Business Plan for starting a dementia Café as a Social Cooperative Enterprise

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I hereby declare that the work submitted is mine and that where I have made use of another’s work, I have attributed the source(s) according to the Regulations set in the Student’s Handbook.
Abstract

This dissertation was written as part of the Executive Master in Business Administration (EMBA) course at the International Hellenic University.

The study is a business plan for setting up a social enterprise in Thessaloniki in the form of a dementia book café that will serve as a fixed meeting place for people with dementia (PWD) and their care givers. Dementia is considered to be one of the biggest health problems today, even larger than cancer, with data presented showing the magnitude of the issue that leads to an increased need for dementia prevention and public awareness.

The study is based on a research methodology that includes interviews with health professionals and distribution of questionnaires directed to PWD and care givers, thus identifying a clear trend towards creating the business. Then a business plan follows with a company summary, description of the services offered, market – industry – competitors’ analysis, a detailed marketing plan, a thorough management plan with a cost management analysis, a sustainable financial plan and a risk analysis.

The present dissertation was carried out under the supervision of Dr. Korina Katsaliaki, whom I would like to acknowledge for her help and support.

Keywords: dementia; dementia friendly; social enterprise; memory café;

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I would like to thank my wife for giving me the strength to carry on during my studies; without her assistance and support it would have been impossible to complete both the course and this dissertation. Also, I want to acknowledge my mother and my sister for providing all the emotional support needed for the whole duration of this dissertation.

This dissertation is in loving memory of my father who was diagnosed amongst others with Parkinson’s Disease Dementia and experienced the social isolation as a result of lack of public awareness. I hope that this dissertation is a minor contribution towards increasing public awareness and a glimpse of hope that someday dementia friendly businesses will become a reality in Greek entrepreneurship.
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1.0 Introduction

This study examines the creation of a dementia book café in the city of Thessaloniki in order to establish a fixed meeting place for people with dementia (PWD) and their care givers.

Speaking about dementia, it is not a specific disease but a syndrome that affects the third age having as characteristics a decline in mental ability, behavioral abnormalities and personality changes (Alzheimer’s Association, 2017). These characteristics can be severe enough to interfere in daily living activities, with Alzheimer’s being the most common type, accounting for 60% to 80% of most cases (Alzheimer’s Disease International; World Alzheimer Report 2018).

More specifically, every 3 seconds, a person is diagnosed globally, making it one of the most important social, financial and health crises of the 21st century (Alzheimer’s Disease International; World Alzheimer Report 2018). It is estimated that there are 50 million people with dementia worldwide, with a rising prospect in the future due to the increase of life expectancy, both in developed and developing countries (Figure 1).

Figure 1. The global impact of dementia (Source Data obtained by World Alzheimer Report 2018)
In Greece, in 2010, there were 197,000 PWD and this number is expected to reach 354,000, until 2050:

Table 1. Epidemiology of dementia in Greece (2010–2050)

<table>
<thead>
<tr>
<th>People with dementia (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>Greece</td>
</tr>
</tbody>
</table>

Source: ADI Dementia Greece Report, 2012 and M. Tsolaki, Presentation "Epidemiology of Dementia"

At the moment there are two Alzheimer Hellas Day Care centers in Thessaloniki providing non-pharmaceutical interventions and other services to PWD and their care givers but there is no similar business that allows them to eliminate the taboo surrounding discussion of their illness by meeting and socially interacting with each other.

The services to be offered are a selection of hot and cold beverages, light food, healthy advices from an expert nutritionist, a wide selection of innovative games and activities under professional supervision, a small-sized library with rental service in book titles available and an Information Hub that aims at increasing dementia public awareness through providing education and up to date information on dementia issues. Food and drink products are provided on a price but all services are free of charge.

The current study provides a structured scientific response to research questions set by gathering qualitative data from other memory cafes abroad, carrying out interviews with dementia health professionals as well as a survey directed to PWD and care givers.

First research question is in regards to setting up a framework for subsequent analysis by verifying the hypothesis that there exists a trend amongst people with Dementia towards a Dementia Friendly Community and more specifically for creating a Memory Book Café in the city of Thessaloniki. Describing the main characteristics and identifying preferences of dementia people and their carers as well as potential threats and alternatives.

Once the framework has been set then in designing a Business Plan for setting up such a business nowadays by giving a detailed company description (vision and mission, strategy, ownership structure and legal entity), a detailed market/industry and competitor analysis, a marketing plan, a management plan (organizational structure, operations, cost
management), a financial plan (funding mix, income and growth 5Y projections) and a detailed time schedule of activities from conceptual planning to actual opening.

2.0 Current Situation and Services for Dementia in Greece and Abroad

This chapter provides an overview in regards to current situation and services for dementia in Greece and abroad.

2.1 Greek National Action Plan for Dementia

Based on Table 1 (Chapter 1), it is evident that dementia can be considered one of the biggest challenges for Public Health nowadays. Despite making progress the last twenty-five (25) years in its treatment, it remains a major issue both at national and international level. The taboo arising from the condition, the denial and lack of financial resources are the obstacles for integrated care of dementia people.

Under this socio-economic impact, the Greek Ministry of Health set up a National Committee - Working Group which carried out the National Action Plan for Dementia – Alzheimer’s Disease 2015 – 2020, according to which:

- Epidemiological data on dementia Greece are not adequate and are based on extrapolation of data from other countries,
- Commendable research efforts have been carried out by domestic Medical Schools,
- Education, raising public awareness and informing health professionals, doctors, caregivers are done by Greek Neurological Society, Greek Psychiatric Society, NHS hospitals departments and non-for-profit Alzheimer’s Associations but need to be significantly improved,
- Cost of dementia is calculated at 341€/month (autonomy stage), 957€/month (dependency stage at home) and 1267€/month (dependency stage at an Institution),
- Care givers time spent equals 168 hours/month (family member), 72 hours/month (household assistant),
- Current status of care and management of dementia people is insufficient,
- Few available health and social care services for dementia people,
- Substantial gaps in services and a significant lack of relevant structures,
Community services offered through Open Protections Centers for Elderly (KAPI) and Day Care Centers for Elderly (KIFI) offer non-specialized services compared to the needs of dementia people,

- Lack of public awareness,
- Ease and equal access to timely diagnosis, care and treatment depends on the region that dementia people live,
- No examination protocols of people with dementia available at Emergency Care Units, General Hospitals,
- No Cognitive Disorders clinics at General Hospitals,
- Not enough Day-Care Centers to provide non-pharmaceutical therapies and support for care givers in islands, rural areas,
- Professionals working at KAPI and KIFI are not trained in the management of dementia cases,
- No structures of short-term stay of dementia people which will give their care givers the opportunity to rest and relief from their burden,
- No sufficient benefits, financial aids and other measures that could reduce the care givers burden such as a special leave from work, discount in Public Transport tickets etc.

In terms of legislation and rights of dementia people, these must comply with the corresponding provisions of European Convention on Human Rights, Oviedo Convention as well as EU legislation. Dementia is covered by provisions of General Law 2716/1999 (Modernization of Mental Health Services) and there exists <<Psychargos>> program (National Plan on Mental Health) that includes actions to tackle dementia which are not legally binding for the State.

2.2 Dementia Friendly Communities (DFC’s)

According to Buckner et al. (2018), DFC’s are defined as those including, empowering, and supporting people affected by dementia and their carers in every aspect of life, from accessing services to using public transport. They can be geographical communities or communities of interest. They also help empower those whose lives are affected by dementia so that they can remain integrated in society, live as independently as possible and participate actively in decisions that affect their day-to-day lives (Life Changes Trust, 2015).
Although there is a National Action Plan for dementia and Alzheimer’s disease in place and there are Memory Clinics and Day Care Centers for people with dementia in Greek large cities, compared to existing needs, services are characterized as non-adequate. Most areas of the country are not covered by any specialized facilities. Athens Alzheimer Association (AAA) in collaboration with the Greek National Network of Healthy Municipalities has developed a project called “Building Counseling Services network for Dementia within municipalities all over Greece” which aims to provide care to people with dementia and education and support to their carers in the local communities (Alzheimer’s Athens, 2018).

The project runs in two phases with first phase already concluded earlier this year and having to do with educating health professionals from fifty-five (55) municipalities all over Greece on dementia issues. Second phase will run from November 2018 onwards and will be about creating in these municipalities Dementia Counselling Centers within the current health structures (KAPI, KIFI), staffed by the above trained personnel offering programs for dementia people (non-pharmaceutical interventions) and support groups for care givers.

The municipalities covering Thessaloniki prefecture are Chortiatis, Lagkadas, Oreokastro, Pavlos Melas and Delta with the rest being in Athens (20), Heraklion (1), Drama (3), Thesprotia (1), Ioannina (1), Korinthia (2), Messinia (1), Chalkidiki (2), Kavala (3), Trikala (1), Magnisia (2), Hmathia (2), Xanthi (1), Cyclades (1), Aitoloakarnania (1), Arta (1), Kefallinia (1), Voiotia (1) and Grevena (1) (Alzheimer’s Athens, 2018).

2.3 Memory Café Concept

When dementia exists, the disorder is a constant presence. Being out in public can be more stressful but is equally important for dementia people to feel part of their communities as long as possible. The café provides an excellent opportunity to do so in a judgment-free space with others who understand, share feelings and face similar difficulties. It normally starts with a discussion or presentation of a topic followed by a less structured period where those involved can share experiences, thoughts and ideas with each other.

The café must be accessible to all without a membership fee required. It is for people with dementia along with their companions (care givers, families, friends, and health professionals). It will not exclude anyone based on age, race, color, religion or nationality. It is not a formal support group neither a workshop, seminar, or lecture on dementia.
2.3.1 Brief History

The concept was established in the Netherlands as a vehicle for providing a welcoming atmosphere in an accessible location for all people with or affected by dementia. The first event took place in 1997 in a collaboration between Dr Miesen and the regional branch of Alzheimer Netherlands in north Zuid-Holland. Although people with dementia and their families, friends or carers are core attendees, others with an interest in dementia, such as students, local politicians, the media and those who want to find out more about dementia can attend. To support some of the country’s minority communities, Alzheimer Tea Houses were introduced for those whose first language is Moroccan or Turkish (Alzheimer’s Disease International, 2016).

2.3.2 Global presence

Due to their success in the Netherlands (more than 230/around 35000 unique visitors per year), they have been adopted in more than 15 countries around the world, sometimes as part of a wider dementia friendly community initiative. The concept has been introduced in countries such as Argentina, Aruba, Curaçao and United Arab Emirates, where broader dementia friendly community projects do not currently exist (Alzheimer’s Disease International, 2016).

2.3.3 Greece

In Athens, the Café runs as a program organized by Psychogeriatric company <<Nestor>> in collaboration with Care Givers Association for Dementia People. In the program context participants are being given the possibility to exchange experiences and information in a supportive environment without being stigmatized. The goal is to provide emotional support, help and reduction of social isolation that dementia people as well as their care givers often face. In the program health professionals participate which are available for discussion and guidance on dementia matters. Moreover, in every meeting there are various activities organized aiming at entertaining participants (e.g. music, therapy through recalling memories, quiz solving, puzzles etc.). Meetings are scheduled every two weeks and last for two (2) hours. Meeting place is <<Nestor>> facilities in Kypseli, Athens. No membership fee applies. Program director is Dr. Mougias and program coordinator is Psychologist E. Skaltsounaki (Nestor Psychogeriatric Association, 2018).
2.4 Real life examples of dementia friendly businesses worldwide

2.4.1 Moments Café – Plymouth, England

Located in South West, this business is a unique retro cafe for all with a social conscience supporting dementia people with its profits. It is a food café offering a wide variety of products which has in house a dementia information center providing assistance varying from simple interest to care support.

The idea came from two nurses, Kate Smith and Laura Walker, who started Memory Matters South West CIC in 2010, an organization aiming at supporting those with dementia. The organization believes in providing support in small groups or in one to one session so as to ensure that every single person is known. Kate and Laura found out that dementia people became more engaged, happy and they have built friendships whilst giving their carers a valuable time off.

The next step was to create Moments Café in 2015 so as more people could be benefited. As Kate mentioned in our communication, “We wanted the Café to be well designed, easy to navigate but comfortable and user friendly for all to enjoy. The café is a place that is fun to be in, with good quality food where every customer contributes to their community by supporting people living with dementia just by eating here.” The café interior design follows guidelines based on findings from a study which assessed the research evidence around what works well for visually impaired people with dementia in terms of the design of their homes and the things in them (Greasley-Adams et al., 2012).

The business is supported by Plymouth City Council’s Social Enterprise Investment Fund and runs as a Community Interest Company (CIC) under Companies Act 2006, 2004 as well as CIC Regulations, 2005. It is mainly a type of limited liability company which trades with a social purpose, it publishes an annual report recording its activities and stakeholder’s involvement during the year.

In terms of Corporate Governance and due to the small size of the company there are no independent non-executive directors, audit/remuneration committees, neither a Chairman and CEO since it would be costly. However, the company follows the Company Law and
appointed the persons below to maintain financial and statutory records as well as run the actual business, namely:

- Mr. Hart, Gareth Nicholas/Non - Executive Director,
- Dr. Pearson, Stephen – William/Consultant Psychiatrist,
- Mrs. Smith, Catherine Anne/ Officer,
- Mrs. Walker, Laura Jessica/ Director.

The firm runs often an in-depth local competitor analysis to ensure that the products offered at the café are well priced. On top of that they have built a reputation amongst their clients for the healthy foods offered. The business has been voted Plymouth’s favorite coffee shop for 2018 by Plymouth Herald Newspaper readers after a public vote (Dodd, 2018). According to a research carried out by Mr. Chakrabortty (The Guardian, 2018), Plymouth now has more than 150 social enterprises employing over 7,000 workers earning a combined income of over £500m. For a city of 250,000 people, which only adopted social enterprise five years ago, that’s a remarkable growth.

Images 1&2 – Moments Café (Source Data obtained by Moments Café and Hub (2018) http://www.moments-cafe.com/)

2.4.2 Pop – Up restaurant of order mistakes – Tokyo, Japan

In Tokyo, Japan there is a Maggie’s Centre - a network of drop-in centers which aims to help anyone who has been affected by cancer. These centers are not intended as a replacement of therapy but as a caring environment that provides support, information and advice. To that extent within Maggie’s Tokyo premises, a pop-up restaurant run for a trial period of three (3) days in June 2017 with the name <<The Restaurant of Order Mistakes>> with a mission to hire waiters with dementia.
The project allowed dementia people to socialize, interact with public, feel valued without being stigmatized of getting a wrong order since customers already knew that upfront. The whole experience allowed dementia people to be functioning members of society and overall was successful.

Food blogger Mizuho Kudo visited The Restaurant of Order Mistakes and originally ordered a hamburger but ended up having gyoza dumplings instead. However, everything turned out to be unexpectedly delicious. Kudo also claimed that the waiters were full of smiles and seemed to be having tons of fun (Larbi, 2017).

Now, after the trial period, one of the initiators of the pop-up restaurant, Maggie’s Tokyo are planning for another event like this in September to commemorate World Alzheimer’s Day (September 21st).

Images 3&4 – Restaurant of Order Mistakes (Source Data obtained by Larbi, 2017 https://metro.co.uk/2017/06/12/the-restaurant-of-order-mistakes-only-employs-waiters-who-have-dementia-6702340/)

3.0 Methodology & Results Analysis

Having described a general framework of the concept and how it works abroad and domestically, there is a need to narrow the research and establish a methodology for verifying the feasibility of the proposed business through answering the first research question set out earlier.

Primary data collection is selected through interviews with experts on the field of dementia and then in carrying out a survey by distributing questionnaires to dementia people and care givers.
3.1 Interviews Procedure

By establishing communication with <<Saint Helen>> Day Care center, Greek Association of Alzheimer’s Disease and Related Disorders (Thessaloniki), interviews were arranged with experts on the field of dementia.

The following employees were selected for interviews:

- Mrs. Agogiatou C. (Psychologist – Employee No1),
- Mr. Antonopoulos A. (Professor of Physical Education, Trainer – Employee No2),
- Mrs. Karagkiozi K. (Psychologist, Head, Care Givers Department – Employee No3),
- Mrs. Margaritidoy P. (Psychologist, Care Givers Department – Employee No4),
- Mrs. Nikolaidou E. (Psychologist, Head, Care at Home Team – Employee No5).

The interviews took place in their working environment, on weekdays, from 19-22 November 2018. A single interview duration was typically 45 minutes and the employee was allowed to expand the questions to a discussion accordingly without following strictly the questions set.

The objective is to create a profile of a dementia person, build understanding upon their daily routine (preferences, threats that lead to abnormal behavior, their emotions, what annoys them etc.), ideal environment to live in and activities they would prefer to be engaged with.

All interviewees, identified the questions set as an excellent framework to achieve the objective specified by sharing their knowledge and providing real-life examples from their careers so far.

The interviews were audio taped, transcribed and included in Appendix A.

The questions set are included in Appendix A, Figure A-1.

3.2 Interviews Analysis

There are various themes identified by reading the interviews which are presented thoroughly forming a detailed description of interviewees replies to the questions set.

Profile of PWD

The following table shows the categories identified under the specific theme.
All interviewees used their extensive experience in the field and proceeded with presenting a detailed profile which is a person above seventy (70) years old with an educational background of primary to secondary level. They explained that there are four stages with the mental, physical, behavioral condition getting worse as dementia progresses. Many pointed out the psychological symptoms (stress, anxiety, depression), some others the behavioral (social isolation, embarrassment) and others the mental deficits (memory loss, denial, agitating behavior, lack of cooperation, wandering, hallucinations, obsessions).

“Most people with dementia are above seventy (70) years old and their background is secondary education” (Employee No1 #1, psychologist)

“At first stage mental symptoms are minor...at second stage mental symptoms become intense...at third stage person is no longer independent” (Employee No3 #2,3, psychologist)

“So, the dementia profile worsens as stages increase” (Employee No3 #4, psychologist)

“The coexistence of stress and/or depression” (Employee No2 #5, professor of physical education)

“Quite often they are embarrassed for the mental deficits they present...avoiding social interactions” (Employee No1 #6,7, psychologist)

“Those symptoms are agitating behavior, wandering, illusions and hallucinations, obsessions, sexual overstimulation and suspension of inhibitions” (Employee No3 #7, psychologist)

**Agitating behavior and PWD**

The following table presents the theme and relevant categories.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>PWD profile</td>
<td>A person in third age and of lower educational level (1)</td>
</tr>
<tr>
<td></td>
<td>Dementia Stage 1: minor symptoms (2)</td>
</tr>
<tr>
<td></td>
<td>Stage 2: intense symptoms (3)</td>
</tr>
<tr>
<td></td>
<td>3&amp;4: autonomy lost, person requires supervision, severity in symptoms (4)</td>
</tr>
<tr>
<td></td>
<td>Psychological symptoms (5)</td>
</tr>
<tr>
<td></td>
<td>Behavioral symptoms (6)</td>
</tr>
<tr>
<td></td>
<td>Mental deficits (7)</td>
</tr>
</tbody>
</table>
As previously stated as soon as the stages start to increase and dementia advances the person shows an agitating behavior. It was explained that this is more likely to exist from middle stage (2nd). There are various triggering factors for that behavior with the most common being when dementia people feel insecure, threatened, something stresses them or cannot be handled appropriately, their routine is altered, external factors such as noise and new places. Also, there are many ways to deal with such behaviors like avoid change of habits, routine, physical contact (hugging), no debates, keep them calm etc.

“Their behavior after developing dementia changes in most cases...they might become offensive” (Employee No4 #8, psychologist)

“An agitating behavior in a public place...feeling that they are threatened” (Employee No1 #8, psychologist)

“There are many mechanisms that can trigger that sort of behaviors, illusions, disorientation, memory loss, external factors like noise” (Employee No2 #8, professor of physical education)

“Behaviors like that take place when they feel insecurity...but the mechanism is triggered mostly in new places” (Employee No3 #8, psychologist)

“The way to deal is to show empathy and try to understand the cause of agitating behavior and eliminate it” (Employee No3 #9, psychologist)

“...eliminate the stimuli that are behind that behavior...on those cases that do accept physical contact like hug, cuddle, kiss, calming them down can be easily achieved” (Employee No4 #9, psychologist)

“...we need to keep a calm relationship between us, not to press the PWD and mostly take his/her side...to try to agree with his/her sayings so as to calm him/her...” (Employee No5 #9, psychologist)
Proposed activities for PWD

The following table presents the theme and relevant categories.

Table 4. Proposed activities theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed activities for PWD</td>
<td>Mental activities (10)</td>
</tr>
<tr>
<td></td>
<td>Entertaining activities (11)</td>
</tr>
<tr>
<td></td>
<td>Physical activities (12)</td>
</tr>
</tbody>
</table>

As interviews discussion progressed, it was time to discuss in relation the proposed business and activities PWD will find pleasure in doing. There was a discussion in regards to whether they can carry out activities on their own or under supervision and the response was that for early dementia stages is possible but for more advanced is impossible. Mental activities proposed include backgammon, group discussion, memories discussion, reading, puzzle etc. Entertaining activities include singing, playing cards, watching family photos, knitting etc. Physical include dancing, gardening, painting, play with a pet etc.

“In most cases PWD cannot be left alone and be occupied with an activity...also, if it there are many people with them in a place without a health professional to coordinate then there might be tension or even agitating behavior” (Employee No4, psychologist)

“Simpler activities for advanced stages are those that occupy their hands like holding a small soft ball, a worry bead, a scarf, a porcelain teddy bear or a thread of wool” (Employee No3, psychologist)

“In order to achieve leaving PWD without supervision...this can be achieved at early stages and maybe in some cases with medium dementia” (Employee No5, psychologist)

“...painting, gardening, playing cards, backgammon, group discussion...” (Employee No1 #10,11,12, psychologist)

“Discussing with other PWD, video projection, live music, reading, listening to someone reading a book, interactive games” (Employee No2 #10,11,12, professor of physical education)
“...dancing, listening to music, reading books, newspapers, watching TV shows, backgammon, playing cards, puzzles, domino, painting, viewing photos, gardening...” (Employee No4 #10,11,12, psychologist)

**Proposed business features**

The following table presents the theme and relevant categories.

Table 5. Proposed business features theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed business features</td>
<td>Importance of proposed business (13)</td>
</tr>
<tr>
<td></td>
<td>Utilization elements of proposed business (14)</td>
</tr>
<tr>
<td></td>
<td>Indoor environment criteria (15)</td>
</tr>
<tr>
<td></td>
<td>Location criteria (16)</td>
</tr>
</tbody>
</table>

After clarifying the activities that PWD find pleasure in doing there is a need to define certain business features as well as the importance of it and the utilization by potential users. Interviewees were very helpful in responding and providing critical details such as desired location or indoor design features that are ideal for PWD (natural light, no uneven surfaces). First of all, they all agreed on the importance of the proposed business both for PWD and care givers. In terms of utilization they proposed to have easy parking, easy access and use of a rented mini bus service picking up users that they don’t have their own transport. For location criteria they proposed a central location and for indoor environment criteria they proposed large open plan area, no claustrophobic environment and infrastructure for disabled people.

“Business is important, YES” (Employee No1 #13, psychologist)

“Optimum location will be a central location so many can have access. Rented mini bus would be ideal...” (Employee No1 #14,15,16, psychologist)

“Simple place with few elements and few stimuli...each person with dementia to have his <<own>> place whilst in parallel can socialize with the rest of the café without having the feeling of being isolated” (Employee No1 #15, psychologist)

“Yes, I believe it is something that would interest care givers...Easy access, parking, light, infrastructure for disabled persons, no steps, large open plan area, no claustrophobic environment” (Employee No2 #13,14,15, professor of physical education)
“Yes, it is important...ideally speaking it would help having a memory café in every neighborhood so as access can be instant and serve area needs. As a start is good to have it centrally...” (Employee No3 #13,16, psychologist)

“To use plastic colored cups and dishes would help PWD to be more autonomous since there is no stress of breaking them” (Employee No3 #15, psychologist)

“It would be very useful to have a place where care givers can be educated and be informed. They are in a need of such actions...Overall it is a great idea to create such a business” (Employee No4 #13, psychologist)

“I believe that it is very important to have a fixed place of entertainment for PWD...ideally speaking it would be perfect to have it in each Municipality...” (Employee No5 #13, psychologist)

3.3 Questionnaire Procedure

A survey was carried out in the premises of the Day Care center by handing out two separate questionnaires (one directed to dementia people and the other to care givers). The decision to include also care givers as visitors of the proposed business, is taken, because the majority of the people for whom they care tend to be in the more advanced stages of dementia and in some cases even unable to speak.

The objective is to collect demographic data, identify if there is a trend amongst them in visiting the proposed business, how often, whether they like to be surrounded by other people who have similar memory issues, preferred location of proposed business, what type of activities they would like to be engaged with, preferred furniture, indoor design criteria, preferred music, if they like the idea of being offered healthy snacks (light food), the dementia stage of their person (only in care givers questionnaire), the relationship with their person (only in care givers questionnaire).

A sample of 114 data for dementia people and a sample of 120 data for care givers was collected by using the simple random sampling method. The data are classified as both quantitative and qualitative. Thirteen (13) questions were given to dementia people and fifteen (15) to care givers.
The questionnaires are included in Appendix B, Figures B-1, B-2.

3.4 Questionnaire Analysis

The survey’s data are analyzed with the use of IBM SPSS© statistical software platform. Descriptive statistics analysis is performed and the analysis is presented in pie charts and histograms.

Please refer to Appendix C, Figures C-1 to C-16.

The concluding outcomes deriving from statistical analysis of data gathered from questionnaires are:

- There is a clear trend amongst dementia people and care givers in visiting the proposed business,
- Dominant frequency in attending is once per week,
- Majority of participants agreed that they like to be interacting with dementia people (business provides an important venue in which, through meeting with people in similar position, participants can socialize without feeling embarrassed or stigmatized),
- Location-wise it is preferred to be located near the Day Care centers (Analipsi Area),
- No clear preferences for furniture or indoor design criteria,
- Majority are in support of healthy snacks,
- Majority of care givers look after middle to advanced stage dementia people,
- Majority of care givers look after their parents or spouse,
- Activities mostly preferred are attending lectures, receiving nutritional advice, singing, dancing and playing games with participation in group discussion following,
- Relaxing music is preferred, then retro and/or light music,
- Vast majority of participants are female.

4.0 Business Plan Chapter

Having established the framework in regards to identifying a trend amongst dementia people for creating a memory book café in Thessaloniki, a detailed business plan design follows.

4.1 Company Summary

The proposed business will run under the name “Play & Remember” with the use of a vibrant, bright colored logo combined in the business menu with a sketch of the flower plant Myosotis, family Boraginaceae, which in the Northern Hemisphere is denominated as forget-me-not flower.

By adding myosotis flower an invisible link to dementia is achieved in the most beautiful way, that is while dementia causes a decline in memory, the flower symbolizes the not wanting to be forgotten and not wanting to forget, especially by their loved ones (My Life Films, 2018).
4.1.1 Premises Location

*Play & Remember* will be located in Analipsi area, Municipality of Thessaloniki, next to main Alzheimer’s Day Care center “Saint Helen” (260m) and in close proximity from “Saint John” (1.5Km). A decision based on survey analysis.

It will be located in a property which was operating as a Public Electricity Administration Office (DEH), ownership of Municipality of Thessaloniki. The premises are now vacant (Address: 1 Petrou Sindika Str) and is a ground floor spacious area of approximately 250m². The premises will be granted for free usage to the business for a period of twenty (20) years.
4.1.2 Vision Statement

“An organization that improves lives of people with dementia and care givers, realizes their needs and provides top quality support in the most affectionate way”

4.1.3 Mission Statement

“Our business is an organization devoted in offering dementia people and care givers a safe and welcoming environment where they can enjoy premium quality products whilst participating in a range of innovative and stimulating activities. Moreover, we aim at raising public awareness, reducing stigma and significantly improving the feeling of hope towards dementia prevention with the use of non-pharmaceutical interventions by experienced professionals”

4.1.4 Values

The values we believe in as a business are:

- Every individual is equal,
- Human Dignity,
- Respect to vulnerable senior citizens,
- Organizational integrity,
- Innovation and diversity in our daily routine,
- Emphasis on creativity,
- Zero tolerance in discrimination of any kind,
- Co-operative relationships,
- Responsiveness,
- Honesty towards society.

4.1.5 Aims

The business aims at:

- Becoming a leading Café and information center for Dementia in Thessaloniki,
- Delivering innovative services and quality products,
- Extending knowledge on dementia for care givers and others who work with dementia people,
- Increasing public awareness,
- Enhancing quality of life for people with dementia and care givers,
- Participating in research activities,
- Serving local interests,
- Promoting employment,
- Promoting social cohesion,
- Promoting local or regional development.

4.1.6 Ownership Structure/Legal Entity

Play & Remember will run as a Social Cooperative Enterprise of care (SCE), under Law 4430/2016, being registered to Social Economy General Register of the Ministry of Labor, Social Security and Welfare focusing on the production of goods and provision of services of social-care character towards specific population groups, such as the elderly.

**Characteristics**

- The specific legal entity has the following attributes (Law 4430, 2016):
- Consists of at least 5 members,
- Members are either individuals or legal entities,
- Local City Councils and/or Legal entities working directly for them cannot participate as Members,
- Each member owns one (1) social dividend as a minimum and up to five (5) as maximum,
Regardless of the no of dividends held, each member has just one (1) vote which may be exercised at the Annual General Meeting,

Each member of the Governing Committee is a member of SCE also,

SCE members cannot participate in parallel to other SCE’s of similar interests,

Income from City Councils or Government entities cannot exceed sixty five percent (65%) of total income before taxes on a three-year basis,

Profits are not distributed to members unless they are employees,

Annual Profits are distributed as follows: a) 5% to create a reserve, b) 35% directed to employees (salaries) and c) 60% directed for recruiting or business expansion purposes,

Annual tax exemption for the first five (5) years (500€ annual exemption) (Koinsep setting up guide, 2018),

Profits up to thirty five percent (35%) before taxes on an annual basis are tax free (Koinsep setting up guide, 2018),

Access to various funding tools (Social Economy Fund, National Entrepreneurship and Development Fund, a wide number of Government Authorities can lease for free their premises to SCE) (Koinsep setting up guide, 2018).

Furthermore, as an SCE it is governed by the following principles of social economy (Koinsep setting up guide, 2018):

- Priority is given in serving users needs and not in making profit,
- Governing Committee is autonomous meaning that they are responsible in deciding on how the company will operate,
- Decisions are taken on an equal basis amongst members based on the one-vote-right and not based on the no of dividends each member has,
- Profit sharing is already fixed and includes distribution to employees annually.

4.1.7 Proposed Strategy

An analysis is performed based on the internal and external environment of the business. The relevant strengths, weaknesses are identified as well as the opportunities arising and the existing threats of the external environment that the company will be operating at.
**Strengths**

1. Business Location (Analipsi Area), close to main Day Care center (ease of access for users),
2. Dementia friendly design of business (relaxing colors, use of natural light, no uneven surfaces, use of bigger signs to navigate, segregated environment with flowers, quiet room),
3. Healthy snacks and drinks designed for dementia people to assist in brain health (use of B vitamins, antioxidants, omega-3, Mediterranean Diet),
4. Selection of music from an experienced producer aiming at eliciting pleasurable responses such as smiling, dancing and/or singing from dementia people,
5. Wide selection of dementia books chosen by an experienced librarian to keep the brain fit and fight off dementia as well as provide a means of education,
6. Selection of indoor flowers will be done by a professional florist to create a natural environment (use of green plants, variety of flowers, fast-growing plants like herbs, peas),
7. Ease of finding good quality coffee, wide selection of premium teas, ingredients of healthy snacks in the local market at competitive prices.

**Weaknesses**

1. Key external collaborators needed to establish and develop business such as dementia games external collaborator or nutritionist will accept to offer voluntarily their services initially but later there is a high risk of losing them since they are good at what they do and will eventually require a fee to be paid (especially if social cooperative business is a success),
2. No ease in finding a parking place in Analipsi area (congested),
3. No experience in running a business and especially a social cooperative enterprise,
4. As a social cooperative enterprise, it will operate on the basis of existence of many members that form the company having amongst each other equal voting rights (high risk of conflicts during operation or loss of social identity),
5. Wide, noisy, busy roads in Analipsi area where business will be located (disorientation of dementia people quite possible). Analipsi area is not a disabled persons friendly area (no ramps, no designated parking, uneven walking surfaces),
6. Unstable low profit margin and low profits distribution,
7. Dementia experts are few in Greek market (no fellowship in medicine or psychology to follow neither a Master’s degree to complete).

**Opportunities**

1. Dementia no's in Greece: 197,000 (2010) which is expected to rise to 253,000 (2030) and 354,000 (2050),
2. Collaboration with Day Care Centers (booking business venue for seminars),
3. Establish communication with Memory Café in Plymouth, UK (exchange of ideas on how to improve business),
4. Health professionals to work in business already available and recommended from Day Care centers,
5. Part of gross profits (35%) which are distributed to employees are tax free as per Law for social cooperative enterprises,
6. As a business of social care there is access to funding tools as well as provision of premises on a free leasing from local municipality or government authorities,
7. Wide use of smartphone and tablet devices (reach easily dementia people and care givers to provide further education, information and/or support).

**Threats**

1. Many coffee businesses in that location (if these businesses train their personnel),
2. Dementia people are usually > 70 years old and average life expectancy in Greece is around 80 years old thus it is difficult to sustain a loyal user base,
3. Corporate taxation in Greece is 29% amongst the highest in EU countries,
4. Dementia people are pensioners on a restricted budget which due to domestic recession period (2010-onwards) will continue to shrink considerably meaning that available budget to be spent will be reduced,
5. Dual mission management has to do with the management of two opposing corporate strategies, a) an earning-income strategy by adopting commercial activities in support of and b) a strategy in support of social aspects seeing the business as a change agent pursuing a mission rather than generating income. Following strategy, a) can pose a
threat to users’ perception of business and following only strategy b) can pose a threat to business by not expanding (no profit generation),

6. No relevant business exists in Greece showing the lack in dementia culture and awareness.

The SWOT analysis is presented in Table 7 (next page).

Amongst the strategies proposed there are some that are top priority for the business aiming towards creating a competitive advantage amongst its users and reinforcing its social mission. To that extent strategy S1-O2 is critical allowing users to easily access the business. Also, S2-O1 offers a unique dementia friendly environment for the users whilst with strategy W6-O1 the quality of products/services chosen is set to be high to satisfy users. Through strategies W1-O6 and W7-O4, business collaborators and partners are given top priority by searching EU structural funds to provide a service fee for the first and by selecting dementia experts for the latter. Absolutely crucial is strategy S2-T1 and person-centered-care for users supported by S(3,4,5)-T5 strategy creating social value whilst with strategy S7-T5 profit generating activities are promoted to balance the dual mission management within the business scope. Finally, strategy W6-T3 is the foundation of the business i.e. registration as a KOINSEP (Social Cooperative Enterprise) with the hiring of an experienced manager through strategy W3-T6 being equally important.
<table>
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<th>INTERNALS</th>
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<td>1. Key external collaborators on a Voluntary basis</td>
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<td>2. Person Centered Care</td>
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<td>5. Variety in Dementia Book Titles</td>
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<td><strong>Opportunities (O)</strong></td>
<td><strong>S - O Suggested Strategies</strong></td>
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<tr>
<td>1. Growing no’s of Dementia People</td>
<td>S1-O2: Located near the Day Care centers, provide easy access to users</td>
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<td>2. Location of Day Care Centers</td>
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<td><strong>Threats (T)</strong></td>
<td><strong>W - O Suggested Strategies</strong></td>
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<tr>
<td>1. High Threat of Substitutes</td>
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<td>2. Sustain a Loyal User Base</td>
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<td>3. High Corporate Taxation (29%)</td>
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<td>W7-O4: Hire Dementia Professionals to possess competitive advantage</td>
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<td>6. No Dementia Culture in Greece</td>
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<tr>
<td><strong>S - T Suggested Strategies</strong></td>
<td><strong>W - T Suggested Strategies</strong></td>
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<tr>
<td>S2-T1: Personalize each user’s experience and identify specific needs</td>
<td>W3-T6: Enhance managerial experience through communicating with Memory Café @ Plymouth, UK for business setting up and running issues, along with hiring an experienced general manager</td>
</tr>
<tr>
<td>S5-T6: Provide selected book titles that promote recent research updates</td>
<td>W6-T3: Register as a business of Social Care (KOINSEP: Law 4430/2016) thus receive 35% of Gross Profit tax free</td>
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<tr>
<td>S7-T5: Provide products at a low but profit generating price</td>
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<tr>
<td>S9(3,4,5)-T5: Provision of fee quality services that create and sustain social value</td>
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4.2 Services Offered

*Play & Remember* will purchase food from its network of growers and producers who will deliver their products directly to the store for further processing before selling. The business will open six days a week, 8:00am to 22:00pm, Monday – Saturday. There will be three key components as follows:

Café – produces and sells light food and healthy snacks, hot beverages, ice cream & milkshakes and provides nutritional advice,

Community Hub – a complete Dementia information and activities center,

Library – purchases, organizes and rents book titles.

**Café**

It will operate from a simple drinks counter on the ground floor serving a seating area of 150m² with approximately 15 tables. It will produce the products in a small kitchen on the ground floor, offering hot beverages (with a specialty in offering a wide variety of relaxing teas), ice creams and milkshakes made exclusively from stevia for non-diabetic people and healthy light food (soup of the day, wide selection of fresh salads and sandwiches). Nutritional advice will be provided upon request (*in agreement with survey analysis*). The café will be open all day long to accommodate any needs during evening activities in the Community Hub.

**Community Hub**

It will occupy the intermediate floor seating area of 80m² approximately, with a flexible use depending on the activity carried out. It will generally be used in the evening providing an information center for dementia covering all aspects (help at home, legal, medical, care givers support, research developments), workshops for dementia people and their care givers, presentation of a specialized topic on a daily basis (*in agreement with survey analysis*), speeches on research developments on a monthly basis, group discussions in a relaxed friendly atmosphere (*in agreement with survey analysis*), mind stimulating/development activities like singing, dancing, gardening, painting (*based on survey analysis*) and various games under professional supervision (*based on survey analysis*). Commercial income from this activity will be nonexistent but it will add value and diversity to the whole enterprise.
Library

It will be located in the intermediate floor in an area of 20m² approximately, having 5 mobile shelves accommodating around 100 book titles. It will be run as a rental service on a weekly basis with a deposit paid so as to cover any loss or damage. Deposit will be returned in full once the book is returned. Similar to Community Hub, commercial income will be nonexistent but it will add value and prestige to the enterprise promoting local public awareness on dementia.

4.3 Market, Industry and Competitors Analysis

There are three basic principles for a Social Cooperative Enterprise (SCE) to be successful with the very first one being in identifying a social need, the second in building cooperative partnerships with the right people and the third in creating a sustainability plan (business plan). In terms of creating a business plan there is a need to analyze the external, industry and competitor’s business environment.

4.3.1 Market Environment

A Political, Economical, Social and Technological (PEST) analysis tool is used according to which changes in the external business environment of a company are assessed.

**Demographic**

The last decade the Greek growth rate is negative and the population shrinks rapidly leading to an increase in third aged people which are a high-risk group of people for developing dementia. According to Papazomenou et al. (2017) PWD’s average age exceeds seventy-six (76) years old which falls into third aged people category. The fact that dementia will become a major social issue in the years to come it is also highlighted in Greek National Action Plan for Dementia. In this demographic context, *Play & Remember* will emerge as a business that deals with this major social issue offering a place for PWD to meet, socialize and feel that they are an integral part of local society.

**Socio-Cultural**

According to official data, dementia has taken over from cancer to become most feared disease in USA and is number one killer in England and Wales (ADI,2018). However, in Greece
is not considered a disease that can be fatal due to lack of public awareness mainly. This is reinforced by geographical inequalities throughout the country with most institutions offering expert advice located in Thessaloniki or Athens (Greek Neurological Society, Greek Psychiatric Society, non-for-profit dementia societies and day care centers). At a national level there is lack of dementia culture and no implementation of Dementia Friendly Cities concept. In this unaware socio-cultural context, *Play & Remember* will make use of its Community Hub to offer a wide range of services that will develop dementia awareness, at a local level.

**Economic**

Greek economy followed tough austerity measures as a result of three (3) bail-out programmes with major impacts in terms of unemployment, inequalities and poverty. Thus, what seems to be needed is the support of the economy and local development, through a sustainable creation and distribution of existing wealth based on the development of social economic activities like the proposed SCE (Sdrali et al, 2016). Therefore, *Play & Remember* as an SCE will provide employment opportunities to local unemployed citizens purchasing all of its products from local collaborators thus recirculating the money at a local level.

**Political**

In terms of this segment there are unstable political conditions (general elections organized in 2019) which affects entrepreneurship at all levels dramatically. However, in the field of SCE’s there seems to be favorable actions taken by voting Law 4019 (2011) and 4430 (2016), setting out all requirements for establishment of SCE’s in an attempt to revitalize Social Economy. *Play & Remember* will make use of them in terms of being established as a Social Cooperative Enterprise and thus being eligible in applying for various funding tools and certain tax exemptions.

**Technological**

Technology is more accessible nowadays through the wide use of smart devices (tablets, mobile phones) and world wide web. Therefore, dementia people can have remote access to training, information sharing, education as well as communicate and interact with each other. Virtual Reality (VR) can help in early diagnosis of dementia through cognitive assessment tools in the form of a virtual environment which is more reliable, valid ecologically, sensitive,
specific by enabling the precise control and manipulation of stimuli corresponding to real life contexts (Flynn et al., 2003). For middle to advanced stage dementia people, “Saint John” Day Care center runs a “Snoezelen” multi-sensory environment or in other words a room which stimulates or calms basic senses through offering a relaxed atmosphere with pleasant surroundings, soothing sounds, captivating aromas, tactile experiences, massage vibration and gentle movement (Lazarou & Gavra, 2018). **Play & Remember** will make extensive use of technology by use of social media mainly but through using its profits to create a Snoezelen room with state-of-the-art technology and most up to date information incorporated.

### 4.3.2 Industry Analysis

An industry analysis is normally undertaken by using the Porter’s Five Forces model which is used for understanding the competitiveness of the proposed business environment and for maximizing profitability.

For the purposes of a SCE that provides services of social interest to the public, profit is not an objective so it’s mission can be strongly communicated but still it needs to be a viable business able to deliver a service. To that respect, marginal profit generation is needed to keep the business alive and invest in its own future.

**Threat of New Entrants**

Barriers to entry are low since the capital required to establish a SCE is kept to a minimum and there is financial support from European Funds. Difficulty in finding the appropriate partners is amongst the biggest barriers for working in social economy sector (Sdrali et al, 2016). Hence, to significantly lower the high threat of new entrants, the proposed business will elaborate in creating strategic partnerships with dementia experts.

**Supplier’s Power**

It is considered low since raw material for café can be located locally at reasonable prices, books and games can be acquired at competitive prices and there are several options for public utility services (private companies) so as to minimize overhead costs.
**Buyer’s Power**

People with Dementia and Care Givers have low power since the proposed SCE will offer services that are unique in the area (specialized dementia services, socializing with dementia people and person-centered care).

**Threat of Substitutes**

There is a high threat in case community services (competitors) train their personnel in dementia management. The threat can be minimized though by offering innovative activities, quality products and up to date information on dementia issues.

**Competitive Rivalry**

Low to non-existent since *Play & Remember* will cover a niche market in the private sector of Thessaloniki. It will provide its specialized services in addition to the National Health and Social Care Structures and Services such as community services (KAPI, KIFI), thus providing a relief from the burden of dementia care management.

4.3.3 Competitors Analysis

According to the National Action Plan for Dementia, professionals working in above mentioned community services are not trained in management of dementia cases. In addition to that dementia users of these services do not feel comfortable in blending with people of different conditions due to the mental deficits they present. However, it seems that these two community services are the only ones that can be considered as competitors for the proposed SCE. A description of their services follows.

**KAPI (Open Protection Centers for the Elderly)**

- They operate in all Municipalities offering non-dementia specialized services such as:
- Provision of healthcare services,
- Physical Therapy – Occupational Therapy,
- Member’s activity groups that enhance their socialization,
- Training, lectures, cultural events.
In Thessaloniki there are in total fourteen (14) branches operating. The one covering Analipsi area is the 5th Branch which was established in 1984 and is located in 27 Alexandreias Str., in close proximity to the proposed SCE (300m).

**KIFI (Day Care Centers for the Elderly)**

These are daily accommodation units for aged people who are dependent and their family members, responsible for their care (mainly women) work or face serious social, economic or health problems and are unable to respond to care.

- Free daily hosting *non-dementia specialized* services such as:
  - Nursing care,
  - Care of the practical living needs,
  - Personal Hygiene,
  - Programs for creative activity and skills development.

In Thessaloniki there is one (1) for aged people, located in 7 Paparigopoulou Str., which is five (5) km away from proposed SCE.

4.4 Marketing Plan

In the case of any new start-up business, there is a need to engage with the target audience with a SCE also having the additional challenge of translating its social mission. Potential users need to recognize, understand and believe in SCE’s social values before participating in its operations (Woolley et al., 2013). *Play & Remember* provides two means of contributing to social objectives: inclusion of PWD to local community and increase in dementia public awareness.

In this section a summary of the targeted market will be presented so as to reach a Marketing Strategy in relation to communicating the SCE’s social objectives, supplemented by promotional strategies as part of the Marketing Mix.

4.4.1 Market Summary

4.4.1.1 Target Market

The market to be targeted is People with Dementia (PWD) at early stages located in Thessaloniki and Rural areas around the city as well as care givers of advanced stage dementia
people. According to Greek National Action Plan for Dementia, in Greece the prevalence is approximately 196,000 people (2010) with no details in regards to geographical location distribution neither to number of care givers.

By using data from OECD and Greek Statistical Body (ELSTAT), the following data are derived:

- Population of Thessaloniki (2011) 788,191 people,
- National Growth Rate (2011 onwards) -0.3%,
- Estimated Population of Thessaloniki (2018) 773,989 people,
- Elderly Rate (70’s to 14’s) increased from 11% to 20%,
- Elderly above 65 years old (2012) 19.91% of total population or 154,101 people,
- Estimated Annual Dementia Incident Rate for people aged above 70 years old in Thessaloniki (Tsolaki et al., 1999) is 57/1000 persons,

Therefore, the targeted market is:

- Estimated Annual Dementia Incidents in Thessaloniki 8,784 people approximately.

The targeted market is of considerable size considering the fact that the numbers are growing each year linearly, financial crisis is ongoing and population is aging considerably.

4.4.1.2 Users – What they want?

Our users are mainly residents of Thessaloniki who seek a fixed place to socialize without feeling the stigma/taboo of discussing about their condition. They enjoy a range of mind stimulating activities, they want to be further educated on dementia issues through person centered care and thus improve their quality of living. They have tried community services but are not satisfied so they seek something different and innovative. They are keen to support local businesses and see their money re-circulating in local economy as a result.

4.4.1.3 Reaching out the Market

In order to reach our targeted market, the following aspects are considered priorities:

*Easy Access*

The first priority is to locate the business as close as possible to main Day Care center ("Saint John"). *A priority supported by survey analysis.*
**Rented Mini Bus Service**

For those living further away a rented mini bus service free of charge can operate with a starting point from Aristotelous Square, downtown, operating frequently (once per 2 hours). *A priority supported by survey analysis.*

**Quality provided**

Commitment in quality of services offered is deemed crucial as well as building gradually a loyal users base. The proposed business through its high quality in products and services offered, will become a trusted place for PWD to meet and socialize, be informed and find mind stimulating activities in a dementia friendly environment.

**More than a Café**

*Play & Remember* will be an important venue were through meeting with others:

- Care givers may be helped to normalize their emotions and changes in relationships,
- PWD may be helped to normalize changes in their functioning and improve their living,
- Families that feel socially isolated can experience it as a secure base that provides new and different social network.

4.4.1.4 Collaborators

In order to achieve the desired quality levels, certain collaborations are needed on a voluntary basis without charging for their services, namely:

**Local growers and producers**

These are local people who are mainly operating in local food market by selling fresh vegetables and fruits which are actually their own production. The business will utilize them in buying fresh vegetables and fruits on a daily basis. The products bought will be used in salads preparation as well as in providing healthy snacks (fruit salads).

**Local grocery store (Liotis)**

It is a local grocery store located in Vasilisis Olgas Avenue close to the proposed café location which is operating many decades and specializes in selling nuts. The business will proceed with buying nuts for use in salads preparation as well as providing healthy snacks.
**Local Analipsi food market**

It runs once every week close to the proposed café location selling food products from local producers mainly. The business will utilize the local food market for the purpose of buying sandwiches products like salami, cheese as well as for finding various condiments.

**Local bakery (Averto)**

It is a small sized local bakery business in close proximity to the proposed café location which provides all sorts of bakery. The business will buy bakery products for sandwiches preparation.

**Local coffee producer and tea supplier (Vrazilianos)**

It is a medium sized local coffee producer and tea supplier. The business will buy coffee and various tea blends. Special emphasis will be given in buying products that are caffeine free such as decaffeinated coffee and chamomile or relaxing teas (*in agreement with proposal made by employee no4 during interview session*).

**Local supermarket (ELOMAS)**

It is a medium sized local supermarket part of a wider network of supermarkets that promote mainly domestic products. The business will buy plastic colored cups and dishes from this business (*in agreement with proposal made by employee no3 during interview session*).

**ChallEdu – Play Learn Evolve**

A non-for-profit company located in Athens which is dealing with creating educational games for PWD amongst others. The company participated in Bridge Game Jam in Chalkida (8-10 December 2017), an event organized for the first time in Greece where game creators, psychologists, neurologists, nurses, care givers, students and third age people cooperated in creating innovative games that enhance PWD skills. The business will collaborate with them in terms of buying innovative games but also in providing knowledge from the day to day involvement with PWD in Thessaloniki so as ChallEdu can utilize it in making new games.
*Mr. Kokkinos, leading dementia nutritionist*

An expert nutritionist who works extensively the last years with PWD. The business will collaborate in terms of receiving nutritional needs or queries from PWD and forwarding them to this collaborator for a reply *(based on survey analysis).*

*“Saint Helen” Day Care center, Alzheimer Hellas*

The business will collaborate in terms of co-organizing seminars, lectures, presentations on dementia issues. There will be frequent communication and a strong relationship will be established. This collaborator is treated as being amongst the strongest stakeholders of the business.

*Department of Neurology, Aristotle University*

The business will collaborate in terms of receiving regular updates on research issues and in inviting key staff to present up to date research data on dementia.

*Radio Thessaloniki (100.6FM)*

This collaborator will provide a music Play List to be played on a daily basis in business incorporating relaxing, light, retro and traditional music *(based on survey analysis).*

*Radio show “All about Dementia” in Radio Thessaloniki*

This radio show runs on a weekly basis for the last four (4) years from three (3) psychologists of “Saint John” Day Care center. It is a show that increases public awareness on dementia through analyzing various aspects (legal, psychological, behavioral etc.). The collaboration will be in terms of promoting the business through regular invitations and discussions of Hub future activities or daily aspects of dealing with PWD people within the business environment.

*iWrite Bookstore and Publications*

The business will use this collaborator to receive consultation on book titles in terms of updating the current book list or buying new books.

4.4.2 Marketing Strategy

In the marketing strategy, segmentation, positioning, branding and business critical success factors are analyzed.
4.4.2.1 Segmentation

Supported from our primary data collection (questionnaires), the target market will be segmented as follows:

- Demographically: Females, 60 to 80 years old, TEI/University educational level (easy to reach them through technological applications), 1000-1500€ income (sustainable enough during a financial crisis),
- Psychographics: most preferred activity is attending lectures,
- Behavioral: frequency in attending is once per week.

In terms of PWD, early stages of dementia are targeted mainly. This target demographic will evolve as *Play & Remember* grows, therefore the business needs regularly to carry out market research, so as to keep up with potential users and develop products and services that best suits them in order to build a sustainable, profitable social enterprise.

4.4.2.2 Positioning

The important dimensions providing a competitive advantage being incorporated to the services offered are:

- Business Location,
- Top quality products offered,
- Relaxed atmosphere,
- Ambient environment,
- Dementia Friendly design,
- Innovative activities,
- Information on Dementia presented in a professional manner.

4.4.2.3 Branding

Strong, unique identity supported by a logo that will appear on signs, packaging, staff uniforms and advertising in social media.

4.4.3 Marketing Mix

The Marketing Mix includes analysis of the 4P’s (product, place, price, promotion) but in the case of SCE and the service provided, an adjustment is required in terms of pricing analysis
and place distribution. The adjustment has to do with the fact that the main dementia services offered are not charged and since it is a service that is offered, place has to do with the location which is described thoroughly in Company Summary.

4.4.3.1 Promotion

Public Relations

The business will be undertaking events and activities on a daily basis thus being active in news production. Therefore, it will actively seek regular media coverage through press releases and direct contact with journalists.

Internet

Under Law 4430, having a website is an obligation for a SCE. The website will be carefully designed to tell the story behind the business and provide information on all aspects. Also, it will be linked to Day Care center’s websites and other allied websites of partner organizations and businesses. Finally, it will be a community building device having elements of social media applications (Viber, Twitter etc.), to take advantage of increased accessibility to technology of the higher educational level of targeted users.

Radio Clips

Through Municipality Radio Thessaloniki media stories will be provided about events and activities organized at no cost to the business.

Word of Mouth

Through established relationships with suppliers, users, collaborators, partners and employees. It is considered to be an important promotion mechanism.

Participation in Events

Various local community events and/or events organized by Alzheimer Hellas. Also, the business will be actively participating during World Alzheimer’s Day on 21st of September each year organizing special events such as a local marathon, fundraising through a bazaar and paying visits to local shop to raise dementia awareness.
Conventional paid-for advertising will be avoided and rarely required. However, a small budget will be allowed for exceptional circumstances.

4.4.3.2 Pricing vs Product Quality

Pricing strategy of the products offered is suggested to follow current market trends of local coffee and food shops as follows:

- Coffee – 1.50€
- Tea – 2.00€
- Ice Cream (scoop) – 1,00€
- Milk Shake – 2,00€
- Soup – 3.00€
- Sandwich – 2.50€
- Seasonal Salad – 6.00€

In the management plan section, a detailed analysis of operating costs (fixed and variables) will be done in order to define all costs involved with the products offered (beverages, food) and that will be divided by expected sales to derive per-unit-break-even figure.

Overall, the strategy is to focus on product quality and quality of services provided incorporating the important dimensions stated in positioning strategy. The SCE will be first and above all an established business and not a social service agency.

4.4.3.3 Fifth and Sixth P’s

Additionally, to the traditional 4P’s of Marketing in SCE’s a fifth and sixth P can be considered, namely:

People

Since the business has a social mission, users of its services are in the center of everything that evolves around the business. A person-centered care customized to each user will be used with emphasis on empathy, dignity, well-being and social acceptance.
**Purpose**

By applying empathy in its daily operations, the SCE has as an ultimate purpose to invite people, march collectively in a new direction and allow local community to embrace PWD and care givers.

4.5 Management Plan

As part of the business plan, a management plan is required in order to identify the organizational structure required for business success in terms of no of employees, their job description and organizational chart. Following that an operational plan is explained along with the setting-up plan of the business. The section concludes with a cost management analysis and definition of the offered products starting prices. Although the products price will be set based on a scientific approach, it will have to be market tested and be redefined during operational phase.

4.5.1 Organizational Structure

According to Thomson and Doherty (2006), strong leadership is the key as is the willingness to ask advice from outside experts. In their analysis of eleven social enterprises globally they concluded that in order for a social enterprise to be successful one pivotal partner is needed. *Play & Remember* will have a Governing Committee with the innovation being in the fact that all committee members will also be employees of the business with same voting rights and thus allowing one very important principle of social economy, democratic decision-making process (Sdrali, 2016).

4.5.1.1 Employees

There is research on start-ups, both social and commercial, which points out the need for fundamental business knowledge along with product/service expertise (Woolley et al, 2013). In *Play & Remember* six pivotal partners (members for SCE purposes) have expertise in regards to products/services offered with the ratio being two experts in products management through experience in running similar businesses and four in services.

*Play & Remember* will go into business with fourteen employees, satisfying minimum legal requirements as an SCE of at least five members. The members of the SCE will form a Governing Committee which will meet to assign General Manager as the administrator of the
business resuming all responsibilities. External partnerships will be established especially in the field of accounting since the business needs to maintain accounting books and publish an annual report but also with experts like nutritionist (advice users upon request), Edu4Challenge (dementia games) and Radio Thessaloniki (music and promotion).

The employees will be a) two psychologists having extensive experience in working with PWD, b) one librarian with experience in academic libraries, c) one barista for preparing coffee, tea, refreshments and milk shakes, d) one chef for preparing food, e) a waiter for serving products, d) one General Manager (GM) for running business and day to day administration issues and e) one Deputy General Manager (evening shift only). Due to the fact that the business will run twelve (12) hours per day it is considered necessary for the business to create two shifts having equal numbers of personnel per shift as per above description. So, each shift will operate with seven (7) employees and in total there will be fourteen (14) employees.

4.5.1.2 Jobs Description

**General Manager**

This is the expert in products management, having an extensive experience in the coffee & food industry in similar positions. A highly skilled manager with experience in managing day to day operations of busy businesses with a wide consumer base. Ideally it will be a person with some background in social enterprises however that is not obligatory since the social mission will be initially communicated by the other two services experts (psychologists). GM oversees and takes responsibility for all aspects of business including; financial management; quality control and training; appointment of staff; supply chain; compliance with legal and other obligations; controls all external partners and runs public relations (social media presence, updates website information, communication with journalists).

**Deputy General Manager**

This is a person with some experience in the coffee & food industry who will replace the General Manager during evening shift. Monitor activities and business operation within evening shift and reports on a daily basis to GM.
Games, Activities and Engagement Officer (Psychologist)

This position is deemed to be the most critical after the GM in the whole business. The job has various levels of engagement with PWD with a starting point being at welcoming them in the business and informing them in regards to available activities and games, the existence of Hub information center and that there is another officer responsible for it, giving his/her name. Once initial contact is made, officer is in a position to understand the mental deficit or the dementia stage of the user entering the business. However, should there be a complicated user in terms of his/her dementia stage, the officer through private discussion in a “quiet room” will be able to clarify how to proceed further and the course of action necessary to be taken. Officer is responsible in organizing users according to their dementia stage and mental deficit, explaining the rules of each game to be played or the details of the activity that the user is interested in doing as well as supervise them and answer any queries they might have. Officer is responsible in keeping contact with external partners for games and research issues, follow market trends and latest research on the field as well as keep GM informed at all times in regards to the duties undertaken.

Research, Information and Awareness Officer (Psychologist)

Officer is responsible for Hub community information center for dementia and for achieving business mission of increasing public awareness. Once users are welcomed by 1st Psychologist into the business and decide to make their way towards the Hub, officer will have to welcome them, explain the social mission of the business, pass the weekly program of available seminars, lectures, presentations, workshops or group discussions, reserve seats and keep notes of any special requirements they might have. Officer should keep in contact with external partners for research, co-organization of Hub activities and inform at all times GM in regards to the duties undertaken.

Librarian – Book Officer

Responsible for keeping an updated directory of book titles, rental procedure, any damages to books in order to be replaced, keeping the library area clean and quiet at all times. Communication with external partners that deal with research issues is essential and provides all suggestions to GM for ordering new book titles.
Barista, Chef and Waiter

First two responsible for ordering raw materials, checking and preparing products in a professional manner, keeping the kitchen and/or bar area clean at all times, receive nutritional requests and pass them to external partner as well as pass information upon special dietary requirements. Waiter is responsible for keeping café clean, taking and serving orders in a professional manner and welcome users should psychologists are occupied. All three report directly to GM.

4.5.1.3 Organizational Chart

Below is the organizational chart of Play & Remember:

![Organizational Chart](image)

4.5.2 Operations Plan

An effective organizational structure is useless without having a good, solid operations plan. In this section what will be discussed is the operations of the business by describing the delivery process of producing the products and the service. Both products follow a similar delivery process with the food preparation being more sensitive due to the nature of the product (fresh daily vegetables and fruits), thus will be the one to be described.
**Food Delivery Process**

Initially a local market research is done (step 1) during which offers for various products are collected from local stores. Then offers are given to the GM to draw a comparative table having at least three prices for each product (step 2) and preferred supplier is selected (step 3). GM invites supplier to sign contract of cooperation (step 4) and proceeds with purchase of raw material (step 5). Chef receives product and proceeds in preparing food (step 6) with the last step being when food is served (step 7).

**Food Delivery Cycle**

![Local Market Research](image1)

![Comparative Table](image2)

![Selection of Supplier](image3)

![Sign Contract](image4)

![Purchase Product](image5)

![Food Preparation](image6)

![Food Delivery](image7)

Figure 3. Food Delivery Process Cycle
Service Delivery Process

In regards to service process, Play & Remember has a variety of games and activities to offer (step 1). User walks into the business and is being informed for the above services verbally and in written – there is a text in the menu list (step 2). User proceeds in the café shop area to be sited (step 3) having the opportunity at any time to use the services (step 4). Employee proceeds in explaining that there is a hub community information center giving details in regards to forthcoming seminars, presentations, lectures (step 5).

Service Delivery Cycle

Variety of Games, activities
User is informed about games, activities
User proceeds in Café shop area
User proceeds in making use of the available services
User is informed in regards to Hub Community Information Center

Figure 4. Service Delivery Process Cycle
4.5.3 Pre-Setting Plan

In order to proceed with business financial planning, the costs of pre-setting are needed and to estimate these costs, a detailed pre-setting plan has to be presented.

The activities needed to set up the business are:
4.5.4 Cost Management

Having described the organizational structure, the operations and the pre-setting plan, it is time to provide details in regards to the cost management of the business. This is a critical area and forms the backbone of the business plan due to the sensitive facts & figures presented. It has to be noted though that certain assumptions will be made in regards to sales quantities (daily usage), which have to be verified during operational phase and be adjusted accordingly.

Cost management consists of:

a) investment costs (cost of pre-setting and costs of equipment/inventory),

b) operational costs (direct costs like raw materials costs, direct labor costs and indirect costs like utilities costs, administration labor costs).
Starting with pre-setting costs and based on Figure 5 above, the activities that are associated with a cost are:

Table 8. Pre-setting Costs

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Cost</th>
<th>Quantity</th>
<th>Price (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.1 Attend three Dementia Café meetings in Netherlands</td>
<td>120</td>
<td>3</td>
<td>360</td>
</tr>
<tr>
<td>a) Airplane tickets Thessaloniki to Amsterdam</td>
<td>80</td>
<td>6</td>
<td>480</td>
</tr>
<tr>
<td>b) Hotel - six nights in total</td>
<td>50</td>
<td>6</td>
<td>300</td>
</tr>
<tr>
<td>c) Transportation within Amsterdam for six days</td>
<td>130</td>
<td>6</td>
<td>780</td>
</tr>
<tr>
<td>d) Daily expenses for six days</td>
<td>0.05</td>
<td>1000</td>
<td>50</td>
</tr>
<tr>
<td>1.2.5 Print Questionnaires for Planning purposes</td>
<td>2000</td>
<td>1</td>
<td>2000</td>
</tr>
<tr>
<td>1.2.9 Receipt of Certificate of Operation involves a Civil Engineer in getting:</td>
<td>5000</td>
<td>1</td>
<td>5000</td>
</tr>
<tr>
<td>a) Clearance from Municipality,</td>
<td>15000</td>
<td>1</td>
<td>15000</td>
</tr>
<tr>
<td>b) Clearance from Tax Office,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Clearance from Civil Planning office</td>
<td>700</td>
<td>1</td>
<td>700</td>
</tr>
<tr>
<td>1.6.1 Designs issuance (Mechanical, Electrical, Plumbing, Architectural)</td>
<td></td>
<td></td>
<td>1800</td>
</tr>
<tr>
<td>1.6.4 Procurement of building materials and start of construction activities involves:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) all construction activities necessary to renovate the business</td>
<td>12</td>
<td>150</td>
<td>1200</td>
</tr>
<tr>
<td>b) all building materials required as per relevant Designs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7.1.3 Opening Day catering service for 150 people</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cost VAT included</td>
<td>26470</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In regards to cost of equipment/inventory needed to run the business:

Table 9. Cost of Equipment/Inventory

<table>
<thead>
<tr>
<th>Equipment/Inventory</th>
<th>Brand Name</th>
<th>Model</th>
<th>Quantity</th>
<th>Unit Price (€)</th>
<th>Total Cost (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatic Drip Coffee Maker</td>
<td>Bonavita</td>
<td>BV1900TS</td>
<td>1</td>
<td>210</td>
<td>210</td>
</tr>
<tr>
<td>Espresso Machine</td>
<td>Izzy</td>
<td>6823</td>
<td>1</td>
<td>66.69</td>
<td>66.69</td>
</tr>
<tr>
<td>Industrial Coffee Grinder</td>
<td>Delonghi</td>
<td>KG79</td>
<td>1</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Food &amp; Drinks Fridge</td>
<td>Whirlpool</td>
<td>BLF8121</td>
<td>1</td>
<td>339</td>
<td>339</td>
</tr>
<tr>
<td>Ice Cream Cooler Fridge</td>
<td>Sanden</td>
<td>SNC0143</td>
<td>1</td>
<td>420</td>
<td>420</td>
</tr>
<tr>
<td>Oven</td>
<td>Zanussi</td>
<td>ZCV65320</td>
<td>1</td>
<td>437</td>
<td>437</td>
</tr>
<tr>
<td>Toaster</td>
<td>Sage</td>
<td>SSG600</td>
<td>1</td>
<td>180</td>
<td>180</td>
</tr>
<tr>
<td>Cuisine Cook Set</td>
<td>Outwell</td>
<td>n/a</td>
<td>6</td>
<td>42</td>
<td>252</td>
</tr>
<tr>
<td>Cooking &amp; Preparation Tools</td>
<td>Various</td>
<td>Various</td>
<td>10</td>
<td>n/a</td>
<td>420</td>
</tr>
<tr>
<td>Library Furniture</td>
<td>Dromeas</td>
<td>Customized</td>
<td>3</td>
<td>155</td>
<td>465</td>
</tr>
<tr>
<td>Book Titles</td>
<td>Various</td>
<td>Various</td>
<td>100</td>
<td>10</td>
<td>1000</td>
</tr>
<tr>
<td>Games</td>
<td>Various</td>
<td>Various</td>
<td>n/a</td>
<td>n/a</td>
<td>2800</td>
</tr>
<tr>
<td>Tables</td>
<td>Dromeas</td>
<td>Customized</td>
<td>15</td>
<td>35</td>
<td>525</td>
</tr>
<tr>
<td>Chairs</td>
<td>Dromeas</td>
<td>Customized</td>
<td>80</td>
<td>22</td>
<td>1760</td>
</tr>
<tr>
<td>Sofas</td>
<td>Dromeas</td>
<td>Customized</td>
<td>4</td>
<td>430</td>
<td>1720</td>
</tr>
<tr>
<td>Projector Device</td>
<td>BenQ</td>
<td>MS506</td>
<td>1</td>
<td>319</td>
<td>319</td>
</tr>
<tr>
<td>Project Monitor</td>
<td>Comtevision</td>
<td>CWS9084</td>
<td>1</td>
<td>180</td>
<td>180</td>
</tr>
<tr>
<td>Desktop PC</td>
<td>Lenovo</td>
<td>300S</td>
<td>1</td>
<td>249</td>
<td>249</td>
</tr>
<tr>
<td>Audio Amplifier</td>
<td>AKAI</td>
<td>AS009RA</td>
<td>1</td>
<td>123.4</td>
<td>123.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td>11506</td>
<td></td>
</tr>
<tr>
<td><strong>Unforeseen Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>VAT</strong></td>
<td></td>
<td></td>
<td></td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Cost (ELBA FUNDING)</strong></td>
<td></td>
<td></td>
<td></td>
<td>14860</td>
<td></td>
</tr>
</tbody>
</table>

Notes
1. All materials for food and coffee serving will be from recycled paper
2. Books purchased will be second hand from bookstores
3. Tables, chairs, sofas will be manufactured by a local company

Total investment needed to open and run the business equals = 26,470 + 14,860 = 41,330€

Operational costs associated with products

The costs during operational phase are associated with the products offered since only these are being charged and services are free of charge. So far in the business plan (marketing section) suggested prices were presented following the local café and food shops menu prices. Typically, these prices are calculated by adding a mark-up percentage to the cost of
goods sold which ignores major operating costs such as labor and utilities. Most of the labor cost is considered to be a fixed cost generated while preparing, cooking and serving customers having as cost driver the time consumed. By applying Activity Based Costing (ABC), labor cost can be incorporated into the menu price.

Some assumptions to be made firstly:

1. Daily users visiting the business equals **360 users/day**, 
2. Daily sales per product are (each item is purchased by different users):
   - Café = 125 items per day (high consumption),
   - Tea = 100 items per day (high consumption),
   - Seasonal Salad = 85 items per day (high consumption),
   - Ice cream = 5 items per day,
   - Milk Shake = 10 items per day
   - Soup = 20 items per day,
   - Sandwich = 15 items per day.
3. Direct Labor (Barista, Chef, Waiter – two shifts, total of 6 people) salaries equals 4800€ per month or 0.28€ per minute,
4. Administration Labor (GM, Deputy GM, Psychologists, Librarians) salaries equals 4400€ per month,
5. Cost of Coffee equals 17.96€ for 1Kgr that serves approximately 125 coffees,
6. Cost of fresh vegetables equals 4€ for 1Kgr that serves approximately 5 salads,
7. Cost of tea equals 30€ for 1Kgr that serves approximately 100 items,
8. High consumption products considered only,
9. Utilities cost per month are 500€ approximately which will be distributed to all products equally i.e. 71.43€ per product served,
10. Café area utilities fully separated from Hub center,
11. Time to prepare, serve coffee equals 2minutes,
12. Time to prepare tea, let it drain properly and serve equals 4minutes,
13. Time to prepare, cook, serve salad equals 10minutes.
By applying ABC method:

*Suggested Price* is the price that local coffee and food shops have in their menus for the specific high consumption products.

*Final Product Price* is the price that adds to cost of raw material, the utilities cost plus the direct labor cost i.e. the time spent by barista & chef for product preparation and time spent from waiter to serve it.

*For coffee:*

Suggested Price = 1.50€/item,

Final Product Price = 0.72€/item.

*For tea:*

Suggested Price = 2.00€/item,

Final Product Price = 1.45€/item.

*For salad:*

Suggested Price = 6.00€/item,

Final Product Price = 3.64€/item.

The significantly lower prices achieved indicate the massive mark-up used by local shops in Analipsi area and therefore the high profit margin achieved. *Play & Remember* will seek a profit margin of 10%, thus supporting strongly its social mission.

Therefore, *Play & Remember* menu prices for high consumption products are:

1. Coffee – 0.80€/item,
2. Tea – 1.60€/item,
3. Salads – 4.00€/item.

*By using the sales stated above, the final product prices for the high consumption products and for the rest the suggested prices given in marketing plan due to considerably low daily consumption, a daily average user spending of 2.00€ per user is derived.*
4.6 Financial Plan

*Play & Remember* financial mix design is illustrated in the table below:

| Private equity invested in the form of fourteen equal dividends so as to establish the Social Cooperative Enterprise | 31500€ (One dividend/2250€) |
| Funding from ELBA (Developing Social Economy in South East Europe) | 15,000 € |

The partners starting the business will have to invest each 2,250€ and then apply for funding from ELBA project before registering the company.

4.6.1 Funding

The ELBA project is about developing social economy in South East Europe and is implemented by the 7 National Caritas Network in the area. It is funded by French – Secours Catholique – Spanish – Italian Caritas as well as the Catholic Relief Services (CRS) for enhancing a) social economy public awareness in the area, b) develop social enterprises in the area, c) develop an appropriate ecosystem for social economy and d) put the pressure on local governments for approving an appropriate Legal framework for social economy.

The last call for proposals was in January 2018 and a new one is planned within the first few months of 2019. The funding for new Social Cooperative Enterprises can be up to 15,000€, covering costs like purchase of equipment; equipment maintenance; employee training; marketing and advertising costs and general business expenses.

Finally, when evaluating the proposals there is a total score assigned next to it with the biggest scores given in a) financial impact of proposal (35%) and b) social impact (30%). *Play & Remember* has a competitive advantage in both of them dealing with an issue that is of major importance both domestically and abroad.
4.6.2 Financial Figures

The combined income and sales growth with a five-year projection are presented below:

Table 11. Income and Sales growth (5Y projection)

<table>
<thead>
<tr>
<th>Unit</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction numbers per day</td>
<td>No's</td>
<td>360.00</td>
<td>370.00</td>
<td>380.00</td>
<td>390.00</td>
</tr>
<tr>
<td></td>
<td>No's</td>
<td>109,800.00</td>
<td>112,850.00</td>
<td>115,900.00</td>
<td>118,950.00</td>
</tr>
<tr>
<td>Average spent</td>
<td>€</td>
<td>2.00</td>
<td>2.10</td>
<td>2.21</td>
<td>2.32</td>
</tr>
<tr>
<td>Sales</td>
<td>€</td>
<td>219,600.00</td>
<td>236,985.00</td>
<td>255,559.50</td>
<td>275,398.99</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>€</td>
<td>100,293.36</td>
<td>101,293.36</td>
<td>100,793.36</td>
<td>103,403.03</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>€</td>
<td>119,306.64</td>
<td>135,691.64</td>
<td>154,766.14</td>
<td>171,995.96</td>
</tr>
<tr>
<td>Gross Profit/Cost of Sales</td>
<td>%</td>
<td>54%</td>
<td>57%</td>
<td>61%</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>€/m²</td>
<td>795.38</td>
<td>904.61</td>
<td>1,031.77</td>
<td>1,146.64</td>
</tr>
<tr>
<td>Total Income</td>
<td>€</td>
<td>119,306.64</td>
<td>135,691.64</td>
<td>154,766.14</td>
<td>171,995.96</td>
</tr>
<tr>
<td>Salaries</td>
<td>€</td>
<td>84,000.00</td>
<td>88,200.00</td>
<td>92,610.00</td>
<td>97,240.50</td>
</tr>
<tr>
<td>Corporate Taxes</td>
<td>€</td>
<td>22,489.30</td>
<td>25,577.87</td>
<td>29,173.42</td>
<td>32,421.24</td>
</tr>
<tr>
<td>Direct Costs</td>
<td>€</td>
<td>25,700.00</td>
<td>25,700.00</td>
<td>25,700.00</td>
<td>25,700.00</td>
</tr>
<tr>
<td>Total Costs</td>
<td>€</td>
<td>132,189.30</td>
<td>139,477.87</td>
<td>147,483.42</td>
<td>155,361.74</td>
</tr>
<tr>
<td>Net profit/loss before depreciation</td>
<td>€</td>
<td>-12,882.66</td>
<td>-3,786.23</td>
<td>7,282.72</td>
<td>16,634.22</td>
</tr>
<tr>
<td>Depreciation</td>
<td>€</td>
<td>2,229.00</td>
<td>2,229.00</td>
<td>2,229.00</td>
<td>2,229.00</td>
</tr>
<tr>
<td>Net profit</td>
<td>€</td>
<td>-15,111.66</td>
<td>-6,015.23</td>
<td>5,053.72</td>
<td>14,405.22</td>
</tr>
</tbody>
</table>

Notes:
1. As a basis 2019 is taken that has 15 public holidays out of which 3 are Sundays (305days equals to 1 year).
2. For 2019 it is considered that there will be 305 working days (including Saturdays).
3. Average spending assumed to linearly increase by 5% due to building a loyal base and high user satisfaction.
4. From Y1 to Y3 raw materials cost is not expected to change. Y4 and Y5, cost of raw materials increases by 5% each year.
5. Indirect salaries are considered the GM's, Deputy GM, four Psychologists and two Librarians.
6. General Manager's, Psychologist's and Librarian's salaries increase by 2% each year.
7. A mini bus of 30 persons will be rented for 2€ per person per day throughout the year.
8. Some of the lectures given will be for a fee. Estimated 100€ per lecture for a total of 50 lectures.
9. Hub's utilities bills considered to remain constant at 200€ per month.
10. Depreciation of equipment at 15% for 15 years.

In support of that there is analysis of Cost of Sales (Table 12), Raw Materials Cost (Tables 13 – 14), Proposed Salaries (Table 15), Direct Costs (Table 16) and Corporate Taxes (Table 17).

The analysis shows that the business sustains a loss in Y1, Y2 and can have profits from Y3 of its operation up to Y5 (steady increase). According to Law 4430/2016 a Social Cooperative
Enterprise does not have an obligation like any other conventional business to show profits the third year ending from its establishment. The statement and the supporting data are realistic and show that from end of Y3 there is an amount of money available for current employees to slightly increase their salaries in return to their hard work and initial capital equity investment (from 1700€ to 9900€ approximately) This amount equals to thirty five percent (35%) of profits earned and it is tax free.

The most important aspect of the financial planning though is profits distribution in terms of future plans. It is presented in Appendix D, a Profits Distribution analysis (Table 18) that clearly shows the distribution of profits to the business. A reserve is created which grows from Y3 onwards presenting a small safety net for the business with the amount available to General Manager for investing opportunities being considerably high in years 4 and 5 (from 8000€ to 17000€ approximately).

4.6.3 Future Plans

The business intends to use part of the profit made which is available for reinvesting purposes in upgrading the Hub facility with a Snoezelen room. It will be the first time in Greece that a private company owns that type of technology and is believed to be a breakthrough allowing the business to further capitalize due to increased user numbers.

Also, there are plans to create more Social Cooperative Enterprises in other cities such as Serres or Drama or Kavala where the lack of public dementia prevention is significant and no Day Care centers exist.

4.7 Risk Analysis

Social enterprises need to manage risk like any other business. And while the risks that social enterprises face may be similar to those of any other business, there might be differences due to the activities undertaken or the users. Therefore, risk identification and management are key in protecting a social enterprise (Inspire2Enteprise, 2018).

In order to do that there is a need to identify the risks and set up a risk register. This will be a dynamic document that should be regularly reviewed and revised. The register identifies key areas of risk in terms of their potential frequency and impact. This will help highlight issues
that require attention in order of priority and identify factors which will help mitigate the risks (Inspire2Enterprise, 2018).

The proposed risk register layout:

Table 19. Risk Register Layout

<table>
<thead>
<tr>
<th>RISK EVENT</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk ID</td>
<td>Due to</td>
</tr>
<tr>
<td></td>
<td>There is a Risk that</td>
</tr>
<tr>
<td></td>
<td>Causing Probability</td>
</tr>
<tr>
<td></td>
<td>Impact - Schedule</td>
</tr>
<tr>
<td></td>
<td>Impact - Budget</td>
</tr>
<tr>
<td></td>
<td>Impact - Scope</td>
</tr>
<tr>
<td></td>
<td>Impact - Quality</td>
</tr>
<tr>
<td></td>
<td>Impact maximum</td>
</tr>
<tr>
<td></td>
<td>Risk Severity</td>
</tr>
<tr>
<td></td>
<td>Score</td>
</tr>
<tr>
<td></td>
<td>Response strategy &amp; Actions (Plan A)</td>
</tr>
<tr>
<td></td>
<td>Risk Owner</td>
</tr>
<tr>
<td></td>
<td>Contingency plan (Plan B)</td>
</tr>
<tr>
<td></td>
<td>Risk Owner</td>
</tr>
</tbody>
</table>

The risk event is being registered starting from the left-hand side,

**Due to:** Description of the root cause that can make the risk occur,

**There is a Risk that:** Description of the risk itself,

**Causing:** The impact or effect the risk will cause if it occurs,

**Probability:** What is the Probability of the Risk to occur if nothing is done? Five step scale used (1-3-5-7-9).

**Impact (Schedule, Budget, Scope, Quality):** What is the impact on the relevant field if the risk occurs. Five step scale used (1-3-5-7-9).

**Impact maximum:** The maximum impact identified is taken.

**Severity of Risk (High, Medium, Low):** Severity is calculated and High is Red, Medium is orange and Low is light Green.

**Score:** The combined severity of risk is calculated (I_{max} * Probability).

**Response Strategy & Actions (Plan A):** The actions taken to minimize the severity of the Risk.

The strategies used are:

- **Mitigate** - actions taken to minimize the probability/impact for the Risk,
Avoid - actions taken to secure that the Risk does not occur,
Transfer - actions taken to transfer the risk to a third party,
Accept - no specific action taken, but a Plan B still needs to be created to deal with the effects of the Risk, should it occur.

Risk Owner: The corporate executive who is responsible to deal with the risk should it occur (take actions) or simply monitor the business ecosystem so as to be prepared in the event that the risk is about to occur.

Contingency Plan (Plan B): The actions planned to deal with the effects of the Risk if it occurs (or is clearly about to occur).

Play & Remember critical risks have to do with a) the possibility of users perceiving the business as profit driven rather than purpose driven (causing reduced revenues), b) the target market being considerable higher than estimated (causing operational issues), c) employment of dementia experts since all work for Alzheimer Hellas Day Care Centers (causing delay in scheduling) and d) a third party identifying the business opportunity before opening (causing reduced brand value).

General Manager will take actions to minimize the severity of above risks such as a) effectively communicating its social mission to the users, b) running a market research in collaboration with Day Care centers to more accurately estimate the target market, c) locating Greek dementia experts in England through Alzheimer UK, d) opening the business but offering a clear competitive advantage through innovative games and activities organized.

A contingency plan will also be available such as a) intense marketing campaign in social media (internet, radio and TV), b) contacting Alzheimer Hellas Athens and Medical University of Athens, to seek additional scientific advice, c) offering dementia experts the potential to run the next social enterprise to be opened in a nearby city and d) through re-evaluating business strategy and marketing plan to offer more innovation and a stronger competitive advantage.

Risk Register is given in Appendix E, Table 20.
In order to finalize the business plan, a time schedule of activities from project inception to opening of Play & Remember café is essential. The summary tasks are given in Table below and a Gantt chart having the work breakdown structure (activities) and time assigned next to each one is presented in Appendix F.

The Project will commence on March 2019 as soon as the new ELBA funding will be available and is expected to be open to public on March 2020.

The dates of key summary tasks and relevant duration are:

<table>
<thead>
<tr>
<th>Summary Tasks</th>
<th>Dates</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>4/03/2019 – 19/04/2019</td>
<td>34days</td>
</tr>
<tr>
<td>Project Planning</td>
<td>4/03/2019 – 16/10/2019</td>
<td>162days</td>
</tr>
<tr>
<td>ELBA Funding</td>
<td>4/03/2019 – 13/06/2019</td>
<td>73days</td>
</tr>
<tr>
<td>Marketing</td>
<td>29/05/2019 – 24/07/2019</td>
<td>40days</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>15/04/2019 – 26/02/2020</td>
<td>227days</td>
</tr>
<tr>
<td>HR Management</td>
<td>27/07/2019 – 8/01/2020</td>
<td>120days</td>
</tr>
<tr>
<td>Opening Day Preparations</td>
<td>26/02/2019 – 19/03/2020</td>
<td>16days</td>
</tr>
</tbody>
</table>

List of Activities (summary tasks and subtasks) is given in Appendix F, Table 22.

Gantt Chart is given in Appendix F, Figure F-2.

Overall the business plan succeeded in demonstrating that it is feasible to blend private enterprise pursuing a strong social mission by joining social goals with methods of business management and appropriate managerial best practices without losing the sense of mission and social motivation. To that respect, by having the knowhow in working with PWD the business is planning in the future to proceed with offering more services such as a) developing a Dementia Language Guide aiming at promoting the consistent use of appropriate and non-stigmatizing language when talking about Dementia (once developed it can be offered for free to all local businesses), b) helping local community in being more Dementia Friendly by
running a free evaluation of outdoor local environment, draft problems and propose improvements to Local Authorities and c) an indoor environment free evaluation on whether is dementia friendly or not and areas that need improvement (this can run for private homes, clinics, public offices etc.).

Above all, Play & Remember has visionary plans of expanding to other nearby cities (Serres, Drama, Edessa or Kavala) by promoting the social mission of dementia prevention, increase in public awareness and provision of a better quality of living for PWD, care givers through eliminating their social and emotional isolation.


Appendix A

Figure A-1

Questions for answering/discussion

1) Name, professional title, current position in Alzheimer Hellas Thessaloniki Day Care Center,

2) Short description of work experience related to dementia people (years, how many people have you dealt with, possible targets you have achieved, problems etc.),

3) Describe the profile of a typical dementia person or one you encounter often – age group, educational background, social life before and after dementia, general behavior/attitude, feelings in regards to dementia and his/her condition, interaction with environment, family members, mobility issues (if any) etc.

4) As someone who has been working with dementia people, you must have encountered upset and agitating behavior. Can you describe one such experience and how you and your colleagues resolved it? Do you think they might encounter such a behavior in a social place like a Memory Café?

5) Can you share some tips about possible triggers? What will be the ideal indoor environment for dementia people so they are calm and feel secured? Do you believe that outdoors, in a public place, the possibility of agitating behavior is increased?

6) Can you give some examples of actions a care giver or a health professional could take so as to reduce the chances of patients getting agitated?

7) Can you suggest ways to keep patients engaged and active when it will not be possible for care giver or health professionals to sit down for games or other activities? Are there any activities that do not require continuous supervision, and would not frustrate them if they are alone in an unknown environment (compared to their house) like the Memory Café?

8) Care givers would love to spend quality time with the dementia people, but don’t always know how to. Based on your experience, what sort of joint games/ activities have you found dementia people enjoying with their care givers? Can these take place in a Memory Café environment?
9) Do you believe a creation of a hub as part of the business, offering seminars, nutritional information and a rental library, would be of their interest for families of people with dementia and for people with memory problems? Do you have any other suggestions for other similar services to be offered by the business?

10) What would be the location criteria for people with dementia? Would it be wise to have a mini bus service to and from the Memory Café free of charge? Would it make it easier for them to visit more often the business?

11) Are there any other observations you would like to share?

(Employee No1)

- Agogiatou C., Psychologist Alzheimer Hellas.
- I started in 2003 with a placement and then volunteering. In 2004 we transferred in Chariseio retirement home where we created a Day Care center. New therapeutic programs were introduced and neuropsychological assessments were carried out. At the beginning there were few people and a small budget. The difficulties had to do in communicating with care givers. Today we have proven with published papers the efficiency of our work serving above one hundred thousand visits (100,000). There are two-day care centers and a scientific team. We have trained a lot of people and health professionals across Greece and Cyprus. Also, books have been published with educational material for professionals and care givers.

- Most people with dementia are above seventy years old (70) and their background is secondary education. Quite often they are embarrassed for the mental deficits they present and therefore they start avoiding social interactions. There are others that show difficulties in stimulus management. It is tiring, stressful and they prefer being retired and isolated. People older in age have small social network because most of their friends are dead.

- An agitating behavior in a public place (like day care center) can be the result of the people with dementia feeling that they are threatened. This is due to the fact that they cannot control their emotions neither their reactions. These incidents are rare especially if the person is feeling secure.

- Insecurity, many stimuli, suspension of inhibition,
• Few stimuli, noiseless, good and not intense light, familiar faces, eye contact, politeness,
• No, usually they are agitated and/or offensive with specific people.
• - Observing dementia person’s behavior,
• Avoid change of habits, large concentration of people,
• Stand next to him/her, touching without feeling threat, no debates. Keep people with dementia calm.
• It will be useful to have information for each person with dementia. Without any supervision is not possible. With supervision: painting, gardening, playing cards, backgammon, group discussion (semi structured).
• People with dementia have a need to be listened, to feel important. Discussion for memories (pleasant only). Dancing, singing.
• YES
• Optimum location will be a central location so many can have access. Rented mini bus or vehicle (e.g. rented taxi) would be ideal for families without a transportation means or difficulties in transportation. To have nice view.
• Simple place with few elements and few stimuli. It might be wise maybe each person with dementia to have his <<own>> place whilst in parallel can socialize with the rest of the café without having the feeling of being isolated.

(Employee No2)

• Antonopoulos A., Professor of Physical Education (MSc). Trainer in Alzheimer Hellas.
• I work the last eight years and within that time I have dealt with more than five hundred (500) people with dementia and light mental disorders.
• It is difficult to have a profile in dementia. There are many parameters that are modified in each case. Based on my personal experience, some of them could be grouped in a general profile. – Age. Usually the symptoms are expressed above seventy (70) years old. – The coexistence of stress and/or depression. – The denial of dementia from the person having it. There are exemptions in the above statements.
• Indeed, quite often we might deal with agitating or problematic behaviors. In such cases we should not debate the person with dementia. The target is to transfer a sense
of calmness, safety and security. This of course on our side requires calmness, coolness, patience and being alerted. One of the very first incidents that I came across was when a lady came at the time that we were about to start our training program, shouting at my face stating that just a second ago she met me outside the room and I told her that today there was no training. She thought I lied and that I did not want her participating in the training. In reality we have never met. I tried to explain but that made her more upset and her behavior more agitating. So, I allowed her to speak without interrupting and when tension had gone, I told her with a smile that I must have been confused since I wake up early in the morning and my mind is full of things to do within the day. The moment she felt that she was right, she calmed, changed completely the expression in her face and grieved me saying that these things happen often. She attended the training without any other incident occurring.

- There are many mechanisms that can trigger that sort of behaviors: - illusions, - being disorientated, - memory loss, - external factors (intense noise, use of quick and short sentences etc.)
- To be as much as possible calm, smiling at people with dementia, doing together a pleasant activity, asking help from a professional.
- Discussing with other people with dementia, video projection, live music, reading, listening to someone reading a book, activities involving a tablet, interactive games (e.g. X box or Kinect).
- Dancing, watching together family photos, getting together with their grandchildren, reading together, simply to talk to each other.
- Yes, I believe it is something that would interest care givers. I have to state here that care givers are a crucial ingredient in helping their people with dementia, so a business like that should take them into consideration also. There can be some activities only for care givers like speeches, group meetings and providing updates on dementia.
- Easy access, parking, light, infrastructure for disabled persons, no steps, large open plan - green area, a good sense of view to the outdoor environment - no claustrophobic environment.
- Volunteering, first aid basic knowledge, updates, coexistence of healthy and dementia people, socializing.
Karagkiozi K., Psychologist – Psychotherapist, Director Care Givers Department, Alzheimer Hellas.

I work during the last fourteen (14) years in Alzheimer Hellas. The first three (3) years I worked with dementia people in advanced stage applying the therapeutic program Reminiscence «Recalling Pleasant Memories». The rest eleven (11) years I took over as Director in Care Givers Department with my main priority being the planning, arranging and implementation of group therapeutic programs for care givers of dementia people. These therapeutic interventions have as a main target to help care givers in comprehending and accepting dementia as well as finding proper ways of dealing with the symptoms (mental, behavioral and emotional). Also, the interventions target is to replace dysfunctional thoughts of care givers with others more functional as well as to be able to utilize the available help networks. All the above will add in developing appropriate skills, in taking care of their emotional health (reduced depression levels, stress) and in achieving a good quality life both for themselves and their dementia people.

Dementia people profile varies both in educational background (e.g. people with no education to many years of education) as well as in their social life (e.g. people with intense social and professional activity or without or with minor). Age wise, normally we meet people above seventy (70) years old. However, there are cases of people that develop dementia earlier in the age of sixty (60) or even fifty (50). These cases are rare and they have to do with existence of a gene or mutation. Once dementia appears, even though each one of us is different in the way we will develop dementia, symptoms and duration, there are certain motives and stages (4 in total). So, the dementia profile worsens as stages increase. At first stage the mental symptoms are minor and the person is independent and autonomous. At second stage the mental symptoms become intense and there are also emotional or behavioral changes. The person faces difficulties in executing some of his/her previous activities (demanding ones) and as a result there is a need to be supervised or in some cases in a need of help so as to complete them. At third stage person is no longer independent and autonomous as he/she needs help in most daily activities, home activities as well as in
personal hygiene. At that stage the behavioral and emotional symptoms are very intense and require appropriate handling from his/her environment so as to be reduced. It is those symptoms that pose an emotional weight to the care givers increasing the feeling of depression, stress and guilt. Those symptoms are agitating behavior, wandering, illusions and hallucinations, obsessions, sexual overstimulation and suspension of inhibitions. As dementia progresses there might be symptoms of over eating or under eating, sleeping disorders and mobility issues.

- Dementia people, from middle stage (2\textsuperscript{nd}), are likely to show an offensive and intense behavior. For example, they might start yelling, bullying someone or blaming him/her for something (e.g. stealing their money). Also, they might have the tendency to wander in the room, to eat nonstop – like a bulimic person, or to have inappropriate behaviors due to suspension of inhibition (e.g. talk to strangers or even hug them). These behaviors take place usually when dementia people feel insecure, when something stresses them or they cannot handle it, when their routine is changed or they are under pressure from their environment. This can happen either in their private place or in a public place like a memory café. The way to deal with it is to show empathy and try to understand the cause of their agitating behavior so as to eliminate it. When aggressiveness is due to an existing stimulus from their environment (e.g. object, person or lighting), then we remove it or reduce it, whereas if it is due to a thought, he/she has, we try to understand the emotion that is behind his/her words so as to provide relief. For example, behind the accusation that he/she is being stolen, we can identify the fear and insecurity he/she is experiencing. What we need to avoid is to debate him/her and try to persuade him/her using reasonable arguments. Such difficult behaviors can be dealt in the memory café by dementia trained personnel.

- Behaviors like that take place, usually, when dementia people feel insecurity, something stresses them out, when their daily routine is being modified or they are under pressure from their immediate environment. This can happen in their private place but definitely the mechanism is triggered in unknown, new places. The appropriate environment for dementia people so as it feels secure, is a quiet environment (no crowded and noisy places), few stimuli (no intense decoration or decoration with many elements that causes stress), familiar decoration (one that reminds them something from their past which they feel connected to or something
they love e.g. frames with loved pictures) and appropriate music (old favorite songs or relaxing music). Also, the place needs to make good use of natural light so as they have an excellent vision of the area, as well as to reduce the syndrome of dawn, according to which the symptoms of dementia people are intense when sun goes down and natural light is reduced. Finally, an appropriate environment is a place which is easily accessed, without stairs or different levels for people with mobility issues. Generally speaking the memory café should be well designed for serving disabled people.

- There is a need to provide stability in the care givers, in the environment (familiar place) and in the activities of dementia people (sleep routine, food, hygiene). Also, care giver should avoid tense and debate and try to understand the cause of agitating behavior or the reason dementia person is stressed so as to reduce it or eliminate it. The proper way is to show empathy and understanding so dementia person can trust him/her and feel secure. Also, there is a need to provide a calm atmosphere so dementia person does not receive stress or care givers anxiety or family stress. In several cases agitating behavior and dementia person’s stress is a mirroring of care giver’s stress and anxiety e.g. he/she dresses dementia person quickly and stressfully, or a result of a stressful fact that cannot handle (disturbing news on tv or a family conversation that affected him/her).

- People with light mental deficits or dementia at first stage can stay alone and be occupied or participate in group activities like discussions, backgammon, cards, puzzle or other games. Also, they could read interesting texts, small in size. People at middle stages need somebody next to them to keep them busy and help them participate in activities that are adjusted to their mental age (between 6-7 years old). We could provide same games but with much simpler guidelines. Other activities that could be a game are play dough, old objects to discuss, flowers to take care of and dancing. Simpler activities, for advanced stages, are those activities that occupy their hands like holding a soft small ball, a worry bead, a scarf, a porcelain teddy bear or a thread of wool. To use plastic colored cups and dishes would help dementia people to be more autonomous since there is no stress of breaking them.

- Yes, all the above
• It would help them a lot because it could cover their need for receiving updates on dementia and further training/education. Generally speaking the memory café will be the place that they can rest from care at home duties, feeling in parallel the security and calmness that is a friendly place for their person.

• Ideally speaking it would help having a memory café in every neighborhood so as access to dementia people could be instant and serve area needs. As a start is good to have it centrally in a place that is easily accessed. For people with mobility issues or middle staged dementia and care givers that don’t have their own means of transport, it would be convenient to have a rented means of transport.

(Employee No4)

• Margaritidoy P., Psychologist – Systemic Family Counsellor, Care Givers Department, Alzheimer Hellas

• Placement for three months (3) as part of my undergraduate studies in Alzheimer Hellas – neuropsychological assessment of dementia people and therapeutic programs for mental activation. Volunteering work for one year (1) – Educational seminars for care givers. Work experience at Care Givers Department the last eleven years (11) – Support groups and training of care givers, psychosocial evaluation, seminars and experiential workshops. Total no of care givers treated – over one thousand three hundred (1300) people.

• I will share the indirect experience since I do not come in direct contact with dementia people but with their care givers. Dementia people are mainly persons around eighty-eighty-five (80-85) years old, in their majority women, of a lower educational background, three to eight years (3-8). Maybe before developing dementia they were social but afterwards usually they become isolated without being in a need of many social contacts. However, when they are next to their beloved persons and for limited time, they seem to enjoy and take pleasure. Their behavior after developing dementia changes in most cases. They might become reactive up to the limits of being offensive, have suspension of inhibitions or sexual overstimulation. Social interaction depends on their dementia stage as well as the relations they had before with other people. What we always point out is that the environment adopts to the needs of a dementia
person and not vice versa. Therefore, when we educate care givers on that basis, we see that the person itself also «moves» along. In most cases there is no family but we come across a variety of possibilities such as dementia person can live with his/her husband/wife and/or some of his/her children. Mobility issues exist in advanced dementia stages unless there are other health issues or Parkinson’s disease in which cases mobility can be an issue from early dementia stages.

- Dementia people normally develop agitating or generally problematic behaviors in connection to a stimulus. There might be a body pain, they might feel insecure or it might have to do with care givers behavior or even a stimulus coming from their environment. I have been thinking several examples that care givers talk about. From the most characteristic I recall a gentleman that had an intense suspension of inhibition showed by taking several products without paying from shops on his neighborhood. His wife felt embarrassed since all shop owners had issues with his behavior. The action she took was to inform them of the dementia problem he had, to ask them not to take personally his behavior, accompany him during shopping, observe him more and pass him some money to pay himself. She managed to rest assure the shop owners and she gave her husband the sense of being useful as well as being independent by providing him the security of holding some money. In a memory café they can develop weird behaviors. However, if personnel and care givers accompanying them are trained, I believe there will not be an issue. To that extent a proper configuration of memory café could help by providing simple decoration, no much stimuli that causes agitating behaviors. Also, if it is possible the café could have separated «rooms» so as to avoid tension if they see a lot of people.

- As I mentioned above, usually behind behaviors like that is hiding a dementia person’s need which cannot be expressed or satisfied in another way. What he/she needs therefore is to recognize that need and try to serve it. The environment definitely plays a role. Some directions so as environment can be more appropriate is to have decoration in a blue or green color (relaxing) or even brown. To have familiar objects reminding them of something like backgammon, cards, picture frames, worry beads, knitting etc. Also, you could have a non-slippery floor, no steps or unlevelled spaces so as to reduce falls. Of course, it is a must to provide a disabled persons WC for people in a wheelchair. In many cases moving them out of home can be a cause of agitating
behavior but doing it for a limited period of time and having care giver well trained
then it can be dealt with.

- A care giver can find the root causing agitating behavior, the stimuli that are behind it
  and eliminate them as much as possible. Of course, if the root cause is the dementia
  person’s behavior then it needs training so as to learn optimum ways to manage
  dementia symptoms but also his/her feelings. It also helps to distract dementia person
  with an object or to invite him/her to a pleasant activity so as to reduce tension.
  Finally, on those cases that do accept physical contact, like a cuddle, a kiss or a hug,
  calming them down can be easily achieved.

- Anything that was of their interest before developing dementia can be an activity to
  occupy them. In most cases we come across, dementia people cannot be left alone
  and be occupied with an activity since they need someone to direct them, encourage
  and give an example of what they have to do. Also, if there are many people with them
  in a place without a health professional to coordinate then there might be tension or
  even agitating behavior like being aggressive. At early stages, an activity related to
  music or a puzzle or a hands-on activity like knitting or craft could potentially distract
  them for a while without being supervised. Generally speaking though I think it will
  work better in the context of a playground i.e. care givers should have their space to
  talk or sit by themselves or enjoy a cup of coffee whilst dementia people along with a
  coordinator are kept busy with activities. Of-course, there should be areas where all
  together can blend and enjoy their time out.

- As I mentioned above whatever was a hobby before dementia developed can still be
  in a simplified version, keeping dementia person busy. Examples of activities that can
  do together with their care giver are dancing, listening to music, reading books and
  newspapers, watching TV shows (old comedies, TV games, movies with animals and
  children), games (backgammon, domino, cards, puzzles), painting, viewing photo
  albums, gardening, play with a pet. Some of them, depending on the café premises
  (e.g. if there is a garden or flowers) can take place there also.

- It would definitely be something very useful to have a place where care givers can be
  educated and be informed. They are in a need of such actions where speeches and
  seminars could take place for dementia issues. Rental library is also a very good idea.
What we often come across by talking to care givers is the fact that they want to get away (metaphorically speaking) or keep a distance from their role. If there was the possibility of keeping busy their dementia people then they would do in return an activity that takes the stress away like watching a movie, talking to a friend or reading a book.

- It would be ideal to be in such a place where access to it is easy and there is parking available (away from city center). Also, café should not be placed in a road where steep slope exists, neither have steps or unlevelled areas within the business because this makes movement more difficult. A means of transportation would be ideal especially if it is capable of transferring a wheelchair also. This would be a motive in my opinion for a care giver to visit the business.

- Drinks with caffeine can cause anxiety to dementia people so I would suggest to offer drinks that are caffeine free such as chamomile or a relaxing tea. Overall it is a great idea to create such a business.

(Employee No5)

- Nikolaidou E., Psychologist – Psychotherapist, Director Care at Home Team and Social Media Manager, Alzheimer Hellas.

- A total of sixteen (16) years clinical experience (including placement and volunteering work) – thirteen (13) years professional experience. Many people with dementia and their families (most probably more than a thousand – 1000). I have worked with people having light mental deficits and first stage dementia but also with second, third and fourth stages. The goals set depend from the mental level of the person with dementia. In cases where there are light mental deficits or in early stage dementia the goals set have to do with improving or stabilizing the mental deficits. In more advanced dementia stages the goals set have to do with training, counselling and emotional support of surrounding family. The difficulties that may arise have to do mainly with cases where there are a) mental disorders of dementia people (denial, agitating behavior, lack of cooperation), b) poor family relations and c) the person in charge of communication with Care at Home team has behavioral issues as well as communication issues with other people (due to personality disorders).
During the last years my contact is mainly with people that are in advanced dementia stages (lying in bed having zero contact with surrounding environment or people that find it hard to comprehend or communicate or people that there is communication with surrounding environment but with mobility issues). The age ranges between seventy-five to over ninety (75-90+) and their educational level is mostly primary. Rarely is secondary and above. Their social life before dementia varies (some had social life some others were introverted). Now due to the difficulties they face are socially isolated with nonexistent social interactions. In most cases their behavior is characterized by apathy, a need to retire and give up having also a tendency to escape (they don’t recognize their house and they want to leave). Rarely there are incidents with agitating behavior. In our cases there is always family next to these people (care giver is either a professional or family member) and in all cases there are mobility issues.

I remember a lady with intense agitating behavior and a tendency to leave. It was a case of advanced dementia and there was no speech (lost due to dementia). Her movement was good. At some point we were having a walk in her garden. Due to the tendency to leave she wanted to open the garden door and escape. I tried in a calm way to attract her attention and keep her away from the door. She reacted and grabbed my arm so intensely that she scratched me with her nails. I remained calm and started distracting her attention. This way I managed to let her hand of my arm and keep a distance. But I kept an eye contact trying to make her follow me while I was moving inside the house. So, she followed. I believe that if such behaviors exist, they can take place in a business like a memory café. However, if there are health professionals experienced in working with dementia people and their care giver is in close proximity, then they can be manageable.

Situations that can trigger such behaviors have to do with the care giver’s attitude or generally speaking the person being next to dementia people (if they debate his/her sayings and trying to use reasonable arguments to bring them back to reality whilst they believe something else, or if they talk sharply and intensely or if they make them feel stressed). Normally bright naturally lightened environments, without many interferences and calm are the most suitable. In medium and advanced dementia normally, the familiar environments (house) are the ones offering security. To trigger
such behaviors in a public space there should be behaviors that are typical of this person generally speaking in his daily routine or if he/she is in advanced dementia stage and is annoyed by the new environment and/or the many unfamiliar faces surrounding him/her.

- In order to avoid such behaviors, we need to keep a calm relationship between us, not to press the person with dementia and mostly to take his/her side (without that being something that will harm his/her health). When these behaviors take place, we need firstly to stay calm and not to lose temper. To try to agree with his/her sayings so as to calm him/her and then manage him/her. We always try in a calm way to distract his/her attention.

- In order to achieve that there is a need for care giver and/or health professional to know that the person with dementia can respond to that. That he/she does not have behavioral issues and that can stay alone being busy. This can be achieved at early stages and maybe in some cases with medium dementia. These activities can be dancing, singing, painting, collage, easy to build structures and maybe a game that could keep them active with an expert coordinating (memory games, domino, cards, puzzle games) or group discussions in remembrance of good memories.

- What was mentioned in previous question can take place also in cooperation with care giver.

- I believe that it is very important to have a fixed place of entertainment for people with dementia. A place that they can feel they are welcomed and which will be designed according to their needs. Also, it can operate as a meeting place with other people, something that will reinforce the sociability of people with dementia and their care givers (similar to playgrounds).

- Ideally speaking it will be perfect to have it in each municipality. However, as an initial proposal it will be good to be located centrally so as to serve everyone. Maybe close to a place where care givers could park easily. Rented means of transport would be an ideal solution and a good motive for people that have no means of transport.
Appendix B

Figure B-1

Demographics
(one answer per question)

1. Sex
   - Male
   - Female

2. In which age group do you belong to;
   - up to 60
   - 60 - 70
   - 70 - 80
   - 80 and above

3. Your education level in which category does it belong to;
   - Graduate - Primary School
   - High School - Lyceum
   - Public School of Vocational Training (IEK) - Private School
   - Advanced Technological Institute (ATEI) - University

4. How would you describe your monthly family income;
   - Low (up to 500€)
   - Relatively low (500€ - 1000€)
   - Satisfactory (1000€ - 1500€)
   - Good (1500€ and above)

Research Questions

5. Would you visit such a place;
   - Yes
   - No
   - I don't know/I don't answer

6. How often;
   - Not at all
   - 1 - 4 times per year
   - once a month or once every two months
   - approximately once per week
   - 1 - 3 times per week
   - Almost every day
7. Do you like to be in the same place with people having similar memory problems;
   - Yes
   - No
   - I don't know/I don't answer

8. Where would you prefer it to be located;
   - Centrally in town
   - Next to Day Care center
   - Together with Elderly Open Protection Centers (KAPI)

9. What activities would you prefer to do in such a place;
   (multiple answers allowed)
   - Dancing
   - Singing
   - Painting
   - Games (backgammon, cards, domino, puzzles)
   - Gardening
   - Crafting
   - Knitting
   - Acoustic
   - Narration
   - Interactive games
   - Video Projection
   - Discussion with other people having similar memory problems
   - Receiving nutritional advice
   - Attending speeches regarding memory, health and third age

10. Would you prefer this place to have
   - Sofas
   - Chairs and Tables
   - Both

11. Would you prefer it to be an:
   - Open plan area
   - Segregated e.g. with flowers
   - Both

12. What kind of music would you prefer;
   (multiple answers allowed)
   - Retro (music from previous decades)
   - Relaxing
13. Would you prefer to have light food in the menu like toast, fruits, healthy snacks and sweets for diabetic people;
   ○ Yes
   ○ No
   ○ I don't know/I don't answer

---

Demographics
(one answer per question)

1. Sex
   ○ Male
   ○ Female

2. In which age group do you belong to;
   ○ up to 60
   ○ 60 - 70
   ○ 70 - 80
   ○ 80 and above

3. Your education level in which category does it belong to;
   ○ Graduate - Primary School
   ○ High School - Lyceum
   ○ Public School of Vocational Training (IEK) - Private School
   ○ Advanced Technological Institute (ATEI) - University

4. How would you describe your monthly family income;
   ○ Low (up to 500€)
   ○ Relatively low (500€ - 1000€)
   ○ Satisfactory (1000€ - 1500€)
   ○ Good (1500€ and above)

Research Questions

5. Would you visit such a place with your dementia person;
   ○ Yes
   ○ No
   ○ I don't know/I don't answer
6. How often;
   ○ Not at all
   ○ 1 - 4 times per year
   ○ once a month or once every two months
   ○ approximately once per week
   ○ 1 - 3 times per week
   ○ Almost every day

7. Do you like to be in the same place with other care givers and people having similar memory problems;
   ○ Yes
   ○ No
   ○ I don't know/I don't answer

8. Where would you prefer it to be located;
   ○ Centrally in town
   ○ Next to Day Care center
   ○ Together with Elderly Open Protection Centers (KAPI)

9. What activities would you prefer to do in such a place;
   (multiple answers allowed)
   ○ Dancing
   ○ Singing
   ○ Painting
   ○ Games (backgammon, cards, domino, puzzles)
   ○ Gardening
   ○ Crafting
   ○ Knitting
   ○ Acoustic Narration
   ○ Interactive games
   ○ Video Projection
     Discussion with other care givers and people having similar memory problems
   ○ Receiving nutritional advice
   ○ Attending speeches regarding memory, health and third age

10. Would you prefer this place to have
    ○ Sofas
    ○ Chairs and Tables
    ○ Both

11. Would you prefer it to be an:
    ○ Open plan area
12. What kind of music would you prefer; (multiple answers allowed)
   - Retro (music from previous decades)
   - Relaxing
   - Light/Traditional
   - Folk
   - Other

13. Would you prefer to have light food in the menu like toast, fruits, healthy snacks and sweets for diabetic people;
   - Yes
   - No
   - I don't know/I don't answer

14. The memory problems of your dementia person would be characterized as being at an:
   - Early stage
   - Medium
   - Advanced

15. What is your relation to the person you are taking care of;
   - Husband
   - Parent
   - Relative
   - There is no relation (friend)
   - Professional care giver
Appendix C

Demographics

Figure C-1

Participant
People with Dementia
Care Givers

Pies show percents

51.07%
48.93%
n=119
n=114
51%
49%

Figure C-2

Gender
Male
Female

Pies show percents

21.88%
78.13%
n=49
n=175
22%
78%
Figure C-3

Figure C-4
Figure C-5

Research Questions

Figure C-6
Figure C-9

Preferred Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attending_Lectures</td>
<td>51%</td>
</tr>
<tr>
<td>Nutritional_Advice</td>
<td>31%</td>
</tr>
<tr>
<td>Group_Discussion</td>
<td>18%</td>
</tr>
<tr>
<td>Watching_Video</td>
<td>17.62%</td>
</tr>
<tr>
<td>Interactive_Games</td>
<td>51%</td>
</tr>
<tr>
<td>Listening</td>
<td>51%</td>
</tr>
<tr>
<td>Knitting</td>
<td>51%</td>
</tr>
<tr>
<td>Crafting</td>
<td>51%</td>
</tr>
<tr>
<td>Gardening</td>
<td>51%</td>
</tr>
<tr>
<td>Playing_Games</td>
<td>51%</td>
</tr>
<tr>
<td>Painting</td>
<td>51%</td>
</tr>
<tr>
<td>Singing</td>
<td>51%</td>
</tr>
<tr>
<td>Dancing</td>
<td>51%</td>
</tr>
</tbody>
</table>

Figure C-10
Figure C-13

Figure C-14
Only for Care Givers

Figure C-15

Figure C-16
## Appendix D

### Table 13. Cost of Sales (€)

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary - Barista (2 people)</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
</tr>
<tr>
<td>Salary - Chef (2 people)</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
</tr>
<tr>
<td>Salary - Waiter (2 people)</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
<td>19200</td>
</tr>
<tr>
<td>Raw materials</td>
<td>32193.4</td>
<td>32193.4</td>
<td>32193.4</td>
<td>33803.028</td>
<td>33803</td>
</tr>
<tr>
<td>Utility bills</td>
<td>6000</td>
<td>6000</td>
<td>6000</td>
<td>6000</td>
<td>6000</td>
</tr>
<tr>
<td>Buy additional Equipment</td>
<td>4500</td>
<td>5500</td>
<td>5000</td>
<td>6000</td>
<td>4000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100293</td>
<td>101293</td>
<td>100793</td>
<td>103403.03</td>
<td>101403</td>
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</table>

### Table 14. Raw Materials Cost (Annual €)

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffee</td>
<td>5477.8</td>
<td>5477.8</td>
<td>5477.8</td>
<td>5751.69</td>
<td>5751.69</td>
</tr>
<tr>
<td>Tea</td>
<td>9150</td>
<td>9150</td>
<td>9150</td>
<td>9607.5</td>
<td>9607.5</td>
</tr>
<tr>
<td>Salad</td>
<td>12200</td>
<td>12200</td>
<td>12200</td>
<td>12810</td>
<td>12810</td>
</tr>
<tr>
<td>Other Products</td>
<td>5365.56</td>
<td>5365.56</td>
<td>5365.56</td>
<td>5633.838</td>
<td>5633.84</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>32193.4</td>
<td>32193.4</td>
<td>32193.4</td>
<td>33803.028</td>
<td>33803</td>
</tr>
</tbody>
</table>

### Table 15. Raw Materials Cost (Weekly €)

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffee</td>
<td>107.76</td>
<td>107.76</td>
<td>107.76</td>
<td>113.148</td>
<td>113.148</td>
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<tr>
<td>Tea</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>189</td>
<td>189</td>
</tr>
<tr>
<td>Salad</td>
<td>240</td>
<td>240</td>
<td>240</td>
<td>252</td>
<td>252</td>
</tr>
<tr>
<td>Other Products</td>
<td>105.552</td>
<td>105.552</td>
<td>105.552</td>
<td>110.8296</td>
<td>110.83</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>633.312</td>
<td>633.312</td>
<td>633.312</td>
<td>664.9776</td>
<td>664.978</td>
</tr>
</tbody>
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### Table 16. Proposed Salaries (€)

<table>
<thead>
<tr>
<th>Salary</th>
<th>No of employees</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>1000</td>
<td>1</td>
<td>12000</td>
<td>12600</td>
<td>13230</td>
<td>13892</td>
</tr>
<tr>
<td>Deputy General Manager</td>
<td>800</td>
<td>1</td>
<td>9600</td>
<td>10080</td>
<td>10584</td>
<td>11113</td>
</tr>
<tr>
<td>Games, Activities &amp; Engagement Officer</td>
<td>900</td>
<td>2</td>
<td>21600</td>
<td>22680</td>
<td>23814</td>
<td>25005</td>
</tr>
<tr>
<td>Research, Information &amp; Awareness Officer</td>
<td>900</td>
<td>2</td>
<td>21600</td>
<td>22680</td>
<td>23814</td>
<td>25005</td>
</tr>
<tr>
<td>Librarian (two people)</td>
<td>800</td>
<td>2</td>
<td>19200</td>
<td>20160</td>
<td>21168</td>
<td>22226</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>84000</td>
<td>88200</td>
<td>92610</td>
<td>97241</td>
<td>102103</td>
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### Table 17. Direct Costs (€)

<table>
<thead>
<tr>
<th>Direct Costs</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Bus</td>
<td>18300</td>
<td>18300</td>
<td>18300</td>
<td>18300</td>
<td>18300</td>
</tr>
<tr>
<td>Hub’s Lectures</td>
<td>5000</td>
<td>5000</td>
<td>5000</td>
<td>5000</td>
<td>5000</td>
</tr>
<tr>
<td>Hub’s Utilities</td>
<td>2400</td>
<td>2400</td>
<td>2400</td>
<td>2400</td>
<td>2400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25700</td>
<td>25700</td>
<td>25700</td>
<td>25700</td>
<td>25700</td>
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</table>

### Table 18. Corporate Tax (€)

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>35% of gross net profit (tax free)</td>
<td>41,757.32</td>
<td>47,492.07</td>
<td>54,168.15</td>
<td>60,198.59</td>
<td>68,313.17</td>
</tr>
<tr>
<td>65% of gross net profit (taxed at corporate tax rate)</td>
<td>77,549.32</td>
<td>88,199.57</td>
<td>100,597.99</td>
<td>111,797.37</td>
<td>126,867.32</td>
</tr>
<tr>
<td>Corporate tax of 29% applied</td>
<td>22489.30</td>
<td>25577.87</td>
<td>29173.417</td>
<td>32421.238</td>
<td>36791.524</td>
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</tbody>
</table>
Table 19. Profit Distribution (€)

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve (5%)</td>
<td>n/a</td>
<td>n/a</td>
<td>252.686</td>
<td>720.26</td>
<td>1,417.87</td>
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<tr>
<td>Salaries (35%)</td>
<td>n/a</td>
<td>n/a</td>
<td>1768.8</td>
<td>5,041.83</td>
<td>9,925.11</td>
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<tr>
<td>Reinvest (60%)</td>
<td>n/a</td>
<td>n/a</td>
<td>3032.23</td>
<td>8,643.13</td>
<td>17,014.47</td>
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</table>
### Table 21. Risk Register

<table>
<thead>
<tr>
<th>Risk ID</th>
<th>Due to...</th>
<th>Qualification</th>
<th>Prevalence</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Owner</th>
<th>Response Strategy</th>
<th>Risk Treatment</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Political instability in Greece and Thessaloniki</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Lack of accurate numbers of PWD in Greece, lack of trust in Greek businesses, elections in 2019</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Lack of accurate numbers in terms of PWD in Greece and Thessaloniki</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Political instability in the Greek labor market</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Political instability in Greece, lack of trust in Greek businesses</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Political instability in the Greek social security system</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Lack of accurate numbers of PWD in Greece</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Lack of accurate numbers of PWD in Greece</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
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<tr>
<td>9</td>
<td>Lack of accurate numbers of PWD in Greece</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>General Manager</td>
<td>Accept</td>
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</tbody>
</table>
## Table 22. List of Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>From</th>
<th>To</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Project Management</td>
<td>4/3/2019</td>
<td>19/4/2019</td>
<td>34 days</td>
</tr>
<tr>
<td>1.1.1 Project Scope</td>
<td>4/3/2019</td>
<td>1/4/2019</td>
<td>20 days</td>
</tr>
<tr>
<td>1.1.2 Project Schedule</td>
<td>1/4/2019</td>
<td>10/4/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.1.3 Project Cost</td>
<td>10/4/2019</td>
<td>19/4/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.2 Planning</td>
<td>4/3/2019</td>
<td>16/10/2019</td>
<td>162 days</td>
</tr>
<tr>
<td>1.2.1 Attend Thematic Presentations in Netherlands</td>
<td>1/4/2019</td>
<td>20/5/2019</td>
<td>35 days</td>
</tr>
<tr>
<td>1.2.2 Resource Allocation</td>
<td>20/5/2019</td>
<td>29/5/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.2.3 Business Plan Preparation</td>
<td>29/5/2019</td>
<td>24/7/2019</td>
<td>40 days</td>
</tr>
<tr>
<td>1.2.4 Establish Communication with Thessaloniki Day Care Centers</td>
<td>24/7/2019</td>
<td>2/8/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.2.5 Conduct Survey: Run Presentations (30mins), Distribute Questionnaires</td>
<td>2/8/2019</td>
<td>30/8/2019</td>
<td>20 days</td>
</tr>
<tr>
<td>1.2.6 Establish communication with Memory Café abroad</td>
<td>30/8/2019</td>
<td>13/9/2019</td>
<td>10 days</td>
</tr>
<tr>
<td>1.2.7 Find Location &amp; Premises</td>
<td>24/7/2019</td>
<td>4/9/2019</td>
<td>30 days</td>
</tr>
<tr>
<td>1.2.8 Based on Project Plan, Request Financial Offers for Construction Phase</td>
<td>24/7/2019</td>
<td>11/9/2019</td>
<td>35 days</td>
</tr>
<tr>
<td>1.2.9 Apply for Certificate of Operation from Local Authorities</td>
<td>24/7/2019</td>
<td>16/10/2019</td>
<td>60 days</td>
</tr>
<tr>
<td>1.2.10 Prepare Book List</td>
<td>4/3/2019</td>
<td>15/4/2019</td>
<td>30 days</td>
</tr>
<tr>
<td>1.3 Funding</td>
<td>4/3/2019</td>
<td>13/6/2019</td>
<td>73 days</td>
</tr>
<tr>
<td>1.3.1 Call for Proposals</td>
<td>4/3/2019</td>
<td>15/4/2019</td>
<td>30 days</td>
</tr>
<tr>
<td>1.3.2 E-Submission of Folder for Review</td>
<td>15/4/2019</td>
<td>24/4/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.3.3 Issue of Results &amp; Raise of Objections</td>
<td>24/4/2019</td>
<td>3/5/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.3.4 Additional Documentation Submitted (Tax Clearance etc.)</td>
<td>3/5/2019</td>
<td>10/5/2019</td>
<td>5 days</td>
</tr>
<tr>
<td>1.3.5 Create Social Cooperative Enterprise</td>
<td>10/5/2019</td>
<td>13/5/2019</td>
<td>1 day</td>
</tr>
<tr>
<td>1.3.6 Receipt of Grant (100% of investment from ELBA)</td>
<td>13/5/2019</td>
<td>14/5/2019</td>
<td>1 day</td>
</tr>
<tr>
<td>1.3.7 Proceed with Investment &amp; Submit Invoices to ELBA</td>
<td>14/5/2019</td>
<td>23/5/2019</td>
<td>7 days</td>
</tr>
<tr>
<td>1.3.8 Audit from ELBA</td>
<td>23/5/2019</td>
<td>30/5/2019</td>
<td>5 days</td>
</tr>
<tr>
<td>1.3.9 Final Statement issued from ELBA upon Project Completion</td>
<td>30/5/2019</td>
<td>13/6/2019</td>
<td>10 days</td>
</tr>
<tr>
<td>1.4 Marketing</td>
<td>29/5/2019</td>
<td>24/7/2019</td>
<td>40 days</td>
</tr>
<tr>
<td>1.4.1 Analysis (SWOT/SC’s)</td>
<td>29/5/2019</td>
<td>24/7/2019</td>
<td>40 days</td>
</tr>
<tr>
<td>1.4.2 Set Objectives (sales, market share etc.)</td>
<td>29/5/2019</td>
<td>26/6/2019</td>
<td>20 days</td>
</tr>
<tr>
<td>1.4.3 Set Strategy (creating value)</td>
<td>29/5/2019</td>
<td>18/6/2019</td>
<td>14 days</td>
</tr>
<tr>
<td>1.4.4 Action Plan (capture value/AP’s)</td>
<td>18/6/2019</td>
<td>2/7/2019</td>
<td>10 days</td>
</tr>
<tr>
<td>1.4.5 Forecasts (costs, profits etc.)</td>
<td>18/6/2019</td>
<td>4/7/2019</td>
<td>12 days</td>
</tr>
<tr>
<td>1.4.6 Organizational Structure</td>
<td>18/6/2019</td>
<td>25/6/2019</td>
<td>5 days</td>
</tr>
<tr>
<td>1.5 Design &amp; Construction</td>
<td>15/4/2019</td>
<td>26/2/2020</td>
<td>227 days</td>
</tr>
<tr>
<td>1.5.1 Architectural, Electrical, Plumbing and Interior Designs</td>
<td>4/9/2019</td>
<td>25/9/2019</td>
<td>15 days</td>
</tr>
<tr>
<td>1.5.2 Design Submissions to Local Authorities for Approval</td>
<td>25/9/2019</td>
<td>18/12/2019</td>
<td>60 days</td>
</tr>
<tr>
<td>1.5.3 Selection of Subcontractor and Start of Construction Activities</td>
<td>18/12/2019</td>
<td>29/01/2020</td>
<td>30 days</td>
</tr>
<tr>
<td>1.5.4 Selection &amp; Procurement of Materials</td>
<td>18/12/2019</td>
<td>8/1/2020</td>
<td>15 days</td>
</tr>
<tr>
<td>1.5.5 Connection with Public Utilities Companies</td>
<td>29/1/2020</td>
<td>26/2/2020</td>
<td>20 days</td>
</tr>
<tr>
<td>1.5.6 Purchase Books</td>
<td>15/4/2019</td>
<td>29/4/2019</td>
<td>10 days</td>
</tr>
<tr>
<td>1.6 Human Resource Management</td>
<td>24/7/2020</td>
<td>8/1/2020</td>
<td>120 days</td>
</tr>
<tr>
<td>1.6.1 Search for Applicants</td>
<td>24/7/2020</td>
<td>27/11/2020</td>
<td>90 days</td>
</tr>
<tr>
<td>1.6.2 Hire Suitable Applicants</td>
<td>27/11/2020</td>
<td>8/1/2020</td>
<td>30 days</td>
</tr>
<tr>
<td>1.7 Operation</td>
<td>26/2/2020</td>
<td>19/3/2020</td>
<td>16 days</td>
</tr>
<tr>
<td>1.7.1 Digital Marketing (Use of Social Media to Promote Event)</td>
<td>26/2/2020</td>
<td>17/3/2020</td>
<td>14 days</td>
</tr>
<tr>
<td>1.7.2 Communication with Local Press &amp; Day Care Centers</td>
<td>17/3/2020</td>
<td>19/3/2020</td>
<td>2 days</td>
</tr>
<tr>
<td>1.7.3 Logistics</td>
<td>17/3/2020</td>
<td>19/3/2020</td>
<td>2 days</td>
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