

INTERNET CAFÉ BUSINESS GUIDE

*A Practical Business Framework for a
Internet Café Startup*

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TABLE OF CONTENTS

- I FOREWORD**
 - II SUMMARY OVERVIEW**
 - III INTERNET CAFÉ INDUSTRY SUMMARY**
 - IV TECHNOLOGY OVERVIEW**
 - i HARDWARE REQUIREMENTS**
 - ii SOFTWARE REQUIREMENTS**
 - V PRODUCTS AND SERVICES**
 - i CASH COW PRODUCTS & SERVICES**
 - ii STAR PRODUCTS & SERVICES**
 - VI BUSINESS STRATEGY DEVELOPMENT**
 - i OVERVIEW**
 - ii STRATEGIC PROCESS**
 - i. BUSINESS OBJECTIVES**
 - ii. STRATEGY DEVELOPMENT**
 - iii. STRATEGY EVALUATION**
 - i. SWOT ANALYSIS**
 - ii. KEY SUCCESS FACTORS**
 - iii. COMPETITIVE STRATEGY DEVELOPMENT**
 - VII MARKETING STRATEGY**
 - i OVERVIEW**
 - ii STRATEGIC PROCESS**
 - i. MARKETING OBJECTIVES**
 - ii. BUSINESS PORTFOLIO ANALYSIS**
 - iii. IDENTIFY TARGET MARKET**
 - iv. MARKET POSITIONING**
 - v. MARKETING MIX**
 - iii GROWTH STRATEGY**
 - VIII LONG TERM OPPORTUNITIES**
 - IX CORPORATE CITIZENSHIP - PARTNERSHIPS**
 - X CONCLUSION**
 - XI RESOURCES**
-

XII FEEDBACK

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I FOREWARD

The internet is without a doubt, one of the most revolutionary inventions of the past century. Within the past decade it has permeated and dramatically changed all segments of society – from healthcare to education to governance to businesses and economy. It has opened new frontiers and opportunities, overcoming one of the biggest barriers to human interaction – geographic barriers. It offers endless opportunities.

Given the current trend in the IT industry towards “**cloud computing**”, the internet will quickly become synonymous with office network. In the near future, businesses will be relying on the internet to meet all their requirements - hardware and software.

II SUMMARY OVERVIEW

It is the objective of this paper to provide a applicable, practical and innovative business framework for an internet café business.

All business should be considered in the context of the industry in which it operates. By doing so, we obtain a holistic perspective of the business within the industry. Based on this perspective and understanding, we can provide very clear direction and proactively shape the business in the most meaningful and effective manner. This exercise involves mapping the business within its segment in the context of the industry.

For example, the internet café business can be placed within the Information Technology sector. The Information Technology sector can be segmented into four major segments - hardware, services, software and miscellaneous. Each of these segments will consist of sub segments which will consists of further sub segments. By mapping the current business within the Industry framework, we can obtain a holistic view of the business and would be in a superior position to direct the business into new areas. Each of these segments can be assessed and evaluated in various aspects – capital **investments requirement, skill sets requirement, market opportunities, and threats etc.**¹

¹ The exercise would be the same as conducting an industry analysis. A brief synopsis on key factors to evaluate is listed towards the end of the paper.

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This exercise will prove to be worth the time and investment. It will help in long term strategic planning while providing a clear direction and a comprehensive understanding of where the business is headed – both in the short run and the long run. In addition it will identify profitable segments that are complimentary to the existing services, business assets, and skill sets & knowledge, thus ensuring a greater degree of success.

III INTERNET CAFÉ INDUSTRY SUMMARY

Business definition:

In its most basic form, Internet Café is a business that provides access to the internet via desktop computers and earns revenue based on usage. Typically, the internet café in most developing countries consists of 4 to 7 desktop computers connected to the internet. The café itself is usually a single room. Many cafes provide printing services in addition to internet access.

IV TECHNOLOGY OVERVIEW

This section provides an overview of the technology requirements for an internet café business.

i Hardware requirements

1. High speed internet connection
 - a. Satellite - Satellite Internet services are used in locations where terrestrial Internet access is not available and in locations which move frequently. Internet access via satellite is available worldwide, including vessels at sea and mobile land vehicles.
(**Source:** http://en.wikipedia.org/wiki/Satellite_Internet_Access)

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- b. Digital Subscriber Line (DSL) – DSL is a technology for bringing high-bandwidth information to homes and small businesses over ordinary copper telephone lines.

(Source:

http://whatis.techtarget.com/definition/0,,sid9_gci213915,00.html)

- c. Cable – A cable modem is a device that enables you to hook up your PC to a local cable TV line and receive data at about 1.5 Mbps

(Source:

http://searchsecurity.techtarget.com/sDefinition/0,,sid14_gci211726,00.html)

- d. ISDN - ISDN (Integrated Services Digital Network) is a set of standards for digital transmission over ordinary telephone copper wire as well as over other media. Home and business users install an ISDN adapter (in place of a telephone modem) and receive Web pages at up to 128 Kbps compared with the maximum 56 Kbps rate of a modem connection.

(Source:

http://searchnetworking.techtarget.com/sDefinition/0,,sid7_gci212399,00.html)

- e. Dial Up – Access to internet over the regular telephone line. Users must have a internet account with a local internet service provider. Users must dial and connect with the ISP server each time they want to access the internet. Dialup bandwidth usually has a maximum rate of 56kbps.

- f. Broadband Over Powerline (BPL) - is a technology that allows Internet data to be transmitted over utility power lines. (BPL is also sometimes called Power-line Communications or PLC.) In order to make use of BPL, subscribers use neither a phone, cable or a satellite connection. Instead, a subscriber installs a modem that plugs into an ordinary wall outlet and pays a subscription fee similar to those paid for other types of Internet service.

(Source:

http://searchnetworking.techtarget.com/sDefinition/0,,sid7_gci953137,00.html)

2. 1 Laser Printer/Copier/Fax Machine

- 3. Desktop computers – could vary between 5 to 50 to 100. However since the computers are primarily used to access the internet only, it results in underutilization of a standard desktop computing power. It is therefore advisable to substitute desktops with Thin Clients. Thin Clients are portable

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- desktop devices that consists of RAM and flash memory. Depending upon the model, Thin Clients can provide basic internet access services and more.
(**Source:** http://en.wikipedia.org/wiki/Thin_Clients)
4. Router / Switch
 5. Firewall - A firewall is a hardware or software system that prevents unauthorized access to or from a network. They can be implemented in both hardware and software, or a combination of both.
(**Source:** http://searchnetworking.techtarget.com/generic/0,295582,sid7_gci1282044,00.html?offer=briefcase)
 6. Network Cables – Cat5 Ethernet cable (UTP)
(**Source:** http://searchnetworking.techtarget.com/tip/1,289483,sid7_gci538456,00.html)
http://en.wikipedia.org/wiki/Category_5_cable)
 7. Modem
 8. 1 color printer – Laser or Deskjet (Optional)
 9. 1 stand Alone Server (optional depending upon your network type and configuration)
 10. Uninterrupted Power Supply (UPS)
An uninterruptible power supply (UPS), also known as a continuous power supply (CPS), fuel cell backup or battery backup is a device which maintains a continuous supply of electric power to connected equipment by supplying power from a separate source when utility power is not available. It differs from an auxiliary power supply or standby generator, which does not provide instant protection from a momentary power interruption.
(**Source:** http://en.wikipedia.org/wiki/Uninterruptible_power_supply)

ii Software requirements

1. Symantec AntiVirus
 2. Windows 2000/3/8 Server (Optional)
 3. Internet Café Manager software
-

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4. Operating systems – Windows, Linux or proprietary (depending upon thin client manufacturer)

(Source:

http://coffeetea.about.com/od/openacybercafe/Starting_a_Cyber_Cafe.htm)

V. PRODUCTS AND SERVICES

I have grouped products and services into 2 groups – **cash cow products and services** and **star products and services** – to use the marketing terminology:

- **Cash Cow Products & Services:** Products and Services that provide immediate return on investment (ROI).
- **Star Products and Services:** Products and services that will eventually provide revenue in the long run and requires additional capital and investment in equipment, software, inventory etc.

i Cash Cow Products & Services

- **Internet access usage:**

Business provides internet access to customers who pay for usage.

- **Contractual computer courses²:**

The business leases its space and equipment to computer software professionals – who can provide / teach courses. The business negotiates contract with the professionals and charge for usage.

- **General office services:**

The business provides general office services ie photocopy, fax, lamination, CD/DVD writing services, printing services etc.

² **Note:** This would be a relatively big undertaking that would require careful planning and strategy to make a meaningful contribution to all parties involved. Obtaining qualified professionals, installing and providing all the IT and software requirements, implementing feedback and best practice mechanisms are essential to providing quality service. The business can further provide candidates with certification information, provide special discount packages for those interested in certification process and provide career placement tips.

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ii Star Products and Services

Products and services within this category require additional investment in equipment and skills, can function as an independent business unit and generates revenue as separate units. Thus they are termed **strategic business units (SBU)**.

▪ **Books and Magazines:**

It is recommended that the books and magazines should be computer related. This is vitally important. By following a narrow niche, the business holds an advantage over other professional booksellers carrying wide variety of books on an equally wide variety of themes.

▪ **Computer Accessories:**

This segment is complimentary to the existing business service. As with the books, the business should narrow its focus on a particular line of accessories. This is vitally important. By following a narrow niche, the business holds an advantage over other professional computer accessories providers carrying wide variety of products ranging from printers and ink cartridges to computers and laptops.

▪ **Digital Photo Service**

There are several photo printers manufactured by different companies ie HP, DELL, CANON etc. For commercial photo printing, a

dedicated professional photo printer is a must.

Some of the companies providing such printers are:

- *Kodak*
- *Canon*

▪ **Café Service**

This perhaps provides the biggest challenge. Apart from the investment in equipment and space, the business has to provide a variety of food and beverage. One strategy would be to outsource the cafe service to professional service providers and charge them rent. Over time, the business can provide the service on its own.

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VI. BUSINESS STRATEGY

i. Overview

A business strategy is a prerequisite to successful business management. Like a roadmap, it provides clear direction for the business to follow and enables a business to cohesively pursue uniform objectives and goals across departments and functions.

ii. Strategic Process

i. Business objectives

Objectives act as performance measure for businesses. Since objectives are a performance measure, it must have the following characteristics. It must be **measurable** and must have a **deadline** by which it must be achieved.

Businesses normally set two type of objectives:

- **Strategic performance objectives** and
- **Financial objectives.**

These objectives can be further grouped into short range (3yrs or less) and long range (5yrs or more) objectives.

The following are *examples* of both types of objectives.

Strategic performance objectives	Financial objectives
<ul style="list-style-type: none">▪ <i>To launch pilot project as an internet access provider within the next three years etc....</i>▪ <i>To employ a minimum of 18 persons inclusive of all the offices by the end of the second fiscal year etc....</i>	<ul style="list-style-type: none">▪ <i>To increase net profit by 20% annually within the next three years etc....</i>▪ <i>To realize annual sales growth of 15% etc....</i>

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ii. Business Strategy Development

Once the objectives have been set, the businesses need to develop a **business strategy**. The focus is on **how** the business will attain its objectives. The final goal of the strategy is to provide the business with “*sustainable competitive advantage*” that will set the business apart from its competitors.

Business strategy involves aligning company’s strengths with the industry opportunities while simultaneously strengthening its weakness and defending itself from industry threats. Therefore, business strategy **requires industry evaluation & analysis**³ and **assessment of company’s strengths and weaknesses**. A perfect tool for business strategy formulation is **Strengths, Weaknesses, Opportunities and Threats (SWOT)** analysis.

i. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Objective: to assess the position of the business in all areas – finance, operations, marketing/brand, human resource and industry synopsis.

The following is an example of SWOT analysis for an Internet café business.

<p>Strengths (Business)</p> <ul style="list-style-type: none"> ▪ <i>Integrated information systems for managing all products and services provided by the business.</i> ▪ <i>Highly dynamic and informative company website used primarily as a marketing and research tool..... etc....</i> 	<p>Weaknesses (Business)</p> <ul style="list-style-type: none"> ▪ <i>New entrant to the market, therefore no brand image and name recognition.</i> ▪ <i>Weak financial position. The company lacks ample resources and as a result, projects have to be prioritized to realize immediate return on investmentsetc....</i>
<p>Opportunities (Industry)</p> <ul style="list-style-type: none"> ▪ <i>Big investment by the state in IT infrastructure and capacity building, thus making it easier to provide requisite services. Industry enjoys incentive packages - loan programs, tax breaks</i> ▪ <i>Good opportunity for growth as internet permeates various sectors and becomes more main streametc....</i> 	<p>Threats (Industry)</p> <ul style="list-style-type: none"> ▪ <i>Duplication of services and business concept by competitors ...etc...</i> ▪ <i>Direct substitutes in the form of low cost PCs with internet access</i>

³ Industry Analysis source

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ii. Key Success Factors (KSF)

A second set of tools available to assess the company's competitive capabilities are analysis of **Key Success Factors (KSF)**. KSFs' are product attributes, resources and competitive capabilities that determine the success and profitability of a business.

The following are some examples of KSFs grouped in categories:

1. Technology KSF

- *Super high speed internet*
- *Availability of all required technology – web cam, speakers, headphones, displays, burners*

2. Marketing KSF

- *Strategic marketing agreements with partners and clients*
- *Highly targeted low cost marketing approach that can reach the maximum number of clients*

3. Skills KSF

- *Strong managerial and entrepreneurship skills with emphasis on crafting and implementing strategy and developing marketing plan.*
- *Intricate knowledge of internet technology, browser, computers – operating systems, network servers.*

4. Organizational Capability

- *Strategic partnerships with local NGO's and other institutions aimed at leveraging the business brand name and reputation while simultaneously establishing a strong clientele base*

5. Others

- *Café location*
- *Ambience and décor – café layout, concept etc..*

iii. Competitive strategy development

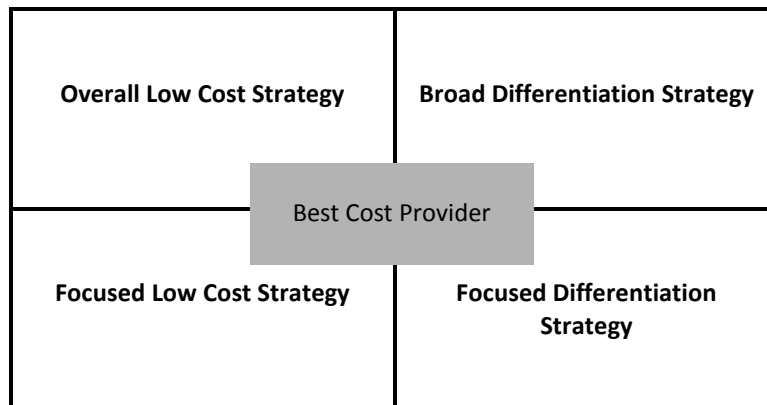
Based on the SWOT analysis and KSFs, businesses should then develop a comprehensive competitive strategy aimed at identifying and strengthen its core

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competencies. There are five generic competitive strategies businesses can choose from:



- **Overall Low cost strategy**

Aimed at becoming the lowest producer of goods or provider of service in the market. Competition is based on providing low price.

- **Focused Differentiation**

Aimed at providing products and services to best satisfy a select group of customers that other competitors can only serve generically.

- **Broad Differentiation**

Providing differentiated products and services that appeal to a broad segment of customers.

- **Best Cost provider**

Offering best value at the lowest possible price.

- **Focused low cost strategy**

Aimed at satisfying the needs of a select group of customers at the lowest price.

iii. Strategy Evaluation

Finally, businesses must evaluate the effectiveness of its strategy. Three key areas for strategy effectiveness evaluation are:

- How well the strategy fits the four areas of the SWOT analysis – business strengths, weaknesses, industry opportunities and threats. ?
- How successful is the business in providing sustainable competitive advantage to the business ?

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- How successfully is the strategy in performing – attaining its stated objectives?

VII. MARKETING STRATEGY

i Overview

Equally important to business strategy is the marketing strategy. A marketing strategy enables a business to evaluate its products and services and match its strengths to the market opportunity. It provides a business with clear short and long term direction.

ii Strategic Process

The following is a brief summary of marketing strategy formation. The steps are listed in ascending order

i. Set marketing objectives

Objectives must be specific, realistic and measurable.

For example:

- *To successfully project a professional, eco-friendly, Community Centered Business image that distinctly promotes the company philosophy, it's mission and goals by the end of the first fiscal year.*

ii. Perform Business Portfolio analysis

Business portfolio refers to products and services that the business provides and sells.

For example, paid internet access service, digital photo service, contractual computer courses etc. are components of a business portfolio for a internet café business.

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Once the business portfolio components have been identified, it needs to be evaluated and analyzed.

One of the most effective tools for this purpose is the ***strategic business planning grid***. Essentially, each of the business units (products & services offered by the business) is listed in a two dimensional grid. The y-axis measures the industry attractiveness and the x-axis measures the company/business strength.

The industry and the business strengths and attractiveness are measured by using various indices and finally totaling the indices and categorizing it as either **high, medium or low** attractiveness.

The following are list of standard indices used to measure **industry attractiveness**:

- Market Size
- Market Growth Rate
- Profit Margin
- Competition
- Seasonality
- Demand cycle
- Cost Structure

The following is a list of indices used to measure **business strength**:

- Market share
- Price competitiveness
- Product / Svc quality
- Customer & Market knowledge
- Sales effectiveness
- Geographic Advantage

Each of the indices can be rated on a scale of 1 (lowest) to 10 (Highest). Once all the indices have been rated, the totals should be summed together and a single value between 1 to 100 should be calculated for the industry. This value indicates the overall industry attractiveness. High, medium and low attractiveness can be calculated as follows:

Industry Attractiveness Rating

High : Above 85
Medium : Between 70 – 85
Low : Below 70

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For Example:

Industry Attractiveness for Internet Access Service for City A	
Industry Indices	Rating
<i>Market Size</i>	95
<i>Market Growth Rate</i>	99
<i>Profit Margin</i>	76
<i>Competition (More competitive the industry, the lower the score. Less competitive the market, the higher the score)</i>	80
<i>Seasonality (More seasonal the business, the lower the score. Less seasonal the business, the higher the score)</i>	80
<i>Demand cycle (More dependent on demand cycle, lower the score. Less dependent / stable demand cycle, higher the score)</i>	90
<i>Cost Structure (Higher the cost investment requirement, lower the cost, lower the cost investment requirement, higher the cost)</i>	90
TOTAL	610
Overall Industry Attractiveness Rating	$(610/700)100 = 87$ (HIGH)

Once the business units have been rated, they can than be listed on the strategic business planning grid listed below:

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		BUSINESS STRENGTH		
		STRONG	AVERAGE	WEAK
Industry Attractiveness	HIGH	H	H	M
	MEDIUM	H	M	L
	LOW	M	L	L

H = High Attractiveness

M = Medium Attractiveness

L = Low Attractiveness

Since a internet café business is a small enterprise, it would be more prudent to focus only on the **business strengths** in evaluating the business portfolio. Industry information are usually unavailable and if available usually unreliable and inaccurate. Additional factors can be incorporated to the above list.

iii. Identify target market

The next step is to identify target market for selected business units. This step involves **market segmentation** – the process of dividing consumers into distinct groups of buyers based on unique needs, characteristics and other factors. Markets can be segmented based on the following variables – most commonly used.

- **geographic variables**

Example

- *population*
- *density etc...*

- **demographic variables**

Example

- *Age*
- *Income level etc...*

- **psychographic variables**

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Example

- *social class*
- *lifestyle etc...*

- **behavioral variables**

Example

- *knowledge*
- *benefits sought etc..*

Once the target market has been segmented, the business must evaluate and select one or more segments to enter. A business can select a number of segments if the basic needs are the same. Selection is based on:

- Profitability of the segment
- How well the business can serve the given segment and generate greatest customer value and sustain it over time.

The following is an example of a select segment –**Student Segment**- of customers for an internet café

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Student Segment Profile

Geographic variables

City / metro population	150,000
Density	dense
Country region	NA

Demographic variables

Age	15-25
Gender	Both
Family Size	NA
Family Life Cycle	NA
Income	college graduates / high school diploma
Education	college graduates / high school diploma
Occupation	NA
Religion	NA
Life-cycle stage	tekies
Social class	middle - upper class
Lifestyle	NA
Personality	New age, confident, knowledgeable
Characteristics	computer knowledge and internet savvy. Software and hardware interest. Eager user of electronics.
Attitude	confident, sharp, planners
Uses.	word processing, spread sheets, internet chat, surfing, download music, share photos, email, general personal and office work, various software etc
Occasion	college freshman, high school graduates, Business
Benefits sought	increased productivity & efficiency, business process automation and management, access to online information sources, knowledge bases, skill building in various software, computer usage skills, word processing and spreadsheet skills, typing
User status	NA
Usage rate	NA
Loyalty status	NA

iv. Market Positioning

Next businesses must decide how it wants to market itself within the selected segments. This is called **market positioning**. Businesses can position themselves as **the market leader, market challenger, market follower and market nicher strategies**. Which strategy the business adopts depends upon its competitive advantages in four critical areas:

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- **Product**
- **Services**
- **People**
- **Image**

The following are some examples of competitive advantages within the four areas.

Product <ul style="list-style-type: none">• <i>Innovative payment plans</i>• <i>Quality brand names and products etc...</i>	Service <ul style="list-style-type: none">• <i>Localized and relevant content</i>• <i>E Governance Services etc..</i>
People <ul style="list-style-type: none">• <i>Friendly, well trained professionals etc..</i>	Image <ul style="list-style-type: none">• <i>Green eco friendly image - community centered business etc..</i>

This completes the **Overall Competitive Marketing Strategy** formation for the business.

v. Developing the marketing mix

The next step involves developing the **marketing mix**. Marketing mix consists of combination of the **four P's** that is fundamental to all marketing strategy:

- **Product**
- **Price**
- **Place and**
- **Promotion**

The following is a list of standard factors within each of the four Ps available to a marketing manager in developing the marketing mix. A successful marketing program utilizes combination of these factors to reach its target segment and attain its marketing objectives.

Product

- Product Variety
 - Quality
 - Design
 - Features
 - Packaging
-

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- Brand Name
- Services
- Warranties
- Returns

Price

- List Price
- Allowances
- Discounts
- Payment terms / credit terms

Place

- Channels
- Locations
- Transportation
- Logistics
- Inventory

Promotion

- Advertising
- Personal Selling
- Public Relations
- Sales Promotion

iii Growth Strategy

In conclusion, businesses must also develop growth strategies focused on long term opportunities. A very useful tool to accomplish this task is the **Product/ Market Expansion Grid** listed below.

	Existing Products	New Products
New Market	Mkt Penetration Strategy	Product Development Strategy
Existing Market	Mkt Development Strategy	Diversification Strategy

Depending upon which quadrant the existing business unit falls into, the business can follow one of the above four strategies.

- **Market penetration strategy**

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The objective here is to increase sales to existing markets without changing the product or service.

- **Product development strategy**

The objective is to provide new products and services or modify existing products and services for the existing customer base.

- **Market development strategy**

The objective is to identify new segments and customer base for existing products and services. No modifications or new product development occurs.

- **Diversification strategy**

The objective is to diversify into completely new markets with new products and services. Changes could be made within the industry or across industries.

VIII. LONG TERM OPPORTUNITY

The IT sector is generally one of the fastest growing sectors globally. As information technology becomes more main stream globally, it provides great opportunities. Constant change and rapid innovation best describes the IT industry. New technologies become old within a period of 3 to 5 years. It is therefore critical that businesses within this industry constantly assess their long term strategic objectives, business strengths and market opportunities.

In conclusion, I have listed areas that an internet café business can integrate into.

- **E-governance services**

E-governance services refers to government services available over the web. Usually it includes services such as registration, utility payments, market information, issuances, tax payments etc. There are many challenges in successfully providing the services. Businesses not only have to obtain approvals from government departments, they must also invest in hardware and software and obtain skill-sets to successfully provide the service on a commercial basis. Businesses must select a workable business model that is flexible, adaptive and practical.

- **Computer and IT course service provider**

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Unlike the prior mentioned service model, this would be akin to a computer / IT educational institution.

- **Internet and computer gaming**

This is perhaps the easiest venture to add to the existing product/ service mix. It is complimentary to the existing services and does not require undue investment in IT infrastructure and service personnel and knowledge resource.

- **Computer software & hardware seller**

The business engages in selling software and hardware, including PC's, laptops, monitors, printers etc.

- **IT outsource service provider**

The business is an IT outsource service provider. There are several forms of outsourcing services the firm can provide. The following is a list of some of the outsourcing services prevalent today.

- *Applications Outsourcing*
- *Business Process Outsourcing*
- *Infrastructure Outsourcing*
 - *Asset Management Services*
 - *Business Continuity Service*
 - *Data Center Services*
 - *Desktop Services*
 - *Help Desk Services*
 - *Network Services*
 - *Print Services*
 - *Security Services*
 - *Storage Services etc.....*

In the long term, businesses can develop the competitive capabilities and acquire the needed resources to successfully provide these services.

IX. CORPORATE CITIZENSHIP

ICT technology is applicable across industries. Internet skills, software skills, hardware skills are quickly becoming mainstream. Internet Café business can provide

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<http://www.1chu.info/publications/cafedbk.php>

huge benefits to the local community by collaborating and combining resources, expertise and knowledge to benefit various local NGO's via innovative partnership programs.

It is beyond the scope of this paper to cover community partnership programs. An excellent source of information for pursuing and implementing such programs can be found in the following published paper [telecenter.org Business Plan](#).⁴ The paper provides a holistic framework of the telecenter industry globally and provides sound strategy, ideas and advice based on concrete case studies and best practices from telecenters across the world.

X. CONCLUSION

The computer technology and the internet is quickly becoming mainstream globally. There exists a gap between the developed countries and the developing countries. This gap in technology usage and application is termed the **Digital Divide**⁵ – division between those who have access to information communication technology (ICT) and those who do not. Digital divide is a very relevant issue of our time. Bridging the gap requires substantial investment in IT infrastructures, investment in human resource, investment in ICT technologies, investment in marketing efforts to promote the use of ICT and more.

Internet café's are one small solution that can directly help bridge this digital gap. In many developing countries, the governments have invested in number of projects to ensure that the people have access to ICT and the internet. However, many of these projects have failed to realize their goals. By encouraging private enterprises to fill the void, ICT can be made available to the masses. To achieve this final objective businesses must take a very **proactive approach - implementing best practices, successful business models based on in depth field research made available via knowledge sharing sites and sources, offering innovative products and services relevant to the local market etc. are ways in which businesses can have a profound impact**. Through innovative partnership programs and collaboration between the governments, foreign enterprises and local private enterprises the benefits of information communication technologies can be made available to all.

⁴ [telecenter.org – Business Plan](#) published by telecenter.org – a collaborative social investment program supported by IDRC, Microsoft and SDC. <http://www.telecenter.org>.

⁵ <http://www.takingITglobal.org>

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XI. RESOURCES

Information / Knowledge Portals

- <http://www.infodev.org/en/Publication.186.html>
- <http://www.telecentre.org/>
- <http://issues.takingitglobal.org/telecentres>
- <http://en.wikipedia.org>
- <http://whatis.techtarget.com/>

Case Studies and Publications

- <http://css.escwa.org.lb/ictd/docs/day1/1-3.ppt>
- <http://rru.worldbank.org/PublicPolicyJournal/Summary.aspx?id=251>
- <http://www.unapcict.org/ecohub/resources/empowering-the-poor-information-and-communications>
- http://www.idrc.ca/en/ev-99488-201-1-DO_TOPIC.html

XII. FEEDBACK

The purpose of this feedback is to further develop and refine this paper with the primary goal of providing value to end users.

To make it easy for the readers, the feedback follows the same outline and format as listed on the paper. After each section, readers are asked to evaluate the listed content and suggest new ideas.

It is recommended that you should print out the paper and then complete the feedback section as it will make it easier for you to refer to appropriate sections and evaluate the ideas presented.

It is not necessary that you complete the entire feedback. You can provide partial feedbacks and no points will be deducted for it. However, please try and provide comprehensive feedback for each section.

NOTE: All feedbacks provided by you that are incorporated into the paper will be acknowledged and stated on the paper – updated to add the new ideas. The Acknowledgement section listed at the front of the paper will be used for this purpose. Please allow **seven days** before your feedbacks appear on the updated version of the paper. If your feedback is selected, you will be notified via email and upon publishing the updated version of the paper, you will be notified again.

For example:

Contributors to the paper, Mr. Wangchuk Chungyalpa, IT Manager, World Youth Peace Summit.

There are two ways you can provide feedback:

1. You can copy and paste the feedback listed below to a word document and mail it as an attachment to the following email address : wc@1chu.info / wc@shistem.com / kough1@gmail.com . Or
2. You can complete and submit the survey online. Please copy and paste the following url to your web-browser **(RECOMMENDED)**.

<http://www.1chu.info/publications/intcafeguide.php>

If you are emailing in the feedback, please include the following:

- Full Name
- Company Name
- Title

I FOREWORD

- * Was the Foreword objective, clear and meaningful? Please elaborate.
 - * Additional suggestions:
-

II SUMMARY OVERVIEW

- * Was the overview objective, clear and meaningful? Please elaborate.
- * Additional suggestions:

III INTERNET CAFÉ INDUSTRY SUMMARY

- * Was the industry summary comprehensive and informative? Please elaborate.
- * Additional suggestions:

IV TECHNOLOGY OVERVIEW

- * Was the technology definitions and lists and links informative, practical and helpful? Please elaborate.
- * Additional technologies that should have been listed:
- * Additional suggestions:

V PRODUCTS AND SERVICES

Each products and services are listed individually; please provide the following feedback for each of the products and services:

- * **Is the service / product practical and profitable? Please elaborate.**
- * **Please evaluate the listed strategy for the particular product/service. If none is listed, please provide your own.**
- * **Any suggestions in any area for the particular product/service.**

- i Internet Access Usage
- ii Contractual Computer Courses
- iii General Office Services
- iv Books and Magazines
- v Computer Accessories
- vi Digital Photo Service

VI BUSINESS STRATEGY DEVELOPMENT

- * Were the steps listed in the strategy development process clear and concise? Please elaborate.
- * The following tools were listed to assist in the strategy development process: Please rate the tools on the following (1 least helpful – 5 most helpful):

SWOT Analysis

- Clarity
- Practicality
- Applicability

Key Success Factors

- Clarity
- Practicality
- Applicability

* The Strategy Evaluation process lists three questions – Are there additional areas that can be evaluated to assess the effectiveness of the strategy.

VII MARKETING STRATEGY DEVELOPMENT

- 1 Were the steps listed in the marketing strategy development process clear and concise? Please elaborate.
- 2 The following tools were listed to assist in the strategy development process: Please rate the tools on the following (1 least helpful – 5 most helpful):

a) Strategic Planning Business Grid

- Clarity
- Practicality
- Applicability

B) Product Market Expansion Grid

- Clarity
- Practicality
- Applicability

- 3 Identify Target Market section lists several variables for segmenting the market. Are there any additional variables specific to the internet café industry that can be listed?
- 4 Market Positioning section lists the options open to business. How practical and usable was this section. Please elaborate?
- 5 Marketing Mix section lists factors in the four areas fundamental to all marketing strategy. How practical and usable was this section. Please elaborate?
- 6 The Growth Strategy section: How practical and usable was this section. Please elaborate?

VIII LONG TERM OPPORTUNITIES

- 1 The long term opportunity lists several areas that a internet café business can vertically integrate into. Are there any additional areas that was not listed?
- 2 How can this section be further improved?

IX CORPORATE CITIZENSHIP

- 1 If you have any on going partnership with NGO's please email it and share it with others. It will be published in the updated version under **partnership case studies**.

XI RESOURCES

- 1 Any additional related resources that you have or would like to share, please email it.

This completes the Feedback Section.

Thank you for your contribution.

