional Programs

- Amateur Programs

9.1.6. Professional Programs:

The following set courses are offered under professional programs

9.1.6.1. Professional Pastry:

SCAFA Lahore's Pro-Pastry program is a full-time pastry-only program, for students seeking professional pastry skills and certification. The program teaches comprehensive skills in the following areas: breads, pastry, amusebouche, baking, cakes, hot and cold desserts.

Key features of the program are:

- Pro-Pastry students work on their own and every student complete each session's requirements by the end of the class.
- The Pro-Pastry program is a 450 hour program that is dedicated to teaching baking.
- SCAFA ensures a Teacher-Pupil Ratio of 1:6. Whenever there are more than 6 students in the class, the school will ensure the presence of a second teacher so that each student gets the individual attention necessary for a professional culinary program.
- The Pro-Pastry program leads up to the IVQ Level-2 Diploma in Professional Patisserie and Confectionery. Students are also awarded SCAFA's Pro-Pastry certificate.
- Ingredients, equipment and supplies needed for each class are included in the course fee and provided to each student individually at the beginning of the class.

The program is open to all students and will cover the following areas:

Week 1	Food Safety, Weights, Measures, Scaling & Conversions
Week 1 & 2	Basic Artisan & Ethnic Breads
Week 3	Practical Baking Techniques
Week 4	Pastry Dough, Pies, Sauces & Fillings
Week 5	Cream, Custards & Icing
Week 6	Souffles & Frozen Desserts
Week 7 & 8	Specialty Cakes, Gateaux & Torte
Week 9	Chocolate
Week 10	Sugar Work
Week 11	Amuse Bouche
Week 12 & 13	Plating & Presentation Styles

Table 1: Professional Pastry Weekly Schedule

9.1.6.2. Professional Kitchen:

The Professional Kitchen Program is for duration of 3 months and is designed for beginners looking for an international standard, professional cooking program. The Professional Kitchen Program focuses on teaching all the fundamental techniques for cooking and food handling, and prepares students to become professional chefs suitable for entry-level positions in any restaurant kitchen globally. Key features of the program are:

- Students will spend approximately 70% of their time learning culinary technique (French classical) with the remainder of the program devoted to the application of these acquired skills to world cuisines.
- All subjects are developed and taught in a practical environment (90% hands on) where students will be able to learn, understand, create and develop their skills in cooking.

- The class size is restricted to 12 students only. SCAFA ensures a Teacher Pupil Ratio of 1:6, whenever there are more than 6 students in the class; the school will ensure the presence of a second teacher so that each student gets the individual attention necessary for a professional culinary program.

Week 1	<ul style="list-style-type: none"> •• Knife skills & emulsions, Food safety & hygiene
Week 2	<ul style="list-style-type: none"> • Stocks & thickeners • Food science
Week 3	<ul style="list-style-type: none"> • Vegetable & eggs Produce
Week 4	<ul style="list-style-type: none"> • Starches • Mother sauces
Week 5	<ul style="list-style-type: none"> • Poultry • Poultry production
Week 6	<ul style="list-style-type: none"> •• Fish & shellfish • Fishing & sea farming
Week 7	<ul style="list-style-type: none"> • Red meat • Livestock
Week 8	<ul style="list-style-type: none"> • Baking • Flour, yeast & bread making
Week 9	<ul style="list-style-type: none"> • Pastry • Pastry techniques
Week 10	<ul style="list-style-type: none"> • Desserts • Design & plating of desserts
Week 11 - 13	<ul style="list-style-type: none"> • Cuisines of the world

Table 2: Professional Kitchen Weekly Schedule

9.1.6.3. Professional Finishing

The Pro Finishing Program is a 3-month program designed for students who have completed their Pro Kitchen Program, or an equivalent program from another culinary school. For applicants who have qualified from another school,

SCAFA will conduct a practical evaluation to assess their eligibility for the Pro Finishing Program. Key features of the program are:

- This program prepares students for the finer aspects of the culinary arts and the business of running a restaurant.
- The program is operated from the School's student run, teaching restaurant, SCAFÉ, where students are taught a range of practical skills in a real operational environment.
- Students will learn skills ranging from running a business in the hospitality industry, menu development and costing, purchasing and managing produce, professional service, fine dining preparation, presentation and plating, palate development and restaurant operations.
- The School's restaurant is the special platform from which these skills are taught to students.
- The class size is restricted to 6 students only to ensure each student gets individual attention.

9.1.6.4. Home Pro Program:

The Home Pro Program is a 3-month program to help students who are holding full-time jobs or cannot participate in a full-time culinary education program, but who love the craft and are keen to pursue a culinary career. Key features of the program are:

- The program is delivered through 40 intensive classes, 3 times a week in the evenings.

- The condensed program is derived from the professional program and covers many of the same cooking techniques as covered in the fulltime professional programs.
- The program focuses on teaching all the fundamental techniques for cooking and food handling, and prepares students to become professional chefs suitable for entry-level positions in any restaurant kitchen globally.
- Students pursuing this program are expected to practice whatever they learn in class at home to attain the same level of hands-on experience as the full-time professional program students.

9.1.6.5. Combination Program:

As the name suggests, this program is a combination of the Pro Kitchen and the Pro Finishing Program. While, students completing the Professional Kitchen Program are accepted into industry as Commis-level chefs, when combined with the Professional Finishing Program, students are armed with 360°-advanced skills for kitchen operations of a fine dining standard. Students also have the option of completing both these programs together over a period of 6 months.

9.1.7. Amateur Programs:

The following set courses are offered under amateur programs.

9.1.7.1. Fundamentals of Cuisine

A class for the serious enthusiast, this is a structured program that can be taken as a whole 10-class program, or students can attend any class that appeals to them (e.g. the class on fish and crustaceans or pasta). Classes are for duration of 3-4 hours.

Session #	Knowledge Area	Session #	Knowledge Area
Session 1	Knife Skills	Session 6	Fish & Shellfish
Session 2	Stocks, Soups & Thickeners	Session 7	Poultry
Session 3	Vegetables & Eggs	Session 8	Pasta
Session 4	Starches & Sauces	Session 9	Baking & Pastry
Session 5	Red Meal	Session 10	Desserts

Table 3: Fundamentals of Cuisine Schedule

9.1.7.2. Classes for Two:

Allow your taste buds to be taken on a journey in one of our highly successful Classes for 2. Bring someone special to our relaxed and friendly School for a fun and memorable experience. Each class creates a warm and relaxed atmosphere for students to try new foods, techniques and tools. Each evening has a different theme or cuisine that changes every Wednesday where couples make their 3-course meal from start to finish.

Courses/Dishes offered for Class of 02	
Mexican Class (option 01)	Italian Class (option 01)
<ul style="list-style-type: none"> • Tortilla • Guacamole and Salsa • Chicken Fajitas • Flan 	<ul style="list-style-type: none"> • Focaccia • Ravioli from scratch • Panna Cotta
Mexican Class (option 02)	Italian Class (option 02)
<ul style="list-style-type: none"> • Guacamole and Salsa • Rice Verde • Chicken Al Hambre • Flan 	<ul style="list-style-type: none"> • Zucchini Carpaccio • Lasagna • Tiramisu
Thai Class (option 01)	Far East Class (option 01)
<ul style="list-style-type: none"> • Yam Som O Salad (spicy prawns, papaya and lychee salad) • Yellow Eggplant Curry with Basil Chicken • Mango Mousse 	<ul style="list-style-type: none"> • Sashimi • Sushi Rolls • Wasabi Creme Brûlée
Thai Class (option 02)	Far East Class (option 02)
<ul style="list-style-type: none"> • Yam Woon Sen (vermicelli noodle salad with prawns) • Pad Thai Noodles • Lychee And Ginger Panna Cotta 	<ul style="list-style-type: none"> • Chicken Lettuce Wrap • Sushi Rolls • Deep Fried Bananas
Middle Eastern (option 01)	Middle Eastern (option 02)
<ul style="list-style-type: none"> • Hummus, Muhammara, Pita Bread • Chicken Fateh • Omm Ali 	<ul style="list-style-type: none"> • Tabouleh and Fattoush Salad • Shish Taouk and Garlic Sauce • Date and Saffron Panna Cotta
Independence Day Special Class	
<ul style="list-style-type: none"> • Samosa with a twist • Mini Butter Chicken with Pita Bread • Gulab Jamun 	

Table 4: Courses/Dishes offered for Class of 02

9.1.7.3. Pastry and Desserts

Marie-Antoine Carême (1783-1833) said "The fine arts are five in number, namely: painting, sculpture, poetry, music, and architecture, the principal branch of the latter being pastry."

Pastry, baking, desserts and chocolate have always been constant topics and trends for food enthusiasts. At SCAFA, we have designed a program that can be taken as a series or individual classes, focusing purely on the basics and fundamentals of baking and desserts.

Desserts	<ul style="list-style-type: none"> • Panna Cotta • Lemon chessecake • Crème Brulee • Poached Pear • Apple Crumble
Pastry	<ul style="list-style-type: none"> • Choux Pastry • Chocolate profiteroles • Tarte Tatin • Crème Patisserie • Pate Brisee • Tart
Baking	<ul style="list-style-type: none"> • Focaccia • Pizza Base • Quiche • Genoise Sponge
Chocolate	<ul style="list-style-type: none"> • Chocolate Truffles • Molten Chocolate Cake • Chocolate Mousse
Macaroons	<ul style="list-style-type: none"> • Macaroons

Table 5: Level 1 Course Outline of Pastry & Desserts

Baking	<ul style="list-style-type: none"> • Banana Bread • Torta Tres Leches • Madelaine
Breads	<ul style="list-style-type: none"> • Challah Bread • Brioche • English Muffin
Desserts	<ul style="list-style-type: none"> • Fruit Mousse • Poached Pear • Tiramisu
Chocolate	<ul style="list-style-type: none"> • Tempering Chocolate • Bon Bons • Fillings
Pastry	<ul style="list-style-type: none"> • Puff Pastry • Croissants • Pain Au Chocolat

Table 6: Level 2 Course Outline of Pastry & Desserts

9.1.7.4. Mini Master Chef:

In the Mini Master Chef Program, youngsters will learn a range of basic and advanced skills, alongside etiquette and hygiene in a fun and friendly environment.

They welcome all young chefs starting from 5 years of age all the way up to 15 years of age.

Classes are priced individually and discounted when a whole program is purchased.

- Students are placed into specific groups depending on their experience

- We also have spaces for toddlers (age group 4-7) in a separate class.

For more information, please get in touch with the school.

9.1.8. SWOT Analysis

9.1.8.1. Strengths

- **Creative & Innovation**

SCAFA is culinary school that graduates chefs at Michelin level along

- **Cleanness and Improved Structure**

Their Kitchen is extremely clean, all branded equipment like bosh & Siemens are used for all purposes

- **Universal**

Their services are for everyone. SCAFA appreciates society to observe how they are moving around

- **Work Orientated**

Offered courses are been taught by highly skilled Professional Chefs and are Michelin star rated

- **Communication**

Social Media; Facebook page is regularly updated and appeals to health conscious consumers.

9.1.8.2. Weakness

- **No Café or Restaurant**

SCAFA dose not have any live kitchen restaurant or cafe

- **No official website**

They are not advertising their core services by any official means

- **No marketing department.**

SCAFA has no specific means of marketing department to promote & advertise their Business.

9.1.8.3. Opportunities

- **People are becoming more health conscious**
SCAFA is providing hygienic kitchen for such stuff
- **Expansion in Lahore**
If SCAFA is opened in different locations it will be very beneficial
- **Product development/expansion in healthier way**
As there can be improvement in product & service which can lead to higher profit
- **Diversification**
The complete market is been diversified by new services.
- **Live Dine-in Restaurant**
As there is interest of customer towards this innovation, as to launch café or restaurant it will make it more beneficial

9.1.8.4. Threats

- **Weak purchasing power of the customer**
As there are influential social fabricating issues in society which devalue new launch innovation by purchasing power.
- **Developing customer choice as new revel enter**
As it take time for customer to develop interest in something which is newly introduced in market.

9.2. Competitive Analysis

- There are many different schools of culinary and cooking art in Lahore i.e. COTHM, The culinary studio, Muneeze Khalid school of cooking, Culinary and hotel institute of Pakistan (CHIP), CHEFS institutes of Pakistan, The cookery School, Government technical training institute, and many other schools which are giving proper knowledge and skills for this profession. SCAFA has competitive edge over these schools that

it has many courses under one roof while other schools are specialized in specific courses, SCAFA has competitive advantage of foreign staff and chefs dedicated to different courses. SCAFA has many courses while other schools are restricted to limited number of courses. The main reason for choosing SCAFA in Lahore is that it is the only school which is giving knowledge solely on cooking and culinary arts while the other main competitor like COTHM is taking students for hotel management and hospitality that's why their concentration about this course is scattered in other fields as well. While other schools like Muneze Khalid and the cookery school and government technical training institutes are not giving such vast knowledge and they can't give all courses as they don't have such qualified staff and they have limited number of resources regarding this while SCAFA has staff from all over the world.

9.2.1. PEST Analysis

9.2.1.1. Political

- Legislation and regulation of the government
- Taxation system
- Corporation between government of Saudi Arabia & government of Pakistan
- Political stability civil, disorder

9.2.1.2. Economical

- The state of economy in country.
- Currency exchange rates.
- Low income and inflation.
- Competition in the industry shrinks the profit for such schools

9.2.1.3. Social

- Increasing population of country.
- Established a good system in determining the need market

- Customer changing preferences
- Health conscious consumers
- People are getting more aware of such culinary schools and getting interested as well

9.2.1.4. Technology

- Research and development activities
- Uses of IT system in operation such as Microsoft Excel and Word for enrollments
- Taking customers feedback and strong promotions over Social Media

9.2.2. Porters Value Chain Analysis:

Category	Factor	Impact	Favorable/Unfavorable
1. Competitive Rivalry	Number of competitors is Low	Culinary schools are new trend that's why there aren't much of competitors yet	Favorable
2. Threat of New Entrants	A lot of investment needed to meet the culinary school standards	It is not easy for a new competitor to enter the market because of SCAFA's monopoly	Unfavorable
3. Threat of Substitutes	Threat of substitutes is High.	There is always been a threat of substitutes because there not many such schools for culinary arts.	Unfavorable
4. Buyers Power	Bargaining power is sustainable	It can be sustainable because these days many women are attracted to such schools for learning cooking.	Favorable
5. Supplier Power	Supplier power is low	They have support from their ancestor land for raw materials and other requirement for kitchen stuff.	Favorable

Table 7: Porters Value Chain Analysis

Activity	Processes & Tasks	Value Analysis
Support Activities		
1. Firm infrastructure	<ul style="list-style-type: none"> •• Managers, CEO, Employee • Planning the policies • Accounts and finance 	<ul style="list-style-type: none"> • Top management do strategic planning formally and informally. Develop mission and vision.
2. Human Resource management	<ul style="list-style-type: none"> •• Training employees • Compensations Recruiting 	<ul style="list-style-type: none"> • Managing compensations, consulting recruiting firms.
3. Technology	<ul style="list-style-type: none"> • Online appointment of nutritionist consultancy • Text message to regular customers about promotions, regular checkups. 	<ul style="list-style-type: none"> • Customers database regularly update.
4. Procurement	<ul style="list-style-type: none"> • Local farm • Greenvalley & Hyperstar supermarkets etc. 	<ul style="list-style-type: none"> • Contract with local farm to get fresh food. Get imported food items from superstores.
Primary Activities		
5. Inbound logistics	<ul style="list-style-type: none"> • Freezers to handler raw material, machines making organic breads, 	<ul style="list-style-type: none"> • Maintain freshness of perishables goods. Quality

		control by making breads.
6.Operations	<ul style="list-style-type: none"> •• Preparing of breads • Vegetables cutting • Meat handlers and cutting 	<ul style="list-style-type: none"> • Advance salad making techniques. Up to date recipes of food to serve in a uniqueness way.
7.Outbound logistics	<ul style="list-style-type: none"> • Storing of finished products in refrigerator • Delivery of orders to customers through delivery vans. 	<ul style="list-style-type: none"> • Company owns delivery vans to delivery fresh meals to customers. Advance machines for storing and maintaining the freshness of finished meals
8.Marketing & sales	<ul style="list-style-type: none"> • Billboards (contract with TOLET) • Facebook media purchase 	<ul style="list-style-type: none"> • Contracting with advertising firms to promote company and sales.
9.Services	<ul style="list-style-type: none"> •• Machinery replacement, repairing. • Installing latest machines Customer convenience 	<ul style="list-style-type: none"> • Online website reservation, appointment for customer convenience

Table 8: Value Analysis

CHAPTER NO 3

10. Methodology

The research used mixed methodology to gather data. We have conducted qualitative structured interview from top management Ms. Farah Naz who is CEO of SCAFA and a quantitative survey with the customers/Students and conducted unstructured interviews with the employees includes services and culinary education by SCAFA. We visited SCAFA and observed their culture, employee's behavior, quality of service/product and employees and top management attitude along the quality excellence they are providing to customers.

10.1.1. Interviews

10.1.1.1. Structured Interviews

An interview of Ms. Farah Naz (CEO SCAFA) was conducted. The questioner included the following questions in order to know the actual satiability of the venture

- How are you implementing your brand strategies?
- How you are managing your Strategies to gain customer attraction?.
- Is there any distribution channel to market product/Service ?
- What are your main competitors in the sense of service?
- What is your targeted market?
- How you are finding public feedback and how you are working on that?
- How your strategy is defined to spread norm of culinary & finishing arts?

We also conducted the survey of customers about quality of such art and service been provided in order to keep satisfaction level high. We also inquired about the advertisement techniques being adapted by the company.

10.1.1.2. Unstructured Interviews

Unstructured interviews were carried out with the employees and chefs including head chefs also. We went to the SCAFA and did face to face interview with their Marketing team head Mr. Imran, recorded the 15 minutes of interview session and collected the information. It was just a random collection of data. Unstructured interview was also conducted by the few students of SCAFA, in which we gathered data about program and their interest in such program.

10.2. Data Analysis

10.3. Data Interpretation

We have conducted the survey from the regular students of SCAFA to know the quality and services of the culinary school and to get the opinions from student about whether SCAFA should try to take an active part in advertisement and introduce some other courses.

10.3.1. Survey Graph and Pie Chart

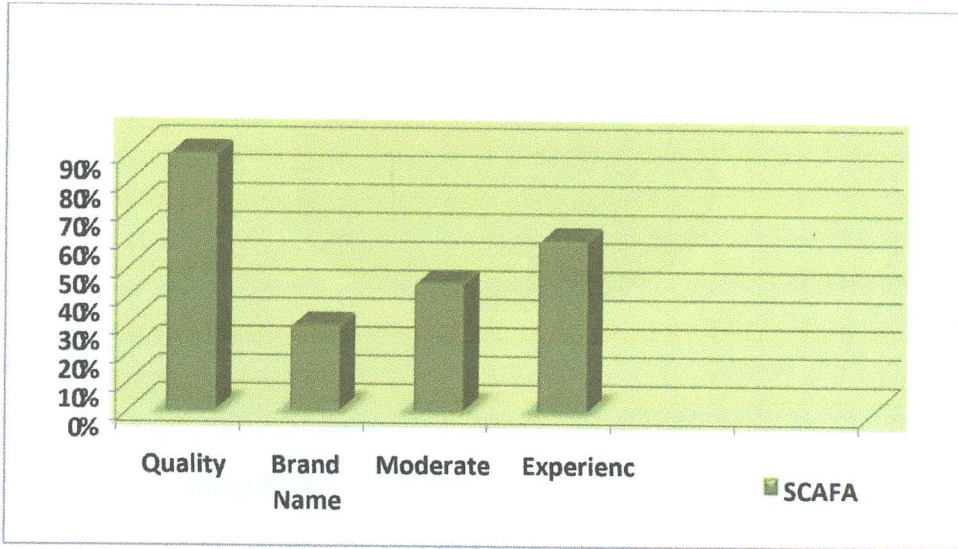


Figure 1: Students Mindset about SCAFA - Bar Graph

Figure 1: Graph explains the mindset of students that what the students perceive by the SCAFA services.90% of students we surveyed choses the quality level of SCAFA during tours .40% of students perceives SCAFA in moderate service as 25% of surveyed student's affiliates SCAFA by its great Brand name and 55% perceives SCAFA is great to go with.

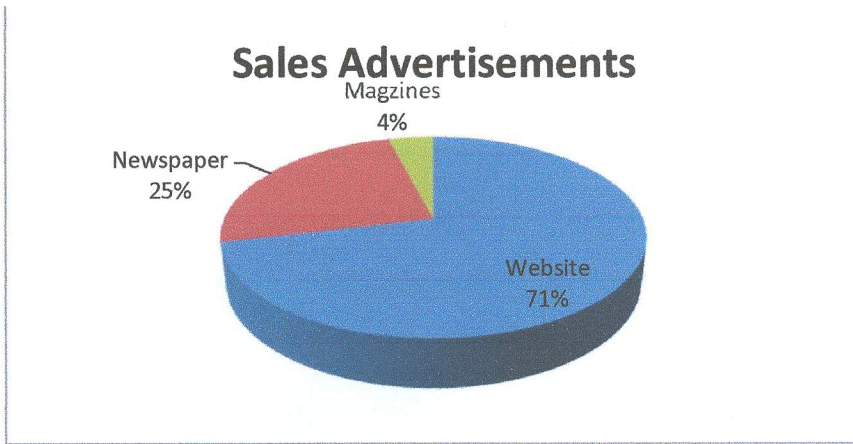


Figure 2: Sales Advertisements of SCAFA

Figure 2: According to the surveyed we have conducted for SCAFA that how they are attracted towards their school. The above figure shows the data interpreted from the survey conducted. Currently SCAFA is using Web site to advertise. They should use more advertising on Website. Most of the people use internet websites now days so that they should increase websites for advertising. And According to virtue of our knowledge SCAFA is also using newspaper 26% to advertise their firm. . They are giving ads in the famous magazines and newspapers also to increase the awareness and profitability. They should use social media for advertising as it is the biggest medium now days.

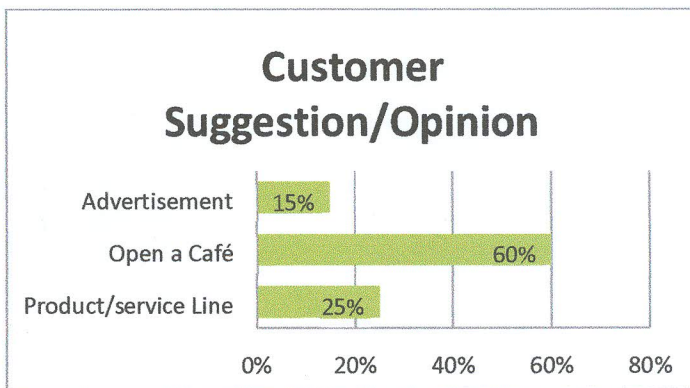


Figure 3: Customer opinion over SCAFA

Figure 3: According to the survey collected among customers of SCAFA they suggested to advertise the brand by 15% on all means, 60% suggest SCAFA to open a café or live kitchen restaurants which will be more beneficial for company to make its place in market

and which will also increase revenue. 25% suggest SCAFA to increase their services line which will give more options to customer for different category of food & meals which will be cooked live.

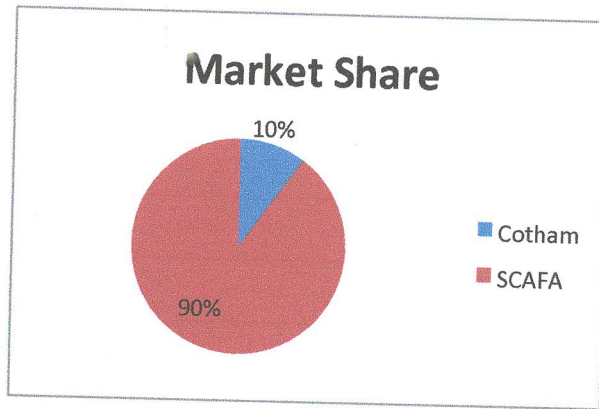


Figure 4: Product Market share

Figure 4: The above figure 3 shows that almost 90 % market share is been captured by the SCAFA just because of the unique courses provided by the SCAFA, overall COTHAM is the only competitor for the SCAFA but they are not at that level of SCAFA. So it's a just an oppportunity for SCAFA to gain almost all the market, even Cotham is not providing such type of unique courses which currently SCAFA is providing to its customer.

CHAPTER NO 4

11. IMPLEMENTATION PLAN

The purpose of implementation report is to:

- Discuss the solutions suggested for the marketing plan of SCAFA.
- To analyze the steps involved in different marketing strategies applied for SCAFA.
- Improvements regarding the SCAFA marketing and giving them the new idea for the advertisements and other marketing strategy which can help them in increasing market share.

The purpose of Implementation report is to discuss the costs incurred in performing and implementing all these strategies and the benefits we achieved after implementing them. Cost benefit analysis is done. Our implementation report consists of all the tasks that carried out in order to improve the marketing and developing a system which maintains a sound record of services provided to customers and the customer data. On the basis of the information that we gathered from the analysis report through interviews and observations we were able to identify the problems that exist in SCAFA marketing strategies. In order to increase the market share of SCAFA must make major changes in its marketing strategies to attract more customers and to increase sales ultimately. Our objective is to offer an improved marketing plan for SCAFA so that brand association can be improved and the company can increase its sales and profitability. . The execution report comprises of all the assignments that did to enhance the advertising and discernment in client's psyches for the "SCAFA". The collection of the data that have been accumulated from the investigation report through meetings and perceptions that would distinguish the issues which exist in the "SCAFA" advertising procedures. The goal is to offer an enhanced advertising arrangement for "SCAFA" so that brand affiliation can be enhanced and the organization can expand its compatibility and benefit.

The problems identified in analysis report were that SCAFA lacks in its competitors in terms of promotion and customer attraction. Marketing provides us many solutions to fulfill this gap. So the we are going to discuss possible solutions on the basis of which SCAFA can improve its market position, for this purpose few marketing strategies will be applied:

11.1. Niche Marketing

Niche market is the subset of the market on which a specific product is focused. Niche businesses specialize in a certain area or type of product, often allowing a competitive advantage over other businesses. Narrowing the focus on potential buyers allows specialized businesses to implement marketing plans that highlight areas of a product that will appeal most to a certain demographic. Marketing strategies can be tailored to the specific product or service offered, creating a more effective overall advertising campaign. Having a specialized business also makes it easier to pinpoint the target audience.

- Develop an advert for focal organization.
- Develop a website.
- Design Brochures, poster, flexes & billboards.
- Give away free trials.

11.1.1. Advantages of Niche Marketing

- As there are few competitors of SCAFA in the market hence the competition will be low.
- As we are taking SCAFA in competition with COTHAM, COTHAM does not offer much western cuisines.

- These strategies will help SCAFA to build a strong bond with the customers to further expand the SCAFA for live cooking, restaurants and cafe.

11.2. Product Development

Product development is the solution to introduce new products and modified services by opening a dine-in café or restaurant. It will give advantage to the firm to achieve higher profits and customer satisfaction by providing quality and hygienic food.

11.2.1. Advantages of Product Development

- Quality reputation will be improved.
- Firm awareness will be developed by direct interaction with the customers
- Effective product development strategies will create a culture of innovation.

Through these advantages SCAFA will achieve awareness among the customers and consumer will have positive mindset about the firm. Growth of the firm will be much faster through product development and opening café or restaurant.

11.3. Market Development

Market improvement depicts to advance existing item in the new market. A

SCAFA is located in such area that consumer is not aware of it. So very few consumers know that firm existed which is concerned by the art, health and organic food. By proposing new poster, brochures, customer awareness will be

created. To gain customer attention social media is a big advantage to promote SCAFA. Social media will be great advantage in means of promotion and market development.

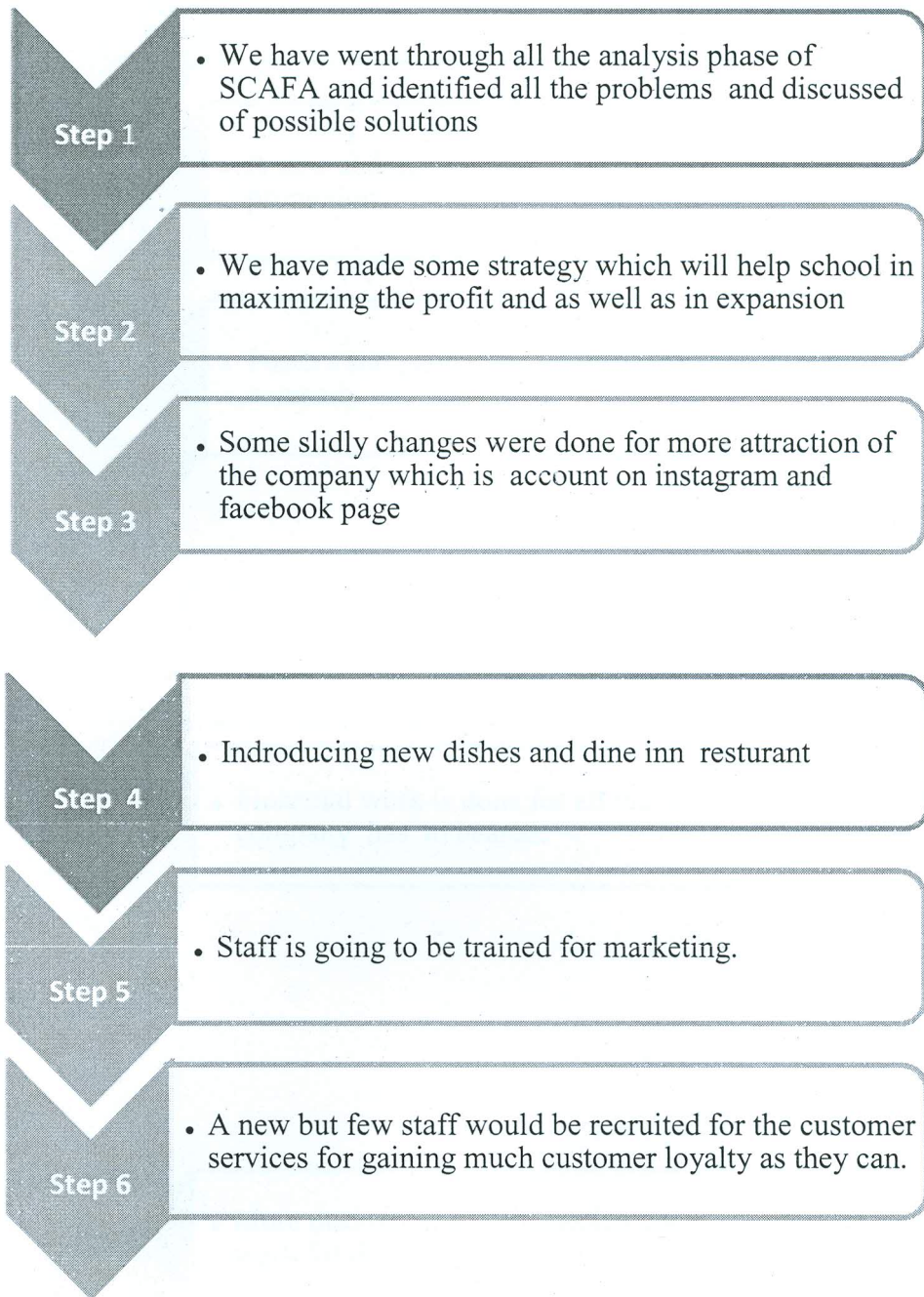
11.3.1. Advantages of Market Development

- Target every customer in market who is really interested in culinary art.
- Best way of promoting SCAFA.
- Target every area and awareness will be achieved.

12. Strategy Development

As per team members suggestion to SCAFA to open a café dine-in or restaurant and to achieve this new promotional techniques, Niche marketing strategy is the best possible solution SCAFA to build brand loyalty and create awareness in the current market. As niche is the generalized marketing technique and it best suits SCAFA, there is almost no competitor. Introducing new products and modifying their services will be the best way to achieve customer satisfaction.

12.1.1. PROCESS FLOW



Step 7

- 3 days trial will be given for the the attraction.

Step 8

- A new and more attractive website is made for the promotion..

Step 9

- Posters and pamphlets for the promotion of the company

Step 10

- A new and attractive addvertisement is been made which included the promotion and the testimonials of the clients.

Step 11

- Financial work is done for all the cost which the company has to beared.

Step 12

- More discussion and suggesting for more possible work for the company.

Step 13

- At the end feedback would be taken on the implemantaion phase

Step 14

- Report will be submitted on 26 December 2020

13. IMPLEMENTATION DETAIL

In implementation new tagline is made and name for a restaurant is suggested. Opening a restaurant suggestion and its physical layout is designed, dishes suggested to launch in restaurant menu, then advertised through Instagram, Television, advertisement, posters and flex are designed in order to advertise SCAFA.. The marketing financial plan is made for a year but focus is on the first quarter of the year. These all mentioned phases are made in order to make a marketing plan of “SCAFA”

14. Marketing Mix

The marketing mix is a business tool used in marketing and by marketers. The marketing mix is often crucial when determining a product or brand's offer, and is often associated with the four Ps: price, product, promotion, and place.

14.1. Product

New dishes item are suggested to introduce in a newly designed restaurant idea. Main focus of advertising SCAFA and opening a restaurant is to introduce in SCAFA. Team members decided to promote new dishes because customers are not aware of such western cuisine food and refreshments as well as SCAFA have no such competitors that offer these types of dishes. We want our customers to try this product instead of same old chicken and beef burgers. In the market the trends are changing and people are now moving towards western cuisine food is new. Introducing a complete new dishes or food range makes a complete change towards the market. Concepts of unique food for health conscious people shown below and is suggested to be introduced in restaurant, with unique serving style which will make a complete organic restaurant.

14.2. Place

SCAFA is located in the prime location of Lahore at Ground Floor, EFU House, Jail Road, Lahore, Pakistan catering the customers from various posh localities including Gulberg, Defence, Cantt and other.

14.3. Price

Skimming pricing strategy is being implemented to the restaurant menu because of the niche targeted marketing restaurant.

Skimming pricing

Applying skimming pricing strategy will gain advantage targeting niche market.

It will give advantage setting an entry barrier for competitor in future.

The products are totally unique and organic.

14.4. Promotion

Promoting the SCAFA restaurant through social media.

- New tagline designed and promoted.
- Flex and posters designed to promote food.
- New Instagram page for promotion.
- TV ad is made to promote SCAFA
- Following are some of the methods we will be using to promote our business.
- Free trials for 3days
- Posters
- Banners
- Brochures

- Adds in Newspaper and Magazines
- Billboard on spots
- Flyers around market
- B2B via elite class restaurant will promote it
- Social network e.g., Facebook tweeter Instagram etc.

14.4.1. Facebook Page

Facebook page will be promoted through media purchasing. Specific age segment, targeted area and will be selected through media purchasing and promotion of the Facebook will be done. This includes the professional Facebook management team that will take care of all the Facebook promotion along the media buy.

14.4.2. Instagram Page

Hiring the professional team that will handle Facebook, same team will handle Instagram page and promote the brand.

15. Ansoff Matrix

Ansoff matrix enables businesses to decide growth strategy based on products and the markets that the products are aimed at. It will help in increasing the market share of our products and services. This will also help us to enhance the strength and brand name of our organization. Our new products mentioned above in the previous chapter lies in the section of product development because they are new and totally unique products in the existing markets.

16. Financial feasibility

The budget allocated by “SCAFA” for marketing purpose is not defined. The meeting with owner Zaigham Hauge indicates that the marketing budget for SCAFA in Pakistan is not restricted. In Pakistan SCAFA is operated by Farahnaz she further said, she’s willing to spend the amount whatever the marketing team will propose. So the project team members made a marketing plan for SCAFA with the help of analysis data provided by Ms. Farahnaz. Proposal of marketing plan will be given to the owner of SCAFA. If the proposal accepted, SCAFA will professionally hire the team to apply the marketing plan to the business. As stated that budget is not identified by the owner. The team members will give a marketing plan proposal to the SCAFA by its own. Proposal will be of 1-year marketing plan that will be divided quarterly.

16.1. Ad telecasting Cost

Ad making Cost: A 30 second advert is made focusing the healthy and hygienic factor of the brand. Morning show video of 2 min, describing the organic and healthy food along the cooking style and methods will benefits to spread norm in society. As Michlien star chef seen on TV in Pakistan will spread the word of mouth. The Ad was made by the fellow team members. The cost of ad making is none, as all the arrangements were made personally. The telecasting of the ad will be displayed on led panels which will be displayed on the different places all around Pakistan.

COST FOR ONE MONTH					
	Airtime - Mins Per Day	Days	Monthly Rental	Total Slots One Month	Cost /Slot Rs.
	3 Hours Daily		3 Hours Daily		
For each LED	180 min	30	500,000	5400 times	278

Table 9: Ad Telecasting Cost

As now-a-days the television ad casting is out of the norm. Social media, on LED panels is the perfect solution for advertising. The above mentioned cost of LED panel in Y-block defence, Lahore is for per month Rs 0.75 million which includes 3 hours (180 minutes) daily. And ad will be played 5400 times per month. Advert showing slot is a peak time on which maximum number of viewer be captured.

16.2. Social Media promotion Cost

As promoting through Facebook, the promotion is done through per post. Promoting the post weekly is recommended. Promotion of each post will be done for 3 months. Awareness will create, by targeting the interested consumers through Facebook. As Facebook gives the suggestion that which type of customer and which age group you want to target.

Cost per post weekly	Rs 10,000
For 3 months	Rs 90,000

16.3. Cost for Classes

Promoting SCAFA through by giving free trial periods, that will be based on three days proper free classes. So customer can have idea how kitchen has to go about.

The cost for sample for 3 days

Cost per class	Rs 1000
Quantity per month	10
Total for 3 months	Rs 30,000

16.4. Total Cost

Items Description	RS
LED telecasting Ad	1,500,000
Social Media cost	90,000
Free Giveaway	30,000
Total	1,620,000

16.5. Income Statement

“SCAFA” Income statement before implementation of marketing cost.

	Quarter
Unit Price (service)	Rs.500,000
Unit service	5/per month
Revenue	Rs 7,500,000
Variable cost	Rs 1,000,000
Fixed cost	Rs 2,500,000
Tax GST 16%	Rs. 1,200,000
Net Income	Rs. 2,800,000

Table 10: SCAFA Income Statement

Marketing cost for 1 year is Rs 2.8 million which is divided into Rs 0.93million in each quarter

- “SCAFA” Average unit price is taken at Rs 500,000.

- “SCAFA” Fixed cost is Rs 2.5 million which includes rent and wages of all employees and its variable is Rs 1.0 million.
- “SCAFA” Variable costs include utility, bills and other daily expenses.
- “SCAFA” is paying 16% Government Sales Tax (Gst) on its revenue.
- As the market cost is added to variable cost which is Rs 1.0 million.

	Quarterly			
	1 (Rs)	2 (Rs)	3 (Rs)	4 (Rs)
Unit Price service	500,000	500,000	500,000	500,000
Service Attendant	5/month	8/month	12/month	18/month
Revenue	7.5 M	12.0 M	18.00 M	27.00 M
Variable cost	1.0 M	1.5 M	2.0 M	2.5 M
Fixed Cost	2.5 M	2.5 M	2.5 M	2.5 M
Tax (16% gst)	1.2 M	1.92 M	2.88 M	4.32 M
Net Income	2.8 M	6.08 M	10.62 M	17.68 M

Table 11: Quarterly Financial Statement

16.6. Return on Investment

Marketing ROI is obtained by applying formula

$$\text{ROI} = [\text{Gain from investment} - \text{Cost of Investment} / \text{Cost of Investment}] * 100$$

- As there was no budget was assigned for “SCAFA” marketing the ROI for quarter 1 implementation of marketing is minus.
- In the 1st quarter of marketing the ROI on marketing is at -14.8%
- In the 2nd quarter of marketing the ROI on marketing is at 11.4%.
- In the 3rd quarter of marketing the ROI on marketing is at 11.4%.
- In the 4th quarter of marketing the ROI on marketing is at 49.2%.

ROI	$\frac{((\text{Gain from investment}) - (\text{cost of investment}))}{(\text{Cost of investment})} * 100$
Before Implementing marketing	0%
1 st Quarter	-14.8%
2 nd Quarter	11.4%
3 rd Quarter	11.4%
4 th Quarter	42.2%

Table 12: Return of Investment

CHAPTER NO 5

17. CONCLUSION

After analyzing SCAFA, we have concluded after the meeting with the current Marketing head recently hired, it was explained to us that SCAFA is not using any marketing means or strategy for expansion as other employs told us that they are very enthusiast towards their business in shape of their kitchen to entertain walk in students and provide best program to the students in such culinary art. They have asked us to do research on their company for expansion, as further meeting with CEO of SCAFA have emerged us to do research in marketing strategy for their expansion, as there is no current availability of expansion in their pipeline. We are going to provide them with complete service line antennary, in which they can make improvement in their reorganization and among the market. We are going to make complete marketing plan which will redesign their company portfolio and customer choice. As it can go further in competition if they choice proper mean of advertisement and expanding product line and area like Marketing, Competitive edge, Advertisement and Placement.

The marketing plan is a cycle that begins and ends with evaluation. The final stage in the marketing plan is to measure the outcomes of the marketing activities against the original objectives and targets. Continuous evaluation helps the marketing team to focus on modifying or introducing new activities to achieve objectives.

The marketing plan for the launch of the “SCAFA” analysis was made on past performance and forecast data to create a new marketing strategy. This built on the brand and company's strengths to take advantage of the increasing change of factor for implementing new marketing strategy

A marketing strategy is something that constantly evolves, adapting to changing market conditions. Within the “SCAFA” the outcomes from its many different types of services are constantly reviewed and evaluated. Judgments are then fed into the decision making process.

This enabled new strategies to be developed to improve operations. However, while strategies change, one aspect of the business has remained in place. This is a continued focus on high levels of customer service and employee relations. This strategy has enabled “SCAFA” to enjoy continued growth in sales increase and the prospect of further growth in the future. Results obtained will let allow to know the benefits that are expected after the costs incurred to each of the promotional activities performed. The cost and the benefits are as under:

- The targeted market is niche Lahore and TV channel promoting is “Malala TV” that is one of the best channel to promote local business in Lahore. As the “SCAFA” telecasting timings are choose for peak timings which will help in getting customer attraction.
- 7400 likes are on existing Facebook page, using Facebook media promotion will support to get 500 likes per day.
- positive response is expected on new pictures uploaded on Facebook
- Above 70 followers on Instagram are already existing.
- By providing dine-in service will get positive results in increment of sales.
- Official website attracts huge amount of customers.
- Restaurant is liked by many people as it includes new product line, it also give a boost to the sales.
- Visibility through advertising and promotion builds reputation with the customer.
- Most advertising is through LED Ad telecasting, which creates awareness about the “SCAFA” through advertising and promotions.
- Increased value to the customer and drive sales higher by spending on advertising and promoting special offers.
- By advertising on social media the brand recognition is increased.

18. Recommendations

For future the suggestions for the "SCAFA" are to keep on promoting their products and services to gain maximum number of customers through marketing. Suggesting them for adding some new products in their product line, they must open a dine-in café and a guidance of food with nutrition facts. They should continuously keep on working on their marketing strategies to develop their brand name in the existing market. Suggesting skimming pricing strategy in this project because only targeting niche so that they can increase their revenue much faster than other pricing strategies.

They should do forward integration for all products because business that are related to food are not effected by economic recession, customer demand for such products and service regardless of economic conditions.

"SCAFA" should keep a database with their customer's information and get feedback from them on a regular basis so that it will help them in improving their customer relationship as well.

19. REFERENCES

Hegarty, J. A. (2011). "Achieving excellence by means of critical reflection and cultural imagination in culinary arts and gastronomy education." Journal of Culinary Science & Technology 9(2): 55-65.

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