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**Executive Summary:**

[Bella’s Kitchen] is a full-service al fresco bistro located in a [cozy district] in the city of [South Burlington]. The bistro has a dining and a café section that highlights a dessert bar and a stage for live performers.

[Bella’s Kitchen] features a menu that offers a variety of comfort food inspired by [Asian cuisine]. In addition, the bistro offers milk tea, which is popular in Asian communities. The food and drinks are made affordable, and the recipes are fine-tuned to suit the American taste.

**Company Overview:**

**Mission Statement: [**Bella’s Kitchen] aims to provide a sophisticated yet casual dining experience as well as entertainment for the thousands of residents and tourists in South Burlington.

**Philosophy: [**Bella’s Kitchen] cherishes loyalty and is committed to serving with passion, integrity, and excellence. These core values and beliefs allow the bistro to overcome challenges and attract opportunities.

**Vision: [**Bella’s Kitchen] seeks to establish itself as an institution that continually partners with the community for the development of [South Burlington].

**Outlook:** Humans naturally look for something special, which is why customers are willing to pay for a sensual meal. The many residents and tourists in [South Burlington] might already be satisfied with the local favorites, but they will be certainly intrigued when they discover a new bistro that offers something different — an Asian-inspired al fresco dining experience.

**Type of Industry:** Food Industry

**Business Structure:** Sole Proprietorship

**Ownership:** Sole Proprietorship, [Jo T. Wise]

**Start-Up Summary**: The total start-up cost for [Bella’s Kitchen] is worth [$132,721.26]. The owner will invest an amount of [$100,000.00] and another investor will credit [$13,335.00]. The remaining [$19,386.26] required investment will be raised when another investor is interested in buying the [bistro’s bonds]. The working capital amount of [$113,335.00] will be used for operational expenses, payroll, supplies, and equipment.

|  |  |
| --- | --- |
| **Start-Up Funding** | |
| Start-Up Expenses | $ 30,360.06 |
| Start-Up Assets | $ 102,361.20 |
| **Total Funding Required** | **$ 132,721.26** |
|  | |
| Assets | |
| Non-Cash Assets from Start-Up | $ 38,938.35 |
| Cash Requirements from Start-up | $ 52,888.65 |
| Additional Cash Raised | $ - |
| Cash Balance on Starting Date | $ 10,534.20 |
| **Total Assets** | **$ 102,361.20** |
|  | |
| Capital | |
| Planned Investment | |
| Owner | $ 100,000.00 |
| Other | $ 13,335.00 |
| Additional Investment Requirement | $ 19,386.26 |
| **Total Planned Investment** | **$ 132,721.26** |
| Loss at Start-Up (Start-Up Expenses) | $ 30,360.06 |
| **Total Capital** | **$ 102,361.20** |
| Liabilities | $ 30,360.06 |
| **Total Capital and Liabilities** | **$ 132,721.26** |
|  | |
| **Start-Up** | |
| Requirements | |
| Start-Up Expenses | |
| Rent Deposits | $ 3,052.54 |
| Advertising | $ 5,690.57 |
| Legal Fees | $ - |
| Staff Training | $ 3,683.84 |
| Insurance | $ 5,449.84 |
| Other | $ 12,483.27 |
| **Total Start-Up Expenses** | **$ 30,360.06** |
|  | |
| Start-Up Assets | |
| Cash Required | $ 51,725.41 |
| Start-Up Inventory | $ 11,697.44 |
| Other Current Assets | $ 13,921.09 |
| Long-Term Assets | $ 25,017.26 |
| **Total Assets** | **$ 102,361.20** |
| **Total Requirements (Total Start-Up Expenses + Total Assets)** | **$ 132,721.26** |

**Management Team:**

|  |  |  |
| --- | --- | --- |
| **Management Team** | **Role/Function** | **Skills** |
| Amanda J. Hollis | Accountant | Business Accounting and Communication |
| Michelle J. McLean | Bistro Manager | Delegation, Communication, Problem-Solving, and Administrative |

**Short- and Long-Term Goals and Milestones:**

|  |  |
| --- | --- |
| **Short-Term Goals** | **Milestones** |
| - Secure a location for the bistro | - Completed on January 16, 2019 |
| - Completely furnish the bistro | - In progress; lacking cash |
| **Long-Term Goals** | **Milestones** |
| - Recruitment of kitchen staff | - In progress; interviews are still ongoing |
| - Advertise on local radio station | - Meet with the producer on February 22, 2019 |

**Products and Services**

**Product/Service Description: [**Bella’s Kitchen] is a bistro that boasts affordable Asian-inspired cuisine to casual diners. The bistro emphasizes an al [fresco dining experience] with an ambiance that is aromatic and enriched with soft music. The coveted dessert bar serves a wide range of fresh desserts and baked goods that complement the main course.

**Value Proposition: [**Bella’s Kitchen] always prioritizes the quality and presentation of the dishes. To ensure quality production, the kitchen staff are constantly provided with fresh ingredients that are bought from the local farmer’s market. With the combination of good food and live entertainment, the customers will surely be inspired to visit regularly.

**Pricing Strategy: [**Bella’s Kitchen] leans toward an affordable price that should fit the budget of the residents of South Burlington. However, the customers should still enjoy the premium taste of each dish, which is guaranteed by providing the kitchen staff with fresh ingredients every day.

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**Execution**

**Marketing Plan: [**Bella’s Kitchen] plans to entice the whole community by taking advantage of the [bistro’s] strategic location. The bistro desires to be part of any community development projects in hopes of building strong and long-lasting customer relationships. As for new customers, the bistro’s food and service will speak for itself since the bistro believes that the customers’ decision to repeat business is based on the quality of their first experience.

**Market Research:** The key to reaching the market is through excellent positioning. Though South Burlington has local favorites that are anchored in the community’s heart, the city is big enough to support another bistro that offers good food, service, and entertainment. Another key is the rising demand for nutritious, high-quality food — an apparent trait of Asian cuisine.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SWOT Analysis** | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| Bella’s Kitchen | * Strategic location * Offers excellent food and customer service * Unique concept * Expert kitchen staff | * Still new in the business * Doesn’t have the financial capability to compete against established franchises | * The community supports the need for a unique bistro * The increasing demand for healthier options | * Economic downturn * Unfavorable government policies |
| Turnip the Beet | * An established franchise * Cheap dishes | * Poor service quality * Unpopular locally | * Customers who value affordability over the quality of food | * Other bistros that offer better service and high-quality dishes |
| Tequila Mockingbird | * Currently the most popular bistro in South Burlington | * Has yet to expand globally | * Higher chance of getting recognized by tourists first because of local popularity | * Other bistros that are expanding their businesses faster |

**Marketing Strategy:** The secret to getting good reviews is serving excellent food, which prompts the customers to invite their friends and relatives to experience the same and even advertise it. Aside from word-of-mouth advertising, customers are inclined to take pictures of their food and post them on their social media accounts, which will boost the bistro’s online presence.

Bella’s Kitchen intends to become a recognized and active participant in local community activities. Mrs. Wise, a well-known resident of the community, makes sure that the bistro will only be hiring locally trained chefs and buying supplies from the local farmer’s market. The strong sense of community will be beneficial to everyone, including tourists.

Bella’s Kitchen focuses on these three marketing strategies to promote and sustain the business.

|  |  |  |  |
| --- | --- | --- | --- |
| **Marketing Strategy** | **Activities** | **Timeline** | **Success Criteria** |
| Social media interaction | * Announce activities through social media posts | Ongoing project | The posts should garner, at least, a thousand views or reactions. |
| Create awareness | * Post flyers around the city | January 2019 | All flyers have been posted as of January 29, 2019. |
| Offer family day discounts | * Create a plan that focuses on family day offers | February 2019 | The first draft of the plan should be submitted on or before February 7, 2019. |

**Organizational Structure:**

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**Operational Plan:**

**Location and Facilities**

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**Tools and Equipment Checklist**

|  |  |
| --- | --- |
| **Software** | **Quantity** |
| **QuickBooks** | **2** |
| **Evernote** | **4** |
| **Hardware** | **Quantity** |
| **Woks** | **5** |
| **Stoves** | **3** |

**IT Infrastructure**

The following table reflects the IT infrastructure of Fun Wheels.

|  |  |  |
| --- | --- | --- |
| **Infrastructure** | **Existing (Y/N)** | **Description** |
| Social Media | N | The official social media account is yet to be created. |
| Latency Proof | N | No delay in network connections. |
| Zero Downtime | N | No business disruption due to the network. |
| High-Performance Storage | Y | Storage is limited. Evaluation is needed regarding how much more needs to be invested for both storage and backup. |

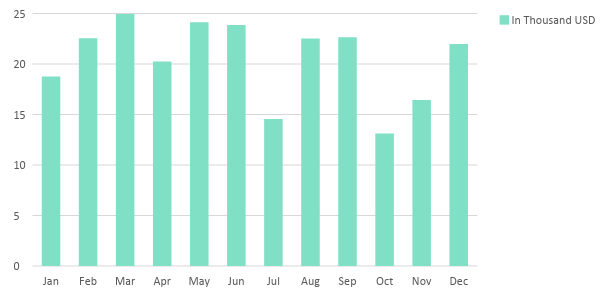
**Financial Plan**

**Assumptions**

The research team for [Bella’s Kitchen] predicts that the [bistro] will have a slow growth rate because it is yet to build its brand and gain a strong financial foothold.

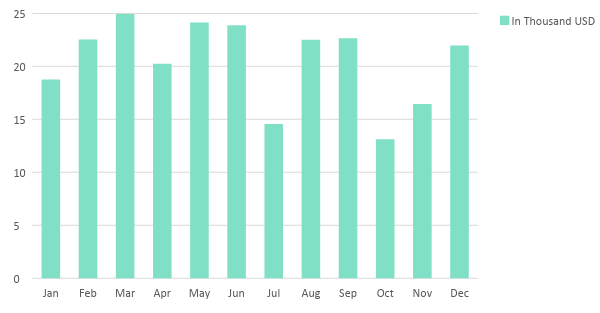
**Monthly Expense**

The chart below shows the projected monthly expenses for the fiscal year [2019].

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**Monthly Revenue**

The chart depicts the projected monthly revenue for 2019.

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**Business Financing**

[Jo T. Wise], the [CE of [Bella’s Kitchen], will fund the start-up operation with an amount of [$100,000.00]. Also, an investor will help fund the start-up operation, crediting the bistro with [$13,335.00]. Mrs. Wise is still trying to find another investor who is interested to buy the bistro’s bonds that could possibly shoulder the remaining amount of [$19,386.26]. The majority of the fund will be spent on payroll, supplies, and equipment.

**Statements**

|  |  |  |  |
| --- | --- | --- | --- |
| **Profit and Loss Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Sales | $ 331,935.95 | $ 365,183.65 | $ 383,973.48 |
| Direct Cost of Sale | $ 166,137.07 | $ 170,254.58 | $ 173,454.74 |
| Other Cost of Sale | $ 7,738.40 | $ 8,672.62 | $ 8,733.03 |
| **Total Cost of Goods Sold or COGS (Sales - Direct Cost of Sale - Other Cost of Sale)** | $ 173,875.47 | $ 178,927.20 | $ 182,187.77 |
| **Gross Profit (Sales-Total Cost of Goods Sold)** | $ 158,060.48 | $ 186,256.45 | $ 201,785.71 |
| **Gross Margin % (Gross Profit/Sales)** | **47.62%** | **51.00%** | **52.55%** |
|  |  |  |  |
| **Operating Expenses** |  |  |  |
| Rent | $ 24,836.03 | $ 22,637.51 | $ 24,524.65 |
| Insurance | $ 5,128.61 | $ 4,593.70 | $ 5,687.19 |
| Utilities | $ 6,789.18 | $ 6,390.45 | $ 4,059.46 |
| Salary (Including Tax) | $ 15,331.37 | $ 14,973.89 | $ 14,704.21 |
| Maintenance & Supplies | $ 3,136.24 | $ 3,649.17 | $ 3,528.71 |
| **Total Operating Expenses** | **$ 55,221.43** | **$ 52,244.72** | **$ 52,504.22** |
|  |  |  |  |
| EBITDA (Total Cost of Sale-Total Operating Expenses) | $ 118,654.04 | $ 126,682.48 | $ 129,683.55 |
| Depreciation | $ 4,000.00 | $ 4,000.00 | $ 4,000.00 |
| Interest Expense | $ 19,023.16 | $ 18,913.57 | $ 21,159.37 |
| Taxes Paid | $ 5,168.61 | $ 6,582.23 | $ 6,921.82 |
| **Net Profit (Gross Profit - Operating Expenses - Taxes - Interest)** | **$ 78,647.28** | **$ 108,515.93** | **$ 121,200.30** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Cash | $ 62,067.89 | $ 139,152.87 | $ 211,474.27 |
| Accounts Receivable | $ - | $ - | $ - |
| Inventory | $ 14,932.64 | $ 21,795.86 | $ 21,890.05 |
| Other Current Assets | $ 17,083.44 | $ 21,773.66 | $ 21,528.36 |
| **Total Current Assets** | **$ 94,083.97** | **$ 182,722.39** | **$ 254,892.68** |
|  | | | |
| Long-Term Assets | $ 26,466.61 | $ 37,745.98 | $ 37,231.05 |
| Accumulated Depreciation | $ 7,126.95 | $ 7,910.06 | $ 8,742.24 |
| **Total Long-Term Assets (Long-Term Assets-Accumulated Depreciation)** | $ 19,339.66 | $ 29,835.92 | $ 28,488.81 |
| **Total Assets (Total Current Assets + Total Long-Term Assets)** | **$ 113,423.63** | **$ 212,558.31** | **$ 283,381.49** |
|  | | | |
| Accounts Payable | $ - | $ - | $ - |
| Notes Payable | $ 24,632.50 | $ 9,310.79 | $ 9,209.71 |
| Other | $ - | $ - | $ - |
| **Total Liabilities** | **$ 24,632.50** | **$ 9,310.79** | **$ 9,209.71** |
|  | | | |
| Paid-in Capital | $ 5,000.00 | $ 5,000.00 | $ 5,000.00 |
| Retained Earnings | $ 115,000.00 | $ 120,000.00 | $ 130,000.00 |
| **Total Owner's Equity (Total Assets - Total Liabilities)** | **$ 88,791.13** | **$ 203,247.52** | **$ 274,171.78** |
| **Total Liabilities & Equity (Total Liabilities/Total Owner's Equity)** | **27.74%** | **4.58%** | **3.36%** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Operating Cash Beginning | $ 62,067.89 | $ 139,152.87 | $ 211,474.27 |
|  | | | |
| **Sources of Cash** | $ - | $ - | $ - |
| Receivables | $ - | $ - | $ - |
| Sales | $ 331,935.95 | $ 365,183.65 | $ 383,973.48 |
| Others | $ - | $ - | $ - |
| **Total Cash** | $ 394,003.84 | $ 504,336.52 | $ 595,447.75 |
|  | | | |
| **Expenditures** | | | |
| Rent | $ 24,836.03 | $ 22,637.51 | $ 24,524.65 |
| Insurance | $ 5,128.61 | $ 4,593.70 | $ 5,687.19 |
| Utilities | $ 6,789.18 | $ 6,390.45 | $ 4,059.46 |
| Salary (Including Tax) | $ 15,331.37 | $ 14,973.89 | $ 14,704.21 |
| Maintenance & Supplies | $ 3,136.24 | $ 3,649.17 | $ 3,528.71 |
| **Total Expenditures** | $ 55,221.43 | $ 52,244.72 | $ 52,504.22 |
| **Net Income/Loss (Total Cash - Total Expenditures)** | **$ 338,782.41** | **$ 452,091.80** | **$ 542,943.53** |