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**Executive Summary**

[Freshly Made] is a company based in [Chicago], Illinois that delivers pre-packed ingredients and recipes to prepare home-cooked meals. As a subscription-based service, customers can choose what recipe to be delivered in what day and for how many.

The company targets to increase its profit margin for the current fiscal year by [15%]. In order to achieve this, it will have to at least double the size of its customers and outperform competitors in doing so. The company decided that the best way to attract more customers is to rebrand its products. It plans to redesign its [logo] and packaging. The company website will also be redesigned to feature the newly packaged products.

**Company Overview**

[Freshly Made] helps people spend less time preparing their home cooked meals and more time performing their tasks for the rest of the day. The company puts healthy food on your table like you are served a meal in your favorite restaurant. This is mainly for individuals who always crave for delicious home-cooked meals despite their busy schedule.

**Mission Statement**

[Freshly Made] mission is to deliver fresh pre-packed ingredients and recipes on time every day right at your doorstep.

**Corporate Values**

Efficiency is one of the core values of [Freshly Made]. From its food concepts and designs to packaging and delivery, this value is the company’s ethical source in achieving maximum results.

**Vision**

[Freshly Made] envisions a future where quality recipes and ingredients can easily be accessed by every household not only in America but also in many different countries around the world.

|  |  |
| --- | --- |
| **[Freshly Made] SWOT Analysis** | |
| **INTERNAL FACTORS** | **EXTERNAL FACTORS** |
| **Strengths** | **Opportunities** |
| * Is a partner with farms in different states all across America * The core team is composed of experienced experts | * More and more people are getting used to online shopping in fulfilling their daily needs. * Further technological advancements that allow the company to give more value to its customers |
| **Weaknesses** | **Threats** |
| * Has to establish a strong brand identity * Lacks customer service personnel | * The popularity of restaurant delivery services * A change in customer preferences and tastes |

**Business Concept**

**Product/Service Offered**

Freshly Made offers the following plans:

* Regular Plan: Two to Four Persons; [Two to Three Recipes per Week]
* Classic Plan: Two to Four Persons; [Two to Four Recipes per Week]
* Family Plan: Four Persons; [Two to Three Recipes per Week]

**Benefits to Clients/Customers:**

[Freshly Made] aims to help people create a simpler meal plan to save time and experience the goodness of a home-cooked meal. Each pre-packed recipes has the ingredients that came straight from an organic, non-GMO farm.

**Target Customers:**

[Freshly Made] targets customers who are always on-the-go and seem to not have the time to shop and prepare for their weekly home-cooked dinner. The company takes away most of their time to prepare a meal while still retaining the essential processes that complete the idea of home cooking.

**Market Analysis**

**Trends**

As technology continues to rule our daily lives, people started taking advantage of this advancement to make our daily living simpler and more convenient. Enter meal-kit delivery business which is reinventing the home cooking in a remarkable way. According to one research, the meal-kit market in the United States earned a sales of [$2.6] billion in [2017] and will grow by double-digits over the next few years. Many companies have emerged thinking this type of business is going to be the next big thing.

The meal-kit market, however, is prone to sudden fluctuations. Many have fallen out of business since their introduction and not many that are still existing have sustainable business models. One expert concludes that the market is just a fad and will go out of flavor over the next decade. In light of this short analysis, [Freshly Made] will strive to develop new ways to provide more value to the marketplace such that in the next decade the company will not suddenly go out of business.

**Market Size and Revenue Potential**

The meal-kit delivery service market in the United States was valued at [$4.65] billion and is predicted to reach more than [$11] billion by [2022].

[Freshly Made] headquarter is in [Chicago] but its market is not only limited within Illinois and neighboring states. The company is designed to provide easy-to-prepare dishes to millions of Americans across the country and is currently looking forward to further scale up the service, globally.

**Steadfast Community Bank Growth Forecast for [2019]**

|  |  |  |
| --- | --- | --- |
|  | **[FY 2018]** | **[FY 2019]** |
| Current Subscriptions | 25,331 | 40,000 |
| New Subscriptions | 15,166 | 30,000 |
| Revenue | [$32 million] USD | [$51 million] USD |

**Competition**

[Freshly Made] top two competitors are Easy Home Cooking and Chef’s Hat.

**Competitive Analysis**

|  |  |  |
| --- | --- | --- |
| **Company Name** | **Pricing** | **Promotion** |
| Freshly Made | - [$7.99] per meal and serves two persons | - [$10] off on first five meals |
| Easy Home Cooking | - [$6.50-$9.50] up to three meals per week for two persons | - [$75] discount on the first three boxes with free shipping |
| Chef’s Hat | - [$7.99-$12.99] up to four meals per week for four persons | - [30%] off on the first month |

**Strategic Key Performance Areas (KPAs), Goals, and Objectives**

**Legend:**

**Definition of Priority Levels**

**Priority Name Definition**

**High** Low Cost, High Impact   
**Normal** Average Cost and Impact  
**Low** High Cost, Low Impact

**Definition of Status**

**Ongoing** - The activity is on track/on schedule.

**At Risk** - There are issues facing the activity, but can still be resolved.

**On Hold** - A serious issue needs to be resolved before the activity can continue.

**KPA: Financial**

**Goal**: Increase annual profit margin by [15%].

**Objective**: Land partnerships with large retail companies.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action Items** | **Responsibility** | **Target Date** | **Status** | **Priority** |
| Set-up business meetings with the large company executives and create a report and sales pitch | CEO | [May 12, 2019] | Ongoing | High |

**KPA: Customer**

Goal: Customers will have a strong connection with the brand and can easily identify what the brand really stands for.

Objective: Increase customer loyalty to the brand.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| 1. Redesign the company website, product encasements, and logo  2. Make sure the company’s actions coincide with its mission | Director for Branding and Marketing | [April 4, 2019] | Ongoing | Normal |

**KPA: Operational/Internal Processes**

Goal: Establish a strong brand identity, one that reflects the mission and values of the company.

Objective: Maintain cohesiveness within all of the company’s operations.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| Ensure that the new standards are executed properly. | Bank Clerks,  Bank Manager,  IT Personnel | [January 1-15, 2019] | Ongoing | High |

**KPA: Employees**

Goal: Have all the employees’ actions and decision-making become cohesive with the brand’s identity.

Objective: Ensure that the employees understand the company’s purpose

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| Hold meetings with employees and inform them of the company’s changes and how they could convey the brand’s message through their works. | CEO, General Manager, Director for Branding and Marketing | [June 12, 2019] | Ongoing | High |

**Management Team**

The management team is a team of experts led by [James H. Morrison]. They hold a strong vision to change the way people experience pre-packed dishes, a vision that could reach billions of people around the world. They are currently looking for talented people who share the same ideals, values, and principles.

**Financial Details**

|  |  |  |
| --- | --- | --- |
| **Freshly Made** | | |
| **Balance Sheet** | | |
| [USD $] | | |
|  | **[2018]** | **[2019]** |
| **Assets** |  |  |
| Current Assets: |  |  |
| Cash | 50,000,000 | 65,000,000 |
| Accounts Receivable | 5,000,000 | 6,000,000 |
| Prepaid Expenses | 1,500,000 | 2,000,000 |
| Inventory | 5,000,000 | 6,000,000 |
| Total Current Assets | 61,500,000 | 79,000,000 |
|  |  |  |
| Property & Equipment | 5,000,000 | 6,000,000 |
| Goodwill | 3,000,000 | 4,000,000 |
| **Total Assets** | **69,500,000** | **89,000,000** |
|  |  |  |
| **Liabilities** |  |  |
| Current Liabilities: |  |  |
| Accounts Payable | 20,000,000 | 22,000,000 |
| Accrued Expenses | 12,000,000 | 13,000,000 |
| Unearned Revenue | 3,000,000 | 5,000,000 |
| Total Current Liabilities | 35,000,000 | 40,000,000 |
|  |  |  |
| Long-Term Debt | 10,000,000 | 12,000,000 |
| Other Long-Term Liabilities | 1,000,000 | 900,000 |
| **Total Liabilities** | 46,000,000 | 52,900,000 |
|  |  |  |
| **Shareholders' Equity** |  |  |
| Equity Capital | 3,000,000 | 4,500,000 |
| Retained Earnings | 20,500,000 | 31,600,000 |
| **Shareholders' Equity** | **23,500,000** | **36,100,000** |
| **Total Liabilities & Shareholders' Equity** | **69,500,000** | **89,000,000** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Freshly Made** | | | |
| **Cash Flow in [USD $]** | | | |
|  | For the Year Ending | 12-31-2018 | 12-31-2019 |
|  | Cash at Beginning of Year | 29,000,000 | 35,000,000 |
|  | Cash at End of Year | 60,100,000 | 82,000,000 |
|  |  |  |  |
| **Operations** |  | **[2018]** | **[2019]** |
| Cash receipts from | |  |  |
|  | Customers | 30,000,000 | 45,000,000 |
|  | Other operations | 1,500,000 | 4,000,000 |
| Cash paid for |  |  |  |
|  | Inventory purchases | -5,000,000 | -10,000,000 |
|  | General operating and administrative expenses | -10,000,000 | -14,000,000 |
|  | Wage expenses | -3,000,000 | -4,000,000 |
|  | Interest | -1,000,000 | -1,300,000 |
|  | Income taxes | -1,000,000 | -1,200,000 |
| Net Cash Flow from Operations | | 11,500,000 | 18,500,000 |
|  |  |  |  |
| **Investing Activities** | |  |  |
| Cash receipts from | |  |  |
|  | Sale of property and equipment |  |  |
|  | Collection of principal on loans | 20,000,000 | 25,000,000 |
|  | Sale of investment securities | 23,000,000 | 15,000,000 |
| Cash paid for |  |  |  |
|  | Purchase of property and equipment | -15,000,000 | -15,000,000 |
|  | Making loans to other entities | -21,000,000 | -15,000,000 |
|  | Purchase of investment securities |  |  |
| Net Cash Flow from Investing Activities | | 7,000,000 | 10,000,000 |
|  |  |  |  |
| **Financing Activities** | |  |  |
| Cash receipts from | |  |  |
|  | Issuance of stock | 15,000,000 | 20,000,000 |
|  | Borrowing | 5,000,000 | 6,000,000 |
| Cash paid for | |  |  |
|  | Repurchase of stock (treasury stock) |  |  |
|  | Repayment of loans | -5,000,000 | -4,500,000 |
|  | Dividends | -2,400,000 | -3,000,000 |
| Net Cash Flow from Financing Activities | | 12,600,000 | 18,500,000 |
|  |  |  |  |
| Net Increase in Cash | | **31,100,000** | **47,000,000** |
|  |  |  |  |
|  | Cash at End of [Year] | 60,100,000 | 82,000,000 |