

A Work Project, presented as part of the requirements for the Award of a Master's degree in Impact Entrepreneurship and Innovation from the Nova School of Business and Economics.

KALMA BAGEL: STARTING AND DEVELOPING A BAGEL SHOP IN LISBON

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# Abstract

This work project analyzes the validation process for launching Kalma Bagel, a bagel store in Lisbon, guided by Eric Ries' Lean Startup Framework. A curated menu of five bagel options served as the Minimum Viable Product, tested through pop-up stands and social media engagement. Metrics such as sales performance and customer feedback were used to validate the concept iteratively. This report consists of three individual contributions focused on market research and strategic planning; concept and marketing development; and financial viability and growth opportunities. Results demonstrated strong demand, particularly among international customers, with a clear expansion and formal launch pathway.

**Keywords:** Bagels, Entrepreneurship, Prototyping and testing, Product validation, Pop-up events, Sales

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## Introduction

In the bustling and competitive arena of food startups, the journey from concept to successful product-market fit is an intricate and often arduous process. For many entrepreneurs, this critical stage represents the point where theoretical ideas, personal aspirations, and market realities collide. For Kalma Bagel, a new venture focused on launching a bagel shop in Lisbon, the challenge was clear: could this niche offering of high-quality, artisanal bagels carve out a place in a city renowned for its gastronomic traditions but lacking bagel options?

The concept of Kalma Bagel emerged as an entrepreneurial experiment—one that tested a simple, yet compelling question: was there sufficient demand for bagels in Lisbon? Through the lens of the Lean Startup methodology, this work project set out to explore not only the demand for bagels but also to validate the product's market fit by gathering real-time customer feedback, refining the product through iterative testing, and adjusting the business model accordingly.

At its core, this project sought to explore how theoretical knowledge could be applied in the real world—by transforming academic learning into actionable insights. The founders, three master's students from varied backgrounds (Portuguese-American, Portuguese-Ukrainian, and German-Hungarian), applied their skills and knowledge from the Master's in Impact Entrepreneurship and Innovation to test the viability of the bagel concept. What began as a potential solution to an unmet personal need—one of the founders, originally from New York, missing the bagels he once enjoyed daily—quickly evolved into a strategic experiment aimed at understanding customer preferences, product quality, and the dynamics of scaling a food startup.

## Why Bagels? Why Lisbon?

The idea of introducing a bagel shop to Lisbon might seem straightforward in the larger context of global food trends. Yet, in a city known for its vibrant culinary scene and passionate attachment to traditional food, bagels—particularly high-quality, artisanal ones—remain an uncommon sight. This gap in the market presented a unique opportunity. While Lisbon is an increasingly international city, its culture is notably different from places like New York or London, where the bagel is an abundant offering. As a city with an appetite for diverse culinary experiences, Lisbon presents an intriguing space for innovation in food options. But the question remained: would Lisbon’s consumers embrace the bagel as part of their daily routines?

Through market research and observations of urban food trends, the Kalma Bagel founders hypothesized that Lisbon, with its increasingly multicultural population and growing interest in international flavors, would be ripe for an artisanal bagel offering. However, hypotheses alone were not enough. To validate this idea, the team set out to rigorously test the demand through product iterations and direct consumer engagement.

## The Core of the Project: Validating Product-Market Fit

At the heart of this entrepreneurial endeavor lies the concept of product-market fit, a critical milestone for any startup. Achieving product-market fit means that a product or service satisfies the real needs of its target market and resonates deeply with the consumer base, leading to viable demand and business growth. For Kalma Bagel, this meant determining whether Lisbon’s consumers would not only try their bagels but would find value in the product and return for more.

Lean Startup methodology, pioneered by Eric Ries, emphasizes rapid prototyping and iterative testing to validate assumptions and minimize wasted investment. By using the Minimum Viable Product (MVP) approach, Kalma Bagel was able to introduce a scaled-back version of its concept, featuring a limited menu of bagel offerings. Rather than investing heavily in a full-scale operation before understanding the market, the founders focused on learning from customer feedback to adapt the product quickly. This process, rooted in empirical evidence, allowed the team to evolve the concept and refine the product offering in real time, thereby moving closer to product-market fit.

The MVP, in this case, was not just about the bagel itself; it was about identifying what consumers valued most. Was it the quality of the bagel's texture and flavor? Did they prefer traditional options like salmon or prosciutto, or was there room for experimentation with plant-based options? Would price point, location, and convenience affect demand? These were the questions the founders needed to answer before making significant investments in the full-scale launch of the business.

## Testing the Concept

Pop-up events became the proving ground for Kalma Bagel. These short-term, low-cost engagements allowed the team to test the market in a controlled but real-world environment, providing direct interaction with potential customers. What made the testing phase particularly insightful was the team's ability to gather immediate and actionable feedback. In addition to direct customer interactions, surveys were distributed to gauge satisfaction, willingness to return, and preferences for future menu items. This type of real-time feedback was invaluable in confirming whether the hypothesis—that there was an unmet demand for high-quality bagels—was indeed valid.

This work project serves as both a reflection on the founders' entrepreneurial journey and a roadmap for other aspiring entrepreneurs seeking to enter the competitive food industry. By applying Lean Startup principles, this project demonstrates how rigorous testing, rapid iteration, and customer feedback can transform an idea into a viable business. Ultimately, the goal of Kalma Bagel is to achieve full product-market fit—a status that will empower the company to scale effectively, attract loyal customers, and become a distinctive player in Lisbon's growing food scene.

## Following Chapters

This work project is structured to follow the journey and development of Kalma Bagel from its inception to its possible expansion. The subsequent chapters follow the logical progression of Kalma Bagel's journey, beginning with the methodology that guided the validation process, with a particular focus on the Lean Startup methodology. Following the methodology, the report delves into a comprehensive market analysis. This section examines Lisbon's food scene, its competitive landscape, and the broader consumer trends that shape the market. Next, the report explores the development of the Minimum Viable Product (MVP), detailing the initial recipe testing and menu development process. From there, the report moves into branding and marketing, illustrating how Kalma Bagel's identity was developed and positioned to resonate with its target demographic. This section underscores the role of effective communication in building a brand that connects with customers from the outset. The narrative then shifts to the practical execution, focusing on the popup events that allowed for real-world testing and direct customer interactions. These events, alongside ongoing surveys and interviews, provided valuable feedback to further refine the product and business model. The financial aspects of the venture are then examined, addressing cost structures, pricing strategies, and early revenue analysis. This section evaluates the MVP's

performance, providing a clear understanding of the economic viability of the venture. Finally, the report looks ahead, detailing the growth strategy and potential pathways for Kalma Bagel as it moves beyond the MVP phase. The document concludes with a discussion of limitations, the broader impact of the venture, and reflections on the entrepreneurial journey. It finishes with an actionable conclusion, offering insights and recommendations for the continued evolution of Kalma Bagel as it works towards achieving long-term success.

## Methodology

This chapter provides a detailed account of the methods used to validate the Kalma Bagel concept, emphasizing the blend of structured data collection and adaptive experimentation. The approach was rooted in Eric Ries' Lean Startup framework, prioritizing speed and adaptability to iteratively test assumptions about customer behavior, product-market fit, and operational feasibility. The methodology was designed to minimize resource use while maximizing actionable insights, reflecting the entrepreneurial nature of the venture.

The methodology is divided into four key steps: 1) Market Research, 2) MVP Design, 3) Data Collection, and 4) The Feedback Loop. Together, these stages formed an interconnected cycle that progressively validated the Kalma Bagel concept while addressing critical business uncertainties.

## Market Research

The process began with secondary research to identify an unfulfilled market need within Lisbon's food and beverage sector. This involved analyzing industry reports, demographic data, and local dining trends to uncover opportunities for differentiation. A recurring insight emerged: while Lisbon's international food scene was thriving, there was a notable absence of artisanal bagels.

This research also informed critical decisions about Kalma Bagel’s initial target audience and menu design. For example, the popularity of vegetarian options in Lisbon's health-conscious dining sector influenced the inclusion of a veggie bagel as a core offering.

## MVP Design

Guided by insights from market research, the Minimum Viable Product (MVP) was designed to test core assumptions about demand, pricing, and customer preferences. A curated menu of three main bagel options—veggie, lox, and prosciutto—was selected to test a spectrum of customer preferences while limiting operational complexity. The menu's simplicity was intentional, adhering to the Lean Startup principle of minimizing initial complexity to maximize focus on validating core hypotheses. The MVP also included a preliminary branding concept to gauge customer perception of the Kalma Bagel identity. This step ensured that the testing focused not just on the product but also on its presentation, a key factor in the highly competitive food industry.

## Data Collection

Data collection was carried out in real-world contexts, prioritizing authenticity and immediacy. Pop-up events were chosen as the primary testing ground because they allowed direct interaction with customers, allowing us to observe their behaviors, preferences, and feedback in a natural environment. Two locations were selected: the Nova SBE Campus, with its concentration of young, international students, and the Nova Surf Festival, a bustling outdoor event. These sites were chosen strategically to align with Kalma Bagel’s initial target audience while providing distinct demographic and situational insights.

Surveys were the primary tool for capturing structured feedback. Customers who interacted with the pop-up stands were encouraged to complete short surveys in exchange for a free cookie, which was sourced through a partnership with a local baker. This initiative not only boosted participation but also aligned with the brand's community-oriented ethos. The surveys were designed to be concise, asking customers about taste preferences, pricing perceptions, and overall impressions of the product and concept.

In addition to surveys, informal interviews were conducted to gather qualitative insights. These interviews were invaluable for capturing the nuances of customer preferences that a structured survey might miss. They allowed the team to delve deeper into why customers liked or disliked specific menu items and to explore broader perceptions of the Kalma Bagel brand. Conversations with customers were complemented by discussions with business owners in the food industry, which provided insights into best practices, operational challenges, and market dynamics.

To complement the qualitative data, quantitative metrics were defined to evaluate the MVP's performance. Sales figures served as a direct measure of demand, while order frequencies for each menu item revealed preferences and potential gaps in the offerings. Repeat purchases were tracked to assess customer satisfaction and brand stickiness. These metrics were not only collected but actively used to refine operations, ensuring a feedback loop between data and decision-making.

## Feedback Loop

The iterative nature of the methodology meant that adjustments were made continuously based on early findings. For example, the initial events highlighted imbalances in inventory allocation, prompting real-time changes in production. This flexibility was crucial to the methodology's

success, ensuring that insights were not merely recorded but acted upon to improve subsequent tests.

Throughout the process, the focus remained on balancing rigor with practicality. While the methods provided a robust foundation for understanding customer behavior, they were also designed to be scalable and resource-efficient, ensuring that lessons learned could be applied beyond the testing phase. By aligning data collection methods with the entrepreneurial objectives of the venture, this methodology laid the groundwork for both immediate validation and long-term strategic planning.

In the following chapters, the results derived from this methodology will be analyzed in detail, providing a comprehensive picture of Kalma Bagel's journey from concept to a validated business opportunity. This approach reflects the core philosophy of the Lean Startup framework: building a business on a foundation of tested hypotheses, actionable data, and continuous learning.

## Data Collection

### Interviews with Bagel Shop Owners

In the early stages of Kalma Bagels, we looked to learn from those who have already navigated the difficult landscape of entrepreneurship, especially in the food and beverage space. We interviewed several successful bagel shop owners, including Noah Bernamoff of Black Seed Bagels and Joshua Borenstein of Modern Bread and Bagel. These interviews gave us a lot of insight into what it takes to make it in the competitive bagel market.

A topic that came up on multiple different occasions was the need for a superior product. Each of the bagel shop owners we spoke to said that while your branding and marketing can be top-notch,

the product has to be the key foundation. They also mentioned how important it is to build a story around the product—a story which helps create an emotional attachment with customers.

### *The Role of Storytelling and Product Quality*

While the quality of the product is undeniably important in a saturated market, stories can emerge as the differentiator. As with Black Seed and Noah Bernamoff's case, what really worked for them was the mixing of New York and Montreal bagels, blending two cultures into one product that can resonate with a broader audience. This narrative not only captured the attention of bagel enthusiasts but also gave the brand a distinctive identity.

For Kalma Bagel, this raises a question: could a similar fusion of influences be used in Lisbon? The city's rich cultural heritage could offer an exciting opportunity to mix local flavors and stories into the bagels. For instance, taking Portuguese ingredients like chouriço e queijo da Serra and turning them into a unique twist on the classic bagel would be similar to Black Seed's hybrid approach.

### *Sustainability as a Differentiator*

Another major theme that emerged in the interviews was the increased emphasis on sustainability. Black Seed is adopting eco-conscious practices as well. For example, the company donates its excess bagels, composts, and even converts waste into biofuel. This demonstrates community support and a concern for environmental responsibility.

The incorporation of sustainability into Kalma's business model may very well be a powerful differentiator within the Lisbon market. Initiatives like sustainable packaging, a reduction of food waste, and sourcing ingredients from local farms. Practices like these are going to appeal to the

environmentally aware urban audience. Not only would this help Kalma stand out, but it could also contribute to a positive brand narrative that appeals to a growing demographic of eco-conscious customers. The topic of sustainability will be explored further in the paper.

### *Operational Strategies*

Operational strategies were also discussed, such as the use of pop-ups, and partnering with restaurants in the beginning to test products and reduce overhead. For example, Black Seed did this prior to settling into fixed locations, which proved to be successful. Unlike Food trucks, or mobile vending solutions, which are difficult to execute in New York City, however, could be explored in Lisbon.

They also highlighted key operational challenges faced by successful bagel shops. Mainly, the importance of financial planning and capital to start a business, as this most often costs more than anticipated. They advised on efficient budgeting and aiming to make use of space that has been used previously for food service to keep initial costs as low as possible. Scaling a bagel business, especially one focused on maintaining high standards, requires careful planning and strategic investment in infrastructure, training, and supply chain management.

However, the question of validating the concept effectively may be the most critical question for Kalma Bagel. One of the more interesting operational takeaways was how Black Seed started off doing pop-up locations before expanding into permanent locations. Such a model allowed market testing, creation of brand awareness, and gathering customer feedback with limited financial exposure compared to a brick-and-mortar store.

### *The People Factor*

While product quality and operations are vital, the human aspect of such a business was another topic that came up various times. For the owners of the bagel shops, developing a quality, passionate team was crucial. Employees should not only be skilled but also share the values and mission of the brand. This shared sense of purpose creates a positive work culture, which then translates into better customer service and overall business success.

For Kalma Bagel, finding the right people will be very important right from the beginning. It will be important to maintain a motivated and involved team for the continuous quality of the product and customer service. The company culture at Kalma Bagel should be developed to align with employees and customers alike, thus creating a community around the brand.

### *Moving Forward*

The business dimension in New York is clearly significantly different from Lisbon's, especially when taking into account bureaucracy and real estate. The fast pace and complexity of New York's market contrasts with a more relaxed pace in Lisbon, where negotiation and regulations can be more lenient - not to mention lower start-up costs. A less saturated market in Lisbon, specifically in the authentic bagel sphere, presents an opportunity to capture a niche market. Noah and Joshua's interviews provided Kalma Bagel with an abundance of industry knowledge that could directly be applied for our future strategy.

## Case Study: Street Smash Burger

We managed to speak with Carlos Conde, founder of Street Smash Burger, an upcoming burger chain in Lisbon, established in March 2024 and already aiming for eight locations by 2025. This approach offers insights on effective market entry strategies for Kalma Bagel.

During our discussions with Carlos, he emphasized that while there was not extensive research done prior to opening a physical location, there had to be a lot of flexibility along the way: learning who to hire, how operations can be done more efficiently, etc. By having the financial means to commit to an aggressive strategy and being risk-tolerant, he was able to speed the development process up without having to worry too much about smaller mishaps.

As with the New York bagel shop owners, it's clear the product quality is of highest importance at Street. He emphasized the importance of having the highest quality meats for the burgers, even at the expense of lower profit margins). Carlos knew this was the way to stand out. Storytelling and the strength of staff are also very integral to his growing success, but once again the emphasis was on the product itself.

As Street started to open more locations, Carlos realized delivery or takeaway methods gained traction with his business (accounting for 35% of total sales), and thus adapted his locations to this model, creating easy access for delivery men to pick up orders without impacting in-store customers. This showed us that openness to online sales can also be beneficial for our business, although the balance and dynamics between those and in-person sales would also need to be carefully managed.

Their marketing strategy involved a combination of things: for their initial opening, they used social media and word of mouth to promote their space in a mainly residential area (Campo de Ourique).

Their location is very minimal, with just a handful of counter seats and the kitchen directly in front of the entrance, to maximize churn while also capitalizing on the “less-is-more” aesthetic appeal in current cultural spaces. By hiring influencers and others with online traction, they sparked a buzz around their brand which eventually became more natural. Depending on their locations, they used other promotional tactics to spread their brand (free burgers for the first 100 customers at new locations, DJ sets and events in their larger spaces, etc.). Despite these methods, Carlos was adamant about simply committing to a physical store, confident that his higher quality product and consistency would generate sufficient energy to get their brand off the ground.

Carlos’ success with premium ingredients and an adaptable business model - including balancing online and physical sales - shows us what Kalma needs to adopt to stand out and succeed in Lisbon’s food market. Additionally, his use of social media and local events in his spaces to build brand awareness are also inspiration for us, as we can apply these promotional strategies for our authentic New York bagels.

## Surveys

Drawing from the strategies discussed with the above entrepreneurs, we designed a survey to better comprehend local breakfast preferences, which we deemed as necessary to determine how we could handle basic customer needs. The survey focused on key areas such as frequency at which the user eats breakfast, sweet versus savory preferences, and bread consumption patterns - albeit more general, still relevant. It is important to note that due to the limited sample size - 142 people - the conclusions from this survey were not fully definitive but nonetheless provided invaluable insights to further refine our business approach.

61 participants consume bread daily, with 61 total people consuming it more than twice a week - with a mix of sweet and savory preferences; this indicates an inviting market for baked goods like bagels. The flexibility of bagels, with them being paired mostly with salty combinations, needed to be addressed by Kalma to reflect the desire for sweet options, diversifying our offerings.

As there was a spectrum of daily breakfast eaters and those who eat it more scarcely, the variability showed that diverse yet concise menu is needed: one that appeals to a lighter eater, perhaps aligning more with a modest European breakfast, and one that appeals to a crowd that partakes in hearty food choices.

A very important takeaway was that the vast majority of respondents (92%) tend to eat out at least once a week, while some choose to remain home. This shows that many might prioritize convenience and support Kalma on a regular basis, while those who eat out less often may be a crowd to target for more unique offerings, such as catering or other dining experiences.

The insights received from this survey are not a hundred percent conclusive but are a foundation for further validation. This step was important to us to confirm initial trends and get an understanding of where Kalma can place itself in Lisbon's vibrant food scene. For a more in-depth view of the survey data and its results, the full dataset is included in the appendix section of the work project (under "Survey").

## MVP Validation

The Lean Startup methodology emphasizes a cycle of building, measuring, and learning to ensure product-market fit before scaling operations. Kalma Bagel's journey so far has stayed true to this principle, starting with extensive experimentation on product attributes—such as texture, flavor,

and menu design—to validate the core offering. These steps represent iterative cycles aimed at refining the Minimum Viable Product (MVP), in this case, the bagel recipes and menu structure.

After perfecting our bagel recipe and receiving positive feedback from friends, it was time to take Kalma beyond the kitchen and into the real world. Our goal was clear: validate our product, gather customer feedback, and refine our approach to ensure that Kalma could succeed in the competitive food scene. We organized a series of pop-up events and a small-scale catering opportunity to achieve this. These events became vital proving grounds, offering invaluable insights into customer preferences, market appeal, and operational efficiency. Justification for utilizing pop-ups and lowcommitment events helps the early stages to stay agile and be able to pivot and adjust as needed. Its low-risk nature allows for gathering direct customer feedback, evaluating operational feasibility, and testing hypotheses about the business's scalability and market positioning. This aligns with the Lean Startup's concept of pivoting and persevering: if key insights from validation step reveal unmet challenges and difficulties or highlight unexpected customer needs, the business can make informed pivots by altering operational and marketing strategy, logistics, or pricing. On the contrary, positive feedback can act as a confidence boost and showcase which areas should be reinforced and maintained throughout the journey.

This next section follows our journey from preparation to execution, showcasing how feedback and lessons learned helped us continuously improve our product and operations.

## Event Execution

The success of our early outings relied heavily on selecting the right events, ones that would provide high visibility, attract our target demographic, and require a minimal upfront investment.

We aimed to create a balance between exposure, cost, and operational feasibility.

Our network helped us secure three ideal event types: a surf festival, campus pop-ups, and a catering order for a running club. The first opportunity came in September when the Nova Surf Club organized its annual surf festival at Costa da Caparica beach. This student-led event attracted a diverse mix of international students, young adults, and beachgoers: closely the kind of crowd we imagined for Kalma. The beach's laid-back atmosphere matched our brand's vibe, and with limited food vendors, we saw an opportunity to stand out.

Though the €30 entry fee was modest, we hesitated. Would we be ready to manage an external event? Could we handle operations without jeopardizing the brand's image? Ultimately, we decided to take the leap, viewing any setbacks as valuable learning opportunities.

The preparation process for each event was a critical part of ensuring smooth execution. Seven days before the festival, we confirmed our participation with the organizers. Three days prior to the event, we acquired non-food supplies and coordinated with our equipment rental provider. On the day before the event, the team spent 8-10 hours baking the bagels and preparing the spreads and toppings to ensure everything was fresh for the event. Finally, on the day of the event, we transported our setup, set up the stall, and were ready to serve.

We sourced food ingredients and most supplies, like proofing boxes from Makro for bulk purchases, but acquiring a Makro business card proved to be a challenge, as they are reserved for registered businesses. After a bit of networking, we borrowed a card from a friend. For non-food items like tents and tables, we rented equipment to keep our initial investment low and transportation efficient. We also bought essentials like napkins, wrapping paper, baskets, and plants from Makro and IKEA, ensuring functionality and a professional presentation.

When the day arrived, our team of three followed a streamlined workflow. One member managed orders and payments, recording requests on paper and gathering customer feedback. Another focused on assembling the bagels, and the third member wrapped and handed off the completed orders. Despite some logistical challenges (detailed further), the festival provided invaluable experience.

Operational costs added up quickly - transportation, ingredients, and rental equipment exceeded expectations. However, the results made it worth the investment. The event lasted from 11:00 until 18:00. During this time, we sold 70 out of 100 bagels, generating €384 from bagels and €17 from drinks. The customer feedback was overwhelmingly positive, reinforcing the validation of our concept.

Lifted by this experience, we came to familiar territory for our next pop-ups: two events at NOVA's active campus. Here, we enjoyed the advantage of proximity and an audience we understood well. These pop-ups had no entry fees, reducing our costs for ingredients alone. We used the lessons learned from the Surf Fest to refine our operations. For example, we adjusted our workflow, ensuring smoother execution by optimizing our stall layout and assigning roles.

The demand was immediate. Both pop-ups were short but intense, lasting just a few hours, and we sold out quickly, reinforcing the high demand for Kalma Bagel. The success of the campus popups cemented our belief in the product and gave us the confidence to persevere.

The first campus pop-up saw us sell 46 out of 50 bagels for €190.50, while the second day brought even better results: a full batch of 46 bagels sold within 90 minutes, earning €232.50. Beyond sales, customer feedback proved invaluable.

## Networking and Unexpected Opportunities

One of the most unexpected outcomes of the Surf Fest was a catering request from a local running club. After tasting our bagels at the surf fest, the club placed a bulk order for 30 bagels to distribute after their run. This was a perfect example of how pop-ups could generate new business opportunities through networking.

The timing worked out well, as the order coincided with one of our campus pop-ups. We increased our production to meet the demand, streamlining operations to handle the additional bulk order. To make things better this train of influence got even longer. A few runners who tried the bagels were so impressed that they visited the campus pop-up later the same day and eagerly placed additional orders. One of them even ordered a bulk batch of 10 bagels after spotting our stand. Since then, he has become a loyal customer, receiving a weekly delivery of six bagels for 12 euros.

## Measuring Success

Each event had three core objectives: gathering customer feedback, validating the product through sales, and increasing brand visibility. From the very start, we focused on engaging directly with customers. Informal conversations became our primary method for collecting feedback. Customers shared their thoughts on everything, from the bagel's texture to their favorite flavors, as well as the brand's image and merchandise.

To encourage customer feedback, we offered a free cookie to anyone who completed a short survey, which significantly increased participation and provided rich, actionable insights. These cookies were supplied through a collaboration with a local baker, highlighting Kalma Bagel's commitment to fostering community connections. The survey results offered detailed feedback, helping us

identify top-performing flavors, explore new flavor possibilities, and refine areas requiring improvement in our menu.

## Lessons Learned

The feedback collected was not merely documented but actively integrated into operational adjustments and product offerings. Initial data from the first pop-up indicated that plain bagels, as well as the Lox and Nutella options, underperformed compared to expectations, whereas everything bagels and the veggie option demonstrated consistently high demand. In response, production strategies were recalibrated, with a reduction in the quantity of plain bagels and an increase in the preparation of everything bagels. Similarly, adjustments were made to ingredient sourcing, decreasing the supply of salmon while increasing avocado stock to meet the heightened demand for veggie bagels, ensuring inventory was optimally aligned with customer preferences.

We also learned that cold drinks like sodas and water didn't perform well at the pop-ups. This led us to consider adding coffee to our menu in future events, catering to our audience's tastes more effectively.

One of the most notable insights came from the Lox bagel. Many customers commented on the low price, considering its premium ingredients. As a result, we are considering raising the price, positioning it as a premium option while also increasing profitability.

Operational insights were just as valuable. After the Surf Fest, we realized that peak hours could overwhelm our team. To address this, we restructured the workflow at subsequent events, creating distinct stations for orders, preparation, and handoff. We also realized the importance of clear signage. Customers often hesitated, unsure of what we were offering. By introducing larger, more

visible boards and displays, we were able to engage customers more quickly and improve sales conversions.

Despite these improvements, peak periods still resulted in longer wait times, sometimes reaching 10–15 minutes. In reflection, we realized that adding a fourth team member or implementing a preorder system might streamline operations further.

We also prioritized feedback based on its potential impact on customer satisfaction and profitability. Changes like tweaking the bagel texture or adjusting the number of everything bagels were implemented quickly, as they directly enhanced the product and our bottom line. Suggestions for entirely new offerings were noted for potential future exploration but did not detract from our current focus.

Every pop-up emphasized the need for flexibility. We learned to adapt quickly based on customer feedback. For example, some local Portuguese customers were unfamiliar with the chewy texture of bagels, so we adjusted the recipe to suit local tastes while maintaining the authenticity of the product.

Financial discipline became a key takeaway. Our first event taught us to be more careful with budgeting, ensuring that we minimized waste and optimized our purchases for subsequent events. Additionally, we learned the importance of clear and effective marketing. Early on, some customers weren't sure what we were selling, so we made sure to improve our signage, which led to greater engagement and higher sales. We also noted purchase patterns, including repeat customers. Five individuals returned to buy more bagels (within the same event and on different days), a clear sign of satisfaction.

# Discussion

## Limitations

While this work project provides a strong foundation for validating the Kalma Bagel concept, several limitations emerged during the process. These highlight areas for refinement and point to future directions for exploration and growth.

### *Testing Environment Limitations*

The MVP testing was restricted to two primary locations: Nova Campus and the Beach Surf Festival. While these sites provided valuable access to a youthful, international demographic aligned with Kalma Bagel's initial target audience, they excluded other potential customer segments. Notably, older or more local Portuguese consumers, whose preferences might differ significantly, were not significantly represented. Furthermore, the pop-up events' brevity—lasting just two to five hours—limited observations of customer behavior across different times of day. This short timeframe provided a snapshot of consumer engagement but left several critical questions unanswered. For example, it remains unclear how peak foot traffic patterns might fluctuate throughout the day, whether lunch hours or dinner hours generate higher demand, and how these preferences vary across different customer demographics. Moreover, the short duration precluded the ability to capture the behavior of casual passersby who might not have been present during the event's limited window. In addition, these short pop-ups may have inadvertently excluded certain customer segments, such as working professionals who might only be able to visit after typical office hours or families who frequent food establishments during early evenings. The lack of data from these groups leaves a gap in understanding potential peak times and their corresponding sales volumes.

Future experiments should expand geographically and host a series of events across varied timeframes and days that would address these gaps, offering a more granular view of consumer behavior. For instance, a day-long event could reveal how morning commuters respond to breakfast options, how lunchtime crowds engage with savory offerings, and how evening patrons seek convenience or indulgence. A diverse dataset derived from such events would yield actionable insights into optimal operational hours, staffing needs, and menu adjustments for a permanent location. This approach would also enhance forecasting accuracy, providing a stronger foundation for both immediate and long-term strategic decisions.

### *Menu and Production Constraints*

The limitation discussed above originated from the direct relationship between production capacity and the size/capacity of our kitchen equipment, mainly the oven. This greatly constrained our ability to scale, with the current setup allowing for no more than about 100 bagels a day, even with intensive labor. Even with more staff joining the team, this limitation would persist because the capacity of the equipment limited how much more output was possible. This means being strategic regarding the capacity desired, as well as committing funds for kitchen infrastructure development, is needed for any meaningful, long-term production increases or efficiency gains.

The decision to limit the MVP to three bagel options—veggie, lox, and prosciutto—was consistent with the Lean Startup principles of simplicity and focus, as well as Kalma Bagel’s vision for a minimalist concept. However, this constrained menu restricted the ability to explore a broader range of customer preferences. For instance, the absence of more unconventional bagel options may have excluded a potentially lucrative niche market. Additionally, the operational limitations of pop-up events, which relied on non-cooking ingredients due to the lack of an on-site kitchen,

prevented the testing of popular options like the “bacon, egg, and cheese” bagel. Expanding the menu in future iterations to include both classic and innovative offerings could uncover untapped demand and significantly broaden Kalma Bagel’s appeal.

### *Scalability and Business Readiness Gaps*

While the MVP testing effectively validated demand within a controlled, small-scale environment, it left critical aspects of launching and sustaining a full-scale business unexplored. Scalability concerns, including supply chain logistics, labor requirements, and cost structures, were not sufficiently addressed. The transition from pop-ups to a permanent location introduces a host of challenges that were not simulated during this phase. For instance, consistent ingredient sourcing, the operational feasibility of maintaining kitchen capacity, and the financial sustainability of scaling remain unresolved and warrant deeper analysis.

Beyond operational considerations, the real-world challenges of starting a business were largely omitted from this testing phase. Issues such as securing funding, navigating food regulations, acquiring the necessary licenses, and setting up formal accounts were not part of the Lean Startup framework’s scope. Additionally, logistical hurdles, such as negotiating location leases and managing bureaucratic processes like trespass agreements, were left unexamined. These practical elements are vital to bridging the gap between an MVP and a fully functioning enterprise.

While the Lean Startup methodology excels at validating a concept and iterating quickly based on customer feedback, it offers limited guidance on these structural and regulatory aspects. This gap in preparation highlights the need for future entrepreneurs to complement lean testing with targeted research and planning for these foundational business requirements. Addressing these areas would

provide not only a more comprehensive validation of the concept but also a clearer pathway to transitioning into a sustainable, long-term venture.

### *Sample Data Robustness*

Although the study employed both qualitative and quantitative methods, data integration could have been more rigorous. Surveys, while insightful, lacked statistical significance due to modest sample size, and qualitative feedback, though nuanced, often lacked structured actionable insights. Future iterations should aim for larger, more diverse sample sizes and a more systematic approach to merging qualitative and quantitative findings.

### *Reflection on Limitations as Opportunities*

Importantly, these limitations are not barriers but stepping stones for Kalma Bagel's continued evolution. They underscore the iterative nature of entrepreneurship, where every insight, even a limitation, enriches the roadmap for growth. Addressing these constraints in future experiments will not only validate and refine the business model but also prepare Kalma Bagel for the complexities of scaling in Lisbon's competitive market.

## **Impact**

### *Introduction to Impact in Business*

The concept of the triple bottom line emphasizes that businesses should focus on three key areas: economic, social, and environmental impact. For a firm, economic impact pertains to job creation, stimulating the market, and ensuring profitability in a sustainable manner. In regard to social aspects, impact involves community wellbeing-fomenting local suppliers, contributing to charitable causes, or contributing value that enhances the quality of life for customers or

employees. Environmental impact aims to limit waste, develop new practices and processes, and cut the carbon footprint associated with business operations (Miller 2008). For Kalma Bagel, these dimensions define the role a business can play in driving positive change.

However, achieving and sustaining such impact requires a foundation of financial success. Profitability provides the resources to invest in impactful initiatives without compromising stability. As Porter and Kramer (2011) point out with their Shared Value, financial success and social impact are interrelated; businesses that demonstrate robust economic performance can effectively drive change while creating value for all stakeholders. To Kalma Bagel, successfully building a business is actually about growth in enabling capacity to innovate and give back to the community.

### *Strategic Value of Impact*

Creating impact is not just about social or environmental causes; it has real-world benefits that help a business thrive in the long run. Impactful work builds customer trust, loyalty, and brand equity. Today's consumers are more likely to support businesses that show social responsibility. Companies with strong CSR programs retain more customers and are preferred by customers over other companies (van Doorn, Onrust, Verhoef, and Bügel 2017).

Kalma Bagel might not be as impactful in the traditional sense, as the business mainly revolves around the selling of bagels. However, at the same time, by innovating within its operations processes, it seeks to meaningfully contribute to social and environmental objectives while remaining economically viable.

This is much more about actual, authentic impact rather than using this as a marketing tool to attract customers. Many businesses make a lot of noise over their impact initiatives in the hope of consumer approval; Kalma Bagel performs the opposite, putting more weight into authenticity of action versus performative. This would include everything from partnerships with local suppliers to minimizing environmental footprints and giving back to the community through donation programs. By embedding these values into its business model, Kalma Bagel is ensuring that impact becomes a part of the identity, rather than an afterthought or even a branding strategy.

### *Commitment to Community and Sustainability*

Kalma Bagel is exploring several initiatives to develop its social and environmental impact in a positive manner.

#### 1. Partnerships for Ethical Sourcing and Community Giving

Sourcing ingredients from locally sourced farmers and suppliers in order to support community economics while ensuring fresh, superior ingredients that enhance the customer's experience.

As well as establishing donation programs in collaboration with local Lisbon based organizations to combat food insecurity. Potential collaborators include the Banco Alimentar Contra a Fome, ReFood, and Comunidade Vida e Paz. Studying the possibility of partnering and making donations to this and other related organizations to help reduce food waste and, at the same time, make a positive contribution to the community.

#### 2. Creative Waste Management

In support of the circular economy and turning what is considered waste into another revenue stream, Kalma Bagel will strive to reinvent their waste management by clever ways to repurpose and avoid food waste stemming from bagels. Such as turning leftover bagels into chips, croutons, and the like. This strategy meets the brand on its promise of innovation and sustainability, while helping to eliminate food waste. Additionally, bread and bagel food waste can be recycled and used to produce alcohol, such as beer, gin or other creative solutions. Kalma Bagel will explore this in the future as another revenue stream, which would add yet another inventive and long-term business opportunity. By providing a new solution to the major problem of food waste, Kalma Bagel shows its commitment to sustainability and product diversity.

### 3. Community Engagement and Future Growth

We are planning on running entrepreneurship and sustainability workshops, involving any likeminded individuals as well as in a more targeted fashion, outreaching to local schools. These workshops should cover specific practical skills, like baking, and sustainable methods of storing food to prevent waste. In this process, building collaboration and shared ownership, the objective is that real, positive change becomes inspired for better and closer connectivity within the community and developing a culture of resourcefulness. Hosting such workshops is not just another possible way for additional revenue, but also an opportunity to help educate our community and build an even more emphasized brand identity and vision.

### 4. Profit Allocation for Social and Environmental Causes

Another topic that has been discussed from the start was a more straight-forward way of giving back by supporting key environmental and societal non-profit organization. As we move forward, we hope to be able to dedicate a portion of our profits (5-10%) each month to a new organization

that we are aligned with. This creates a broad channel for connecting with a clientele that cares about social and environmental issues. By aligning our motivations with impactful actions, we emphasize our commitment to making a positive difference beyond the business.

Through such initiatives, Kalma Bagel seeks to conjoin profitability with purpose in proving that businesses can have a significant social and environmental impact while creating growth and fostering innovation. This commitment underlines our vision of being a force for positive change in our community and beyond.

## Entrepreneurial Journey

At the heart of Kalma Bagel is a journey that started in the classrooms of Nova SBE. As students and friends, we shared a vision to bring authentic bagels to Lisbon, where they seemingly were absent. With an ambition to take what was learned in an academic setting and transfer it to the world, this vision turned into reality. The road from idea to execution involved trial, error, and learning, but has been led by the ambition to collectively create something from scratch. Each phase of our development has been done with purpose and enthusiasm, from brainstorming the company name to launching our pop-up stands.

Before launching, we applied the detailed validation processes learned in class. This encapsulated finding the gap we plan on filling, market research, developing customer personas, customer surveys, and most importantly, product validation. These tools helped us provide a steady foundation to what would become a venture.

Experiencing challenges like perfecting the bagel recipe, discovering our brand identity, and organizing and arranging pop-up events taught us resilience and emphasized the importance of

planning strategically. Initially, we naturally had to balance cost with quality and learn that choices in ingredients and preparation affected the outcome, in terms of flavor and overall operations. Each test and iteration of our product brought us closer to our ideal bagel, one that met our high standards and was also appealing to our customers. By adapting quickly, we learned to scale our operations up or down based on real-time sales and customer interactions. Eventually, appeal grew and our operational waste diminished.

A major complexity in this project was dealing with financial management: to start, we applied school knowledge and advice to better navigate budget constraints and resource allocation. Balancing cost with quantity, as mentioned, was a skill we had to hone to drive margins up while remaining consistent to the essence of what makes our bagel special: its quality. Each financial decision was taken into account and noted, highlighting the importance of being vigilant in this regard: every detail counts. This practice, while being undeniably pivotal to this project, also allowed us to enrich our general financial literacy and understanding of the intricacies in running a business.

When it came to marketing, we looked at segmentation, targeting, and positioning (STP) in order to create a broader reach. While there is still much room for improvement in this department, we took information from our studies to set a base. By crafting a narrative and promoting a unique brand identity in Kalma, we better connected with our followers and shaped our image. We were able to also connect with countless other businesses, both established, and up-and-coming like ourselves. We realized that simply reaching out and expanding our network could present us with limitless opportunities, such as funding, collaborations, and even just sage council.

The importance of community early on became a noticeable cornerstone of the project. We discovered that people and businesses are eager to offer their expertise and experience if one just asks. This openness facilitated practical factors of the project but also offered much motivation and moral support. In terms of Kalma's relation to the community, we've interacted with thousands of people through pop-ups and other meetings. These platforms let us introduce our bagels to the world and also help us hone our customer engagement; interactions became feedback, and prompted us to continuously adapt our operations and approach. Implementing feedback helped improve our customer relations along with actually fine-tuning the product based on their comments; being open on our end and listening provides a comfort and accessibility that can be hugely beneficial for our professional ventures like Kalma Bagel, and also in our personal lives.

Moving from theory to practice proved to be complex and brought a steep learning curve. Our academic research and first forecasts provided an umbrella of understanding, but the real test came when we implemented our learnings in the marketplace. We refined our business model according to operational learnings and customer feedback, which accounted for a good amount of innovation.

Our team's diversity - from Vincent's market insights to Daniel's financial acuity and finally Arno's creative strategies, we brought the Kalma brand to life and fostered a dynamic environment. This synergy enabled us to anticipate challenges and adapt accordingly, transforming hurdles into growth and innovation.

Kalma is more than just a business venture: it's the result of academic knowledge and circumstance, entrepreneurial spirit, and real-world experience. Moving forward, we will take the foundations on which the project was built and continue to grow, aiming to expand throughout Lisbon and potentially farther.

## Conclusion

Kalma Bagel began as a simple question: could artisanal bagels find a place in Lisbon's diverse culinary landscape? This work project set out to answer that question with a blend of academic rigor, entrepreneurial creativity, and practical testing. What emerged was not just a validation of a concept, but a deeper understanding of how new ideas can resonate with an audience when introduced through thoughtful experimentation and adaptability. The project's MVP phase provided clear evidence of demand, with strong interest from international consumers and a promising opportunity to engage Portuguese audiences more effectively in the future.

More than just a business venture, Kalma Bagel reflects the dynamic interplay between theory and practice. By applying Eric Ries' Lean Startup Framework, the team demonstrated the transformative power of iterative learning and rapid feedback loops. Each stage of the project—from market research to pop-up events—highlighted the importance of listening to customers and responding with agility. These principles extend beyond Kalma Bagel, offering valuable outlooks for entrepreneurs navigating the uncertain waters of early-stage ventures.

However, no venture operates in a vacuum, and this project is no exception. Limitations such as the small sample size of the MVP testing, the short duration of pop-up events, and the lack of longterm financial forecasting leave certain questions unanswered. A deeper dive into sustained consumer behavior, competitive responses, and operational scalability will be critical as Kalma Bagel moves from concept validation to formal market entry.

Looking forward, the roadmap for Kalma Bagel involves more than just scaling up; it requires addressing logistical challenges, optimizing the customer experience, and crafting a brand narrative that resonates across diverse demographic groups. These steps are not merely about selling

bagels—they represent a broader exploration of how niche food ventures can thrive in a competitive and culturally rich environment like Lisbon.

Ultimately, this project exemplifies the intersection of theory and practice, where classroom insights meet the challenges of the real world. It is a testament to the value of experimentation, resilience, and adaptability in entrepreneurship. The lessons learned here extend beyond Kalma Bagel, offering a blueprint for other aspiring entrepreneurs seeking to transform ideas into impactful ventures. As Kalma Bagel continues its journey, it serves as a reminder that even the simplest of products can inspire profound entrepreneurial insights—one bite at a time.

## Individual Contribution – Vincent Van der Linden

### Market Research

The first step of the journey was to research the trends and characteristics of the Lisbon food market to gauge the possibility of a bagel shop infiltrating it.

#### *Lisbon's Food Landscape*

In “Shaping the city through food: the historic foodscape of Lisbon as a case study” by Mariana Salvador, she examines how systems in the food space have influenced Lisbon’s urban design (Salvador 2019). Historically, pre-industrial cities such as Lisbon were built with proximity to food sources which in turn created the urban layout and general structure. As industrialization has become more prominent, local food source reliance has diminished.

In other words, Lisbon has been home to massive changes in the culinary world, with countless global influences. While there has been a surge in supermarket and commercial presence, trends have also risen to spotlight the importance of local food sourcing and tradition (Salvador 2019).

These trends reflect a willingness to accept gourmet and global flavors if they align with the maintaining of local culture. A community focused model helps engage locals in a way that feels authentic, hosting events and creating partnerships with vendors to showcase local products.

Bagels could fit into a market that is constantly expanding for international foods, as long as they are locally conscious. Locally sourced ingredients - such as cheese and cured meats - can appeal to a newcomer and to a local palate: innovating existing products while embracing tradition.

Lisbon is home to many initiatives regarding sustainability and ethical Portuguese production: urban gardens, farmers markets, movements to save food waste, etc. The Saloia region has supplied Lisbon's produce for generations, so looking to native vendors for vegetables and local grains could help an incoming shop stand out. Along with the practice itself, being transparent about where ingredients come from by implementing one's own sustainability efforts resonates with consumers, as they are starting to become more environmentally conscious not only in Portugal, but globally. To do so, a business can package sustainably, minimize food waste, and partner with organizations dedicated to helping food insecurity and other crises.

On a general note, there are ideals a new bagel shop must take into account: ethical sourcing, respecting tradition and local communities, etc. Salvador's research indicated that Lisbon is grounds for transformation if the new venture takes the above into account (Salvador 2019).

Within the umbrella of overall food landscape and trends, Lisbon's bakery and café scene has also been subject to evolution. The market comprises a diverse mix of traditional bakeries, patisseries, and more modern, international cafés - this group appeals to locals, expats and tourists alike. But how viable is a bagel shop?

An analysis is needed to examine the differentiation between types of “bakery” establishments, consumer preferences, the competitive landscape, and challenges for a new venture within this business sector.

As aforementioned, one can separate the bakery and café market into three main types of establishments:

1. Traditional, local bakeries

These are smaller, more quaint shops that are many times family-owned and operated. They have been staples in Lisbon communities for years and have thus accumulated a loyal customer base through consistency and often pricing. Along with freshly baked bread, they tend to offer classic Portuguese pastries such as pastéis de nata, pão de Deus, etc. as well as distinguished meal options. These bakeries have indoor seating and are open for large periods of time to cater to breakfast, lunch, and afternoon snack audiences.

2. Patisseries

Patisseries are similar to traditional bakeries, however, are deemed more upscale and luxurious than the latter. They offer higher-priced pastries and desserts, sometimes blending Portuguese and French techniques to create more delicate sweet items.

3. International-Style Cafés:

Brunch culture has been making its presence increasingly known globally, and Lisbon is no exception. These spots have countless options such as croissants, breads, breakfast and lunch

platters, and occasionally bagels. It seems they are less catered to the local population and geared towards the city's growing tourist and expat demographics, who are more familiar with brunch.

Residents and tourists both show preferences for traditional Portuguese pastries, but locals seem to value fresh, locally produced ingredients to a higher extent, emphasizing the importance of artisan quality. Traditional bakeries remain present in the food ecosystem thanks to their loyal customer base, despite larger chains establishing themselves in Lisbon.

However, from a business standpoint, there exists an opportunity for non-Portuguese items and alternatives that are deemed as healthier to stand out in the market. Items like avocado toasts, sourdough bread, and croissants - while not Portuguese - have become major. Though bagels have not achieved the same level of popularity as the above examples, international flavors are being welcomed at an emerging pace, suggesting a possible market gap for them.

### *Competitors*

The competitive landscape is dense and varied in Lisbon. Large chains such as Padaria Portuguesa have strong presences, with their scale and accessibility making them extremely popular to both locals and tourists. While they do not focus as much on artisanal or niche products, they do have a handful of traditional ones, which helps them maintain an edge.

Artisanal bakeries also pose potential competition, as they source high quality ingredients and emphasize artisanal baking methods. They focus on authenticity, quality and sustainable sourcing, which sets them apart from larger chains and gives them access to an increasing health-conscious demographic. International cafés, or the brunch restaurants, demonstrate that customer expectations have shifted from purely traditional and that there is a market for non-Portuguese

products, as tourists will seek something familiar and locals can also venture outside of their comfort zone for different food options; thus, they also pose competition.

Other similar businesses that are not necessarily the same, but still baking-specific are sandwich shops. The existing market for sandwiches shows that consumers value fresh, high-quality ingredients with international flavors, something a bagel shop aims to offer as well. In order to compete, a new bagel shop may need to emphasize the distinct qualities of a bagel, highlighting unique ingredient combinations and standing out as more of a breakfast item complementing Lisbon's café culture; also, by being a unique and less explored concept in the Portuguese market, it may attract adventurous customers eager to experiment with less frequented foods.

Finally, the most vital players in the competitive landscape are the already existing bagel shops in Lisbon: Raffi's Bagels and Rhodo Bagels. Raffi's Bagels offers "New York-style" bagels with various flavors and sandwich options. It has 2 locations in Lisbon, and the items are reasonably priced, though not impressive. It also lacks a warm, inviting ambiance: their setup - empty with no real brand identity - doesn't quite capture the sensory experience, which is what many customers seek in a true bakery.

Rhodo, on the other hand, caters more to Lisbon's brunch crowd, with a unique seating set-up and more of a visual indication that it sells bagels, versus Raffi's where you can barely see what their main product is after walking in. Rhodo is located in a more bustling location for international populations: Santos. The quality of their bagels is high, but so are the prices - and although the product is solid, it lacks the welcoming atmosphere that makes a bakery feel like a community - same as Raffi's. Both bagel shops are missing the soul and essence of a true bakery: visual and physical warmth in the store, community engagement, and overall vibe - an intangible of sorts, but

necessary. This offers a key opportunity for a new bagel shop to differentiate itself. The design and layout of our physical shop will be prioritized. While the product is what needs to stand out in a new venture, one cannot underestimate the importance of atmosphere in the service space, where physical appearance is vital to the business' general image and success.

Taking this all into account, it is important for Kalma to distinguish itself while also identifying with existing subcategories in the baking world. Kalma needs to distinguish itself as an artisanal bakery with an international twist, emphasizing high-quality ingredients, unique flavors, and a warm atmosphere, with international appeal: bagels. This approach would cater to locals and tourists alike, introducing a space with the actual authenticity currently missing in the bagel scene.

Below is a table showcasing different characteristics our main competitors have, as well as Kalma itself. As a disclaimer, columns like "Product Quality" and "Atmosphere" are subjective and are based on observation, thus not making this table entirely accurate. It is solely to help visualize a comparison.

Table 1. Competitive Analysis

	Raffi's Bagels	Rhodo Bagels	Kalma Bagel
<b>Type of Bakery</b>	Bagel Shop	Bagel Shop	Bagel Shop
<b>Location</b>	Campo de Ourique	Santos	N/A
<b>Price Level</b>	Medium	High	Medium
<b>Product Variety</b>	High	Medium	Low
<b>Product Quality</b>	Medium	High	High
<b>Unique Offerings</b>	Extensive: 20+ bagel sandwich options	High-quality brunch aesthetic (8-10 items)	Authentic, high quality yet simple menu (5 items)
<b>Variety</b>	High	Medium	Low
<b>Atmosphere</b>	Functional	Trendy	Inviting, Authentic
<b>Customer Base</b>	Locals + tourists	Locals + tourists	Locals + tourists

After doing this analysis, it can be deduced that what Kalma must exploit is the medium price range for our offerings, its simplicity, and its authenticity, as previously mentioned. Naturally, since we do not have a physical store, the location is a prime factor in the potential success of the business and also needs to be considered.

Kalma aims to have moderate pricing to compete with more expensive other options, and also not be too far-fetched for a normal coffee shop goer, who might be looking to spend less. We aim to have high product quality as our operations develop, sourcing ingredients from local places and emphasizing transparency in this practice, highlighting Portuguese food producers. In terms of variety, Kalma Bagel aims to have enough variety that we appeal to different dietary needs, having meatless, with meat, with fish, and sweet options on the menu, while also restricting the total item count to 5 bagels. As further discussed in the Product Development portion of this report, simplicity

is what we believe is helpful both from a consumer standpoint (in this industry) and from an operations standpoint. Finally, the standout factor for Kalma Bagel is its authenticity. Along with the ethical ingredient sourcing and connection to local producers, we want to implement a traditional New York feel to what is a tradition in that region (bagel shops) while also incorporating Portuguese facets into the design and brand identity. This will help create an appeal for both international and local visitors, who may be searching for reminders of home as well as representations of Portuguese culture.

### *Market Viability*

In order to evaluate the market viability of a bagel shop in Lisbon, one needs to calculate the Total Addressable Market and the Total Attainable Market (Serviceable Addressable Market and Serviceable Obtainable Market). The Addressable market refers to the theoretical total demand for bagels without considering other constraints such as competition. Attainable market, as the name suggests, is what is realistic for a bagel shop to capture, taking into account all other factors. By examining target demographics and potential market size, coupled with insights we've made about the competitive landscape, this analysis will show an assessment of how viable the opportunity is. An important note for the following is that although there is opportunity to move into a B2B space, the research is conducted based on a B2C model in order to provide a clearer perspective in terms of an average consumer's behavior.

#### 1. Total Addressable Market (TAM)

For the Total Addressable Market, we decided to restrict our reach to the scope of Lisbon to start. Eventually, expansion to other cities and countries is a goal we'd like to achieve, but for the sake of simplicity in the following calculations, solely the entirety of Lisbon must be taken into account,

including young professionals, students, expats, tourists, etc. Lisbon has an estimated population of 2.8 million people, including the metropolitan area. The urban and younger populations are increasingly interested in international and artisanal foods; considering the inclusion of healthconscious individuals, we can estimate that 22% of the metro population (around 616,000 people) could be potential suitors for customers at a bagel shop.

According to Serviço de Estrangeiros e Fronteiras, the city hosts approximately 118,947 foreign citizens with residence - or expats - which are also many times in search of familiarity when dealing with food (SEF 2021). Brazil, France, and Italy were amongst the countries with the most expats in Lisbon, which all partake in hefty bread consumption in their traditional eating habits.

Finally, Lisbon welcomed 18.76 million visits in 2023 from international and domestic tourists (INE 2009). Assuming a conservative estimate of 5% for trying bagels, an approximate potential tourist customer base could be 937,800 annually.

Combining the above figures, the Total Addressable Market for potential bagel consumers can be estimated at around 1,672,747 individuals.

Given a mix of sandwiches, beverages, coffee, and potential bagel purchases in bulk, an estimated spending per visit would be around 6.23 euros, according to our financial reports in the later stages of the work project. For customer frequency, one must take into account a couple factors: tourists, who in their stay may visit the shop on average once a year, and a mix of locals and visitors who may come by on average once a month, or 12 times a year. Since tourists make up the majority of the Total Addressable Market (937,800 out of 1,672,747, or around 56%), the all-inclusive purchase frequency will be on average 6 times a year.

For the Total Addressable Market, the revenue can be broken down as follows:

$$TAM = 1,672,747 \text{ Total Consumers} \times 6 \text{ Average Visits} \times 6.23\text{€} \quad (1.1)$$

$$TAM = 62,527,283 \text{ €/year} \quad (1.2)$$

This TAM assumes a broader potential market value if every single target consumer frequented the shop consistently under these pretenses.

The Total Attainable Market considers more focused factors like competition and actual market penetration rates to give a more realistic estimate of market potential a bagel shop can capture. It can be broken down into Serviceable Addressable Market (SAM), and Serviceable Obtainable Market (SOM).

## 2. Serviceable Addressable Market (SAM)

The SAM is defined as a segment of the Total Addressable Market that can actually be targeted given the business model, product offering, and resource availability. It describes the market that is feasible for Kalma to serve, both operationally and geographically.

The SAM is a subset of the 62,527,283 euros received from the TAM calculation. Because this shop's operations will be centered in central Lisbon and cater mostly to a young professional or urban consumer base, a realistic percentage for the SAM might be between 5-10% (for the sake of calculation, let us be conservative and say 5%).

$$SAM = 62,527,283 \times 5\% \quad (2.1)$$

$$SAM = 3,126,364 \text{ €/year} \quad (2.2)$$

## 3. Serviceable Obtainable Market (SOM)

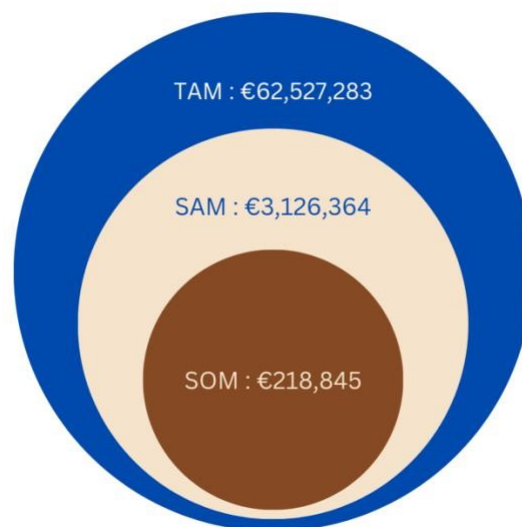
The Serviceable Obtainable Market (SOM) describes how much can be realistically captured within the first few years of launching. It considers the competition, marketing strategy, brand recognition, and other servicing capabilities.

Not only will Kalma have to compete with established food venues, it needs to also build its own reputation: consumer trust and loyalty. To be conservative, let us assume a low initial capture rate: 7% of the SAM.

$$SOM = 3,126,364 \times 7\% \quad (3.1)$$

$$SOM = 218,845 \text{ €/year} \quad (3.2)$$

This SOM aligns with a realistic goal of a new bagel shop entering a competitive market in Lisbon. However, it is a conservative estimate, and Kalma intends to stand out in multiple ways to ensure growth and expansion. This SOM is an achievable goal that allows us to measure success as we begin to establish the Kalma brand - potentially with new locations, offerings, merchandise, and online income streams.



*Figure 1. Market Viability*

### *Customer Personas*

In the vibrant culinary landscape of Lisbon, it is important to address diverse customer profiles in order to help refine Kalma's approach; with unique preferences come unique needs. The following three personas demonstrate different characteristics and tendencies that will need to be addressed:

**Local Lisbon Professional:** Joana, a Portuguese woman between 30 and 40 years old, represents the dynamic lifestyle of a professional, living in Campo de Ourique and working in Lisbon's corporate or technology sectors, where she is thriving. As a middle to upper management professional, she packs her days and values meals that are both quick and of high quality. Joana passionately seeks new dining experiences that zero in on authenticity and artisanal preparation. Her preferences lean towards international cuisine that incorporates local ingredients because she supports sustainable practices and local businesses: this choice shows her commitment to the community. Joana often chooses grab-and-go options during her busy workweek, and she does not compromise on culinary quality. She is particularly drawn to establishments that offer a fast, yet genuine eating experience and she concerns herself with the authenticity of international dishes changed for quick service.

**Expat/Student in Lisbon:** An important demographic resides near Lisbon's busy business centers, and this includes Alex who is a male expat from North America or Northern Europe aged 18-35. Alex actively seeks a semblance of his ethnic roots through food and desires to explore local adaptations. His ideal eatery is one that balances a calm comfortable environment with the convenience of quick service, which makes him a frequent visitor of cafés in which he can enjoy a meal and occasionally relax or work remotely. His concerns involve finding food spots that prioritize quality without an overwhelming rush or bustle. This being said, he may be interested in a grab and go food spot near a nice outdoor seating space, whether public (i.e. a park) or set up by the shop.

**Short-term Tourist:** Emily is a tourist between the ages of 23 to 40 years old from either Europe or North America who is visiting Lisbon for a few days. She is in the city on a tight schedule while

touring the cultural attractions, hence interested in finding out where locals eat so she can quickly understand Portuguese food without taking too much time from her sightseeing. She does most things based on recommendations from travel blogs and social media and prefers restaurants that are easy to reach and convenient. In Emily's case, it is about novel food possibilities, like bagels with a Portuguese touch, because she would want to get the most out of her dining experiences in the shortest possible time. Most of her concerns will be to locate places where she can have not only good food, but also prompt service.

Joana, Alex and Emily highlight the varying needs Kalma Bagel needs to address to serve its potential customer base. Joana and Emily are suited for a quick, grab and go service model, looking at the combination of accessibility, speed, and local flavors. Alex presents a slight adaptation, as he prefers a more tranquil dining space where he can potentially spend larger amounts of time. This signifies Kalma's need to be open to adaptation and innovation, incorporating things like outdoor seating to allow for relaxation without compromising the shop's bustling pace, one we think is necessary for an authentic bakery. With strategic setups like this, Kalma can work to cater to a broader audience, enhancing overall customer satisfaction and strengthening its appeal in the Lisbon food market.

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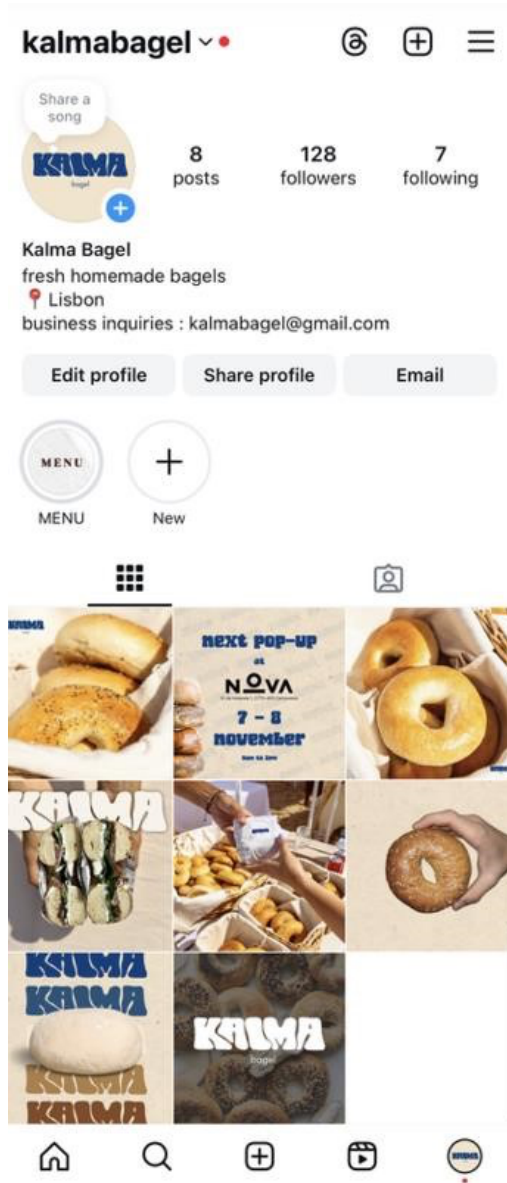
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# Appendices

## Appendix 1



Instagram feed of @kalmabagel

## Appendix 2



Pop up event at Nova Surf Festival

# KALMA

bagel

## basic 3.5€

cream cheese  
queijo creme

## veggie 5€

cream cheese | avocado | feta | lemon juice  
queijo creme | abacate | feta | sumo de limão

## prosciutto 7€

cream cheese | prosciutto | parmesan | greens | balsamic  
queijo creme | presunto | parmesão | verduras | balsâmico

## lox 7€

cream cheese | salmon | tomato | red onion | dill  
queijo creme | salmão | tomate | cebola roxa | endro

## nutella 3€

---

água 1€

coca-cola 1.5€

coca-cola zero 1.5€



@kalmabagel

Kalma Bagel Menu



Kalma Bagel payment links

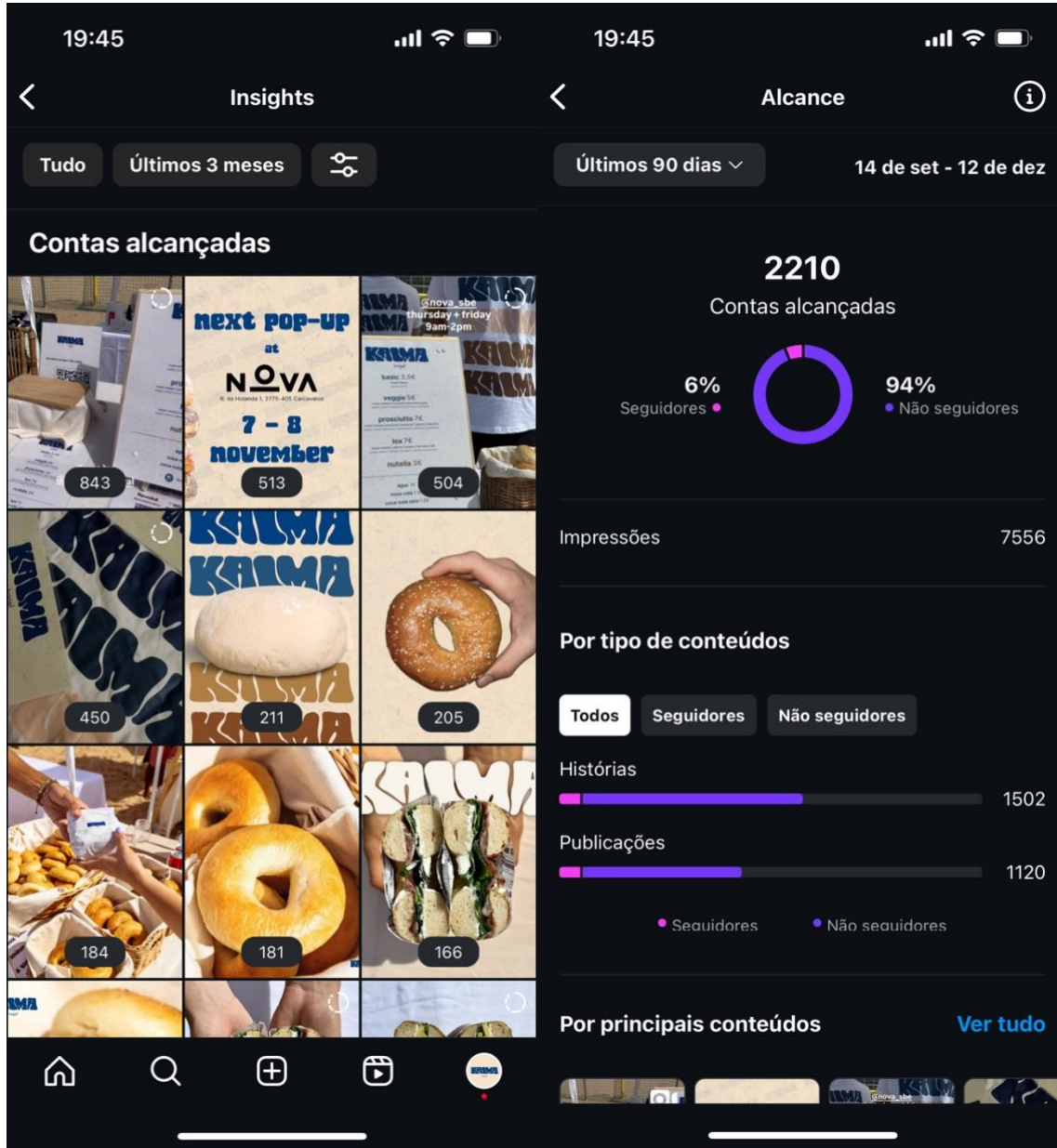
**KALMA**  
bagel

stay kalma and get a free cookie



Feedback form

# Appendix 3

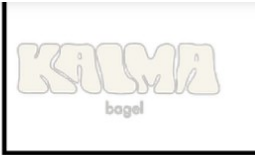


Instagram insights



Kalma Bagel IG most liked post

Survey:



**how often do you eat breakfast or brunch? \***

- everyday
  a few times a week  
 rarely
  never

**what kinds of foods did you eat for breakfast in the last week? \***

**do you typically prefer sweet or savory options for breakfast or brunch? \***

- mostly sweet (e.g., pastries, fruit, jam)
  mostly savory (e.g., eggs, cheese, avocado)  
 a mix of both
  Other

**how often do you eat bread? \***

- daily
  a few times a week  
 once a week
  rarely  
 never

**what do you usually put on the bread? \***

**how often do you eat food outside your home? \***

- daily
  a few times a week  
 once a week
  rarely  
 never

**what time do you get food outside your home the most? \***

- before 10:00
  10:00 – 12:00  
 12:00 – 14:00
  14:00 – 17:00  
 after 17:00

**when was the last time you got breakfast/brunch at a cafe or restaurant? \***

- within the past week
  within the past month  
 within the past 3 months
  over 3 months ago

**average amount (in euros) you usually spend per visit when going out for breakfast/brunch? \***

**when was the last time you got lunch at a cafe or restaurant? \***

- within the past week
- within the past 3 months
- within the past month
- over 3 months ago

**what factors influence your choice of breakfast/brunch in Lisbon? \***

- price
- variety
- healthiness
- Other
- taste
- convenience
- availability of local ingredients

**what is your preferred way to get food when you go out? \***

- dine-in
- delivery
- takeaway
- Other

**what do you think is missing from the current food scene in Lisbon (or your current city)?**

**what would be your ideal breakfast or brunch experience?**

**when was the last time you had a bagel? \***

- never had a bagel
- within the past month
- within the past year
- within the past week
- within the past 3 months
- over a year ago

**what do you think of bagels? \***

**almost there! just a couple more questions about bagels!**

**what would you imagine a bagel tastes or feels like? \***

**which of these would make you more likely to try a bagel? \***

- free sample
- local flavors
- attractive store front
- Other
- discount offer
- friend's recommendation
- social media buzz

**what ingredients would you like to try a bagel with? \***

**average amount you'd be willing to spend when buying a bagel sandwich? \***

**what would make a bagel shop stand out to you in Lisbon?**

**almost there! just a couple more questions about bagels!**

**to what extent are you interested in bagels? \***

- very interested
- neutral
- not interested at all
- somewhat interested
- not very interested

**your favorite time to have a bagel? \***

- before 9am
- 11am-2pm
- after 5pm
- 9-11am
- 2-5pm

**what are your favorite ingredients to have in or on a bagel? \***

**if you were to substitute a bagel for another food item, what would it most likely replace? \***

- toast with toppings
- pizza
- burger
- pastry (e.g., croissant, pastel de nata)
- cookie or other sweets

Other

**what makes a bagel shop stand out to you?**

## demographics

**age \***

**gender \***

female

male

Other

**nationality \***

**where do you currently live? (e.g. neighbourhood in Lisbon) \***

**if you have any comments, suggestions, or tips to help us create the ultimate bagel experience in Lisbon, we'd love to hear them!**

**enter your email to be the first to get updates about our bagel shop!**

example@example.com